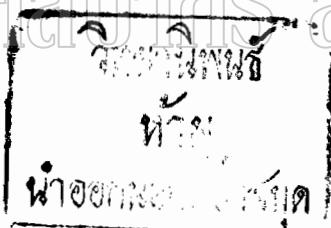


INVESTIGATE THE EFFECTIVENESS OF INTERNAL COMMUNICATION CHANNELS
IN SHERATON VISTANA VILLAGES, ORLANDO, FLORIDA



By

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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 "Investigate the effectiveness of internal communication channels in Sheraton Vistana Villages, Orlando, Florida" submitted by Miss Chariya Gumpee as a partial fulfillment of the requirements for the degree of Hotel and Tourism Management.

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ABSTRACT

INVESTIGATE THE EFFECTIVENESS OF INTERNAL COMMUNICATION CHANNELS IN SHERATON VISTANA VILLAGES, ORLANDO, FLORIDA

Chariya Gumpee

Silpakorn University International College, 2011

This study investigated the effectiveness of communication channels in Sheraton Vistana Villeges in Orlando, florida in order to develop a new internal communication mediums. Previous researches point out that an effective communication tools can improve company internal communication. Employees can be the best company ambassadors if they more satisfied with information they receive and feel greater responsibility to advocate for the company. Once it is clear that good communication benefits to employers and it will enable organizations to maintain better relationships with employees.

Furthermore, in this research is presented perception of employees of the hotel in the form of data gathered through questionnaires with 30 employees from four departments including Activity, Engineering, Security, and Housekeeping. The data was analyzed by using quantitative method, frequency, one-way ANOVA, cross tabulation, and regression analysis.

The results from this study were expected to create a new communication vehicle to improving internal communication for the resort.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

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CHAPTER 1

INTRODUCTION

1.1 Internship Background

This internship is a part of study in the Master's program in Tourism and Hospitality Management at Silpakorn International College. The internship provides an opportunity to link the theory with a practical real world experience in hotel and tourism industry which enabling to develop professional skills and technical skills from working on special project for housing property.

1.1.1 Housing Property

The internship program takes place at Sheraton Vistana Villages in Orlando, Florida, United States of America. The hotel is located on International Drive surrounding by Orlando's famous themed parks. For example, it is about 2 miles from Sea World Orlando, 2.3 miles from Aquatica Water Park, 5 mile from Walt Disney World and Universal Studio.

1.1.2 Participating Department

This internship is participated in the Activities Department. Staffs are known as Fun Team Member. Activity department carries on all the activities with guests and staffs within the resort such as daily activity, selling hotel's merchandises, and arranging staff's events.

1.1.3 Fun Team Philosophy

Fun Team Goal is to provide exceptional service to all guests. However, if an associate is aware of any special needs guests, the associate should provide a level of service an/or experience that will make that guest and their travel companions feel included, special, and exceed all expectations. This philosophy is to provide inclusion and make these guests believe they belong in all Fun Team experience without intimidating or focusing on actual limitations of the guests.

1.1.4 Starting and Ending Date

This program is required to take at least five months of internship. The internship program started on December 1, 2010 and ending date is on May 4, 2011.

1.2 Internship Expectations and Achievements

1.2.1 Goals and Objectives

To set goals and objective for the internship program are very important because it can guide to task planned and helping create a benchmark which can assess achievements and personal development at the end of the internship. For this reason, my main goals for this learning experience are: 1) To apply the knowledge learned in SUIC to the work environment and to pursue a particular interest or career option, 2) To develop professional skills and gaining an understanding of the technical skills which will be used in hospitality field. 3) To improve personal development gaining decision-making and critical think skills as well as increased confidence and self-esteem.

1.2.2 Roles and Responsibilities

Fun Team Members are involved a range of different tasks and our roles are changed every day. Working areas are generally divided into five areas (Las Olas Poolside Shop, Port of Call Poolside Shop, Key West Activity Center, Main Activity Center, and Activity) which the duties can be identified as carrying daily activity, selling merchandises, handing towels and signing out sport equipments. Apart from daily work, I started a new role as a member of the Communication Committee on January 26, 2011 and mainly goal of this committee is to improve the hotel internal communication.

1.2.3 Achievement

Doing the internship with Sheraton Vistana Villages enables me to develop leadership skills, technical skills, and self-confidences which are very important for future jobs. According from the goals that were mention before, almost of the expectations has been achieved which are demonstrated as below:

1.2.3.1 Relationship Building

This leadership trait is the most important ingredient for success in working as a team. Leaders should know how to get along with people and treat everyone as individuals. Working as the activity person helps me to improve the relationship building skills either with guests and coworkers. Due to the Sheraton Vistana Villages is one on a big diversity workplace, I have learnt to understand multiculturalism and able

to celebrated the difference. I can show empathy for colleagues and usually encourage, inspire and motivate them up.

1.2.3.2 Self-Confidence

Leaders with self-confidence believe in themselves as well as in others. If compare since the first day of internship program, I have a lot improve on this leadership trait. I was hardly to stand for myself and my own ideas but now I enable to stand out for my ideas and listen to others. I become to speak more and share my thoughts with my associates.

1.2.3.3 Positive Attitude

A positive attitude is essential for achieving successful life. Before I begin to do internship, I slightly looked down on myself that I could not do the jobs. However, after the first week passed by, I became much more confidence in myself and think about anything in a positive way. Moreover, I am able to inspire to think positive as well.

1.2.3.4 Responsibility

Responsibility is one of strong personalities that I have. My expectation is to improve this trait to be higher and stronger. I consider it is one of my successful expectations because managers and colleagues believe that whenever I am in charge any tasks I will get it done and responsible for any mistake.

CHAPTER 2

INTRODUCTION OF SHERATON VISTANA VILLAGES

2.1 Sheraton Vistana Villages' History

The Sheraton Vistana Villages (SVV) was opened on August 1, 2000 with 120 unites. The hotel's lobby was settled at the security gate where guests would check in. After that, it was moved to bldg. 1 room 104. Nowadays, the resort has 1,037 unites including the St. Augustine building (building 25) which is still under construction.

Sheraton Vistana Villeges is located at 12401 International Drive in Orlando, Florida. The resort is one of the Starwood Vacation Ownership (SVO) which is the premier developer and operator of high quality vacation interval ownership.

2.2 Hotel's Mission Statement

Sheraton Hotels offers something for everyone from full-service hotel in major cities to luxurious resorts by the water. At Sheraton, we believe people want to come together and connect. When they do, they are more productive ad they are happier. It's that simple. We understand it more clearly than other hotels and it has driven the relationship we have with our guests yesterday, today and tomorrow.

2.3 Values

Sheraton Hotel & Resort core values are Warm, Connected, Community. The meanings of these words are explained as following:

2.3.1 Warm

Associates are genuine and welcoming, conveying a generosity of spirit and caring for and about your needs. You can be comfortable being yourself.

2.3.2 Connected

Even far from home, you are able to connect with what matters most through our signature spaces, amenities and service.

2.3.3 Community

Our hotels provide a social place for people to come together and share experiences. No matter where you are in the world, at Sheraton you belong.

2.4 Type of Guests

Starwood has 3 vacation ownership brands including Sheraton Vacation Ownership, Westin Vacation Ownership, and St. Regis. Currently, Starwood has 20 resorts on Starwood Vacation Ownership (SVO) as following: 1) Sheraton Vistana Resort, Orlando, FL, 2) Sheraton Vistana Villages, Orlando, FL, 3) Sheraton PGA Vacation Resort, Port St. Lucie, FL, 4) Sheraton Broadway Plantation, Myrtle Beach, SC, 5) Sheraton Mountain Vista, Avon, CO, 6) Sheraton Desert Oasis, Scottsdale, AZ, 7) Sheraton Steamboat Resort Villas, Steamboat Spring, CO, 8) Harborside Resort at Atlantis, Paradise Island, Bahamas, 9) Lakeside Terrace, Avon, CO, 10) Vistana's Beach Club, Jensen Beach, FL, 11) Villas of Cave Creek, Cave Creek, AZ, 12) The Westin St. John Resort & Villas, St. John, U.S. Virgin Island, 13) The Westin Ka'anapali Ocean Resort Villas, Maui, HI, 14) The Westin Ka'anapali Ocean Resort Villas North, Maui, HI, 15) The Westin Mission Hills

Resort & Villas, Rancho Mirage, CA, 16) The Westin Kierland Villas, Scottsdale, AZ, 17) The Westin Lagunamar Ocean Resort, Cancun, Mexico, 18) The Westin Princeville Ocean Resort Villas, Kauai, HI, 19) The Westin Desert Willows Villas, Palm Desert, CA, 20) The Westin Riverfront Mountain Villas, Avon, CO.

As Sheraton Vistana Villages is a part of Starwood Vacation Ownership, the resort's guest types are divided into 4 types:

- 1.) Sheraton Vistana Villages Owners: Guests that own a week or more in property
- 2.) Sheraton Vacation Network Owners: Guests from another hotel in Starwood Vacation Member.
- 3.) Exchangers or Interval International: An exchange guests from other hotels outside Starwood brand.
- 4.) Renters: Walk in guests and travel agency

2.5 Hotel's Occupancy

The hotel's occupancy has been up in the last few years; for example, in 2009 the occupancy was 67% and REVPAR \$73, for the year 2010 the occupancy raised up to 75% with REVPAR \$71.75. However, the trend has been more erratic than in the past. It will always pick up on the weekend, where as in the past it steadied off during off times. Since the trend has changed, the hotel is now offering different incentives for weekend travel. The percentages of owners to renters vary from season. During peak seasons the majority of guests are owners about 75-90% being owners this is around Christmas/thanksgiving/etc. During off season it is

mostly renters again this could be up to about 70%. During summer it's usually a split depending on if it is a holiday weekend such as the 4th of July or memorial weekend then owner occupancy increases.

2.6 Resort Facilities and Services

The Sheraton Vistana Villages has divided into 4 areas such as Bella Villages, Key West Villages, St. Augustine Villages, and Amelia Villages. All of the phases have amenities, except for Amelia which share St. Augustine.

2.6.1 Bella Villages

In this area, there are eleven building from building 1-11 and it is the location of Main Lobby, Main Activity Center, and Flagler Bar & Grill.

Main Lobby: Main Lobby has two floors which are the reception area at the second floor and the sale center and tours on the ground floor. Check-In is at 4.00pm and Check-out time is at 10.00am.

Flagler Station Bar & Grill: This is a sit down service restaurant that is opened daily at 8.00 a.m. until 10.00 p.m. and offers quick-order breakfast, lunch, dinner menu item and Villa delivery to the room which is an 18% service charge plus tax and 3 dollars delivery charge.

Main Pools and Hot tubs: The main pool is the biggest swimming pool in the property and operates from 7:00 a.m. until 1:00 a.m. In the winter season the pool is heated at temperature of 82 degrees. Quiet pool and hot tub are located inside the main swimming pool; for this reason, the operation hour is the same, but children and floats are not allowed in that area.

Las Olas Poolside Shop: It is a biggest poolside shop which located at the main pool deck and it is opened at 10:00 a.m. until 5.00 p.m. There is variety of items selling in this shop such as sunglass, suntan lotion, panama jack shirts and shorts, goggles, chips, drinks and ice cream, etc.

2.6.2 Key West Villages

The Key west Villages have six building from building 12-17. In this area, there are Key West Activity Center, Fitness Center, Game Room, Key West Pool, Basketball, Shuffleboard, and Tennis Courts.

Key West Activity Center is operating from 9.00 a.m. until 5.00 p.m. It is the place where guests can exchange pool towel and sign out sport equipments. Fitness Center in this village is opened from 6 a.m. until midnight.

A Key West pool hour of operation is at 7 a.m. until 11 p.m. and there is a small pool separately with a seal that sprinkles for children.

2.6.3 St. Augustine Villages and Amelia Villages

There are five building in the St. Augustine phase from building 23-26 which building 25 is still under construction. In Amelia Phase has four building and it share amenities and facilities with the St. Augustine Villages.

St. Augustine Villages contains a boat ship and slide in the children area and there are pool attendants on duty in this area due to the slides. For this reason, the pool operating hours are shorter than other swimming pool; operating hours are at 9.00 a.m. until 8.00 p.m. and time vary based on season.

Port of Call poolside shop: This shop is smaller than the one that resort has at the main swimming pool. Nearly all of merchandises in the shop are quite similar to another shop. Port of Call operating hours are 9.00 a.m. until 7.30 p.m. and guests can exchange pool towel at the shop.

Pirates Cove Poolside Bar: It is a new poolside Bar which operates from 11.30 a.m. until 8.00 p.m. depending on season as well. The Bar offers sandwiches, nachos, chips, soft drink, water and variety of cocktail and beer.

2.6.4 Play Grounds

The resort provides children's playgrounds next to the pool area which all playgrounds are filled with sand and gated. Bella/gardens playground is located on the right hand side of the pool. Key West playground is on the left hand side next to building 13-14. St. Augustine playground is located between building 25-26.

2.6.5 Grills on Property

The hotel provides grills all over property which guests can find it in the experience guide map. The grills on property are first come first serve and all the grills are currently gas, with some charcoal. The utensils for the grills are available at the Main Activity Center. Guests can rent grill tools out with 30 dollars deposit on their room charge for 2 days. When guests return grill tools in a good condition as it should be, their deposit will be returned back or they may also purchase them.

2.6.6 Mallory Square Market

The Mallory Square Market is located between Bella Villages and Key West Villages. The store is opened from 9 a.m. until 10.30 p.m.; the operating time based

on season. Typical convenient store items that are selling in the market are milk, cereals, breads, books, clothes, and all kind of grocery products. Guests can order pre-stock groceries before they arrive and they will be delivered to the room which a service fee is assessed based on the amount of the order.

2.7 Hotel Organization Chart

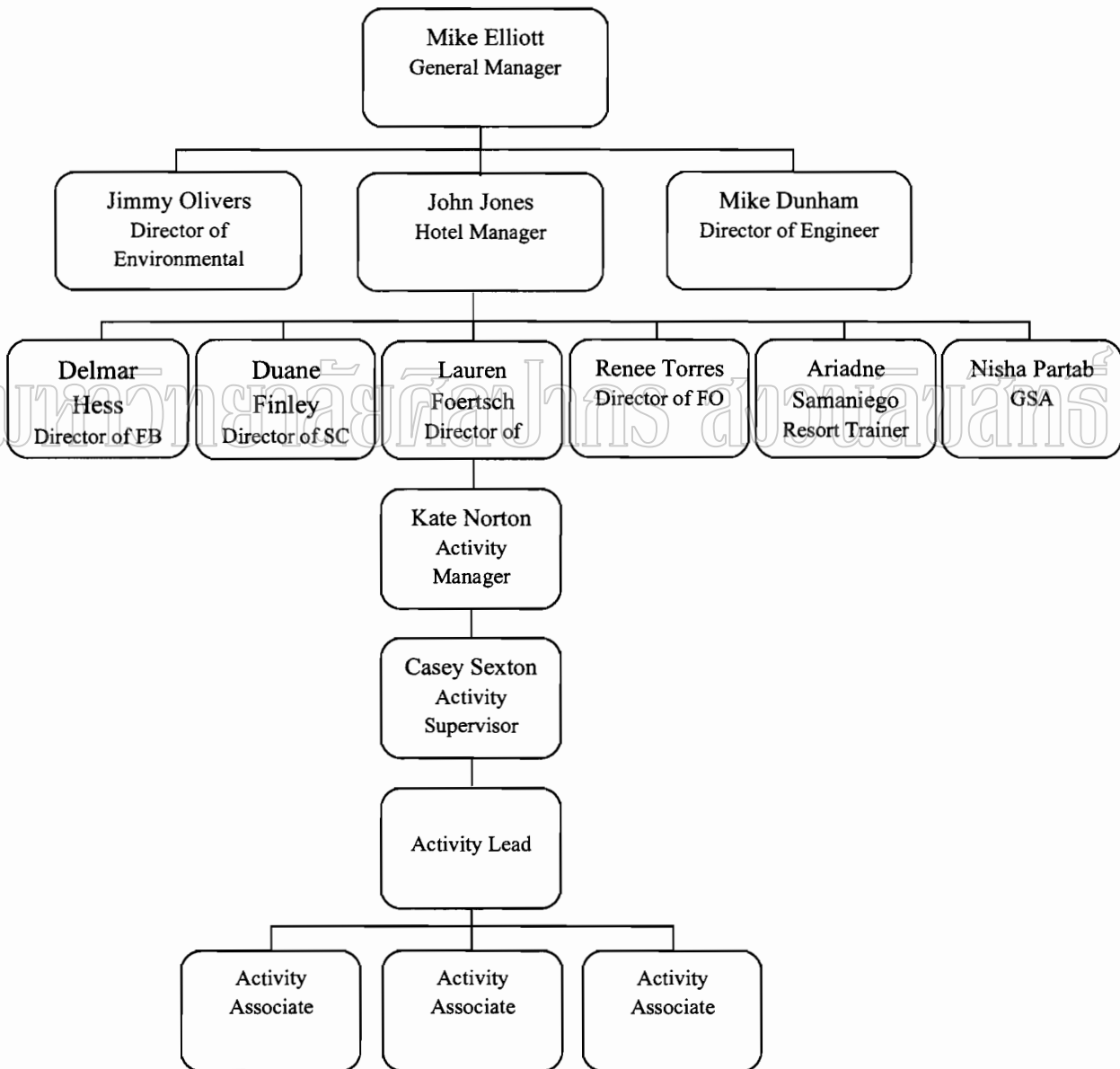


Figure 1: Organization Chart

2.8 Resort's Competitors

Orlando is one of the favorite destinations in Florida. There are plenty of resorts and hotels are available in wide range rates around the Sheraton Vistana Villages. This brings to the high competition for the hotel. Due to almost of resort's guests are the ownership and just a few are walk-in guests. For this reason, the Sheraton Vistana Villages' competitors in this section will be focus on the vacation ownership/clubs and divided into two parts; direct competitors and indirect competitors.

2.8.1 Direct Competitors

2.8.1.1 Disney Vacation Club

The Disney Vacation Club or DVC is the Disney version of a vacation ownership program which is a biggest business in Orlando. The club was created in 1991 by Disney Vacation Development, Inc., a subsidiary of the Walt Disney Company. Unlike a traditional timeshare where owners buy a specific size unit in a set time of year, the DVC works on a point system giving owners the flexibility to travel when they want, as often as they want, for however long they want, and in whatever size unit they choose. When customers purchase a real estate interest in a Disney Vacation Club Resort, their Membership provides an annual allotment of Vacation Points allowing them to stay in a variety of accommodations, year after year.

- 1.) Disney's Grand Floridian Resort & Spa
- 2.) Disney's Polynesian Resort

- 3.) Disney's Caribbean Beach Resort
- 4.) Disney's Coronado Springs Resort
- 5.) Disney's Port Orleans Resorts – French Quarter & Riverside
- 6.) Disney's Yacht Club Resort
- 7.) Disney's Fort Wilderness Resort & Campground

Apart from the seven resorts in Florida, the members will be able to experience the Disney vacation club resorts over 500 destinations worldwide.

2.8.1.2 Ritz-Carlton Luxury Residence Club

Ritz-Carlton Luxury Residence Club focuses on flexibility, security and luxury service for their members. The company name has become renowned in the hotel industry since 1927. Ritz-Carlton has primary 10 destinations club in the United States and the Caribbean. Club members also can access to more than 70 Ritz-Carlton hotels worldwide.

2.8.1.3 Hilton Grand Vacation Club

The Hilton Grand Vacation Club is a timeshare program of Hilton Grand Vacations Company, LLC which is a division of Hilton Worldwide. The company headquarter is in Orlando, Florida, providing high-quality vacation ownership resorts in select vacation destinations. The program is innovative point-based reservations and exchange system. Club members will be able to exchange their vacations throughout the Club systems of resorts or enroll in Resort Condominiums International (RCI) which offering vacation exchange options at more than 3,700 resorts in 101 countries.

2.8.1.4 Marriott Vacation Club

Marriott Vacation Club offers the flexible timeshare vacation for more than 25 years. Club members spend vacation club points in 53 Marriott Vacation Club Resorts, 3,300 Marriott Hotels and resorts, specialty travel options (Safaris, wine, tours and cruise), and world traveler (Marriottvacatioclub.com). In Orlando, Florida, there are 10 resorts and hotels under Marriott chain.

2.8.1.5 Four Seasons Residence Club

The Four Seasons Residence Club is a new dimension of Four Season Hotels and Resort, offering club members to experience of the home ownership. The company itself was well known for the world of luxury hotelier since 1960 and now operates 82 properties in 34 countries. There are 21 Four Seasons Hotels and Resorts are participating on Timeshare Programs.

2.8.2 Indirect Competitors

Sheraton Vistana Villages has 3 indirect competitors as following: 1) Westin Vacation Ownership, 2) St. Regis Residence Club, and 3) Other Sheraton Vacation Ownership.

2.9 Hotel's SWOT Analysis

2.9.1 Strength

2.9.1.1 Good Location

Location is one of competitive advantages of the Sheraton Vistana Villages because it is located on the International Drive which is well known in Orlando. The



hotel is also closed to the airport and many famous destinations such as Disney World, Sea World, and plenty of shopping malls.

2.9.1.2 Convenience and good transportation

Due to the hotel is located on the main road in Orlando, there is public transportation provided along way and many car rentals around the area. The department stores and private transportation coordinate with the hotel to provide guests from the hotel to the destinations with a good deal.

2.9.1.3 Big Hotel Chain

Because Sheraton is one of Starwood Brand which is known as the hotel brand leader in the hospitality industry. The advantage of the hotel chain is that the hotel doesn't have to promote itself because the name is already in the market. This could be considered as a biggest advantage for the resort.

2.9.1.4 Customer Relationship

Due to almost of hotel's guests are owners; it is not so difficult for the hotel to maintain the relationship with guests. As we can notice from who stay in the resort most of them have visited at the resort more than one time, and some of them come to stay at the hotel every year.

2.9.1.5 Highly Skilled Management Team

The resort has a professional management team from what I observed. Since hotels' general manager until the manager in each department have a good vision and always setting their goals. Whenever something happened they always support

each other. In Activity Department, if any problem occur, the department's director or manger will get involve and solve the problem immediately.

2.9.1.6 Affiliation

The Sheraton Vistana Villages has affiliation with the Sheraton Visana Resort to transfer their guests and employees between these two properties. One of these the resorts' guest can visit one another and will be able to use the hotel facilities.

2.9.2 Weakness

2.9.2.1 Language Difference

Language difference could be an issue for the hotel in regard to understanding of staffs in their jobs. In the hotel, there are several languages that have been used; for example, English, Spanish, and French. This may cause the problem for management to communicate staffs and it may be difficult for staffs to talk to guests.

2.9.2.2 Lack of Facilities for A Crowdie Season

If consider hotel's facilities during slow season, the resort should have enough space and facilities providing for their guests. However, when crowdie season arrive, all the hotel's facilities seems to be not enough for the guests.

2.9.2.3 Technical Problems

There are technical problems occurred in the past few months. One is Internet Wi-Fi problems and another one is Micros Program at the poolside shops.

2.9.2.4 High Competition

Because Orlando is very famous destination in Florida, there are hundreds of hotel and resorts in this area. For this reason, Sheraton Vistana Villages has a lot of competitors which make the hotel more difficult to differentiate itself to others.

2.9.3 Opportunity

2.9.3.1 The Growth of Florida Hospitality

According to State of Florida Website, Florida has 76.8 million visitor in 2004 and steady increasing each year. This would be a great opportunity for the hotel as the numbers of tourists are increasing.

2.9.4 Threats

2.9.4.1 More and More Competitors

Because the state of Florida becomes stronger in regard to economy, this will influence more people interesting in doing business in Florida.

2.9.4.2 Weather Changes

Beside beautiful scenery of sun-filled days in Florida, the climate can bring some surprising changes in weather condition such as Tornado, Hurricanes, Tropical Storms and Tropical Depressions.

2.10 Hotel's Market Mix

2.10.1 Product

2.10.1.1 Room Types

The resort has 6 room types but only renting four of them out, the others two guests must own. There are the one bedroom standard, one bedroom deluxe, one

bedroom premium, and the two bedrooms. Those are the ones the hotel rent out. When guests book a one bedroom, they are automatically booked for a standard one bedroom and they can upgrade to other types of room by add up the certain amount of room charge. The hotel also have two bedroom lock offs and three bedroom lock offs that are not for rent.

2.10.1.2 Flagler Service

The Flagler station bar & grill provides delicious food both indoor and outdoor dining. There are selection of menu and cocktail. The interior design of Flagler is comfortable for couples, families and groups.

2.10.1.3 Special Occasions Decorations and Party Packages

Guests could order all kind of packages which can be delivery to their room as a surprise gift.

2.10.2 Price

Standard One Bed room - ranges from\$99 to \$299 depending on season

One Bedroom Deluxe - \$30 per night more from a standard one bed room

One Bedroom Premium - \$40 per night more from one bed room deluxe

Two Bedrooms - start off \$159 up to \$309

The table 1 below shows the purchase Price for Starwood Vacation Ownership

Table 1: Room Purchase Price

Villa Type	Season	Purchase Price
3 Bed rooms Lock Off	Platinum (Prime)	N/A
	Gold Plus (High)	N/A
2 Bed rooms Lock Off	Platinum (Prime)	\$31,900
	Gold Plus (High)	\$25,900
2 Bed rooms	Platinum (Prime)	\$27,900
	Gold Plus (High)	\$18,900
1 Bed room Premium	Platinum (Prime)	\$18,900
	Gold Plus (High)	\$14,900
1 Bed room	Platinum (Prime)	\$16,900
	Gold Plus (High)	\$13,900

2.10.3 Place

Normally the resort works with expedia and other wholesalers, currently working with LiveNation to promoting the hotel by giving 2 free tickets for a weekend stay. Apart from reserving a room through Starwood website, guests will be able to call to the hotel or booking from agencies. The special promotions will be offered on hotel website and through our rewards program Starwood Preferred Guest (SPG).

2.10.4 Promotion

Return to paradise promotion

This promotion offers only for Starwood Preferred Guest members. Travelers a Guests who make a booking for any length of stay taking place between 15 May 2001 and 31 July 2001 will be invited for a complimentary return visit of

the same length and in the same category of accommodation, any time between 1 November 2001 and 21 December 2001 or between 7 January 2002 and 28 March 2002. Room rates on the **"Return to Paradise"** promotion start from US\$120 plus 10% VAT per night for Garden view accommodation, inclusive of American Buffet Breakfast. To be eligible for this offer, reservations must be made between 15 March 2001 and 15 May 2001.

2.11 Problem Identification

Sheraton Vistana Villages is a big hotel chain with 300 staffs. Because of the size of the organization and different cultures of associates, internal communication is one of problems that the hotel faces to nowadays. The internal communication problems that have been seen during the internship program are hotel's staffs do not know much about the organization and do not know about what is going on within and outside organization. For example, a guest asked for the way to get to Pirate's Cove Poolside Bar and what opening time is until. Employee knows exactly the way to get there and the opening time; however, the opening time was changed due to the season, but the employee did not know. The employee told the guest wrong time, so that guest came back with upset feeling because he/she walked back and forth only to find a meal.

CHAPTER 3

INVESTIGATE THE EFFECTIVENESS OF INTERNAL COMMUNICATION CHANNELS IN SHERATON VISTANA VILLAGES

3.1 Introduction

The successful business depends heavily on effective communication which in the organization. Most of organizations realized that they will be able to achieve positive perception from customers by improving internal communication. However, many organizations mainly focus on external communication strategy building, forgetting about having customers not only outside, but inside the company as well (Rogala A.). An Effective internal communication not only creates a good image of companies, improving internal communication will enable organization to increase moral, staff engagement and gain harmony.

The purpose of this study was to identify the affect of communication channels on efficiency of communication, how the communication media has been used in each department, and which communication tools employee prefer to be used within their department and others.

3.2 Literature Review

International communication (IC) is “the transmission and reception of business information within closed administrative and industrial units, such as enterprises, institutions, and industrial associations (Encyclopedia, 1970-1979).”

Watson W. mentions that good practical programs help motivate and align employees to achieve the organization's goal. Employees need to know where the organizations headed to and how they can achieve the vision (Moorcroft, 2003). Organization's strategic internal communication should be set into apart on the mission of the organization.

3.2.1 Communication in Diverse Organization

The University of Tennessee Libraries Diversity Committee (2003) defined diversity as “a commitment to recognizing and appreciating the variety of characteristics that make individuals unique in an atmosphere that promotes and celebrates individual and collective achievement.” Diversity in the workplace focuses on observable attributes such as ethnicity, nationality, age, and gender, as well as underlying attributes such as values, skills, knowledge, and cohort membership (Milliken & Martins, 1996). These attributes influence the relations within the workplace. Nowadays there is diversity in organization and many organizations are beginning to recognize the impact of a diverse work force. In order to effectively manage conflict within workplace, communication will be the answer (Barrett, Thomas, & Hocevar 1995). Sanjeev pointed out that effective communication can solve the conflict in workplace estimate at 80%. Robert M. K. and Ezequiel M. (1911) supported that “Given a genuine desire to resolve a conflict, communication can facilitate the achievement of this goal.” Improving communication skills is not only resolve the conflict diverse workplace, but it can prevent it happening at the first place.

3.2.2 The Optimal Communication Mediums

Each communicational media has different capability of delivery information to receivers. Cameron and McCollum (1993) examined that the effectiveness of communication channels can be judged base employees' expectation on those mediums. Channel of communication is a major role in transforming information effectively. As different communication channels have different characteristics in term of their suitability and effectiveness, some are suited for being send message to a mass group and other channels are more suited for a smaller group of audience (Mass, 2009). Selecting an optimal communication tools primary depends on type of information and target audiences (Anna, pp.9). Face-to-face meetings are faster when jobs are low complexity and for electronic communication are efficient for task completion (Gerardine and Peter, 1998). Even though E-mail, blogs and intranet are easy and inexpensive way to spread information, those should not be used a singular instead of face-to-face communication (Janet and Melissa, 2009). Denis et al. point out that any single medium should not be used as single due to commonly used on media impacting on information transmission, information processing, and synchronicity differently (Dennis et al. 2008). Table 2 below displays comparison of different media and their capabilities.

Table 1 2: Comparison of different media and their capabilities (Dennis et al. 2008).

Media	Transmissi- on Velocity	Parallel -ism	Symbol Sets	Rehears ability	Reproce ss ability	Information Transmission	Information Processing	Synchroni- city
F2F	High	Mediu m	Few- Many	Low	Low	Fast	Low	High
Video	High	Mediu m	Few- Many	Low	Low	Fast	Low	High
Conference Tele	High	Low	Few	Low	Low	Fast	Low	Medium
Conference Instant Messaging	Medium- High	Low- Mediu m	Few- Medium	Medium	Medium- High	Medium	Low-Medium	Medium
Web Conference	Medium	High	Few- Medium	Medium- High	High	Medium-Slow	Medium- High	Low- Medium
Email	Low-Medium	High	Few- Medium	High	High	Slow	High	Low
Fax	Low-Medium	Low	Few- Medium	High	High	Slow	High	Low
Documents	Low	High	Few- Medium	High	High	Slow	High	Low

In addition to media, it is important to consider other factors influencing on communication performance. It is not only the media or their capabilities that directly influence communication performance, but also the way in which they are appropriated and used (Dennis, Wixom & Vandeberg 2001; DeSanctis & Poole 1994).

In short, the best communicational medium for an organization may be the combination of media due to the use of mixed media can avoid disadvantage of each other. In order to achieve on potential of message delivery, selecting the optimal internal communication approach must be considered base on employees' expectations and beliefs.

3.3 Research Questions

This study is combined with three research questions as following: 1) how do staffs receive information within the organization? 2) how do staffs prefer to receive information?, and 3) does communication channel affect the efficiency of communication in organization?

3.4 Research Methodology

This research used three techniques in order to gather information and analysis data. The methodologies of this study are quantitative method, frequency, one-way analysis of variance (ANOVA), cross tabulation, and regression analyze.

Quantitative method is a research method that relies less on interviews, observations, small numbers of questionnaires, focus groups, subjective reports and case studies but is much more focused on the collection and analysis of numerical data and statistics. In this research, quantitative method is used to find out a solution of managerial and decision-making for the investigating internal communication mediums.

Frequency Analysis is particularly useful for describing discrete categories of data having multiple choices or yes-no response formats. In this study, this analysis is used to: 1) Find out the number of communication channels used within the department and inside the organization, 2) Analyze the frequency of employees' receiving information both in department and between departments, and 3) measure the preference of internal communication method.

One-way ANOVA Analysis allows determining a significant effect on gene expression behaviour across any of group under study. This research used ANOVA to measure difference of communication medium used between four departments (Activity, Engineering, Security, and Housekeeping) in order to predict accurate findings.

Cross Tabulation Analysis displays the joint distribution of two or more variables. This research used Cross tab to analyze the used of communication media in sample groups and find out a frequency distribution of communication methods in each department.

Regression Analysis used to predict a significant correlation between communication tools and outcome of effectiveness of information accuracy and usefulness of information.

The data of this study were collected by using survey questionnaires on the topic of The International Communication Survey, conducted by giving out the survey forms and some of data gathering by face-to-face interviewing and filling in the survey forms. The survey form is divided into two sections; Section A is the basic information of gender and department, and Section B is the questions about the common culture needs and how the organization carries out internal communication. The survey form, modified appropriately for different employees in any department, is enclosed in Appendix 1. In the Section B, the last question of questionnaires uses

Likert Scaling which each respondent is asked to rate each item on some response scale including rate range from 1-to-5 response scale where (William, 2006):

- 1. = Strongly disagree
- 2. = Disagree
- 3. = Undecided
- 4. = Agree
- 5. = Strongly agree

The sample was from four departments included Engineering, Security, Housekeeping and Activities Departments. The totals of 30 respondents were conducted. In the table below displays the different number of employees in different departments.

Table 3: Sample categories

Departments	Number of respondents
Activities	12
Engineering	4
Housekeeping	8
Security	6
Total	30

3.5 Findings

After gathering data from each department, the data was analyzed by using SPSS Program. The result of this study shows as bellow in order to find out the answers for those all three research questions.

It should be noted that in this study, the property of Sheraton Vistana Villages will be called “SVV”.

3.5.1 How do staffs receive information within the organization?

Identifying communication mediums that have been used within the organization can tell about frequency used of communication media and how often employee receiving messages.

3.5.1.2 Communication Channels within Department

The study found out the most constantly communication channel used within department is priority ranging from team meeting (90.3%), telephone (80.6%), Daily Focus (74.4%), and communication board (71%). Figure 2 below shows types of communication tools that employees use in their department.

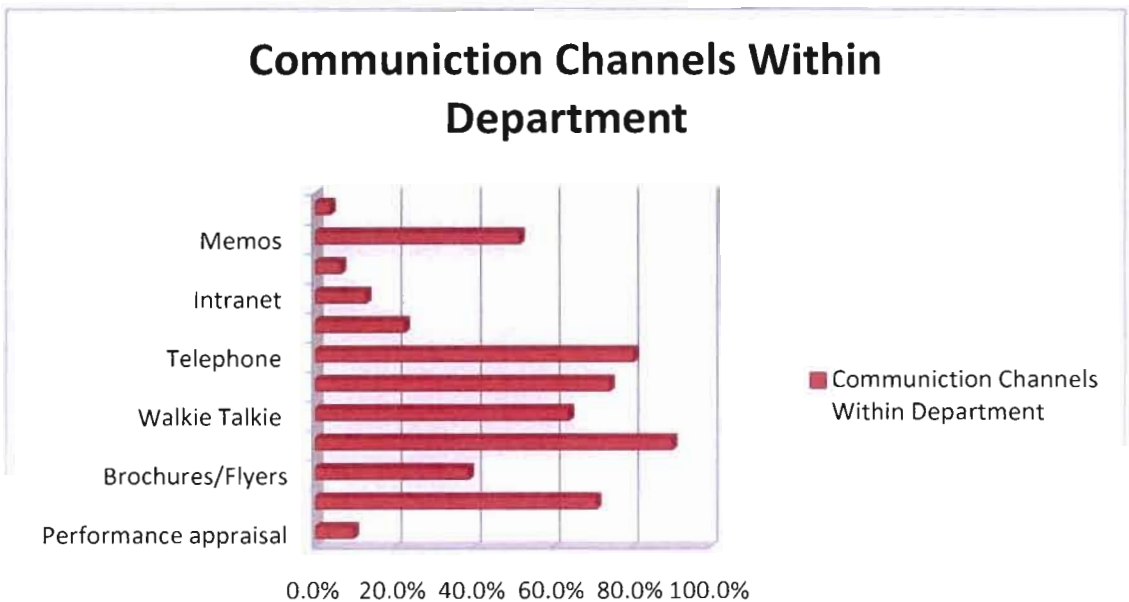


Figure 2: The used of communication channel within department

From the chart explains that overall team meeting, telephone, daily focus, and communication board have been used more than the other communication channels within department. However, this does not tell that how often staffs receiving information. Perception of information can be better if employees receive message frequently. The frequency of employees receiving information is showed as following chart:

Receiving Information Within Department

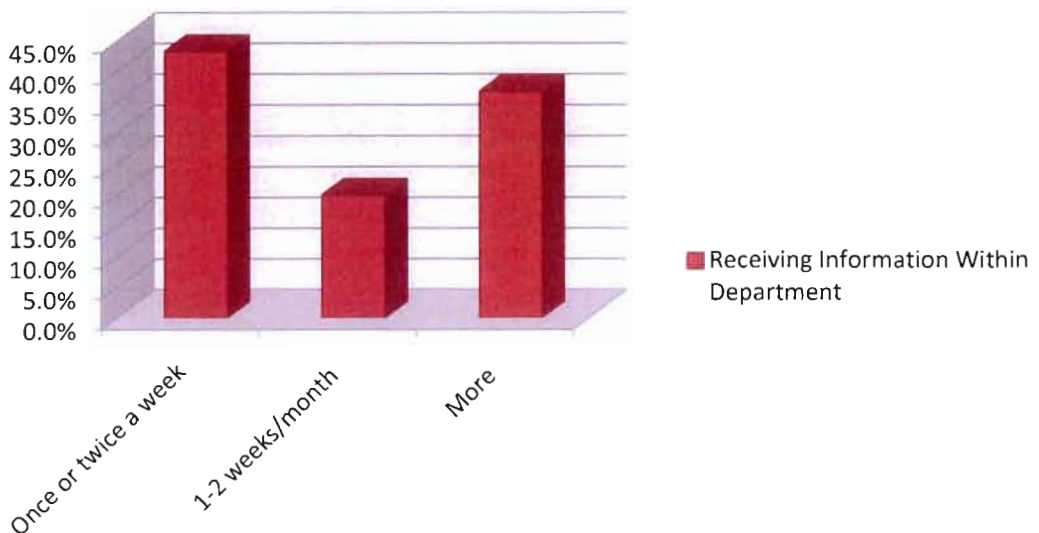


Figure 3: Frequency of employees receiving information

From result, overall most employees received information once or twice a week at 43.3% which is related to employees think that information is updated 76.7%. 36.7% of the respondents said that they received information daily within their department. The rest stated that they received information only 1-2 weeks/month.

After we find out the there are many tools that have been used within departments and frequency of communication tools used is high. The result of this study also finds out there is a significant difference in using different channels in each department. The table bellows showing the significance of communications mediums:

Table 4: The significance of communication tools

		Sum of Squares	df	Mean Square	F	Sig.
communication board	Between Groups	2.492	3	.831	6.388	.002
	Within Groups	3.375	26	.130		
	Total	5.867	29			
walkie talkie	Between Groups	1.314	3	.438	2.390	.094
	Within Groups	4.400	24	.183		
	Total	5.714	27			
internet; website & blog	Between Groups	.283	3	.094	1.551	.225
	Within Groups	1.583	26	.061		
	Total	1.867	29			
memos	Between Groups	1.092	3	.364	1.484	.242
	Within Groups	6.375	26	.245		
	Total	7.467	29			
brochures/flyer	Between Groups	.492	3	.164	.635	.599
	Within Groups	6.708	26	.258		
	Total	7.200	29			
internal/external training	Between Groups	2.492	3	.831	4.586	.010
	Within Groups	4.708	26	.181		
	Total	7.200	29			
other	Between Groups	.050	3	.017	.473	.704
	Within Groups	.917	26	.035		
	Total	.967	29			
telephone	Between Groups	.167	3	.056	.361	.782
	Within Groups	4.000	26	.154		
	Total	4.167	29			
cell phone	Between Groups	.492	3	.164	.874	.467
	Within Groups	4.875	26	.188		
	Total	5.367	29			
intranet; e-mail	Between Groups	.675	3	.225	2.096	.125
	Within Groups	2.792	26	.107		
	Total	3.467	29			
daily report	Between Groups	1.050	3	.350	2.427	.088
	Within Groups	3.750	26	.144		
	Total	4.800	29			
team meeting	Between Groups	.075	3	.025	.363	.780
	Within Groups	1.792	26	.069		
	Total	1.867	29			
performance appraisal doc.	Between Groups	.450	3	.150	1.733	.185
	Within Groups	2.250	26	.087		
	Total	2.700	29			

This study also found out in each department has preference in using different communication tools which can be seen from the score of significant level after comparing communication media used in the organization. As we can see from the significant level on the table, there are four communication channels that have high significant level: 1) communication board (.002), 2) Walkie Talkie (.094), 3) Internal/External Training (.010), and 4) Daily Focus (.088). This explains that each

department uses different kind of communication mediums. Furthermore, research examined the most communication method being used in each department. The tables as following display the communication methods that have high value of significance.

Table 5: Cross tabulation of Communication board

department * communication board Crosstabulation

Count

		communication board		Total
		0	1	
department	Activity		12	12
	Security	3	3	6
	Engineering		4	4
	Housekeeping	5	3	8
Total		8	22	30

All of respondent in Activity Department and Engineering Department uses communication board for communicating within department.

Table 6: Cross tabulation of Walkie Talkie

department * Walkie Talkie Crosstabulation

Count

		Walkie Talkie		Total
		0	1	
department	Activity	4	6	10
	Security		6	6
	Engineering		4	4
	Housekeeping	4	4	8
Total		8	20	28

Walkie Talkie usually use in Security Department and Engineering Department because their work need to be in real time service.

Table 7: Cross tabulation of Internal/External Communication

department * internal/external training Crosstabulation

Count

		internal/external training		Total
		0	1	
department	Activity	3	9	12
	Security	5	1	6
	Engineering	3	1	4
	Housekeeping	7	1	8
Total		18	12	30

The 9 of respondents in Activity Department often has internal and external training more than other departments. This is because activity member needs different kinds of skills in regarding to provide their guests a service. Activities and events that department offers for customers are usually changed. The examples of the activities that need to be trained before the activity members perform their jobs are: 1) Wellness 101 Water Aerobic, 2) Wellness 101 Abs, Balloon Animals, and 3) other new activities up coming.

Table 8: Cross tabulation of Daily report

department * daily report Crosstabulation

Count

		daily report		Total
		0	1	
department	Activity	5	7	12
	Security	1	5	6
	Engineering		4	4
	Housekeeping		8	8
Total		6	24	30

All respondent from Engineering Department and Housekeeping Department often use Daily Focus. This can assume these departments see the important of information on Daily Focus. Housekeeping might be interested in the number of daily occupancy and the number of arrivals and departures. For engineering usually check the weather.

In Conclusion, 1) SVV's organization has multi-communication methods and the most frequency tools that have been used are team meeting, telephone, Daily Focus, and communication board, 2) Employees within department frequently receive messages at least one or twice a week, and 3) In each department, communication methods will be used differently which means that optimal communication medium base on functional work and target group.

3.5.1.2 Communication Channels in Organization

Apart from finding out the tools within the department, the result of this survey indentified communication mediums that each department uses to communicate in the organization. The chart as below described the number of communication used:

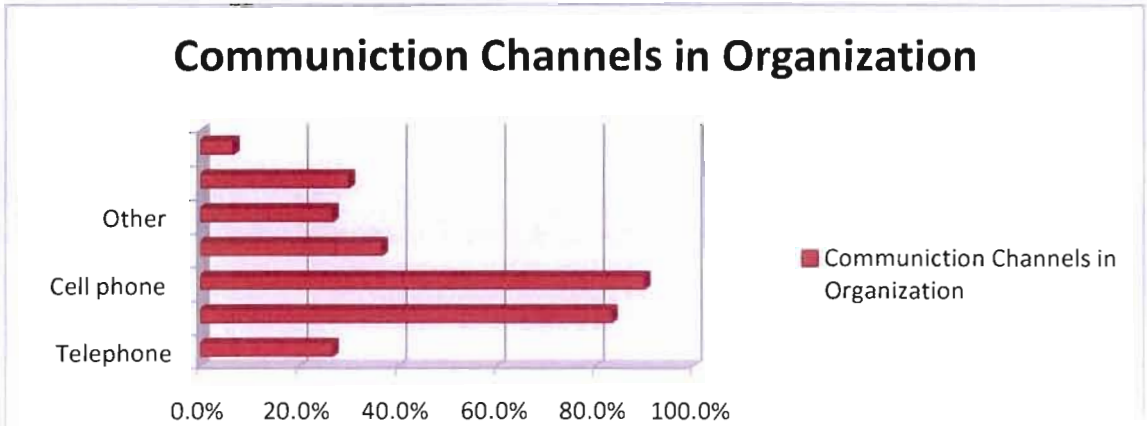


Figure 4: Communication Channels in Organization

From the chart, the most common communication media use in SVV's Organization is Telephone at 90%, Face-to-face at 83.3%, and Brochures or flyers at 36.7%. Telephone mainly uses to communicate between departments because the speed of transformation information is fast and direct to receivers. Face-to-face method refers to all kind of meeting. In each department, meeting play an important role to communicate between managers and staffs especially in Housekeeping, Engineering and Security Department.

The research examined the frequency receiving between department to see how often employees in different communicate each other. The result of the survey displays in figure 5.

Receiving Informaion Between Department

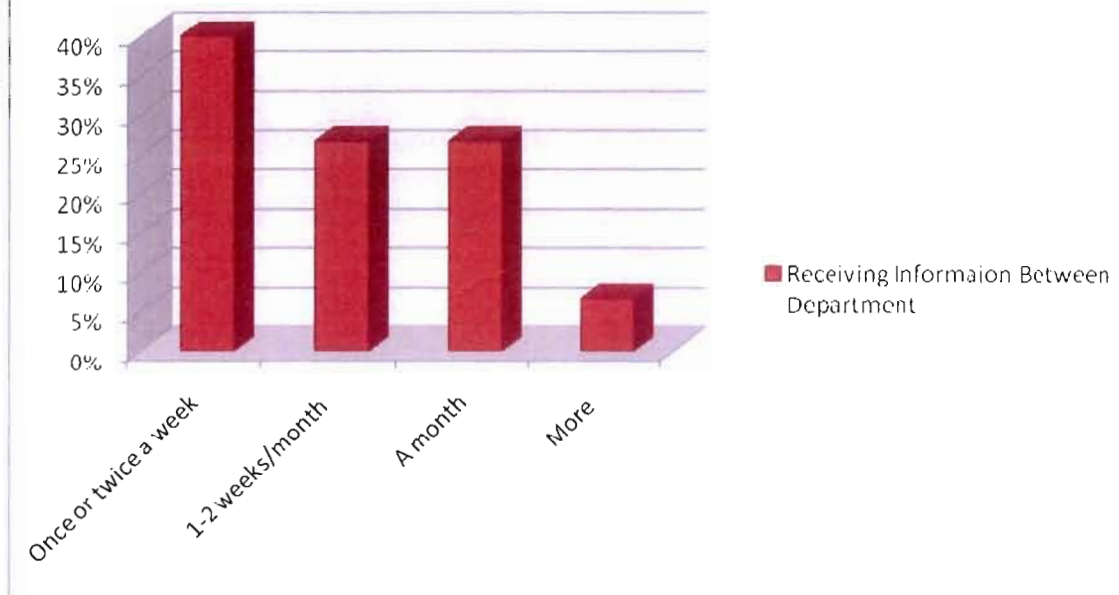


Figure 5: Receiving Information between Department

The result explains that 40% of respondents answer that they received message once or twice a week, 26.7% of participants said they got information 1-2 weeks per month and once a month. It means that employees in the organization often share information within the company.

In short, the common tool used in department and between others department is telephone and the frequency of employees receiving information is once or twice a week which consider as positive perceived information.

3.5.2 How do staffs prefer to receive information?

An effective communication media mostly rely on the employees' expectation. Therefore, this study indicates what the communication tools employees prefer to use in both within department and in organization. The Chart below shows staffs' preference communication mediums.

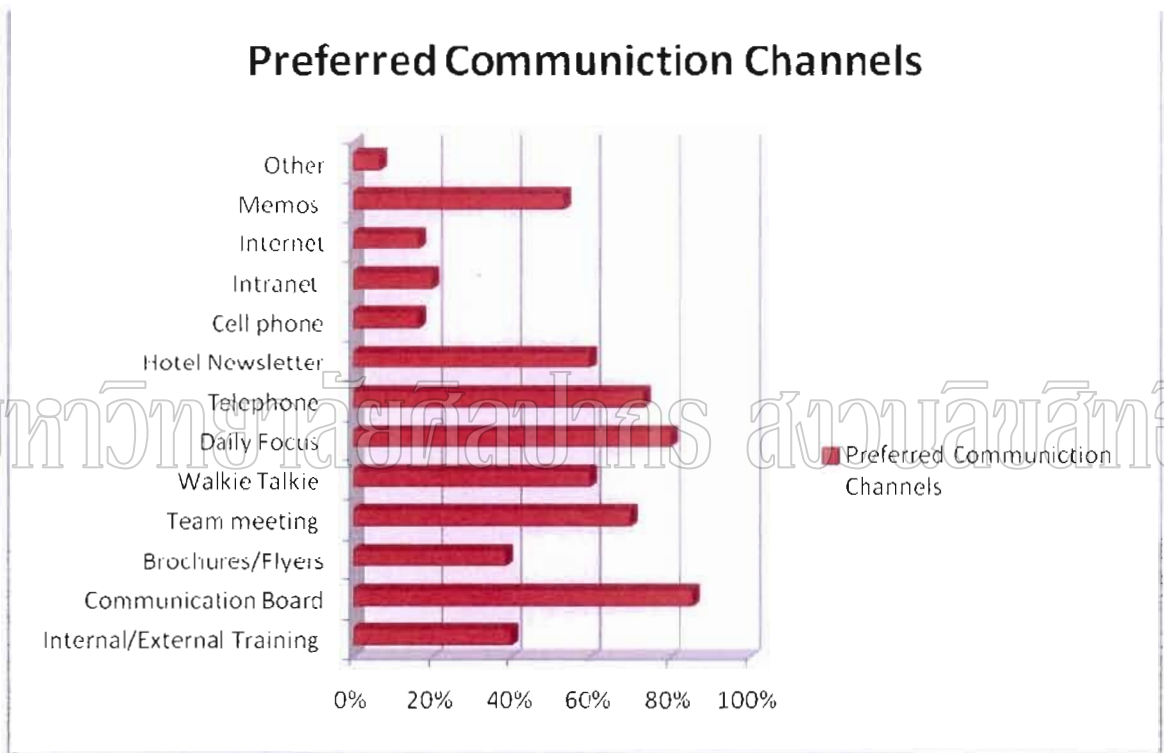


Figure 6: Preferred Communication Channels

From the chart, a high value of communication media was place on communication board at 86.7%, daily focus at 80%, telephone at 73.3%, and team meeting at 70%. The research readily indentified which the preferred

communication media in different department by looking at significant value of each channel. The table 9 shows the significant level of each communication channels.

Table 9: The significance of preferred communication tools

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Communication board	Between Groups	.217	3	.072	.578	.635
	Within Groups	3.250	26	.125		
	Total	3.467	29			
Walkie Talkie	Between Groups	3.075	3	1.025	6.461	.002
	Within Groups	4.125	26	.159		
	Total	7.200	29			
Internet, website & blog	Between Groups	1.000	3	.333	2.137	.064
	Within Groups	3.167	26	.122		
	Total	4.167	29			
Memos	Between Groups	.717	3	.239	.920	.445
	Within Groups	6.750	26	.260		
	Total	7.467	29			
Brochures/flyer	Between Groups	.550	3	.183	.689	.567
	Within Groups	6.917	26	.266		
	Total	7.467	29			
Internal/external training	Between Groups	.075	3	.025	.091	.964
	Within Groups	7.125	26	.274		
	Total	7.200	29			
Other	Between Groups	.200	3	.067	1.040	.391
	Within Groups	1.667	26	.064		
	Total	1.867	29			
Telephone	Between Groups	1.075	3	.358	1.944	.147
	Within Groups	4.792	26	.184		
	Total	5.867	29			
Cell phone	Between Groups	.292	3	.097	.652	.589
	Within Groups	3.875	26	.149		
	Total	4.167	29			
Intranet; email	Between Groups	.883	3	.294	1.955	.146
	Within Groups	3.917	26	.151		
	Total	4.800	29			
Daily report	Between Groups	1.800	3	.600	5.200	.006
	Within Groups	3.000	26	.115		
	Total	4.800	29			
Team meeting	Between Groups	.633	3	.211	.969	.422
	Within Groups	5.667	26	.218		
	Total	6.300	29			
Hotel newsletter	Between Groups	3.075	3	1.025	6.461	.002
	Within Groups	4.125	26	.159		
	Total	7.200	29			

There are four communication mediums that have a high value of significant which show that employee have differed preference in these communication tools. Three of these tools do not including in the preferred communication mediums; however, daily focus is one of the preferred communication method lists. To be able to understand the factor that influenced high level of different opinion between departments, the result of daily focus cross tabulation will be explained.

Table 10: Daily Focus Cross tabulation explanation of preferred communication channels

department * Daily report Crosstabulation

Count		Daily report		Total
		0	1	
department	Activity	6	6	12
	Security		6	6
	Engineering		4	4
	Housekeeping		8	8
Total		6	24	30

The summary result showed that the high level of different desirable tools came from the Activity Department. Half of respondents did not think communication method will be useful for them. This might be because some of employees did like to read documents and some may confuse between daily focus and communication board.

Overall SVV's employees prefer to receive information throughout variety sources including, communication board, telephone, and team meeting. Daily focus seems to have a high level of preference due to confusion or barely use the vehicle.

3.5.3 Does communication channel affect the efficiency of communication in organization?

Different communication tools have different capabilities to transfer information to receivers. Using multi-communication media have positively affected on the effectiveness of communication in regard to consistent information flow within the organization. From the survey found out that each department is using at least more than one communication media communicating within their department and between other departments. From different types of communication used, employees believe message they receive were collected accurately. Approximately 76.6% of the respondents answered in the range of "Average and Good". The table... shows how the percentage of correct message has been sent.

Table 11: The percentage of accurately message sent

Correct message has been sent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Poor	1	3.3	3.3	3.3
Fair	2	6.7	6.7	10.0
Average	7	23.3	23.3	33.3
Good	16	53.3	53.3	86.7
Excellence	4	13.3	13.3	100.0
Total	30	100.0	100.0	

That means employees were satisfied with the information they have been received and believe it was correct message. Even the number of correctly information processing is quite high, but it is not as high as the percentage of useful information. There is evidence those employee thought messages they receive were very useful for them as the table 12 shows the result of useful information in their opinions.

Table 12: The percentage of useful information

Useful information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	2	6.7	6.7	6.7
	Average	2	6.7	6.7	13.3
	Good	13	43.3	43.3	56.7
	Excellence	13	43.3	43.3	100.0
Total		30	100.0	100.0	

The survey shows a number of employees (86.6%) said information they had was useful. It means employees were satisfied with sufficient information they received.

To find the effectiveness of communication channels, in this research analysis data by using regression method. The result of the study can be showed on the table 13.

Table 13: Regression of accurately message sent

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.758 ^a	.575	.230	.809	.575	1.666	13	16	.166

a. Predictors: (Constant), performance appraisal doc., Walkie Talkie, team meeting , memos, internet; website & blog, other , communication board, intranet; e-mail, telephone, brochures/flyer, internal/external training , cell phone , daily report

From the result, 57.5% of variation describes the effectiveness of correctness of message. Even though 13 communication methods were used to evaluate effective media, the number of R Square is not so high. This explains that hence SVV have variety communication vehicles used in the organization. However, the efficiency of communication is not good as it should be which comparing from the R level at 75.8%.

Table 14: Regression of useful information

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.794 ^a	.631	.331	.702	.631	2.103	13	16	.080

a. Predictors: (Constant), performance appraisal doc., Walkie Talkie, team meeting , memos, internet; website & blog, other , communication board, intranet; e-mail, telephone, brochures/flyer, internal/external training , cell phone , daily report

The result of regression on useful information showed that usefulness of information is quite high at 63.1%. This explains that employees thought that information they have been receive is useful for them.

It was clear throughout this study that SVV has different types of communication vehicles used and the frequency of employee receiving information

is positively high; nevertheless, the efficiency of communication is not as good as expectation as indicating from level of message accurately and usefulness of information.

3.6 Recommendations

Even though within Sheraton Vistana Villages' organization has various communication tools to transform information to employee and the number of the efficiency of communication is in a good average; however, it seems like the flow of information is not good enough as it shows in a low level of R square. Only 57.5% of information is accurately corrected, comparing with 13 communication vehicle used this consider as low level of information flow. This means that here is a room to continue improving internal communication for the hotel in order to have better communication.

From the studies of international communication and capabilities of communications channels combining with the result of the internal communication survey, my recommendations for increasing the effectiveness of communication within the Sheraton Vistana Villages (SVV) is to create a new communication vehicles. According to table 2: Comparison of different media and their capabilities by Dennis et al. (2008), documents seems to have a high capability to transfer information. For this reason, the communication method that I would recommend is hotel's newsletter.

Hotel's newsletter is one of the easiest ways to formalize a communication process and the cost budget is inexpensive. Regular newsletters to all staffs play vital role in internal communications especially at the time of change by promoting key message and information, celebrating staffs, and profiling individual staff or teams. The mainly benefit of using this media is to keep everyone in the organization knowing what is going on within the company. For SVV, this communication tool should be suitable for almost of staffs. According to the survey, 60% (the fourth range from preferred communication tools) of respondents desire to have the hotel's newsletter and the highly preferred use of newsletters is Housekeeping Department which approximately 60% of hotel's staffs. In order to create an effective and interesting newsletter, newsletter should be informative, straightforward and it would be better if we could engage employee to be a part of newsletter. If it is possible in some topics should be Written in three languages; English, French and Spanish. This could make the newsletter looks more interesting due to 60% -70% of hotel's employees do not use English. The resort should distribute the newsletter by biweekly and divide distribution channel into two ways: 1) printing hard copy, and 2) sending file pdf. To create the value of newsletter, employees must receive newsletter directly from the person who in charge of distributing a copy.

3.7 Implementing Process

After the hotel manager approved the idea of hotel's newsletter. Communication Committee was established on January 2011 (Appendix2). The Community Ambassadors are:

Ariadne Samaiego – Hotel Trainer

Jorge Casanova – Engineering

Michael Louis – Security

Samantha Green – Front Desk

Chariya Gumpee – Activity Member

Planning of hotel's newsletter was divided into 6 steps as below:

3.7.1 Goals

To initiate a new avenue to exchange information with hotel's employees by creating and sharing a SVV Monthly Newsletter.

3.7.2 Target Group

After the first meeting, committee member identified target group into two groups:

3.7.2.1 Management level or employee who can access computers: This group of people will receive via file pdf.

3.7.2.2 Functional level: Hotel's Newsletter will be printed and distributed to this group of employees

3.7.3 Identify Subject Matter

The following is the list of newsletter topics:

3.7.3.1 What's Hot?

This section is the picture of Elliot Award Employee Luncheon which happened once a month. The purpose of this topic is to present employees who get award and persuade other employees to do a great job in order to get the same opportunity.

3.7.3.2 Did You Know?

In this topic, it will be written about biographical the hotel's management team. This will help to introduce people from top management who employee could not see them often.

3.7.3.3 New Team Members

This space will be filled with the picture of all new team members from each department. All employees will have a chance to see and get to know a little about new members.

3.7.3.4 Congratulations

The section of employees who get promotions will be placed in this area.

3.7.3.5 Ambassador Program

This section will be presented Starwood Program or information of hospitality industry.

3.7.3.6 Associate Benefits

This section is wrote about anything that could be benefit for employees which the first newsletter issue wrote about Starwood one.

3.7.3.7 Department Update

All news from each department will write in this section. This help employees know what is going on within the organization.

3.7.3.8 Amazing Challenge

Communication member will create different kind of games each month by using the information that hotel wants to transfer to employees. For example, Sheraton Language (the words that employees should use when talk to guests)

3.7.4 Estimate Costs

Budget cost is set at \$100-\$300 for printing hard copy

3.7.5 Timeline Process

The chart below shows the timeline when the hotel’s newsletter should be finished and distributed

Table 15: Timeline Process

Tasks	Month	Date																																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
Panel/Focus Group Completed	February																																	
Format of SVV Newsletter	February																																	
First Issue of Newsletter Distributed	March																																	

3.7.6 Processing Newsletter Chart

3.7.6.1 Gathering Information: Each communication member will be in charge in one topic. After they finish writing information, they will send newsletter contents to newsletter designer.

3.7.6.2 Designing Newsletter: Designer creates newsletter form and put all information together.

3.7.6.3 Editing Content: This person will read all content, look overall newsletter design, and correct information. If there are some changes, she/he will contact designer. All file will be send to editing person again in order to send it to a printing shop.

3.7.6.4 Printing Shop: After hard copies of hotel’s newsletters are ready, the shop will send newsletters back to editing person.

3.7.6.5 Distribution: Editing person bring newsletter to communication member as well as sending .pdf file to each department. Communication member will be in charge of distributing newsletters to all employees.

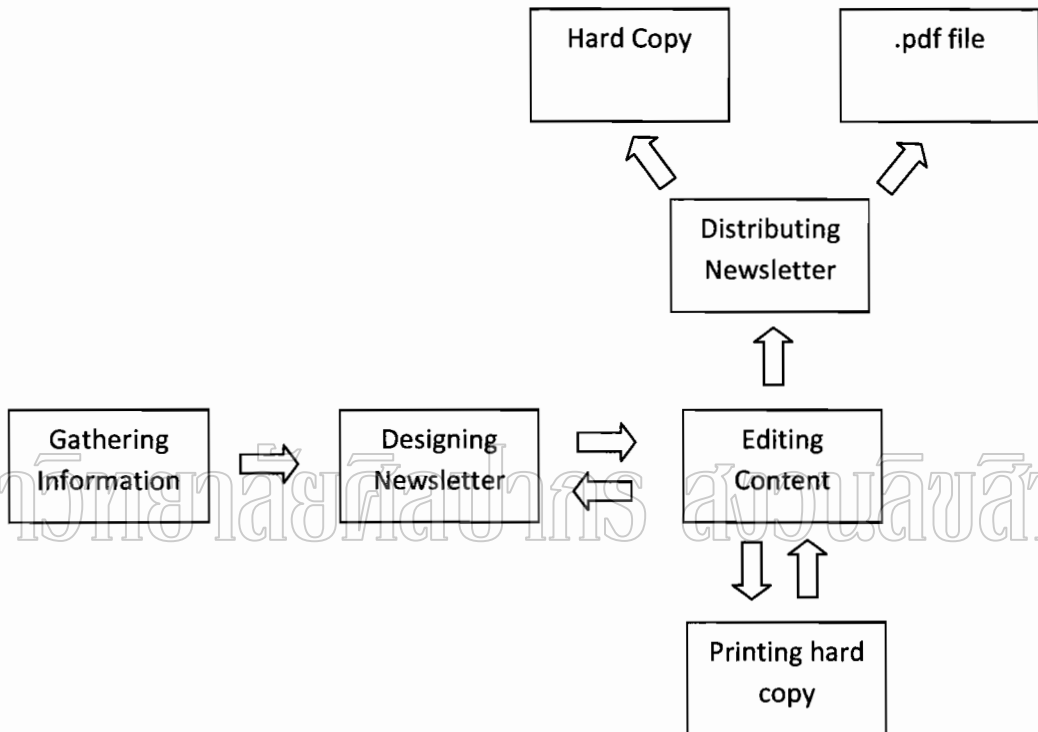


Figure 5: Newsletter Process

3.7.7 Selecting Program Used

The Microsoft Office Publisher 2007 will be used to design newsletter.

3.7.8 Evaluation

To make sure newsletters are meeting the needs of staffs and the objectives of the internal communication goal, evaluation is needed. However, in this study this step could not be completed due to time limit and hotel itself was getting busy. Nevertheless, researcher has designed newsletter satisfaction survey (Appendix 3) for evaluating newsletters design and employees' satisfaction with newsletter and this form will be sent to the SVV's communication community.

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CHAPTER 4

BENEFICIAL INTERSHIP PROGRAM

This internship program offered a chance to learn and experience in a real environment of hospitality. Interns can learn to work and adapt themselves with people who they work with.

1.1 Personally Benefits

1.1.1 Great Experience

As the internship was took place in different country, I have an experience in leaning culture and the way of American living. I have learnt to adapt myself to live with other people.

1.1.2 Career Exploration

Internship offered me a chance to discover myself in regard of my future career. Working for the host property helped me to develop myself to enter to the hotel and tourism business. I feel more confident than before, if in the future I am looking for work in hotel industry.

1.1.3 Language Improvement

Before I did my internship I was not confident to speak English and still had a problem with listening skill, now my English speaking and listening are improved. I am able to understand guests from different part of the world.

1.2 Professionally Benefits

1.2.1 Decision-Making

This internship helps me to develop decision-making skill which can be used in my future career. While I was doing my internship I had to deal with guest face-to-face and sometime I will have to make decision by myself. This helps me improving decision-making competency which is one of useful leadership skills.

1.2.2 Handing Guest Complaints

The ability to handing guest complaints is good for hotel and tourism businesses. I have learned how to handle and correct guest complaints in timely manner. To show guests active listening to their problems by paying attention, maintaining eye contact, and using body language when they are telling a problem.

Whenever I do not understand the problem, I know the way to communicate to the guests and ask them questions. I always take guest complaints as a serious issue and learning to solve the problems by myself. If it is beyond my control, I immediately contact someone who can immediately help.

1.2.3 Networking and Professional Connection

Doing an internship at Sheraton Vistana Villages provided me a great environment to meet people who are a professional in hospitality field. This gives me an opportunity to learn about working in a hotel from their experience. Because

of I took an internship seriously and perform job well, I have a chance of receiving outstanding references from host property.

1.3 Property Benefits

1.3.1 A New Communication Medium

While I worked for the hotel, I designed the first hotel's newsletter. This could help the resort improving internal communication. Employee's have a new way of communication and receiving information.

1.3.2 Cost-Effective Solution

Because internship is low cost manpower and some internship programs do not get pay, this would be benefited for the hotel. If comparing with temporary employees, hiring interns can help hotel saves cost budget.

1.3.3 Exchanging Experience

Having an intern working in an organization is win-win situation for both hotel and interns. Hotels provide place where interns can experience of working in a real environment and interns help eliminated workload as well as exchanging their culture, opinions, and ideas.

APPENDIX A
MOTIVATION FOR INTERNSHIP FORM

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix A

Motivation for Internship



Name: Chariya Gumpee
ID: 52501306
Date of Birth: September 4, 1984
Address: 57/17 M. 8, Paknam, Bangkla, Chachoengsao 24110

Telephone: +663 8 542539
Mobile: +668 1 711 0091
Email: Chariya.gumpee@gmail.com

Nationality: Thai

Passport Number: M 735844

Issued at: The Minister of Foreign Affairs

Valid until: 24 Jan 2013

Emergency telephone number:

+668 7 700 0164

Emergency email address:

Tuntiudom@yahoo.co.th

Expected starting date of Internship based on currently-known academic results: December 2, 2010

Describe your preferred country, type of tourism/ hospitality business, type of company, department and position for the internship:

The Sheraton Vistana Villages is the world-class family attractive resort in Orlando, Florida, USA. The training program will take place in "Recreation Department" as the position of "Activities Coordinator"

APPENDIX B
INTERNAL COMMUNICATION SURVEY

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์



The Internal Communication Survey

The purpose of this survey is to identify the organizational common culture needed in order to create communication tools that is suitable for Sheraton Vistana Villages' Cultures and how the resort's communication has been handled.

Section A: Basic information

Direction: Please choose one of the following answers

- Sex Male Female
- Department _____

Section B: The common culture needed and how the information has been handled.

Direction: Please choose an answer that matches your opinion the most.

- What kind of communication tools do you use in your department? (more than 1 answer)
 - Communication Board
 - Telephone
 - Walkie Talkie
 - Cell phone
 - Internet (website and blog)
 - Intranet (E-mail)
 - Memos
 - Daily focus
 - Brochures/Flyers
 - Department meeting
 - Internal/External Training
 - Performance appraisal documents
 - Others..... (Please identify)
- What are the tools that you usually use to communicate with other departments? (more than 1 answer)
 - Telephone
 - Cell phone
 - Email
 - Personal talk
 - Brochures/Flyers
 - Management/Team meeting
 - Others..... (Please identify)
- How often do you receive information within your department?
 - Once or twice a week
 - 1-2 weeks/month
 - A month
 - Quarter (3 months a year)
 - Half a year
 - Once a year
 - More..... (Please identify)
- How often do you receive information from other departments?
 - Once or twice a week
 - 1-2 weeks/month
 - A month
 - Quarter (4 months a year)
 - Half a year
 - Once a year
 - More..... (Please identify)
- How do you like to receive information within your department and others? (able to choose more than 1 answer)

- | | |
|--|--|
| <input type="checkbox"/> Communication Boards | <input type="checkbox"/> Telephone |
| <input type="checkbox"/> Walkie Talkie | <input type="checkbox"/> Cell phone |
| <input type="checkbox"/> Internet (website and blog) | <input type="checkbox"/> Intranet (E-mail) |
| <input type="checkbox"/> Memos | <input type="checkbox"/> Daily focus |
| <input type="checkbox"/> Brochures/Flyers | <input type="checkbox"/> Meeting (Management/Team meeting) |
| <input type="checkbox"/> Internal/External Training | <input type="checkbox"/> Hotel Newsletter |
| <input type="checkbox"/> Others..... (Please identify) | |

6. Please give rate for all items in a table.

5 = Excellence, 4 = Good, 3 = Average, 2 = Fair, 1 = Poor

No.	Items	Rate				
		5	4	3	2	1
Management Supports						
1.	Communication value and goal have been issued					
2.	Supervisors often keep information updated					
3.	Communication principles and procedures are applied in department					
Pervasive Communication Tools						
4.	The resort provides variety of communication tools					
5.	Enough communication tools with your department					
6.	Communication tools are in good quality					
Consistent Information						
7.	Correct message has been sent					
8.	Useful information					
9.	Updated information					

Suggestion:

Recorded date:

----/----/----

APPENDIX C
COMMITTEE EXPECTATION FORM

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Committee Expectations

This memo is being given to you to outline the expectations in your new role as a member of the (Safety Committee, Go Green Committee or Communication Committee). The Committee representatives have been given the opportunity to become active spokesperson for their team members on property. As a committee member you set the tone for all SVV team members on a daily basis in regards to standards, safety awareness, sustainability (or environmental well being), and property communication.

Communication

- I will attend monthly Committee meeting to continue to develop our skills
- Share pertinent feedback in a timely manner to the appropriate management and team members.
- Review and gather information to present to the committee
- Recurrently be updated and involved in all Committee communication and programs
- Share information of committee conclusions to associates via e-mail, voicemail, etc
- Participate in all committee functions

Timelines

- Maintain a good attendance and be on time for committee meeting
- Ensure that your management team (immediate management/committee team) is aware of any schedule changes in a timely manner
- Follow through with role responsibilities within your direct committee
- Meet project deadlines

Accuracy

- Proofread all business documentation
- Work effectively with committee members
- Maintain cleanliness of locations of committee meeting
- Upkeep a current attendants log of committee members

Failing to adhere to these guidelines may result in the removal of the committee with HR (Human Resources) involvement

I will uphold the Sheraton Vistana Villages highest brand standards of leadership. I'm making the difference for the property and a first impression of my committee and property.

I, Chariya Gumpee, will be successful in my new role as a committee member of the Communication Committee and that if I do not attend nor have someone from my department represent me for 3 meeting that I voluntarily resign from the committee. I will follow the work expectations set forth above. Should I have any further questions or need additional resources to fulfill the expectations and responsibilities, I will call upon my committee members for assistance.

Receipt Acknowledged:

Chariya Gumpee
Associate's Signature

Jaime Butch
Department Manager Signature

Samanyo
Committee Board Member

1/26/2011
Date

1/27/2011
Date

1/27/11
Date

APPENDIX D

NEWSLETTER SATISFACTION SURVEY

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Newsletter Satisfaction Survey

The purpose of this survey is to measure newsletter satisfaction in order to improve SVV's newsletter.

Section A: Basic information

Direction: Please choose one of the following answers

1. Sex Male Female
2. Department _____

Section B: Please give rate for all items in a table.

5 = Excellence, 4 = Good, 3 = Average, 2 = Fair, 1 = Poor

No.	Items	Rate				
		5	4	3	2	1
1.	What is your level of interest in the hotel's newsletter?					
2.	How important to you is the regular newsletter sent by the association?					
3.	How satisfied are you with the layout of the newsletter?					
4.	Do you satisfy with the quality of the writing?					
5.	Do you satisfy with the overall content?					
6.	How satisfied are you with issue time of the newsletter? (if not, please give suggestion in Section C.)					
7.	Do you feel the newsletter effectively provides information important to the overall needs of employees?					
8.	Overall, how satisfied are you with the regular newsletter?					

Section C.

9. What, if any, information or sections would you like to see included in the newsletter in the future?

10. What, if any, sections do you think should be removed from the newsletter?

Suggestion:

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Recorded date:

----/----/-----

APPENDIX E

EXPECTATION WITH REGARDS TO THE INTERNSHIP

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix E

Expectations with regards to the internship

Name: Chariya Gumpee

ID: 52501306

What are your expectations of an internship in general?

To gather experience in hospitality industry and to apply theories into a reality working environment

What are your expectations regarding the host company?

- Warm welcome to the team as one of full time staffs
- A chance to approve skills and knowledges
- An opportunity to improve/develop in any potentialities and capabilities
- Be able to do cross-function work in each department or at least front office and guest service
- Supporting on business improvement project and giving an opportunity to access some of hotel's data sources

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

- Handeling and solving problems
- Servicing face to face with guests
- Be able to learn some program with using in the hotel

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

Developing professional skills

What may the host company expect from you?

- Having good service personalities
- Fast learning and high responsibility
- Be flexible with working schedule and confident in yourself

August 1, 2009

- Good decision making and having a sense of emergency

What challenges do you expect for this internship?

- The difference of Language and diversity cultures

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

Strong Points : Good personality, high responsibility, great enthusiasm and attention to detail

Weak Points : Lack of selfconfidence and slow decision making

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

Selfconfidence and technical skills

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

Learning new things such as culture, food and manner and working on business improvement project

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

Giving advice and suggestion in regard to the business improvement project

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

Open mind and kind teaching

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

American and Spanish Cultures

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

Each intern should have a professor who can give the guideline and opinion along while doing the BIP

APPENDIX F

PROGRESS REPORT FORM

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix F

Progress Report Form

Name: Chariya Gumpee

ID: 52501306

Starting date: December 1, 2010

Name of Company: The Sheraton Vistana Villages

Department: Activities Department

Supervisor: Kate Norton, Activities Manager

Date of Submission: May 2011

Progress Report Number: 1 (30 days)

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

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

Describe how your introduction period was organised.

My starting day was on the first of December 2010 but the orientation day was handing on the 7th of December. I was trained with the new hires from security department and housekeeping department. In the morning, the orientation was leading by the front office manager. This part was included the resort background, introducing management team, and touring around the property. The second part was conducted by the security manager. This sector was about the security general knowlaged comprising of fire protection and working hazards.

What did you learn?

First thing I have learnt since I began to work for The Sheraton Vistana Vilages was cultural adaptibility. I leant how to communicate with other associates and guests effectively, the way to handing guest's complains, and how to represent myself to the guests as the hospitaliy professional. I have been improving my confident in order to lead all activity happening daily.

Describe the department in which you are working and your activities.

The department which I am working for is The Activities Department. This department is obligating of launching all kind of board games and activities daily, handing towels, signing out sport equipments, and selling merchandises. My schedule will be changed every week, so my task every day is different. We have five main working areas basiclly around the swimming pools (Bella swimming pool, Key West swimming pool, and St.Augustine swimming pool). Once a week I will work in each sections.

Who facilitates your learning process at present and describe how.

I had a week for learning all task in Activity Department. I shadowed one of associates named Natalia. She was the person who trained me how to do the works. After the first week I was eveluated by one of activity leads via role play on tennis raquette rental. This evaluation is a part of employee appraisement called 'Spot Check' which will be handing every week by activity leaders. During internship Kate Norton; the Acitivity Manager, will be the person who simplify me in any issue. I will be able to contact her directly either phoning or face to face conversation.

Learning goals

To what extent were you able to work on or reach some of the learning goals you mentioned in the form 'Expectations regarding internship'? Explain.

Throughout the internship, I think I will be able to reach the learning goals that I mentioned about gathering hospitality experience, exchanging culture, and improving my potential capability because I have an opportunity to dealing with hotel guests face to face and learning to make decision base on knowledge and skill that I have learnt.

To what extent do you still have to learn in order to function well in the department where you are working now?

I expect to learn more about other department functions (Front Office and Housekeeping) and other destinations surrounded the resort. This will enable me to answer questions from guests and provide more information without tranfering to another associate or guest service. I also want to pratice more on what I am doing now in order to give me more comfortable while working and be able to create my own way of performing tasks.

Adjust your learning goals / set new learning goals for the coming months (Note: it is possible to set short term learning goals and also longer term goals to work on in the coming months).

- 1.) To build a strong relationship with associates within Activity Department and the others in the resort.
- 2.) Looking forward to impove in any area of department as much as possible.
- 3.) To be helpful and good hand for associates
- 4.) Creating a new activity for the department
- 5.) To be able to solving basic problems without asking for solutions from the others

Cultural diversity

First thing I did in order to deal with the cutural diversity in the workplace was smiling because all people smile in the same language. All

the time I learn to understand the differences in the people I serve and work with; for example, communication and language, food and eating habits, and beliefs and attitudes. I challenge myself to meet and talk to more people everyday. I have learnt to stand out for my own ideas as well as respect the others. I motivate and assess myself all the time while I am working and I am always be productive.

Trends

Describe any new trends, concepts or ideas you have noticed in the company where you are working.

One of the concept that The Sheraton Vistana Villages using in the property is partnership. The company is joining with the others organisations such as Dream of well ness, Disney World, Universal Studio, William Amusement and Panama Jack in regarding to provide variety services for the guests. The resort provides the place where these companies represent their products and services. The resort can earn additional revenue from selling food, merchandise, and several kinds of packages like Birthday Party, Anniversary Packages, Honeymoon Basket and others upcoming events making by order.

What other interesting, different or new trends do you notice in the city or town where you are living?

- Nearly all the destinations in this area are man-made which are unique and we cannot find anywhere else.

- The hotels and resorts also create their own atmosphere; for example, building goft course and digging lakes.

- All most of the hotels are differentiated themsleve from the others by designing specially themed rooms where the rooms were designed with the needs of families in mind. For example; the rooms have pirate-ship beds, treasure-chest themed furniture and a swashbuckling curtain

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

Make an internal and external analysis of your company. The report should be approximately 5, A4 pages long. It is a good idea to specifically focus / give extra information on the department in which you will do your project.

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. Describe the problem.

After conversation with hotel general manager and department supervisor, I was assigned to the hotel communication improvement project due to the hotel is working on improvement of the hotel's communication tools. For this reason, the topic of my The Business Improvement Project would be "Investigate the Effectiveness of Internal Communication Tools in Sheraton Vistana Villages, Orlando, Florida".

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

- Using the internet: www.google.com, www.google.com
- There are some book available at the hotels

Formulate a preliminary problem statement and some research questions.

Who will guide you during the project?

- Lauren Foerstch; Director of Fun

E-mail Address: lauren.foertsch@starwoodvo.com

- Kate Norton; Activities Manager

E-mail Address: Katenorton@me.com

August 1, 2009

- Ariadne Samaniego; Resort Trainer

E-mail Address: Ariadne.Samaniego@starwoodvo.com

Tel. : 407.238.5149, 407.238.5000

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

- The meeting has been set at least once a month
- Apart from the meeting schedule I could contact her by email, mobile phone and directly contact her at the office.

General

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

Yes, I did. She said that I do a great job here but what I need to improve is the confidence with talking to the guests. I have a strong feedback on a good helper, friendly, and hardwork.

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

Yes, I am. I can contact or talk to the supervisors any ways and any time. They are always giving a good support. We always have an open conversation where we can discuss and share out ideas.

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 work in several areas; for example, poolside shops, activities, Main Activity Center, and Key West Activity Center. Every week my jobs will be different. Some days I will sell hotel's merchandises, some days I might have to handling towel and service customer follow their needs, some other days I may in charge for the activity follow the activity calendar such as Bingo, Sand Art Creation, Bear Factory, Tie Dye Unicersity, Cookie Decorating, and several Wellness 101; Abs and H2O Aerobics. These are just a few example that we are provide for the guests, but it is what I normally do when I work on the activity.

1st assessment by Host Company

The first assessment should have been completed. Please indicate when this was done and whether the form has been sent to the SUIC supervisor. Please include improvement points in your learning goals.

I designed the hotel's newsletter and it will be launched within the end of March.

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 more stronger relationship with associates ane have known many people from the other departments.

I had done my own activity for the department on Valentine Day. I was the Valentine Orgami and creating Valentine Cards.

The Micros Manual isn't completed yet because there are many new items selling in the shop and I didn't have many chance to work at the poolside shops as often.

I am learning more guest service skills from both real situation and training. I am able to solve basic the problems without asking supervisors often.

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

Be responsible, supportive and helpful.

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

I am intending to find ways to improve myself in any direction especially improving my confidence.

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

Cultural diversity (for foreign countries only)

In order to learn the other's cultures, I invited all friends and my colleagues to have dinner together after we finish work . We cooked our food and bring it to the dinner. We shared our stories and cultures to each others. I also learnt to cook different kind of foods.

Business Improvement Project

Hand in a preliminary project proposal containing the following:

- Communication in Diverse Workplace
- Selecting Communication Tools
- Media Capabilities

Project plan containing the following:

A description of the situation

The hotel has the problem of communicating between one department to another. Many of staffs don't really know what have happened within the hotel. This effects on the performance of staffs and, in turn on the reputation of the resort. Some of staffs slightly feel that they are not apart of the company as they couldn't have much connection with the organization. Also there are a lot of staffs and new staffs in the hotel and they don't know each others.

A conceptual model, mapping the problem

A problem statement / research questions

- Internal communication meaning
- Communication tools/ communication methods
- How to improve internal communication

The goal of the project

1.) To find the right communication methods that can increase hotel's internal communication.

2.) To create a new internal communication media for the hotel.

Method Used : Using survey questionnaires

Outline of the planning / time frame

- Communication Team Set Up in January
- Designing and producing in February
- Launcing the first newsletter issue in March

Resources of Project: \$ 300 for printing

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.

THIRD PROGRESS REPORT (120 days)

Assessment report

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**)

มหาวิทยาลัยศิลปากร ส่วนพลีขสิทธิ์

APPENDIX G

BUSINESS IMPROVEMENT PROJECT FORM

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix G

Business Improvement Project Form

Name: Chariya Gumpsee

ID: 52501206

Name of Project: Investigate the Effectiveness of Internal Communication Channels in Sheraton Vistana Villages, Oriando, Florida

Name of Company: Sheraton Vistana Villages

Date: January 31, 2011

Commissioned by: Kate Norton, Activities Manager

Problem Statement: One of a big obstacle of a large, diverse organization like Sheraton Vistana Villages is to transform information from top management to employee within the organization. Lack of communication costs the organization money by causing a decline in sales, job satisfaction and customer satisfaction. There is a need to investigate the effectiveness of communication tools within the organization.

Research Questions: The overarching questions are: How do staffs receive information within the organization? How do staffs prefer to receive information? Does communication channel affect the efficiency of communication in organization?

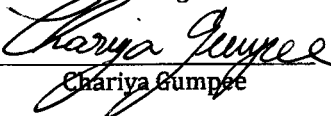
Budget and Resources: \$100- \$300 will be used to print newsletter.

Time: Any time by request at least once a month

Deadline for Presentation: May 21, 2011

Deadline for Final Report: May 19, 2011

Student's Signature


Chariya Gumpsee

Host Company's Manager


Kate Norton

For SUIC & UPVD:

Mr Christophe Mercier

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

APPENDIX H
BUSINESS IMPROVEMENT PROJECT SHEET

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix H

Business Improvement Project/ Thesis Grading Sheet

Title of BIP/ Thesis: Investigate the Effectiveness of Internal Communication Channels in Sheraton Vistana Villages, Orlando, Florida.

Name: Chariya Gumpee

ID: 52501306

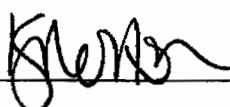
	Comments
Format Cover page, title page Acknowledgements, Abstract / Table of contents List of tables, figures, appendices General presentation Correct English grammar & spelling	Chariyas information was accurate & precise. Her English has much improved.
Introduction Coherent introduction to issue Relevance of the work Context of the work External / internal analysis	Chariyas content is factual and to the point.
Literature review Satisfactory use of available literature Critical evaluation of literature	Chariya has used numerous outside sources to reference her work, especially pertaining to resort communication
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.	Chariya spent a lot of time and effort researching her material. Her report is both intelligent and accurate.

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>Chariyas findings led to the newsletter being implemented resortwide. She should be very proud of her achievement.</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: 5/18/11

APPENDIX I

HOTEL'S NEWSLETTER

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Sheraton Vistana Villages' Newsletter



What's Hot?

Our Elliot Awards
Employee Luncheon
December 2010

Honorees :



Alex Velez Engineering	Marie Prucier Housekeeping	Jaqueline Trivett Food & Beverage	Barry Smith Activities	Mike Louis Security
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INSIDE THIS ISSUE:

NEW TEAM MEMBERS

PROMOTION

AMBASSADOR PROGRAM

ASSOCIATE BENEFITS

DEPARTMENTAL UPDATE

AMAZING VOICE CHALLENGE

DID YOU KNOW?

Mr. Mike Elliott
General Manager

Mr. Elliott's favorite color is silver. He attended Florida State University where he paid his own way through college. During his free time Mr. Elliott enjoys driving his car. He is also a really good carpenter and enjoys remodeling his home.

Mr. Elliott's favorite golfers are Bobby Jones and Phil Mickelson. He also has an artistic side where he paints pictures and has sold one of his paintings for as high

as \$ 1,000.00. During his career in the military as an Infantry Company Commander in Vietnam, he flew aircrafts. However, he has jumped out of more aircrafts than he has flown.

Coming

...SOON...

IN MEMORY OF



Thomas M. Falvey was part of the Flagler Team. He always had a kind smile towards co-workers and guests throughout the property. He displayed a great sense of humor that made us laugh about random stories. He was a proud and responsible parent who was devoted to his family. A talented pianist, composer, and drummer who enjoyed music, sports, and spending time with family and friends. Always showing you the bright side and thinking positive. Thomas will always be in our hearts. Our thoughts and prayers go to his family.

WELCOME NEW TEAM MEMBERS

Guest Services



Zachary Dadoush

Started: January 24, 2011
 Passion: He would like to visit Barbados

Activities



Shelley Wu

Started: January 24, 2011
 Passion: She would like to visit Australia

Activities



Yuk-Emmanuelle Kaija Kamb

Started: January 31, 2011
 Passion: She would like to visit Bahamas

Engineering



Jesus Rivera

Started: January 31, 2011
 Passion: Enjoying life

Flagler Bar & Grill



Rachel Brock

Started: February 8th, 2011
 Passion: Outdoor sports and spending time with her family

Flagler Bar & Grill



Maria Furnari

Started: February 8th
 Passion: Traveling and spending time with her family

Front Desk



Eddie Maldonado

Started: January 31, 2011
 Passion: Loves cars

Engineering



Ubaldo Colon

Started: January 31, 2011
 Passion: Church and enjoying life

CONGRATULATIONS!!!

Leads :

- Angel Alvez from Mechanic to Masterdeck Lead
- Raoul Sylvestre from Mechanic to PM Lead Mechanic
- Byron Dale from Security Officer to Security Shift Lead

Supervisors :

- Manny Figueroa from PM Lead Mechanic to Engineering Supervisor PM
- Belinda Toro from Hospitality Services Associate to Guest Services Supervisor

Managers :

- Octavio Laporte from Asst. Manager to Engineering Manager
- Kate Norton from Activities Supervisor to Activities Manager

Is this on-brand or off-brand?



SPG AMBASSADOR PROGRAM

What is the Ambassador Program?

Starwood's first Customer Experience management program. Starwood is introducing a single point of contact for our guests their personal Ambassador, to facilitate all of their needs. Its is a 24 hr personal concierge available to SPG members that travel frequently within the Starwood Brands.

Who is an Ambassador?

Ambassadors are associates selected from our customer contact centers and are based in Lancaster CA, Cork Ireland and Singapore. The Ambassador is responsible for building, maintaining, and growing the relationship between Starwood and the guest. They provide 24 hours a day, 7 days a week, and 365 days a year, customer service in seven languages around the world.

What does an Ambassador do?

Act as a personal contact for the guest, the Ambassador will proactively ensure that all stays at Starwood properties around the world meet the individual needs of the guest. Find more about the guests likes and dislikes to try and create a uniform experience when they stay at any of our properties. Also they offer to make reservations, special requests, and assist the customer



ASSOCIATE BENEFITS

Starwood Hotels are proud to introduce Starwood One. This site is accessible to all North American based employees. With just a few clicks from your home or work computer you'll find a number of resources and services, in an all-in-one easy-to-access location. Starwood One includes E-learning classes, employee benefits, and employee discounts. An employee can access their benefit center to make updates or changes to any of the benefits they take part in. An employee can also find discounts for everything from

movie tickets, to reduction of their cell phone bill. You can also take advantage of a reduced price E-Cornell class. The site is available day or night and is free to join. To take advantage of any of these great promotions and/or services, each employee must be signed up to Starwood One. Refer to the your department admin to find out how to sign up.

Departmental Update

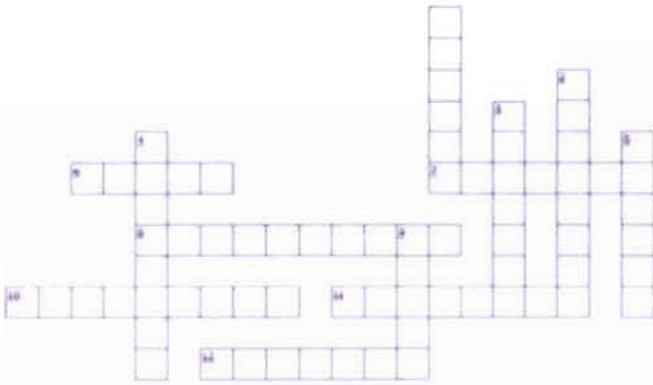


- Safety Committee**
Make sure that all team members apply and follow the safety rules.
- Communication Committee**
Transmit information to all departments of all events and projects going on at the property.

- Go Green Committee**
To improve our efforts and impact on the environment at the resort.
- Executive Committee**
Department leaders with GM and Hotel Manager to coordinate resort operators.



AMAZING VOICE CHALLENGE



Across

- 6. To make less tense
- 7. Not counterfeit; authentic; real
- 8. To realize beforehand
- 10. To inspire with courage, spirit, or confidence
- 11. An expression or appearance of merriment or amusement
- 12. To soothe, console, or reassure

Down

- 1. to be a member of a group
- 2. commonly or generally known or seen
- 3. to join, link, or fasten together
- 4. Enjoyment derived from what is to one's liking; gratification; delight
- 5. Remembrance; recollection
- 9. Reliance on the integrity, strength, ability, surety, etc., of a person or thing

Answer - Amazing Voice Challenge

Across: 6. Relax 7. Genuine 8. Anticipate 10. Encourage 11. Laughter 12. Comfort
Down: 1. Belong 2. Familiar 3. Connect 4. Pleasure 5. Memory 9. Trust



MANAGEMENT MESSAGE

Thank you for all the great effort and team work that you have demonstrated throughout the year 2010. We look forward to creating more valuable experiences for our guests and team members. Each of you form a great piece of our Sheraton Vistana Villages Community, that provides guests with a warm worry free family vacation atmosphere that makes them feel at home.

APPENDIX J

ASSESSMENT OF SUIC STUDENT BY THE HOST COMPANY

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Appendix I

Student Name: Chariya Gumpee

Host Company: Sheraton Vistana Villages, Orlando, Florida

Supervisor: Kate Norton, Activities Manager

Assessment period: From: December 1, 2010 To: May 4, 2011

Date of Assessment:

Intern's position: Activity Member

Introduction and completion instructions

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

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

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

We would appreciate your comments regarding each part.

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

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

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: The student has knowledge of the duties within the department and has the capability to put them into practice. The student:	

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: The student can motivate and stimulate the associates in such a manner that all duties are executed correctly. He / she is able to:	

Appendix J Assessment Form

August 1, 2009

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

Appendix J Assessment Form

August 1, 2009

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

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

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

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>High quality work</u> • <u>Strong technical knowledge</u> • <u>Ability to work independently</u> • <u>Knowledge of what operations</u> • <u>Ability to project show how they can create excitement in jobs.</u> 	<p>5 4 3 2 1</p>	
Comments:		

APPENDIX K
JOB CHECKLIST

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

APPENDIX K

Back of MAC

- Make sure all craft supplies are put away in back of MAC
- Make sure no trash is laying around
- Make sure all personal belongings are in storage area
- Clean off counters if dirty/cluttered
- Wipe sink area
- Wipe down table/ eating area
- Put away any trash laying in back of MAC (including boxes) and bring to back of Flagler
- Inquire with activities/even associate if there is anything they need assistance with

Pool deck

- Walk pool deck
 - Look for glass bottles, and carry an extra supply of plastic cups with you
 - Pick up any trash laying about and dispose of in proper receptacle
 - Look for any safety hazards on pool deck
 - Inspect arts and craft cabana to ensure cleanliness, enough chairs and tables, and update activity board
 - Walk by massage cabana in order to ask therapist if they need anything

Fitness Center

- Inspect equipment, sauna and steam room, and report defects
- Inspect area for equipment laying around
- Ensure magazines are available and in proper space

- Ensure that the fitness is clean
- Check for Amazing Race Clues and print more if necessary
- Check the basketball court for equipment, broken nets etc.

Main Activity Center Window

- Check for any party packages for delivery for that day or the next coming day
- Make any necessary phone calls
- Check main voicemail
- Clean up counter top areas-free from debris
- Ensure there is an adequate supply of pens paper etc.
- Ensure trash and recycling is not full if full empty trash and bring behind Flagler Station

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

Activity

- Check that slide and pirate ship water features are working. If not call engineer
- Walk around the pool deck to check that there is no trash and make sure that everything is in order
- Pick up each emergency telephone on the pool to see if they are working. There are 3 phone in total and they should connect straight to security
- Check restroom under the slide and outside the towel room. Call housekeeping if anything needs taking care of
- Check the swimming pool to make sure it clean, no equipment floating
- Call the towels if supplies are low
- Check the music is on-ask a lifeguard if not
- Check gates are unlocked-Call engineer if not
- Make sure you have adequate supplies if activity schedules
- Check the playground equipment and the surrounding area. Make sure that everything is clean and in working order

Walk main Keys Recreation Area

- Ensure the collect days schedules is displayed by door
- Ensure the book exchange is in proper order; books and signs all there
- Make sure there is no trash laying around
- Straighten all furniture in its proper position
- Ensure TV is on a family friendly station
- Inspect pool tables and report any defects to manager
- Inspect pool cues and set aside broken cues; bring all broken cues to the MAC
- Inspect Air Hockey tables and report defects
- Check for Amazing Race Clues and call MAC if we need more

Walk Game Room

- Looks for signs laying around
- Ensure lights are on
- Ensure all games are working properly
- Make sure no trash is lying around
- Call in to manager to report any defect

Walk Fitness Center

- Make sure there are no towels laying around, if there are place in dirty towel bin
- Make sure there are Sani Wipes for machines; if not please report to manager
- Ensure magazines are available and in proper space
- Check water and call for more if it is empty

Walk Locker Rooms

- Make sure there are no towel on the ground
- Make sure there are no pools of water on the ground; if there are alert housekeeping to come and clean up area
- Ensure there is no trash laying around, if so, please dispose of it
- Make sure all bath room stalls are in working order
- If there is anything that needs to be addressed please contact manager or houskeeping

Walk Sport Equipment Area

- Make sure the ping pong tables are in good shape
- Make sure pool table cover is removed and is in good shape
- Report any defects to manager

Walk Pool Deck

- Make sure there is no trash laying around; if so please trash in receptacles and if trash cans need to be emptied please alert engineering
- Ensure there are no safety hazards-trip hazards

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BIOGRAPHICAL INFORMATION

Chariya Gumpee

Personal Data

Date of Birth: September 4th, 1984 Nationality: Thai
Religion: Buddhism Marital Status: Single

Degree Earned

In year 2007 graduated Bachelor Degree from Rajamagala University of Technology Thunyaburi, major in Education Technology and Communication with GPA 3.58, and nowadays study Master Degree at Silpakorn University International College, major in Hotel and Tourism Management.

Work Experience

During studied Bachelor Degree, was a Volunteer Marketing Department at National Science Museum. After finished studied, working at Prize of Wood Industry Co., Ltd in a position of Training Officer. In year 2009, working as a receptionist at Meinhardt (Thailand) Co.,Ltd.

Future Planes

Applying for a position in Hotel and Tourism Industry and working along the way to top management.