

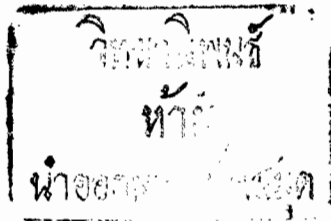
PROCESS IMPROVEMENT OF EXTRANETS MAINTENANCE TO REDUCE POTENTIAL LOSS  
OF REVENUES FROM WEB-RESTRICTED SEGMENT: CASE STUDY OF REVENUE  
DEPARTMENT AT ROYAL ORCHIDSHERATON HOTEL & TOWERS



By

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

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Besides, I would like to manifest the gratefulness to every teacher from SUIC for their kind support and kindheartedness. Thank you for your all along great attitudes, moral supports, and especially the “belief” that you always have in me. This belief is very precious to me and it will be the best motivation for me to pursue my successfulness. Without every teacher, I would not have passed my hard time during this project cheerfully.

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Director of Revenue Management. Again, thank you does not seem to be sufficient for his patience with me, trying to teach, coach, and educate me who came from zero to what I am today. Thank you for his great support for me and my project. Without him, I would not have had completed this Business Improvement Project with less difficulties. And without him, I would still be a non-experienced student without any clear ambitions.

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มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

May 11, 2011

## ABSTRACT

PROCESS IMPROVEMENT OF EXTRANETS MAINTENANCE TO REDUCE  
POTENTIAL LOSS OF REVENUES FROM WEB-RESTRICTED SEGMENT?  
CASE STUDY OF REVENUE DEPARTMENT AT  
ROYAL ORCHID SHERATON HOTEL & TOWERS

Natchanit Udomsub.

Silpakorn University International College, 2011

For Hotel and Tourism nowadays, it has been known that when there are changes in the society, both positively and negatively, most of the time Hotel and Tourism is affected right away. From this face, every single hotel is now trying to either gain the most benefits from the positive changes, or be most protected from the negative changes. One of the most important aspects the hotel can gain or lose is in terms of revenues.

For the past years, a new kind of knowledge known as Revenue Management has increased its significance in hotel business around the world, while it is currently becoming a spotlight in Asia Pacific. In Revenue Management, it is described as the application of any theories and techniques, to achieve the ultimate goal of revenue maximization.

Realizing the importance of Revenue Management, this Business Improvement Project is conducted to help reduce the potential loss of revenues from one specific segment, that is, Web-Restricted Segment of Royal Orchid Sheraton. Even though Web-Restricted Segment is the only segment out of around twenty segments of the hotel, it still plays essential role in revenue maximization as its contribution to the overall revenues of the hotel is considered large.

Specifically discussing about Web-Restricted Segment, the revenue streams of this segment come solely from the productions of hotel's Online Travel Agents. And to help enhance the productions, it is the responsibility of the hotel to have attractive promotions available on those online agents which are done through their Extranets. This allows the hotel to have a direct control over any offers to be visible for online customers. However, having their promotions available at right time and with right price needs a cautious maintenance since any errors made or any time wasted is nothing more than the inability to maximize hotel revenues.

As a consequence, this Business Improvement Project aims to ensure that the hotel have the efficient maintenance of their Extranets to help reduce the potential loss of revenues from by trying to minimize the errors and excessive time spent, to ultimately maximize the hotel revenues from Web-Restricted Segment.

## TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	ii
ABSTRACT .....	iv
LIST OF ILLUSTRATIONS.....	xi
LIST OF TABLES.....	xii

### Chapter

1. INTERNSHIP OVERVIEW.....	1
1.1 Internship Details .....	1
1.2 Responsibilities .....	1
1.3 Achievements.....	2
2. INTRODUCTION TO THE HOST COMPANY .....	5
2.1 Introduction to Starwood Hotels & Resorts.....	5
2.2 Introduction to Royal Orchid Sheraton Hotel & Towers.....	5
2.2.1 Brief History .....	5
2.2.2 Overview .....	6
2.2.3 Guestrooms .....	7
2.2.4 Towers Floors .....	8
2.2.5 Meetings and Conventions Service .....	8
2.2.6 Link@Sheraton <sup>SM</sup> experience with Microsoft <sup>®</sup> .....	10
2.2.7 Dining Experiences.....	11
2.2.8 Other Facilities.....	11

2.2.9 Exploring Bangkok.....	12
2.2.10 Organization Chart.....	14
2.2.11 Mission .....	15
2.3 Internal & External Analysis .....	15
2.3.1 Internal Analysis.....	15
2.3.1.1 SWOT Analysis .....	15
2.3.2 External Analysis.....	17
2.3.2.1 Competitors Analysis .....	17
2.3.2.2 PEST Analysis .....	20
2.4 Introduction to Revenue Department.....	22
2.4.1 Departmental Organization Chart.....	22
2.4.2 Roles and Importance of Revenue Department .....	22
2.4.3 Strengths and Weaknesses of Revenue Department.....	24
2.4.4 Co-operation with other Departments .....	25
<b>3. SITUATIONAL ANALYSIS OF ONLINE TRAVEL AGENTS OF ROYAL ORCHID SHERATON.....</b>	<b>28</b>
3.1 Introduction to Online Travel Agents of Royal Orchid Sheraton.....	28
3.1.1 Terminology .....	28
3.1.2 Contribution of OTAs to Royal Orchid Sheraton.....	29
3.1.3 Current Contracted OTAs of Royal Orchid Sheraton .....	30
3.1.4 Introduction to EZYield.com .....	33
3.2 Situational Appraisal .....	34
3.2.1 Relevant Policies between Royal Orchid Sheraton and their OTAs.....	34
3.2.1.1 Best Rage Guarantee (BRG) .....	34



3.2.1.2 Rate Parity .....	36
3.3 Problems Analysis .....	38
3.3.1 Lack of Manpower.....	39
3.3.2 Lack of Clear Knowledge and Understanding.....	41
3.3.3 Results .....	41
3.3.3.1 Time-Consuming Process .....	41
3.3.3.2 Violation of BRG Policy.....	42
3.3.3.3 Rate Parity Issue.....	43
3.4 Decisions Analysis .....	43
3.4.1 Hiring .....	43
3.4.2 Development of Checklist and Manual .....	44
3.5 Research Question .....	45
<b>4. BUSINESS IMPROVEMENT PROJECT .....</b>	<b>46</b>
4.1 Literature Review .....	46
4.1.1 Definitions .....	46
4.1.2 Literature Review: Checklist to reduce lead time and errors in complex work process .....	47
4.1.3 Literature Review: User manual as a guide for beginner .....	50
4.2 Research Methodology .....	52
4.2.1 Case Study .....	53
4.3 Findings of current promotions, adjustments made, time spent, violations of BRG and rate parity issues.....	56
4.3.1 Data from Observations.....	56
4.3.2 Data from Interview with the Supervisor .....	58

4.4 Findings of how each Extranet works, explanations, current room types, rate plans, and promotions .....	59
4.4.1 Expedia .....	59
4.4.2 Orbitz .....	60
4.4.3 Travelocity .....	62
4.4.4 Latestays and Wotif .....	63
4.4.5 Asia Travel .....	65
4.4.6 Asiarooms .....	66
4.4.7 Rakuten .....	68
4.5 Improvement .....	70
4.5.1 Development of Checklist and Manual .....	70
4.6 Recommendation for Implementation .....	71
4.7 Implementation .....	72
4.8 Measurement .....	73
5. CONCLUSION & BENEFITS.....	74
5.1 Final Conclusion .....	74
5.1.1 Possible Limits.....	74
5.2 Benefits	
5.2.1 Benefits to Host Company.....	75
5.2.2 Benefits to Professionally .....	76
5.2.2 Benefits to Personally .....	77
Appendix	
A. BUSINESS IMPROVEMENT PROJECT FORM .....	78
B. PROGRESS REPORTS .....	79

C. ASSESSMENT FORM .....	80
D. BUSINESS IMPROVEMENT PROJECT GRADING SHEET .....	81
E. LETTER OF INTERNSHIP COMPLETEMENT .....	82
REFERENCES .....	83
BIOGRAPHICAL INFORMATION.....	85

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

## LIST OF ILLUSTRATIONS

Figure		Page
2.1	Royal Orchid Sheraton Function Spaces First Floor.....	9
2.2	Royal Orchid Sheraton Function Spaces Second Floor .....	10
2.3	Royal Orchid Sheraton Organization Chart .....	14
2.4	Departmental Organization Chart .....	22
3.1	The Starwood Best Rate Guarantee .....	35

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

## LIST OF TABLES

Table	Page
3.1 Abilities and Functions of each Contracted OTA .....	32
4.1 Characteristics of Interviewee .....	54
4.2 Initial Observations of Existing Promotions .....	56
4.3 Adjustments made during the past five months .....	57
4.4 Time Spent in any adjustments made during the past five months .....	58
4.5 Current room type, promotions and rate plans name on Expedia Extranet .....	60
4.6 Current room type, promotions and rate plans name on Orbitz Extranet .....	61
4.7 Current room type, promotions and rate plans name on Travelocity Extranet .....	63
4.8 Current room type, promotions and rate plans name on Latestays Extranet .....	64
4.9 Current room type, promotions and rate plans name on Wotif Extranet .....	64
4.10 Current room type, promotions and rate plans name on Asia Travel Extranet .....	65
4.11 Current room type, promotions and rate plans name on Asiarooms Extranet .....	67
4.12 Current room type, promotions and rate plans name on Rakuten Extranet .....	69
4.13 Abilities and Functions of each Contracted OTA .....	70

4.14 Expected Time Spent for any Adjustments after the  
Implementation of Checklist and Manual ..... 73

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์

## CHAPTER 1

### INTERNSHIP OVERVIEW

#### 1.1 Internship Details

Host Company: Royal Orchid Sheraton Hotel & Towers  
Contact Detail: 2 Charoen Krung Soi 30, Siphya, Bangrak ·  
Bangkok 10500 Thailand  
Phone: (66)(2)266-0123  
Website: [www.royalorchidsheraton.com](http://www.royalorchidsheraton.com)  
Department: Revenue Department  
Supervisor/ Title: Sze Zhenkai/ Director of Revenue Management  
Period of Internship: 15<sup>th</sup> November 2010 – 29<sup>th</sup> April 2011  
Position: Revenue Management

#### 1.2 Responsibilities

- Responsible for running and organizing daily Market Segment Analysis Report from Galaxy PMS
- Responsible for organizing other reports from Daily Revenue Journal Report, and Market Vision
- Maintaining the extranets for hotel's Online Travel Agents, ensuring promotional launching and rates parity
- Preparing data and practicing on weekly revenue forecast

- Taking the minutes from weekly Revenue Meeting
- Cross-training with Sales and Reservations Departments, doing daily tasks and ad-hoc projects

### 1.3 Achievements

During the first weeks of internship at Royal Orchid Sheraton Hotel & Towers at Revenue Department, a letter of Internship Expectation was submitted to the supervisor, the Director of Revenue Management. The details are as following:

*“First of all, I need to inform you that after I’ve done my 5-month internship, I am required to complete the final project regarding Business Improvement Project (BIP). During these 5 months, I am required to work in an interested department and try to learn as much as I can from the host hotel. The most important thing is that I have to recognize things that can be improved within the department and apply any useful theories to the situations. For instance, a student who used to intern in F&B department saw the opportunities to improve the business by applying menu engineering to maximize food and beverage sales. Another example is that a student tried to apply HACCP to control the quality of F&B of a hotel. (However, my problem is that will I be able to recognize those things since I don’t have enough knowledge in order to see what can be improved.)”*

*“In addition, I expect to gain as much knowledge and experiences as I can. These knowledge and experiences will be beneficial to me in the near future since I see my career path in hospitality business. I know working in revenue management is very difficult yet challenging. I might end up doing a lot of mistakes or not being able to perform the job at all. But I have to try first, and I’ll do my best. However, I totally understand that a hotel has its own confidential data or information.*



*Therefore, we just have to make sure that what kind of information I can access, and what kind of information is restricted. So I won't break any rules or put you in oppressive situation."*

Later on, after spending some times with specific job tasks in the department, the expectations towards the internship in Revenue Department have increased. There were the opportunities on observing what revenue people have to do on a daily, weekly, and yearly basis, realizing how important they are to the hotel as a whole. Revenue people have to take care of all the room inventories of the hotel, as well as the function spaces, trying to maximize the overall revenues. This is generally what Revenue Management is. However, being a revenue people not only have to complete their tasks very well, but also have to co-operate with other departments well. Revenue people need to have full understanding of the hotel's segments, target groups of customers, and distribution channels. Additionally, revenue people need to have the ability to convince people. Hence, the expectations towards the internship are to be able to be a good revenue people in the near future. It was recognized that revenue management is the most desirable career.

For the achievements at Revenue Department of Royal Orchid Sheraton, for the past five months, there were the learning and experiencing from real situations of the hotel, both in good and bad ways. It has been realized that being a revenue people, especially in the management level, is not easy. Not only are they required to have full background of mathematical and logical thinking, but also the experiences towards hospitality businesses as well. This affects mostly in terms of good decision making since working as a revenue people has a lot of important decisions to be made everyday.

Apart from those achievements, there were also the opportunities to learn the computerized skills, especially MS Excel skills as well as the knowledge of the property's PMS which are very crucial to revenue people. Additionally, another kind of skill is to be able to think out of the box yet being able to analyze everything based on facts, histories, and existing data. The analysis skills especially towards hospitality business have been improved a lot. There was also the learning from real situation where a person has to work under pressure, getting everything done within the limited time. Moreover, there were also the opportunities to attend the weekly revenue meeting with those top management teams of the hotel. This was a very great experience that one could not find from anywhere else. This internship was the first experience in the real working life and it was the most valuable experience ever.

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## CHAPTER 2

### INTRODUCTION TO THE HOST COMPANY

#### 2.1 Introduction to Starwood Hotels & Resorts<sup>1</sup>

Starwood Hotels & Resorts Worldwide, Inc. is one of the leading hotel and leisure companies in the world with 1025 properties in 100 countries and territories with 145,000 employees at its owned and managed properties. Starwood Hotels is a fully integrated owner, operator and franchisor of hotels, resorts and residences with the following internationally renowned brands: St. Regis<sup>®</sup>, The Luxury Collection<sup>®</sup>, W<sup>®</sup>, Westin<sup>®</sup>, Le Méridien<sup>®</sup>, Sheraton<sup>®</sup>, Four Points<sup>®</sup> by Sheraton, and the recently launched Aloft<sup>®</sup>, and Element SM. Starwood Hotels also owns Starwood Vacation Ownership, Inc., one of the premier developers and operators of high quality vacation interval ownership resorts. For more information, please visit [www.starwoodhotels.com](http://www.starwoodhotels.com).

#### 2.2 Introduction to Royal Orchid Sheraton Hotel & Towers<sup>2</sup>

##### 2.2.1 *Brief History*

Officially inaugurated by Her Majesty, Queen Sirikit of Thailand, on July 22, 1983 as “The Royal Orchid Hotel”, the company became listed as a public limited company on 15 April 1994 and is now named "Royal Orchid Hotel (Thailand) Public Company Limited".

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<sup>1</sup> Starwood Hotels & Resorts Fact Sheet

<sup>2</sup> Royal Orchid Sheraton Hotel & Towers Press Kit

The shareholders of this joint venture company are:

Starwood Hotels (Thailand) Co., Ltd.	44%
MBK Properties & Development Plc.	29.39%
Thai Airways International Plc.	24%
Others	2.61%

### 2.2.2 Overview

Since it was established on the legendary Si Phraya Pier 28 years ago, the Royal Orchid Sheraton Hotel & Towers has earned the title of one of Bangkok's best luxury resort-style hotels on the riverside. The hotel's numerous awards and accolades include 2 awards in 2007 World Travel Awards as Thailand's Leading Conference Hotel and Thailand Leading Hotels, being voted into the Top 50 World's Best Hotels in Asia 2007 by the readers of Travel + Leisure magazine, and also being counted to the Condé Nast Traveler (USA) Gold List for the eighth consecutive year in 2008.

Thanks to its unique “Y” shape and location on a bend in the Chao Phraya River, the majestic 28-storey property offers breathtaking, uninterrupted, panoramic views of the historic Thonburi-side of Bangkok as well as Bangkok from every one of its large, luxurious guestrooms and suites.

Inside, the serenely elegant interior of the golden Main Lobby, with its high ceiling and awe-inspiring Pra Kaew Morakot Buddha, is a haven of tranquility. In the Group Lobby, guests are welcomed by a unique marble and waterborne Thai sculpture, the legendary Pra Aprai Mani.

The Hotel has been consistently implementing new facilities and services for the guests. Since January 2006, the Sheraton's renowned “Warm Welcome” makes

guests feel at home from the moment they enter the hotel. Upon arrival they are greeted by a Sheraton Ambassador who offers a personal welcome and introduces them to the unforgettable Thai hospitality. Adding to the experience is Sheraton's new signature lobby scent "Open Sky", a relaxing natural and hypoallergenic blend of fig, bergamot, jasmine and freesia that was custom-designed by a leading fragrance house.

### 2.2.3 *Guestrooms*

All 726 spacious, well-appointed guestrooms overlook the Chao Phraya River and offer magnificent views. They are comprised of 670 Standard Rooms, 63 Specialty Suites, and 1 Luxury Suite.

Since June 2006, each room has been equipped with the famous Sheraton Sweet Sleeper™ Bed — a luxurious multi-layered, lavishly plush custom-designed bed that features an 11.5 inch thick, high coil Sealy Posturepedic Plush Top mattress. Sweet Sleeper Beds are topped with four sumptuous feather down and hypoallergenic pillows, crisp cotton sheets, and a characteristic, cosy fleece blanket and duvet. The combination creates ideal posture and comfort in bed.

The Deluxe Rooms have an area of 36 square meters and feature an elegant Thai design with full use of natural materials and traditional motifs such as silk and teakwood.

Junior Suites (55m<sup>2</sup>) and Executive Suites (70m<sup>2</sup>) consist of a living area with separate washroom and restroom. Special accommodation for disabled guests is available, as are non-smoking floors.

#### *2.2.4 Towers Floors*

For an extra degree of luxury, in 1986 the hotel added its Towers Executive Floors and Towers Lounge — a “hotel within a hotel” concept. In 2008, the Royal Orchid Sheraton announced the newly renovated Towers Lounge, located on the 27th floor, exclusively for the use of Towers Executive Room guests (25th to 28th floor). The lounge features a luxurious design combined with the latest business amenities. Besides providing with personalized check-in/check-out services, the Towers Lounge offers many business center services including broadband wireless Internet access, use of terminal and fax facilities as well as secretarial services and a boardroom. As part of the benefits, guests can enjoy complimentary breakfast, afternoon tea and evening cocktails, international menus on our widescreen TV, a choice of International newspapers and magazines, or just sit back and enjoy the magnificent views of Bangkok along the Chao Phraya River.

#### *2.2.5 Meetings and Conventions Service*

Deftly combining business and pleasure, the hotel has over 4,090 square meters of function space featuring 21 function rooms, many with river views. The newly renovated Royal Orchid Grand Ballroom, considered to be one of Thailand’s most technologically advanced ballrooms, offers panoramic views of the Chao Phraya River and can accommodate up to 1,250 delegates in a meeting setting, 1,400 people for a cocktail reception or 800 people for a sit-down dinner. The 1,080 square meter room can also be divided into three sections with sound-barrier partitions that are capable of blocking noise up to 53 decibels.

The high-tech digital equipment includes five drop-down screens, LCD projection, broadband Internet, 20 JBL speakers, and a state-of-the-art sound system.

The Ballroom has an intelligent lighting system controlled by DMX 521 software from Colour Kinetics, the World's leading lighting experts from the United States. The system is capable of displaying 16 million colors, of which the application can be timed to the microsecond. The intelligent, flexible X-lighting system is also designed to give high luminance in usually dimly lit spaces. Intelligent moving lights allow preset banquet layouts and color control, and can project up to 65 logo engines to each table. Thanks to hidden leads, the ballroom retains its elegance with no clutter.

The Grand Ballroom is supported by 13 smaller meeting rooms, of which seven feature full views of the Chao Phraya River, ranging in size from 44 square meters to 200 square meters.

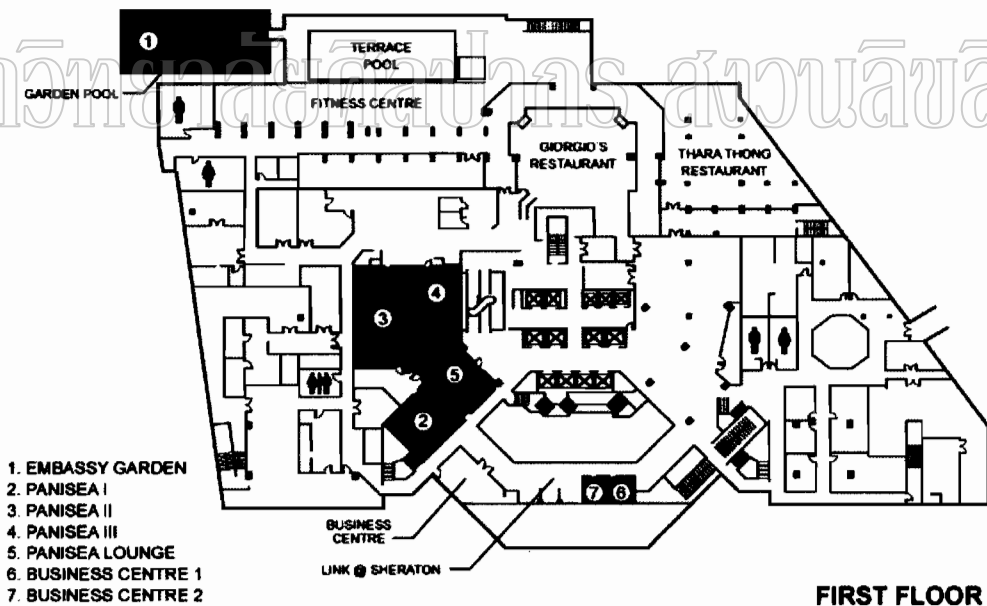


Figure 2.1: Royal Orchid Sheraton Function Spaces on First Floor<sup>3</sup>

<sup>3</sup> <http://www.royalorchidsheraton.com/functionrooms>

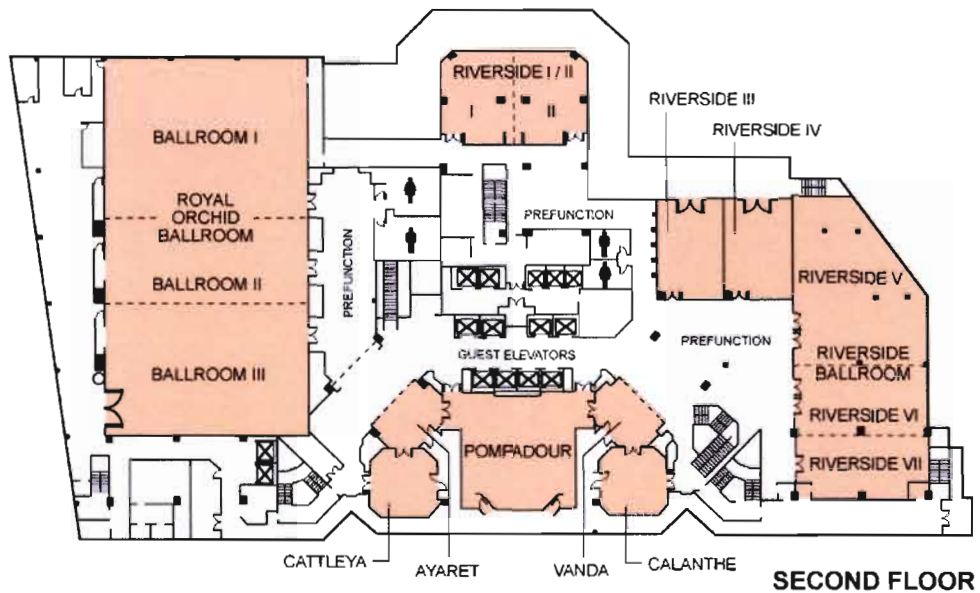


Figure 2.2: Royal Orchid Sheraton Function Spaces on Second Floor

#### 2.2.6 *Link@Sheraton<sup>SM</sup> experience with Microsoft<sup>®</sup>*

As part of Sheraton’s new Warm Welcome experience, “Link” provides a place within the Royal Orchid Sheraton Hotel & Towers where guests can keep up with what is important to them and work, relax and feel part of a community. More than just a business center, “LINK@SHERATON<sup>SM</sup> experienced with Microsoft<sup>®</sup>” invites guests to come out of their rooms to enjoy the energy and social aspects of the hotel.

Designed to deliver a sensory experience that represents Sheraton’s new core value to our guests, “Link” offers useful features and amenities that instantly connect guests, so “out of town” does not mean “out of touch”. Specific benefits include:

- PC workstation with high-speed Internet connectivity (8Mbit/s)
- Network access points
- Free wireless Internet access



- Availability of top national and international newspapers and magazines
- PrintMe, a remote printing service available to guests at minimum charges

### *2.2.7 Dining Experiences*

The Royal Orchid Sheraton Hotel & Towers is home to 4 award-winning restaurants and a bar, offering a wide range of cuisines including Thai, Continental, Italian and Seafood as well as expertly mixed cocktails and fine wines. If you are in the mood for international cuisine, stop by at etc...On the River, an all-day contemporary restaurant that offers an extensive menu ranging from Western to Chinese or Japanese to Indian. For local fare, Thara Thong serves Royal Thai cuisine in an elegant atmosphere of low tables, Celadon china, bronze cutlery, and classical Thai music. During the day, try à la carte snacks, salads, sandwiches, ice cream and cocktails at the Terrace or Garden Pools. In the evening, taste authentic Italian dishes at Giorgio's, Bangkok's first Italian restaurant inside a hotel. Later, the revamped Lobby Lounge provides a more casual setting where guests can relax over music, light snacks and a full range of alcoholic and non-alcoholic drinks, or experience the new stylish al fresco grill dining and bar by the river front, Sambal with selection of exotic cocktails from the riverside bar while chilling to the sultry sound spun by top DJs.

### *2.2.8 Other Facilities*

The Royal Orchid Sheraton Hotel & Towers Bangkok has two outdoor swimming-pools: one terrace pool, excellent for exercise, and one magnificent garden pool with Jacuzzi, surrounded by tropical trees. Other facilities include a sauna, jogging track, tennis court and a modern and well-equipped fitness center which is open to guests 24 hours a day.

One of the unique highlights of the hotel is the Royal Orchid Mandara Spa, a full-service facility featuring a spacious spa reception area, five double treatment rooms, and three river suites. Each spa suite offers panoramic river views and includes an oversized aromatherapy floral bath, a steam/shower room and changing room. One deluxe garden suite opens into a private rooftop garden. The interior design is a Zen-like blend of smooth stones, water images and tropical plants.

The hotel also offers medical treatment, dry cleaning, and a Pacific World tour desk where guests can get tips on Bangkok's sights or organize a custom tour.

Another service by the hotel is The Royal Orchid Sheraton I, a traditional Thai decorated boat with facilities all set ready for rent. It is an innovative way to arrange a private party or special occasions, according to the guest's preferences, while cruising on the River of Kings at anytime they wish. It holds up to 30 guests with 12 well-trained employees to assure the convenience and safety of our guests.

#### *2.2.9 Exploring Bangkok*

The Royal Orchid Sheraton Hotel & Towers is conveniently located nearby business, entertainment, and shopping districts as well as Hua Lamphong railway station, several subway and skytrain stops and river taxis, which are only steps away on two adjacent public piers. These offer direct access by private or public River Express Boat to the Grand Palace, the legendary Wat Phra Kaew or "Temple of the Emerald Buddha", and Wat Arun, the soaring "Temple of Dawn".

The hotel's shuttle boat will provide guests the convenience to catch the overhead skytrain to many of Bangkok's attractions including the MBK Center, Siam Paragon, or Chatuchak Weekend Market. The operating times are daily, every half an hour between 10.00 and 22.00. The boat leaves directly from the hotel's pier.

Only a short taxi ride away is Bangkok's Chinatown on Yaowarat Road, a vibrant area full of culture and some of the best food one can find in town. The Royal Orchid Sheraton Hotel & Towers is connected to the four-storey River City Shopping Complex, home to a large number of prestigious art and antique shops as well as several good restaurants.

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2.2.10 Organization Chart

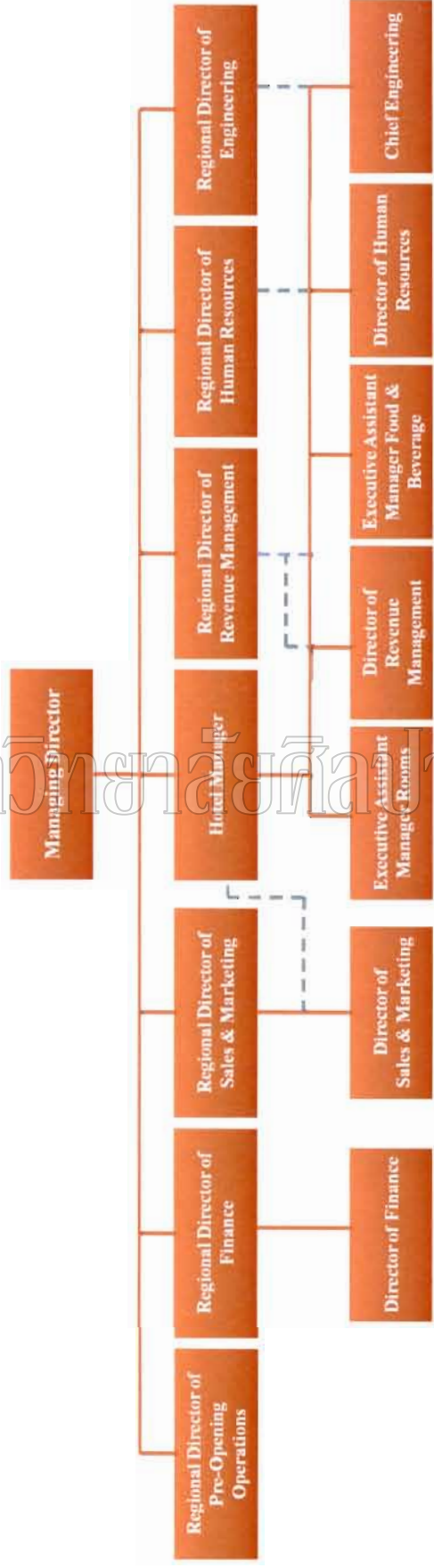
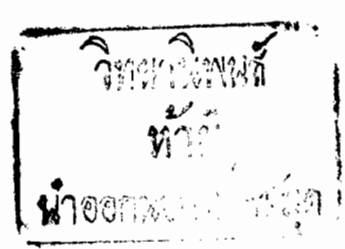


Figure 2.3: Royal Orchid Sheraton Organization Chart



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## 2.2.11 Mission

“At Sheraton Hotels & Resorts, we believe life is better when shared. We’re on a mission to bring conversation back to the travel experience, to create the connections that seal deals, form new bonds or rekindle old friendships.”

## 2.3 Internal and External Analysis

### 2.3.1 *Internal Analysis*

#### 2.3.1.1 SWOT Analysis

#### **Strengths**

- There are large numbers of room inventories available of totally 726 guestrooms, with 670 Standard Rooms, 63 Specialty Suites, and 1 Luxury Suite, with the building of “Y” shape, making all room come with river views.
- The concept of “a hotel within a hotel” with Towers Executive Floors (25th to 28th floor) and Towers Lounge (27<sup>th</sup> floor) has been added.
- The hotel is situated by the Chao Phraya River, at the center of the two bends with magnificent view.
- The hotel has large and high-technological function space with a Grand Ballroom of 1,080 square meters which can be divided into three sections with sound-barrier partitions, together with 21 more small function rooms, many with river views.
- The Sheraton has been well-known of its signature Sheraton Sweet Sleeper™ Bed and its Link@Sheraton<sup>SM</sup>.
- There is a wide range of cuisine including Thai, Continental, Italian and Seafood as well as expertly mixed cocktails and fine wines.

- The hotel has two outdoor river view swimming-pools.
- Sheraton is a strong hotel brand under Starwood Hotels & Resorts, with the largest growth among other brands under the same chain.
- Royal Orchid Sheraton is the only one Starwood's owned property in Thailand, Cambodia, and Vietnam regions, allowing the Management Team of the hotel to be quite strong.

### **Weaknesses**

- The hotel is quite old, even though all guestrooms have just been renovated, but the building and other facilities themselves are still at least 28 years of age.
- The hotel is situated quite far from the city.
- Being a hotel under a hotel chain can be inflexible in terms of any operations.
- The hotel was just renovated last year, causing the majority of its Wholesale Customers be taken away by its competitors at that time. Currently the hotel is still in the stage of gaining back its taken-away customers.
- The hotel seems to be lacking of manpower.

### **Opportunities**

- There is a dramatic growth of China and India markets, allowing a good opportunity to the hotel.
- Since Marriott Resort & Spa is going to be re-branded soon, the hotel can view this as its good opportunity to grasp the customers from them.

## Threats

- Hospitality business in Thailand and Asia is growing very fast, especially under Starwood Hotels & Resorts themselves; there are hundreds of properties to be opened soon.
- The current political situation in Thailand is still unstable.
- There is still the economic downturn in European countries which are the hotel's target market.
- The natural disaster in Japan negatively affects Japanese market of the hotel.
- The frequent natural disasters around the world will also negatively affect the hotel business.
- The market of hotels along the river is becoming much more competitive, with new hotels opened.
- There is an increase in price war from competitors, with a lot of hotels trying to lower their room rates.

### 2.3.2 External Analysis

#### 2.3.2.1 Competitors Analysis

The hotel has several competitors which share the similarity in terms of location, numbers of rooms, ballroom and function space, and target market.

### Millennium Hilton Bangkok

Millennium Hilton is located on the opposite bank of the Chao Phraya River to Royal Orchid Sheraton. With its 543 guestrooms<sup>4</sup> and 15 meeting rooms<sup>5</sup>, Millennium Hilton shares the similarities with Royal Orchid Sheraton. From the room rates gathered from hotel branded website, the rates quoted of Millennium

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<sup>4</sup> <http://th.hotels.com/ho235086/millennium-hilton-bangkok-krungthep-thiy/>

<sup>5</sup> [http://www1.hilton.com/en\\_US/hi/hotel/BKKHITW-Millennium-Hilton-Bangkok-hotel/index.do](http://www1.hilton.com/en_US/hi/hotel/BKKHITW-Millennium-Hilton-Bangkok-hotel/index.do)

Hilton are similar to what the Royal Orchid Sheraton is offering. Hence, with all of this information, Millennium Hilton is considered as Royal Orchid Sheraton's direct competitor.

### **Shangri-La Hotel Bangkok**

Shangri-La is situated on the same bank of the Chao Phraya River as the Royal Orchid Sheraton, with its location nearer to Bangkok Skytrain Station. This can be their advantage over us. Shangri-La has totally 802 guestrooms<sup>6</sup> with a Grand Ballroom that can accommodate more than 1,000 guests, as well as its smaller 26 function rooms<sup>7</sup>. From the room rates quoted on their hotel branded website, generally Shangri-La seems to have room rates above the Royal Orchid Sheraton. Shangri-La can be considered as one of Royal Orchid Sheraton's direct competitors due to its location, total number of rooms, and the meeting space. However, due to their brand identity, the two hotels might have some differences in leisure guests target market. Additionally, in terms of handling Groups customers, due to the fact that Shangri-La has two buildings, it might be uncomfortable and inconvenient for Groups function. This can be one of the advantages the Royal Orchid Sheraton has over Shangri-La.

### **Marriott Resort & Spa Bangkok**

Marriott Resort & Spa is also situated along the river with its location quite far from Bangkok Skytrain Station. It has totally 413 guestrooms and 15 meeting rooms<sup>8</sup>. From the room rates gathered from hotel branded website, generally Marriott Resort & Spa quotes room rates same as or below Royal Orchid Sheraton.

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<sup>6</sup> [http://www.agoda.co.th/asia/thailand/bangkok/shangri\\_la\\_hotel\\_bangkok.html](http://www.agoda.co.th/asia/thailand/bangkok/shangri_la_hotel_bangkok.html)

<sup>7</sup> <http://www.shangri-la.com/en/property/bangkok/shangrila/plananevent/meetings/overview>

<sup>8</sup> Source: <http://www.marriott.com/hotels/travel/bkkth-bangkok-marriott-resort-and-spa/>



Marriott Resort & Spa can be considered as one of Royal Orchid Sheraton's direct competitors due to its location, total number of rooms, and the meeting space. However, if considering about meeting space capacity especially the Grand Ballroom space, Royal Orchid Sheraton is more capable in this sense. This can be one of the advantages of Royal Orchid Sheraton to Marriott Resort & Spa.

### **The Peninsula Bangkok**

The Peninsula Bangkok is situated along Chao Phraya River, with its location closer to Bangkok Skytrain Station than Royal Orchid Sheraton. The hotel has totally 370 luxury guestrooms<sup>9</sup>. And from the room rates gathering from hotel brand website, The Peninsula Bangkok quotes room rates around double of Royal Orchid Sheraton's. From these facts, The Peninsula Bangkok is not considered as Royal Orchid Sheraton's competitors as they are competing in the different market.

### **Mandarin Oriental Hotel Bangkok**

Mandarin Oriental Hotel Bangkok is situated on the same bank of Chao Phraya River as Royal Orchid Sheraton, with its location closer to Bangkok Skytrain Station. Mandarin Oriental has totally 393 luxury guestrooms<sup>10</sup> and function rooms. From the rates gathered from hotel branded website, Mandarin Oriental quotes room rates quite far above Royal Orchid Sheraton's. This has made Mandarin Oriental not being competitors of Royal Orchid Sheraton as they are operating in the different market, having different target groups of customers.

### **Other Riverside Hotels**

Apart from those hotels stated above, other hotels situated along the river can also be considered as Royal Orchid Sheraton's competitors since location of

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<sup>9</sup> [http://www.agoda.co.th/asia/thailand/bangkok/peninsula\\_bangkok\\_hotel/reviews.html](http://www.agoda.co.th/asia/thailand/bangkok/peninsula_bangkok_hotel/reviews.html)

<sup>10</sup> [http://www.atsiam.com/th/hotels/bangkok/oriental\\_hotel\\_thailand.asp](http://www.atsiam.com/th/hotels/bangkok/oriental_hotel_thailand.asp)

situating along the river is one of the factors affecting customer decision. However, there are still other factors affecting decision making of customers, for instance, room rates, brand image, facilities, reputation, or other benefits.

When comparing to other hotels along the rivers or other city hotels, Royal Orchid Sheraton is quite different in term of segmentation. As they are along the river, it seems that their major customers will be those from leisure. However, from the fact that they are one of the biggest hotel in Bangkok, with big functions (the ballroom is big and can be partitioned), these make them become a target hotel for corporate as well.

### 2.3.2.2 PEST Analysis

#### **Political Factors**

Since the confrontation between Thai Military and the Red Shirts was raised at the Democracy Monument in April 2010, with the extensively strong conflicts among Thai political parties and their supporters, mostly between the two biggest parties, the political situation in Thailand has been known to be dreadfully unstable both to Thai businesses themselves, and especially to the eyes of foreigners. The occupancy of hotels around Thailand during the protest periods was dropped dramatically<sup>11</sup> in spite of Songkran Festival which is the peak period for Thai hotels.

Until now, the political conflicts in Thailand still exist. Even though the situation seems to be much better, but there still be demonstration of the Red Shirts every week, while the Yellow Shirts have settled down at the Parliament for more than three months now. In this coming month of May, Thai Government will announce the dissolution of the parliament, causing the national election to be held

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<sup>11</sup> <http://www.thaipost.net/news/190310/19568>

again in the near future. From all of these facts, it can be indicated that political situation in Thailand is still unstable in the eyes of foreigners, especially to hotels business which is said to be one of the most sensitive businesses to any situations.

### **Economic Factors**

From the fact that the overall world economy has been slowing down, this has negatively affected Thai economy as a whole as Thai exports are expected to decline from 25% to only 12% in 2011<sup>12</sup>, causing the manufacturing industry to have less expansion. Additionally, the foreign exchange rate for Baht is expected to appreciate, with the average of the year 2011 at 30.70 Baht per USD. This will negatively affect the hotel industry since travelers tend to decline as they have to spend more to travel in Thailand. Other factors that affect the growth of Thai tourism industry includes the increase in interest rates, the rise in oil prices, as well as the instability of political situations around the world.

### **Socio-cultural Factors**

Since Royal Orchid Sheraton Hotel & Towers is a hotel in Thailand, there is definitely the influence of Thai culture to the hotel. Even though the hotel is a hotel chain from United States, but the way the hotel is operating is somewhat in Thai Traditional way with almost Thai employees, Thai decoration styles, and Thai food to attract guests from other countries who come to Thailand for our culture. Additionally, from the fact that people nowadays concern more about quality of service in terms of famous hotel brands, being a hotel brand that is well-known to customers is very beneficial.

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<sup>12</sup> <http://www.suthichaiyoon.com/detail/5353>

## Technological Factors

From the fact that Royal Orchid Sheraton's Grand Ballroom is one of Thailand's most technologically advanced which can attract Groups customers who require a high-technological meeting space, together with the fact that the hotel has its famous signature Link@Sheraton<sup>SM</sup> to ensure that guests will get connected everywhere, this technological advancement can be the hotel's competitive advantage over others. However, the hotel still has to bear in mind that technology changes all the time. They need to be ready for any changes so that they will not end up falling behind their competitors.

### 2.4 Introduction to Revenue Department

#### 2.4.1 *Departmental Organization Chart*



Figure 2.4: Departmental Organization Chart

#### 2.4.2 *Roles and Importance of Revenue Department*

From the definition of Cornell University (2011), "*Hotel Revenue Management is the maximization of revenue by applying forecasting and availability controls, managing pricing and distribution channels, using overbooking and group management practices, and through the use of nontraditional revenue management practices.*" In other words, Revenue Management is a technique to sell right rooms,

to right guests, for right price, at right time, and via right distribution channel, for the purpose of revenues maximization.

As Royal Orchid Sheraton is situated along the river, one of their target groups of customers is those leisure travelers. Additionally, since their Grand Ballroom is large with technological advancement and three divided partitions, as well as a lot of function space available, this also made Royal Orchid Sheraton becomes the destinations of Groups customers. By all of these facts, the overall revenues streams of the hotel come from both sides: Transient side, and Groups side.

However, these revenues streams come only from rooms and function spaces, excluding of revenues from Food & Beverage. This is normal for Revenue Department in other hotels as well, where revenues people focus their roles on maximization of rooms and function spaces revenues. Since managing Food & Beverage requires specific knowledge management, the role of maximization of revenues from Food & Beverage belongs to the Director of Food & Beverage only.

For the responsibilities of revenue people, they can be generally summarized as the followings:

- Forecasting of room revenues
- Controlling and maintaining rate plans and inventory on Property's PMS
- Pricing the selling rates for Transient side
- Creating packages to go live on Branded Website
- Managing promotions and rates to go live on Online Third Party Websites
- Coordinating revenues meeting with operational departments and Top Management Level
- Etc.

Since the major role of Revenue Department is to maximize revenues from rooms and function spaces, Revenue Department is extremely important to the hotel as the hotel has totally 726 guestroom and 21 function rooms with another large Grand Ballroom, where Royal Orchid Sheraton is considered one of the biggest hotels in Bangkok. Managing all these guestrooms and function spaces needs a very close attention.

However, as customers of the hotel come from both sides: Transient customers and Groups customers; revenue people can have the direct control over room rates on Transient side only, generally including customers from retail, wholesale, online, corporate, discount, and packages, while the room rates for Groups customers depend mostly on Sales Team. For Groups customers, they are quite similar to corporate hotels as the general segments include corporate, government, MICE, and tours. Even though revenue people do not have the direct control over the rates offered to Groups customers, it is still their authority to have the pricing strategies to manage the rates for Groups customers not to be far above or below what have expected since the rates will affect the revenues as a whole.

#### *2.4.3 Strengths and Weaknesses of Revenue Department*

##### Strengths

- Department head is specialized in area of work and has a lot of direct experiences.
- Communication can be done easily since there are not a lot of people.

##### Weaknesses

- The department lacks of manpower.

- The fact that there is only one person in the department can negatively affect the hotel in terms of good decision making. And when this only person is not around, there is not anybody else who can cover the work tasks.
- The fact that Revenue Management is a new knowledge and concerns mostly with numbers, there are not many people who can really discuss with.

#### *2.4.4 Co-operation with Other Departments*

Generally, Revenue Department in every hotel needs to have a very good cooperation with Sales & Marketing Department and Reservations Department since every kind of job task from these two departments affects directly to Revenue Department performance, that is, the revenue increase or decrease. At Royal Orchid Sheraton, as stated before, there are two sides of segmentation: Transient Segment, and Groups Segment. For Sales Department, they are the main generators of revenues from Groups side: how well the productions from Groups are, how many room nights can be sold, how much the Average Rate they are able to increase, etc. These are all tasks that affect the revenues directly. To cooperate with Sales team well, Revenue people have to clearly and completely understand the nature of the hotel's groups business. For instance,

- What are the contracted groups/ companies in each Groups segment the hotel currently has
- What are the possible groups to be/ will possibly be contracted in the future
- What are the Groups segment that generates the highest rates/ highest volumes
- What are the Groups that can still be forced for more production

- In which period of the year each segment in Groups site tends to slow down/produce more. For example, Government groups tend to slow down in Q1 but produce more in Q4 of every year.
- Who are the people in charge of each Groups segment, both proactive and reactive, as well as their characteristics, personality, and performance towards the work tasks

For Royal Orchid Sheraton, from the 5-month direct experience with Revenue Department, it seems that the Director of Revenue Management has a clear and complete understanding towards the Groups business of the hotel. Even though he is a Singaporean and has been with Royal Orchid Sheraton for only one and a half years, he appears to understand the Groups business of the hotel, especially Thai business very well. This is nothing more than the revenue maximization of the hotel.

Apart from having a clear understanding towards the hotel business, Revenue people have to have a good relationship with Sales team as well. Since Revenue people are the one whose main task is to maximize the hotel revenues, Revenue people need to be able to instruct the appropriate rate to be used for each Groups business. For instance, if Revenue people see that the rates offering are too low, they need to be able to inform the Sales team to try to push the rates up. This is very crucial since lacking of the control over the rates is nothing more than wounding the revenues in the end.

Another department that has direct co-operation with Revenue Department is the Reservations Department. “The Reservations Department is to accept and process all reservations and requests, control room and rate availability, operate and update the guest history and maximize room sales through effective use of rate



controls, and up-selling.”<sup>13</sup> From the definition, it is obvious that Reservations Department can be considered as internal customers for Revenue Department since they will be the end users of products created from Revenue Department, that is, all the rate plans created.

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<sup>13</sup> <http://hotelmule.com/management/html/44/n-244.html>

CHAPTER 3  
SITUATIONAL ANALYSIS OF ONLINE TRAVEL AGENTS OF  
ROYAL ORCHID SHERATON

3.1 Introduction to Online Travel Agents of Royal Orchid Sheraton

3.1.1 *Terminology*

**BAR (Best Available Rate)**

It is an attempt to reduce confusion and to guarantee that the guest is quoted the lowest available rate for each night of a multiple-night stay. (Kimes & Rohlfs, 2005)

**BRG (Best Rate Guaranteed)**

The policy in which a hotel guarantees that no publicly available rate through external vendors' websites will be lower than that of brand website.<sup>14</sup>

**PMS (Property Management System)**

It is a computerized system which deals with guest bookings, online reservations, point of sale, telephone and other amenities. Hotel property management systems may interface with central reservation systems and revenue or yield management systems, front office, back office and point of sale systems.<sup>15</sup>

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<sup>14</sup> Starwood - Glossary

<sup>15</sup> <http://www.hotelmanagement-network.com/glossary/property-management-system.html>

## **OTAs (Online Travel Agents)**

They are companies that do not have shops on the high street as usual but are companies that run by people that choose to book their tickets and book their hotels online.<sup>16</sup>

## **Extranet**

An Extranet is a computer network that allows controlled access from the outside, for specific business or educational purposes. An Extranet can be viewed as an extension of a company's intranet that is extended to users outside the company, usually partners, vendors, and suppliers. It has also been described as a "state of mind" in which the Internet is perceived as a way to do business with a selected set of other companies (business-to-business, B2B), in isolation from all other Internet users.<sup>17</sup>

## **Blackout Dates**

Period (usually coinciding with a busy season) for which certain special offers (such as cheaper fares or hotel rates) or discounts are not available.<sup>18</sup>

### *3.1.2 Contribution of OTAs to Royal Orchid Sheraton*

From Transient Side of Royal Orchid Sheraton's overall segments, the productions from the existing OTAs contracted with the hotel will fall into Web-Restricted Segment which is a sub-segment of Leisure Retail Segment. Even though it is just only a sub-segment out of around twenty segments of the hotel overall revenues, it still plays an important role in terms of the proportion to the total revenues since its size in the pie is quite big and is increasing. From the historical

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<sup>16</sup> [http://wiki.answers.com/Q/What\\_is\\_a\\_Online\\_travel\\_agent](http://wiki.answers.com/Q/What_is_a_Online_travel_agent)

<sup>17</sup> <http://searchenterprisewan.techtarget.com/definition/extranet>

<sup>18</sup> <http://www.businessdictionary.com/definition/blackout-dates.html>

data, OTAs have been contributed to the overall revenues on average of 5 to 10 percent yearly.

Additionally, since Royal Orchid Sheraton's one half of their main business comes from Transient Side, and another half comes from Groups Side, it is very crucial for Revenue people to do their best to maximize the revenues from Transient Side as they have the direct control over it while Groups Side depends mostly on how well the Sales Team work. Hence, this can be considered as the hotel's good opportunity to improve its production from Transient Side by trying to maximize the revenues from OTAs, that is, Web-Restricted of Leisure Retail Segment.

### *3.1.3 Current Contracted OTAs of Royal Orchid Sheraton*

- Expedia
- Orbitz
- Travelocity
- Latestays
- Wotif
- Asia Travel
- Asiarooms
- Rakuten
- EZYield

Currently, Royal Orchid Sheraton is contracting 9 OTAs listed above to be their online third party to help maximize the hotel's revenue. Online customers can easily shop for rooms at their most desirable prices among the desirable hotels. The hotel themselves have the responsibility to offer the most attractive promotions to online customers to stay competitive in the market while still be able maximize

revenues from those promotions. Selling rooms through these OTAs also have some costs incurred to the hotel in term of commission which varies among the existing OTAs. Generally, those globally well-known OTAs have been contracted with the hotel at higher commission than others. Hence, it is essential for the hotel to try to maximize the revenues and productions from them.

To manage each OTA in term of rates, allotments, and promotions to be available for sale on their websites, each OTA has its own Extranet available for the person in charge from the OTA itself and for the hotel's side. A person in charge can log into the Extranet and manage/ adjust everything there, for instance, adjusting BAR rates, adding new promotions, extending existing promotions, or closing out the promotions.

However, not every Extranet has the same abilities and functions. When a hotel creates a promotion, it often comes with inclusions and restrictions such as the minimum length of stay (MLOS), the advance purchase condition, the discount, the free night offer, or any other revenue management techniques. These inclusions and restrictions cause some of the contracted Extranets being limited. Hence, when a new promotion is launched, not all of the hotel's Extranets can have that new promotion added on their sites.

Table 3.1 Abilities and Functions of each Contracted OTA

	Discount	MLOS	Free Night	Advance Purchase	Specific Days Sale*	Special Occasions	Package Path
<b>Expedia</b>	✓	✓	✓	✓	✓ Manual	✓	✓
<b>Orbitz</b>	✓	✓	✓	✓	✓ System	✓	✓
<b>Travelocity</b>	✓	✓	✓	✓	✓ System	✓	✓
<b>Latestays</b>	✓	✓	✗	✓	✓ Manual	✓	✗
<b>Wotif</b>	✓	✓	✗	✓	✓ Manual	✓	✗
<b>Asia Travel</b>	✓	✓	✓	✓	✓ Manual	✓	✗
<b>Asiarooms</b>	✓	✓	✓	✗	✓ Manual	✓	✗
<b>Rakuten</b>	✓	✓	✓	✓	✓ Manual	✓	✗

\*For instance, Weekend Sale and Weekday Sale

From the table above, it is obvious that most of the OTAs the hotel is contracting with are still comparatively dynamic, meaning that they more or less have the full abilities and functions for any inclusions and restrictions attached with the promotions. This is beneficial to both the hotel and the OTAs themselves since the more dynamic they are, the more productivity they can generate as more promotions can be added onto them. When customers have more variety of promotions available on any specific OTA, they tend to book more on that OTA comparing to other OTAs with fewer choices. The evidence on this is that those OTAs that are fully functional tend to have a large amount of productions to the hotel. For Royal Orchid Sheraton, three main OTAs which have been producing to the hotel the most include Expedia.com, Orbitz.com, and Travelocity.com. Even though other OTAs apart from these three OTAs are less dynamic, some of them can still contribute to the hotel with relatively high productions. The examples are such as Asiatravel.com, Wotif.com, and Latestays.com. And vice versa, some OTAs are quite dynamic, but they have not been able to produce much to the hotel. The examples are such as Rakuten.com and Asiarooms.com.

### *3.1.4 Introduction to EZYield.com*

Apart from those OTAs and their Extranets Royal Orchid Sheraton have the accounts with; there is still another Extranet named EZYield which is a very useful tool for hotel's Extranets maintenance, making it easy for the hotel to manage all Extranets at only one side. EZYield's main function is the pool of a hotel's rates, allotments, and promotions selling on other existing Extranets, meaning that a hotel can simply log into EZYield and make any rates, allotments, and promotions adjustments to be effective on all other Extranets. Since manually making adjustments on each Extranet one by one can be a time-consuming process, EZYield was made available to solve this problem.

However, even though EZYield has a crystal clear benefit to the hotel towards Extranet maintenance, it is still not recommended to add every existing promotion from other Extranets onto EZYield due to some reasons. Firstly, to add or remove promotions on EZYield, the hotel cannot just do it on their own but the hotel need to send out an e-mail to EZYield to ask for their assistance. This sometimes takes longer time than manually adjusting the promotions on each Extranet itself. Another reason is that, adding a lot of promotions onto EZYield has some costs incurred to the hotel. There is still a limited number of promotions to be added for the commission the hotel initially paid to EZYield. While some promotions are to be launched for only a short period of time, it is not worthwhile to add them onto EZYield. Hence, the hotel have to consider the costs and benefits thoroughly.

Last but not least, adding every promotion onto EZYield can be cumbersome and too complicated in term of rates and allotments control. Since different promotions have different rates and allotments offered, maintaining these

promotions through EZYield might not be efficient for the hotel. Even though it is said to save more time, but it still can cause more errors than manually maintaining each Extranet. Hence, although EZYield was made to solve the time-consuming problem, it is still crucial for the hotel to carefully compare the benefits to the possible errors.

### 3.2 Situational Appraisal

#### 3.2.1 *Relevant Policies between Royal Orchid Sheraton and their OTAs*

By contracting with those OTAs, not only the benefit in term of productions the hotel gain and the cost in term of commission the hotel have to pay, there is another issue regarding the policies and agreements between the OTAs and the hotel themselves.

##### 3.2.1.1 Best Rate Guarantee (BRG)

From the definition from Starwood Glossary, *“BRG is a policy in which a hotel guarantees that no publicly available rate through external vendors’ websites will be lower than that of branded website.”* The definition indicates that rates of promotions offered on each contracted OTA cannot be lower than those on Royal Orchid Sheraton branded website to ensure that in long term, the hotel can maximize the bookings through their branded website, while making customers book less on other OTAs. The benefits of this is not only the hotel do not have to pay for the commissions on room nights booked through OTAs, but also they can have the full commission deposited to themselves. On the other hand, the BRG is beneficial to OTAs in the way that they will get what the hotel offer on hotels’ side, that it, the Best Rate. This policy has been implemented in every single of Starwood Hotels & Resorts property and is a main and general policy regarding rates offered on



Starwood Hotels & Resorts. This is also considered a responsibility of every Revenue people to make sure that there is no BRG issue on their properties.

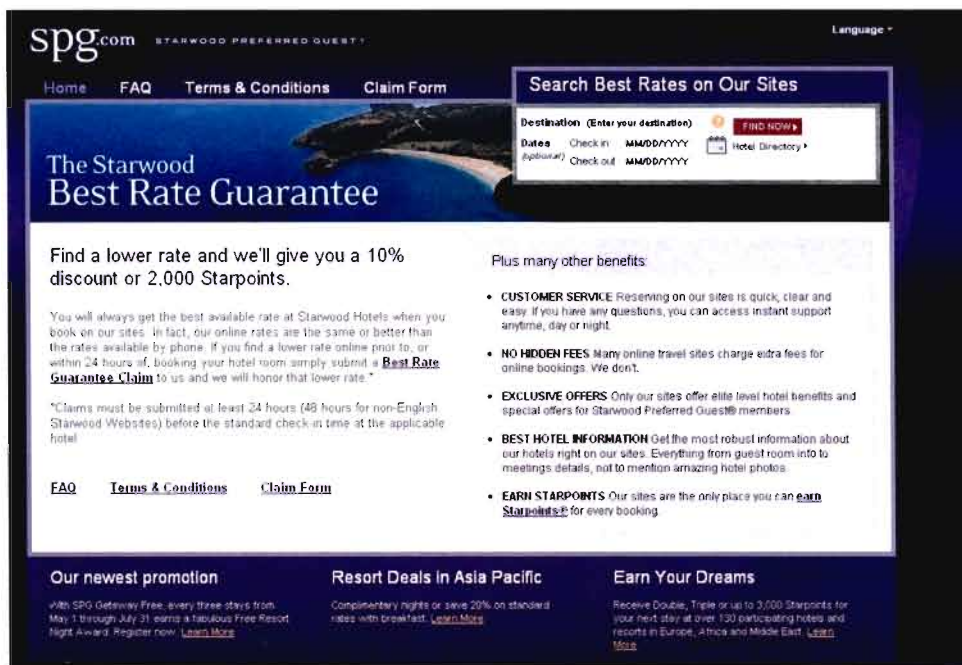


Figure 3.1: The Starwood Best Rate Guarantee<sup>19</sup>

Additionally, from the theory of the Billboard Effect by Anderson (2009), it's stated that *"the would-be guest gains information about the hotel from its OTA listing, but then books the room through a channel controlled by the hotel or its chain family"* (p. 5). Therefore, it is very essential for all hotels under Starwood Hotels & Resorts to ensure that the rates offered on each OTA are equal to those offered on their branded website since customers are able to compare the rates on both sides easily.

Once there is a BRG issue coming to the hotel, it means that customers can find any other OTAs offering lower rates than what they can find from the hotel branded website. The hotel will be penalized as they have to be responsible for the differences, and the 10 percent discount or 2,000 Starpoints which roughly equals

<sup>19</sup> <http://www.starwoodhotels.com/bestrate/index.html>

USD25. For instance, if customer can book from one OTA at THB 5,000++ but that customer finds out that the rate on hotel branded website is THB 6,000++, the difference of THB 1,000++ must be paid by the hotel to that customer. Hence, BRG issue can be a very serious problem to the hotel and especially to the Revenue Department since this not only reduces the potential of revenue maximization and incurs costs to the hotel, but it also damages the hotel reputation as well as the reputation of Starwood Hotels & Resorts as BRG is a general policy.

#### 3.2.1.2 Rate Parity

When the hotel contract any OTAs, there is an agreement between them concerning the rate parity the hotel have to offer on every contracted OTA. This means for any numbers of OTAs the hotel have the accounts with, they need to offer the identical promotions with identical rates, percentage discount, inclusions, and restrictions through all over OTAs, making it equivalent for them. However, each OTA does have its own limitations regarding abilities and functions while the inclusions, restrictions, and types of promotions are not a serious problem if they are slightly varied. It is not what the hotel can have the direct control. On the other hand, what the hotel can directly control is the rates offered. Hence, offering equivalent rates through all OTAs is a major concern.

On OTAs' sides, there are people in charge of Extranet maintenance for their contracted hotels. These people have the responsibilities to find out the rate imparity between their side and other OTAs'. Normally, the systems on their sides will automatically track the rate imparity among OTAs and send out the notifications to them as well as to contracted hotels. Sometimes these responsible people will screen those notifications first whether the rate parity issue is serious, or it is just a small

difference as the small difference might come from their own currency conversion process since they are globally distributed. If they find out that the rates offered on their sides are obviously higher than those on their competitors' sides, they'll notify the hotel to make the adjustments since lower rates on competitors' sides mean those OTAs are more attractive to customers, becoming more competitive among OTAs themselves and hence, more production for them, and vice versa. Customers tend to turn to these OTAs that offer lower rates instead.

When the hotel receive a notification e-mail stating the rate parity issue, a person in charge from hotel's side has to double check on both the Extranets and OTAs websites, and finds out if the rate imparity really exists and resolves it. This has been done through times and is considered as a major concern between the hotel and their OTAs.

There are several reasons why the rate parity issues are serious to the hotel. Firstly, it has been stated in the agreement that the hotel has the responsibility to offer equivalent rates to every contracted OTA, not to allow some of them be more competitive in terms of more attractive rates. Secondly is the concern of marketing benefit. When a hotel sells their rooms through OTAs, the most important objective is to be placed on the first page with first rank on OTAs websites to create the highest visibility which can help boost up the bookings. *“One of the longstanding positions of most OTAs has been the need to participate on the OTA to create visibility, as much as to generate OTA reservation volume”* (Anderson, 2009, p. 6). However, the page and rank that the hotel are being placed depend on the percentage of commission they get, as well as the level of concern on rate parity the hotel are. If the hotel are attentive to the rate parity by always offering equivalent rates

throughout their contracted OTAs and regularly responding positively to the rate parity notifications, the hotel will possibly be placed on the OTAs' first page with high rank, resulting in high numbers of bookings from those OTAs. This is the increasing of potential to maximize revenues. On the other hand, if the hotel often offer different rates throughout the OTAs, both intentionally and unintentionally, as well as not being responsive enough to the rate parity issue the OTAs found, the hotel will be penalized by being removed from the good rank and good page, resulting in less visibility of the hotel to online customers. Hence, the bookings will start to climbing down, resulting in potential revenue losses.

### 3.3 Problems Analysis

From the initial interview with the supervisor about the current problems in the department, it has been found out that one of the most serious problems for the department is regarding the maintenance of Extranets for hotel's OTAs, as well as its potential revenues losses. Afterwards, there was a given task of trying to take independent role of maintaining every existing OTA of the hotel. Primarily, there were an explanation and a demonstration about the extensive details regarding OTAs by the supervisor; how they work, what the commission for each OTA is, what the current issues for the hotel are, how to adjust the rates on each Extranet, etc. Subsequently to all of these explanations and demonstrations, there was a learning by doing, trying to recognize everything from real situations as the supervisor does not have enough time to clarify everything, but still be available for any questions. After spending time with every single Extranet for the past months, there are problems identified as the followings:

### 3.3.1 *Lack of Manpower*

From the organization chart of the department, there are only two people in Revenue Department at Royal Orchid Sheraton: the Regional Director of Revenue Management, and the Director of Revenue Management. The Regional Director is responsible for Revenue Management throughout Starwood Hotels & Resorts in Thailand, Vietnam, and Cambodia, utilizing every single Revenue Management Technique to ensure that every hotel under control can maximize their revenues. On the other hand, the Director of Revenue Management has the responsibilities to maximize the revenues of Royal Orchid Sheraton. As stated earlier, there are around 20 market segments, 726 guest rooms, and 21 function rooms in the hotel. These are all the main duties of the Director of Revenue Management to maximize revenues from those guestrooms and function rooms the hotel have, in every single market segment.

Hence, after several months of internship passed, it was believed that it is difficult for the Director of Revenue Management alone to take care of everything. As Royal Orchid Sheraton is considered a large hotel due to its size, number of guest rooms, and function rooms, having only one person for Revenue Department is somewhat overabundant. Even though the Director of Revenue Management might be able to encounter everything, the results might not be the best to the hotel comparing to having appropriate level of work tasks. The most important thing is that the Director of Revenue Management might be too exhausted and this negatively affects the work at the end of the day. Too much work tasks for one person never gives the best results.

However, there is still only one position available for Revenue Department according to the hotel's policy. And from the observation on other properties in Starwood Hotels & Resorts, there is only one person in charge of Revenue Management in each property regardless of the size of that property. This is considered as the general policy of Starwood Hotels & Resorts. Hence, this is why Revenue Department at Royal Orchid Sheraton needs another position to lighten the load.

From all of these facts, it is the responsibility of a potential intern student at Revenue Department of Royal Orchid Sheraton to be assigned to take an independent role of OTAs' Extranets maintenance since this is a kind of work task that does not require a lot of experiences. But rather the person needs to be cautious, number-oriented, detail-oriented, fast-learning, and aware of mistakes, etc.

However, taking care of all existing Extranets of the hotel is not simple as it seems to be since every single Extranet has its own way of working. This, therefore, takes quite some time for the Director of Revenue Management, the supervisor, to explain and demonstrate everything for the full understanding towards every single Extranet and process. Even so, it still takes several months for a person to be able to work on them well with fewer mistakes. After the 5-month period of internship has passed, there will be the same problem to the supervisor again to explain and demonstrate the whole process to the new potential intern student, while it will take the new intern student another several months to fully understand the whole process again. This can be considered as an inefficient way of working.

### 3.3.2 *Lack of Clear Knowledge and Understanding*

As described earlier that every Extranet has its own way of working, with different abilities and functions, having encountered with all 8 existing Extranets can be easily confusing. Most of the time from the observation and learning by doing, it has not been known in advance about the problem that might occur until the problem already happened, indicating that there would be some potential revenues losses due to that problem. If the person has had a clear understanding of every Extranet since the first stage, he/ she would have been able to prevent the mistakes, and the problem would not have been occurred. Hence, it is recommended that a person in charge of every Extranet needs to have a clear understanding of the system since the first stage to be able to maintain them efficiently, and hence be able to prevent any revenues losses.

### 3.3.3 *Results*

#### 3.3.3.1 Time-Consuming Process

Since there are 3 to 5 room types available on each Extranet, with existing 6 to 7 promotions offered, for the existing period until the end of the year; once there is an adjustment on BAR rate, it definitely takes time to adjust every single room type and promotion on every single Extranet. Therefore, dealing with the adjustment itself is an inevitable time-consuming process. But if the person in charge lacks of the clear understanding, the situation will be worse as the time spent in any adjustments might be multiplied. This absolutely damages the performance of the department as a whole.

### 3.3.3.2 Violation of BRG Policy

Lacking of clear knowledge and understanding about how the Extranets and the system work can result in the violation of the BRG policy as well. For example, when the hotel want to decrease their BAR rates, for instance, reducing the BAR rates from THB 5,000++ to THB 4,700++, it is compulsory that the hotel has to adjust their BAR rates on their property's side first, and adjust on Extranets later. The reason is that if the hotel adjust their BAR rates down on all existing Extranets first, leaving the old higher BAR rates on their property's side, there might be new bookings with new BAR rates from those OTAs during the adjustment process. It means that while the customers can book at THB 4,700++ on external vendors, the hotel branded website is still offering THB 5,000++. If those customers find out that the rates they can get from hotel branded website are higher, the hotel will definitely be responsible for the differences as well as the penalties. Hence, if a person taking care of these systems does not have a clear knowledge and understanding of how the systems work, it can result in the violation of BRG policy and this is considered as a serious problem in the department since it reduces the potential of revenue maximization.

Another example is in terms of commission on every Extranet. As already described, each Extranet has its own amount of commission, resulting in different room rates to be input on each Extranet. Additionally, some of the Extranets require the Net BAR rates, meaning the after tax and service charge room rates, while other Extranets require the ++ rates or the rates before service charge and tax. For this reason, lack of clear knowledge and understanding about the commission condition on each Extranet can ultimately result in the violation of BRG policy as well.



### 3.3.3.3 Rate Parity Issue

Not only the time-consuming process and the violation of BRG policy, but also the rate and promotion parity issue can be resulted from lacking of clear knowledge and understanding of each Extranet for hotel's OTAs. The parity issue comes from the same fact, as stated earlier, that each Extranet has different commission and different ways of inputting the rates. Hence, all of these are serious problems that can cause the potential losses of revenues maximization from Web-Restricted Segment.

Additionally, as described before, this rate parity issue is regarding the marketing benefit the hotel can get from their contracted OTAs. The number of page and rank of the hotel on external vendors' pages are crucial to the hotel as it affects the increase or decrease in the bookings from those vendors. Every existing hotel tries to be on the highest rank as possible and definitely try to be on the first page. Moreover, apart from the rank and page, having a lot of rate imparity on each OTA can cause the hotel to be on the OTAs' blacklist and be penalized. When they launch any global campaigns to help promote their own websites and their hotel partners, they won't include the hotel with parity issue in those campaigns and hence, reduce the potential of the hotel to have more bookings. All of these can result in the potential losses of revenues maximization.

## 3.4 Decisions Analysis

### 3.4.1 *Hiring*

From the problem analysis, it was described that the department lacks of enough manpower as there is only one person taking care of Revenue Management specifically to Royal Orchid Sheraton, causing the maintenance of Extranets of

OTAs to become one of the department's problems. From this fact, one alternative to solve the problem is to hire another position to be working permanently in Revenue Department. By hiring another position, this can help reduce the problem of work handover, reducing the possibilities of lacking of clear knowledge and understanding and errors made as this new position will be responsible for all of these specific work tasks. The department head also does not have to teach a new intern student over and over again while it also takes times for the new intern student to learn everything within a short period of time.

However, due to the hotel's policy, it is impossible that the department can hire another position to maintain the Extranets for OTAs. From Starwood's general policy for Revenue Department, there is only one person in charge of Revenue Management in each property, except for the properties that have cluster offices of Revenue Department. Therefore, the alternative of hiring is eliminated.

#### *3.4.2 Development of Checklist and Manual*

From all of those problems analysis, even though the problems have been informed in advance but still, there were not any clear ideas about them until the problems have been experienced directly from real situation. The difficulty towards this issue was that there are a lot of small details on each Extranet and OTA needed to understand, a lot of limitations and cautions needed to be aware of, as well as the fact that the details on the property's PMS was not familiarized by the person in charge. And as the problem of lack of manpower has been diagnosed before, making it necessary for the person in charge to learn and study a lot of details on their own as the supervisor is already work loaded. This, at the end of the day, does not yield good benefits to the hotel at all as there will be a lot of mistakes occurred which

ultimately reduce the potential of revenue maximization. The fact that the hotel will never have anymore quota for additional position for Revenue Department is not what can be resolved. Additionally, as the supervisor always has a new intern student every 5 to 6 months, it will be very inconvenient for them to start teaching and showing everything all over again and again, while the new person in charge is going to do a lot of mistakes again due to the lack of clear knowledge and understanding at the very first stage. All of these are the problems of Extranets maintenance for OTAs. Hence, the hotel cannot maximize its revenues from OTAs and the Web-Restricted Segment.

### 3.5 Research Question

**“How Checklist and Manual can improve the process of Extranets maintenance to reduce lead time and errors which help reduce potential loss of revenues from Web-Restricted Segment?”**

CHAPTER 4  
BUSINESS IMPROVEMENT PROJECT

4.1 Literature Review

4.1.1 *Definitions*

**Process**

- Process, in the context of quality, is the set of activities, structures and guidelines that:
  - o Constitute the organization's or individual's procedures for ensuring their own quality or standards.
  - o Constitute the mechanism for reviewing or monitoring the quality or standards of another entity.<sup>20</sup>
- Sequence of interdependent and linked procedures which, at every stage, consume one or more resources (employee time, energy, machines, money) to convert inputs (data, material, parts, etc.) into outputs. These outputs then serve as inputs for the next stage until a known goal or end result is reached.<sup>21</sup>

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<sup>20</sup> <http://www.qualityresearchinternational.com/glossary/process.htm>

<sup>21</sup> <http://www.businessdictionary.com/definition/process.html>

## Lead Time

- Number of minutes, hours, or days that must be allowed for the completion of an operation or process, or must elapse before a desired action takes place. See also manufacturing lead time.<sup>22</sup>
- The time interval between the initiation and the completion of a production process<sup>23</sup>
- Total time required to complete one unit of a product or service.<sup>24</sup>

### 4.1.2 Literature Review: Checklist to reduce lead time and errors in complex work process

“Checklist” is defined by businessdictionary.com (2011) as “a comprehensive list of important or relevant actions, or steps to be taken in a specific order” The definition from Oxford Dictionary (2011) stated that checklist is “a list of items required, things to be done, or points to be considered, used as a reminder.” Additionally, from dictionary.reference.com (2011), it defines checklist as “a list of items, as names or tasks, for comparison, verification, or other checking purposes.” From these definitions, it can be implied that checklist is a tool used to list out what have to be done, and ensure that everything listed in the list is done, both in a specific order with steps by steps, and as a separate item.

Regarding the further studies of checklist in various business aspects, Siegel (1954) concluded that “checklist represents a particularly attractive tool for measuring a man’s ability to perform a task” (p. 93). In most businesses known to have a complex work process, for instance Aviation or Healthcare business,

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<sup>22</sup> <http://www.businessdictionary.com/definition/lead-time.html>

<sup>23</sup> <http://www.thefreedictionary.com/lead+time>

<sup>24</sup> [http://elsmar.com/Lead\\_Time/sld006.htm](http://elsmar.com/Lead_Time/sld006.htm)

checklist also plays an important role in ensuring the process quality as Herring et al. (2011) stated that “*checklist allows users to follow a high quality process*” (p. 129). Additionally, these businesses are also known to which the minimization of error is a major concern. It was proved that the implementation of checklist results in a low rate of detecting operational safety omissions (Frakes & Voorhis, 2007). Moreover, Gawande’s study (as cited in Herring, Caldwell, Jackson, 2011) stated that in complex activities apart from those businesses, checklists can be helpful in reducing errors. Additional study by Howie & McMullen (2010) concluded that checklists have been proved to be an effective tool concerning the standard of care towards the critical information and document.

Not only, the reduction in errors and the improvement in the work process, checklist is also proved to be the tool to reduce the time spent in some specific work process. The study of “Reduction of time to definitive care in trauma patients: effectiveness of a new checklist system” by Schoettker et al. (2002) concluded that checklist can reduce the time spent in transferring patients from one hospital to another, with the effective way of transfer.

Apart from the Aviation and Healthcare business, Hotels business can also be considered as the business with complex work procedures, and to which errors should be minimized to respond positively to customer satisfaction. There was an investigation towards “Improving the Quality of Hotel Banquet Staff Performance,” using a treatment package including a checklist (LaFleura & Hytenb, 1995). The investigation concluded that the overall performance increased in accordance with the introduction of the treatment package, with the increase in accuracy and the reduction of function setups time.

In addition to the assurance of accuracy and times reduction of checklist to business procedures, there are also studies regarding the various types of checklists used in businesses nowadays. From Atul Gawande's checklist categorized by Justin Fox of Harvard Business Review (as cited in Levy, 2010), he categorized checklists into six categories with their definitions as the followings:

- Task Checklists which are the step by step through procedures that must be followed in order
- Troubleshooting Checklists which are another use of a task or step-by-step checklist, commonly used in aviation
- Coordination Lists or Submittal Schedules which are used mostly in construction industry
- Discipline Checklists which are a list of things you need to do or check that do not necessarily have a required sequence
- To-do List which is the idea of pointing it out specifically and it is not a failure to not get through the entire list
- A Gantt Chart

However, there is also another categorization of checklists by Levy (2010) from Legal Project Management. He summarized checklists into three categories including the followings:

- Procedural Checklists which are steps that must be followed in order
- Communications Checklists which can be associated with both scheduled communications, and unscheduled difficult conversations
- Project Checklists which are steps that must be covered but which have some flexibility in the order in which they are covered

From those existing studies, it can be concluded that checklist is an essential tool to effectiveness regarding the reduction of errors and time spent in some specific work tasks. However, the existing studies are still limited to the work process in Aviation and Healthcare businesses. There are not many studies of checklist towards Hotels business, while the work process shares the similarity with Aviation and Healthcare business in terms of complex work procedures and the concern of errors minimization as they are all businesses in Hospitality Industry. Hence, this research tries to study the effectiveness of checklist towards a specific work process in a hotel, by choosing to use the Task Checklist explained by Fox (as cited by Levy, 2010) as *“a step by step through procedures that must be followed in order, such as preparing an airplane for takeoff,”* or Procedural Checklists explained by Levy (2010) as *“steps that must be followed in order”* to be used in a case study of Extranet maintenance of Revenue Department at Royal Orchid Sheraton Hotels & Towers since the maintenance process must be followed in order, and to ultimately achieve the most accuracy with the minimization of time spent.

#### 4.1.3 Literature Review: User manual as a guide for beginner

For the case study research of Extranets maintenance of Revenue Department at Royal Orchid Sheraton Hotels & Towers, not only the checklist will be used to improve the maintenance process to reduce lead time and increase the accuracy, there will be a research of using a manual to assist beginner user for process improvement.

From the definition of manual, it is defined by businessdictionary.com (2011) as *“a comprehensive step-by-step guide to a particular topic for both beginners and practitioners that also serves as a reference book.”* The definition



from Cambridge Dictionary (2011) stated that manual is *“a book which gives you practical instructions on how to do something or how to use something, such as a machine.”* From these definitions, manual is generally a guiding book describing or instructing information to users on how to do or use something.

According to the researches regarding the usability of manuals, Holt (1993) has stated that there are four basic criteria which can define the word usability: effectiveness, learnability, flexibility, and attitude. He also stated that manual can help produce more usable systems which benefits both users and organizations. Another study by Pham et al. (1999) claimed that *“manual can provide active assistance to the user of the product during tasks such as installation, operation and maintenance”* (p. 411). These can be indicated that manual can produce the usability and the active assistance, which at the end of the day, bring in those four basic criteria including the effectiveness of any work process to the organizations. However, all of these definitions are defined in terms of general usability of both products manuals as well as procedures manuals.

If considering further on the procedures manuals as it will be used in this case study, the definition from ehow.com (2011) has stated that *“procedures manuals provide instructions and directions for the day-to-day operation of a business venture. Procedures manuals are essential to ensure consistency and quality in products and services.”* Another study of the benefits of procedures manuals by Kennedy & Whittaker (2000) stated that *“the procedures manual is an internally created document which specifies the “how,” and often the “who,” for specific works done by the organization”* (p. 9). He also acknowledged the benefit

of procedures manuals in term of improvement of process while the use of manual should be treated as training aid to less-experienced person to gain the most benefit.

From all of these studies, it can be concluded that the use of manual can produce the effectiveness to the organizations, as the manual acts as the instructor or director of how to perform something, while the person who gets the most benefits from manual are those beginner users with less experiences. Considering more extensively on the procedures manuals, it can be concluded that procedures manuals are the instructions of a day-to-day operation that can help improve the work process, which at the end of the day, helps create the quality. Applying the procedures manuals to the case study of Extranet maintenance of Revenue Department at Royal Orchid Sheraton Hotels & Towers as a guide for beginner user is expected to improve the maintenance process to gain the effectiveness in terms of time and accuracy. And by combining the use of checklist and manual together, they are expected to help reduce the lead time, increase the accuracy with the minimization of errors made, which ultimately increase the effectiveness of Extranet maintenance and hence, help reduce the potential loss of revenues from relevant hotel's segment.

#### 4.2 Research Methodology

Research Methodology can be categorized into a variety of methods. But in general, there are two types of Research Methods being used including Quantitative Research Method, and Qualitative Research Method. Quantitative Research Method refers to *“the generation of statistics through the use of large-scale survey research, using methods such as questionnaires or structured interviews”* (Sanchez, 2006). It

is an objective method that aims to utilize the mathematical and statistical models to process the data with least errors and verify if the hypotheses are true.

For Qualitative Research Method, it refers to *“a method to explore attitudes, behavior and experiences through methods such as interviews or focus groups. It attempts to get an in-depth opinion from participants.”* (Sanchez, 2006). It is a subjective method that aims to search for facts from real situations and environments for an insight understanding.

From the current situation and problems at Royal Orchid Sheraton regarding the maintenance of Extranets for OTAs, the Qualitative Research Method will be used in this case as there are no existing theories available. There will be data gathering, as well as the analysis, and finally come up with the new theory.

#### 4.2.1 Case Study

There will be a case study with initial interview, observations and learning by doing conducted for the research. The rationale behind this is as following.

Firstly, the case study will be used in this case since the data collected will come from the real situation and problem in the department throughout the five-month internship. Secondly, to collect those data, the observations technique as well as the learning by doing will be used together with the interview with the supervisor, who has the direct involvement in those real situations. The rationale behind this is because currently there are no manuals of each Extranet available at the department as the hotel has been contracted with these OTAs since many years before. And if the manuals do exist, they will be only a manual in general, telling how each Extranet works but not specifically focus on the hotel and its complicated rate plans,

room types, and promotions. Hence, observations and learning by doing will be the most suitable methods in this case study.

For the initial interview, it will be conducted with the supervisor who is the Director of Revenue Management, and is the only person in the department. The interview is conducted to recognize the current issues and problems in the department, trying to see what the major concern is, while that particular concern must be an issue that one can resolve since Revenue Management is a new field of study, there will be a lot of issues that really cannot be solved.

Table 4.1: Characteristics of Interviewee

<b>Position</b>	Director of Revenue Management
<b>Experience</b>	3-year experiences in Revenue Management

In addition, since the interviewee is the Director and the only person in the department, he is the person who makes every decision regarding Revenue Management. He is the only person who has the ideas of what the current problems and issues in the department are.

For the observations, since the research is regarding the inefficient maintenance of Extranets for OTAs due to the time-consuming process, violation of BRG Policy, and the rate and promotion parity issues with OTAs, the observations will be for the purpose of collecting data regarding the time consumed, the number of BRG Policy violation and the rate/ promotion parity issues throughout five months with the historical data before the period of internship, if applicable.

Additionally, the observations will be together with the learning by doing. During these five months of internship, there will be adjustments in the rates and

promotions. Since the person does not have any knowledge and understanding about how each Extranet works as well as how each type of promotions works, the learning by doing will be the best approach to experience everything from real situations.

For the interview, after having the data collected from observations, there will be a summary of these data proposed to the supervisor together with the interview. The interview will be conducted again regarding the sufficiency of the summarized data from observations to find out if there are still some omitted aspects in the observations. These omitted aspects might be due to the fact that the five-month period is too short for the observations or the problems do not happen so often.

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4.3 Findings of current promotions, adjustments made, time spent, violations of BRG and rate parity issues

4.3.1 Data from Observations

Table 4.2: Initial Observations of Existing Promotions (as of 26<sup>th</sup> November 2010)

Promotion	Nov-11		Dec-10		Jan-11		Feb-11		Mar-11		Apr-11		Remarks	
	3	4	1	2	3	4	1	2	3	4	1	2		3
Stay 4 Nights Get 30% Off														
Better Tomorrow														Until Year End 2011
14-Day Advance Purchase														
21-Day Advance Purchase														
Stay 3 Pay 2														Until Year End 2011

Table 4.3: Adjustments made during the past five months

(Adjusting BAR rates/ Adding new promotions/ Extending existing promotions/ Closing out promotions)

Promotion	Nov-11		Dec-10		Jan-11		Feb-11		Mar-11		Apr-11		Remarks
	W	4	W	3	W	2	W	1	W	4	W	3	
Stay 4 Nights Get 30% Off													Extended to End of June
Better Tomorrow													Available until Year End 2011
14-Day Advance Purchase													1. Extended to End of Jun 2. Extended to Beg of Sep
21-Day Advance Purchase													1. Extended to End of Jun 2. Extended to Beg of Sep
Stay 3 Pay 2													Available until Year End 2011
Jan LTO													
Weekend Sale													Available until Year End 2011
March LTO													

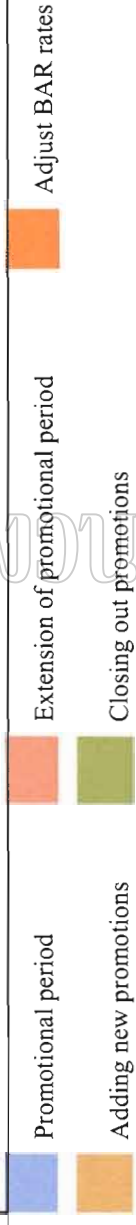


Table 4.4: Time Spent in any adjustments made during the past five months

Date	Details	Time Spent (Hrs.)
07-Jan-11	Adjust BAR rates in Jan - Mar for Jan LTO	5
13-Jan-11	Add Jan LTO to goes live on OTAs	Whole Day
31-Jan-11	Close out Jan LTO/ Decrease BAR rates as Jan LTO expires	4
07-Feb-11	Adjust BAR rates of Feb - Apr (making it available for the following week Weekend Sale)	5
14-Feb-11	Add Weekend Sale promotions to goes live on OTAs	Whole Day
21-Feb-11	Extend 14/ 21-Day Advance Purchase	2
17-Mar-11	Adjust BAR rates (whole year) due to property system errors	Whole Day
25-Mar-11	Extend Stay 4 Nights Get 30% Off promotion	2
29-Mar-11	Adjust BAR rates back (from 17-Mar-11)	Whole Day
30-Mar-11	Adjust BAR rates of May (whole month) and 26-31 Dec-11	1
	Adjust BAR rates of Jun (20-23)	¼
20-Apr-11	Extend 14/ 21-Day Advance Purchase	1

For the rate parity issue counted from e-mail notifications, the average of rate parity issues has been about 2 to 3 times per week. Every time there is an e-mail notification coming to the hotel, it is required that the person in charge from the hotel has to respond to the notification positively, trying to resolve the imparity to reduce the potential that the hotel being less visible on OTA websites.

#### 4.3.2 Data from Interview with the Supervisor

For the violation of BRG policy, information gathered from the interview indicated that on monthly average, the numbers of violations were at about 5 times per month for the year 2010. Additionally, for the year-to-date data of 2011, it has been counted to be 30 times of the violations already. However, about 90 percent of these violations in 2011 come from wholesale segment, leaving only 10 percent to be the problems from OTAs.



Additionally, from the interview, it can be concluded that the adjustment processes need to be covered including the followings:

- BAR Adjustment
- New Promotion Creation
- Promotion Extension
- Promotion Expiration
- Blackout Date

#### 4.4 Findings of how each Extranet works, explanations, current room types, rate plans, and promotions

##### 4.4.1 *Expedia*

Expedia Extranet can be considered as one of the most dynamic Extranets available as they can offer every single kind of promotion and restriction. For instance, they can do MLOS (Minimum Length of Stay), discount, free night, as well as the weekends or weekdays sales, etc. However, Expedia Extranet still has its own shortfall, that is, the promotions created on Expedia Extranet are not attached to room only with BAR rates. Hence, when a hotel wants to adjust their BAR rates, they need to go through every single promotion on Expedia Extranet and adjust it one by one. This definitely takes more time than those Extranets with promotions attached to BAR.

Table 4.5: Current room type, promotions and rate plans name on Expedia Extranet (As of 6<sup>th</sup> April, 2001)

	<b>Deluxe</b>	<b>Deluxe Premium</b>	<b>Executive Suite</b>	<b>Junior Suite</b>	<b>Towers Executive</b>
<b>Room Only</b>	Room Only (S)	Room Only (S)	Room Only (S)	Room Only (S)	Room Only (S)
<b>14-Day Advance Purchase</b>	14 Days Adv Booking Rate (S)	14 Days Adv Booking Rate (S)	14 Days Adv Booking Rate (S)	14 Days Adv Booking Rate (S)	14 Days Adv Booking Rate (S)
<b>Weekend Sale</b>	BB-Non Refundable (S)	BB-Non Refundable (S)	-	-	BB-Non Refundable (S)
<b>2+1 Offer</b>	Buy 3 Get 1 Free Night (S)	Buy 3 Get 1 Free Night (S)	-	-	Buy 3 Get 1 Free Night (S)
<b>Stay 4 Nights Get 30% Off</b>	Room only-no refund (S)	Room only-no refund (S)	-	-	non-refundable (S)

From those table above, it is obvious that Expedia can do almost all of the promotions the hotel is currently selling. This therefore yields a lot of benefits to both hotel and the OTA itself since the more offers displayed to customers, the more options available for customers. This ultimately increases the potential for the hotel to sell its rooms and maximize its revenues.

#### 4.4.2 Orbitz

Orbitz is a worldwide well-known Online Travel Agent with their productions increasing every year. The Orbitz Extranet can be considered as a dynamic Extranet as it can do a wide range of promotions with restrictions: MLOS, discount, free nights, weekends/ weekdays sale, etc. Additionally, every single promotion on Orbitz is attached to room type with BAR rate, meaning that when a hotel wants to adjust their BAR, they can just adjust on room type with BAR and

every promotion rate will be changed automatically. Hence, Orbitz is highly functional in this sense. However, there is one disadvantage of Orbitz Extranet in term of maintenance. When a hotel wants to adjust anything on the Extranet except the BAR rate: adjust the percentage discount, adjust the closeout dates, etc, the hotel not only has to adjust on the Extranet, but also has to send out an e-mail to a person in charge of submission approval from Orbitz company. Every single change (except BAR changes) must be approved from their site. Hence, this sometimes takes more time than other Extranets where a hotel can adjust everything by themselves since a person in charge might not be available immediately, or there might be a long queue on their site.

Table 4.6: Current room types, promotions, and rate plans on Orbitz Extranet (As of 7<sup>th</sup> April, 2001)

	Deluxe	Deluxe Premium	Towers Executive
<b>Room Only</b>	Deluxe Room – 1 double bed or 1 king bed	Premium Deluxe room – 1 double bed or 1 king bed	Towers – Executive Room -1 double bed or 1 king bed
<b>14-Day Advance Purchase</b>	Book 14 Days in Advance & Save 15%	Book 14 Days in Advance & Save 15%	Book 14 Days in Advance & Save 15%
<b>Weekend Sale</b>	Save 20% Per Night	Save 20% Per Night	Save 20% Per Night
<b>Stay 4 Nights Get 30% Off</b>	Save 30% On 4 Nights Or More	Save 30% On 4 Nights Or More	Save 30% On 4 Nights Or More
<b>Better Tomorrow</b>	Save 15% On 2 Night Stay	Dlx Premium-15% off 2 nights stay	Dlx Premium-15% off 2 nights stay
<b>2+1 Offer</b>	Every 3rd Night FREE	Every 3rd Night FREE	Every 3rd Night FREE
<b>Special Package with Orbitz</b>	Every 3rd Night FREE Plus Discount 20% on F&B	Every 3rd Night FREE Plus Discount 20% on F&B	Every 3rd Night FREE Plus Discount 20% on F&B

#### 4.4.3 *Travelocity*

For Travelocity, it is another worldwide Online Travel Agent which can be considered to have a dynamic Extranet available for hotels partners. Same as Expedia and Orbitz, Travelocity Extranet can do a wide range of promotions with any restrictions. Additionally, promotional rate plans added on Travelocity Extranet are attached or linked to the rate plan of room only with BAR rates, making it convenient for user when adjustments need to be made as the adjustments have to be made only on the rate plan of room only with BAR rates, while other promotional rate plans will be changed automatically. However, not every single adjustment can be manually adjusted on Travelocity Extranet. There are still some adjustments that the hotel has to send out an e-mail to a person in charge from Travelocity company and ask for their assistance as the hotel is not allowed to do it. In addition, another important issue to be considered when making any adjustments on Travelocity Extranet is what the web browser to be used for the most effectiveness. For Travelocity Extranet, it is recommended to use Firefox when making any adjustments as Travelocity Extranet is the Extranet program written by Firefox.

Table 4.7: Current room type, promotions and rate plans name on Travelocity Extranet (As of 7<sup>th</sup> April, 2001)

	Deluxe	Deluxe Premium	Executive Suite	Towers Executive
<b>Room Only</b>	TN1 - Deluxe with River View	TN1 - Premium Deluxe Room with River View	TN1 - Executive Suite	TN1 - Executive Tower. Breakfast.
<b>14-Day Advance Purchase</b>	TN2 - Deluxe with River View - Advance Purchase Non Refundable	TN2 - Premium Deluxe Room with River View - Advance Purchase Non Refundable	TN2 - Executive Suite - Advance Purchase Non Refundable	TN2 - Executive Tower - Advance Purchase Non Refundable
<b>Weekend Sale</b>				
<b>Stay 4 Nights Get 30% Off</b>				
<b>Better Tomorrow</b>	TN3 - Deluxe with River View - Non Refundable	TN5 - Premium Deluxe Room with River View - Non Refundable		TN5 - Executive Tower. Breakfast. - Tower Lounge Access Non Refundable
<b>2+1 Offer</b>				
<b>Special Package with Travelocity</b>	All Package Rate (Book with Flight Stay 3 Pay 2)			

#### 4.4.4 Latestays and Wotif

Latestays and Wotif are considered as the well-known worldwide Online Travel Agents nowadays while these two agents share the similarities. They can be considered as functional Extranets since they can offer many kinds of promotions with MLOS, discount, and advance purchase. However, both Extranets still cannot do the free night offer. Additionally, Latestays and Wotif Extranet also have their own disadvantage, that is, the promotions created on Latestays and Wotif Extranet

are not attached to room only with BAR rates. Hence, when a hotel wants to adjust their BAR rates, they need to adjust every single promotion one by one and this definitely consumes quite a lot of time.

Table 4.8: Current room type, promotions and rate plans name on Latestays Extranet (As of 7<sup>th</sup> April, 2001)

	<b>Deluxe</b>	<b>Deluxe Premium</b>	<b>Towers Executive</b>
<b>Room Only</b>	Best Available Rate – Deluxe River View	Best Available Rate – Deluxe Premium	Best Available Rate – Tower Executive
<b>14-Day Advance Purchase</b>	14 Day Advance Purchase – Deluxe Room	14 Day Advance Purchase – Deluxe Premium	14 Day Advance Purchase – Towers Executive
<b>Weekend Sale</b>	Weekend Sale 20% Off – Deluxe Room	Weekend Sale 20% Off – Deluxe Premium	Weekend Sale 20% Off – Towers Executive
<b>Stay 4 Nights Get 30% Off</b>	Save 30% for 4 Nights Stay or more – Deluxe	Save 30% for 4 Nights Stay or more – Deluxe Premium	Save 30% for 4 Nights Stay or more – Tower Executive
<b>Better Tomorrow</b>	Save 15% for 2 Nights Stay – Deluxe	Save 15% for 2 Nights Stay – Deluxe Premium	Save 5% for 2 Nights Stay – Tower Executive

Table 4.9: Current room type, promotions and rate plans name on Wotif Extranet (As of 7<sup>th</sup> April, 2001)

	<b>Deluxe</b>	<b>Deluxe Premium</b>	<b>Towers Executive</b>
<b>Room Only</b>	Deluxe Room	Deluxe Premium	Tower Executive
<b>14-Day Advance Purchase</b>	Deluxe Room – 14 days ADV	Deluxe Premium 14 DaysADV	Tower Executive 14 DaysADV
<b>Weekend Sale</b>	Deluxe Weekend 20% Off	Dlx Prem Weekend 20% Off	TowerExec Weekend 20% Off
<b>Stay 4 Nights Get 30% Off</b>	Dlx-Stay 4 Nts & Save 30%	Dlx Prem Stay 4 & 30%off	TowerExec-stay 4 &30% off
<b>Better Tomorrow</b>	Dlx-15% off 2 nights stay	Dlx Premium-15% off 2 nights stay	TowerExec-15%off 2 nights

#### 4.4.5 Asia Travel

Asia Travel Extranet can also be considered as a dynamic Extranet since they can do almost every kind of promotion and restriction. However, same as Expedia Extranet, Asia Travel Extranet has its own shortfall as the promotions created do not link to its room only with BAR rate. Hence, when BAR rate on any days has been adjusted, the hotel has to go through every single promotion and adjust it manually, taking more time to adjust BAR rate on every room type and promotion.

Table 4.10: Current room type, promotions and rate plans name on Asia Travel Extranet (As of 8<sup>th</sup> April, 2001)

	Deluxe	Deluxe Premium	Executive Suite	Towers Executive
Room Only			Executive Suite	
Stay 4 Nights Get 30% Off	Deluxe	Deluxe Premium		Tower Executive
Better Tomorrow				
14-Day Advance Purchase	Deluxe (Early Bird Promotion)	Deluxe Premium (Early Bird Promotion)	-	Tower Executive (Early Bird Promotion)
Weekend Sale	Deluxe (Weekend Sale)	Deluxe Premium (Weekend Sale)	-	Tower Executive (Weekend Sale)
2+1 Offer	Deluxe (Free Night Promotion)	Deluxe Premium (Free Night Promotion)	-	Tower Executive (Free Night Promotion)

From the above room type, promotions and rate plans name on Asia Travel Extranet, please note that room only with BAR rate was attached to the same rate plan as two existing promotions: Stay 4 Nights Get 40% Off and Better Tomorrow,

for every room type except Executive Suite room. Consequently, when the hotel is expected to be full or quite full and wants to close out its promotion and sell only its room with BAR rate for any particular period, every room type with same rate plan as those two promotions will be closed out as well, left only Executive Suite room with BAR rate to be sold during that period. This is not very good for both the hotel and the OTA itself since there will be no other room types except Executive Suite available for sell. However, the reason of doing this is that currently the hotel has a lot of existing promotions which makes it quite confusing on Asia Travel website as customers try to look for their desirable promotion. The line for every promotion is already very long. Hence, to reduce the line for additional rate plan, Asia Travel Extranet decided to attach room only with BAR rate to those existing promotions instead.

#### 4.4.6 *Asiarooms*

Asiarooms Extranet has been able to increase its production for the past years. Even though the Extranet is not very dynamic in term of room type as it can create limited number of room type to be sold, but in term of promotions, Asiarooms Extranet is considered as functional and somewhat dynamic. Asiarooms Extranet can offer free night, long stay discount, as well as special occasion promotion, but not for the advance purchase promotion. One of the advantages of Asiarooms Extranet is that every single promotion is attached to room type with BAR rate. Hence, when a hotel wants to change their BAR rate for any particular period, they can adjust on room with BAR only, and every promotions will be calculated and sold accordingly to the BAR adjustment. This definitely reduces the lead time for the promotions to be sold with new BAR rate. However, Asiarooms Extranet also



has some negative points. Adjusting BAR rate on Asiarooms can be time-consuming since user cannot choose the date range to be adjusted, but rather they have to change the BAR rate day by day instead. Hence, when a hotel wants to change their BAR rate for the whole year or long period of time, it is recommended to use EZYield instead of manually change it through Asiarooms Extranet. But if it is for short or for any particular period of time, manually changing BAR rate on Asiarooms Extranet itself is preferred.

Table 4.11: Current room type, promotions and rate plans name on Asiarooms Extranet (As of 8<sup>th</sup> April, 2001)

	Deluxe	Deluxe	Towers Executive	Towers Executive
<b>Room Only</b>				
<b>Better Tomorrow 2+1 Offer</b>	Deluxe Twin or Double (I)	-	Executive Twin or double (I)	-
<b>Stay 4 Nights Get 30% Off</b>				
<b>Weekend Sale</b>	-	Deluxe Twin or Double (II)	-	Executive Twin or double (II)

There are only two room types offering on Asiarooms Extranet: Deluxe room and Towers Executive room. There is no “Towers Executive” room type name on Asiarooms Extranet, hence, the hotel is using “Executive” room type name instead and represents “Towers Executive” room type.

From the table above, the room types have been created twice for the following reasons:

1. Deluxe Twin or Double (II)

This second Deluxe room type is used for “Weekend Sale” only since this promotion is an offer of room with Buffet Breakfast, while all other existing promotions on Asiarooms Extranet are selling for room only. Therefore, the best way to help create Weekend Sale on Asiarooms Extranet for Deluxe room is to create another Deluxe room type with Buffet Breakfast and attach it with Weekend Sale only. In addition, having another Deluxe room type for Weekend Sale only is preferred since the hotel can easily blackout all other weekdays and make the room available for only weekends.

2. Executive Twin or Double (II)

Actually for Towers Executive room, there is always Buffet Breakfast offered with the room. So, the hotel does not need to create another room type for Towers Executive with Buffet Breakfast as it was done for Deluxe room. However, to make it easy for the hotel to adjust their rates, it is still recommended for the hotel to have this room type for Weekend Sale since Weekend Sale will be available for sale only on weekends. Hence, it is easier for the hotel to blackouts all other weekdays.

4.4.7 Rakuten

For Rakuten Online Travel Agents, it is a Japanese web agent targeting only Japanese market as any promotions added on Rakuten Extranet will be shown in Japanese only. For the concern of dynamic and functions, Rakuten Extranet can do quite a lot of restrictions including the advance purchase, the free night offer, the

discount, etc. However, Rakuten Extranet is not dynamic in terms of attaching promotions to room only with BAR rates. Same as Expedia, Latestays, Wotif, and Asia Travel Extranets, when the hotel wants to make any adjustments in BAR rates, the hotel has to adjust the promotions one by one as the promotional rate plans are not linked to room only with BAR rates. This will consume quite a lot of time making any adjustments.

Table 4.12: Current room type, promotions and rate plans name on Rakuten Extranet (As of 7<sup>th</sup> April, 2001)

	<b>Deluxe Double (Non-Smoking)</b>	<b>Deluxe Double (Smoking)</b>	<b>Deluxe King (Non-Smoking)</b>	<b>Deluxe King (Smoking)</b>
Room Only	Main Building Deluxe River View Double Room (Smoking)	Main Building Deluxe River View Double Room (Smoking)		
14-Day Advance Purchase	Book Earlier! Save More! 14 Days Advance Purchase	Book Earlier! Save More! 14 Days Advance Purchase		
Weekend Sale	Weekend Sale 20% Off	Weekend Sale 20% Off		
2+1 Offer	Stay 2 nights and get 3 <sup>rd</sup> night free	Stay 2 nights and get 3 <sup>rd</sup> night free	Stay 2 nights and get 3 <sup>rd</sup> night free	Stay 2 nights and get 3 <sup>rd</sup> night free
Better Tomorrow	Better Tomorrow	Better Tomorrow	-	-

Table 4.13 Abilities and Functions of each Contracted OTA

	Discount	MLOS	Free Night	Advance Purchase	Specific Days Sale*	Special Occasions	Package Path
<b>Expedia</b>	✓	✓	✓	✓	✓ Manual	✓	✓
<b>Orbitz</b>	✓	✓	✓	✓	✓ System	✓	✓
<b>Travelocity</b>	✓	✓	✓	✓	✓ System	✓	✓
<b>Latestays</b>	✓	✓	✗	✓	✓ Manual	✓	✗
<b>Wotif</b>	✓	✓	✗	✓	✓ Manual	✓	✗
<b>Asia Travel</b>	✓	✓	✓	✓	✓ Manual	✓	✗
<b>Asiarooms</b>	✓	✓	✓	✗	✓ Manual	✓	✗
<b>Rakuten</b>	✓	✓	✓	✓	✓ Manual	✓	✗

\*For instance, Weekend Sale and Weekday Sale

## 4.5 Improvement

### 4.5.1 *Development of Checklist and Manual*

Since it has been proved that checklist can improve the work process by reducing the time spent in any particular work task, as well as increase the accuracy, checklist of the adjustments made to the Extranets are created.

There are five types of checklists created in accordance with the usually-made adjustments process observed during the past five months of internship.

- BAR Adjustment
- New Promotion Creation
- Promotion Extension
- Promotion Expiration
- Blackout Dates

For these adjustments, the type of checklists made will be the “Task Checklist” or “Procedural Checklist” as every step in the checklist must be followed by order. User cannot go across each step without getting the previous step done first

as it would ruin the results as a whole since the errors will not be reduced and user might end up spending more time for the adjustments.

Apart from the checklists created, there will be the user manual towards the maintenance of each Extranet as well. The manual will also be conducted in accordance with those five usually-made adjustment stated before, and will go through each adjustment with each Extranet step by step as it can be very technical for new users.

By using the checklist together with the manual, they are expected to improve the process of Extranet maintenance where the hotel can reduce the lead time and errors in rates and promotions loaded, causing the hotel to have less BRG and rates parity issues. This, at the end of the day, can reduce the potential loss of revenues for Web-Restricted Segment as a whole.

#### 4.6 Recommendation for Implementation

For the recommendation towards the improvement stated above, there are several limitations to be taken into account. Firstly, there are not any other officers available in the department, making it unable to test the created checklist and manual. And secondly, since Royal Orchid Sheraton is a hotel chain, confidentiality of information is a major concern. The created checklist and manual cannot be taken out to test with anyone outside the hotel. In these cases, it is recommended that the created checklist and manual be approved by the Director of Revenue Department, and be placed at Revenue Department as their Standard Operating Procedures of the department regarding the Extranet maintenance. Additionally, the checklist and manual shall be used by another new intern student since this intern student is the

one who will have a role of taking care of the hotel's Extranet, while this intern student lacks of clear knowledge and understanding how each Extranet works.

#### 4.7 Implementation

The created checklist and manual has already been approved by the Director of Revenue Management to be used as a Standard Operating Procedure of the department regarding the Extranet maintenance. For the next process, following the recommendation for implementation, these checklist and manual will be used by the new intern student together with the following measurement.

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## 4.8 Measurement

For the measurement, once the created checklist and manual has been approved and be used in the department as a standard operating procedure, they are expected to reduce the time spent in each single activity as per the table below. Additionally, they are also expected to reduce the errors of rates and promotions loaded, which at the end of the day help reduce the violation of BRG policy as well as the rate parity issues. All of these will ultimately help reduce the potential loss of hotel revenues from Web-Restricted Segment.

Table 4.14: Expected Time Spent for any Adjustments after the Implementation of Checklist and Manual

Details	Time Spent (Hrs.)	Expected Time Spent (Hrs.)
<b>Adjust BAR rates (specific period)</b>	5	<5
<b>Add new promotion to goes live on OTAs</b>	Whole Day	< Whole Day
<b>Close out promotion</b>	4	<4
<b>Extend promotion</b>	2	<2
<b>Adjust BAR rates (whole year)</b>	Whole Day	< Whole Day

1. Numbers of Violation of BRG Policy ..... Times
2. Numbers of Rate Parity Issue e-mails ..... Times

## CHAPTER 5

### CONCLUSION & BENEFITS

#### 5.1 Final Conclusion

##### 5.1.1 *Possible Limits*

The possible limits of the recommendation of developing a checklist and manual are as followings. Firstly, since the observations and learning by doing have been conducted for only the past five months, what could be observed and learnt might not include every aspect regarding the rates and promotions adjustments made. As currently there are five process categories of adjustments including adjusting BAR rates, adding new promotions, extending existing promotions, closing out promotions, and applying blackout dates, there might be any other adjustments that have never been observed and learnt as they might take place at any other time during the year. Hence, the developed checklist and manual can be incomplete.

Secondly, the measurement of the reduction in lead time can be misleading since there are a lot of factors that can be taken into account, not only the time spent purely on making the adjustments. For example, high lead time might not solely come from the work process itself, but rather the problem of internet connection at any specific period as well. Hence, measurer has to take into consideration any other factors that can lead to high time spent for adjustments made.



Thirdly, the measurement of rates parity issues count might not be applicable in some cases. For instance, there might be the time that the hotel intentionally put higher rates on some OTA than others. The reason for this is because that specific OTA tends to lower room rates (after the reduction of commission) than other OTAs, causing the rates on their website to display lower. This sometimes goes lower than the rates displayed on hotel branded website, which at the end of the day causes the hotel the BRG issue. Therefore, to measure the rates parity issues, measurer should take into consideration this factor as well.

Fourthly, these created checklist and manual can be out of dated as every promotion has its specific expiration date. Once the promotion expires, it shall be removed from the summarized table of room types and rate plans to make it less confusing. In this case, it is also recommended that the summarized table shall be updated regularly.

Last but not least, it should be reminded that these created checklist and manual is a case study for Revenue Department at Royal Orchid Sheraton only. It might not be applicable to Revenue Departments at any other properties due the differences in room types, rate plans, contracted OTAs, as well as the work processes.

## 5.2 Benefits

### 5.2.1 *Benefits to Host Company*

Since the development of checklist and manual is said to improve the process of Extranets maintenance to reduce lead time and errors, this development will be very beneficial to the hotel in terms of the quality increased since the lead time will be reduced, as well as the reduction of errors in rates and promotions loaded. When

the time spent in making any adjustments as well as the errors from the adjustments have been reduced, the hotel will have less BRG and rates parity issues, which ultimately makes the hotel have less potential loss in revenues from any penalties. This at the end of the day maximizes the hotel revenues from Web-Restricted Segment where this specific segment has been contributed a lot to the revenues of the hotel as a whole.

### *5.2.2 Benefits Professionally*

During the first days at Revenue Department at Royal Orchid Sheraton, it had been the discussion with the supervisor regarding the expectations towards the internship, as well as the supervisor's expectations. There used to be several intern students as well as several Revenue Management Trainees in the department, and it is very different to be an intern student in Revenue Department, comparing to being a Revenue Management Trainee since being a Revenue Management Trainee requires a lot of additional responsibilities, skills, and knowledge as it is the fastest way to be successful in Revenue Management career for people who have little experience in this field.

After the several months of internship have passed, the supervisor has seen the potential of being a Revenue Management Trainee. Therefore, there was a test conducted specifically for Revenue Management Trainee position. After the test results came, it appeared that the results were quite well. There would be a job interview after this. It was actually following the same process of any job recruitments.

Not long before the last day of internship, there was a chance to have the job interview with the Regional Director of Revenue Management. And finally it had

been approved by the Regional Director of Revenue Management of a new Revenue Management Trainee. Hence, for the professional benefit, it is believed that having the opportunities to do the internship in a five-star hotel, and in the department that one is interested in, is the best pass ever.

### *5.2.3 Benefits Personally*

For personal benefits, it is believed that doing the internship in a high-standard hotel has grown a person up a lot. As a person who has no experiences towards any kinds of work before, it is also believed that doing an internship is a very good lesson. The personal development has been found in terms of specific computer skills for example MS Excel, computerized systems used in hospitality industry, as well as specific knowledge, that is, Revenue Management. Apart from these skills, there was also the development in terms of the good co-operation with others as well as maintaining good relationships with them. This is very crucial in working life as people are not working alone in the society. People have to interact with others well. Additionally, being an intern student who has less responsibilities comparing to permanent jobs, there was a chance of adapting oneself quite completely to working life, trying to learn from small to bigger work tasks, and ultimately being ready for the real working life that is coming.

APPENDIX A

BUSINESS IMPROVEMENT PROJECT FORM

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## Appendix G

### Business Improvement Project Form

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Name: Natchanit Udomsub

ID: 52501312

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Name of Project: Efficient Extranets Maintenance by Checklist and Manual

Name of Company: Royal Orchid Sheraton Hotel & Towers

Date: 31 January 2011

Commissioned by: Mr. Sze Zhenkai, Director of Revenue Management

Problem Statement: Inefficient maintenance of Extranets for OTAs, causing time-consuming process, violation of BRG Policy, and rate/promotion parity issue, resulting in revenue losses from Web-Restricted Segment

Research Questions: How Checklist and Manual can improve the process of Extranets maintenance to reduce lead time and potential loss of revenues from Web-Restricted Segment?

Budget and Resources: -

Time: 4 hours per week

Deadline for Presentation: 21<sup>st</sup> - 22<sup>nd</sup> May 2011

Deadline for Final Report: 15<sup>th</sup> May 2011

Student's Signature

Host Company's Manager

For SUIC & UPVD:

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Natchanit Udomsub

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Sze Zhenkai

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Mr Christophe Mercier

**APPENDIX B**  
**PROGRESS REPORTS**

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## Appendix F

### Progress Report Form

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Name: Natchanit Udomsub

ID: 52501312

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Starting date: 15<sup>th</sup> November 2010

Name of Company: Royal Orchid Sheraton Hotel & Towers

Department: Revenue Management

Supervisor: Sze Zhenkai

Date of Submission: 31<sup>th</sup> December 2010

Progress Report Number: 1 (30 days)

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#### *Instructions for completing this form*

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

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

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

August 1, 2009

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## FIRST PROGRESS REPORT (30 days)

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### *Orientation period*

Describe how your introduction period was organised.

Two weeks before I started my internship at Royal Orchid Sheraton, I attended the Orientation here first. The orientation day was fine as I got to know a lot of trainees here who are mostly the Bachelor Degree students. There are only me and another guy doing the internship in S&M who is the MBA students.

The first day I was here, my boss took me to every room of the back office and introduces me to everyone that I am his new trainee. This made me feel really comfortable to work here. During lunch, he treated me a meal and we had some talks after lunch to get to know each other better. The second day here there was an online training arranged for sales management people from hotels in the same cluster as Royal Orchid Sheraton. This made me feel a bit nervous as my boss took me with him too. The third day here I had a chance to attend the revenue meeting which is a regular meeting for upper management level here including Hotel Manager, my boss, DOSM, etc. My first week here was really fine and I think I've passed my introduction period quite well even though currently I still can't remember everyone here.

What did you learn?

I've learned that people here are really nice. And my boss is popular!!! He is very friendly to everyone and this makes me feel really comfortable. He's not bossy. He told me that he's really easy-going, but I still have to keep in mind that as long as I get my work done, that's enough for him. He doesn't mind if I want to go back home early, or want to relax or enjoy anything but just get the work done first since responsibility is a big concern for him.

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

I am working in Revenue Management, under the Director of Revenue Management. My boss's ex boss who is the Regional Revenue Management and takes care of Starwood hotels in Thailand, Cambodia, Vietnam, and Singapore has just been promoted as a Hotel Manager at Sheraton Hanoi and the department doesn't have any other officers else, so we altogether have only 2 persons. My activities are divided into daily tasks activities, and some activities my boss often assign me to help him out.



### Daily Tasks:

Everyday in the morning, I have to do several daily activities. Firstly, I have to track the report from Night Clerk which is sent into my internal e-mail address daily and copy it to another OLP file to record for the whole month. After that, I have to check the Night Clerk Report with the Daily Revenue Journal Report which is sent through my e-mail from the Income Auditor and adjust some differences. The Daily Revenue Journal Report from Income Auditor is the most accurate one. The Night Clerk Report collects number of rooms sold per day and the revenues received from those rooms, regarding the segments the hotel is contracting.

After that, I have to adjust for the differences found from the Night Clerk Report with Daily Revenue Journal Report. From my observations, the differences normally occur with Discounted, Wholesale, and Complimentary the most since there might be some overlapping among these segments while they're recorded. Moreover, the majority of hotel revenues come from wholesales and transients. The hotel is capable of taking a big group while most of the hotels in Bangkok cannot afford since the ballrooms here are large and can be partitioned, plus the hotel has big number of room inventories.

The next daily task is to submit the Daily Room Revenue and Nett Rooms Occupied of the hotel into [www.strglobal.com](http://www.strglobal.com) website and the website will show ADR and Occupancy %. Strglobal.com is a website that tracks hotels' room revenues and numbers of rooms occupied from hotels all over the world so that at the end of the day, the hotel will receive the information about its performance and the performance of competitors and they can use this to improve their performance further.

The last daily task I have to do every morning is to look at the MarketVision file automatically populated from GDS Website. The MarketVision shows daily room rates for the next 3 months for discounted prices, BAR (Best Available Rate) prices, and Advance Purchase prices for Royal Orchid Sheraton itself and for its 4 competitors as well as other 3 hotels in Starwood chains including Sheraton Grande Sukhumvit, The Westin Bangkok, and Plaza Athenee, a Royal Meridien. What I have to do is to scan those prices and find any funny numbers. For example, on which day any of our competitors quote a very high price above us or on which day any of our competitors show CLOSED, etc. These mean our competitors might have something on hand, e.g., they quote a very high price since they've got a confirmation from a group already, or they show CLOSED as they're fully booked on a particular date. We need to keep our eyes on this.

August 1, 2009

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Apart from my daily tasks, I also have weekly tasks to work on. Firstly, my boss, Director of Revenue Management, is conducting the forecast every Tuesdays. Therefore, every Tuesdays morning, I have to prepare the data ready for him so that he can just do his own forecast right away. What I have to do is that I have to go into the system called Galaxy which is the system for reservations, being used in every Starwood hotels, and track the data about definite or on the books (rooms sold), then go to sales department and ask for their reports from Delphi on tentative and prospects of our group customers. These data will be populated into spreadsheet for the current month as the forecast for the coming weeks and for the next two months as well. Then in the afternoon, my boss will conduct the forecast and he allows me to sit and see what he's done, while explaining along. During the next two weeks, I'm assigned to conduct my own forecast and my boss will see my rationales behind my forecast compared to his.

Secondly, since the first week, I have been assigned to do a public speaking in front of my boss every Fridays to improve my presentation and public speaking skill. My boss said it's very important to have this kind of skill if I want to succeed in this field. He assigns me to read an article (any articles) and present to him what are it all about as well as my opinions towards the article.

In addition, during the last two weeks, I've been assigned to work with the OTAs (Online Travel Agents) of Royal Orchid Sheraton. Since this year is ending very soon, the hotel needs to clean up all those OTAs websites and add new offers into them. We also need to make sure that every websites including our own SOP (Special Offer Page) are offering the packages that are consistent among all websites in terms of periods, rates, and conditions. The global OTAs include Expedia, Wotif, Travelocity, and Orbitz, with some local or regional OTAs such as Latestays, AsiaRooms, Asia Travel, Ratestogo, Rakuten etc. And these are our main online distribution channels.

Apart from my daily and weekly tasks, every Wednesdays my boss has a revenue meeting with upper management team such as the Hotel Manager, Executive Assistant Manager, Director of Sales and Marketing, Director of Food and Beverages, Director of Finance, Rooms Division Manager, etc, to discuss about the revenue forecast and the trend for the near future, while I am allowed to attend this meeting as well. So I've experienced a business meeting in real life especially regarding revenue management, the field that I am interested in. During the meeting, I have to jot everything that I don't understand and ask my boss after the meeting. This helps improve my knowledge a lot. During my first weeks here I had no idea what they were talking about in the meeting. But as

August 1, 2009

time passes and as I've taken part in preparing data for the forecast, I believe I better understand all the process now.

Who facilitates your learning process at present and describe how.

Since I am working directly under the Director of Revenue Management, my boss therefore is the one who facilitates my learning process at present. My boss is the one who shows me how to do those daily and weekly tasks, teaches me things he assigns to me or wants me to know, and he is also very open to any questions I have. He said if I don't understand anything then just ask, and don't be afraid to make mistakes. Hence, when I don't understand anything about the work, I just ask him. And this helps me a lot in improving my learning process. In addition, my boss already has plan in mind what to assign me step by step. For example, he assigned me daily tasks during my first weeks here. The next months or next two weeks will be the next project of OTAs, etc. It seems like he starts with me with the easiest things and go to the harder things. Therefore, this facilitates my learning process since I won't get stuck with things that are too hard to handle or things that I don't understand well. One reason why I believe that my boss is a good coach is that he had already trained several people before me, some of them were even the management trainees. Hence, I think he has the full ability to teach people.

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### *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.

In the Expectations regarding internship, I stated that my expectations are that I want to learn as much as I can from revenue management, and be able to come up with a good BIP at the end of the day. Here, after I've been doing the internship here for a month, I believe I've reached some of the learning goals in terms of basic yet full background of revenue management. Even though I've been assigned daily and weekly stuffs, but that's the basic thing that every revenue people need to deal with. I've learned that not only trying to maximize revenue of a hotel, revenue people need to co-operating very well with other department especially S&M. Revenue people need to have full understanding of the hotel's target segments and distribution channels. In addition, revenue people need to have the ability to convince people. So I believe that this basic extent will definitely be my good background for my BIP and my future career in this field.

August 1, 2009

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

The major one might be how to conduct the forecast which my boss is going to assign me to do it next two weeks. The forecast is probably the most important responsibility of revenue people and we also need to make sure that we've done it with highest accuracy. In addition, currently I'm not so familiar with people in S&M department since there are a lot of people there and currently my boss is the one who contacts with them. So I think I need to go around there more often and get to be familiar with them more so that we can co-operate our work well. Moreover, I still need to learn more about MS Offices especially MS Excel. I used to believe that my MS Excel background is quite good (to be honest, especially when compare to my classmates at SUIC), but after a month here, I realize that my MS Excel background is just a basic one. I still need to learn much more. And I hope I can learn a lot from my boss since he really specializes in these things.

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).

As my boss is going to assign me to conduct the forecast as a weekly basis, hence, my learning goals is that I want to be able to conduct a good forecast. (at least it doesn't have much differences from my boss's one) In addition, as he's going to assign me to work on the all the hotel's OTAs independently, my learning goal is to be able to deal with the OTAs very well. Apart from these two goals that are regarding of my responsibility in the coming month, I expect to learn new things as well. The new things here might be in term of new tasks my boss will give it to me, or in term of finding the way to improve my current work, e.g., being able to understand anything faster, or being able to give better rationale to any particular subjects. In addition, I also wish to be able to work with sales people very well also.

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### *Cultural diversity*

Describe the action that you are taking in order to adapt to this specific corporate culture.

To be honest, I don't have to adapt myself that much. Everything here is really found, people are nice, my boss is really nice. I think I'll be very fine as long as I still follow the common rules and regulations here. There are such tiny things for me to adapt e.g., I have to change my lunch

August 1, 2009

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time from 11.00 hrs to 13.00 hrs. I have to wake up and sleep very early. I have to be really polite since I'm considered young here. I believe that all of these are just the normal adaptation for everyone who starts their work in new places.

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### *Trends*

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

In Royal Orchid Sheraton, one corporate philosophy to keep in mind is that "Life is better when shared." So this is the concept or idea that I should keep in mind all the time. Moreover, every hotel in Starwood chain has to always be "on brand." So this concept or idea is quite new to me. Every of my action needs to correspond to these concepts and ideas.

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

At first I had a thought that people who are working in a hotel need to dress up very formally, wearing business attire all the time. But I found out that it's not here at Royal Orchid Sheraton. People who are working in the back office dress up quite casually. I think this brings both positive and negative effects to them. For positive effect, I think dressing up like this makes everyone feel relaxed when working, not to be in so much stress. However, dressing up quite casually can make people being lack of professionalism somehow. Anyway, people here are very nice.

### *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*

#### External Analysis

Royal Orchid Sheraton Hotel & Towers is a 5-star hotel, situated along the River of Chao Phraya. The hotel is operating under Starwood hotel chain, segmenting on American and European families, leisure, and corporate. The hotel has a total of 726 room inventories available with 4 common hotel rooms including Deluxe, Deluxe Premium, Junior Suite, and Executive Suite; and 4 towers rooms including Towers Executive Room, Towers Junior Suite, Towers Executive Suite, and Royal Orchid Suite. Moreover, the hotel has 5 restaurants including ETC...On the River, Giorgio's, Thara Thong, Lobby Lounge, and Sambal. All of these make Royal Orchid Sheraton become one of the biggest hotels in Bangkok.

The hotel has 4 main competitors:

1. Millennium Hilton, situated in opposite side of the river
2. Shangri-La, situated not far from the hotel, along the river
3. Marriott Resort & Spa, situated not far from the hotel, along the river
4. Sofitel Silom, the only one competitor that is not along the river

From these 4 competitors, Millennium Hilton is considered our direct competitor since we're opposite along the river and the room rates are very similar, as Shangri-La's rates are always a bit higher while Marriott Resort and Sofitel Silom's rates are always a bit lower. (I've heard that Millennium Hilton currently doesn't have revenue people and they're quoting the rates based on our rates.) However, if considering in terms of capability in handling groups customers, Shangri-La is our major competitor since the two hotels are big with 700 and above rooms inventories (Shangri-La has around 800 rooms,) while the ballroom of Shangri-La is big as well. The other three competitors have fewer rooms inventories compare to us and Shangri-La with no more than 500 rooms inventories. One of the advantages we have over Shangri-La is that we're operating in only one building while Shangri-La has two buildings and it's quite inconvenient for groups to function.

August 1, 2009

When comparing to other hotels along the rivers or other city hotels, Royal Orchid Sheraton is quite different in term of segmentation. As we're along the river, it seems that our major customers will be those from leisure. However, from the fact that we are one of the biggest hotel in Bangkok, with big functions (the ballroom is big and can be partitioned), these make us become a target hotel for corporate as well. From the daily revenues report, it shows that about half of the room revenues come from leisure, and another half comes from corporate.

### Internal

Since I've been doing the internship here for more than a month until now, I recognize that the relationship between revenue and sales department is very good. This is one of the most relevant issues in working successfully. I've heard a lot (from my friends doing the internship at other hotels) that their sales department often has conflicts with revenue department, some even about to have a fight. This is the big obstacle to work. But it is not in here at Royal Orchid Sheraton. In addition, my boss is a friendly man so he has good relationship with other departments as well, not only sales department. I believe that this is the good opportunity for me to work in a good internal environment since I'll be able to learn without being under pressures from any conflicts.

### Current Situation

The current situation here since before New Year has been the cancellation from Europeans (which are our feeder markets) due to the snow which causes the airlines to stop servicing. In addition, riversides hotels including Royal Orchid Sheraton, Millennium Hilton, and Marriot Resort and Spa are not doing very well from wholesales segments these days. However, Shangri-la is still doing well since their current feeder market is Hong Kong which is the hotel's home country.

### *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.

Currently I'm starting to work on the OTAs and my boss said this will be one of the main projects he wants me to complete here. As I've stated earlier that before this year-end, my boss wants all those OTAs to be cleaned up and added new offers into them and all of the OTAs should be consistent in term of packages, rates, and periods. This will make the hotel be able to utilize its online distribution channels the most effectively. However, dealing with all of the OTAs have some problems. All

August 1, 2009

these extranets have different features and functions, some are clever, fast, and easy to use, but some are not. Therefore, dealing with all these extranets take a lot of time and efforts.

In addition, apart from these OTAs extranet that we have to deal with, there is another extranet known as EZYield which is the extranet that tracks all information from every other extranet a hotel has the accounts with, and process the information to be useful for user to know the consistency among those extranet. To make it easy, EZYield helps easy the use of all extranet at only one website. However, EZYield also has some shortfalls. The problem right now is that our hotel is offering a lot of packages in those OTAs, and there are also the offers of rooms with BAR rates as well (the highest rates offered currently). Therefore, the rates added in the extranet will be those of BAR rates and those of discounted rates from the packages. However, when we're offering discounted rates, it is the discount as percentage of BAR. But when we add the rates into the extranet, it's not as percentage of BAR, and we have to manually key in those discounted rates instead. Therefore as time passes and my boss wants to adjust BAR rates in any particular period, he will need to manually adjust all the discounted rates in all OTAs as well to be as percentage of the new BAR, and this really wastes time.

Therefore, I believe that if I can find the way to help solve this problem or at least make it easier for everyone to deal with all OTAs perfectly, it'll be a good BIP.

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

Formulate a preliminary problem statement and some research questions.

Who will guide you during the project?

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

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### *General*

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

I have been receiving direct feedback from my supervisor since I'm working under him directly and we have only ourselves in the department. The example of the feedback is that everytime he teaches me



August 1, 2009

something and I seem to understand it fast, he will say that "you're fast-learning," or everytime I make the mistake, he'll say that "it's okay, everyone can make mistake, but just learn from your mistake." And that's all. I believe that I don't have big fences between me and him. So it's good for me.

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

Yes, I'm satisfied with the communication with my boss since I can ask him anything I want to know and I've already infomed him about my expectations towards the internship as well as the BIP. Actually he was the one who asked me to write the internship expectation to him. However, as my boss is a smart guy, sometimes I didn't quite catch what he taught or told or tried to explain to me. Therefore, this might be the only problem of communication for me. I think this can be solved by getting familiar of the way he works and also try to improve my skills in any ways.

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

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August 1, 2009

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## SECOND PROGRESS REPORT (60 days)

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### *Daily activities*

First of all, since my boss is conducting a forecast as a weekly basis, I am currently assigned to do my own version of the forecast every week as well. When I finish my forecast, I have to sit down and watch my boss working on the forecast while he gives me the rationales behind each decision made. Then he compares my version with his and also asks for my rationales behind. And if he thinks my rationales are wrong, he clarifies it to me.

Secondly, I am assigned to help Sales team finish their goal setting submission for 2011 and 2012. This is a kind of an ad-hoc project. As there is a Starwood program called Sales Incentive Program, integrated the software known as SIMS (Sales Incentive Management System), which records every single sales person in Starwood Worldwide, their goals, and their achievements. What I have to do is to help them prepare the spreadsheet for 2010 actuals, 2011 and 2012 goals which should be submitted before 15th February, 2011, as well as dealing with the SIMS software, adding sales person's accounts and goals. As currently a person responsible for this task is leaving the hotel soon, they need to find someone to help them. So I am assigned this task.

Apart from these two new main tasks, I am also assigned to do more of daily, weekly, and monthly revenue management tasks as my boss regularly introduces me new work tasks, e.g., preparing the files for management levels, running reports from PMS, etc.

Last but not least, I am currently being independently responsible for the maintenance of hotel's extranets for OTAs. Once there is a new promotion coming up or there is an adjustment of BAR rates, I will receive an e-mail stating the promotion or the rate details. What I need to do is to make it visible on all OTAs as well as ensure the rate parity and accuracy.

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### *1st assessment by Host Company*

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### *Learning goals*

In the Expectations regarding internship, I stated that my expectations are that I want to learn as much as I can from revenue management, and be able to come up with a good BIP at the end of the day. Here, after I've been doing the internship here for a month, I believe I've reached some of the learning goals in terms of basic yet full

August 1, 2009

background of revenue management. Even though I've been assigned daily and weekly stuffs, but that's the basic thing that every revenue people need to deal with. I've learned that not only trying to maximize revenue of a hotel, revenue people need to co-operating very well with other department especially S&M. Revenue people need to have full understanding of the hotel's target segments and distribution channels. In addition, revenue people need to have the ability to convince people. So I believe that this basic extent will definitely be my good background for my BIP and my future career in this field.

The major one might be how to conduct the forecast which my boss is going to assign me to do it next two weeks. The forecast is probably the most important responsibility of revenue people and we also need to make sure that we've done it with highest accuracy. In addition, currently I'm not so familiar with people in S&M department since there are a lot of people there and currently my boss is the one who contacts with them. So I think I need to go around there more often and get to be familiar with them more so that we can co-operate our work well. Moreover, I still need to learn more about MS Offices especially MS Excel. I used to believe that my MS Excel background is quite good (to be honest, especially when compare to my classmates at SUIC), but after a month here, I realize that my MS Excel background is just a basic one. I still need to learn much more. And I hope I can learn a lot from my boss since he really specializes in these things.

### Report 1: Learning Goals

(As my boss is going to assign me to conduct the forecast as a weekly basis, hence, my learning goals is that I want to be able to conduct a good forecast. (at least it doesn't have much differences from my boss's one) In addition, as he's going to assign me to work on the all the hotel's OTAs independently, my learning goal is to be able to deal with the OTAs very well. Apart from these two goals that are regarding of my responsibility in the coming month, I expect to learn new things as well. The new things here might be in term of new tasks my boss will give it to me, or in term of finding the way to improve my current work, e.g., being able to understand anything faster, or being able to give better rationale to any particular subjects. In addition, I also wish to be able to work with sales people very well also.)

### Report 2

#### Forecast

Currently, I have only twice chances to conduct my own forecast since for the past month (January), my boss is quite busy. Everything is

August 1, 2009

rushing. He also has another training session for the new Revenue Manager from Aloft Sukhumvit (opening this April) who came to get trained from him. So there are only last two weeks that he could sit down with me discussing about the forecast without violating his main work. I have stated in report 1 that my learning goal is to be able to conduct a good forecast. Right now, I am able to do part of them. Since the forecast here includes a lot of variables as the hotel's market segment is both transient (including Corporate, Government, Wholesales, Leisure, etc.), and groups (including Corporate Meeting, Tour Series, Tour One Time, International Association, etc). It will definitely take time to be the most accurate in every single segment forecast. Therefore, I have done well in some of the segments (normally the trend is not so abnormal), while others are still too difficult for me to deal with.

#### OTAs

I am currently has an independent role of maintaining all hotel's extranets regarding OTAs. It's obvious for me that my boss trusts me that I can deal with them independently. And since my main project and task here is the extranet rates and offers issue, I'll use this topic for my BIP to find the best and efficient ways to maintain these extranets.

#### S&M relationship

As stated earlier that I am now assisting Sales team to finish their goal setting for 2011 and 2012, I have to go to S&M department everyday from 4 pm to 6 pm. This helps me improve my relationship with them. Currently I know everyone in the Sales team, including everyone's title. I also recognize who is taking care of which specific segment. While they all recognize me as a revenue management intern. I believe that our relationship is getting better and this will definitely easy my life and task here.

#### MS Excel

I am currently having an MS Excel 2007 manual with me to help improve my MS Excel skill since it is very useful for every single task as revenue management. My goal is not only to know all useful MS Excel functions, but also I need to be able to do it fast and flawlessly. I believe this can be achieved by keeping practicing.

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

My supervisor is a very fast and smart guy. He can perform his job very fast and flawlessly. He is also a rational and logical man. Every single of his decision making must have supportive information.

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

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

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*Cultural diversity (for foreign countries only )*

What activities are you undertaking in order to adapt to this culture? What do you have to change in order to adapt to this culture and how do you intend to do that?

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*Business Improvement Project*

Hand in a preliminary project proposal containing the following:

How checklist and manual can improve the process of Extranets maintenance to reduce lead time and errors to help reduce the potential loss of revenues from Web-Restricted Segment?

Project plan containing the following:

A description of the situation

A conceptual model, mapping the problem

A problem statement / research questions

- Lack of manpower

- Lack of clear knowledge and understanding

How checklist and manual can improve the process of Extranets maintenance to reduce lead time and errors to help reduce the potential loss of revenues from Web-Restricted Segment?

The goal of the project

To reduce lead time and errors to help reduce the potential loss of revenues from Web-Restricted Segment?

The methods that will be used

Qualitative Research Method will be used together with the case study of observations and interview.

August 1, 2009

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

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

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August 1, 2009

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### THIRD PROGRESS REPORT (120 days)

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#### *Assessment report*

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

The presentation skills, speaking confidently, and the Revenue Management Knowledge

List the Competencies developed during your internship

Abilities to think out of the box and the responsibilities

Discuss your career planning;

To apply for the Revenue Management Trainee to have the opportunities to be trained more regarding Revenue Management

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#### *Final report*

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

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

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

**APPENDIX C**

**ASSESSMENT FORM**

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## Appendix J

### Assessment of SUIC Student by the Host Company

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Student Name: Natchanit Udomsub  
Host Company: Royal Orchid Sheraton Hotel & Towers  
Supervisor: Sze Zhenkai, Director of Revenue Management  
Assessment period: From: 15 November 2010 To: 20 January 2011  
Date of Assessment: 31 January 2011  
Intern's position: Internship in Revenue Management

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#### *Introduction and completion instructions*

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

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

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

We would appreciate your comments regarding each part.

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

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

August 1, 2009

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

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

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

Appendix J Assessment Form

August 1, 2009

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

<b>5. Planning</b> 5 = excellent      4 = good      3 = sufficient      2 = insufficient      1 = poor	<b>Points Awarded (Circle One)</b>
The student is able to: <ul style="list-style-type: none"> <li>• establish and plan the duties in a correct manner;</li> <li>• 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.</li> </ul>	5 4 3 2 1
<b>Comments:</b>	

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

Appendix J Assessment Form

August 1, 2009

<b>7. Controlling</b> 5 = excellent      4 = good      3 = sufficient      2 = insufficient      1 = poor	<b>Points Awarded (Circle One)</b>
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"> <li>• check the quality of the executed duties efficiently and critically</li> <li>• set norms concerning the quality of the work and take these into consideration when assessing the quality</li> <li>• make sure that associates give the best service to guests</li> </ul> make sure that new associates have reached the learning goals.	5 4 3 2 1
<b>Comments:</b>	

<b>8. Passion/ initiative/ entrepreneurship</b> 5 = excellent      4 = good      3 = sufficient      2 = insufficient      1 = poor	<b>Points Awarded (Circle One)</b>
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"> <li>• work independently as ( assistant ) department manager / supervisor</li> <li>• take initiative to get things done</li> <li>• show flexibility and an open mind in trying new ideas</li> </ul> show perseverance, approaching mistakes as a challenge to learn from and standing to own ideas.	5 4 3 2 1
<b>Comments:</b>	

<b>9. Communication</b> 5 = excellent      4 = good      3 = sufficient      2 = insufficient      1 = poor	<b>Points Awarded (Circle One)</b>
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"> <li>• Listen and give others the opportunity to be heard</li> <li>• Communicate on time in a clear and concise manner in the business language required.</li> <li>• inform people regarding important matters</li> </ul> express viewpoints with confidence	5 4 3 2 1
<b>Comments:</b>	

Appendix J Assessment Form

August 1, 2009

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

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

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

Appendix J Assessment Form

August 1, 2009

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

<b>14. Departmental core tasks</b>		<b>Points Awarded (Circle One)</b>
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"> <li>• <u>Daily Reports update</u></li> <li>• <u>Extranet maintenance</u></li> <li>• <u>Daily Reports processing</u></li> <li>• <u>Monthly submission</u></li> <li>• <u>Forecast preparation</u></li> </ul>		<p>5 4 3 2 1</p>
<b>Comments:</b>		

August 1, 2009

The student's strong points are:

her initiative, ability to think out of box, diligence, responsibility

Which areas should be improved?

revenue management- knowledge, speaking confidently, presentation skills

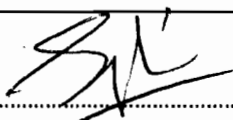
Intermediate appraisal: (if applicable)

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

Final appraisal: (if applicable)

General remarks:

Student's Comments:

Signature of supervisor of Host Company: 

Signature of Student: .....

**APPENDIX D**

**BUSINESS IMPROVEMENT PROJECT GRADING SHEET**

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์



## Appendix H

### Business Improvement Project/ Thesis Grading Sheet

Title of BIP/ Thesis: **"Efficient Extranets Maintenance by Checklist and Manual"**

Name: Natchanit Udomsub

ID: 52501312

	Comments
<b>Format</b> Cover page, title page Acknowledgements, Abstract / Table of contents List of tables, figures, appendices General presentation Correct English grammar & spelling	Well-organized and complete. English language structure is fine.
<b>Introduction</b> Coherent introduction to issue Relevance of the work Context of the work External / internal analysis	Well-structured introduction to work and good analysis with strong information support.
<b>Literature review</b> Satisfactory use of available literature Critical evaluation of literature	Good use of different sources to support and substantiate arguments.
<b>Issues for investigation</b> Aims and purpose of the work Problem statement Research questions	Clear statement defining the issue and outlining the problem clearly
<b>Methodology</b> 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.	Methodology is precise without being too complex. It is valid for the problem mentioned.

Appendix H BIP Thesis Grading Sheet

<p><b>Implementation (If applicable)</b> Outline of the implementation of the project and monitoring of project.</p>	<p>Good support for the project with the manual being a critical part.</p>
<p><b>Results (if applicable)</b> Outline of results and impact of the project /findings. Understanding of the nature and importance of the findings. Results &amp; analysis address problem statement / research questions. Reasoning is supported by the facts.</p>	<p>There needs to be less emphasis on opinion and more on facts but overall a good solution to a clear issue.</p>
<p>Clear distinctions between fact, opinion, interpretation &amp; speculation.</p>	
<p><b>Conclusions / recommendations</b> Summary of main points from the research. Conclusions are supported by data. Specific, realistic recommendations. Research / recommendations are useful for company / department.</p>	<p>The conclusion is specific and the manual will be useful for the hotel in the future</p>
<p><b>Bibliography / appendices</b> A clear and consistent approach to referencing has been used Concise bibliography Appendices support the text References to appendices within the text.</p>	<p>Good references used in report</p>

Overall grading of the project:

Poor

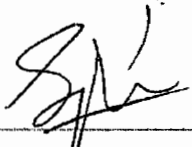
Average

Good

Excellent

Supervisor Name & Signature:

Date:

Sze Zhenkai 


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11/05/2011

APPENDIX E

LETTER OF INTERNSHIP COMPLETEMENT

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์



May 9, 2011

To whom it may concern,

This is to certify that Ms. Natchanit Udomsub has been trained at the Royal Orchid Sheraton Hotel & Towers during November 15<sup>th</sup>, 2010 - April 29<sup>th</sup>, 2011 in Revenue Department Department.

We wish her every success in her future career.

มหาวิทยาลัยศิลปากร สงวนลิขสิทธิ์  
Yours sincerely,

Nate 

Nate Charutanont  
Talent Development Manager

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## BIOGRAPHICAL INFORMATION

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#### Education

Master of Business Administration in Hotel and Tourism Management

Silpakorn University International College, Bangkok, Thailand

Perpignan University, Perpignan, France,

July 2009 to Present

Bachelor of Business Administration, concentrating in Finance

Thammasat University International Program, Bangkok, Thailand

August 2005 to May 2009

#### Work Experience

Internship in Revenue Management

Royal Orchid Sheraton Hotel & Towers, Bangkok Thailand

November 2010 to April 2011

Internship in Accounting and Financial Department

La Flora Resort Patong, Phuket, Thailand, March 2008 to May 2008