



A SERVICE DESIGN STRATEGY TO ENHANCE NEW NORMAL CUSTOMER EXPERIENCE FOR
LUXURY CHAIN BEACH HOTELS IN ANDAMAN COAST OF THAILAND



By
MR. Phisunt TINAKHAT

A Thesis Submitted in Partial Fulfillment of the Requirements
for Doctor of Philosophy TOURISM, HOTEL AND EVENT MANAGEMENT

Graduate School, Silpakorn University

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MR. PHISUNT TINAKHAT : A SERVICE DESIGN STRATEGY TO ENHANCE NEW NORMAL CUSTOMER EXPERIENCE FOR LUXURY CHAIN BEACH HOTELS IN ANDAMAN COAST OF THAILAND THESIS ADVISOR : ASSISTANT PROFESSOR KAEDSIRI JAROENWISAN, Ph.D.

This research aims 1) to analyze unique attributes of luxury chain hotels in Andaman Coast of Thailand in formulating service design strategy to create customer experience, 2) to examine new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience, 3) to determine relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain hotels affecting perceived service design, 4) to examine relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain hotels in Andaman Coast of Thailand, 5) to investigate the structural model of the antecedents and consequences of perceived service design for luxury chain hotels in Andaman Coast of Thailand, and 6) to formulate new normal service design strategy to enhance customer experience for luxury chain hotels in Andaman Coast of Thailand.

Mixed-method research is applied in this study. Qualitative method is used purposive and quota sampling from 20 hotel managers of luxury chain beach hotels in Phuket, Phang-Nga, and Krabi, plus the President of Thai Hotels Association. The researcher uses an in-depth interview from semi-structured questions. Thematic analysis is presented the findings analyzed by QDA Miner Lite software. Quantitative method is conducted by online questionnaire with 345 Thai guests who are staying at luxury chain beach hotels in Phuket, Phang-Nga, and Krabi and analyzes the data by using IBM-SPSS Amos 22.0 software. Latent construct measurement model is validated through Confirmatory Factor Analysis procedure, then using Structural Equation Modeling analysis to test the model and empirical data.

The findings reveal that there are nine unique attributes of luxury chain beach hotels in Andaman Coast of Thailand: 1) location, 2) service, 3) facilities, 4) activities, 5) product, 6) staff, 7) guestroom, 8) food & beverage, and 9) decoration. The new normal service design currently undertaken by luxury chain beach hotels in Andaman Coast of Thailand to create customer experience is divided into 4 categories: 1) reservation, 2) check-in, 3) in-house, and 4) check-out. According to the result of confirmatory factor analysis, it shows the appropriate criteria: Chi-square = 222.651, $df = 121$, $p\text{-value} = 0.00$, $CMIN/DF = 1.840$, $CFI = 0.973$, $GFI = 0.939$, $NFI = 0.943$, $TLI = 0.957$, $RMSEA = 0.049$, and $RMR = 0.021$. However, it is found that the perceived service design has mediated on the relationship between perceived hygiene attributes of COVID-19 and customer experience.

In conclusion, the new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand consists of reservation (hotel virtual reality), check-in (mobile check-in), in-house (frequently sanitize all areas, wear surgical facial masks, room service can provide meals, tables are set 1-meter apart, social distancing, optional meals served various ways, and optional types of breakfast), and check-out (mobile check-out). The findings show that the context in which touchpoints are embedded has changed as have the interactions between customers, staff, and servicescape. The new guest journey must be effectively mapped and analyzed in order to identify potential points of friction in the customer experience and thus improve customer experience design.

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“To mom”.. my most beautiful angel ever.. I did it! Thank you for growing me to become an independent and successful person with good manners. You are the best mom in the world. I do really wish you to be here with me. Even I cannot hug you today, I do strongly believe that you are watching and smiling to your beloved son from the beautiful sky. You must be proud of me. Someday, we'll see each other again. I miss and love you to the moon and back.

Finally yet importantly ... Dear self, “GOLF” ... You are the best version of yourself! Now, life is yours. Sing like no one's listening, love like you've never been hurt, dance like nobody's watching, and live like it's heaven on earth. Cheers!!

MR. Phisunt TINAKHAT

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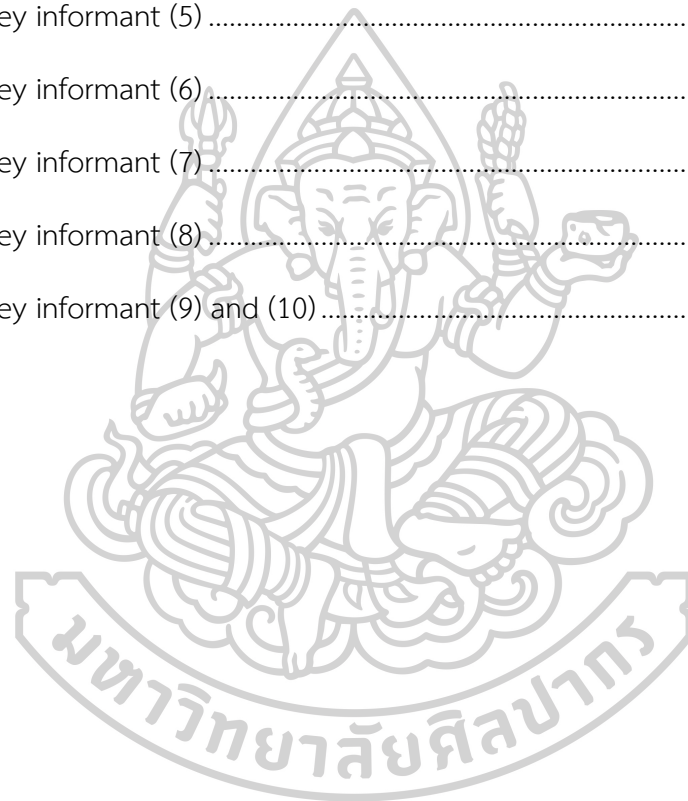
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CHAPTER 1

INTRODUCTION AND RESEARCH BACKGROUND

1.1 Introduction

“... A customer is the most important visitor on our premises; he is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so ...”

The above inspiring speech, said by Mahatma Gandhi, profoundly reminds the service providers to realize the importance of the customers. The service providers should always treat the customers as guests in their home and provide them with the best impressive and comfortable services (Kwok, Tang, et al., 2020). They will continue supporting a business or repeat a purchase if a service encounter can meet their needs and expectations (Kumar, Rajan, Gupta, & Pozza, 2019). For this reason, many industries turn their attention to focus on the importance of customers, because if the industries do not have customers to support, they may have difficulty in running their own businesses.

One of the industries that crucially performs in prosperity of the economy and creates the employability is the hospitality industry, which generates revenue for the country, improves quality of life, and helps to promote the country's image among visitors (Chaulagain et al., 2019). The goal of the hospitality industry is to create a positive experience by providing impressive services and a memorable moment of truth when the customers interact with the service providers (Gador, 2019). Consequently, customers will remember all moments while using products and services, then build a good relationship with the company, and finally consider

repurchasing products and services when they feel that they are well-treated by the company (Groth et al., 2019).

Among high business competition in recent years, many businesses in *the hospitality industry*, such as hotels, food & beverages, recreation, entertainment, health, etc. (Jeaheng et al., 2019) have been developing various strategies to provide a great service to their customers by turning an intangible service such as reliability, responsiveness, empathy, assurance, etc. into a memorable experience and eventually create a loyalty (Ali et al., 2018; Tinakhat, 2021). Through this arena, businesses in the hospitality industry, mostly hotels, are making themselves stand out by exceeding customer expectations with the hope that they can win over the customers (Mmutle, 2017). It is widely known that hotels are categorized in the hospitality industry (Ismiyati & Lestari, 2020). There are various types of hotels such as business hotels, resort hotels, boutique hotels, guesthouses, bed and breakfasts, airport hotels, convention hotels, chain hotels, etc. (Dogru et al., 2019). The customers can choose the hotels according to their budget, promotion, preferred destinations, travelling purpose, hotel reputation, recommendation, and hotel types (Yang, Park, et al., 2018).

Hotel market segmentation can be divided into two main segments: leisure and business (Radojevic et al., 2018). Leisure guests travel for their pleasure, recreation, and relaxation with their friends, family, lovers, or alone, depending on their motivations (Easterbrook-Smith, 2020). Leisure guests choose ideal destinations that are romantic, exotic, and interesting with pleasant scenery, good atmosphere, and nice weather (Sae-Tang & Yamchuti, 2021). Meanwhile, business guests travel for work purposes on behalf of the company or organization (Greenberg & Rogerson, 2018). They consider the destinations according to their work without personal preferences or destination attributes because the hotels where they stay should be convenient for transportation when they go to work (Wongpradu & Panichpathom, 2019).

Chain hotels are one of the important categories of *hotel business*, and until recently, popular among global tourists are chain hotels (Manthiou, 2020). According to Statista (2020), Marriott International owned roughly 1.4 million guest rooms

around the world in 2020. It represents almost 427 thousand more lodgings among chain hotels than top contenders such as Hilton Worldwide, InterContinental Hotels Group, and Accor (Statista, 2020). Chain hotels share economies of scale and result in more prospects of investments, lower costs, and higher bartering power; moreover, chain hotels are more proficient in accomplishing better than independent hotels (Akbar & Tracogna, 2018). Chain hotels work by incorporating global distribution systems and implementing various marketing strategies (Guruge & Silva, 2020). They have strategic planning, build global brand recognition, boost sales, disseminate operations in many countries to minimize risk in investment, and obtain inexpensive manpower (Ivanov & Ivanova, 2017). As examined by Buhalis and Sinarta (2019), one of the goals that chain hotels offer their guests is the enjoyment of comfortable products to fulfill guests' experiences. The concept of chain hotels is not about physical evidence, facilities, decorations, or amenities, yet they consider a luxury experience one that is concerned with guests' attitudes, opinions, and feelings (Luo et al., 2021). In the meaning of the hospitality industry, luxury is about products, price, time, authenticity, well-being, and creating an experience which is beyond materialism (Yeoman & McMahon-Beattie, 2018).

Recently, there has been a paramount interest in luxury hotels as it is a popular and fast-growing segment of the hotel business (Han et al., 2020). According to Belyakova (2018), luxury hotels are considered as one of the leading hotel segments providing a great service to the demanding guests from their high expectations. Guests do not only expect the hotel's functional services and products, but they demand memorable experiences (Jawabreh et al., 2020). Most guests of luxury hotels are well-experienced in hospitality and frequent travelers (Wong & Denizci Guillet, 2018). They are willing to pay a high price and commonly expect exceptional service rather than a comfortable and clean guestroom (Padma & Ahn, 2020). Luxury hotels are unique and rely on promotion to communicate brand values to a target market (Jang & Moutinho, 2019). The significant development of luxury hotels catches extensive interest in the consumption of luxury, which mainly focuses on experiential attachment, customer loyalty, customer trust, and customer delight (Thinh et al., 2019).

Luxury hotels are substantially located in the popular tourist destinations which are considered as the high-income cities such as London, Paris, New York, Tokyo, and Milan (Raźniak et al., 2017). These cities are recognized as luxury metropolitan destinations where most high-end tourists prefer visiting (Busà, 2017). The main purposes of tourists visiting luxury metropolitan destinations are for shopping, experiencing fine-dining restaurants, seeking different attractions, participating in recreational events, and visiting friends and families (Correia et al., 2020; Leo et al., 2020). However, there is another luxury destination that becomes famous among the luxury market, that is beach destinations such as Seychelles, Maldives, Turks and Caicos, French Polynesia, and Hawaii (Healy et al., 2020). The popularity of beach destination is fast growing, especially the investment from foreigners (Moreira, 2018). Apart from the mentioned activities at luxury metropolitan destinations, the tourists can furthermore enjoy various water activities such as swimming, diving, golfing, rafting, surfing, paragliding, and rock climbing (Güzel et al., 2020).

Tourism and hospitality scholars summarize that beach destinations are the main motivation when tourists like to spend their holidays because they can escape from city chaos which they suffer from in their daily lives (Holloway & Humphreys, 2019). Rahmiati et al. (2018) concluded that relaxation, culture, and accessibility are motivations of domestic tourists in Bali, Indonesia. Likewise, metropolitan cities, beach destinations also provide luxury accommodations for the luxury tourists to maximize their satisfaction through many well-prepared services since they plan their holidays until they return to their hometowns (Boussard, 2021). Hanafiah et al. (2017) examined tourists' motivations and behavioral intentions from first-time-visit British tourists that they are motivated by the attractiveness of beach destinations. Almeida-Santana and Moreno-Gil (2018) explored tourism loyalty from European tourists travelling to Canary Islands in Spain and found that they are satisfied with the beaches at most. Alipour et al. (2020) examined visitors' behavior travelling to the Mediterranean and found that sun, sand, and sea tourism had a positive influence toward their attitudes. Sangpikul (2018) identified that tourist's loyalty has an impact on beach destinations and local people. Sastre and Phakdee-Auksorn (2017)

explored that beach was a pull factor of British visitors travelling to Phuket, Thailand. In addition, there are many popular islands that thousands of international tourists would like to visit and spend their holidays with, such as Phuket, Koh Phi Phi, Koh Lanta, or Koh Lipe (Klinthongchai, 2022). With this popularity, beach destinations perform a crucial development and significantly attract many tourists around the world each year (Brandão et al., 2019).

1.2 Research background

Thailand is perceived as one of the world's most favorite tourist destinations after its tourism industry has grown quickly since the Vietnam War in 1967 as one of the preferred leisure destinations for American soldiers, or GIs (Jaisuekun & Sunanta, 2021). Tourists can enjoy many interesting activities in Thailand, such as traditions, festivals, culture, natural resources, historical sites, beautiful beaches, and delicious Thai food (Tinakhat, 2021). In addition, Thailand is famous for the hospitality of its generous people and also for its transportation system, which makes it convenient for visitors around the world to travel around the country (Choe & O'Regan, 2020). The tourism industry of Thailand has become one of the leading industries that earns the main income for the country (Kirylov et al., 2020). According to UNWTO (2019), Thailand ranked 9th among the international tourism destinations with a number of 38 and 40 million international tourist arrivals in 2018 and 2019, shown in Table 1. Moreover, Travel & Leisure Magazine ranked Bangkok as the world's best city for four consecutive years (Phophan, 2017) because it has convenient accessibility, the beauty of the temples, unique architecture, interesting history, and nice people (Khanburee et al., 2018).

Many researchers have studied the factors influencing international tourists visiting Thailand. Taecharungroj and Tansitpong (2017) studied attributes driving destination loyalty for international tourists visiting Thailand. The results show that international tourists prefer visiting Thailand because of the experience of activities and entertainment ; the attitude of local people ; the quality of shopping areas ; the beauty of attractions (temples, markets, historical sites, etc.) ; and the quality of transportation. Rattanaphinanchai (2018) concluded that Asian and Western tourists'

motivation for visiting Thailand is the scenic natural beauty of beaches surrounding the country, which are the Gulf of Thailand and the Andaman Coast. Xiong and Kim (2020) found that Millennial Chinese independent travelers decide to visit Bangkok because of nature, culture, and activity. Tinakhat (2020) encapsulated that European tourists' motivations for travelling to Phuket are Thai hospitality, safety, shopping and entertainment, and cultural, natural, and historical attractions.

Table 1: Top 10 international tourism destinations in 2018-2019

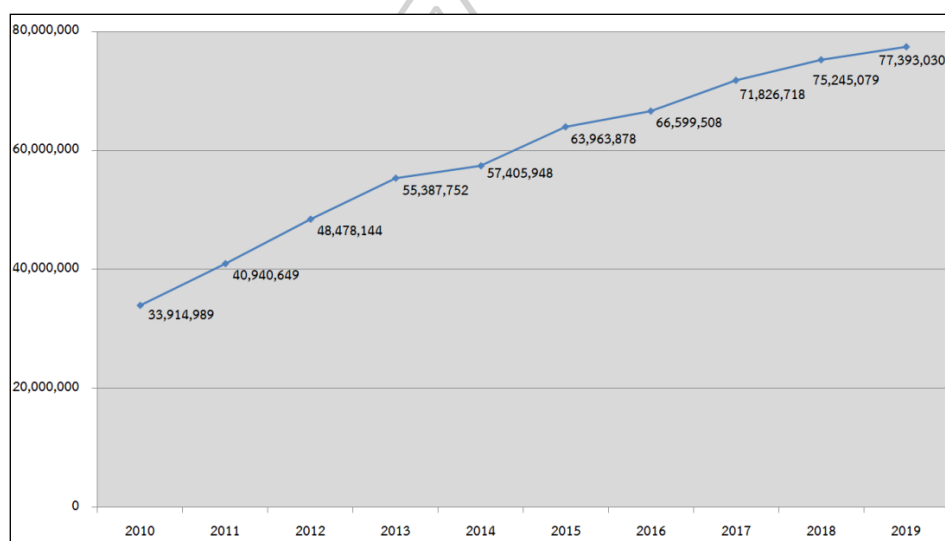
Rank	Country	International Tourist Arrivals (million) in 2018	International Tourist Arrivals (million) in 2019
1.	France	89	89
2.	Spain	83	84
3.	USA	80	79
4.	China	63	66
5.	Italy	62	65
6.	Turkey	46	51
7.	Mexico	41	45
8.	Germany	39	40
9.	Thailand	38	40
10.	UK	36	39

Source: UNWTO (2019)

Furthermore, Thailand has a strong strategic plan to drive the tourism industry with the great cooperation of private and public sectors, such as the Ministry of Tourism and Sports, the Tourism Authority of Thailand, Thai Hotels Association, and Thailand Convention and Exhibition Bureau (Berno et al., 2019). To keep the tourism on track, the Office of Permanent Secretary launches the Second National Tourism Development Plan (2017-2021), which aims to 1) develop tourist attractions, tourism services and products, including sustainability awareness and Thainess integrity, 2) develop tourism infrastructure and amenities, without an inflicting negative impact on the environment and local communities, 3) develop the potential of human

capital in tourism and tourism consciousness among Thai people, 4) create a balance between tourist targeted groups through targeted marketing that embraces Thainess to create confidence among the tourists, and 5) manage good collaboration and integration amid public and private sectors in tourism development and management, including international cooperation. With the above factors, there have been increasing numbers of international tourists visiting Thailand increasingly since 2010, as shown in Figure1.

Figure 1: International tourists visiting Thailand (2010-2019)



Source: Ministry of Tourism and Sports (2019)

One of the main reasons that international tourists visit Thailand is the beauty of the beaches (Rattanaphinanchai & Rittichainuwat, 2018). There are 2 different sides of the beach in Thailand, which are the Gulf of Thailand and the Andaman Coast (Komporn et al., 2018). The preferred tourist destinations in the Gulf of Thailand are Chonburi, Phetchaburi, Prachuap Khiri Khan, Rayong, and Surat Thani (Sucharitakul et al., 2019). These destinations are famous for Thai people because they are near Bangkok, convenient, and can be accessible by local transportation and private cars (Kanittinsutitong et al., 2022). Pattaya in Chonburi is one of the favorite beach destinations in Thailand due to its many beach activities, various choices of accommodations, and fresh seafood (Nakapthom et al., 2019). Hua Hin in Prachuap Khiri Khan also becomes a major holiday destination with well-prepared

infrastructure and services to accommodate tourists every year (Saisud & Thalang, 2020). Samui Island in Surat Thani is claimed as the most popular destination in the Gulf of Thailand among Thai and international tourists (Samsuvan et al., 2019); nonetheless, there are some limitations to accessing the island by transportation as there is only one full-service airline flying directly from Bangkok to Samui Island (Zheng et al., 2020), while the low-cost airlines mostly land in the Muang District of Surat Thani. Tourists need to take cruises from the mainland to the island, which makes the tourists waste their time traveling to and from the island for almost the whole day (Selivanov, 2020).

1.2.1 Tourism in the Andaman Coast of Thailand

Whilst travelling to the other side of the coast of Thailand in *the Andaman Coast* is easier, the tourists can reach the destination by various types of transportation according to their budget such as full-service airlines, low-cost airlines, local buses, vans, trains, and cars (Guides, 2018). According to Nilrat and Bunsit (2018), Similan Islands, Phi Phi Islands, Phang-Nga Bay, Samet Island and Ang Thong Islands are the five most important islands in Thailand, while the Andaman Islands ranked the third among the top 5 highest-income islands. As a result, tourism in the Andaman Islands is well-developed and can earn income from both domestic and international tourists (Das, 2018). Furthermore, convenience transportation makes the tourists prefer visiting the Andaman Coast destinations more than the Gulf of Thailand (Suwanvijit, 2019).

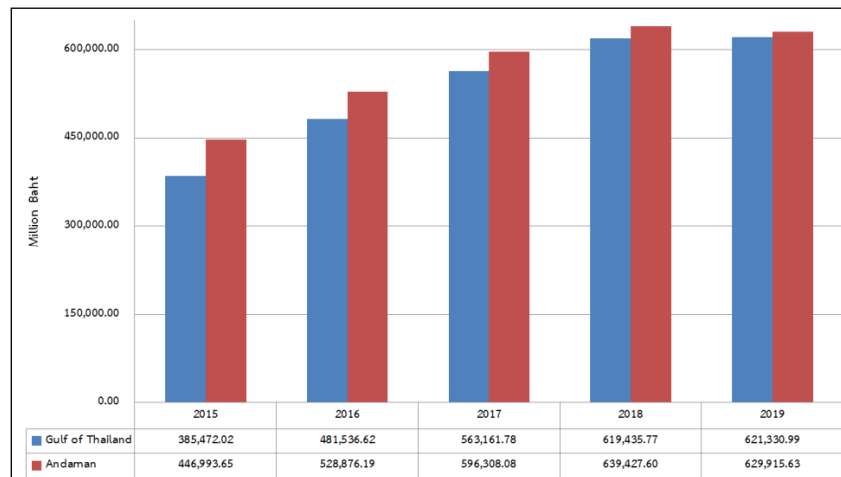
The Andaman Coast area is beautiful from the sea to the high mountains (Soe et al.). There are various cultures and arts according to the history that have flourished in the past, which is a blend of civilization between Buddhism - Brahman - Chinese - Islam (Mahbubani & Sng, 2017). It also has cultural uniqueness and a way of life that attracts foreigners to visit Thailand continuously (Suwanvijit, 2019). It is also the destination of travelers from all over the world. The physical characteristics of the tourist attractions on the Andaman Coast consist of land and islands (Sun et al., 2019), so they have outstanding potential to be a world class marine tourism destination with a tourist selling point in sandy beaches, seashores, islands and

ecotourism activities such as diving, rock climbing, etc. With the charm of the emerald city in the south or Andaman paradise, Phuket is the center which is like the "Pearl of Andaman" (Pathumporn et al., 2020). There are many famous tourist attractions for example, Phuket, Lanta Island, Phi Phi Islands, Similan Islands, Surin Islands, and Libong Island, etc. (Suwanvijit, 2019). There are also other tourist attractions that have potential to be developed to increase a wide range of tourism, including mangrove forest ecosystems, natural forest ecosystems in Phang Nga, Krabi and Trang provinces (Darmawan et al., 2019). They have basic services to support tourism to be a leading marine tourism destination (Suwanvijit, 2019). There are 2 international airports in Krabi and Phuket, and also another domestic airport in Trang (Tang et al., 2019). There is an international port and a marina which are convenient and modern. Andaman has a long history as the settlements of communities from prehistoric times (Keyes, 2019). It has been important as a trading port since ancient times until there was prosperity in the booming mining era which still reveals these historical traces to be seen including cultural diversity of various nationalities forged into the unique culture of the locality (Isa, 2020). It is the charm of Andaman's southern paradise waiting for tourists to come and experience (Composto-Hart, 2019). For those who love health and beauty, it has many forms of health tourism activities, including soaking in pure natural hot mineral water, body scrub spa, Thai massage for relaxation after weary from traveling or sitting in meditation to pay homage to monks for good fortune (Samsuvan et al., 2019). There is also a center medical service and other educational tourism activities such as agricultural tourism, Thai cooking classes, Thai desserts, etc., which are suitable for tourists to come to experience an impressive new experience (Vorasiha, 2018).

The tsunami in 2004 caused severe damage to natural resources including the coastal environment marine and tourism in the south especially in the Andaman coast of Thailand (Sahunalu, 2018). After that tourism in this area has grown rapidly, the Tourism Development Committee of the Andaman Tourism Development Zone set a vision in the development action plan 2016-2020 as world-class and sustainable marine tourism based on Andaman culture (Suwanvijit, 2019) by focusing on the development and promotion of Andaman Tourism development zones is a

marine tourism city, cruise port/yacht city with world-class standards and a cultural tourism city reflecting the Andaman way of life, which means a unique culture and way of life (Pongsakornrungsilp & Pongsakornrungsilp, 2021). These include people, traditions, lifestyles, architecture, nature, language, and dress that are handed down from generation to generation or has been adjusted accordingly with the present life, which may be of the nature that is traditional and contemporary consistent with Thai tourism on the basis of the unique identity of each province in the area (Sinlapasate et al., 2020).

From a study on the loyalty of Thai and foreign tourists towards tourist attractions travel in Phuket by Mechinda et al. (2009) in studying the sample of tourists who visit a tourist attraction more than once to consider demographic characteristics psychopathic traits and tourism behavior of tourists who have loyalty to tourist attractions patterns of loyalty to tourist attractions and factors affecting the loyalty of tourist attractions including comparing the results study between Thai and foreign tourists, the results of a study in Phuket Province found that Thai tourists traveling to Phuket more than once, have low loyalty to attractions. The factors affecting loyalty include commitment to tourist attractions, a desire to bring other people to travel and want to explore tourist attractions. Foreign tourists who visit Phuket repeatedly, most of them are Europeans, males, aged 54-25years, earning from 50, 000baht or more per month, have high loyalty to tourist attractions and ties to the source travel respectively. In addition, the nature of tourism influences both tourism choices among Thai and foreigners which are the scenery and there is an incentive to travel to seek exotic. From the mentioned reasons, it makes the Andaman Coast gain tourism income more than the Gulf of Thailand as summarized in Figure 2.

Figure 2: Tourism income from domestic & international visitors year 2015 - 2019

Source: Ministry of Tourism and Sport (2021)

Figure 2 shows that tourism income from domestic and international visitors travelling to the Andaman Coast provinces in Thailand has been higher than the Gulf of Thailand for 5 consecutive years. There are six provinces in the Andaman Coast of Thailand, and three provinces (Phuket, Phang-Nga, and Krabi) can earn more tourism income from international tourists than Thai tourists, as summarized in Table 2. According to Worachananant et al. (2020), the Phi Phi Islands are the most preferred and popular tourist attraction in Thailand. There are around 1.14 million tourists visiting the Phi Phi Islands in 2019 (Department of National Parks, 2020). Another notable tourist attraction in the Andaman Coast is the Surin Islands, which was declared as an Asian Heritage Site in 2003 (Tandon, 2020). Surin Island is celebrated as the best shallow-water coral reef in the Asia Pacific with approximately 54,171 tourists visiting in 2019 (Department of National Parks, 2020).

Table 2: Tourism income of 6 provinces in the Andaman Coast (2015– 2019)

Tourism Income	2018		2019		2020		2021	
	Thai	Foreigner	Thai	Foreigner	Thai	Foreigner	Thai	Foreigner
<i>Phuket</i>	51,850.72	397,250.01	49,725.77	393,164.90	59,371.58	24,308.59	37,866.95	385.36
<i>Krabi</i>	39,773.26	75,403.44	38,380.97	73,674.53	20,936.53	8,263.94	87,527.00	13,056.16
<i>Phang-Nga</i>	6,339.19	45,675.37	6,448.28	45,256.54	13,606.88	4,459.28	15,424.78	34.93
Trang	7,993.50	1,753.35	7,853.81	1,707.54	2,901.35	2,188.91	8,827.21	561.19
Satun	7,916.31	905.69	8,315.59	923.52	3,520.99	1,343.44	486.11	1.21
Ranong	4,183.35	383.41	4,084.76	379.42	4,648.71	1,867.10	196.76	5.85

* Million Baht

Source: Ministry of Tourism and Sport (2021)

One of the reasons making the Andaman Coast more preferred than the Gulf of Thailand is from the popularity of Phuket province, which is perceived as the second favorite destination among the tourists aside from Bangkok (Tinakhat, 2020). Moreover, a study by Akkajit et al. (2019) emphasized that the beaches in Phuket are very popular among tourists and they considered Phuket as a destination in Thailand that the tourists should not miss. This results from the Phuket Provincial Administrative Organization promoting its strategies as a world-class tourism center to increase the revenue of the province (Sinlapasate et al., 2020). Consequently, Phuket welcomed approximately 14.58 million visitors from around the world, making the income around 443,000 million Thai Baht in 2019 (Chavarria & Phakdeea-aksorn, 2017; Taecharungroj & Mathayomchan, 2019). Apart from Phuket, the second destination on the Andaman side which is also popular among Thai and international visitors is Krabi province (Rattanaphinanchai & Rittichainuwat, 2018). As Maya Bay in Krabi has been used as location of the Hollywood movie “The Beach” since 20 years ago, tourists from many countries have influx into Krabi, with more than 1 million people each year since 2010 and reaching 4 million people in 2019 (Koh & Fakfare, 2019). Another destination in the Andaman Coast which receives tourism income from international tourists in a huge amount more than Thai visitors besides Phuket and Krabi is Phang-Nga (Pragobmas, 2020). It is well-known among international visitors for the beauty and security of its tourist attractions, especially in the Khao Lak area (Jitpraphai et al., 2017).

As a famous holiday destination in Thailand, tourism in the Andaman Coast has been facing huge competition in aligning the marketing strategies with the development of tourism activities for different markets (Bu-lud, 2017). Knowledge of different travel motivations has a great contribution to the hotel business in showing differences in customers' behaviors and expectations (Belarmino & Koh, 2018; Wu & Gao, 2019). Consolidating new innovations and technology for service creation with the target market and state-of-the-art hotel strategic management divinely enables the sales activities of the hotel in the period of modern hotel business management (Dyshkantiuk et al., 2020). Each hotel applies different strategies to attract the customers, such as digital marketing (Parvez et al., 2018), sustainable marketing (Migale et al., 2019), innovative marketing (Krizanova et al., 2019), and relationship marketing (Boateng, 2019), while luxury marketing and experiential marketing are mostly used in chain hotels (Jelassi & Martínez-López, 2020). Hence, it is thus challenging for hotels to find the most efficient and effective strategy that matches market trends, segmentations, and clients' expectations and behavior (Yadegaridehkordi et al., 2021). To engage between guests and services for a long-term viability, many hospitality scholars mentioned that luxury chain hotels should integrate Customer Experience Management (CEM) with their current operation strategies (Kandampully et al., 2018). According to Lee, Zhao, et al. (2019), CEM is the ability to personalize the guests' experiences with the reliability and competence of service performance. Measuring customer experience is delicate and complicated (Seyi-Olajide et al., 2020) because hotels need to apply a seamless experience strategy from searching, purchasing, consuming, and after-selling throughout the customer journey (Varnali, 2019).

1.3 Significance of this study

Given the impact of COVID-19, many economists claim that it is the most severe economic disaster in recent period since the world has confronted many pandemics such as SARS in 2002, Swine Flu in 2009, Ebola in 2014, and MERS in 2015 (Chaleplioglou & Kyriaki-Manessi, 2020; Rajakaruna et al., 2017; Reperant & Osterhaus, 2017). Hotel business has been adversely affected by COVID-19 when people refrain

from travelling (Chua et al., 2020). Hospitality scholars recapped the impacts of COVID-19 on the hotel business in Thailand since the first case was confirmed in January 2020 (Namwat et al., 2020). It was confirmed that the occupancy rate in the first four months of 2020 decreased by around 20-25% due to the COVID-19 controlling measurement (Albanesi & Kim, 2021). Domestic and international tourists canceled their reservations or asked to postpone their trips until further notice (Uğur & Akbıyık, 2020). There were no tourists in Thailand during April 2020, which is considered a high season, especially in many popular tourist cities such as Bangkok, Chonburi, Chiang Mai, and Phuket (Pan-ngum et al., 2020; Tantrakarnapa et al., 2020). During the lockdown period from March 26 to May 31, 2020 (Wetchayont, 2021), the hotel management teams need to consider finding a solution to maintain the business. Some hotels ask their staff to take leave without paying salary, thereby terminating the contract with the casual and newly-recruited staff (Hou et al., 2020). Severely, some hotels that cannot bear the burden need to stop operating their businesses; this leaves a huge number of staff unemployed (Ngoc Su et al., 2021). Until the COVID-19 situation in Thailand gradually gets better and under the good control of all parties, some businesses, including hotels, are allowed to reopen starting from 1 June 2020, according to the lockdown relaxation measures (TheNationThailand, 2020).

The COVID-19 situation seems to be getting better after the release of the lockdown, but unfortunately, Thailand had to suffer from the second wave of COVID-19 in December 2020 (Rajatanavin et al., 2021). Many businesses have not yet been revived from the pandemic. Even though some people in the country have started travelling, the numbers of tourists are still low and the tourism receipts have not covered the operating costs (Ranasinghe et al., 2020). Shortly afterwards, the third wave of COVID-19 has terribly hit Thailand in April 2021 from the Delta variant (Bhatia & Abraham, 2021), a mutated version of the original COVID-19 which was first found in India in December 2020 and shockingly spread fast (Mahor et al., 2022). This makes Thailand's new cases enormously increase to around 14,000 cases and deaths up to 100 cases daily (Luangasanatip et al., 2021), although the government provides vaccines (Sinovac and AstraZeneca Vaccines) to the people (Yorsaeng et al., 2021).

The impact of COVID-19 enormously adds insult to injury to tourism and hospitality (Dsouza & Sharma, 2020). The total number of international visitors has tremendously decreased from 39,916,251 persons in 2019 to 6,702,396 persons in 2020 (-83%) leaving the total tourism receipts at 792,534 million baht, which decreased by 71% from 2019 (Ministry of Tourism and Sport, 2021). In addition, the occupancy rate at the registered accommodations throughout the country has dropped to 29.5% from 70.9% and 70.1% in 2018, and 2019 respectively (Ministry of Tourism and Sport, 2021). Especially in 2021, the performance of tourism and hospitality has not yet improved (Ministry of Tourism and Sport, 2021). From January to June 2021, the number of international tourists travelling to Thailand is still low with 40,447 people making the tourism income around 68,317 million baht (Ministry of Tourism and Sport, 2021) as summarized in Table 3.

Table 3: Tourism and hospitality industry's performance 2017-2021

Performance	Year			
	2018	2019	2020 (COVID-19)	2021 (Jan-Jun)
International visitor (persons)	28,178,194	39,916,251	6,702,396	40,447
Increase/Decrease	2,586,216	1,738,057	33,213,855	N/A
% Change	7%	5%	-83%	N/A
Total tourism receipts (Million Baht)	2,752,919	2,727,904	792,534	68,317
Increase/Decrease	282,175	-25,015	-1,935,370	N/A
% Change	11%	1%	71%	N/A
Occupancy rate at the registered accommodations (%)	70.9	70.1	29.5	13.9

*N/A = Not available

Source: Ministry of Tourism and Sport (2021)

As the pandemic still remains critical, many sectors in Thailand do not refrain from action. Many campaigns to help all concerned parties are initiated and launched to revive the business, such as:-

Amazing Thailand Safety & Health Administration (SHA) is among the beginning projects to upgrade the tourism industry in Thailand by having a safety standard in sanitation (Lee-Anant, 2021). It is a cooperation project of the Tourism Authority of Thailand (TAT), Ministry of Tourism and Sports with the Department of Disease Control, Department of Health, Department of Health Service Support, Ministry of Public Health, etc., by implementing safety measures in public health, combined with quality service standards of the establishment, to assure tourists that everyone will have a good experience, happiness and health safety from Thai products and services (Janthadech, 2021). There are 10 categories of businesses that can apply for SHA standards: 1) restaurants, 2) hotels, accommodations and meeting venues, 3) recreation and attractions, 4) vehicles, 5) travel agencies, 6) health and beauty, 7) department stores and shopping centers, 8) sports for tourism, 9) theaters and events, and 10) souvenir shops and other shops. The preliminary standards from the Department of Disease Control of all establishments consist of 3 components: 1) building sanitation and equipment available in the building, 2) arrangement of cleaning equipment to prevent the spread of viruses, and 3) prevention for the operators. Those who pass the standard will continue to receive the SHA badge (ThailandSHA, 2021).

Figure 3: SHA Badge



Source: ThailandSHA (2021)

Phuket Sandbox is one of Thailand's tourism revitalization plans, which was announced in the Government Gazette on June 29, 2021 and goes into effect on July 1, 2021, before Thailand reopens to tourists in full (Zhang, Raza, et al., 2021). At the beginning of the Phuket Sandbox plan, the TAT confirmed the plan to open Phuket town to accept tourists who have completed 2 vaccinations on July 1, 2021 onwards without quarantine and who are required to stay in Phuket for only 7 days before leaving the area (Helble et al., 2021). But subsequent announcements have stated that vaccinated tourists must stay in Phuket for at least 14 days before traveling to other parts of the country (Klinsrisuk & Pechdin, 2022). The Phuket Sandbox Plan has been approved under these conditions (Zhang, Raza, et al., 2021), so travelers must stay in the Phuket area for 14 days and show a negative COVID-19 test prior to traveling even to popular attractions nearby such as Phi Phi Island (Krabi Province) or James Bond Island (Phang Nga Province). To travel into Thailand and participate in the Phuket Sandbox, travelers must apply for a Certificate of Entry (COE) or a Certificate of Entry into Thailand (Ullah et al., 2021), just like everyone traveling to Thailand during the COVID-19 outbreak. Tourists must obtain a certificate of vaccination from the country of origin (Certificate of Vaccination) (Buchan et al., 2019), which must be registered according to the law of Thailand or certified by the World Health Organization (WHO), and proof of vaccination must be submitted upon COE registration by specifying a period of stay of not less than 14 days (McMurry et al., 2021). A 3-time proof of booking for infection by RT-PCR must be purchased directly from the SHA Plus hotel (Khan & Faisal, 2020). If the tourists are planning to stay in Phuket for less than 14 days after arriving in Phuket, they are still required to present a letter confirming they are free of COVID-19 by RT-PCR or COVID-19 free certificate issued within 72 hours of their arrival in Thailand (Bandaranayake et al., 2021). In addition, everyone must activate the ThailandPlus mobile application (TourismAuthorityofThailand, 2021).

When people are allowed to travel, *“New normal”* becomes the new catchword (Bellini, 2021). According to Levenson (2020), new normal means a previously atypical or unfamiliar situation, behavior, etc., which has become usual, expected, or standard. It is caused by a crucial shift in behavioral trends (Balis, 2020).

People adapt their behaviors and interests when travelling, even if the pandemic is not yet over. Planning a trip during COVID-19 seems to be a reluctance due to a concern about hygiene risk (Bagnera et al., 2020). In the tourism field, a new normal is defined as the conditions related to safety, cleanliness, and hygiene that are considered by tourists when they decide to use services or products (Ateljevic, 2020). New normal shifts the behavior of the tourists, demanding a brand reposition that should be designed appropriately as per the needs of the tourists, so that the company can provide a memorable and impressive experience to the tourists (Awan et al., 2020). In terms of hotels, a new normal strategy is to reduce interaction between staff and guests (Chen, Chen, et al., 2020; Jain, 2020; Shin & Kang, 2020). Instead, some leading hotels consider designing the new patterns of service by implementing technology innovation to ensure the guests' concerns (Shin & Kang, 2020; Wang, Ng, et al., 2020), such as Marriott, Hilton, and Hyatt that initiated mobile check-in, robot cleaner, and Chabot service (Bonarini, 2020; Damnjanović et al., 2020; Polemis & Stengos, 2020; Xu, Zhang, et al., 2020). Due to the effect of COVID-19, the hotel business needs to particularly adept the business strategy due to the change in tourists' behavioral patterns, such as a demand for security, safety, and hygiene (Giousmpasoglou et al., 2021). The implementation of designing a customer experience through a customer journey from pre-purchase, purchasing, and post-purchase stages affected by COVID-19 brings attention from the hotel management teams to increase service value and loyalty for the business (Li et al., 2022). Especially luxury chain hotels that focus on a competitive advantage in every property need to offer a great experience to the customers to maintain their patronage (Kandampully et al., 2018). Therefore, luxury chain hotels should rethink about a survival strategy to keep their business revived (Tinakhat et al., 2022). Besides, a service design through customer journey to enhance the guests' experiences looks interesting as an effective strategy for hotels when they would like to adapt themselves to survive the crisis (Kabadayi et al., 2019; Merli et al., 2019; Mody et al., 2019).

1.4 Research Gaps

Recent tourism and hospitality scholars about effect of COVID-19 toward hotel business mostly focus on reducing health risk (Douglas et al., 2020; Sönmez et al., 2020) whereas the government continues to launch tourism promotions and campaigns to support the business (Toubes et al., 2021). So far, there has been little discussion focusing on strategy formulation in designing a customer experience model despite the fact that it is considered as a survival strategy for a dynamic future in the hotel business (Bonfanti et al., 2021; Jiang & Wen, 2020; Richard, 2017), especially for luxury chain hotels, which are considered as one of the most preferred hotel choices among tourists (Soonsan & Somkai, 2018; Supanun & Sornsaruht, 2019). The researcher considers that it is interesting to study how luxury chain hotels in leading Andaman Coast provinces in Thailand design customer experiences that are shifted into the new normal era affected by the pandemic. This conforms to the study of Kandampully et al. (2014) that found service experience, which concerns satisfaction, service quality, and value, is the most preferred topic to comprehend hospitality service from the perspectives of customers.

Thus, this research will be studied from two perspectives 1) demand (hotel guests), and 2) supply (hotel management) to fully understand the service experience phenomena from both sides, which aims of the study are to **(1)** analyze the unique attributes of luxury chain hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience, **(2)** examine the new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience, **(3)** determine relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotels affecting perceived service design, **(4)** examine relationships of service design affecting customer experience, customer delight, and customer trust at luxury chain hotels in Andaman Coast of Thailand, **(5)** analyze a model of a service design strategy to enhance a new normal customer experience for luxury chain hotels in Andaman Coast of Thailand, and **(6)** formulate the new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand.

The researcher hopes that this study will be beneficial to hotel owners and marketers to design the appropriate services that create a memorable experience effectively and sustainably during and after the COVID-19 pandemic or any crisis that may happen in the future.

1.5 Specific research questions and objectives

1.5.1 Research questions

Qualitative method

- 1) What are the unique attributes of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience?
- 2) What is the new normal service design currently undertaken by luxury chain beach hotels in Andaman Coast of Thailand to create customer experience?

Quantitative method

- 3) What are the relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotel affecting perceived service design?
- 4) What are the relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain beach hotels in Andaman Coast of Thailand?
- 5) What is the structural model of the antecedents and consequences of service design for luxury chain beach hotels in Andaman Coast of Thailand?

1.5.2 Research objectives

- 1) To analyze the unique attributes of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience

- 2) To examine the new normal service design currently undertaken by luxury chain beach hotels in Andaman Coast of Thailand to create customer experience
- 3) To determine relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotels affecting perceived service design.
- 4) To examine relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain beach hotels in Andaman Coast of Thailand.
- 5) To investigate the structural model of the antecedents and consequences of perceived service design for luxury chain beach hotels in Andaman Coast of Thailand.
- 6) To formulate the new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand

1.6 Definitions and research scopes

1.6.1 Definitions

The research entitled, *“A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand”* contains the definitions that the researcher would like to explain for a better understanding as follows:

Hospitality industry

The hospitality industry comprises five major sub-categories, which are accommodation, food and beverage, events, tourism, and transportation (Boggia et al., 2018). The hospitality industry involves providing services to satisfy the needs of guests and customers (Jeaheng et al., 2019). The goal of the hospitality industry also focuses on creating luxury, pleasure, enjoyment, and experiences (Lahouel & Montargot, 2020).

Luxury chain hotels

They are hotels that are operated by the same company (Kim et al., 2022). They have the same name but in different areas (Xu, 2019). Luxury chain hotels look elegant; provide comfortable facilities with a high quality of service, a unique style and good service from their well-trained staff (Wu & Gao, 2019). They aim to make sure the guests have a great, memorable experience during their stay (Padma & Ahn, 2020). Some leading luxury chain hotels in Thailand are Sofitel, Ritz Carlton, JW Marriott, Four Seasons, Kempinski, Mandarin Oriental, Hilton, etc. (Górska-Warsewicz & Kulykovets, 2020).

The Andaman Coast of Thailand

The Andaman Coast is located in the southwest of Thailand (Stankovic et al., 2018). There are 6 provinces, including Phuket, Krabi, Phang-Nga, Ranong, Satun, and Trang (Aungtonya et al., 2018). There are many tourist attractions which are popular among domestic and international tourists, such as PhiPhi Island, the Similan Islands, Lanta Island, Khao Lak, etc. (Planet et al., 2018).

Perceived service design

Perceived service design is the service methods or the processes attributed to additional measures implemented in the hotel during a pandemic (Awan et al., 2020). The guests could evaluate from what the hotel shows further attention to cleanliness and hygiene to ensure the guests feel confident with the services that the hotel provided to the guests (Jiang & Wen, 2020).

The COVID-19 pandemic

COVID-19 is a new coronavirus that has never been seen before in humans (Peeples, 2020). The virus was first detected in Wuhan, People's Republic of China, which is the origin of the pandemic and continues to be ongoing, causing the patients to have severe pneumonia, leading to death (Almaghaslah et al., 2020). The World Health Organization has not been able to determine the exact origin of the infection. Since then, the virus has spread widely in China, and it has been reported in many other countries as well (Keni et al., 2020).

Customer experience management (CEM)

CEM is an interaction between a company, customer, and service which is integrated into a physical, sensorial, rational, and spiritual measurement of the customer's expectations on different levels from the moment of contact (Shukla & Pattnaik, 2019). It results from the capacity of an organization to customize the specific requirements of the customers based on reliability and competence of service performance (Kurniawan et al., 2020). CEM brings all the touch points that customers find in using the service to consider what the needs of customers are and the things that the organization will find more (Witell et al., 2020). CEM in this research refers to the guests who are currently staying at luxury chain beach hotels in Andaman Coast of Thailand.

Seamless experience

A seamless experience is a service that creates a continuous and memorable experience in using products and services for customers from the pre-purchase stage, continuing with the process of using products and services, until the process after using products and services (Chang & Li, 2022). The service providers must provide consistent customer service without causing them to feel abandoned or uninterested in their services (Dehnert & Schumann, 2022).

Customer delight

Customer delight uses the feelings of the customer and knows the needs and feelings of the customer (Shokouhyar et al., 2020). This will change customer loyalty. The company needs to know the details of the customers, whether they are regular or casual (DiPietro et al., 2020). If customers feel that there is an inequality in service, then the company will probably lose that customer (Wagner & Eidenmuller, 2019). Customers are very important during the economic crisis (Campbell, Inman, et al., 2020). Customer management will be successful or fail, it depends on the service that delivers the highest satisfaction. That is the customer's delight (Cantor & Li, 2019).

Customer trust

Customer trust is a factor that builds loyalty through a positive relationship between trust and loyalty among customers (Aslam et al., 2020). It ensures customers' confidence and the delivery of quality of service, resulting in an organization's increasing trust from customers (Omoregie et al., 2019). In the business world, this is the key to the survival and sustainability of every business (Rashid & Ratten, 2021).

Customer journey

The customer journey consists of awareness, evaluation, purchase, usage, repurchase, and advocacy (Dwityas et al., 2020). Many companies pay attention to a customer's journey to understand the reasons why they decide to buy a product or service, what behaviors and factors affect their decisions (Ngarmwongnoi et al., 2020). When the company can fully understand the behavior of consumers, it will enable the company to define a marketing strategy by delivering the message they want to convey on the right platform at the right time (Susanto et al., 2021).

1.6.2 Research scopes

The research entitled, "*A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand*", the researcher defines the research scopes as follows:

1.6.2.1 Content scope

The content scope is divided into 2 parts:

1) Documents: The researcher studies various information related to a customer experience design at luxury chain beach hotels including articles, academic papers, thesis, textbooks, newspapers, and internet.

2) Field study: The researcher interviews hotel owners, general managers and marketers who involve in designing customer experience at luxury chain beach hotels in Andaman Coast, Thailand.

1.6.2.2 Population scope

There are 2 parts of population in this study:

1) Key informants for qualitative method: It is a phenomenological research method that uses in-depth interviews with semi-structured questions. There are 21 key informants comprising 20 hotel owners, general managers, hotel managers, and hotel marketers of luxury chain hotels in Phuket (12 people), Phang-Nga (5 people), and Krabi (3 people), plus an expert from the Thai Hotel Association. They are selected by purposive and quota sampling. According to Macmillan (1971), a sample size of 17-21 is essential to ensure the lowest error rate. At the same time, if the researcher feels that the key informants continue to highlight the same themes in the interviews, the data is sufficiently saturated (Hennink et al., 2017).

2) Population for quantitative method: Purposive sampling is applied to 345 Thai guests who are staying at luxury chain hotels in Phuket, Phang-Nga, and Krabi. The researcher collects data through online questionnaires to examine relationships between perceived service design affecting customer experience, customer delight, and customer trust at luxury chain hotels in Andaman Coast of Thailand and to investigate the moderating effect of perceived hygiene attributes of COVID-19 on the relationship between perceived service design and customer experience.

1.6.2.3 Area scope

This study collects data in Phuket, Phang-Nga, and Krabi because they are in the Andaman Coast area, which is recognized as a popular beach destination in Thailand. There are many luxury chain hotels located around the provinces, usually attracting domestic and international tourists (Kim, Kim, et al., 2019; Tinakhat, 2019).

1.6.2.4 Time scope

The researcher spends 3 months from October to December 2021 collecting both qualitative and quantitative data in Phuket, Phang-Nga, and Krabi.

In summary, this chapter presents the background and significance of the study, which shows research gaps to earn research objectives and confirm an effective strategy in designing new normal customer experience for luxury chain hotels located in Andaman Coast, Thailand. To develop the appropriate research variables, information and data from related concepts and theories will be reviewed and extracted in the next chapter.



CHAPTER 2

LITERATURE REVIEW ON THE HOSPITALITY INDUSTRY AND HOTEL BUSINESS IN THAILAND

The research entitled “*A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand*” been compiled the data from concepts and related studies, then synthesized the data, and extracted the variables according to the research objectives from the following topics.

1. The hospitality industry
2. Hotel business
3. Hotel chain management
4. Luxury hotel

2.1 The hospitality industry

The term “*Hospitality industry*” comes from the word “industry” which refers to activities that generate profits or undertake large-scale businesses requiring a lot of labor and capital (Naderi et al., 2019), while the word “hospitality” is defined in various ways by academicians and scholars. Mainly, it means an intangible form of service and it must be simultaneously consumed (Fitzsimmons et al., 2008). The customers who are purchasing the services may be involved in the process of producing the goods and services (Naderi et al., 2019).

Previously, hospitality was activated through the arrangement of products, the provision of safety, security, and friendliness (Schmidt & Altshuler, 2021). Currently, the hospitality intends to please the guests and satisfy their needs, aiming to gain their recommendation to others or repetition of a purchase (Golubovskaya et al., 2017). Nowadays, the hospitality industry shows increasing importance in the world economic system (Nikolskaya et al., 2018). The hospitality industry is the basis of the entire economy, especially in high-income countries (Xie & Tveterås, 2020).

In 2018, the hospitality industry accounted for 74% of GDP, which increased from 1997 when it accounted for only 69% (Lee & McKibbin, 2018). According to UNWTO (2019), international tourist arrivals in 2018 increased 5% reaching 1.4 billion, while the export accumulated income generated by the tourism and the hospitality industry have thrived USD 1.7 trillion. This emphasizes that the hospitality industry has a real impact on the growth of the economy, causing more employment and a better quality of life (He et al., 2019).

2.1.1 Definitions of hospitality

Many academicians and scholars try to define its meaning, but it is still vague to conceptualize the real meaning of hospitality. Thus, the researcher reviews and accumulates the meanings of hospitality from many studies back in 1982 until 2021 as summarized in Table 4.

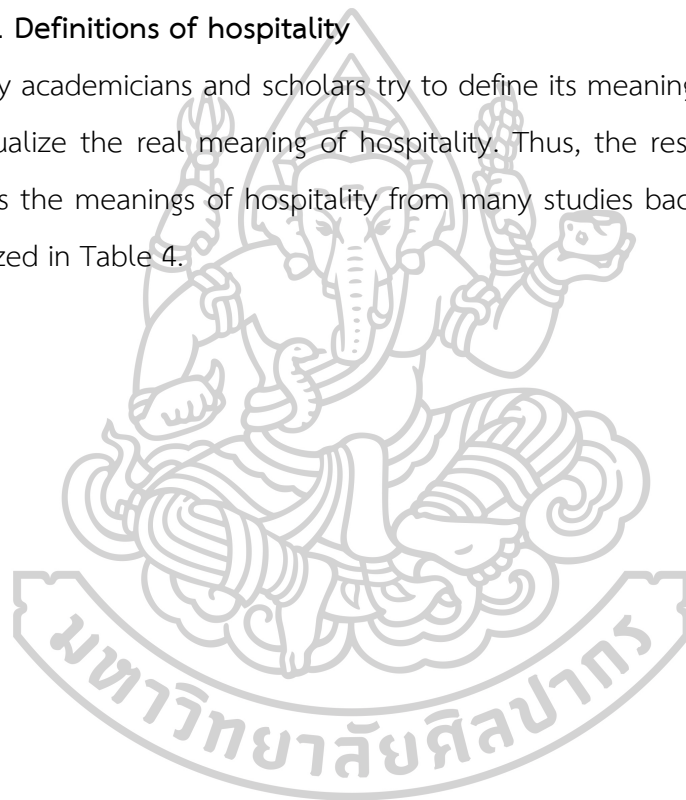


Table 4: Definitions of hospitality

Researcher(s)	Definitions
Burgess (1982)	A hospitable interaction that facilitates psychological and physiological comforts and also security during the exchange of service, beverage, accommodation, entertainment, and food.
Cassese and Reuland (1983)	A harmonious combination of tangible and intangible components food, beverages, ambiance and environment, and behavior of staff.
Tideman (1983)	The method of production by which the necessities of the proposed guest are fulfilled to the most extreme and that implies a supply of goods and services in a quantity and quality desired by the guest and at a price that is worthy to him so he feels the product is worth the price.
Pfeifer (1983)	An offering of food, beverage, and lodging, or, in other words, of offering the basic needs for the person away from home.
Reuland et al. (1985)	An interaction including provider or employee, receiver or guest, and transfer of three elements: product (meal or bed), behavior of employees and environment of restaurant or hotel. Receivers bring physiological, social and psychological needs and expectations to the transaction.
Heppele et al. (1990)	It is interaction involving the coming together of a provider and receiver comprising of a blend of both tangible and intangible factors which is conferred by a host who provides for the guest's security, his psychological and his physiological comfort for a guest who is away from home.

Table 4: Definitions of hospitality (cont.)

Researcher(s)	Definitions
Brymer (1991)	An activity that encompasses the many and varied businesses that provide food and accommodation for guests.
King (1995)	A feeling at home provided by friendly staff, admissions procedure, information regarding daily routine, plain cooking and menu choice, privacy, comfortable furniture, recreational facilities and attractive decor.
Jones (1996)	The provision of overnight accommodation for people staying away from home, and the provision of sustenance for people eating away from home
Brotherton (1999)	A contemporaneous human exchange, which is voluntarily entered into, and designed to enhance the mutual wellbeing of the parties concerned through the provision of accommodation and food or drink.
Lashley (2000)	An activity that requires the guest to feel that the host is being hospitable through feelings of generosity, a desire to please and a genuine regard for the guest as an individual.
Harrison and Enz (2005)	A business that provides accommodation, food, and beverage or some combination of these activities
Pender and Sharpley (2004)	A composition of two distinct services: providing overnight accommodation for people who are away from home, and providing food for people who eat away from home
Morrison and O'Gorman (2006)	A representative of a host's reception, welcome and entertainment of guests or strangers of diverse social backgrounds and cultures charitably, socially or commercially with the kind and generous liberally, into one's space to dine and/or lodge temporarily.

Table 4: Definitions of hospitality (cont.)

Researcher(s)	Definitions
Hemmington (2007)	A business that focuses on the guest experience and develops memorable ones that stimulate all five senses.
Barrows and Powers (2009)	Institutions that provide other types of services to people away from home such as private clubs, casinos, resorts, attractions, and so on
Lugosi (2009)	A service that is beyond food, drink, and accommodation, exchanged further involve of the interpretation, articulation, and negotiation of identities, power relationships, property relations, and space.
Walker and Josielyn (2009)	Part of a huge group of companies known as travel and tourism industry, which provides the necessary or desirable goods and services to travelers.
Majumder and Hossain (2011)	The act of kindness in welcoming and looking after the basic needs of guests or strangers, mainly in relation to food, drink and accommodation
Teng (2011)	The hospitality industry possesses unique characteristics offering tangible and intangible products which integrate hospitality attributes with management and technology.
Ariffin and Maghzi (2012)	An offer by individuals towards others in a more private setting such as at their homes, and it is not only about smiling but the extent to which the smile is considered to be natural by the guests.

Table 4: Definitions of hospitality (cont.)

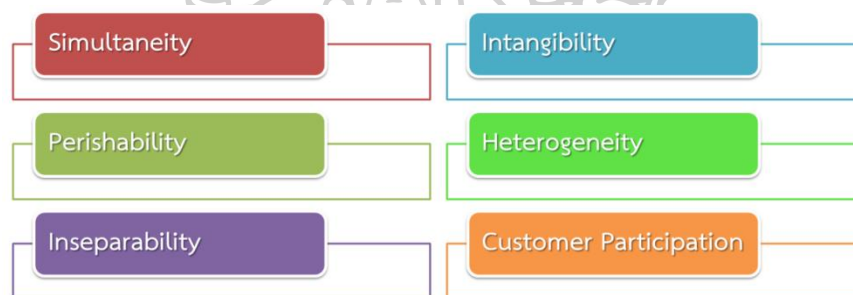
Researcher(s)	Definitions
Kapiki (2012)	A provision of service to others, as well as demonstrating consistent excellence and quality.
Blain and Lashley (2014)	A business that represents a ubiquitous human behavior intended to protect and honor visitors, which is a universal tradition of human society
Bavik (2016)	The activity that creates positive memories and provides genuine care for their guests.
Golubovskaya et al. (2017)	The interactions and service encounters that enable employees to use their professionalism, certain manners, behaviors and attitudes to represent the organization and its brand, which employees provide personalized service, attention to detail, fulfilling unanticipated needs and going above and beyond.
Camilleri (The tourism industry: An overview 2018)	An integral part of the service industry that covers hotels, restaurants, recreational activities, tourist attractions, cruise line, airline, tourism, including tourism business
Chon and Zoltan (2019)	A relationship that is based on the host's caring and pleasing behavior to fulfill guests' needs and wants, and it aims for guest satisfaction and loyalty
Jones and Comfort (2020)	A wide variety of accommodation facilities, from resorts and hotel complexes to Airbnb homestays; food and drinks services and facilities, including restaurants, fast food outlets, bars and cafes, coffee shops and nightclubs; and travel and tourism, such as package holiday tours and ocean and river cruises.

Further to literature reviews of the hospitality definitions, the researcher can summarize that hospitality is the gentle art of providing safety, security, and hygiene in food, beverages, entertainment, and accommodation by a service-minded staff with the hope that the customers will be satisfied their needs as expected, have comfortable feeling, get a memorable experience, and become loyal.

2.1.2 Unique characteristics of hospitality industry

As the hospitality industry is an activity that exchanges labor skills, expertise, knowledge, and experiences with compensation (Adeyinka-Ojo, 2018; Martínez-Martínez et al., 2019), hospitality industry has its own characteristics which are different from other industries (Cassel et al., 2018) as illustrated in Figure 4.

Figure 4: Unique characteristics of hospitality industry



Source: Kwateng et al. (2017); Lovelock and Gummesson (2004); Mohammed et al. (2019)

From Figure 4, the hospitality industry has 6 unique characteristics as follows:

1) Simultaneity: most services and products are produced and consumed simultaneously (Kumar et al., 2020). Most production does not take place until the customers make a purchase, and the customers must be at the place where the service is produced (Koc et al., 2017). Customers often participate in the process of production that makes consumption and production happen simultaneously which makes it difficult to control the quality of products and services (Chen & Raab, 2017).

2) Intangibility: most of the products in the hospitality industry are service items (Wu et al., 2018). They have unique and conceptual characteristics which cannot be patented to prevent a copy (Ali & Garg, 2017). At the same time, although

it cannot be touched, customers can experience the service products by using their five senses (Wartmann & Purves, 2018).

3) Perishability: service items cannot be stored for the next time and have an opportunity cost occurred if the products are not consumed (Felix, 2017). For example, if the hotel is unable to sell according to the number of rooms available by midnight, all vacant rooms will be considered an opportunity cost (Alvarez-Ferrer et al., 2018). As a result, the hotel lacks revenue from the sale of rooms.

4) Heterogeneity: products and services in the hospitality industry must have customer involvement (Hossain et al., 2020). Even if the service provider is the same person, the perception of the customer each time is different (Kranzbühler et al., 2018). Service providers have their own ways of providing services and interacting with customers depending on the customer's behavior towards the services (Anh & Thuy, 2017). For example, a smiling guest service agent may impress some guests, but other guests may think it is an insincere smile, causing an unimpressive feeling or words of the staff in the same sentence, but speaking at different times can cause different feelings for the guests.

5) Inseparability: service items cannot be separated from the service provider unlike general products (Alhathal et al., 2019). An attentive service is part of the service provider (Tang et al., 2021). If the customers are not satisfied with the services, they will not be satisfied with the service provider as well (Cheng, Gan, et al., 2019).

6) Customer participation: most service items have to take into account the needs of the customers (Pakurár et al., 2019). It will enable the service providers to deliver products and services that meet the customers' needs (Koc et al., 2017). For example, the passengers at Changi International Airport in Singapore need to assess the airport facilities, including restrooms, restaurants, and resting areas causing the airport to take the assessment and feedback from the passengers to improve the service. This makes Changi International Airport one of the best airports in the world.

In conclusion, the hospitality industry creates satisfaction and impressions for the customers which is different from other industries because it has unique characteristics which are:

1) Simultaneity: the product has to be produced first after it is sold or consumed, while the services are mostly sold first, then produced and consumed at the same time (Kjaer et al., 2019).

2) Intangibility: the service cannot be touched, it is not possible for customers to taste, see, hear or smell it before making a purchase (Roggeveen et al., 2020). Therefore, the promotion program must be clear about the benefits derived from the service, not just focus on the service (Organization, 2018).

3) Perishability: if the service is not used at the time it is offered, it cannot be reused (Rodriguez & Buyya, 2018). If the company is unable to store the service, then the company will be in trouble if the demand for services fluctuates from time to time, known as seasonal demand (Hugos, 2018).

4) Heterogeneity: each service provider has their own design and method of service (Xu et al., 2019). It is therefore tough to set a service standard to be the same standard (Huovila et al., 2019).

5) Inseparability: the customers are mindful of service suppliers and purchasing services as one (Naeem, 2019). It is not possible to separate the service from the service producer to different locations at different times (Lai & Widmar, 2021). Production and sales of services occur at the same time.

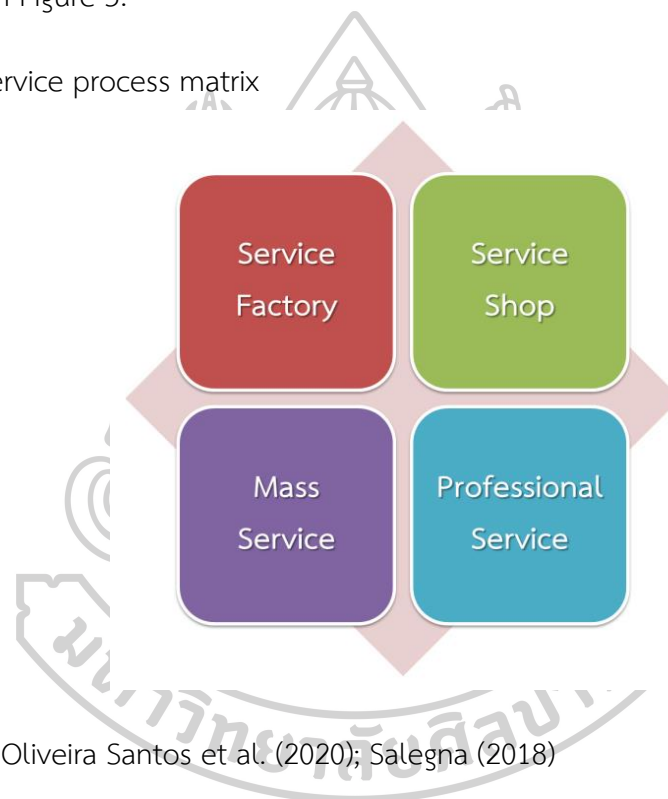
6) Customer participation: the participation of the customer in defining and creating their value with the service producer will be beneficial in reducing the risk; it also allows customers to learn in various activities that reflect the image of the organization as well (Dellaert, 2019). Especially if the organization is able to fulfill the promise, it will generate an enthusiastic interest in participating in the activities or experiences that the company has to offer (Dunlap & Johnson, 2018).

As the hospitality industry has unique characteristics, the delivery process of the products and services is also special (Kim, Kim, & Wang, 2021). The delivery system however has dimensions in the degree of interaction and customization which is called the “*Service Process Matrix*” (Idris & Naqshbandi, 2018).

2.1.3 Service process matrix

Generally, customers will get involved in a service process. Productivity thus creates satisfaction and an impression on customers which is difficult to measure and control (Barua et al., 2018) . In the service design, the service process matrix is determined by a relationship between the number of staff and the level of response to customers' needs in order to determine the selection of employees (Geetha et al., 2017). The service process matrix can be then divided into four categories as illustrated in Figure 5.

Figure 5: Service process matrix



Source: de Oliveira Santos et al. (2020); Salegna (2018)

From Figure 5, the service process matrix can be explained as follows:

1) Service factory: the process is geared to satisfy a large number of customers (Ma, Gu, et al., 2017). For example, airlines, hotels, fast food restaurants, wholesalers and telephones are the types of businesses that combine technology with services (El-Said & Tall, 2020). This makes it possible to control the low cost of services. The business model therefore focuses on the rapid change in technology management processes (Sjödin et al., 2018).

2) Service shop: the process is focused on specific customer responses and requires a low number of employees (Wirtz et al., 2018), such as hospitals, restaurants, auto service centers. This will focus on managing the specific expertise of the employees. At the same time, it will focus on new technologies used as well as specialized tools or equipment to provide customer service (Hordeski, 2021).

3) Mass service: The service process is aimed at responding to the large number of customers who use services that are similar and employ a large number of employees (Larivière et al., 2017). For example, retail businesses and commercial bank whose service model may consider setting up a standard of service, including investing in technology that can serve a broader range of customers (Frost et al., 2019), such as implementing an online banking system or a form of electronic commerce, etc.

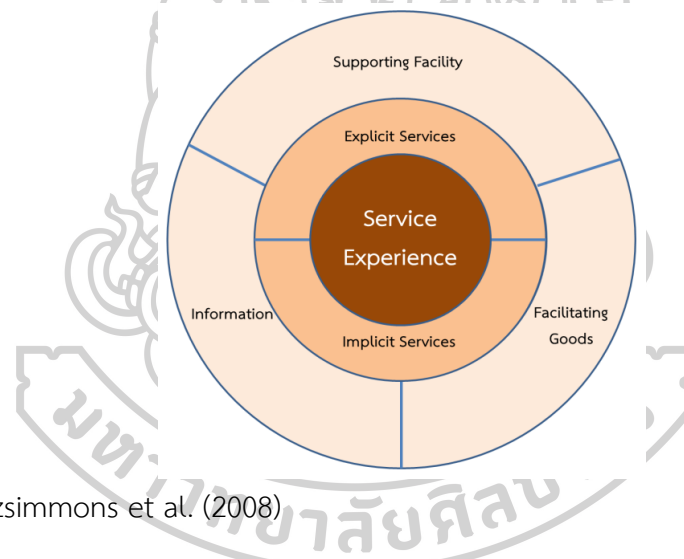
4) Professional service: The process is focused on a specific customer and employs a large number of employees (Fu et al., 2017), such as specialized financial institutions, or law firms where there are a variety of specialists. The service model must take into account the management of the specific expertise of the employee, knowledge transfer (Martinsons et al., 2017), and training what may be considered utilizing the expert system technology used in the organization (Bohlouli et al., 2017).

Recent trends in the service process are discussed among hospitality scholars (Jiang & Wen, 2020). Professional service in the hospitality industry has led to a proliferation of studies that commonly focus on the hotel business (Modica et al., 2020). At present, the hotel business is growing rapidly. In the operation and management of the hotel, there are all kinds of rooms and complete facilities, and they need a lot of capital mobilization to attract customers to use the service and leave a deep impression (Chen & Chen, 2021). With more comfortable travel, international travel has become so extensive, hotel management systems must follow international standards and professional management principles (Ghaderi et al., 2019).

2.1.4 The service package in hospitality industry

Generally, people are confused between the meanings of "product" and "service" (Boisen et al., 2018), which is commonly understood that product means only manufactured goods, and services mean an exchange activity from the dealer to the purchaser, but in marketing, product is a more broad term than we generally understand (Stanko & Henard, 2017). As a famous American service marketer, Philip Kotler explained that product refers to the overall concept of object and process which value to the customers (Faith & Agwu, 2018). The term "product" is often used in a broad sense to refer to two types of products: manufactured goods and services (Vamosiu, 2018) as shown in Figure 6.

Figure 6: Service package



Source: Fitzsimmons et al. (2008)

According to Figure 6, Fitzsimmons et al. (2008) explained that the service package in the hospitality industry consists of 5 types as follows:

1) Supporting facility: it's a physical resource that happens before selling products (Douglass, 2018). Before opening the hotel, a location must be found on the construction site before the selection of staff or room decoration (Viswanadham, 2018).

2) Facilitating goods: For example in the restaurant business, the products that are used to facilitate the customer are food and beverages (Kurnia et al., 2019). The products that are used to facilitate the hotels' guests are toilet paper, towels , soap, shampoo, etc. (Jeaheng et al., 2019).

3) Information: such as the airlines' providing online information about available seats for sale, or the passengers' checking the flight status if there is a cancellation or delay (Brochado et al., 2019).

4) Explicit services: it's a service from the senses, smell, and sound when the food is on the table. Customers can feel the shape, taste, smell and design of food (Wang, Mielby, et al., 2019).

5) Implicit services: for example, the airline offers membership services to collect at least 50 miles within 12 months. The passengers then get the privilege of being a gold card. Because of their cards and their presence, they are proud of their customers' loyalty to spiritual values (Hapsari et al., 2017).

2.2 Hotel business

Due to the limitation factor of not being able to reach all destinations within one day, it is therefore imperative to stay overnight by using the services provided by the hotels during the journey (Ginindza & Tichaawa, 2019). For that reason, it is a business channel for the hotels to support and provide services to tourists widely (Styvén & Wallström, 2019). Hence, to understand the hotel business at the outset the researcher would like to study the definitions of the hotel.

2.2.1 Definitions of hotel

A hotel is a type of business that focuses on providing accommodation services for people who travel long distances for different purposes, such as to study, spread religion, enhance health, or for sports purposes (Gao et al., 2018). During the travel, it is necessary to find accommodation to stay in and eat (Ginting & Sasmita, 2018). The evolution of accommodation has evolved and changed rapidly. At present, hotels are not just a place to sleep; they can also be used as a venue for a variety of events (Yang, Mao, et al., 2018). The hotel business plays an even more important role; therefore, there is a lot of service competition (Cheng, Gan, et al.,

2019). At the same time, many countries including Thailand are focused on promoting the tourism industry, which is considered the country's main source of income (Tien, Dung, et al., 2019). When there are people to travel with, it is necessary to have accommodation for services (Sung et al., 2018) including city hotels, suburban hotels, resort hotels, airport hotels, station hotels, convention hotels, etc. Hence, the hotel business has developed a service standard, and provided facilities for their guests (Mohsin et al., 2019).

The word "**hotel**" has been defined by various scholars more than 50 years ago, as summarized in Table 5.

Table 5: Definitions of hotel

Source(s)	Definitions of Hotel
Hotel Proprietors Act (1956)	An establishment held out by the proprietor offering food, drink, sleeping accommodation, without special contract, to any travelers presenting himself who are willing to pay a reasonable sum for the services and facilities provided and who is in a fit state to be received.
Vallen and Vallen (1991)	A place where a bonafide traveler gets food and shelter provided. He/she needs to pay for it and that place should be in a fit condition to be received.
Thai Hotel Act (2004)	A place established for the purpose of providing temporary accommodation for travelers which is required for payment being charge lower than a monthly stay.
Muthukumar and Vidhya (2015)	A place where provides food and beverages, and accommodations to guests with a payment and a hotel has the right to refuse accepting if the guests is drunk, disorderly, unkempt or is not in a position to pay for the services.
Kumar (2018)	Hotel is responsible to provide food and beverage and lodging to the travelers who are willing to pay for themselves.
Soelton (2018)	Hotel provides accommodation facilities and services such as pools, gyms, room service, restaurants etc.

Table 5: Definitions of hotel (cont.)

Source(s)	Definitions of Hotel
Harahap (2020)	A company managed by its owners to provide food, beverage and facilities to a person who travels and can afford the payment with an agreed price in accordance with the services received.

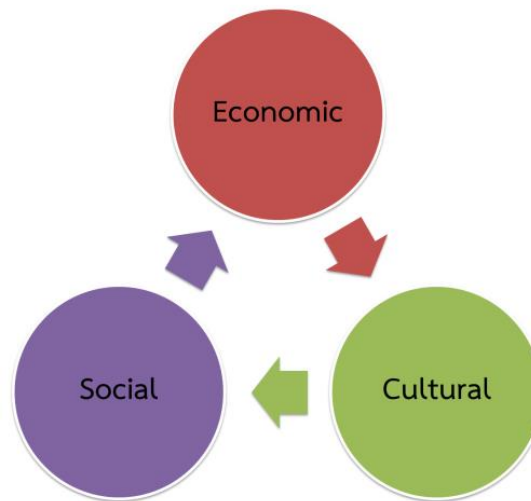
From the above definitions of hotel, it can be concluded that a hotel is a place to provide accommodation, food, beverages, and other facilities by well-trained staff to the travelers and charges for the services that have been used.

2.2.2 Importance of hotel business

Currently, the hotel business is growing rapidly. Hotel management in the past and present is different due to many factors, such as size, location, and facilities, etc. (Buhalis & Leung, 2018). The hotel's management in the past was mostly managed by the owner because there were few competitors (Chung & D'Annunzio-Green, 2018). At present, there are many large hotels with a number of rooms and facilities competing against each other (Ban & Kim, 2019). Hence, large amounts of capital need to be raised to attract the customers to come to use the service and get a good impression (Nguyen-Phuoc et al., 2020). There is a wide range of domestic and international travels. The management system in the hotel business is necessary to apply the principles of management according to international standards and professional management (Rodríguez-Algeciras & Talon-Ballester, 2017).

The hotel business turns out to be important to the economy of the country in many aspects as shown in Figure 7.

Figure 7: Importance of hotel business



Source: Dos Santos et al. (2017); Kvach et al. (2018)

1) Social aspect: The hotel business results in the distribution of income and employment to the people in the community (Jeyacheya & Hampton, 2020). It inevitably affected the quality of life by distributing the income to different parts of the community, helping to raise the standard of living in the local community, through the infrastructure, transportation, security, and communication systems, etc (Peters, 2019). It is also an entertainment place for recreation, organizing a seminar and various parties, etc., especially in the community where tourist attractions or landmarks are located which can attract tourists interested in visiting (Drápela et al., 2021). It also helps people in that community earn more income, reduce the problem of unemployment (Aqaba, 2017), the migration of local labor to large cities which will result in various social problems (Perlik & Membretti, 2018), and will also serve as a meeting place and center for social activities (Li, Fang, et al., 2017).

2) Economic aspect: Growth of the hotel business results in employment within the country and distributes income to local people as workers in tourism and other related businesses such as travel agents, travel transportations, souvenirs, etc (Su et al., 2019). The business development of the hotel business will be a shortcut to the economic development of many developing countries (Baresa et al., 2017), including those countries that have just promoted the tourism and hospitality

industry such as Indochina and Eastern European countries, they aim to make tourism and hotel businesses a pioneering sector that brings benefits to the national economy through investments with the hope that the income generated from the hotel business will attract foreign currency and enable local people to have jobs (Fang, 2020).

3) Culture aspect: Hotel business helps conserving arts and culture and indirectly promotes arts and crafts products (Nocca, 2017). Some cultural activities and events are held in the hotel to allow customers to participate in various activities and there is also a display and distribution of local arts and crafts products for customers (Camilleri, The tourism industry: An overview, 2018). It could be said that hotel business and local art and culture are mutually reinforcing things because currently Western civilization has quickly spread into the minds of the people of the Eastern countries such as handshaking, dressing, spoken language, technology, etc. (Wang et al., 2018).

2.2.3 Characteristics of hotel business

The hotel business emphasizes on providing the services to the customer and it is different from other businesses because it is measured by the level of satisfaction which is intangible from each customer (Pakurár et al., 2019). The characteristics of the hotel business can be explained in the following details.

- *Hotel is a place of service is a non-moving building (Aliyah & Aulia, 2019).* If the customer wishes to use the services such as rooms, food, beverages, and other services, they travel to where the hotel is located (Chiang et al., 2019). The hotel cannot move the services outside to other places as per customers' requirements aside from certain services such as outside catering (Kabadayi et al., 2019).

- *Hotels cannot keep their services due to time conditions (Tinakhat, 2015).* Therefore, if a certain service cannot be sold within the specified period, for example, in case the room cannot be sold, the vacant rooms on that day are a waste of income (Saito et al., 2019). This is different from other kinds of products that can be kept for sale later which is considered as one of the reasons

the hotel suffers from a loss (Liu, Zhang, et al., 2018).

- ***Service personnel are important to the hotel business (Olimovich et al., 2020).*** Hotels provide a service that focuses on customer satisfaction as a priority and this satisfaction must depend on the skill and the expertise of providing services from personnel as the key resource making hotel business success (Chi et al., 2020).

- ***The nature of the service of the hotel is to provide individual customer service (Piccoli et al., 2017).*** So, the satisfaction level received from the service may be different (Cheng et al., 2018). Even though services are provided equivalent to every customer, some customers may feel fulfilled while a few customers may feel disappointed with such services because each customer has various experiences and expectations (Sands et al., 2020).

- ***Hotel is a service business for the public (Buffa et al., 2018).*** Everyone has the right and ability to use the services provided by the hotel if they pay the fee at the agreed price in return (Solnet et al., 2019).

- ***Hotel relies on other businesses to provide services to customers (Blal et al., 2018)*** such as tourism, entertainment, transportation, food and beverage, and souvenirs which contribute to the success of the hotel (Li et al., 2021).

- ***Hotel provides non-stop service 24 hours a day (Erdoğan et al., 2020).*** The department that directly services the customer will have staff working 24 hours a day divided into 3 shifts in each day: morning, afternoon, and night (Triwanit & Teeranuson, 2018).

- ***Hotel business focuses on customer satisfaction*** by providing the best service to the customers to create loyalty as the ultimate goal (Pathan et al., 2017).

- ***Hotel business requires a lot of capital*** because at present land is expensive especially in the area that has a good location and also requires selecting and recruiting good services to serve customers (Boone et al., 2019). It must be of quality, durability, and stability to create an impression and satisfaction for the customers (Mahafzah et al., 2020).

- *Hotel business considers the safety and security of the customers important (Sunil et al., 2018).* The hotels provide security personnel who are responsible for the safety and property of customers 24 hours a day in order to build confidence (Hao et al., 2020).

- *Hotel business is sensitive to the effects from many situations* such as natural disasters , financial crisis, political crisis, and pandemics (Zenker & Kock, 2020). The hotel loses customers suddenly when they feel unsafe to travel. This makes the hotel need to have alternative strategies to cope with the unusual situations that may occur at any time (Chang & Sokol, 2020).

2.2.4 Types of accommodation

One of the aims of the accommodation business is to provide a place to stay overnight during the journey for tourists (Yang et al., 2019). As tourism activities nowadays are more diverse and exotic, the service model has been adjusted according to the activities and needs of tourists (Katsikari et al., 2020). There are many types of accommodation that operate and serve the tourists similar to or like a hotel but have a different name as follows:

- **Hotel** is a place that offers food, beverages, and accommodation for travelers (Wang, Ying, et al., 2020). The guests expect good service and facilities with additional services such as a swimming pool, laundry service, and a gym, including service standards that are clean, excellent and safe (Yu et al., 2020).

- **Resort** is built in the form of houses or buildings (Movono & Becken, 2018). There is a certain number of rooms available to the guests (Gössling et al., 2018). The purpose of the guests is to relax or to find enjoyment by doing leisure activities or, in some cases, organizing activities such as meetings or seminars (Seraphin & Yallop, 2020).

- **Guesthouse** are usually located on the road near a place where tourists go for business or travel (Zhao, 2019). It is suitable for tourists who want to rent it for sleeping at night and go out to travel during the day time (Nofre et al., 2018). Guesthouses tend to have relatively low rental rates, with shared bedrooms and bathrooms which are developed to have more room amenities such as Internet,

TV, and air-conditioning as well as having food and beverages available to tourists (Thwala & Slabbert, 2018).

- **Service apartment** is converted from an apartment built for sale or to rent on a monthly basis with a rental contract and a deposit (Leh et al., 2017). It opens for daily rental and is cheaper than hotels because of service standards, room type, or various facilities that may not be equal to the hotel services (Yeon et al., 2020).

- **Homestay** is an accommodation in which the homeowner renovates the room inside the house to welcome the tourists with local food and other activities (Walter et al., 2018). Tourists can learn about the way of life, traditions, and culture of that community and exchange knowledge and opinions with the homeowner (Agyeiwaah, 2019). The homestay business usually has a low investment cost (Takaendengan et al., 2022). Therefore, every family and every community can operate by themselves, which generates income and self-reliance for the villagers in the community as well (McCarthy, 2019).

- **Hostel** is an accommodation that has a shared space with other people staying during the same period to get accommodation on a budget (Cró & Martins, 2017). Hostel has the shared spaces such as bedrooms, bathrooms, kitchens, living rooms, etc. (Barry & Iaquinto, 2022). When there is a shared space, it creates interactions among people (Lee, Toombs, et al., 2019). The guests can interact and talk to exchange experiences with each other (Ballew et al., 2019). The hostel is currently being developed with facilities, convenience, and cheap prices (Verissimo & Costa, 2018).

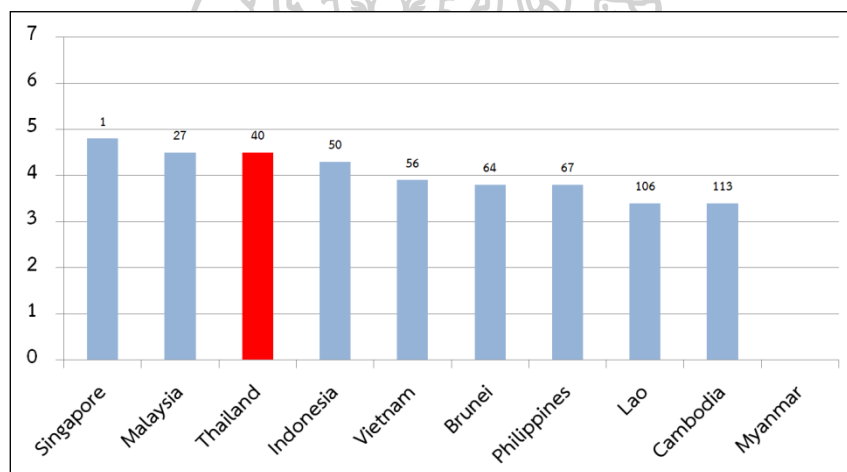
2.2.5 Hotel business in Thailand

Thailand is perceived as one of the most preferred destinations among tourists around the world because there are various tourist attractions throughout the country that attract tourists from around the world (Lwin et al., 2021). Bangkok is the main tourist city in Thailand and is very popular as seen from the many awards received from foreign agencies on an ongoing basis (Suttikun et al., 2018). In addition, the South and the East of Thailand are also famous for their marine tourism (Zhang

et al., 2020), whereas many provinces in the north are also eco-tourism destinations (Charoensit & Emphandhu, 2018; Suwanvijit, 2019). In addition, Thailand offers a competitive room price with a low cost of living making the tourism industry valuable for money as well as more convenient transportation from the gradually developed infrastructure (Ushakov et al., 2019).

The latest Tourism Competitiveness Index 2019 from the World Economic Forum ranks Thailand the 40th among 140 countries and ranks the 3rd in ASEAN after Singapore and Malaysia (Figure 8) respectively, especially on natural resources and tourist service infrastructure competitiveness which Thailand's rankings are the best compared to other countries in ASEAN (Calderwood & Soshkin, 2019).

Figure 8: Travel & Tourism Competitiveness Index Year 2019



Source: WorldEconomicForum (2019)

Considering the demand side of the hotel business from the revenue of tourists, it shows that the number of international tourists accounts up to 65% of total tourism income because international tourists have higher per capita expenses and longer stays than Thai tourists (Liu, Li, et al., 2018). In particular, tourists from East Asia (China, Japan, South Korea, Hong Kong and Taiwan) are the main markets in terms of income which is around 40% of total international tourist revenue (Rittichainuwat, Scott, et al., 2020).

Taken into account as the largest source of international tourists for Thailand, China shares approximately 11 million tourists (Ayittey et al., 2020), accounting for 27.5% of the total international tourists in Thailand (WorldEconomicForum, 2019) which increases more than 10 times from the year 2007 spread in major tourist destinations across the country (Table 5).

The push factors that influence Chinese tourists visiting Thailand are 1) the relaxation of the outbound tourism control policy by the Chinese government's which currently allows Chinese people to travel to 140 countries, 2) the proportion of the upper middle class in China has more potential to travel approximately 76% of the total population, increased from 22% in 2005, 3) the increase of low-cost and direct-flight services between Thailand and China, including the land transport routes, such as the R3A (Thailand-Lao-Southern China), 4) International relations between China and Japan and South Korea has not been smooth over the past three to four years, causing Chinese tourists change their plans to travel to Thailand; Premiered in China in December 2012, which took to film in Chiang Mai Province, is another important factor that is a turning point for Chinese tourists to Thailand at the exponential growth during 2013-2016, and 5) The popularity of the movie "Lost in Thailand", which was the first Chinese film released in China in December 2012 making a profit more than RMB 1 billion. This movie was filmed in Chiang Mai and is considered as a key turning point for Chinese tourists come to experience in Thailand, making the exponential growth during 2013-2016 (Cheng, Chen, et al., 2019; Hess, 8. Thailand: too popular for its own good, 2019; Johnson, 2018; Mostafanezhad & Promburom, 2018; Watanabe & Patitad, 2020; Wen et al., 2018). The important pull factors in Thailand are 1) tourism promotion measures from the government such as a fee waiver of Visa on Arrivals for Chinese tourists, and 2) marketing and public relations promoting Thai tourism such as road shows in Chinese cities and the establishment of the Tourism Authority of Thailand (TAT) in many tourism cities such as Beijing, Shanghai, Guangzhou, Chengdu and Kunming (Nonthapot & Thomya, 2020; Sharafuddin, 2017; Tiwari et al., 2018).

The overall East Asian tourists' behavior found that Chinese tourists are sensitive to critical situations such as terrorism, epidemics and natural disasters

(Nawfal Dagher et al., 2020). This is different from European and American tourists who are more sensitive to the economic system (Khoshnevis Yazdi & Khanalizadeh, 2017). Part of this behavior may be due to the tourists having to plan a long trip, making it more difficult to change travel programs.

Table 6: Top 5 of international tourist arrivals

Rank	Country	2019	% share
1	China	10,997,169	27.55
2	Malaysia	4,272,584	10.7
3	India	1,995,363	5.00
4	Korea	1,890,959	4.74
5	Laos	1,854,719	4.65

Source: Ministry of Tourism and Spots (2019)

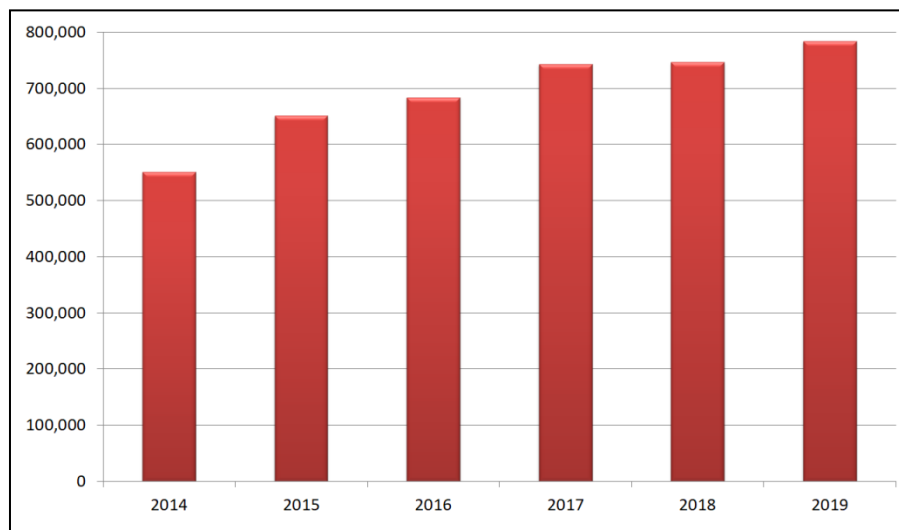
In the past 10 years (2009 – 2019), Thai tourists have an average annual growth rate of 7% in number of trips, as a result of

- 1) the continued tourism promotion measures such as tax deduction measures from the government sector, room rate reduction from the private sector (Nhamo et al., 2020),
- 2) the growth of low-cost airlines, including the improvement and expansion of airports in many provinces (Akçüç et al., 2018), and
- 3) the expansion of transportation routes, especially the road, resulting in Thai tourists travel by themselves and can access the tourist attractions more conveniently (Hirsh, 2017; Muangasame & Park, 2019; Punyaratabandhu & Swaspitchayaskun, 2018).

Considering the supply side, hotel business has currently expanded in the matter of the number of hotels and rooms in line with the growth of the tourism sector (Chernbumroong et al., 2021). The public sector has encouraged domestic tourism through various policies and campaigns, along with the development of transportation routes and airports in many regions, which has led to more investment in hotel business expansion in many tourism provinces such as Phuket, Chiang Mai.

Krabi, Koh Samui (Guides, 2018) resulted in the number of rooms nationwide increasing from 454,686 rooms in 2010 to 784,118 rooms in 2019 as shown in Figure 9 (Tangon et al., 2018). Revenue from room sales is the main revenue of the hotel business, accounting for 65-70% of total revenues, while food and beverage revenues accounted for 25% depending on the size of the hotel (Rojanapirom, 2017).

Figure 9: Number of hotel rooms in Thailand



Source: Ministry of Tourism and Sports (2019)

Overall, hotel business in Thailand has improved, but some areas are facing the problem of excess supply (Filimonau, 2021). According to Wangchan and Worapishet (2019), in 2001-2007, the number of Thai and international tourists grew well at 6.2% and 7.4% per year respectively, while the occupancy rate was at a low level of 60.7% as a result of large scale investment in hotel and accommodation businesses. After that, during 2008-2014, the number of Thai and international tourists increased by 7.5% and 8.5% annually, respectively, but the average occupancy rate decreased significantly to 56.8% per year due to the continuous increase of rooms both from the same business and similar businesses (Spoehr, 2018) such as apartments and condominiums that are provided for rent on a daily basis. During 2015-2017, the number of Thai and international tourists has been continuing to expand, resulting in an increase in average occupancy rate throughout the country (Phromma et al., 2019). The average occupancy rate was 67.6%, which is the level

that entrepreneurs are satisfied, with the average occupancy rate in the main tourist areas (Phakdeephrot, 2021) such as Bangkok, Chonburi, Phuket, higher than 75%, followed by other secondary tourism cities such as Phetchaburi, Chiang Mai, Surat Thani, etc. at a level of 65-75%.

According to Domínguez and Pholphirul (2020), hotel business in 2018 continued to grow in line with the number of international and Thai tourists boosting the average hotel occupancy rate. According to Warnock-Smith et al. (2021), the expansion of international tourists was supported by 1) the continued recovery of the global economy, 2) the increase of direct and charter flights, especially the growth of low-cost airlines from China such as Xiamen Airlines, China Eastern Airlines, Juneyao Airlines and Spring Airlines, etc., and 3) tourism promotion measures such as Visa on Arrivals (VOA) fee waiver for tourists from 21 countries.

In quarter 1 of 2019, hotel business continued to grow with the expansion of Thai and international tourists, especially tourists from ASEAN and South Asia (Sriwattanaiviboon & Srisorn, 2019); meanwhile, Chinese tourists contracted for the third consecutive quarter (Rodyu, 2018). International tourists totaled 10.8 million with a growth of 1.8% year on year (YoY), East Asian tourists have a slight increase of 1.3% YoY, mainly due to the contraction of Chinese tourists (-1.7% YoY, while the same period last year expanded to 30% YoY) in contrast to tourists from other countries in the same region that still expanded well (Sriwattanaiviboon & Srisorn, 2019). While South Asian tourists grew 20.7% YoY, following Indian tourists rose 25.0% YoY, while ASEAN grew 5.7% YoY; however, the European market shrank 2.3% YoY, as a result of a drop in main tourist markets such as France, Germany, and Russia because they changed to other destinations such as Turkey and Egypt, etc. In addition, Russia was also affected by the VAT rate hike from 18% to 20% as effective January 1, 2019 (Sriwattanaiviboon & Srisorn, 2019).

Hotel construction permit in 2018, reflecting the number of rooms that will enter the market in the next 1-2 years, is 2.0 million square meters, an increase of 8.1% YoY (Sriwattanaiviboon & Srisorn, 2019). Bangkok and the perimeter areas are used for construction permission the most, accounting for 37% of the area requested for building construction permission across the country, an increase of 46.0% YoY

reflecting the tourism potential of the area, followed by the southern region (29%), which increased 33% YoY (Sriwattanaviboon & Srisorn, 2019). Phuket is the most interesting area for investors (77% of the hotel construction permit area in the South) because investors remain confident in the tourism potential of Phuket that will continue to attract tourists, especially international tourists from new markets apart from Chinese (Tuntipisitkul et al., 2021). The Eastern region (14%), led by Chonburi (65% of the hotel construction permit areas in the east), is driven by Pattaya, which is also a global tourist destination capable of attracting new hotel construction projects (NaThalang, 2019). The construction permits in Chonburi in 2018 amounted to 1.9 hundred thousand square meters, a contraction of 40% YoY, partly due to the request for construction permits in 2017 (3.2 hundred thousand square meters). In addition to the potential area, especially the beach area, the price has risen very much and is difficult to find as a result, the investment in the hotel business has expanded to more nearby areas (Moreno-Izquierdo et al., 2019), for example, Rayong has more than 200% of the construction permit to meet the demand from tourism and industrial sectors that are expected to increase after the Eastern Economic Corridor (EEC) project finished. Most of the investment expands the number of mid-tier and budget hotels of large in the regional centers that benefit from economic linkages with neighboring countries (Hoontrakul, 2018) such as Hop Inn (Erawan Group Plc.), Fortune D (C.P. Land Plc.), and Cosi (Central Plaza Hotel), etc., while 5-star hotels continue to invest in major tourist provinces from both Thai and international hotel chains.

Competition in the hotel business is likely to intensify from many factors; 1) competitors in the same business group: this is because hoteliers continue to expand their investment in hotels in the major tourist destinations and regional centers of the region, both by self-investment and in management which most of them are hotel chains (Phucharoen, 2018), 2) competition from substitute products such as apartments, serviced apartments and condominiums that has continued to grow, which formally the government sector gradually eases the regulations to incentivize operators of substitute products and the hotels that do not have a business license to be legally registered (Bootvong & Dendoung, 2018). In addition,

the sharing economy has resulted in accommodations booked through Booking Platforms (intermediaries for renters and tenants) such as Airbnb which are priced lower than hotels and come in a variety of formats from single detached houses to the condominium through the Booking Platform in the main tourist destinations and other important tourist areas (Wachsmuth & Weisler, 2018). Despite the current number of rooms in hotels and resorts in five main tourist destinations: Bangkok, Pattaya, Phuket, Koh Samui and Chiang Mai (Department of Tourism, 2016) is approximately 10%, situation in the future may affect the revenue and profit of the hotel business focusing on the same customers.

In conclusion, the hotel business is considered to be a business that has continued to grow in line with the increasing tourism trend (Wang, Hung, et al., 2019). With a change in format from the past, which was usually concentrated only in Bangkok, hotel business expands in regional areas to tourism cities in the southern seaside destinations (Marais et al., 2017). It is an important tourist destination causing the growth of the hotel business in various provinces such as Phuket, Krabi, Phang Nga and Surat Thani, etc. The trend of hotel business will mainly drive the tourism mechanism both in number and income, especially tourists from i.e. China, India and ASEAN countries (Chen, Cui, et al., 2021). By the form of investment, there is a tendency to expand the number of hotels especially chain hotels that are considered as one of the most popular hotel segments and generate more revenue for the country (Luo et al., 2021).

2.2.6 Hotel management system

According to Chibili (2017), the hotel management system is divided into two systems which are independent hotel and chain hotel.

1) Independent hotel does not have joint ownership with other hotels in terms of management policies or financial obligations, so their policies and management systems can be set independently (Popov et al., 2017). An example of this type of hotel is self-operated hotels that don't have to adhere to anyone's rules. It all depends on the discretion and satisfaction of the hotel owner. The main advantage of this type of hotel is the freedom or flexibility in management because

there is no need to maintain any kind of image or position (Guillet & Shi, 2019), for example, if it is deemed appropriate to aim at selling to any group of guests, it can do so. It is also possible to adjust policies as market situations change easily and quickly. The independent hotel is also divided into two categories, 1) the hotels that are managed by the management company to manage the business on their behalf without affiliated with the chain system (Hua, Huang, et al., 2020), and 2) the owner is the operator which can also be divided into two subtypes: one that is owned by the owner or the owner's family who manage by themselves which is considered a complete family management system and the other type is the owner sees that he does not have knowledge or is not good at hotel work (Hodari et al., 2017). The owner hires other people with knowledge and experience to be hotel managers and other positions (Situmorang & Japutra, 2019), but they are closely monitored and controlled, and some of the positions are still reserved such as purchasing with the belief that if hiring a person who is not a relative, there may be fraud or dishonesty causing them to lose their interests. This is still a family system or a management dominated by the owner. Independent hotel management has both advantages and disadvantages as follows: -

1) Advantages

- **Low expenses:** the owners will be economical in every single expense because it is the money from their own pocket, or it is caused by difficulties in the approval of the department managers because almost all items must be authorized by the owners (Radwan & Radwan, 2017).

- **Can control thoroughly:** If it is a small hotel and the owner has relatives to control almost every department, a chance to lose profit is rarely because they will treat as their own business (Diéguez-Soto et al., 2017).

- **Management Style:** The management is operated as per needs of the owners, no one dares to interrupt or conflict (Joshi & Anand, 2018). The owner's frustrations in this respect often arise in the event of hiring a management company.

2) Disadvantages

- **Cost concern:** some hotels are concerned about the cost so they use low quality products which may affect the service quality and the standard of the hotel (Abaeian et al., 2019).

- **Staff turnover:** Some hotels have small numbers of staff with lower wages. In this case, staff must work very hard and get stressed causing them a bad mood (Altintas & Turanligil, 2018). Skillful staff but low payment may not work at the hotel for a long time, they may be offered from other hotels and resign finally. The staff turnover rate will be high and will also affect the recruitment and training cost (Jaworski et al., 2018).

- **Owner intervention:** The owner will intervene in all processes of the operation and sometimes will go into details of the work as well (Hodari et al., 2020). Such intervention by the owner is a nuisance for workers. If the owner is also someone who has no real knowledge of the job, then it will be an obstacle with the work even more (Beutell et al., 2019).

2) Chain hotel has management systems in the form of integration of various hotels with the ownership, control, and supervision in the same system (Rahimi, 2017). Hotels in the group will operate their businesses under a common operating name, same centralized management system (Ge et al., 2018). Most of the group's growth was due to successful hotel expansion, which had the knowledge and expertise in management until they are known in the market (Gardiner & Scott, 2018). Therefore, they use the original operator's name to show that they are the same group that maintains the same policies and operational guidelines (Ma et al., 2018). Expansion of hotel investment requires one source of limited capital that may lose earning opportunities in a market while demand for accommodation remains high (Dogru, 2017). At the same time, there are some investors who are interested in investing in the hotel business, but they lack knowledge and expertise (Chen & Sivakumar, 2021). Therefore, there is a business development that is beneficial to the rapid growth of the professional talent group (De Mauro et al., 2018). It has become a popular hotel management model because it meets the needs of both parties,

namely a management contract and a franchise, which are important ways to accelerate the expansion of hotel groups in the market (Koo & Curtis, 2020).

Managing chain hotel management has both advantages and disadvantages as follows:

1) Advantages

- **Marketing:** The major advantage of marketing covers advertising and public relations that can be done simultaneously and at an average cost to all hotels in the chain (Michopoulou & Moisa, 2019). The hotel is able to issue advertisements or news more frequently than an independent hotel or buy advertising materials that are effective for marketing activities (Leung et al., 2020). In case of hotels in the provinces, the reservation system which is required in the central area can be used by the same staff in the headquarters to accept reservations for multiple hotels (Buhalis & Cheng, 2020). Each hotel does not need to have its own office, it can save quite a lot of expenses (Eskerod et al., 2019). Therefore, chain hotels help to sell and build confidence in other hotels. The chained hotel will normally place or display the brochures of each chain hotel for the guests to see and take away (Braun, 2018). This is considered another way to help advertise and promote each other.

- **Personnel:** Most hotel staff prefer to work in chain hotels because they tend to receive higher salary, benefits, as well as better incentives (Qin, 2019). There is an opportunity to learn, train, and work with the high standard hotels. In addition, there is a greater opportunity to advance in a career path by transferring to another hotel under the same chain if there is any available position (Mooney, 2018). This encourages the staff to work proficiently with a high determination

- **Management:** a standardized human resource management system poses a positive effect on efficient work and good service (Xu, Stienmetz, et al., 2020). Chain hotels define clear job responsibilities of each department, so it is their own responsibility to supervise their departments (Chams & García-Blandón, 2019).

2) Disadvantages

- **Management** in the chains causes each hotel to lose its uniqueness or the condition of the entity (Plichta, 2019), for example, the name of the hotel is often obscured by the name of the chain which causes people not to be interested in it because advertising will focus on the name (Nikolskaya et al., 2018). In this regard, many hotel owners are uncomfortable or even quite upset, especially if the owner is a famous person to the locals (Ineson et al., 2019). If the hotel chain manages the hotel and changes the hotel name, they will feel that they have lost face as they used to have an important role in hotel management and were hired on a management contract.

- **Hiring a foreigner**, mostly European, as a hotel manager. Even though hiring a foreign manager has many advantages, affects the working environment due to the cultural differences between the western manager and the Thai staff (Thaithong et al., 2018). The failure to try and understand the Thai culture of foreign managers has often resulted in dissatisfaction, rejection and resistance among staff (Ashton, 2018). Most foreigners will say in a straightforward manner when they are not satisfied or blamed directly for causing the subordinate staff, who are Thai people, to feel humiliated and dissatisfied (Mayasarah, 2017). Sometimes even foreign managers have threatened to quit their jobs and are often ordered to punish employees by issuing warning letters (Bugdol, 2018).

- **Language:** Most Thai staff have poor English knowledge and use English more often than Thai (Suraprajit, 2020). This can often cause misunderstandings, especially if the western manager just comes to work in Thailand or is not trying to learn Thai culture (Yang, Cheung, et al., 2020).

2.3 Hotel chain management

According to Civak et al. (2017), hotel chain management is an investment of a hotel either newly-built or independent hotel with a hotel chain having their own manager. The head quarter will be a consultant helping in marketing, public relations, and reservations in the same pattern. According to Wood (2017), there are

two main groups of hotel chain management: local chains and international chains which can be explained as follows: -

2.3.1 Local chains

Local chains are found and developed along with the tremendous growth of the tourism business in many regions around the world (Hampton et al., 2018). This is mainly due to the global economic recovery and the rapid development of the air transportation system (Dube et al., 2021). Tourists coming from abroad need more accommodation (Ranasinghe et al., 2020). This is a direct effect on the expansion of the hotel business. Successful hotel owners from their first hotels started expanding the business by building new hotels, and this is the start of many small and large hotel chains today (Teixeira et al., 2019). This is the same trend occurring in any other business coinciding with economic growth and is the origin of the group of companies in the business industry today. In the hotel business, some hotel chains or groups of hotels, apart from managing the hotels that they own, also expand the hotel business in the form of hotel management services for other owners' hotels by receiving management fees or selling the right to use the name and franchise (Lam & Law, 2019).

There are many local and well-known hotel chains established in Thailand as follows: -

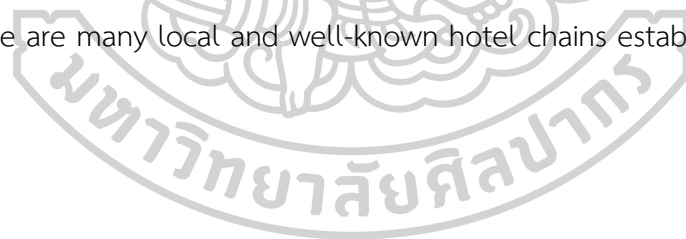





Table 7: Local hotel chains in Thailand

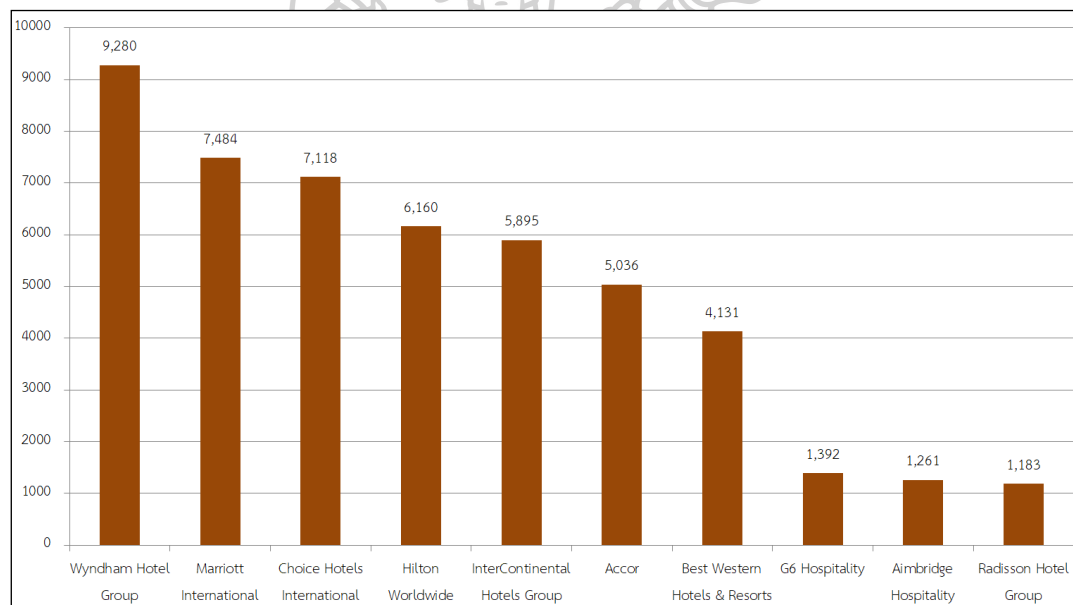
Chain name	Logo	Name of brands and numbers of property in Thailand
Centara Hotels & Resorts (www.centarahotelsresorts.com)		Centara Reserve (1), Centara Grand (6), Centara (16), Centara Boutique Collection (3), Centra by Centara (6), Cosi (3)
Compass Hospitality (www.compasshospitality.com)		Citrus (4), Citin (3), Compass collection (10)
Dusit International (www.dusit.com)		ASAI (1), Dusit Suites (1), Dusit Princess (2), Pathumwan Princess (1), Royal Princess (1), Chainarai Riverside (1), DusitD2 (4), Dusit Thani (4)
Imperial Hotels Group (www.imperialhotels.com)		The Imperial (8), Eurasia (2), The Tarntawan Hotel Surawong, The Pantip Hotel Ladprao Bangkok, The Raweekanlaya Bangkok Wellness Cuisine Resort, imm Hotel Thaphae Chiang Mai, Eco Resort Chiang Mai, Night Bazaar Place, C H Hotel, Anantara (15), Avani Hotel & Resorts (8)
Minor Hotels (www.minorhotels.com)		
ONYX Hospitality Group (www.onyx-hospitality.com)		Oriental Residence (1), Amari (11), OZO (3), Shama (3), The Mosaic Collection (13)
Red Planet Hotels (www.redplanethotels.com)		Red Planet (5)

Source: Abd Halim and Choy (2019); Karmoker (2019); Laowicharath (2017); Pratyameteetham and Atthirawong (2014); Statements (2014); Thipwong et al. (2020)

2.3.2 International chains

Since there are many international chain hotels located around the world, especially in tourist destinations, the hotel management team needs to consider the right and most effective strategy and operational tactics to operate the business (Köseoglu et al., 2019). Many hotel guests are both local and international, and they are always attentive to a unique and memorable experience reflecting the cultural and foreign context (Seyfi et al., 2020). Hence the hotel management team needs to realize responsiveness in many aspects such as hotel amenities, facilities, and service standards (Mawa, 2020). According to Statista (2021), numbers of properties are continuously increasing every year due to a high demand for tourism growth as shown in Figure 10.

Figure 10: Top 10 hotel chain companies by numbers of properties as of June 2020.



Source: Statista (2021)

From Figure 10, Wyndham Hotel Group stands at the top rank of hotel chains by the number of properties as of June 2020 which accounted for nine thousand two hundred eighty units worldwide ranging from economy to upscale accommodation. In Thailand, there are many leading international hotel chains are located throughout the country, especially tourism destinations as shown in Table 8.

Table 8: International hotel chains in Thailand (cont.)

Name	Headquarter	Names of property in Thailand	Locations in Thailand												
			Bangkok	Phuket	Chonburi	Krabi	Chiang Mai	Surat Thani	Songkla	Phang Nga	Prachuap Khiri Khan	Rayong	Others		
Como Hotels and Resort	Singapore	COMO (2)	✓	✓	-	-	-	-	-	-	-	-	-	-	-
Four Seasons Hotels and Resorts	Toronto (Canada)	Four Seasons Hotel (2), Four Seasons Resort (2), Four Seasons Tented Camp (1)	✓	-	-	-	✓	-	✓	-	-	-	-	-	Chiang Rai
Hilton Worldwide	McLean (USA)	Double Tree by Hilton (3), Waldorf Astoria (1), Conrad (2), Conrad Residences (8), Hilton (11), Million Hilton (1), Hilton Resort & Spa (1), Hilton Garden Inn (1)	✓	✓	✓	-	-	-	✓	-	-	-	-	✓	-
Hongkong and Shanghai Hotels	Hong Kong	The Peninsula (1)	✓	-	-	-	-	-	-	-	-	-	-	-	-
Hyatt Hotels Corporation	Chicago (USA)	Park Hyatt (1), Grand Hyatt (1), Hyatt Regency (4), Hyatt Place (1)	✓	✓	-	-	-	-	✓	-	-	-	-	✓	-

Table 8: International hotel chains in Thailand (cont.)

Name	Headquarter	Names of property in Thailand	Locations in Thailand												
			Bangkok	Phuket	Chonburi	Krabi	Chiang Mai	Surat Thani	Songkla	Phang Nga	Prachuap Khiri Khan	Rayong	Others		
Millennium & Copthorne Hotels	London (UK)	Millennium Resort (1)	-	✓	-	-	-	-	-	-	-	-	-	-	-
Okura Nikko Hotel Management	Tokyo (Japan)	The Okura Prestige (1), Hotel Nikko (2), Hotel Jal City (5)	✓	-	✓	-	-	-	-	-	-	-	-	-	-
OYO	Gurgaon (India)	OYO	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Ayutthaya, Kanchanaburi,
 Nakhon Nayok, Phetchaburi,
 Nakhon Sri Thammarat,
 Ranong, Samut Sakhon,
 Trang, Chiang Rai, Lampang,
 Nakhon Pathom, Nonthaburi,
 Ratchaburi, Pathumthani,
 Samut Sombkram, Trat,
 Chachoengsao, Chantaburi,
 Nakhon Ratchasima,
 Suphanburi.

Table 8: International hotel chains in Thailand (cont.)

Name	Headquarter	Names of property in Thailand	Locations in Thailand												
			Bangkok	Puket	Chonburi	Krabi	Chiang Mai	Surat Thani	Songkla	Phang Nga	Prachuap Khiri Khan	Rayong	Others		
Radisson Hotel Group	Brussels (Belgium)	Radisson Suites (1), Radisson Blu Plaza (1), Park Plaza (2)	✓	-	-	-	-	-	-	-	-	-	-	-	-
Rosewood Hotel Group	Hong Kong	Rosewood (2)	✓	-	-	-	-	-	-	-	-	-	-	-	-
Shangri-La Hotels and Resorts	Hong Kong	Shangri-La	✓	-	-	-	-	✓	-	-	-	-	-	-	-
Soneva	Maldives	Soneva Kiri	-	-	-	-	-	-	-	-	-	-	-	-	Trat
Wyndham Hotels and Resorts	Parsippany-Troy Hills (USA)	Ramada by Wyndham (5), Ramada Plaza by Wyndham (2), Ramada Resort by Wyndham (1), Days Inn by Wyndham (2), Wyndham Grand (2), Wyndham (1)	✓	✓	-	✓	-	✓	-	-	✓	-	-	-	-

Source: Atamanchuk and Ysvorovenko (2019); Graziano (2021); Krupskiy et al. (2019); Mohammed et al. (2021); Stringam et al. (2020)

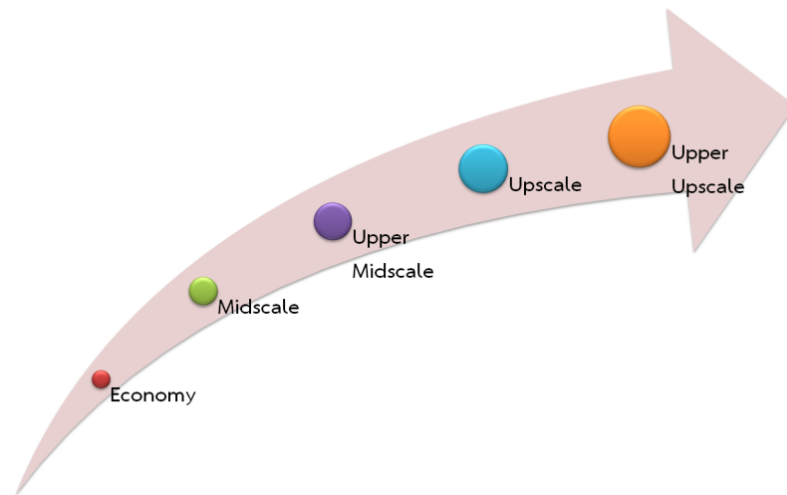
From Table 8, it shows that most international chain hotels are located in Bangkok, followed by Phuket, Chiang Mai, Koh Samui in Surat Thani, and Pattaya in Chonburi respectively. It implies that apart from the capital city, the international chain hotels are popularly located in the beach destinations (Hospers, 2019; Soler & Gemar, 2018) to respond to the high demand of domestic and international tourists. Nonetheless, one of the reasons that tourists choose the hotel is a category of the hotel due to their budgets when they travel each trip (Boto-García et al., 2022). Many international chain hotels have various hotel categories under their brands for tourists to consider (Gaur et al., 2021). Each category provides different facilities, amenities, and services but still keeps a good standard as a chain hotel to create a memorable experience for the guests (Harkison et al., 2018).

2.3.3 Chain hotel categories

The types of guests who stay at the hotels make the character and atmosphere of each hotel different from each other as per the budget and service expectation (Alsharari, 2020). In particular, hotel chains that provide services in accordance with the service standards or policies of each chain, the service level must be classified into different categories of hotels in order to have clarity on the management and practice of providing good service to the guests (Geetha et al., 2017). The method to classify the hotels according to the standard of service levels is classified by measuring the various benefits the hotels offer to guests regardless of the size or location of the hotels (Chiang et al., 2019). This is because the hotel business does not provide tangible products such as clean beds or good food. In fact, what guests remember and appreciate is intangible services (Ford & Sturman, 2018). These services are not objects, but actions like how the hotel staff treat the guests such as politeness, caring, support, and attitudes, etc. (Meng & Choi, 2021). In the hotel business, many organizations evaluate the service standards of the hotel business such as the American Automobile Association (AAA), the Mobil Travel Guide, Automobile Association (AA), Royal Automobile Club (RAC), and Smith Travel Research (STR) (Sepula, 2019).

STR is recognized as a leading data collection for the hotel industry (Napierala et al., 2020). STR categorizes a chain scale which breaks down the hotels into six different tiers based on their Average Daily Rate (ADR), which is an average rate paid for the rooms sold measure calculated by dividing room revenue by rooms sold, establishment types, architectural point of view, and services offered (Hua, DeFranco, et al., 2020). Chain scale helps the hotels to realize how to use the right strategies to their target clients (Li, Cui, et al., 2017); on the other hand, it helps the customers to achieve their expectations about the services and facilities from the hotels that they would like to stay (Ali, Gardi, et al., 2021). Hence, knowing the chain scale of its own hotel property is necessary for the owners to be aware of demand segments, market conditions, and competitive supply that affect valuations of different types of property (Kim & Lin, 2021). There are six chain scales as illustrated in Figure 11.

Figure 11: Chain scale



Source: Hua, DeFranco, et al. (2020)

STR characterizes these market sections into collections of brands known as chain scales utilizing them to compare operational strategies between the different property types and the features (Lin & Kim, 2020) as summarized in Table 9 and Table 10.

Table 9: Chain scale

Chain	Economy	Midscale	Upper Midscale	Upscale	Upper Upscale	Luxury
Accor	F1 ibis budget	All seasons Aparthotel Adagio Access BreakFree Resort Greet Ibis ibis Styles	Aparthotel Adagio Mama Shelter Mercure Hotels	Art Series Hotels Mantra Moevenpick Novotel Hotels Novotel Suites	Grand Mercure MGallery by Sofitel Peppers Hotels Pullman Rixos Swissotel The Sebel	Fairmont Mantis Collection Quay Raffles Sofitel Luxury Hotels
Best Western Hotels and Resorts	SureStay SureStay Collection SureStay Plus	Best Western	AF Aiden by Best Western Best Western Executive Residency Best Western Plus BW Signature Collection GLO Best Western	Best Western Premier BW Premier Collection Vfo	-	-
Capella Hotels & Resorts	-	-	-	-	-	Capella
Como Hotels and Resort	-	-	-	-	-	COMO
Four Seasons Hotels & Resorts	-	-	-	-	-	Four Seasons

Table 9: Chain scale (cont.)

Chain	Economy	Midscale	Upper Midscale	Upscale	Upper Upscale	Luxury
Hilton		Tru by Hilton	DoubleTree Club Hampton by Hilton Home2 Suites by Hilton	DoubleTree by Hilton Hilton Garden Inn Homewood Suites by Hilton Tapestry Collection by Hilton	Canopy by Hilton Curio Collection by Hilton Embassy Suites by Hilton Hilton Hilton Grand Vacations	Conrad LXR Hotels & Resorts Waldorf Astoria
Worldwide	-					
Hong Kong and Shanghai Hotels	-					The Peninsula
Hyatt Hotels Corporation	-			Hyatt House Hyatt Place	Aila Hotels & Resorts Hyatt Hyatt Centric Hyatt Regency Joie De Vivre	Andaz Destination Hotels Grand Hyatt Hyatt Zilara Hyatt Ziva Miraval Park Hyatt The Unbound Collection Thompson Hotel Kempinski Hotels
Kempinski	-					
Langham				Eaton		Cordis Langham
Hospitality Group	-					

Table 9: Chain scale (cont.)

Chain	Economy	Midscale	Upper Midscale	Upscale	Upper Upscale	Luxury
InterContinental Hotels Group	-	Avid Hotels Candlewood Suites	Holiday Inn Holiday Inn Express	AF Crowne Plaza EVEN Hotels HUALUXE Hotels & Resorts Staybridge Suites voco	Indigo Kimpton	InterContinental Regent Hotels Six Senses
Mandarin	-	-	-	-	-	Mandarin Oriental
Oriental Group	-	-	-	-	-	-
Marriott International	-	-	Fairfield Inn MOXY Protea Hotel TownePlace Suites	aloft Hotels AC Hotels by Marriott Courtyard Delta Hotels Element Four Points by Sheraton Residence Inn SpringHill Suites	Autograph Collection Gaylord Entertainment Le Meridien Marriott Marriott Conference Center Marriott Executive Apartments Renaissance Sheraton Hotel Tribute Portfolio Westin	Bulgari Hotels Edition JW Marriott Luxury Collection Ritz-Carlton St Regis W Hotel
Soneva	-	-	-	-	-	Soneva
Millennium & Copthorne Hotels	-	Kingsgate Hotels	-	Copthorne Hotels	Millennium Hotels	-

Table 9: Chain scale (cont.)

Chain	Economy	Midscale	Upper Midscale	Upscale	Upper Upscale	Luxury
Meliá Hotels International	-	Sol	-	Innside by Meliá Meliá	Meliá Boutique	Gran Meliá ME Paradisus Resorts
Okura Nikko Hotel Management	-	-	Hotel JAL City	-	Okura Hotels Hotel Nikko	-
OYO	OYO Rooms OYO Townhouse	-	-	-	-	-
Radisson Hotel Group	-	-	Park Inn Country Inn & Suites	artotel Park Plaza Radisson	Radisson Blu Radisson Collection Radisson RED	-
Rosewood Hotel Group	-	-	Penta	-	New World	Rosewood
Shangri-La Hotels and Resorts	-	-	-	Traders Hotel Hotel Jen	-	Shangri-La
Wyndham Hotels and Resorts	Days Inn Howard Johnson Microtel Inn & Suites by Wyndham Super 8 Travelodge	Americinn Baymont Inn & Suites Hawthorn Suites by Wyndham Ramada Wingate by Wyndham	Days Inn China Howard Johnson China La Quinta Inns & Suites Trademark Hotel Collection Tryp by Wyndham Wyndham Garden	Dazzler Hotels Esplendor Hotels Wyndham Hotels Wyndham Vacation	Dolce Hotels & Resorts Wyndham Grand	-

Source: STR Chain Scales (2019)

Table 10: Features of the hotels in each chain scale

Chain Scale	Features of Hotel																									
	B breakfast	Free WiFi	Lounge	Gift Shop	Proficient staff	Meeting rooms	Swimming Pool	Fitness center	Modern designed guestrooms	Light meal options	Loyalty program	Library	Reservation Accuracy	Check-in/out Accuracy	Social media advertising	Hi-tech facilities	Room Maintenance	Check-in/out Speed	Room service	Multi-channel marketing	Spa	Laundry service	In-room check-in	Kids club	Butler service	
Economy	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Midscale	✓	✓	✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Upper Midscale	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Upscale	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Upper Upscale	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Luxury	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Source: Hua et al. (2018); Kim, Baloglu, et al. (2021); Kim and Chae (2018); Leung et al. (2017); Yeon et al. (2020)

From Table 10, luxury hotels are mostly found in chain hotels such as Fairmont, Quay, Raffles, and Sofitel Luxury Hotels (Accor), Capella (Capella Hotels & Resorts), COMO (Como Hotels and Resort), Four Seasons (Four Seasons Hotels & Resorts), Conrad, LXR Hotels & Resorts, and Waldorf Astoria (Hilton Worldwide), Andaz, , Grand Hyatt, and Park Hyatt (Hyatt Hotels Corporation), InterContinental, Regent Hotels, and Six Senses (InterContinental Hotels Group), JW Marriott, Ritz-Carlton, St Regis, and W Hotel (Marriott International). This is due to the increasing popularity of luxury tourism. It is a business opportunity that has grown significantly. According to Naumik-Gladkaya and Devon (2018), Allied Market Research estimates global luxury tourism growth of \$ 1.2 billion in 2022, or average annual growth of 6.4% (the period of 2016-2022), where luxury travel has grown from providing exceptional value and experience to tourists which the experience of traveling is no longer confined to the so-called high-end customer. Tourists are also using this type of tourism to express their personal identity and place an increased emphasis on leisure time (Chen & Peng, 2018).

In addition, the features found in luxury hotels as seen from Table 10 are exceptional. A room with privacy and fine-dining restaurants helps to create an atmosphere of intimacy and a feeling of specialness for tourists because they will feel that they are able to reach something special which is different from what other tourists have (Smit & Melissen, 2018). Some luxury hotels can create a memorable atmosphere for their guests by offering them a unique travel program, for example organizing a special event for a limited number of customers to visit the local market with the head chef from the restaurant, etc (Anantharramu & Kaiser, 2020).

In summary, luxury hotels are unique to tourists because they would like to get an experience of the local culture and people to make their trip more meaningful than it has ever been in the past. The hotels for their guests are not just expensive with their gorgeous rooms, but also provide personalized service from their well-trained staff to create a memorable experience. So, the hotel owners need to fully understand and carefully provide the services, facilities, and amenities that make their guests perceive a feeling of luxury because it is sensitive and challenging to understand the needs of tourists to meet or exceed their expectations.

2.4 Luxury hotel

The word “*Luxury*” means lavishness, enjoyment, comfort, and dignity (Lokhov et al., 2018; Sudbury-Riley et al., 2020). When it is combined with the word “hotel”, luxury hotel can be defined as a place to serve guests who seek happiness emphasizing comfort, elegance, and excellent service (Kondo, 2019; Qian & Law, 2021).

Nowadays, the number of tourists who are attracted to luxury products and services has continued to increase (Hung et al., 2021). The ability to expand customers and retain the privileges of this tourist group become challenging (Peng & Chen, 2019). With the use of luxury products and services, the lifestyle is becoming more luxurious causing service providers to try to create different types of products to meet the needs of customers (Xie et al., 2019). It has to offer a more extraordinary experience than existing products and services which will be an indicator of the difference between the old style of luxury and a new kind of luxury (Wiedmann et al., 2018). Hotel businesses need to provide accommodations which can respond to the needs of luxury customers (Martínez García de Leaniz et al., 2018). Previously, customers of luxury hotels were mostly businessmen, celebrities, actresses, politicians and millionaires (Derval, 2018; Jaworski & Thurlow, 2017). With the expansion of the luxury tourism trends, the tourists of luxury tourism today is not shifted to the middle-class tourists that have increased in recent years (Newcombe, 2018). They prefer excellent service, exceptional good quality amenities such as thick towels that are changed twice a day, the bed is turned down every night, daily magazines and newspapers, etc. (Correia et al., 2020; Padma & Ahn, 2020). The focus of luxury hotels is to provide a personal attention; therefore, the ratio of the number of employees per guest is higher than other types of hotels because there are many special services required to the guests, and also to be able to quickly and thoroughly meet the needs of the guests (Jang & Moutinho, 2019; Umasuthan et al., 2017).

Most luxury hotels have multilingual concierge staff who are extraordinarily helpful in helping guests register their stay, arrange transfers, and buy theater tickets (MacNeil, 2018). Some luxury hotels have a separate floor to provide the Executive

Floor with drinks, fresh fruits. In addition, some hotels have a butler service available upon request (Fandya et al., 2017).

Luxury hotels provide their guests with the best services to promote the guests' satisfaction from the first time they contact the hotels until they go back home (Buehring & O'Mahony, 2019). Hence, the luxury hotels will feature the characteristics of the services in every single moment (Wirtz et al., 2020). All the functions of the luxury hotels are using automated systems which help the staff to work effectively, so they can complete their jobs efficiently (Li, Bonn, et al., 2019). The service mode that the staff provide to the guests can be done directly and electronically (Lo & Yeung, 2020). Therefore, the guests will be asked about their preferable way of receiving services mostly through a questionnaire. The luxury hotels will normally provide the exceptional service attributes as in Table 11.

Table 11: Exceptional service attributes of the luxury hotel

Hotel service	Service features
Ambience	cleanliness/comfort/elegance/landscaping/security/safety/lighting/air quality
Multisensory	color/odor/temperature/humidity/noise/music/view
Space/ Function	architectural layout/architectural arrangement/ furnishings/space maintenance/socially encouraging environment/equipment
Staff attitude	happy/friendly/smiling/accommodating/courteous/appreciative/respectful/nurture guest rapport
Staff behavior	efficient/knowledgeable/made eye contact/used appropriate sales techniques/proper language communication skills
Proactive service	anticipate guests' needs/guest (name) recognition/provide unexpected service/attentive to guests/sensitive to guest needs and wants
Appearance	nice/classy/professional/well-mannered/neat/clean/recognizable and appropriate uniform/body posture

Source: Bardsley (2021); Cheng and Jin (2019); King et al. (2020); Nasim and Shamshir (2019); Padma and Ahn (2020); Wang et al. (2017)

In addition, service quality is used as an attribute for hotels when assessed by the customers (Nunkoo et al., 2020). The performance of service quality attributes offered by service providers concerns overall customer satisfaction (Joudeh & Dandis, 2018). Since service quality models which are known as SERVFERF (Cronin Jr & Taylor, 1992), LODGSERV (Knutson et al., 1993), and HOLSERV (Mei et al., 1999) have been recognized since the 1990's. In the 2000s, researchers additionally reviewed and developed these models such as LQI (Getty & Getty, 2003). As the business environment for the hotel business alters continually, it needs to involve new change (Konovalova et al., 2018). Since the luxury hotels continually evolve into the leading hotel business in the country (Padma & Ahn, 2020), it is found that a study of service development approaches to impress amidst the competitive environment in the hotel business requires a competitive service quality which has a relationship in organizing the product management processes to meet the needs of guests in order to create business benefits and maximize a guest satisfaction (Kumar, Rajan, Gupta, & Dalla Pozza, 2019). Hence, the researcher concludes the dimensions of service quality for luxury hotels as shown in Figure 12.

Figure 12: Dimensions of service quality for luxury hotels



Source: Lai and Hitchcock (2017)

The next part will be presented as a development of the conceptual model used as a guide for hotel business operators to understand the real needs of guests and get to know the guidelines for developing luxury services for hotel business.

CHAPTER 3

THE DEVELOPMENT OF THE CONCEPTUAL MODEL

The conceptual modeling process of the research entitled “*A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand*”, includes the knowledge acquisition, representation of the knowledge in different forms, validating the knowledge, using the knowledge as a starting point for more detailed models, synthesis of the data, and extraction of the variables according to the research objectives from the following topics.

1. Service marketing management
2. Theoretical framework: Stimulus, Organism and Response (SOR) model
3. Perceived service design
4. Customer trust
5. Customer delight
6. Perceived hotel hygiene attributes of COVID-19
7. Research conceptual framework

3.1 Service marketing management

Currently, marketing is changing rapidly, whether it is computers, technology, or the Internet (Tidd & Bessant, 2020). Both customers and manufacturing companies have access to information equally, making the advantages and disadvantages of obtaining information for decision making less common (Metcalf et al., 2019). Therefore business strategies will go in any direction to differentiate the company's products to satisfy the needs of customers for maximum profitability (Nagy et al., 2018). Many companies focus on the management of modern technology (Bhalla et al., 2018) such as computer software programs or a telecommunication system that saves time in processing data for decision-making, but all of these technologies are

available for purchase, so the service is one of the tools that well distinguish a business (Taherdoost & Brard, 2019).

The answer to a suitable tool for today's competition has to be traced back to when humans learned to trade with each other and evolved into the present trade (Lee & Shin, 2020). Customer needs are presently more complicated than the original (Smith et al., 2018). The commercial environment has changed dramatically; moreover, the world's economy today has almost no borders (Gilpin, 2018). The economic structure has undergone tremendous reforms due to the service economy, making the industrial business begin to shift to the service business (Donthu & Gustafsson, 2020). The Gross National Product (GDP) has changed at a higher rate as a result of all service activities such as finance, banking, airline, hotel, restaurants, film, and music businesses, which are businesses that the former generation is not familiar with (Miroudot & Cadestin, 2017).

Nowadays, the service sector has become important to the economic sector as it is one of the sources of income and employment, replacing the previously important industries (Slesnick et al., 2018). Grönroos (1984), a Swedish marketing scholar, analyzed that the service economy is growing rapidly because people have better incomes, they don't want to do some household chores, so they have hired a housekeeper to work. When people have a good income, they want to have more time to relax. They make a trip for a vacation, find places to eat outside, and find activities. New products are more complex, such as cars, computers, and air-conditioning, and they need special care, so after-sales service is inevitable. In addition, the current environmental and natural conservation efforts have become crucial (Chan et al., 2020). As a result, there is a need for experts to come in to provide advice on manufacturing that is more environmentally friendly.

The service marketing concept is an in-depth marketing concept aiming to explain the approach and management of marketing in service businesses (Mukonza & Swarts, 2020). Kotler et al. (2018) explained that service marketing is different from other marketing concepts which consist of price, place, product, and promotion. The service marketing concept will add three more attributes that will affect the service delivery process from service providers to consumers, namely personnel, process,

and physical environment (Park et al., 2020). These are called service marketing (Figure 13).

Figure 13: Service marketing mix



Source: Kotler et al. (2018)

1) Price refers to value in product or service. Customers compare the value of the products and services they received with the price (Konuk, 2019). If the value is higher than the price, the customer will decide to purchase (Faith, 2018). So, the price for the service should be obviously appropriate to the level of service, and it is not difficult to classify the different service levels (Sochor et al., 2018). Therefore, pricing strategy makers must take into account the following factors:

- (1) perceived value from the consumer perspective which must consider customer acceptance of the product value as higher than the product price
- (2) cost of goods and related expenses affecting the determination of prices of goods and services so that the organization can continue its business,
- (3) market competition conditions in order to know the movement, determination of the competition direction among market competitors including business partners, new competitors, and consumer behavior at that time, and
- (4) other factors such as social, economic and governmental conditions which are related to business operations (Kienzler & Kowalkowski, 2017; Kireyev et al., 2017; Zhang & Wang, 2018).

2) Place is related to the environment of the services offered to customers, affecting consumers' perception of a value and service benefit (Iglesias et al., 2019). Place must be considered in the location and channels consisting of 2 parts as follows:

- **Channel of distribution or Distribution channel or Marketing channel** means a group of people or business that is related to the ownership movement of the product or it is the product movement from the manufacturer to the consumer (Jerath et al., 2017). The distribution channel consists of producers, intermediaries, and consumers (Malak-Rawlikowska et al., 2019). It may be the direct channel from producer to consumer or the indirect channel from the producer through the middleman to the consumer (Dellaert, 2019). It may also refer to the way of a product or the ownership way is transferred to the market.

- **Physical distribution or Market logistics** means an activity which is related to planning, operating, and controlling of material movement, production factors, and the products from the beginning to the last consumption point to meet the needs of consumers (Hou et al., 2017). The major distribution of goods is as follows: (1) transportation (2) storage and warehousing, and (3) inventory management (Richards & Grinstead, 2020).

It is therefore important to consider whether a location is what the customer targets, how consumers' behavior patterns in daily life are affected, where the products should be distributed at the point that the consumers are comfortable, and how convenient it is for the customers to buy.

3) Product is something that satisfies the needs and needs of consumers (Camilleri, Market segmentation, targeting and positioning, 2018). It is what the seller wants to provide to the consumers, and then the consumers get the benefits and value from that product (Wu & Li, 2018). It may refer to things offered for sale by businesses to meet the needs of consumers to create satisfaction from those products and services. Generally, products can be divided into 2 aspects: tangible and intangible (Tafesse, 2021). The product can be a service, place, person, or idea. The products offered for sale may be human or non-existent (Shogren & Taylor,

2020). They therefore include products, services, ideas, places, organizations or individuals which have utility and value from the customer's point of view (Chen & Lin, 2019).

Product strategy determination must be given consideration the following factors (Haudi & Cahyono, 2020; Solimun & Fernandes, 2018; Zéman & Bogdan, 2019):

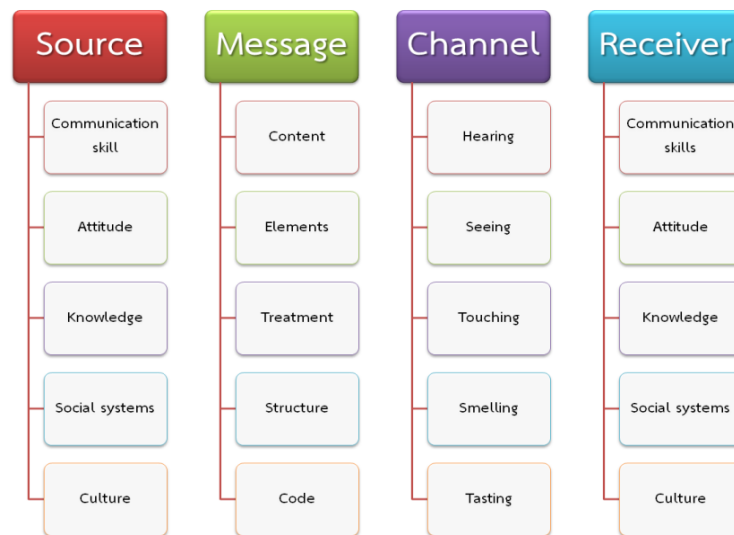
- 1) product and competitive differentiation,
- 2) product components such as basic benefits, appearance, quality, packaging, and branding, etc.
- 3) product positioning that the company designs to show different and valuable positions in the minds of the target consumer groups, and
- 4) new product development must be considered a better ability to meet the needs of consumers

4) Promotion is one of the most important tools in communicating with users (Lee et al., 2018). The objective of the promotion is to inform or convince the attitude and behavior of those using the service (Shareef et al., 2018); moreover, it must consider the important role of service marketing communication (Amin & Priansah, 2019) as follows:

- The role of informing the necessary information to customers
- The role of educating the product
- The role of persuading customers to decide to buy the product
- The role of reminding the customers.

As the communication process requires thinking, language, sending and receiving process and news exchange process for mutual understanding (Camilleri, Integrated marketing communications, 2018; Finne & Grönroos, 2017; Hussain et al., 2018). Berlo (1977) presented the SMCR Model of Communication, which consists of 6 main communication elements: source, encoder, message, channel, decoder, and receiver as displayed in Figure 14.

Figure 14: Berlo's SMCR Model of Communication



Source: Berlo (1977)

Source of the message or messenger (Source: S) must be a person with good communication skills and a good ability to encode the content of the message (Zainal et al., 2021). Moreover, it must be a person who has a positive attitude towards the receiver for communication results and good knowledge of the information to be sent, and the ability to adjust the level of the information towards the social and cultural basis that is consistent with the receiver (Kuznar & Yager, 2020).

Information (Message: M) is related to the content and means of transmission (Muyanga & Phiri, 2020).

Channel of communication (Channel: C) means to send information by allowing the receiver to receive information through all five senses (hearing, seeing, touching, tasting, or smelling) or just any part of it (Umeozor, 2020).

The receiver (Receiver: R) must have communication skills and the ability to decode (Al-Hayani & Ilhan, 2020). Also, it must be a person with a good attitude, same or similar level of knowledge and socio-cultural background as the sender (Malhotra). It will therefore make the interpretation or communication successful (Bergman, 2019).

In service marketing communication, marketers need to understand the communication process to know the essential elements of the communication process and also be aware of the characteristics and strengths of each marketing communication mix and the selection of communication tools to utilize the most benefits (Payne et al., 2017). The marketers may choose to use only one or multiple tools according to Integrated Marketing Communication (IMC) concept considering the suitability of the customers, products, and competitors to achieve the common goal (Gordon-Isasi et al., 2020).

5) People refer to the staff who provide the services to the customers and influence their perception which requires training, a motivation to achieve customer satisfaction (Pakurár et al., 2019). Zeithaml et al. (2018) propose the importance, roles and functions of staff in service marketing as a person who has a direct role in serving the customers making them delightful and creating a success for the organization. The key role of staff or personnel is to connect the organization with the external environment, which has two main objectives (Shabbir & Wisdom, 2020): (1) to exchange information between organizations and the external environment, and (2) to act as an organization's representative in interacting with the customers due to the importance of personnel is to work in connection with the needs of the stakeholders. Sometimes the staff is faced with conflicts that cause inconsistencies in the needs of the stakeholders (Scheidler et al., 2019). Staff should have the ability and the attitude that respond to the needs of the customers, initiative, be able to solve problems, be able to create value for the organization as well as service models to create value for customers if it is clean and neat dress, polite negotiations, and prompt service that make the customer receive the benefit of responding to the needs (Lu et al., 2020).

6) Process involves the way, method, and routine tasks that the staff need to follow the deadline, including various activities in presenting products and services to customers (Abrahamsson et al., 2017). There are two important aspects of the process in service marketing:

- **Importance to the business** which includes helping with cost management of service production, and strategic determination in service positioning resulting in staff satisfaction (Hole et al., 2018). This gives the company a competitive advantage and helps the business achieve its goal (Baumgartner & Rauter, 2017).

- **Importance to the customer** to perceive that the process is part of the service (Keshavarz & Jamshidi, 2018). A good service process affects the customers' satisfaction, and sometimes the flexibility of the process can lead to greater customer satisfaction (Cheng, Gan, et al., 2019).

In the process of service design, it should consider the key service factors as follows (Carlson et al., 2018):

- The level of customer participation in the service process
- The location of the service delivery
- The type of service
- The level of contact between the service providers and customers
- The level of the service standard
- The level of the service complexity

The marketing executives should realize the necessity to balance between the production and the marketing to minimize the conflicts in the process of creating and delivering services to customers (Tien, Phu, et al., 2019). A service blueprint should be designed efficiently focusing on both staff and customers to achieve maximum satisfaction (Pandey & Kulshrestha, 2021).

7) Physical evidence is the appearance that consumers can see and perceive by the five senses on the shape, style, packaging and use as an indicator of the service quality (Kushwaha et al., 2017). This may include the entire environment related to service, location of service, and tangible things facilitating communication about services (Reis & Gonçalves, 2018), which can be categorized into two main types: servicescape and other tangible (Pizam & Tasci, 2019). The marketers need to understand the role of physical evidences in four functions: 1) packaging for a service, 2) facilitating in service, 3) differentiating the service, and 4) optimizing the

behavioral patterns and relationships between staff and customers (Islam et al., 2019).

Therefore, any activities to produce a marketing mix and to be successful in marketing require a preparation of price, place, production promotion, people, process, and physical evidence. At the same time, an initial survey of consumer needs may be conducted to determine demography, expectations, and service requirements, etc. (Kant & Jaiswal, 2017).

3.1.1 Experience economy theory

Business needs to create something that can be transformed into memories for consumers which, in the meaning of both of them, means an experience making it the core of the service business (Voorhees et al., 2017). The experience of each person will be shaped by an interaction between situations and individuals.

Pine and Gilmore (The experience economy 1998) presented the consumer experience concept recognizing in the experience economy that it is a business competition with regard to consumer experience competitions. It refers to the experienced utility theory in behavioral economics of Kahneman and Thaler (1991). The meaning of utility is benefits that consumer receives from experience and are mentioned in consumer experience (Dhanabalan et al., 2018). It is a result of commercial offerings that contribute to the creation of many memorable experiences for consumers (Kumar, Rajan, Gupta, & Pozza, 2019). It can be described from the perspective of the economy, experience creation is a final step of value creation (Camilleri & Neuhofer, 2017), also enhances the quality of products and services. Business competition does not only focus on quality of products and services, also experience creation is important to ensure customer satisfaction leading to purchase intention (Tran, 2020). The concept of Pine and Gilmore has also been applied in the hotel business and experience has been widely studied in hotel business, such as mobile check-in, robot cleaner, Chatbot service in Marriott, Hilton, and Hyatt (Bonarini, 2020; Damnjanović et al., 2020; Polemis & Stengos, 2020; Xu, Zhang, et al., 2020).

In addition, Pine and Gilmore (The experience economy 1998) define the word "experience" as an event in which a person feels personally. It is determined from a business perspective on the basis of consumer experience of enjoyment, participation, and the memory of events that have been touched and perceived which can be shown in four different dimensions or 4D experiences as follows: -

1) Entertainment experience is a model of experience that has been continuously developed in the tourism business until today (Chen, Wang, et al., 2020). It can happen commonly when tourists get to experience activities in tourist attractions (Paulauskaite et al., 2017) such as playing in amusement park rides, watching a show, listening to music, and reading. The activities that provide entertainment experiences must therefore have a style that captures the attention of tourists (Vespestad et al., 2019).

2) Educational experience reinforces the tourists' interest in the activities that are similar to their education (Bhaskara & Filimonau, 2021). Thus, there is an expression of participation with the attractions both physically and mentally (Moretti et al., 2020). In general, tourists will gain knowledge and skills after gaining a learning experience through visiting tourist attractions (Coudounaris & Sthapit, 2017), such as visiting arts and crafts festivals which allow the tourists to learn about the historical background of the arts and crafts. The tourists may have more skill in creating arts and crafts by applying their own techniques.

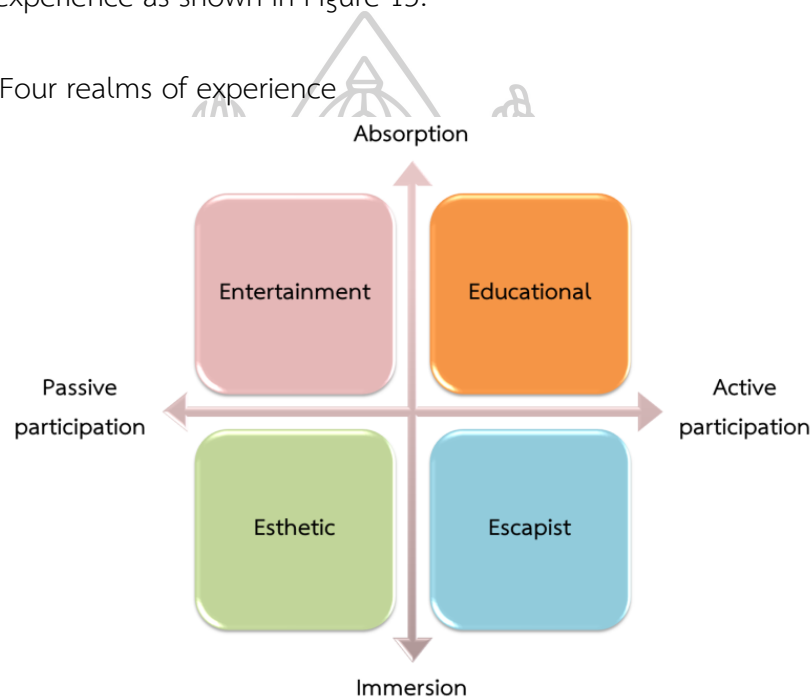
3) Esthetic experience reflects the concept of escapism or service marketing atmosphere (Holmqvist et al., 2020), which demonstrates that the physical environment of the business and service has an important impact on the service level of the tourists. So, it can be said that aesthetic experience is a key factor in how tourists assess overall attractions and tourism experiences.

4) Escapism experience requires a deeper level of immersion and engagement rather than entertainment and learning (Thanh & Kirova, 2018). The tourists who look for an escapism experience do not only travel to specific attractions, but also participate in the activities of the attractions which makes worth the time in providing the escapism experience (Junaid et al., 2019; Thanh & Kirova, 2018).

Therefore, it needs the most authentic activities to achieve the emotional response of escape from everyday life before returning to normal daily activities.

When combining the unique four experience dimensions, it can result in a more complete experience from the attractions (Tussyadiah et al., 2017). The 4 experience dimensions can create the best travel experience for tourists by showing a combination of the four experiences into a horizontal axis that represents the participation of tourists, and a vertical axis that represents absorption- immersion in the travel experience as shown in Figure 15.

Figure 15: Four realms of experience



Source: Pine and Gilmore (The experience economy 1998)

From Figure 15, the 4 realms of experience can be described in the form of experience as follows:

1) Participation represents the different participation styles in tourist activities:

- Passive participation is the participation of tourists in a form that the activists will talk about an event or what is going to happen in that activity (Ratkowski & Ratkowska, 2018). These are characteristics that reflect entertainment and aesthetic tourism. Therefore, the tourism experience is not caused by the impact or direct influence of the potential of the attractions (Wen et al., 2020).

- Active participation is the tourists' participation in the form of being part of an activity by interacting with the activity on their own (Ponsignon & Derbaix, 2020). It is a characteristic that reflects educational tourism and escapism tourism. Tourism experience is a direct the impact or direct influence of the potential of the attractions (Suhartanto et al., 2020).

2) Absorption-Immersion is a form of experience that tourists can touch which is:-

- Absorption is the focus of what the tourists' personal interests are by bringing to mind the experiences (Lee et al., 2020). Tourists are often absorbed in the entertainment and learning experiences that the attractions have provided (Lee et al., 2020).

- Immersion is to absorb the tourism environment which creates an aesthetic or escapism experience (Teichert et al., 2021). The absorbed details will turn into a virtual or tangible experience.

The above four realms of experience may not be properly used to define a fixed style of tourism experience because the boundaries of each dimension are unique and often inseparable (Suvantola, 2018). On the other hand, each experience dimension can complement each other resulting in a complete and best tourism experience for the tourists (Su & Teng, 2018). To challenge service marketing to be desirable, Schmitt (1999) introduced the concept of Strategic Experiential Modules (SEMs), which have five senses to stimulate these senses to respond and create a customer experience. SEMs will enable experiential marketers to be able to differentiate the experience from the given experience of the customers (Yoon & Lee, 2017). The details of experiential marketing will be discussed in the next part.

3.1.2 Experiential marketing

Experience is one of the key factors that marketers need to understand for creating a memorable moment for the customers (Coetzee et al., 2019) because experience is an interaction of body, thoughts, and emotions which a person has toward the environment (Manstead, 2018). Feelings, emotions, and thoughts cannot be separated when interacting with the environment (Kirk & Jay, 2018). Experience is

a process in which the body and mind go together. It is an essential part of consumer behavior because experience can create consumers to learn and remember (Alfakhri et al., 2018). Experience is an individual thing and is often described with verbs such as attract, admire, or hate, which are linked to the stimulus behind the experience (Fiedler & Greifeneder, 2017). Marketing stimuli that companies use to support a brand image contribute to a creation of positive, negative, and neutral experiences in which individuals perceive and interpret stimuli differently (Kim, Youn, et al., 2019). However, if the experience that happens in front of the customers is higher or equivalent to the consumer's expectations, the consumers will evaluate it as a positive experience or an impressive event (Hardisty & Weber, 2020). A positive experience will lead to long-term loyalty to a business (Gupta et al., 2018). Loyal customers are willing to pay higher prices and recommend the goods and services to other prospective consumers (Pham & Ahammad, 2017).

Rather (2020) claims that experiential marketing is a new way of thinking about marketing. Experiential marketing takes the essence of the product and expands it to a tangible experience by using the advertising media such as commercial electronic messaging, print media and makes the customers feel that they are part of the product (Ketter, 2018). Experiential marketing can be memorable, relevant, and often valuable in engaging customers through experience (Wiedmann et al., 2018).

Schmitt (1999) says that experiential marketing differs from traditional marketing as it focuses on product features and benefits. The marketers need to view the customers as logical persons who are involved in the experience that creates a sense of satisfaction (Källström & Hultman, 2018). He believes that the ultimate goal of experiential marketing has four key attributes:

1) *Focusing on the consumer experience:* The experiences must arise from confrontation and live in situations where sensory stimuli are stimulated (Andresen et al., 2020). The experience can also connect brands to consumer lifestyles and re-create personal behavior (Black & Veloutsou, 2017). It also creates shopping opportunities in various social contexts. In sum, the experience causes the senses, emotions, awareness, behaviors and relationship values (Han et al., 2017).

2) Examining the consumption situation: It emphasizes on determining the categories of products in each category. The experiential marketers should not only consider the products, they must consider every process of the consumers' use of the products and question which situations the products are suitable for (Lin et al., 2018). There are also different criticisms of experiential marketers who believe the most powerful opportunities for brand influence will come after consumption (Cadario & Chandon, 2020). This experience is key to judging satisfaction and brand loyalty (Jamshidi & Rousta, 2021).

3) Customers are rational and emotional animals : Experiential marketers see that customers are influenced by emotion, feeling and sensibility (Godovykh & Tasci, 2020). While customers use reasonableness in choosing to purchase products, they will also use emotion, feeling and sensibility as well because the consumption experience is directed toward the pursuit of imagination, feelings, and fun (Chang & Chu, 2020). Therefore the important thing for marketers today is not to treat the customers as if they are the reasonable decision maker because they still have demands for pleasure, stimulation, and creative challenges (Chen et al., 2017).

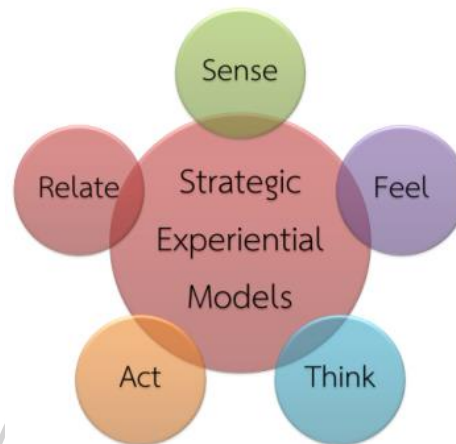
4) Methods and tools are eclectic: Experiential marketing methods and tools are different and multifaceted (Batat, 2019). Experiential marketers are not limited to one single method of creating experiences, but they will choose the right tool and then consider reliability, validity and complex methods (Chen & Lin, 2019).

3.1.3 Experiential marketing strategies

The Experiential Marketing Framework consists of 2 parts: 1) Strategic Experiential Models (SEMs) which create strategies that support experiential marketing, and 2) Experience Providers (ExPros) which is a strategic tool of experiential marketing (Schmitt, 1999; Smilansky, 2017). The strategies that help to create an experience tend to vary widely depending on the structure and concept of each business (Gaglio, 2018). The strategic experience criterion is one of the strategies that have been created with the aim of being successful in experiential marketing and helping to create long-term brand value (Ihtiyar et al., 2019). Five types of

consumer experience are a foundation of an experiential marketing framework namely 1) Sense, 2) Feel, 3) Think, 4) Act, and 5) Relate (Schmitt, 1999).

Figure 16: Strategic Experiential Models (SEMs)



Source: Schmitt (1999)

Sensory experiential marketing (SEM)

Moreira et al. (2017) concluded that sensory marketing is an approach to fill the gaps in traditional marketing concerning customers' satisfaction. This is consistent with Satti et al. (2021)'s study that sensory marketing is caused by a problem of traditional marketing focusing on consumers which means it cannot attract attention of consumers as before because consumer behavior and emotions are used in making purchasing decisions. SEM is a combination of five sensory components: sight, sound, scent, taste, and touch. Its purpose is to create aesthetic appreciation, excitement, and satisfaction using senses as a motivator. Core of using senses is a harmony of perceptions and diversity of feelings (Schiavio et al., 2017). Creation of the senses should always have clear, measurable, and basic concepts (Barrier, 2017). SEM is often used to differentiate organizations and products to stimulate consumers and add value to their products.

Feeling experiential marketing (FEM)

FEM is aimed at creating good feelings for consumers which leads to the liking of the company's products and services and can build brand loyalty (Wahyono &

Nurjanah, 2020). However, when customers feel bad, they will avoid purchasing products and services. In order to create a successful FEM, there must be a clear understanding of how to create feelings during experience (Yeh et al., 2019). Creating FEM aims to create an emotional experience. Hence, it is essential to understand moods and feelings. Moods are a state of non-specific feelings (Taheri et al., 2017). Specific stimuli unconsciously pull out the consumer's emotions. Emotions are a state of feeling that is stimulated in a specific way (Rather, 2020). Emotions are the opposite of moods because they are more intense. Emotions can distract attention and interfere with other activities that are happening at that time (Le et al., 2019). In conclusion, feeling is very powerful when it comes to consumption. A strong and stable feeling is borne by the interactions and engagement between consumers and products and services (Li, Teng, et al., 2020). However, the circumstances surrounding consumption of goods and services is not only positive, sometimes it can create a negative feeling as well (Knobloch et al., 2017).

Thinking experiential marketing (TEM)

TEM aims to motivate the customers to participate in creativity in an on-going activity that results in a composition and product assessment (Suhartanto et al., 2018). Webb et al. (2017) provide information on ideas in two different ways.

- Convergent thinking is a logical thinking and analysis of the probabilities in connection with the problem (Bingölbali & Bingölbali, 2020). This convergent stimulus requires very specific and clear information. This way of thinking must be guided by the way that consumers can think and give the answer in the direction they want (Fader, 2020). In this regard, stimulation can be done by presenting a variety of information through products and services (Laato et al., 2020).

- Divergent thinking is a method of thinking that can be expanded in many directions (Hass, 2017). This kind of thinking produces more independent thinking like being connected to perceptual expertise, such as the ability to think diversely, and the flexibility and initiative (Gube & Lajoie, 2020).

TEM engages the customers in creativity, including convergent thinking and decentralized thinking (Al-Hawari et al., 2021). The important thing is to build knowledge about the customers and the interesting resources, which in turn helps to find the right motives to generate multiple ideas and respond to what they want (Benoit et al., 2017). In addition, the customers will receive a higher level of satisfaction than they expected.

Acting experiential marketing (AEM)

AEM is designed to create a consumer experience that is physically connected (Batat, 2019). Long-term behavior and lifestyle patterns arise from interactions with others (Echegaray, 2021). AEM sometimes occurs individually or it is a result of interactions with society (Jessop, 2020). Lifestyle is a key element in creating AEM. It refers to the lifestyle of consumers expressed through activities, interests, and opinions to express the consumer's lifestyle to others and themselves (Chouk & Mani, 2019). Therefore, the marketers must be sensitive to the stimuli of a trend that is becoming more attractive or driving that idea (Gotteland et al., 2020). The marketers should make sure they are relevant to the brand and can be built as part of their experience which the physical and lifestyle experiences will connect with interactions with others (Smilansky, 2017). The customers' behaviors are not solely on their own, but they also depend on the reference group, income, interests, attitudes and social norms (Borg et al., 2020). Hence, AEM can enrich customers' lives by targeting their physical experiences, and offering options for doing different things in life (Cuomo et al., 2020). The changes in lifestyle and behavior tend to naturally have more motivation, inspiration, and emotions, and will lead to the creation of changes according to the model (Sheldon, 2020).

Relate experiential marketing (REM)

REM helps to expand an individual's sense of knowledge, feelings and actions through connecting people to society and cultural contexts to reflect products and services (Atwal & Williams, 2017). REM combines the perspective of SEM, FEM, TEM, and AEM. REM appeals to individual's need for personal development. Customers

want themselves and others, such as friends, lovers, and families, to be connected to broader society, such as subcultures, countries, etc. (De Mooij, 2021). It will be a key player in building a strong experience for the brand and service including building strength for the people who love that product and service (Wiedmann et al., 2018).

Smilansky (2017) summarized tools to create experiences play a vital role in making experiential marketing successful which management elements are used by the creator of the experience to create the perceived experiential marketing strategies with the following elements: -

1) Communication can be considered as an element that creates experiences in the areas of sense, feel, touch, act, and relate (Wahyuningtyas et al., 2017). There are various communication tools used to create experiences, including advertising, public relations, and marketing. The use of advertising and public relations media is very necessary for communicating various news to create awareness among consumers and target groups (Reddi, 2019). Advertising materials can be divided into several categories:

- *Newspaper* is a publication that is brochure stacked, not stapled, and is published for a certain period. Its main purpose is to inform news, opinions, entertainment, announcements, and advertisements (Hill, 2018). Newspaper advertising is the most popular type of print media because it can reach many target consumers, has high coverage, be able to contain a lot of detailed content, and the cost is inexpensive when compared to television media (Martens et al., 2018).

- *Magazine* is regularly released, published as a complete book (De Dobbelaer et al., 2017). Its content consists of documentaries, fiction, news, and advertisements. Magazine is a publication that has a good target audience such as women's magazines, men's health magazines, etc. (Duracinsky et al., 2017). Hence, the magazine is suitable for advertising because of its high print quality.

- *Radio broadcasting* is a medium that covers almost all areas of the country and can reach a wide range of people (Ling & Campbell, 2017). At present, there are plenty of radio stations that create advertisements and public relations (O'Keefe & Reid, 2020). Radio advertising is low cost in both media and production, and can put in many forms of marketing activities whether it is

advertising during the advertising period or in-show advertising (Quesenberry, 2020).

- *Television* is considered to have the greatest impact on communication due to its high coverage, and includes picture, sound, and movement (Carmichael & Brulle, 2017). In addition, today's television programs are diverse. Each item has a different target audience, it is convenient for the marketers to advertise more closely and suitably to their target audience (Wu & Li, 2018).

- *Outdoor/Out-of-home media* is becoming increasingly popular due to its flexibility but is as expensive as advertising in the media (Lai et al., 2017). At present, there are many forms of outdoor / out-of-home media such as bus stops, billboards), public transportation , electric vehicle media, cut out, flashing lamp signs, and building advertising media, etc (Manavirad & Samadzadeh, 2017).

- *Internet* is a very popular media today due to the advancement of technology; people have access to the Internet (Tzounis et al., 2017). Internet media has become a major media that manufacturers of products and services widely use today.

- *Visual/Verbal Identity* is a tool that helps to create perception of sense, feel, think, act, and relate (Beynon-Davies & Lederman, 2017). That identity and symbolism must rely on the following elements:

(1) Brand names can be counted as part of the consumer experience. The brand names should have 6 characteristics: memorable, meaningful, likeable, transferable, adaptable, and protectable where the first three characteristics are in brand building, and the latter 3 characteristics are used in brand building (Kospenda, 2017).

(2) Logo is a symbol that helps to build the awareness for the customers (Haque et al., 2018). The logo is also used as a symbol to convey a positive experience to the customers.

2) Product presence is a tool to show the experience of the consumer who will receive the product through the following elements (Berg & Vance, 2017):

- Product design creates an experience through products giving the user a good experience in using the product (Berg & Vance, 2017).

- Packaging is an area that can be used to convey messages to create a feeling for the customer. More than 70% of consumer purchase decisions were made on the products put on the shelf when the consumer sees the packaging and the product description on the package (Steinhauser et al., 2019).

3) Co-branding is the experience creation through marketing activities. Kotler et al. (2019) conclude that event and experience creation can be part of marketing communications which has three interesting benefits as follows: -

- *Build a relationship*: Creating the appropriate activities for the consumer can be a great help in building relationships because the customers feel connected to them (Kim & Sullivan, 2019).

- *Connection*: Event and experience can give the customers reality which can strengthen the participation of customers (Kim et al., 2020).

- *Connotation*: Each event that is created to enhance the customer experience will help to promote the sale of the particular product and service (Nobar & Rostamzadeh, 2018).

- *Spatial environment*: It is a vital part of the experience because the customer experience is very important (Nobar & Rostamzadeh, 2018). One bad experience may be enough to lose that customer (Burhanudin et al., 2021). Apart from using the spatial environment to create the internal experience, the external spatial environment can be counted as a contribution to the experience creation as well (Puerari et al., 2018) because the best use of the surrounding area will allow the customers to experience every moment when they step into the area.

4) Website and Electronic media: They are one of the communication channels that various brands communicate with consumers (Payne et al., 2017). This is a great help in creating a positive experience between the brand and the consumer (Mohseni et al., 2018). Some companies use these materials to create greater value than communication (Dabija et al., 2018). In some businesses,

these medias help to create real experiences and create new things (Block, 2020). The website is used as a medium of communication with consumers instead of a sales person such as a chat room with the customers. Additionally, Kent and Lane (2021) further explained that an interactive marketing communication (Internet) is a two-way communication (2-way flow) in which the recipient can participate in the communication and change the content of the current information. It is a media that can provide a common experience between both parties as well. Nowadays, social media can be regarded as the most popular media because Thai digital users like to share, like comments more than the global average. It is also an important media through which communication is planned (Hossain et al., 2018).

5) People: They can be sales staff, company representatives, customer service officers, or anyone who can interact with the brand can be considered an important part in creating a good experience for the customers (Guan et al., 2018). Taking care and answering questions will bring a good experience to the customers (Ackermann et al., 2018). In some businesses, employees are extremely important in building a customer experience, especially in service businesses.

In summary, tools for building experiences and communication channels can be considered as an important aspect that experiential marketers use in creating customer satisfaction (Othman et al., 2020). The right use of tools will connect customers to have all five models of experience, which creates an effective and memorable experience (Wiedmann et al., 2018). Therefore, using 5 models and tools to create experiences will enable customers to have positive experiences for brands and services.

Process of experience creation

Creating an experience is considered as a core business operation, so the process of creating an experience for customers has been set to be satisfied with the service as the following format (Pine & Gilmore, 2000; Weber & Chatzopoulos, 2019; Zolkiewski et al., 2017).

1) Theme the experience: can be considered as a starting point for creating an experience because creating a story that requires the participation of consumers is to create the integrity of the story (Weber & Chatzopoulos, 2019). The important thing to creating a successful model of experience depends on 4 factors (Shin, 2018): 1) an attractive experience model which is adjusted to the real feelings of the customers, 2) a place filled with feelings will affect the experience from the area, time, and other material matter which constitutes a place in that period, 3) the more powerful experience pattern is by creating various places or situations together, and 4) the experience format must be appropriate and consistent with the business. It will help the experience to be effective.

2) Harmonize impressions with positive cues: It is a pattern for creating experiences that will leave a lasting impression because the impression of the consumer is the part that helps to complete the form of the experience (Zolkiewski et al., 2017). In this way, it must create an impression that is consistent with consumer norms. Each approach must support a certain format in order to create a better consumer experience. The different aspects of the experience will also determine different types of impressions (Jain et al., 2017).

3) Eliminate negative cues: It is to build confidence in creating positive experiences. The service provider must eliminate any component that is expected to diminish, contradict, or distract from a predetermined form of experience to avoid letting go of guiding, experiencing negative care (Bueno et al., 2019). Eliminating negative experience cues is important because if a consumer has a negative experience or is not served well enough, it will ruin the experience and cause an impression as well (Keiningham et al., 2020).

4) Mix in memorabilia: The customers tend to buy something to keep their memories reminiscent of their experiences from different places (Wiedmann et al., 2018). Memory of consumers can lead to the added value of a brand as well, because when the consumer has a good experience, good impression, and a good memory, they will purchase more products and services. (Manthiou et al., 2018)

5) Engage the five senses: It will support and promote the creation of experience. The more effective the experiences are, the more impressive the customers can get (Grewal et al., 2017). For example, hotels stimulate the senses through the five senses of the guests, when they enter the lobby. They hear the music (sound), smell the fragrance of the lobby (smell), see a nice atmosphere (see), feel the cold from the air-conditioning, etc.

Therefore, delivering compelling experiences should shape experiences and impressions that can be conveyed to consumers (Smilansky, 2017). It may start by making a list of impressions that the company would like the consumers to receive, then thinking of a story that impresses and evolves compelling content (Kim et al., 2018). According to Kandampully et al. (2018); Pine and Gilmore (2011), they offer the key to an engaging experience as the following steps:

1) There must be an intention to create a consumer experience. Service providers must first consider what and how customers want to experience the first contact step (Homburg et al., 2017). For example, the customers want clean and comfortable guestrooms, and the staff is helpful. The tailored customer experience is action, so the staff are training to have good service standards is a high priority.

2) The activities must be consistent in creating a good and impressive experience by continuously providing and emphasizing all the time (Kandampully et al., 2018). If it is undone for a short time, the experience will be uninteresting. Importantly, the customer's experience requires a similar level of standardization.

3) Different experiences must be created. Experience providers must create experiences for consumers to feel the difference unlike other competitors (McColl-Kennedy et al., 2019). However, different experiences must also be appropriate.

4) Experience must be valuably created. Some exotic or exciting experiences may not be what the customers want (Li, Cui, et al., 2017), such as the hotel offers a dinner at the roof-top lounge, but the food has a poor taste. So, this offer cannot create a good experience.

5) Good collaboration from all parties within the organization is very important as a seamless integration (Bolton et al., 2018). All parts of the work require the cooperation of everyone in the organization to create an experience that

consumers will remember forever. Internal coordination cannot be overlooked, and no matter how many members of the organization contact each other to receive services from the organization, the experience is equally impressive (Bustamante & Rubio, 2017).

6) Employee experience is another condition that is important to the customer experience because well-cared employees will be able to deliver a good experience to consumers (Rajaobelina, 2018).

Paying attention to the employees as a consumer creates a positive experience for the employees and will enable employees to work hard to create a positive experience for consumers willingly (Alnawas & Hemsley-Brown, 2019).

In conclusion, the experiential marketing is a marketing strategy that focuses on the customer experience through the 5 types of experiential marketing strategies, namely 1) Sense (a combination of the five senses together), 2) Feel (using various stimuli to influence emotion), 3) Think (taking advantage of the unexpected things of the customers to stimulate the customers to create creative thinking, 4) Act (a long-term behavior and the interaction with social groups), and 5) Relate (to expand the senses, feelings, knowledge and actions together through the contact of each service touch point. The customer experience will be accumulated as a holistic experience, which is a crucial part of the customer's satisfaction.

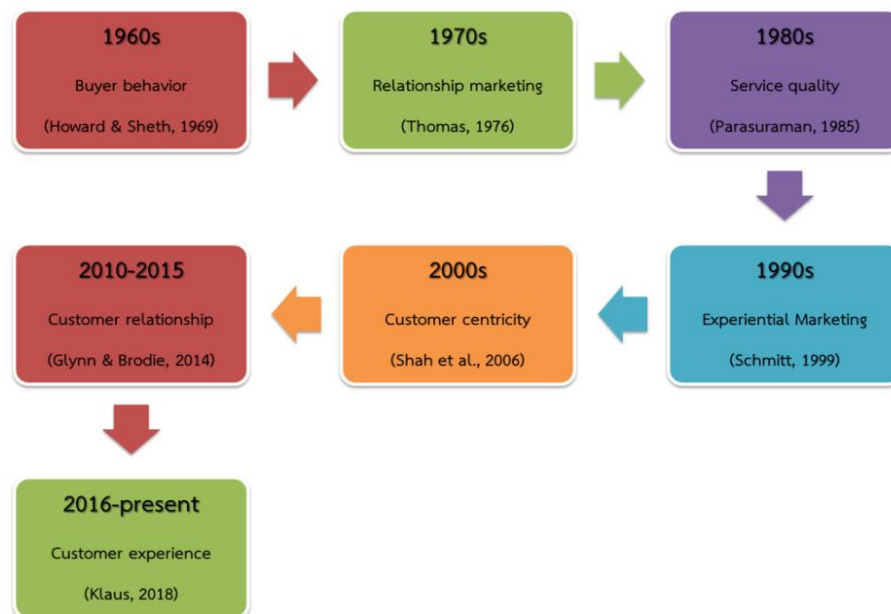
3.1.4 Customer experience management

Many studies found that customer experience management (CEM) has its roots in buyer/customer behavior since the 1960s aiming to understand customers' decisions when consuming products or services (Ershadi et al., 2019; Rita et al., 2019). Then, Thomas V. Bonoma, professor of Business Administration at the Harvard Business School who is known for his writings on consumer behavior and industrial marketing, including managing marketing, conceptualized relationship marketing in 1976 as a concept of identifying key attitudinal drivers to broaden customer response scope considered in customer experience, and it was explicitly used by Berry in 1983 (Gummerus et al., 2017; Van Tonder & Petzer, 2018). In 1980s, service quality concept of Parasuraman was widely accepted to incorporate ambience and environment

linked to marketing and quality of operations (Hamari et al., 2017; Parasuraman et al., 1985). Schmitt (1999) identified experiential marketing into five senses: sensory, affective, cognitive, physical, and social-identity which caught the interest of marketers in broadening customer experience during the 1990s (Le et al., 2019; Wiedmann et al., 2018). In the 2000s, customer centricity was brought to focus on redesigning customer experience from a customer perspective (Fader, 2020; Komulainen & Saraniemi, 2019). To create a long-term competitive edge for an organization, customer relationship management has been recognized as a form of developing innovative capabilities and providing a sustainable competitive advantage during 2011-2015 (Anshari et al., 2019; Buttle & Maklan, 2019).

For the past few years, CEM has set a phenomenon to marketing practice and research (Kandampully et al., 2018; Keiningham et al., 2020) because it is regarded to be a significant key for business success and competitive advantage (Foroudi et al., 2018; Homburg et al., 2017). The evolution of customer experience in the hospitality industry is illustrated in Figure 17.

Figure 17: The evolution of customer experience in hospitality industry



Source: Researcher's literature review and synthesis

CEM shows a customer journey through all processes that customer interacts with a company since pre-purchasing, purchasing till post-purchasing period (Bolton et al., 2018; Flavián et al., 2019; Kuppelwieser & Klaus, 2020; Loo, 2020). Hence, it is like to say that CEM is usually co-created through all marketing activities of the company (Al Halbusi et al., 2020; Quach et al., 2019). Philipp Klaus, Professor of Customer Experience Strategy and Management, concluded that CEM is a key determinant of service quality evaluation which is perceived as a judgment about overall excellence or superiority (Maklan, 2012). Thence, CEM becomes a precious tool that empowers customers to be willing to repeat a purchase or to recommend others (Mansoor et al., 2020; McColl-Kennedy et al., 2019).

Many studies have been trying to better explain the definition of customer experience by developing a theoretical background for defining its concept (Khan et al., 2020). Pine and Gilmore (Welcome to the experience economy 1998) are recognized as the pioneers in conceptualizing “experience” ideas , they concluded that experience was distinct from service and products, and customers spent time enjoying a set of memorable activities to engage them in a personal way. Verhoef et al. (2009) also defined customer experience as holistically in nature and concerned with a customer’s cognitive, affective, emotional, social, and physical reactions to the service provider. In the travel business, Yang et al. (2015) investigated what customer experience meant for customer-based brand equity for tourism destinations, they summarized that it was a communication that creates more prominent brand awareness, reinforces and supports brand importance with existing customers, yet cannot rescue a weak service. Adhikari and Bhattacharya (2016) appraised the literature on tourism customer experience and concluded that it was a customer’s expectation from sensorial engagement with a product experience or experiential interaction. Åstrøm (2017) studied theme factors that drive the experiences of cruise passengers on a cruise line serving Northern European that it was the key aspects such as service quality, emotion, loyalty, satisfaction and engagement; these are regarded as the foundation of the customer experience. Rajaobelina (2018) investigated the impact of customer experience on relationship quality with travel agencies in a multichannel environment, and defined the concept of customer

experience as series of activities between customer and product, company, or part of an organization, which provoke a reaction. Actually, there are many researchers who have summarized the definitions of customer experience in various aspects.

In a marketing perspective, CEM is a process that a company uses to manage customer interactions over the business (Rahimian et al., 2020). It should optimize a customer experience over various channels and product lines while meeting customers' demands to increase customer satisfaction (Sweetwood, 2014). Many studies on CEM have been conducted recently. For instance, Ren et al. (2018) investigated accommodation experiences in budget hotels, and they summarized the meaning of customer experience as a customer's interaction with servers through various service encounters to reflect the feelings and perceptions of customers by the five-sense approach; smell, taste, sight, touch, and hearing. Rather (2018) studied customer experience, memory and loyalty in the Indian hospitality sector, and concluded that customer experience was one of the most favorable management approaches for meeting the market challenges. Alnawas and Hemsley-Brown (2019) examined key dimensions of customer experience quality in hotel business, and defined it as a personal occurrence, often with important emotional significance, found in the interaction with stimuli which are the products or services consumed. Bravo et al. (2019) studied the effects of service experience on customer responses to a hotel chain, and concluded the customer experience was a creation of experiential values and goes a step beyond classical constructs like service quality, which is more transaction specific and less emotional. Chepngetich et al. (2019) studied mediating role of customer emotions in a relationship between customer experience and purchase behavior in the hotel industry, and clarified the definition of customer experience such that it was the constitution of an important factor influencing customers' willingness to repeat an experience or to recommend it to others.

In the hospitality industry, CEM is not only concerned with the business of hotels, food and beverage, and entertainment, but also connected with supporting realms including aesthetics, entertainment, education and escapism (Pine & Gilmore, *Welcome to the experience economy*, 1998). The researcher found some fresh

perspectives on customer experience in hotel business. Bi et al. (2020) explored the asymmetric effects of attribute performance on customer satisfaction in the hotel industry, and defined its meaning as a profoundly positive emotional state generally resulting from having one's expectations exceeded to a surprising degree. Järvi et al. (2020) studied value co-destruction in hotel services exploring the misalignment of cognitive scripts among customers and providers, and suggested that customer experience was defined by customers' expectations and experiences that provide fewer insights on supplier expectations and experiences, and on the interaction between both parties' expectations and the resulting experiences. Ko (2020) explored hotel customer service experiences, and defined customer experience as an interaction that prompts positive feelings and emotions to repeat the experiences that not only influence customer satisfaction but also result in brand loyalty. Thus, CEM is a complicated and challenging strategy for hospitality companies. Therefore, the researcher narrows a literature search of CEM attributes to 20 journals in hotel business dated back 5 years publishing from 2016 to 2020 to support Pine and Gilmore's study of customer experience as shown in Table 12.

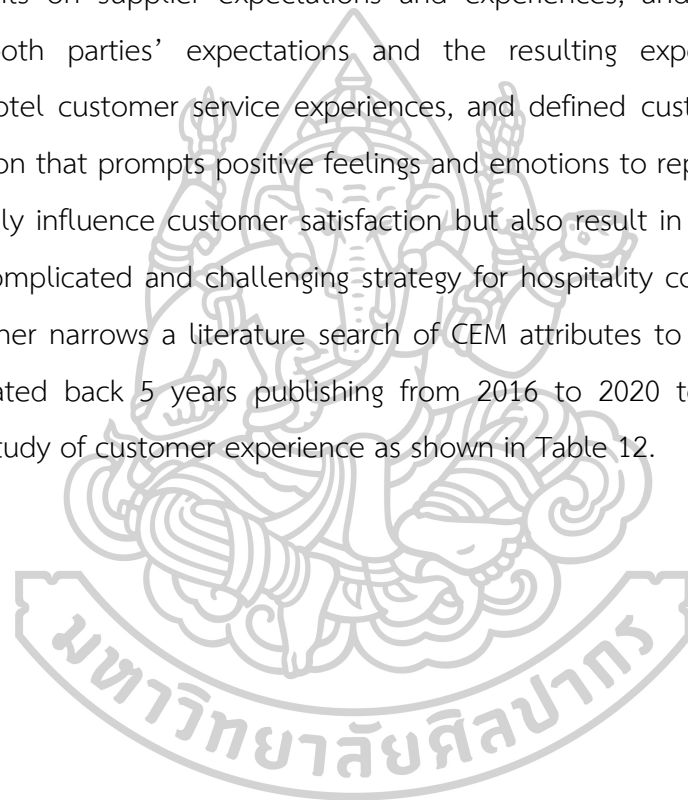


Table 12: Literature review about customer experience measurement constructs

Author	Paper topic	Population/Methodology	Experience Constructs
Amoah et al. (2016)	Experience quality dimensions and customer perceptions: A case study of guesthouses in Ghana	541 guests staying in guesthouse in 4 cities in Ghana / SEM	- Hedonics - Peace-of-mind - Recognition - Involvement
Ali, Amin, et al. (2016)	An Integrated Model of Service Experience, Emotions, Satisfaction, and Price Acceptance: An Empirical Analysis in the Chinese Hospitality Industry	170 customers at resort hotels in three cities of China / SEM (PLS)	- Physical environment - Interaction with customers - Interaction with staff
Ali, Hussain, et al. (2016)	Diagnosing customers experience, emotions and satisfaction in Malaysian resort hotels	450 guests who had stayed at resort hotels in Malaysia for at least once / SEM	- Entertainment Experience - Educational Experience - Esthetic Experience - Escapist Experience
Elias-Almeida et al. (2016)	Customer delight: perception of hotel spa consumers	427 visitors & hotel guests used the 18 five-star hotel spa service in Portugal / PLS	- Commitment - Competence - Tangibility - Efficiency

Table 12: Literature review about customer experience measurement constructs (cont.)

Author	Paper topic	Population/Methodology	Experience Constructs
Ali et al. (2017)	The effect of technical and functional quality on guests' perceived hotel service quality and satisfaction: A SEM-PLS analysis	204 guests staying at hotels in Malaysia / PLS-SEM	- Tangibility - Reliability - Responsiveness - Confidence - Communications - Sociability - Waiting Time
Rather and Sharma (2017)	Customer engagement for evaluating customer relationships in hotel industry	240 customers from five-star hotels & four-star hotels in Jammu and Kashmir, India. / EFA / CFA / Regression	- Enthusiasm - Attention - Absorption - Interaction - Identification

Table 12: Literature review about customer experience measurement constructs (cont.)

Author	Paper topic	Population/Methodology	Experience Constructs
García et al. (2018)	The effect of online and offline experiential marketing on brand equity in the hotel sector	153 guests at four-star hotels in Granada, Spain / CFA	<ul style="list-style-type: none"> - Pragmatic - Hedonic - Sociability - Usability - Sensory - Affective - Behavioral - Intellectual
Rather (2018)	Customer Experience, Memories and Loyalty in Indian Hospitality Sector	170 tourists/customers 15 (4*-5* hotels in Jammu and Kashmir, India) / Multiple regression	<ul style="list-style-type: none"> - Esthetics experience - Entertainment experience - Education experience - Escapism experience
Ren et al. (2018)	Investigating accommodation experience in budget hotels	414 budget hotel customers in China / CFA / SEM	<ul style="list-style-type: none"> - Aesthetic perception - Tangible –sensorial experience - Staff relational/ interactional experience

Table 12: Literature review about customer experience measurement constructs (cont.)

Author	Paper topic	Population/Methodology	Experience Constructs
Alnawas and Hemsley-Brown (2019)	Examining the Key Dimensions of Customer Experience Quality in the Hotel Industry	392 hotel guests in UK / EFA / CFA	<ul style="list-style-type: none"> - Atmospheric - Emotional-related experiences - Customer-customer interaction - Learning - Staff-customer interaction - Guest Security - Lifestyle
Bravo et al. (2019)	Effects of Service Experience on Customer Responses to a Hotel Chain	295 hotel guests / SEM	<ul style="list-style-type: none"> - Employee Service - Servicescape - Emotions
Chepnetgich et al. (2019)	Mediational Role of Customer Emotions in the Relationship Between Customer Experience and Purchase Behavior in the Hotel Industry	361 hotel guests / Regression	<ul style="list-style-type: none"> - Mechanic Clues Factor - Humanic Clues Factor - Functional Clues Factor

Table 12: Literature review about customer experience measurement constructs (cont.)

Author	Paper topic	Population/Methodology	Experience Constructs
El-Adly (2019)	Modeling the relationship between hotel perceived value, customer satisfaction, and customer loyalty	UAE residents about their experience of the last hotel they had stayed in inside/outside the UAE. A total of 355 / EFA / SEM / CFA	- Self-Gratification - Aesthetics - Price - Prestige - Transaction - Hedonic - Quality
Huang, Chen, et al. (2019)	Customer experience, well-being, and loyalty in the spa hotel context: integrating the top-down & bottom-up theories of well-being.	357 spa hotel guests in Taiwan / SEM	- Education - Entertainment - Aesthetics - Escapism
Li, Hudson, et al. (2019)	Exploring the customer experience with Airbnb	561 Airbnb users in the USA / EFA / CFA	- Home benefits - Personalized service - Social interaction - Authenticity

Table 12: Literature review about customer experience measurement constructs (cont.)

Author	Paper topic	Population/Methodology	Experience Constructs
Moliner et al. (2019)	Environmental sustainability and the hospitality customer experience: A study in tourist accommodation	412 Spanish customers who stayed in various types of tourist accommodation	<ul style="list-style-type: none"> - Cognitive Experience - Affective Experience - Behavioral Experience - Sensorial Experience - Social Experience
Kim and Han (2020)	Hotel of the future: exploring the attributes of a smart hotel adopting a mixed-methods approach	315 participants who had stayed at a hotel for at least once in the past six months / EFA/ CFA/ SEM	<ul style="list-style-type: none"> - Convenience and Control - Maintenance and Safety - Untact environment - Personalization
Nunkoo et al. (2020)	Service quality and customer satisfaction: The moderating effects of hotel star rating	477 guests at TGS A-graded accommodations in South Africa / PLS-SEM	<ul style="list-style-type: none"> - Accommodation infrastructure - Front desk - Food and beverage - Sociability - Safety and security - Attitude and behavior of employees - Employee expertise

Table 12: Literature review about customer experience measurement constructs (cont.)

Author	Paper topic	Population/Methodology	Experience Constructs
Lo (2020)	Effects of customer experience in engaging in hotels' CSR activities on brand relationship quality and behavioral intention	160 hotel managers and customers / PLS-SEM	- Functional Benefits - Value Attained - Psychological Benefits
Xiao (2021)	Standardization or customization? An investigation of the attributes of customer experience among international hotel brands in China and New Zealand	300 online reviews collected from Booking.com on three international hotel brands / Qualitative research / Thematic analysis / Grounded theory	- Room - Service - Staff performance - Facilities/Amenities - Food and beverages - Location - Price - Atmosphere/Ambiance - Social responsibility

Source: Researcher's literature review

According to Table 12, the researcher applies the four realms of experience of Pine and Gilmore to categorize the construct of the experience which are entertainment, educational, escapist, and esthetic as shown in Table 13.

Table 13: Four realms of experience from literature view

Four realms of experience			
Entertainment	Educational	Escapist	Esthetic
Behavioral	Learning	Escapism	Aesthetics
Hedonic	Attention	Peace of mind	Psychological
Absorption	Cognitive	Self-Gratification	Atmospheric
Affective	Authenticity		Tangibility
Emotional-related	Involvement		Sensorial
Lifestyle	Intellectual		Ambiance
Pragmatic	Functional Benefits		Mechanic Clues
Value Attained	Social responsibility		
Sociability			
Customer-customer interaction			

Source: Researcher's synthesis

From the literature review, the researcher can summarize the definition of customer experience as an interactivity between company, customer and service which mixes the physical, sensorial, rational and spiritual measurement of the customer expectation on various levels from the moment of contact (Godovykh & Tasci, 2020), it is reflected by the capacity of the organization in customizing their particular requirements from the reliability and competence of service performance (Wasan, 2018).

In this study, the researcher would like to focus on customer experience in terms of luxury chain hotels that are affected by the COVID-19 pandemic because CEM is considered now as one of the leading-edge strategies that is implemented by many luxury chain hotels such as Hilton, Marriott (Kandampully et al., 2018).

3.2 Theoretical framework: Stimulus, Organism and Response (SOR) model

This research applies the “*SOR Model*” of Mehrabian and Russell (1974) to explain the relationship of research variables. From a literature review, it found that perceived service design is *Stimulus (S)* that creates customer experience in luxury chain beach hotel attributes, while customer experience in luxury chain beach hotel attributes is applied to evaluate *Organism (O)* to reflect the efficiency of customer experience and luxury chain beach hotel attributes. Implementing “S” and “O” aims to have a *Response (R)* which is customer delight and customer trust.

Further to a study on perceived service design to investigate a relationship of customer experience, customer delight, and customer trust at luxury chain hotels in Andaman Coast, Thailand, it still lacks of a clear understanding about perceived service design attributes in hotel business and a moderating effect of a pandemic which are rarely studied by the marketing scholars in 2 main aspects: 1) there is not clear of which perceived service design attributes affected by COVID-19 should be studied in this research, hence the researcher choose a study from Bonfanti et al. (2021) who measured to design safe customer experience which consist of seven attributes: (1) hygiene and protection measures, (2) internal work reorganization, (3) services cape reorganization, (4) investments in technology and digital innovations, (5) customer wait time reorganization, (6) staff training, and (7) updated communication. Another aspect is customer experience in the hotel business as a performance indicator of service design is not clear in concept and measurement dimensions. From the literature review, there are different measurement dimensions in tourism and hospitality industry such as Pine et al. (1999) summarized four realms of experiences as entertainment, educational, esthetic, and escapist, while Schmitt (1999); Verhoef et al. (2009) recapped customer experience dimensions as cognitive, emotional, behavioral, sensorial, and social components. This diversity of concepts reflects a lack of clarity and coherence regarding concepts and the proper definition of variables. It was also found that the dimensions used in the measurements differed in the same way that there were both single-dimensional measurements and multi-dimensional measurements. Most studies; however, use a multidimensional model consisting of customer experience, which is a widely cited perspective in the

literature (Aia, 2020; Gafar et al., 2017; Huang, Chen, et al., 2019; Hussain et al., 2020; Luo et al., 2018; Mahdzar et al., 2017; Rather, 2018).

Therefore, in this study, the researcher used consumer experience to reflect interactions between guests and hotel services and defined it as the interaction between guests and service design specific to the level of experience namely entertainment, educational, aesthetic, and escapist. It is a concept that is appropriately consistent with the S-D logic, which focuses on interactive interactions and collaborative experiences in a network of stakeholders (Hollebeek et al., 2019). In addition, the researcher was interested in studying dimensions used to measure experience creation which consisted of 4 dimensions: entertainment, educational, esthetic, and escapist to reflect the broader scope of the customer experience concept (Mody et al., 2017; Pine et al., 1999; Sipe & Testa, 2018; Yue, 2021). This study expects that customer experience will not only influence guests in creating customer delight, but also contribute to the experience in the service design process, which will build customer trust towards the development of the conceptual framework ***“A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand”*** using S-O-R model of Mehrabian and Russell (1974) to describe the relationship of variables within the conceptual framework. The expected outcomes of this study will have two implications. Academic implication will create new knowledge about relationship of perceived service design, customer experience, customer delight, and customer trust, as for the practical implication will give the practitioner a guideline to apply in order to produce the effectiveness according to the goals of the business organization.

3.2.1 SOR model

The SOR model is developed from the classic stimulus response theory (S-R Theory), which has been criticized for focusing solely on external stimuli ignoring intrinsic psychological factors such as motivation, interests, and aspirations (Dewey, 1896). In 1929, Woodworth introduced the S-O-R theory in the study of human behavior, adding “Organism (O)” to emphasize its differences from the classic

stimulus-response theory. It was noted that the stimulus will produce different effects or responses depending on the state of the organism “O” and this theory. In other words, stimulus refers to what stimulates an individual's action, organism refers to individual variability, and response refers to behavior in response to a stimulus (Skinner, 2019). Later, Mehrabian & Russell developed SOR Model by combining the concept of living things (organisms) between stimulus and response, in which this concept was used to reflect the state of thought (cognitive) and feeling (affective) before the response behavior of the individual. According to the SOR model, it can be; therefore, explained that environmental cues act as external stimuli which affect the inner thoughts and emotions of the individual and these intrinsic factors drive the reaction by acting out the behavior as shown in Figure 18.

Figure 18: SOR Model



Source: Mehrabian and Russell (1974)

The above information shows that the SOR Model has the potential to describe service design in the hotel business. Therefore, the researcher has applied this theoretical framework as a guideline for understanding stimuli and driving the reaction of consumers with details as follows.

1) Stimulus

According to Mehrabian and Russell (1974), the external environment acts as an external stimulus which can affect thoughts (cognitions) and emotions or the organism of the person before the response behavior which means customer experience.

2) Organism

The concept of organism is used to assess emotional feelings in order to reflect the effectiveness of service design (Wu & Li, 2018). The study found that customer experience was one of the factors used to assess organisms' service design.

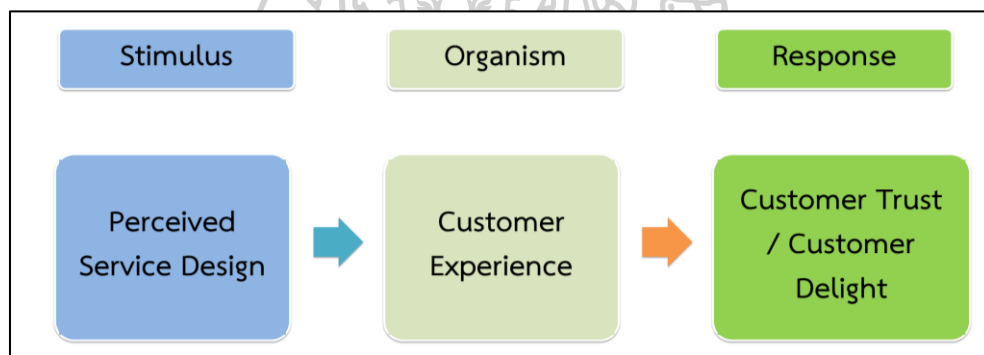
Tourism academicians believe that understanding customer experience is important because it is a factor that will cause consumers to create customer delight and customer trust and also influence customer loyalty.

3) Response

According to Mehrabian & Russell's Theory of Response to external stimulus, a person exhibits a behavioral response when stimulated by an external environment that affects the organism). This research means customer experience and response as customer delight and customer trust.

In summary, the theoretical framework of this research can be shown as Figure 19.

Figure 19: Theoretical framework



Source: Researcher's synthesis

3.3 Perceived service design

Every service-related business needs a good operation and a well-planned service design in order to attract the customers, satisfy their needs, reach their expectations, and retain as loyal customers (Tinakhat et al., 2015). A real need of consumers are not just "utility" or "appearance" of the product, they also demand for satisfaction from the service that must be linked to every need in their life (Liu, Feng, et al., 2019; Yoshida, 2017). Service design is considered as another important strategy in the industry, mostly in determining the future of business (Stickdorn & Schwarzenberger, 2016). An example from Daimler Group, one of the biggest producers of premium cars and the world's biggest manufacturer of commercial vehicles, shows that it generates more than 70% of its revenues from the service

sector, such as car leasing, car maintenance, car park systems , etc. (Grieger & Ludwig, 2019). In addition, IBM, a cognitive solutions and cloud platform company that excels in IT innovation, services and systems, also generates more than half of its revenue from its consulting business as well as investing more than 500 researchers to develop service innovation (Zott & Amit, 2017). Most businesses' profit nowadays is no longer caused by the most efficient production line, but by the service sector that can create the most satisfaction for consumers (Meesala & Paul, 2018). This drastic change in the consumer market has forced the world of design to re-think. Service designers should consider that a service does not just create momentary experiences, but also opportunities to help create and drive the business in the long run (Pettersson et al., 2018; Stickdorn et al., 2018).

Service design is not just a design for service, it includes developing, improving and creating innovative designs for products and experiences (Carlson et al., 2018). Advancements of today's internet technology enable consumer access to products and various services easily (Verhoef et al., 2017). Anyone can compare information of similar products in advance, access the same service from various channels, etc. These behaviors have significantly changed the trend of demand in the consumer market. For example, from the days when people used to be delighted with the most advanced technology, they now only need technology that can be linked with daily life “from Hi-Tech to Hi-Touch” (Park et al., 2018). As a result of modern manufacturing methods that keep the same standard of products and services result consumers begin to look for "new value" from things that are created especially for them only “from Standardization to Customization” (Kasiri et al., 2017; Mannion & Exworthy, 2017). The automation from technology has started products and services to become "emotionless", today's world has returned to craving for the meticulousness of the human touch again “from Automatization to Crafting”), especially in the tourism industry, education, infrastructure, health and social services (Vázquez-Ingelmo et al., 2019). Therefore, whether it is the public sector or the private sector, it is necessary to adapt to the changing trends.

Service design is a way of thinking and practicing in a process to help develop service or product models that are most useful, usable, most convenient and

impress the most users (Oertzen et al., 2020; Torres & Miranda, 2020). It is also an important strategy to increase service value in (Kozak & Gürel, 2015). The goal of service design is to provide a tangible and intangible profit return to the business (Stickdorn et al., 2018). Service design takes a thoughtful and practical approach to the design process to help develop a service or product model using customer demand data so that it can create and deliver the most impressive set of customer experiences with a result as service standard (Yu & Sangiorgi, 2018). Therefore, the service designer must be able to communicate and turn intangibility into tangible, anticipate new solutions by observing and interpreting customer needs and behavior and offer possible services in the future to solve those problems (Dell'Era et al., 2020).

In this fiercely competitive world, business needs to differentiate itself and meet customer needs (Alananzeh et al., 2018; Parente et al., 2018). Creative service design helps businesses deliver a service that offers a satisfying customer experience thus adding a competitive advantage (Kandampully et al., 2018). The service design tools are as follows:

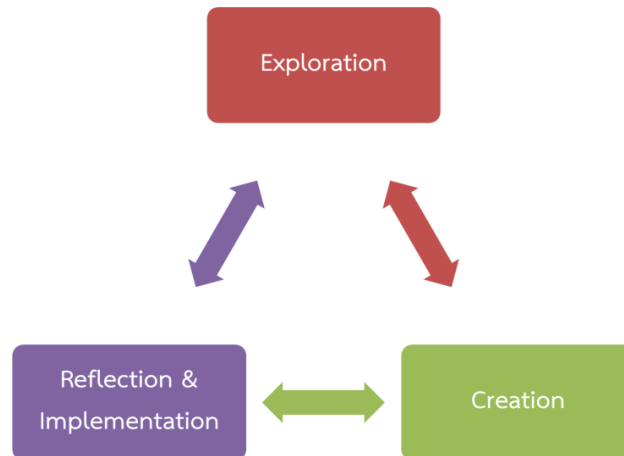
- 1) CEM is considered as a service touch point that customer meets when using the service. It's a duty of the business to find out what the customer needs, what activities the business should support to create a good customer service experience (Iglesias et al., 2020) in order to offer a memorable experience to its customers.

- 2) Service standards are a result of studying customer behavior and customer needs (Rita et al., 2019). The information which is obtained from customer experience management is designed as a service standard so that service providers can deliver good service in every situation and every time customers use the service (Larivière et al., 2017). It can be said that service design is an activity to create a set of customer experiences consisting of both tangible and intangible things to meet the needs of customers and provide a service standard enabling customers derive impressive service experience and feel the difference (Yu & Sangiorgi, 2018).

According to Patrício, de Pinho, et al. (2018), the service design process is not yet finalized when it is brought to implement, it is a back and forth process which

must be constantly improved over and over again. It can be divided into 3 phases as illustrated in Figure 20.

Figure 20: Service design process



Source: Patrício, de Pinho, et al. (2018)

- 1) **Exploration:** In the early stages of designing a service, research and data collection must be done first (Stickdorn et al., 2018). This will help identify the real needs of the customer, new market gaps or opportunities for using design services to fulfill those needs (Penin, 2018). This phase consists of three activities: understanding the challenge, gathering insights, and synthesis (Evans et al., 2018).
- 2) **Creation:** The results from phase 1 will be used to design the service concept. All concerned stakeholders will join in the co-creation design process in order to gain concepts involved in the service and to create an experience that consumers can be linked to the service at any touch point, whether before, during, or after using the service (Takahashi & Takahashi, 2021). Creating a service concept consists of 3 concepts: idea development, co-creation, and conceptualization (Oertzen et al., 2018).
- 3) **Reflection & Implementation:** When getting a service concept, test it to see if it can be used or not (Yu & Sangiorgi, 2018). It may be tested over and over until ideas are best suited to the objectives or problems outlined earlier. A prototype may be developed to study opportunities

and possibilities, including flaws and test the actual operation of the service system developed to give customers the most satisfaction (Chiu et al., 2018).

In conclusion, service design is a human-centered process to create value and a competitive advantage for service providers by developing from various fields of science to be a tool for designing various services with efficiency and effectiveness along with the process of creating strategies for customers or service users to have a good experience with the organization in every part (Patrício, Gustafsson, et al., 2018). This also adds value to products and organizations. In addition to being a process that can meet the needs of service users, it also includes building an understanding of service providers in various fields such as needs, lifestyles, etc. (Lee & Lee, 2020). It also creates a good image for the organization as well. The result obtained from the service design is the service standard that the company will use as a standard for the staff to follow in delivering services to customers in the future (Penin, 2018).

In terms of hotel business, service design is considered to be a way of thinking and practicing in a design process to help develop a service model that can be of the maximum benefit (Stickdorn et al., 2018). More importantly, it can generate returns to the hotel in a holistic way making the hotel able to understand the needs of the clients comprehensively (Lei et al., 2019). This allows the hotel staff to offer superb service in the particular way of the hotel because the service design will not neglect the people involved in that service. If each hotel has a good service design, it will bring benefits to the hotel (Awan et al., 2020), such as understanding the market needs more resulting in visibility and perspective on the development of future services and being more efficient, resulting in higher service efficiency by adding value with existing resources to be able to connect the relationship between service providers and customers better (Alsyouf & Ishak, 2018) because it is the basis of success in creating a good experience for customers to engage with the product and have a selling point that is clearly different from competitors (Park, 2020).

To design the most appropriate and effective services to the customers, the hotel management teams find the service attributes to design the right services to

the customers. Hence, the researcher reviews the studies about the service design in the hotel businesses that are affected from various pandemics as shown in Table 14.



Table 14: Literature reviews about service design attributes in hotel business affected by various pandemics

Author(s)	Paper topic	Service Design Attributes						
		System	Ambience	Amenities	Facilities	Innovation	Contactless Service	Hygiene
Hung et al. (2018)	The role of the hotel industry in the response to emerging epidemics: a case study of SARS in 2003 and H1N1 swine flu in 2009 in Hong Kong	-	-	-	✓	-	-	✓
Awan et al. (2020)	Implementing 'cleanliness is half of faith' in re-designing tourists' experiences and salvaging the hotel industry in Malaysia during COVID-19 pandemic	✓	-	-	-	✓	-	-
Fung et al (2020)	Crisis management: a case study of disease outbreak in the Metropark Hotel group	-	-	-	-	-	-	✓
Heinonen, K., & Strandvik, T. (2020)	Reframing service innovation: COVID-19 as a catalyst for imposed service innovation	✓	-	-	-	-	✓	-
Jiang and Wen (2020)	Effects of COVID-19 on hotel marketing and management: a perspective article	-	-	-	-	-	✓	✓

Table 14: Literature reviews about service design attributes in hotel business affected by various pandemics (cont.)

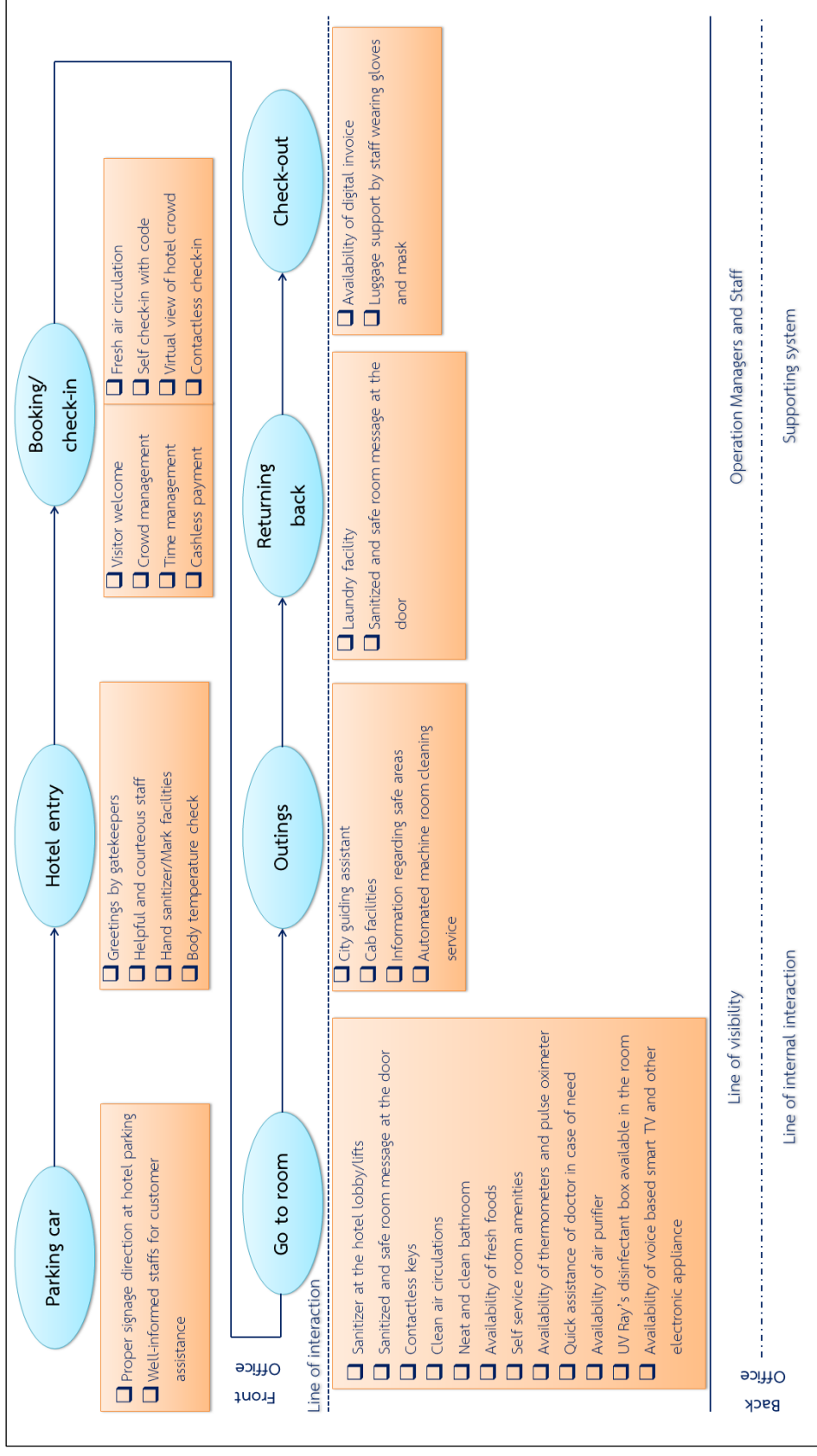
Author(s)	Paper topic	Service Design Attributes						
		System	Ambience	Amenities	Facilities	Innovation	Contactless Service	Hygiene
Lau (2020)	New technologies used in COVID-19 for business survival: Insights from the Hotel Sector in China	✓		✓	✓	✓	✓	✓
Rodríguez-Antón and Alonso-Almeida (2020)	COVID-19 impacts and recovery strategies: The case of the hospitality industry in Spain	✓	✓	-	-	✓	✓	✓
Bonfanti et al. (2021)	The impact of the COVID-19 pandemic on customer experience design: The hotel managers' perspective	✓	-	-	✓	✓	✓	✓
Le and Phi (2021)	Strategic responses of the hotel sector to COVID-19: Toward a refined pandemic crisis management framework	✓	-	-	-	✓	✓	✓
Mohamed and Ansari (2021)	Covid-19 Pandemic: Revoke of State of Emergency and Its Implications in the Hotel Business in Amhara Region, Ethiopia	✓	-	-	-	✓	✓	✓

Source: Researcher's synthesis

From the past literature, it is noticeable that the recent studies regarding to the service design affected from COVID-19 mainly focus on system, innovation, contactless service, and hygiene which are related to the study of Pandey and Kulshrestha (2021), who examined changes in the customer service design responding to COVID-19 during the guests are staying at the hotels. They applied a qualitative method to create a service blueprint from the perspectives of hoteliers in India and found that there are seven stages of service blueprint for hotels to avoid service failure and maintain customer trust in the pandemic period as shown in Figure 21.



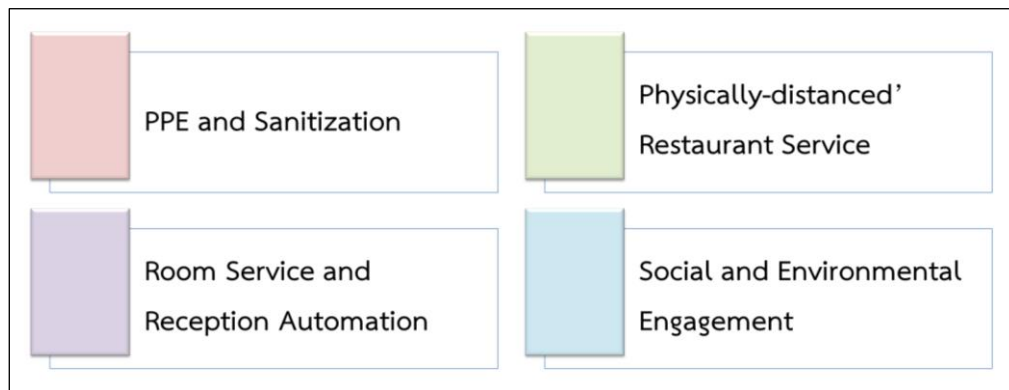
Figure 21: Hotel service blueprint affected by COVID-19



Source: Pandey and Kulshrestha (2021)

To categorize the new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experiences, the researcher will adapt the safe customer experience measures from a study of Chiappa et al (2021) that recapped the factors influencing choice of accommodation during COVID-19 from Italian consumers as shown in Figure 22.

Figure 22: Factors influencing choice of accommodation during COVID-19



Source: Del Chiappa et al. (2021)

From Figure 22, factors influencing the choice of accommodation during COVID-19 can be explained as follows:-

1) PPE and Sanitization (Del Chiappa et al., 2021)

- Rooms and common areas in the accommodation facility are cleaned and sanitized properly with alcohol-based products
- Rooms and common areas in the accommodation facility are sanitized properly with ozone.
- The accommodation facility requires all guests to wear face masks and gloves.
- The accommodation facility requires all the members of staff to wear face masks and gloves.
- All means of transport used by the accommodation facility to organize its transfer service are sanitized (for example, by using single-use seat covers).

- The accommodation facility explains on its website and its social media pages all the actions taken to ensure cleanliness, hygiene and health safety within the facility

2) 'Physically-distanced' Restaurant Service (Del Chiappa et al., 2021)

- The accommodation replaces the traditional breakfast buffet with a breakfast menu on request, and breakfast is served at the table.
- Every table in the breakfast room and in the restaurant seats a limited number of people.
- A one-meter distance between people is implemented at the table in the breakfast room/ restaurant.
- Restaurant tables are very far from each other (more than one meter apart).
- Meals (breakfast, lunch and dinner) are served in turns in order to avoid gatherings and overcrowding inside the breakfast room/restaurant.

3) Room Service and Reception Automation (Del Chiappa et al., 2021)

- The accommodation replaces the traditional breakfast buffet with a breakfast menu, which is provided through room service.
- The possibility for guests to consume their meals through room service.
- The possibility to reduce the frequency of room cleaning service to reduce the staff's contact with personal items in the room.
- You can check in and check out using an automated system.

4) Social and Environmental Engagement (Del Chiappa et al., 2021)

- The accommodation is committed to protecting the environment (by using renewable energy, reducing food waste, etc.).
- The accommodation is committed to preserving the local economy (by using local products, favoring local suppliers, recurring to recruitment of local residents, etc.).
- The accommodation is committed to preserving the socio-cultural local context (by promoting local traditions, identity traits, etc.).

3.4 Customer trust

Trust has been gaining significant attention from researchers for decades. Until now, competition in businesses all over the world has become fierce (Porter & Kramer, 2019) which is why the number of literature about trust is becoming more widespread. Trust is like a non-existent asset that can gain a competitive advantage in business (Kršlak & Ljevo, 2021). Trust is increasingly important because it is an important successful factor in the 21st century and the red ocean strategy (Nithisathian et al., 2018). The competitive advantage is a result of the trust in the organization that is reflected in the reputation (Cantele & Zardini, 2018). The organization that is trusted by the customers will help the organization to be famous (Brennan et al., 2020). On the other hand, well-known organizations can also increase the trust of customers. The reputation of the organization is positively correlated with the company's financial performance (Ginesti et al., 2018).

Trust also helps the company keep the sales volume from the loyal customers who have confidence in buying the products and services whether the company is offering any product or service (Paparoidamis et al., 2019). This will help to reduce the advertising cost, promotion, reduce a control mechanism, and increase efficiency in resolving conflicts arising during the management process. Trust also covers the loyalty behavior which makes the demanding behavior of trying the different products from the competitors decrease (Kondalkar, 2020). Hence, it is undeniable that trust is important for business operations and it is worth studying to be able to recognize the factors creating trust, especially the trust in the customer towards the organization.

3.4.1 Definitions of trust

Previously, a literature related to trust is studied in many perspectives, including sociology, psychology, economics, and business administration. Therefore, the definition of trust is similar and different, especially in the business field. As a result, there are different definitions of trust as follows.

1) Sociology and Anthropology: It is a viewpoint that considers the meaning of trust in terms of actions and interactions, such as person-to-person (Stergiou & Poppe, 2019). Trust is a belief or feeling that is deeply rooted in an individual's personality, formed from life experiences (Cashman, 2017). De Visser et al. (2018) clearly state that trust must actually be a positive expectation of the individual interacting with whether it is a word, an action, or even a decision to act or not to act in the appropriate circumstances. As Costa et al. (2018) defined trust as a shared belief that allows one person to interact with another with a common goal. Trust is a belief, a decision, and an action which is in line with Constant et al. (2019) who define trust as the confidence and determination of a person to act on the basis of words, a physical practice, and decisions interacting with trust as feelings and actions that express confidence, trust and support that one person to the organization. Levine et al. (2018) said that trust is what a person expects with the words, commitments, and actions that interact to be trustworthy.

2) Psychology: It is the nature of mind. The social psychologists focus on interpersonal interactions that create or destroy trust at the individual and group level (Fryberg et al., 2018). Paliszkievicz (2019) considered trust as an individual personality variable by defining trust as a general expectation that is set by a person on the basis of a word, promise, or statement that was previously entrusted to them involving an attitude in decision-making which is based on others and a behavior that is based on the deliberate act of trust

3) Organizational behavior: It considers the definition of trust in a behavioral the manner, individuality of the interaction between the organization, and between employees and the organization (Qi & Armstrong, 2019). Fonagy et al. (2017) define trust as the pleasure of an individual to accept the risks that may arise from the person whom they interact with. It is based on the expectation that the person will not perform adversely. It is the trust between two parties as agreed upon through honest and sincere communication, and having faith in the ability of those who are trusted (Portal et al., 2019). This is in line with Waldman (2018), who considers that trust is about the mind which accepts a person's behavior or an organization on the basis of positive projections which will earn the trust of others only if we have

entrusted others as well. Trust brings the belief that is created by another person who is entrusted with it (Ayios, 2018).

4) Marketing: Vasin et al. (2020) define trust as willingness of a person who trusts a partner to exchange something with confidence which has 2 characteristics:

- Trust is like a belief, confidence, and trustworthiness, which is the result of a reliability and intentionality of the persons to interact with (Martinez et al., 2021). Trust is based on a trait expressed by a trustee within various contexts (Weiss et al., 2020). Even trustworthiness is widely accepted and considered as a relationship and success of the organization, scholars who study about trust explained that trust and trustworthiness are different (Özer & Zheng, 2017). Trustworthy is identified as a pre-developed conditional factor as a trust, while trust is what the customers are confident with the quality of the products through the perception of the customer and become the trust (Heri, 2017).

- Trust is a behavioral intention which reflects reliance in dealing with insecurity and uncertainty of trustor (Aji, 2020). So, trust which is reflected through that confidence will be achieved when customers consider that an organization's reliability and integrity are at a high level (Tabrani et al., 2018) which corresponds to Akrouf and Diallo (2017) who defines the meaning of trust that it is center of the exchange of all relationships in the business. It is a condition when a person or a group of stakeholders has confidence in the exchange or interaction with each other with reliability and integrity (de Oliveira & Rabechini Jr, 2019). Trust is crucial in defining a good relationship between organization and customer (Pop et al., 2022). Customer trust will enable them to be confident to feel satisfied and believe in the management, marketing, after-sales service, and customer relationships management, and acceptance of staff and company (Nguyen et al., 2019). Tabrani et al. (2018) also defines trust as a fundamental to interactions between organization and customers. Business organizations need to build relationships to be familiar, so customers can trust the organization through communication, caring and giving, commitment, comfort, compatibility conflict and trust (Olkkonen, 2018). Trust is an indicator of the relationship a customer has with an organization, especially service business due to it being tangible service (Moon & Armstrong, 2020).

5) Consumer behavior: The scholars in this group often criticize trust as a phenomenon that a person has toward the organization (Tourigny et al., 2019). It is an aspect that pays attention to business management by thinking of the customer's behavior and an interaction between customers and organization (Lussier et al., 2017).

Ramos et al. (2018) said that trust is the intention of one party to be at risk of the other. This is based on the belief of the other party whether they will be competent, open, concerned, and reliable, while Shukor et al. (2019) state that trust refers to a belief that reflects the integrity, reliability, and fairness of a person or organization. This is also similar to the concept of Lumineau (2017) stating that trust means confidence which is the opposite of suspicion and distrust. When someone has trust in others, they will have a belief in integrity and ability (Fitria, 2018). If any person becomes distrustful, there will be suspicion of honesty, capability, and a track record. In terms of business, trust is related to reliability, willingness, and intention in the brand affects the customers (Lou & Yuan, 2019). Rather et al. (2019) also pointed out that brand trust is part of the trust that customers have with the organization. Reliability refers to the belief of customers that organizations can respond to their needs (Portal et al., 2019). Intention refers to the customer's belief that business actions and behaviors are motivated by good intentions to benefit customers (Carlson et al., 2018). This is consistent with Papparoidamis et al. (2019) who view trust from customer's perspective as it is the trust degree of a person or business to the organization. Besides, Liao et al. (2020) also gave the meaning of customer trust that it is the benevolence, honesty, and competence of the suppliers to do their job in building the best relationship to be achievable. Table 15 the researcher presents some meanings of trust dated back 5 years (2017-2021) which some scholars have defined as the meanings of trust in the context of the client to the business.

Table 15: Definitions of customer trust

Author	Definitions
Kulsum and Syah (2017)	A condition that the customers feel confident, reliable and trustworthy in using the service.
Setiawan and Sayuti (2017)	When a customer feels confidence with a performance of a company from the reliable quality services.
Lui and Lamb (2018)	The client's feelings of confidence, trust, and acceptance that a company can perform its work impressively.
Panigrahi et al. (2018)	Expectation of customer that service providers can meet and fulfill the promises they gave the efficient or reliable services.
Marimon et al. (2019)	A service that is provided accurately, reliably, and honestly by the service provider, and creates a positive attitude from the customers.
Takaya (2019)	The feeling of the customer that will receive the service that meets their expectations and can perform the work successfully. It also provides products and services that are trustworthy and straightforward to give a sense of security from using the service.
Arslanagic-Kalajdzic et al. (2020)	A close relationship that arises from the communication between the customer and the service provider. The trusted customers feel confident about the composition of the product or service.
Latif et al. (2020)	The expectation of the customers concerning to the company's capacity to assume its obligations and keep its commitments.
Furner et al. (2021)	Beliefs, expectations, or promises that the seller will not use benefit from the consumer for their exploitation.
Pellegrini et al. (2021)	Trust represents a level of confidence when a person deals with others in acting that is fair, ethical and predictable.
Udayana et al. (2021)	It is a feeling in what the company promises to the customer and has done successfully.

Source: The researcher's literature review

In conclusion, the researcher can define the meaning of a customer trust that is a close relationship which arises from a successful interaction between the customers and the organization (Lo & Campos, 2018). The trusted customers will feel confident in the performance of the organization which potentially leads to loyalty (Riquelme et al., 2019).

3.4.2 Building trust

Trust is a positive feeling and attitude from the experience of using the products and services until satisfaction results from repeated use of products and services to be a loyalty (Budi et al., 2021). Reina (2009) studied about trust in the workplace to build the efficient relationships in the organization, it can be categorized into 3 parts: -

1. Competence Trust refers to a customer's belief in the organization in the capacity or ability of the organization to perform its mission (Hasan, 2021). The goal is to be proficient, competent, and skillful (McPhatter, 2018).

2. Communication Trust refers to a customer's belief in the organization that has a constant and consistent exchange of information with each other (Zhao, Huang, et al., 2019). Behaviors that promote communication trust include exchanging information with each other by speaking the truth, accepting the mistakes, giving and receiving that feedback, keeping secrets, and clarifying the good intentions (Clope & Goldsmith, 2021).

3. Contractual Trust refers to a customer's confidence in the promise that the organization has made as given to be ready to provide information, exchange services (Zhang & Li, 2019). When a word of trust is promised, it involves keeping an opinion. It's a commitment to be honest and consistent (Ayaburi & Treku, 2020).

Hamari et al. (2017) proposed how to build trust from customers through the use of services as follows:

- Word of mouth about satisfaction from using the service is very beneficial because customers tend to believe what they hear rather than the advertisement (Goodman, 2019).

- Companies should encourage satisfied customers to express their opinions about the service through social media (Mason et al., 2021) because potential customers often choose products and services by finding information from the former customers (Duarte et al., 2018).

- The company should set up a privacy policy when providing the information to the customers to reduce the concern of giving personal information (Ketelaar & Van Balen, 2018).

- The company should rush to solve the problems for the customers and should not be let the time pass untreated as this will reduce the confidence of the customers (Naeem, 2020).

- The company should make customers feel that products and services are reliable and can consult with the company when problems arise at any time (Sebastian et al., 2020).

- The company should keep the commitment as agreed or promised with the customer in order to build credibility (Kotler et al., 2019).

In addition, McAllister (1995) conceptualized trust into 2 aspects:-

1) Cognitive trust is a recognition that a person chooses to trust for what is respectable under a given situation and chooses what is considered a good reason (D'Cruz, 2019). Cognitive trust is considered as a customers' willingness and confidence relied on the competence of a service provider (Bilisbekov et al., 2021). Customer trust arises from the accumulated knowledge that allows individual to predict with the level of confidence (Nyadzayo et al., 2020)

2) Affective trust is an emotional connection of the individual that will show genuine care and believe in good or glorious qualities and believe that these feelings will be rewarded (Gable et al., 2018). Affective trust is characterized by feelings of security and perceived strength of the relationship (Chiang & Wang, 2012).

From a literature review about customer trust, the researcher can conclude that customer trust is a result of the service provider in building credibility, integrity, warranty, caring for customers, fast and accurate service to make the customers feel confident that they will receive the products and service successfully as expected (Carl & Cristina, 2020). Building of trust can be built from properly serving trustworthy, good relationships, building confidence and credibility, and when problems arise, they can be resolved quickly (Reyna et al., 2018).

However, the researcher implements the customer trust concept from the studies of McAllister (1995) which consists of cognitive trust and affective trust as the constructs for this study.

3.5 Customer delight

Among the companies that compete in the business world, some are highly competitive (Cygler et al., 2018). Almost every company has a similar solution which is to cut prices (Hamel & Prahalad, 2017). But when it comes to the point where the prices of all companies are similar and can no longer be discounted, they have to turn to compete in another matter that is a measure of making the services to satisfy the customers (Djafarova & Rushworth, 2017). Nowadays, the format in response to customer satisfaction has changed because it has to be done to make customers feel at ease and make them trust in the services provided to become loyal. That is called customer delight (Goswami & Sarma, 2019; Kariru et al., 2017; Ludwig et al., 2017; Mazzarol & Reboud, 2020; Ponsamritinan & Fields, 2018).

Recently, scholars in the service marketing field started asking about the fundamental issues of a relationship between customer satisfaction and customer loyalty (Han et al., 2018; Kungumapriya & Malarmathi, 2018; Othman et al., 2020). Some scholars suggest that the company should be more than just satisfying customers, the service should be developed from satisfaction to delight (Ahrholdt et al., 2019; Ali et al., 2018; Parasuraman et al., 2020). When the customer is delighted, it may be related to recommendations, purchase intent, and customer loyalty (Ji & Prentice, 2021; Lee & Park, 2019). Delight is described as an emotional reaction to a service or product which should meet not only the expectations of customers, but also provide unexpected value (Collier et al., 2018). Hence, delight is a result of a combination arousal and joy (Barnes & Krallman, 2019).

Especially hotel business, the customers expect more than a warm service, excellent food, and comfortable bed (Basera & Makandwa, 2020). Service staff is also essential to certify a relaxing customer experience in the hotel (Alnawas & Hemsley-Brown, 2019). So, good customer service can maintain a high level of customer engagement and create a competitive advantage for hotels (Touni et al., 2020).

3.5.1 Definitions of customer delight

Customer delight often leads to word of mouth and has direct influence on a company's sales and profitability as it helps to gain a competitive advantage (Collier et al., 2018). Ball and Barnes (2017) propose that delight has a higher level of happiness than satisfaction because delight gives the positive emotions such as gratitude. In such a situation, the company should find the appropriate channels to achieve customer delight (Koetz, 2018). Customer delight is built on a nonlinear relationship between customer satisfaction and loyalty (Ahrholdt et al., 2019). This concept explains why a satisfied customer may be flawed because satisfaction does not guarantee a patron of a financial purchase (Dash et al., 2021). Therefore, research studies on customer delight have shown that applying a customer delight strategy can be an advantage for companies to increase customer loyalty (Barnes & Krallman, 2019). According to Guidice et al. (2020), customer delight is the way to manage the feelings of the customers to recognize and meet their different needs. It is the way to make the customers feel and get more than they expected because the feeling is better than expectation. This is related to a study of Itani et al. (2019), who conceptualized that the customer delight is considered as the highest state of engagement a customer receives.

Torres et al. (2018) suggested a demand-based model to explain the reasons for customer delight that it is a demand for justice, safety, and self-esteem which is considered as the keys to delight. Customers may not have clear expectations before a service experience (Følstad & Skjuve, 2019). While Ahrholdt et al. (2017) measured the customer delight by implementing emotions such as gleefulness, elation and feeling.

Dey et al. (2017) defined that delight is a positive feeling that when it arises, it will cause happiness which is different from other positive feelings and can evoke happiness. Ma, Scott, et al. (2017) summarized that delight refers to the feeling that an individual expresses the joy of using a product or consumption of goods in which the value or benefit received is higher than the level of expectations. Wang et al. (2017) said that delight means the feelings that cause expression of the person due to the expectation of the desired product or service to be received by the person

being assessed from the actual product or service received versus the expected product or service. Cho et al. (2019) state that delight refers to the feelings of a person who expresses their feelings of satisfaction on the positive aspects that are associated with obtaining a desired response. A feeling of delight will arise when a person has achieved a certain degree of desires and feelings (Collier et al., 2018).

In conclusion, delight is what is in satisfaction and it is a result of another form of expression of a person which is a partial feeling of the mind that has human experience (Tai et al., 2021). The element of delight is one of the important factors that help to accomplish a business (Alzoubi & Inairat, 2020).

Delight depends on the organization's service and feeling level of service in different dimensions (Mmutle, 2017). The level of delight can be done in the following ways (Yang, 2018).

1. **Questionnaire** is a widely used method for cooperation among a group of people who want to measure comment in a specific form (Yang, 2018).
2. **Interview** requires the interviewer's special techniques and expertise to motivate the respondents to answer according to the facts (Yang, 2018).
3. **Observation** is to observe behavior before receiving the service, while receiving the service and after receiving the service. The measurements by this method must be taken seriously and have a definite pattern (Yang, 2018).

Delight measurement toward a received service can be done in various ways depending on the convenience, appropriateness, and purpose of the measurement (Rivera et al., 2019). The result of this measurement is often efficient and reliable (Torres et al., 2020). Delight arising in the service process between the service providers and the customers is a result of perceiving and evaluating the quality of service from what the customers expect to receive and what the client has received actually from each service (Barnes et al., 2020). The level of delight may not be constant and may vary over time which consists of two components (Cop et al., 2018):

1. Perception of product quality: the customers will know that what should the services and products be according to their nature and characteristics (Habibi et al., 2017), for example, a guest staying in a hotel will be staying in a room that has been booked, a customer entering to the restaurant will receive the food as ordered, a passenger can travel from one destination to a destination, etc. These are service products that the customers should be provided according to the nature of each type of service which will give a delight to what they want (Iloranta, 2019).

2. Perception of the service delivery: customers will perceive how appropriate the services were delivered by the staff, regardless of the ease of service accessibility, the behavior of the service providers based on their job responsibilities, the use of language to convey meaning and conduct in service (McLean & Osei-Frimpong, 2017), such as hotel staff welcoming guests with good hospitality and helping guests with luggage, waiter accept food orders in a friendly polite, etc.

In conclusion, customer delight stems from the service evaluation of, perception of the service quality related to the products and services in consonance with nature of the service, and process of delivering services between service providers and customers (Huang, Lee, et al., 2019). If the service matches what the customers' needs, meets their expectations or their previous experiences, it would bring delight in that service (Christ-Brendemühl & Schaarschmidt, 2020).

Key to success in service is a delight that customers get what they want as expected (Parasuraman et al., 2020). It is related to an interaction with a service provider that creates awareness, need of the customers, and can respond to the needs of the customers (Rahimian et al., 2020). The effectiveness of the service will depend on the customers' delight because when the service providers have good feelings about the work they are responsible for, the service will be provided with the utmost ability to make the customers delighted (Belanche et al., 2020). At the same time, there are some factors influencing the customer delight (Kao et al., 2020) as follows:-

1. The service products: The customer delight will occur when receiving service with a good quality and the service level meets the needs (Ali et al., 2018). Taking care from the company and the service staff with attention to what customers want together are the essential part of ensuring customer delight (Pakurár et al., 2019).

2. The service price: The customer delight also depends on the acceptable and reasonable price of the service which leads to a willingness to pay (Ongaro, 2018). However, the attitude of each customer towards the service price is varied (Choi et al., 2020), for example some clients may consider that the high price of products or services are also high quality, while some consider the price according to the difficulty or ease of providing the service, etc. (Moghavvemi et al., 2018)

3. The service locations: The accessibility, locations, and distribution channels to use the services that are convenient will make the customer satisfied and delighted (Shahijan et al., 2018).

4. The service promotion: The customer delight arises from the information, positive recommendation from others which if they match with the existing beliefs, the customers will be delighted and it will be driven to the demand for services accordingly (Wasan, 2018).

5. The service providers: They are important in the performance of the service to provide to the customers with total delight (Hao & Chon, 2021). The management team who set up a service policy by realizing the importance of the customers can easily meet the needs of the customer to delight (Larivière et al., 2017). The service providers who are aware of the customer as a priority will perform the service behavior and respond to the service that the customer needs with full attention and consciousness (Ozuem et al., 2021).

6. The service environment: A good environment and atmosphere of a service influence customer delight (Zhong & Moon, 2020). The customers often appreciate the service environment that is related to building design, nice smell, the beauty of the interior with furniture and colors, the arrangement of space in proportion, as well as the materials and service appliances (Alfakhri et al., 2018).

7. The service process: The method of delivering services is an important part of building customer delight (Guidice et al., 2020). The efficiency of service system management results in providing service operations to customers that are flexible and responsive to customer needs (Davatgaran et al., 2019), for example use of computer technology to manage the reservation backup system for hotel or airline, etc. (Srivastava et al., 2021)

Rust and Oliver (2000) classify customer delight on the basis of human memory in the following categories.

1. Assimilated delight: It involves what the customer thinks about delight aspects of consumption' and hence accept them normally through 'Expectations increase' In short, this kind of happiness (Goswami & Sarma, 2019). It increases customer expectations and is able to build customer loyalty through attractiveness (Kim & Park, 2019).

2. Re-enacted delight: It relates to the delight of the customer that a person experiences when playing 'Favorite movie or song' this kind of happy mood will decay. But still remember (Goswami & Sarma, 2019). In the case of rebranded delight, marketers can earn loyalty through making memories about happiness again (McKee & Gerace, 2018).

3. Transitory delight: Such happiness may arise from 'Fate, randomness or coincidence' (Hopcke, 2018)

In the case of transient pleasures, the hotel should combine a number of pleasures in order to remind guests of the experience as "the feeling of happiness" (Aydin, 2019). 'Happy times' are not 'personal moments', as such discussions reveal common patterns involved in synthesis (Anokhin et al., 2021). Success of customer delight, the researcher has conceptualized this model from Goswami and Sarma (2019). This model can be tested in the hotel industry, which can be shown in Figure 23.

Figure 23: Generic model of guest delight



Source: Goswami and Sarma (2019)

In sum, customer delight influences the success of the service operation. The management teams are required to create and maintain customer delight and the staff with equal treatment (Pakurár et al., 2019). The companies that would like to achieve long-term success in business, it is essential to focus on establishing and maintaining service delight, whether it is from the customers or the staff because these delights are all essential elements to the success of any service operation (Luo, Wang, et al., 2019).

3.5.2 Measure of customer delight

Customer delight is essential in establishing and defining consumer assessments and their willingness to repeat behaviors (Rambocas et al., 2018). Current research shows that customer delight is more powerful than customer satisfaction and service quality, as delight is generally shown to higher advantages (Alzoubi & Inairat, 2020). Therefore, this higher level of positive emotions allows an individual to improve a state of being and cheerfulness and is considered an emotional reaction with elements of joy, happiness, excitement and excitement (Xu et al., 2021).

Overall, the variables of customer delight can be categorized into three areas: employee, contextual, and customer factors Kao et al. (2016). All three areas have been shown to have a direct impact on customer delight (El-Adly, 2019).

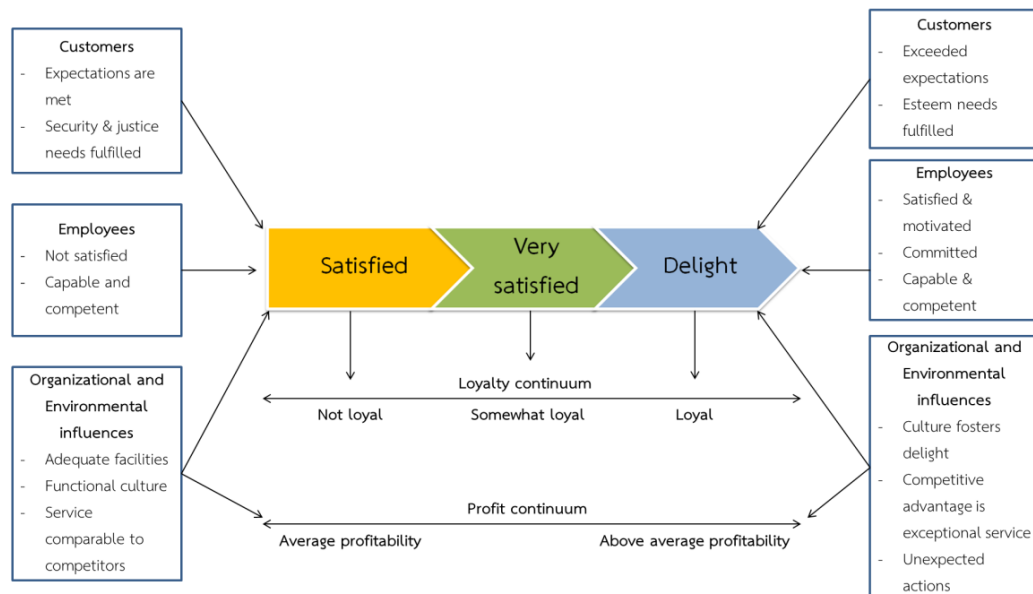
1. Employee factor is highlighted in a series of critical incident studies that consistently rank employee behavior as a key factor in both retail and service delight (Zhang et al., 2018). Since this time, the existence of a delightful research interpersonal factor has grown significantly (Barnes & Krallman, 2019). In particular, in order to keep the customer delighted, it must be recognized that employees put a lot of time and effort into their interactions (Lu et al., 2020). The antecedents of employees are engagement, effort, expertise, problem resolution, time commitment, helpfulness, personalization, friendliness, and distance (Goswami & Sarma, 2019).

2. Contextual factors contribute to customer delight. Most of the contextual factors fall under the inactive people (Weitzl & Einwiller, 2018). For example, the functions, cleanliness of the physical environment that influences the assessment of customer delight (Jiang & Wen, 2020). Product-related factors, such as acquisition, value or novelty, may ultimately lead to a customer delight (Barnes & Krallman, 2019).

3. Customer factors reflect joy, surprise, expectations, positive affect, arousal, fun, gratitude, goal fulfillment, comfort, and hedonic that are studied most often (Liu, Lim, et al., 2020). This is especially true in a hedonically oriented environment where customers can enjoy while achieving personal goals (Liu, Yuen, et al., 2019). From a cognitive standpoint, customer expectations are largely responsible for the customer delight literary stream, supporting the unconfirmed paradigm (Ingaldi, 2021). That is when the customer's expectations are exceeded to a certain extent, they are delighted (Barnes & Krallman, 2019).

Torres and Kline (2006) proposed a hotel customer delight model (Figure 24). They explained that delight is a stage that customers use to move their feelings from being very satisfied to being delighted as they received professional and beyond-expected service from the staff.

Figure 24: Hotel customer delight model



Source: Torres and Kline (2006)

A delighted customer is a person who is provided the exceptional experiences, their emotions and self-esteem needs are aroused to be delight because their expectations have been exceeded (Jiang, 2020). There are three components of the customer satisfaction circle: customer, employee and organizational and environmental influences (Pakurár et al., 2019). To satisfy the customers, their expectations need to be met, and security and justice needs are also required to be fulfilled (Brill et al., 2019). Employees or staff of the hotels also should be capable and competent with the knowledgeable skills to perform their jobs effectively (Idayanti et al., 2020). In addition, the organizational and environmental influences are important in terms of the hotel's facilities that should be adequate, the organizational culture should be promoted to achieve the competence level, and the service standards should be in the same or above level comparing to the competitor (Trenerry et al., 2021). It is likely to say that the delighted customers will perform loyalty to the hotels because they got a greater level of engagement and emotional arousal on the positive aspect and they will be more profitable than they satisfied and very satisfied customers (Sharma & Kamble, 2021).

In conclusion, customer delight is the key performance indicator which measures the extent to which customer expectations are compared to their perceptions (Afthanorhan et al., 2019). One of the key elements that help in customer delight, especially in the hospitality industry is the interaction between customers and frontline staff (Wang, Wen, et al., 2021). The frontline staffs are able to develop the relationship between customers and brands (Jung et al., 2021). Frontline staff can surprise the customers by showing their sincere personal interest in them, paying little attention that might satisfy or come up with a specific solution to a specific need (Chelladurai & Kim, 2022). Satisfaction aims to exceed expectations, whereas delight depends on the positive unexpected events (Dixon et al., 2017; Torres & Ronzoni, 2018). While the satisfaction arises when customer's expectations exceed, delight arises when perceived actual service performance exceeds consumer expectations and customer experiences an unfavorable experience (Kim & Park, 2019). Interaction is the best source of delight as it can be tailored to the specific needs of the customer (Christ-Brendemühl & Schaarschmidt, 2020; Guidice et al., 2020).

Finn (2012) examines customer satisfaction and customer delight by analyzing linearity of their satisfaction impacting behavior while controlling the result of delight was a different variable. Finn's study measured delight as gleeful, elevated, and delighted (Finn, 2012). In addition, to understand conceptual scope of customer delight, it is important to realize how the structure has been performed in existing research (Jiang, 2020). An article about measuring customer delight from Finn (2005) who developed the measurement of Oliver et al. (1997) shown a 13-item evaluation of similar emotions to investigate how they load the factors related to delight, surprising consumption, positive effects, and arousal. A key finding of Finn's research refines how it measures customer delight. However, Finn suggests that the three emotions loaded with the happiness factor are separate from those associated with surprising consumption, positive effects, and arousal. Barnes et al. (2015) take Finn's three scales and ask employees to acknowledge how much their customers are delight. Likewise, Ludwig et al. (2017) used three Finn's three scales, plus the excited

and cheerful asking customers to assess the extent to which other customers were delight.

Hence, this research will adapt Finn's concept of customer delight which consists of "*delighted, gleeful, and elated*" to be measured toward perceived service design and customer experience in creating customer loyalty. A delighted customer is a person who is provided with exceptional experiences, their emotions and self-esteem need to be aroused to be delighted because their expectations have been exceeded (Torres et al., 2020). There are three components of the customer satisfaction circle: customer, employee and organizational and environmental influences (Son et al., 2021). To satisfy the customers, their expectations need to be met, and security and justice needs are also required to be fulfilled (Raza et al., 2020). Employees or staff of the hotels also should be capable and competent with the knowledgeable skills to perform their jobs effectively (Idayanti et al., 2020).

In addition, the organizational and environmental influences are important in terms of the hotel's facilities (del Rosario Reyes-Santiago et al., 2019). They should be adequate, the organizational culture should be promoted to achieve the competence level, and the service standards should be in the same or above level compared to the competitor (Hapsari et al., 2021). It is likely to say that the delighted customers will perform loyalty to the hotels because they got a greater level of engagement and emotional arousal on the positive aspect and they will be more profitable than the satisfied and very satisfied customers (Choi & Kandampully, 2019).

3.6 Perceived hotel hygiene attributes of COVID-19

The COVID-19 pandemic causes a difficult and crucial time in the hotel business around the world (Gössling et al., 2020). As the behavior of people has shifted due to the pandemic, many hotels have started using hygiene management to ensure the guests' trust and maintain their credibility (Atadil & Lu, 2021). Even though the hotel occupancy rate is still low, the hotel business still expects that the domestic market will be able to recover quickly after the pandemic resolves, and foreign customers are expected to gradually return to the next phase (González-

Torres et al., 2021). In the meantime, it is found that many hotels are trying to improve the hygiene and cleanliness systems in the hotels to assure customers who still use the service during this period that they will come back more after the situation has ended (Awan et al., 2020). Hygiene is considered as a crucial aspect among the various methods to deal with the COVID-19 pandemic (Kwok, Li, et al., 2020; Moore et al., 2021). It is the necessary conditions and measures to live a safe life from disease (Finlay et al., 2021; Prüss-Ustün et al., 2019). Many studies show that personal hygiene such as wearing disposable/surgical masks or using alcohol gel can reduce the spread of the virus (Alderman, 2020; Jefferson et al., 2020; Shen et al., 2020; Villani et al., 2020).

Currently, hygiene is considered as one of the crucial factors in the tourism and hospital industry which can lead to the customer's first impression (Mmutle, 2017; Pillai et al., 2021), especially in the hotel business that needs to reassure about hygiene for the guests on how they interact with the services or products (Sann & Lai, 2020). When the hotels are ready to serve the customers, and ensuring their confidence is essential in increasing cleanliness measures, taking care of the health of the guests, assuring them about the hygiene of the hotels they choose to use (Pillai et al., 2021). The hotels must ensure that every corner of the hotel is clean and safe (Maemunah, 2021). There are several measures that the hotels are using, such as installing a virus remover, air purifier, disinfectant alcohol gel, regular disinfection of surface germs, or maintaining hygiene in the bathroom (Dighe et al., 2020; Force, 2020; Nakat & Bou-Mitri, 2020). The common area of the hotel where the guests share together must be organized and serviced with the safety as well as observe the abnormalities of the staff, since it is the department that has the direct contact with the guests (Binns & Kempf, 2020). Sometimes it may be necessary to refuse to serve guests who are sick and have abnormal symptoms such as frequent sneezing, runny nose, etc. (Yang, Peng, et al., 2020). According to Yu, Seo, et al. (2021), they measure the hygiene from the spaces used by the guests which refers to the area that they in-house guest, outside customers use or share together (e.g., hotel lobby, toilets, guestrooms, and restaurants, personal hygiene of hotel staff refers to the sanitation or cleanliness of the hotel staff in taking care of themselves either they inside or

outside the hotels (e.g., clothes, staff uniform, personal care), and the equipment that are used by hotel staff which are all materials that the hotel staff touch, use when they are on duty (e.g., computers, desks, stationeries, and chairs).

Many fresh studies investigate the hotel hygiene attributes affected by COVID-19 in order to achieve the perceived and expected hotel hygiene attributes to ensure customer trust (Jiang & Wen, 2020). The hotels that can perform a successful concern about hygiene will lead the hotel's image and create loyalty even if the pandemic is not yet over (Liu, Liu, et al., 2019) as summarized in Table 16.



Table 16: Perceived hotel hygiene attributes of COVID-19

Authors	Paper topic	Perceived hotel hygiene attributes of COVID-19					
		Hotel facilities	Hotel equipment	Hotel system	Hotel staff	Hotel guests	
Awan et al. (2020)	Implementing 'cleanliness is half of faith' in re-designing tourists, experiences and salvaging the hotel industry in Malaysia during COVID-19 pandemic	✓	✓	✓	✓	-	
Dimitrios et al. (2020)	Strategic Management in the Hotel Industry: Proposed Strategic Practices to Recover from COVID-19 Global Crisis	✓	-	✓	✓	✓	
Filimonau et al. (2020)	The COVID-19 pandemic and organizational commitment of senior hotel managers	✓	✓	✓	✓	-	
Hoefler et al. (2020)	Management of a COVID-19 outbreak in a hotel in Tenerife, Spain	-	✓	-	✓	✓	
Jiang and Wen (2020)	Effects of COVID-19 on hotel marketing and management: a perspective article.	✓	✓	✓	✓	-	
Rattanakosin (2020)	The concept of small hotel business management to support customers after Covid-19	✓	-	✓	✓	✓	
Rawal et al. (2020)	Hygiene and Safety: A Review of the Hotel Industry in the Era of COVID-19 Pandemic	✓	✓	✓	✓	-	

Table 16: Perceived hotel hygiene attributes of COVID-19 (cont.)

Authors	Paper topic	Perceived hotel hygiene attributes of COVID-19					
		Hotel facilities	Hotel equipment	Hotel system	Hotel staff	Hotel guests	
Walger et al. (2020)	Children and adolescents in the Covid-19 pandemic: Schools and daycare centers are to be opened again without restrictions. The protection of teachers, educators, carers and parents and the general hygiene rules do not conflict with this	-	✓	✓	✓	✓	
Algassim and Abuelhassan (2021)	The Effect of COVID-19 on potential tourist's consumption behavior: Evidence from GCC countries	✓	-	✓	✓	✓	
Atadil and Lu (2021)	An investigation of underlying dimensions of customers' perceptions of a safe hotel in the COVID-19 era: effects of those perceptions on hotel selection behavior	✓	✓	-	✓	✓	
Bonfanti et al. (2021)	The impact of the Covid-19 pandemic on customer experience design: The hotel managers' perspective	✓	✓	-	✓	✓	
Canhoto and Wei (2021)	Stakeholders of the world, unite!: Hospitality in the time of COVID-19	✓	✓	✓	✓	-	

Table 16: Perceived hotel hygiene attributes of COVID-19 (cont.)

Authors	Paper topic	Perceived hotel hygiene attributes of COVID-19					
		Hotel facilities	Hotel equipment	Hotel system	Hotel staff	Hotel guests	
Fuchs et al. (2021)	Assessment of a Hotel-Based COVID-19 Isolation and Quarantine Strategy for Persons Experiencing Homelessness	✓	✓	✓	-	✓	
Garrido-Moreno et al. (2021)	Going beyond the curve: Strategic measures to recover hotel activity in times of COVID-19	✓	✓	-	✓	✓	
Pillai et al. (2021)	COVID-19 and hospitality 5.0: Redefining hospitality operations	✓	✓	✓	✓	-	
Robina-Ramírez et al. (2021)	Safety and Health Measures for COVID-19 Transition Period in the Hotel Industry in Spain	✓	✓	✓	-	✓	
Rueda López et al. (2021)	Lessons from the First Wave of COVID-19. What Security Measures Do Women and Men Require from the Hotel Industry to Protect against the Pandemic?	✓	✓	-	✓	✓	
Teng et al. (2021)	Corporate social responsibility in public health during the COVID-19 pandemic: quarantine hotel in China	✓	✓	✓	-	-	

Table 16: Perceived hotel hygiene attributes of COVID-19 (cont.)

Authors	Paper topic	Perceived hotel hygiene attributes of COVID-19					
		Hotel facilities	Hotel equipment	Hotel system	Hotel staff	Hotel guests	
Yu, Lee, et al. (2021)	Understanding the influence of the perceived risk of the coronavirus disease (COVID-19) on the post-traumatic stress disorder and revisit intention of hotel guests	-	✓	✓	✓	-	
Yu, Seo, et al. (2021)	Perceived hygiene attributes in the hotel industry: customer retention amid the COVID-19 crisis.	✓	✓	-	✓	-	
Total		17	17	14	17	11	

According to Table 16, it can be concluded that the most perceived hotel hygiene attributes are hotel facilities, hotel equipment, and hotel staff which are related to the latest study of Yu et al (2021) who summarized perceived hygiene attributes in the hotel industry toward customer retention amid the COVID-19 crisis. The study revealed that there are three perceived hygiene attributes **(1) Hygiene of customer-use space, (2) Personal hygiene of staff, and (3) Hygiene of workplaces**. Hence the research will adapt a study of Yu et al (2021) as the observed variable in this research.

3.6.1 Repercussions of the COVID-19 pandemic

The situation of COVID-19 inevitably urged the business to adapt faster (Doyle & Conboy, 2020; Ross, Lauer, et al., 2020), especially entrepreneurs in the tourism and service sectors like "hotel business" who were severely affected when the number of guests was zero because travel was not allowed during the epidemic (Jiang & Wen, 2020). Overall, hotel business in the first 4 months of 2020 continued to contract from Thailand and foreign countries' economic and trade problems (Rittichainuwat, Laws, et al., 2020). Since the COVID-19 globally spreads, it results in various countries starting a policy to treat and stop the epidemic which heavily affects employment, income and lifestyle (Ratten, Coronavirus (covid-19) and entrepreneurship: changing life and work landscape, 2020).

In Thailand, there was a huge increase in new cases on March 17, 2020 (Tantrakarnapa et al., 2020). The cabinet then issued urgent measures to prevent the COVID-19 crisis and shut down all risk areas issued the lockdown measures (Djalante et al., 2020). This caused both Thai and foreign tourists to cancel their trips and hotel reservations resulting in the number of tourists in all areas disappearing. According to Phumchusri and Ungtrakul (2020); Poompurk and Chienwattanasook (2021); Saengchai and Jemsittiparsert (2020), hotel business situation has shrunk in all aspects in the number of rooms, room rates, and number of tourists with details as follows: -

1) The number of newly-built rooms in Q1 of 2020 contracted heavily with 764,965 rooms, the number of newly-built rooms increased by 12,028 rooms (1.6 percent increase from the end of 2019) (Phumchusri & Ungtrakul, 2020).

If compared with the number of newly built rooms in the first quarter of 2019, it was found decreasing by 65.5 percent (Phumchusri & Ungtrakul, 2020). This is because the entrepreneur's postponed investment and new projects or to be considered again when the situation is back to normal (Kalyanamitra et al., 2020).

2) The number and income from both Thai and foreign tourists in the first four months of 2020 contracted in every region (Phumchusri & Ungtrakul, 2020). The first four months have 52,555,134 tourists, shrink 50.5 percent, and generate income only 475,811.0 million baht and contraction 52.9 percent from the same period in 2019 because the lockdown made tourists cancel or postpone their trips (Phumchusri & Ungtrakul, 2020). The top three most affected regions: Bangkok, the South, the East, where both numbers and incomes have lost more than a half (Kalyanamitra et al., 2020).

3) Occupancy rate of the first four-month in 2020 has sharply contracted, especially in March and April with occupancy rates were 20.8 percent and 2.3 percent respectively, contraction of 72.2 and 97.0 percent from the same period on 2019 (Phumchusri & Ungtrakul, 2020). The main reason is from various measures to curb the spread of COVID-19 resulting in a sharp decline in the occupancy rate from February until almost none of guests in April mainly in the important tourist cities such as Bangkok, Pattaya, Chiang Mai, Phuket (Kalyanamitra et al., 2020). The hotel business is expected to recover gradually in the second half of the year (Bank, 2020). This is because the domestic COVID-19 epidemic situation is likely to continue to improve (Campbell, 2020). As a result, the government can begin to relax preventive measures until the hotel can start operating normally from mid-May (Siamhan & Trirath, 2020). If the government agrees with opening a country for tourism or a full country open, it is expected that foreign tourists will choose Thailand as the first destination for their trip (Qiu et al., 2021). This is in accordance with a survey from C9 Hotelworks Market Research and Delivering Asia Communication, they surveyed Chinese tourists which ranks the first of international tourists travelling to Thailand. It is found that 71 percent from the survey still chose Thailand as their preferred destination to travel (C9 Hotelworks Market Research and Delivering Asia Communication, 2020).

3.6.2 Hygiene measures of luxury chain hotels in Thailand

The outbreak of COVID-19 has forced humans to make many adjustments in their daily lives, so the term “New Normal” has become a familiar term recently (Yang, 2020). One important thing that has become the new normal that we must pay special attention to is public health measures (Greenberg, 2020). The travel business is one of the businesses that are important to the country's economy (Sofronov, 2018). It is also a business that must support a large number of people to increase confidence for both Thai and foreign tourists (Pornprasit & Rurkkhum, 2019). Therefore, many agencies in charge of tourism and public health of Thailand led by the Tourism Authority of Thailand and the Ministry of Health have jointly created the Amazing Thailand Safety & Health Administration (SHA) project on health safety guidelines combined with quality service standards (Namburi et al., 2021). The initial standard consists of 3 main parts (Lee-Anant & Monpanthong, 2021); 1) hygiene of the building and equipment such as keeping a distance of at least 1 meter between seats and aisles, regular cleaning of facilities in common areas, cleaning of elevators, disinfectant, etc., 2) arrangement of cleaning equipment to prevent the spread of germs, such as installing a disinfection carpet at the entrance of the building, installing an alcohol gel for hand washing, etc., and 3) protection for staff such as temperature checking before entering the workplace, having staff wear masks throughout the service period, etc.

The entrepreneurs related to tourism business, including hotels who apply to join the project will be considered in accordance with the detailed project requirement before receiving the aforementioned standard certification (Chan et al., 2020). Luxury chain hotels consider the best experience of the guests who come to use the service at the hotels (Harkison et al., 2018). The hotels therefore operate according to the standards set by the project. This ensures that during the guests' stay, they will receive the best service, the best public health standards for their best time which can summarize the hygiene measures (Chan, Gao, et al., 2021) as in Table 17.

Table 17: Hygiene measure of luxury chain hotels in Thailand

Hygiene measures		Measure's name
Hotel		
	Fever screening	✓
	Use of masks	✓
	Contactless check-in & check-out	✓
	Social distancing	✓
	Separated chairs and tables	✓
	Limit using of some public facilities	✓
	Provide alcohol gel or wipes	✓
	Safety & Hygiene training to staff	-
	On request room cleaning service	✓
	Limit human contact with food and beverages	✓
	Provide hygiene information sheet to the guests	✓
	Surface and Public area cleaning	✓
	Improve air circulation	✓
Accor https://all.accor.com/event/all_safe.en.shtml		#ALLSAFE
Best Western Hotels and Resorts https://www.bestwestern.com/en_US/hotels/discover-best-western/we-care-clean.html		We Care Clean
Capella Hotels & Resorts https://www.capellahotels.com/en/our-commitment-to-health-wellbeing		-
Como Hotels and Resort https://content.wetu.com/Resources//57513/como_point_yamu_hotel_standards_for_operations_protocol_november_2020.pdf		-

Table 17: Hygiene measure of luxury chain hotels in Thailand (cont.)

Hygiene measures		Measure's name
Hotel		
	Fever screening	✓
	Use of masks	✓
	Contactless check-in & check-out	✓
	Social distancing	✓
	Separated chairs and tables	✓
	Limit using of some public facilities	✓
	Provide alcohol gel or wipes	✓
	Safety & Hygiene training to staff	✓
	On request room cleaning service	✓
	Limit human contact with food and beverages	✓
	Provide hygiene information sheet to the guests	-
	Surface and Public area cleaning	-
	Improve air circulation	✓
Four Seasons Hotels and Resorts https://www.fourseasons.com/leadwithcare/		<i>Lead with care</i>
Hilton Worldwide https://covid.hilton.com/		<i>Hilton</i>
Hongkong and Shanghai Hotels https://www.peninsula.com/en/global-pages/-/media/a24d0526c4e64ee91258dc419e90cc6.pdf		<i>Clean Stay</i>
Hyatt Hotels Corporation https://www.hyatt.com/content/dam/hotel/propertiesites/assets/place/amza/documents/en_us/home/COVID19_Hygiene_Measures.pdf		-

Table 17: Hygiene measure of luxury chain hotels in Thailand (cont.)

Hotel	Hygiene measures											Measure's name	
	Fever screening	Use of masks	Contactless check-in & check-out	Social distancing	Separated chairs and tables	Limit using of some public facilities	Provide alcohol gel or wipes	Safety & Hygiene training to staff	On request room cleaning service	Limit human contact with food and beverages	Provide hygiene information sheet to the guests		Surface and Public area cleaning
InterContinental Hotels Group https://www.ihgplc.com/en/about-us/our-response-to-covid-19	✓	✓	✓	✓	-	✓	-	✓	✓	✓	✓	✓	-
Kempinski https://globetrender.com/2020/05/21/kempinski-hotels-hygiene-coronavirus/	✓	✓	✓	✓	-	✓	✓	✓	✓	✓	-	-	✓
Langham Hospitality Group https://www.langhamhospitalitygroup.com/en/media/latest-news/travel-information-covid-19-update/	✓	✓	✓	✓	-	-	✓	✓	-	✓	✓	-	-
Mandarin Oriental Hotel Group https://www.mandarinoriental.com/special-notice	✓	✓	-	✓	✓	-	✓	✓	-	-	✓	✓	✓

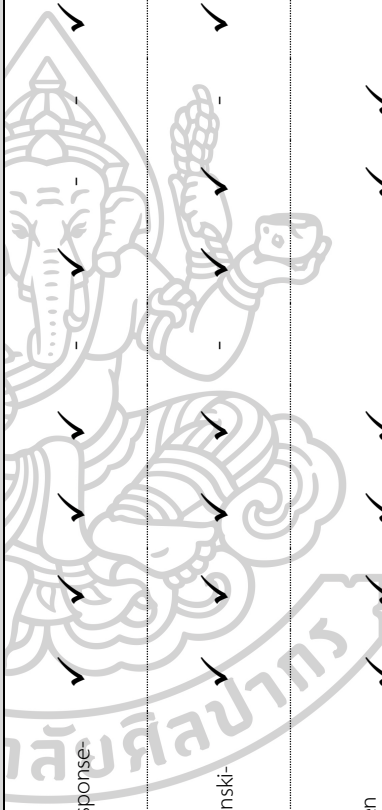


Table 17: Hygiene measure of luxury chain hotels in Thailand (cont.)

Hotel	Hygiene measures													Measure's name	Commitment to Clean
	Fever screening	Use of masks	Contactless check-in & check-out	Social distancing	Separated chairs and tables	Limit using of some public facilities	Provide alcohol gel or wipes	Safety & Hygiene training to staff	On request room cleaning service	Limit human contact with food and beverages	Provide hygiene information sheet to the guests	Surface and Public area cleaning	Improve air circulation		
Marriott International https://clean.marriott.com/	✓	✓	✓	✓			✓						✓	✓	Commitment to Clean
Meliá Hotels International https://www.melia.com/covid-19/covid_en.html	✓	✓	✓	✓	✓	✓	✓	✓					✓	✓	Stay safe with Meliá
Millennium & Copthorne Hotels https://www.millenniumhotels.com/en/offers/global/wecleancarewelcome/	✓	✓	✓				✓						✓	✓	We Clean. We Care. We Welcome
Okura Nikko Hotel Management https://www.okura-nikko.com/covid-19/clean-safe-stay/	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	CLEAN & SAFE STAY

Table 17: Hygiene measure of luxury chain hotels in Thailand (cont.)

Hotel	Hygiene measures											Measure's name	
	Fever screening	Use of masks	Contactless check-in & check-out	Social distancing	Separated chairs and tables	Limit using of some public facilities	Provide alcohol gel or wipes	Safety & Hygiene training to staff	On request room cleaning service	Limit human contact with food and beverages	Provide hygiene information sheet to the guests		Surface and Public area cleaning
OYO http://www.oyorooms.com/officialoyoblog/2020/07/14/your-safety-our-priority-oyo-and-unilever-partner-to-lead-the-way-on-hotel-cleanliness	✓	✓	✓	✓	-	✓	✓	✓	-	-	✓	✓	-
Radisson Hotel Group https://www.radissonhotels.com/en-us/health-safety	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	✓	✓	✓
Rosewood Hotel Group https://www.rosewoodhotels.com/en/te-guanahan/covid-19-update	✓	✓	✓	✓	-	-	✓	-	✓	-	✓	✓	✓
Shangri-La Hotels and Resorts https://www.shangri-la.com/group/shangri-la-cares	✓	✓	✓	✓	✓	✓	✓	-	-	✓	✓	✓	✓

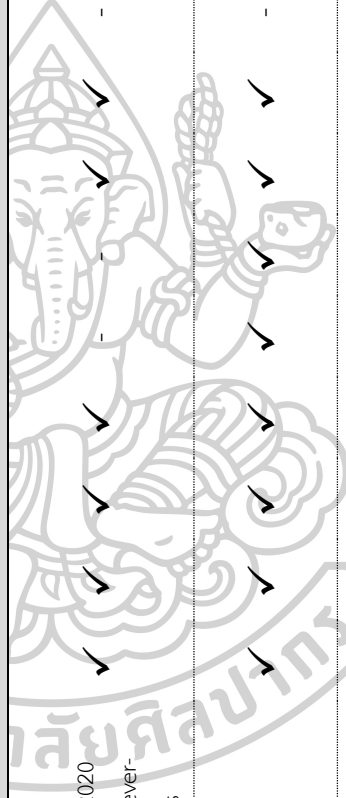


Table 17: Hygiene measure of luxury chain hotels in Thailand (cont.)

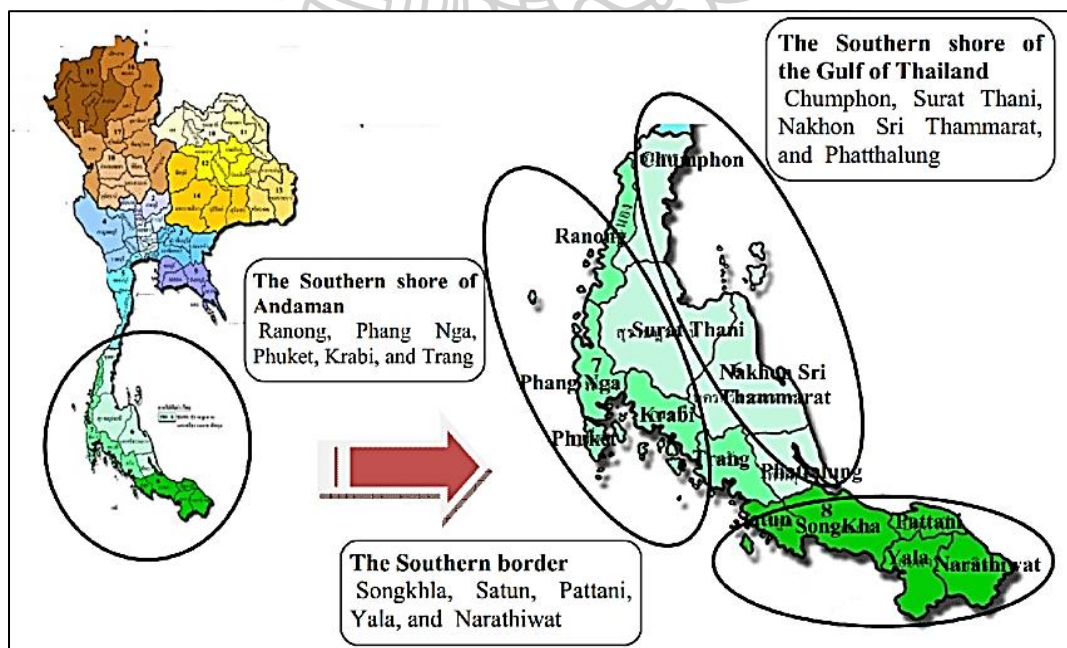
Hotel	Hygiene measures															Measure's name
	Fever screening	Use of masks	Contactless check-in & check-out	Social distancing	Separated chairs and tables	Limit using of some public facilities	Provide alcohol gel or wipes	Safety & Hygiene training to staff	On request room cleaning service	Limit human contact with food and beverages	Provide hygiene information sheet to the guests	Surface and Public area cleaning	Improve air circulation			
Soneva https://soneva.com/sonevas-response-to-covid-19/	✓	✓	-	✓	✓	✓	✓	✓	-	-	-	✓	-	-	-	
Wyndham Hotels and Resorts https://www.wyndhamhotels.com/about-us/faq-covid-19	✓	✓	✓	✓	✓	✓	✓	-	-	-	✓	✓	✓	✓	-	
Total	22	22	20	19	11	14	19	11	11	13	13	20	15	-	-	

From Table 17, it can be seen that fever screening and use of masks are widely accepted as hygiene measures among luxury chain hotels which is related to a study of Sarwari et al. (2021) who summarized that most luxury hotels have preventive measures of COVID-19 by having temperature check, using facial masks, contactless service, frequent cleaning of public areas, keeping social distance, providing alcohol gel or wipes, etc.

3.6.3 The Andaman Coast of Thailand

Tourism plays an important role in driving and revitalizing Thailand's economy (Shen & Chou, 2022). The Andaman coastal area is beautiful from the sea to the high mountains (Soe et al., 2021). There are many arts and cultures according to the history that has flourished in the past, which is a mix of civilization between Buddhism - Brahman - China - Islam as well as having a unique culture, way of life, and living in Thailand (Keyes, 2019). It is a great attraction for foreigners to visit Thailand continuously. It is also a destination for travelers from all over the world (Hess, Thailand: Too popular for its own good, 2019).

Figure 25: Map of the provinces in the Southern shore of Andaman



Source: Chairat et al. (2015)

In addition, in the economic integration of the Southeast Asian sub-region (ASEAN), Thailand is regarded as a country that has a geographic advantage due to its border contact with many neighbors in ASEAN (Grundy-Warr & Perry, 2019). Changing the behavior of tourists, resulting in new types of tourism, Thailand needs to have measures to prepare the tourism resources to accommodate the increasing trend of tourists (Nitivattananon & Srinonil, 2019). The challenges of tourism are to develop tourism products and services of Thailand up to a good standard with good quality in order to support the increasing number of tourists without destroying existing natural resources (Ali, Yaseen, et al., 2021). The physical nature of the area comprises a large number of land and islands, thus has the outstanding potential of being a world class marine tourism destination (Pimentel et al., 2020), with the country's main tourist selling points: beaches, seashores, islands and ecotourism activities such as diving, rock climbing, etc (Suwanvijit, 2019). With the charm of the Andaman paradise, Phuket is the center which is like "the Pearl of Andaman" and other famous tourist attractions such as Phi Phi Island, Similan Islands, and Surin Islands, etc (Worachananant et al., 2020).

There are other tourist attractions that have the potential to increase the diversity of tourism, such as mangrove forest, natural ecology, and mountains in Phang Nga, Krabi and Trang province (Sujarinpong, 2021). The basic services are provided to support a development of the area as a leading marine destination (Oviedo-García et al., 2019). Apart from two international airports in Krabi and Phuket, there is also another domestic airport in Trang which is convenient and modern (Chaiwan & Tippayawong, 2018). For people who love health and beauty, there are various types of health tourism activities including soaking in pure natural hot mineral water, spa scrub, Thai massage to relax after exhausted travel or to sit in temples to pay respect to the Buddha image for prosperity (Guides, 2018). There is also a medical service center, as well as other educational tourism activities such as agricultural tourism, Thai cooking classes, Thai desserts, etc. (Suwanvijit, 2019), which are suitable for foreign tourists and many other activities that await visitors to experience a new and impressive experience (Suntikul et al., 2020).

Environment and resources of the southern Andaman provinces

The southern Andaman provinces comprise Ranong, Phang Nga, Phuket, Krabi and Trang provinces, located on the southern peninsula on the west coast (Neamsuvan & Ruangrit, 2017). Its shape extends in a long line along the north – south (Bhat et al., 2019). It has 878 kilometers along the coast of the Indian Ocean, with a high mountain landscape, a submerged and indented coastline with continental islands and cross islands (Masaya et al., 2020). There are around 412 islands with a total of approximately 17,688.915 square kilometers, accounting for 24% of the total southern region (Bundhitwongrut, 2018), consisting of Ranong Province with an area of 3,298.045 square kilometers, Phang Nga Province with an area of 4,170.895 square kilometer, Phuket Province has an area of 570.034 square kilometers, Krabi province has an area of 4,708.512 square kilometers, and Trang province has an area of 4,941.439 square kilometers (Poomduang, 2021) .

Characteristics of the geographical environment of each province are distinguished as follows:

Ranong is mostly mountainous (Yongprawat, 2021). There is a flat area of only 14 percent of the area (Phukaokaew & Sukhsangchan, 2021). In the east of the area there is a stretch of the Tanintharyi (Tanaosri) Mountains (Laoprawatchai, 2019). It is a long line from north to south consisting of Khao Dan, Khao Huai Sai, Khao Nom Sao, the nature of the slope area (Favereau & Bellina, 2020). Tilts from the east into the Andaman Coast in the west, it has an area of 69 kilometers along the Andaman Coast, consisting of 62 islands, including Koh Phayam, Koh Sin Hai, Koh Chang and Koh Lao, etc (Chaudhury et al., 2019).

Phang Nga is characterized by most of the topography, complex mountain ranges and highlands on the western side of the area, stretching along the north-south direction (Siang, 2020). Central area is flat foothills with height above the sea level approximately 20-120 meters, mostly in Muang Phang Nga, Takua Thung District, Takua Pa District (Tan, 2019). Nature of the area slopes from east to west into the Andaman Coast and has narrow plains (Alomar-Garau & Grimalt-Gelabert, 2022). The coastline is approximately 239.25 kilometers long, along the coastline there is mangrove forest almost the entire area consisting of approximately 105 islands,

including Surin Islands, Similan Islands, etc. (Nilrat & Bunsit)

Phuket has geological features similar to the mainland (Yasami et al., 2021). Seventy percent of the province is mountainous, stretching north and south, and another 30% is mountainous on the west coast of the island (Hamilton & White, 2018). To the north and northeast are highlands while the eastern side is a plain area (Laonamsai et al., 2021). Phuket has 9 small streams, creek and canals and natural surface water sources, old mine and reservoirs of the Royal Irrigation Department on the east side (Baker & Phongpaichit, 2022). The coastal areas consist of mud beaches, mangrove forests and sprouted sand areas, while the west side is a beautiful sandy beach (Planet et al., 2018). In addition, there are also a total of 32 islands, including Bird Island, Naka Noi Island, Naka Yai Island, Coconut Island, and Chi Island, etc (Chaiyarah & Khunthong, 2019).

Krabi Most of the topography is limestone mountains (Ngansom & Duerrast, 2019). It is characterized by low lone mountains with limestone caves, hot springs and pools formed by the collapse of the ground alternating with the undulating wave area and foothills in the upper part of the area (Ngansom et al., 2020). In the middle of the area, there is an important mountain line extending north-south, namely Phanom Bencha Mountain (Tan, 2019). The coast has a length of about 160 kilometers, thus making the coastline look dented (Phukaokaew & Sukhsangchan, 2021). Some areas have mountains adjacent to the coast, such as Khao Garos, and consist of 154 islands (Ngouapegne & Chinomona, 2020). The major islands are Koh Lanta and Koh Phi Phi, which are among the most beautiful destinations in the world (Guides, 2018).

Trang is mainly characterized by limestone mountains, low hills, alternating with large and small mountains, caves and water basins formed by the collapse of the ground scattered throughout the area (Pauwels et al., 2021). The plains are relatively small, mostly used in rice cultivation between Trang and Phatthalung provinces which along the mountain range are covered with a complete rainforest (Somboonsuke et al., 2018). In addition, the western side of the area is flat along the coastline with a length of approximately 119 kilometers (Thepsiriamnuay &

Pumijumnong, 2019). Most of the area is a still fertile mangrove forest comprising 46 islands (Puangkaew & Ongsomwang, 2021).

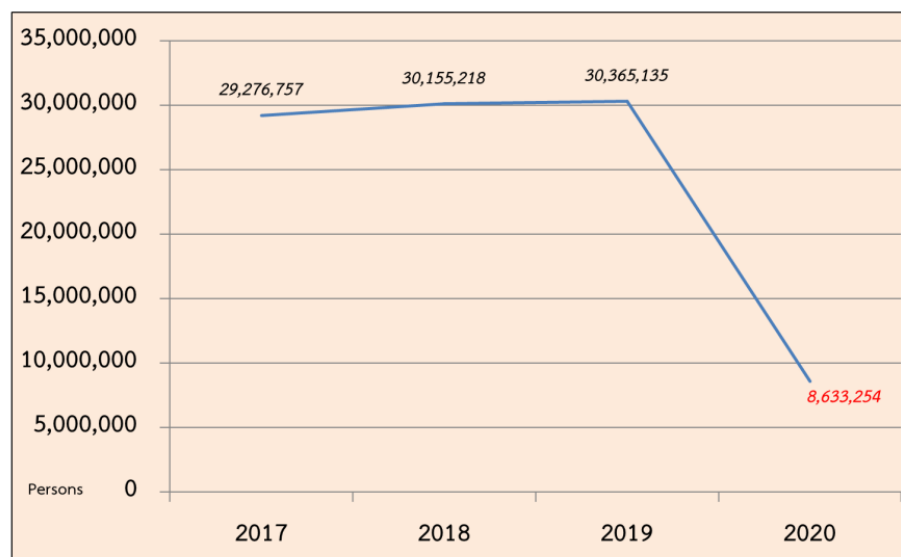
The southern Andaman provinces consist of Krabi, Trang, Phang Nga, Phuket, Ranong and Satun (Wongmongkondate & Chapman, 2019). Phuket province is appointed as the operating center of the provincial group (Kewsuwun et al., 2020). As the operating center, Phuket coordinates with other provinces in the cluster to link and drive the strategies at various levels as well as promoting communication, exchanging knowledge and experience about the implementation of strategies, and coordinating of development among government sectors, civil society, and private businesses in the area (Intarakumnerd, 2017). In addition, Phuket helps to jointly solve problems within the provincial groups and between provincial groups in order to develop according to the provincial sustainable development plan with a focus on development in line with the national strategy for the period of 20 years, the national reform plan, 12th National Economic and Social Development Plan and Government Policy (Cosslett & Cosslett, 2018).

The Southern Andaman Provincial Cluster has a diverse and high-potential tourism resource with beauty and uniqueness (Theingthae, 2018). There are many arts and cultures according to the history and prosperity in the past which can generate a major income from foreign tourists (Chuenpraphanusorn et al., 2018), especially tourist groups with high income and continues to grow steadily every year. In 2019, there are a total of 30,365,135 tourists with a total tourism income of 629,915.63 million baht (Nidhinarangkoon et al., 2020). The southern Andaman provinces have outstanding marine natural resources, rich in underwater resources with beautiful coral reefs in the world, crystal clear water, more than 400 islands lined up in the sea, beautiful white sand beaches (Phukaokaew & Sukhsangchan, 2021). In addition, the southern Andaman provinces have a variety of activities created for tourists of all ages, especially cruises in the Andaman Coast, canoe or kayak tour, scuba diving, snorkeling, rock climbing and abseiling, water rafting, and ATV riding along nature trails (Pattarach et al., 2019). There are many activities for ecotourism such as trekking, bird watching, water fishing, elephant trekking, as well as river cruising (Sangpikul, 2020).

From 2015 to 2019 the southern Andaman provinces have a total number of tourists increasing every year (Pragobmas, 2020). Phuket province has the highest number of tourists and stands out from other provinces in the group followed by Krabi province and Phang Nga province, in which there are more foreign tourists than Thai tourists (Poomduang, 2021). As for Ranong, Trang, and Satun provinces, the number of foreign tourists is less than Thai tourists (Niyomtham et al., 2022); however, to increase foreign tourists in these provinces, tourism attractions development and new forms of tourism activities are required including marketing and public relations to be widely known and the preparation of tourism routes to connect the southern Andaman provinces (Swangjang & Kornpiphat, 2021). Since the tourist attractions in Phuket, Krabi and Phang Nga have already attracted a large number of tourists; it should therefore keep the service standard to impress the tourists to remain one of the favorite tourist attractions in Thailand (Tinakhat, 2020).

Since COVID-19 has hit the tourism industry in Thailand, the southern Andaman provinces especially Phuket, Phang-Nga, and Krabi lose a huge number of tourists and income due to the travel restrictions and social distancing rules (Klinthongchai, 2022) as shown in Figure 26.

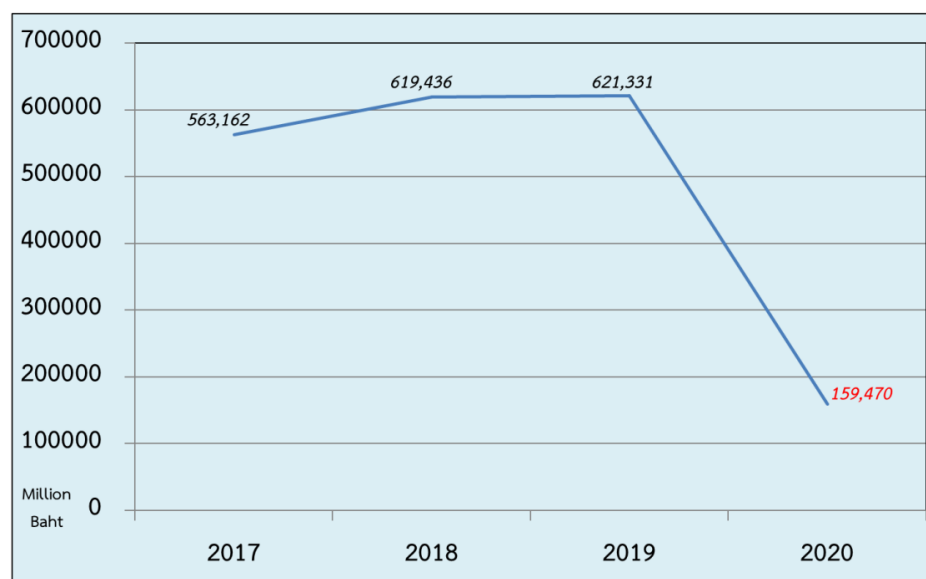
Figure 26: Total number of tourist visiting the southern Andaman provinces in 2017-2020



Source: Ministry of Tourism and Sports (2021)

From Figure 26, the total number of tourists both domestic and international visiting the southern Andaman provinces namely, Phuket, Phang-Nga, Krabi, Trang, Satun, and Ranong have been progressively increased from 29,276,757 persons in 2017 to 30,365,135 persons in 2019. When COVID-19 has been attracting the industry, the total numbers of tourists in this region will drop to 8,633,254 persons in 2020. In addition, the tourism income received from the tourists also decreased from 621,331 million baht to 159,470 million baht, which is minus around 77.32% from 2019 as shown in Figure 27.

Figure 27: Total tourism income of tourist visiting the southern Andaman provinces in 2017-2020



Source: Ministry of Tourism and Sports (2021)

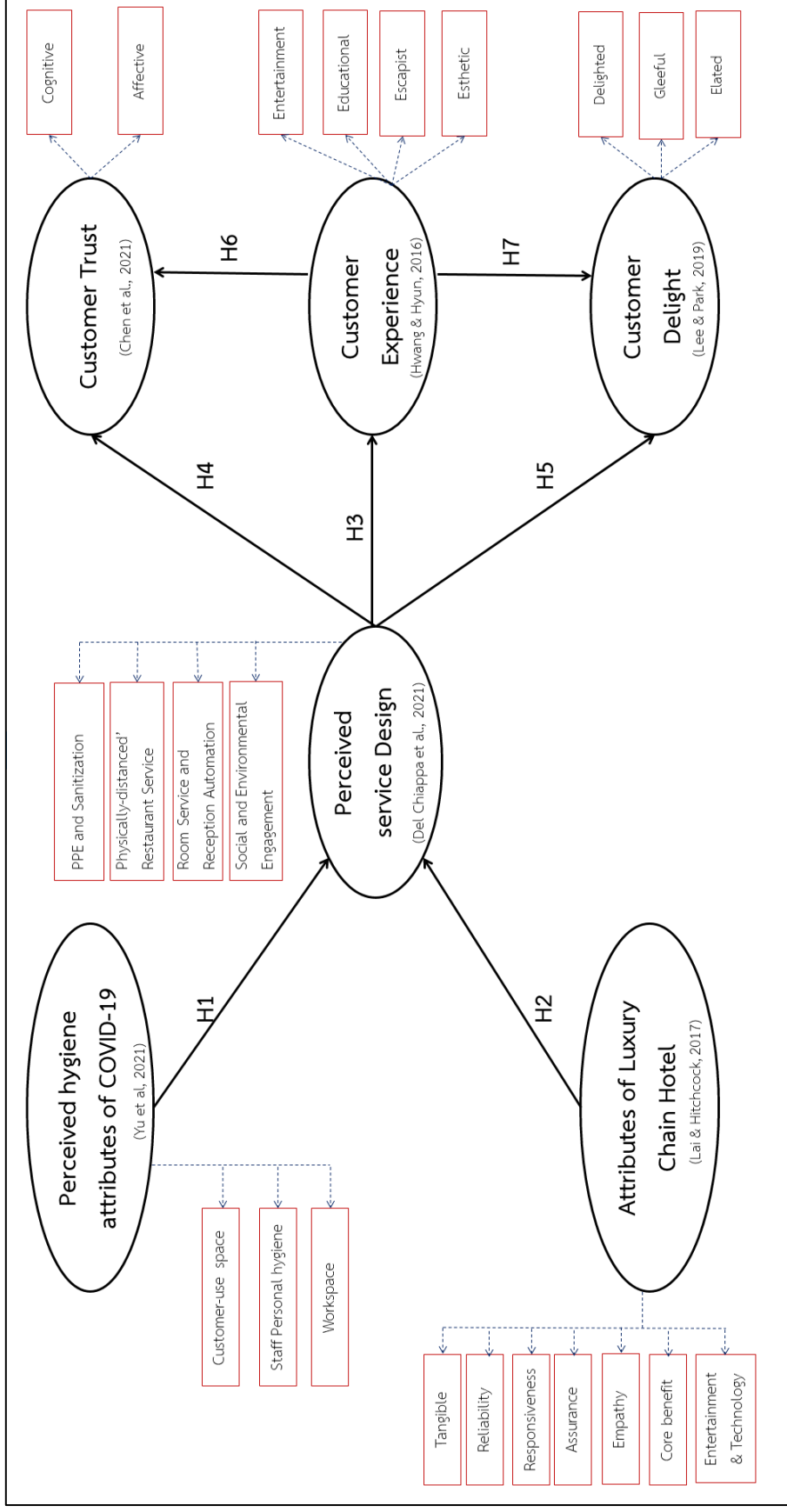
Most of the businesses in those 3 provinces rely on tourism and they never prepare any alternative strategies to cope with this crisis (Parks et al., 2020). Many tourism entrepreneurs try to gather and help each other to formulate the urgent business recovery plan to revive the business (Wongmonta, 2021). The repercussions of COVID-19 in this region will be presented in the next topic.

3.7 Research conceptual framework

From the literature review of the research entitled, “*A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand*”, the researcher can propose the research conceptual framework with the observed variables as illustrated in Figure 28.



Figure 28: Research conceptual framework with observed variables



From Figure 28, the research conceptual framework can be explained as follows:-

- 1) To test if perceived hygiene attributes of COVID-19 positively influence perceived service design.
- 2) To test if attributes of luxury chain hotel positively influences perceived service design
- 3) To test if perceived service design positively influences customer experience.
- 4) To test if perceived service design positively influences customer trust.
- 5) To test if perceived service design positively influences customer delight.
- 6) To test if customer experience positively influences customer trust.
- 7) To test if customer experience positively influences customer delight.

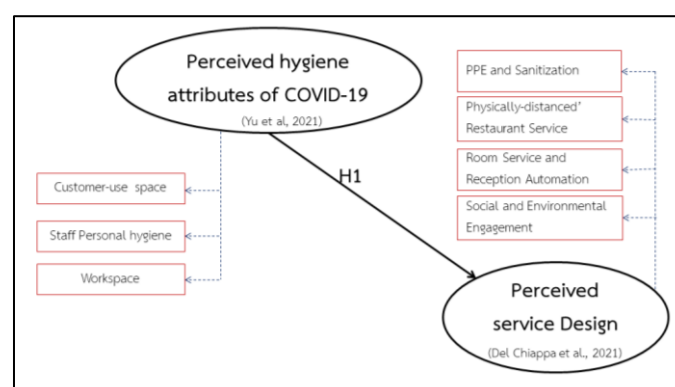
3.7.1 Relationship of the variables and the formulation of research hypotheses

The researcher synthesized and reviewed the literature of this research to explain the relationship between the studied variables and lead to research hypothesis which consists of the following set of relationships:

3.7.1.1 Perceived hygiene attributes of COVID-19

The researcher would like to study the influence of perceived hygiene attributes of COVID-19 on perceived service design. The relationship of variables is illustrated in Figure 29.

Figure 29: Influence of perceived hygiene attributes of COVID-19 on perceived service design



Awan et al. (2020) suggested that considering the new normal for customers, there is an immediate need for the hotel industry to revamp their service design by mainly practicing disinfection and sanitation activities, re-designing overall infrastructure and introducing promotional offers. This is related with a study of Bonfanti et al. (2021), they concluded that reassurance can be considered the result of the safety measures designed by hotel managers so that their customers feel confident and safe during the hotel experience. For example, the use of self-check-in systems and physical distancing at restaurant tables allow customers to feel reassured in terms of safety (Bonfanti et al., 2021). Reassurance is obtained by staff continuing to guarantee immediate customer responses, either in person or through technological solutions (Papagiannidis et al., 2020) such as apps, instant messaging, and video calls. In addition, the trained staffs not only know how to behave but are also able to give immediate instructions to guests, as well as inform the relevant authorities (Awan et al., 2020).

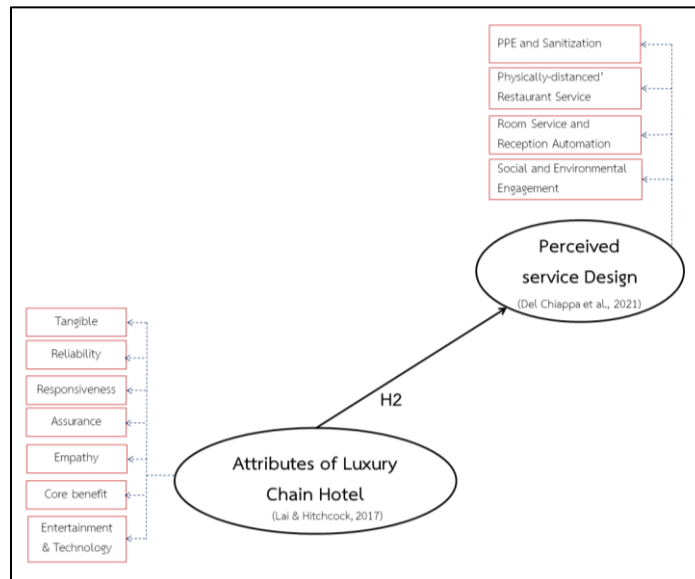
From literature review, it shows that the outcomes resulting from the perceived hygiene attributes of COVID-19 is perceived service design lead to test the influence of the perceived hygiene attributes of COVID-19 on perceived service design with the following hypothesis:

Hypothesis 1: Perceived hygiene attributes of COVID-19 positively influence perceived service design.

3.7.1.2 Attributes of luxury chain hotels

The researcher would like to study the influence of luxury chain hotel attributes on perceived service design. The relationship of variables is illustrated in Figure 30.

Figure 30: Influence of attributes of luxury chain hotels on perceived service design



The characteristics of a luxury chain hotel are to provide the guests with a good service standard from a professional staff (Chan, Gao, et al., 2021). Having a well-managed service standard will enable the hotel to operate the business and provide the service to the guest successfully (Lai, 2019). According to Wu and Gao (2019), luxury chain hotels provide unique services to make a trip memorable from a personalized service and the well-trained staff. So, the services, facilities, amenities must meet the needs of the guests or exceed their expectations (Loo & Leung, 2018).

Once the luxury chain hotels have a well-planned operation, a good basic service, well-managed system, and exceptional attributes, the hotels will be able to implement the state-of-the-art strategy when there is a crisis occurred better than the other types of hotels (Leta & Chan, 2021) such as the Metropark Hotel Kowloon Hong Kong was one of the first hotels in Hong Kong where could successfully cope with the SARS outbreak in 2003 from their experienced staff and effective training (Fung et al., 2020). Kim, Han, and Ariza-Montes (2021) studied how tangible and intangible hotel attributes improved individuals' well-being perceptions before and during the COVID19, as well as how these perceptions in turn influenced a design to create cognitive attitudes, affective attitudes, and brand loyalty during these periods. This is related to Chan, Gao, and McGinley (2021) who investigated hotels' service

standard changes, processes of management decisions and preparations for the future and they found that the common practices of precautionary measures include body temperature checks for all persons entering the hotel premises, a requirement to wear surgical masks, filling in a health declaration form during check-in, indicating travel history in the past 14 days and reporting any symptoms of respiratory illness. The international chain hotels are more apt to follow their asset class' standards, whereas local chain hotels are more flexible in the operations' execution.

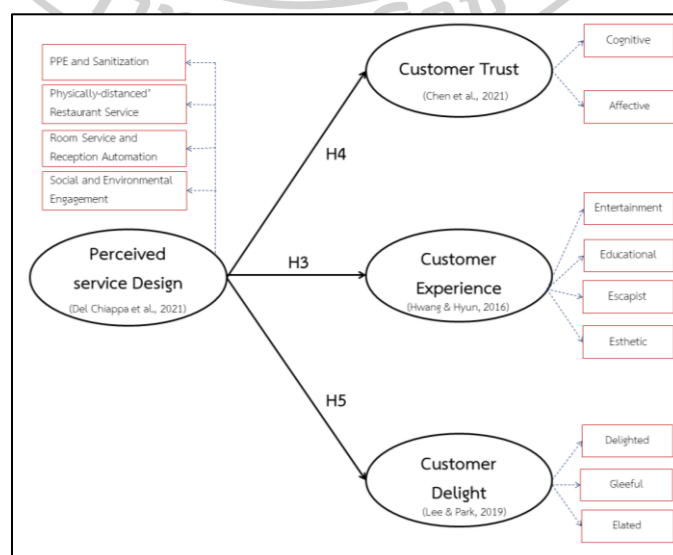
From literature review, it shows that the outcomes resulting from the attributes of luxury chain hotels is perceived service design lead to test the influence of the attributes of luxury chain hotels on perceived service design with the following hypothesis:

Hypothesis 2: Attributes of luxury chain hotels positively influence perceived service design

3.7.1.3 Perceived service design

The researcher aims to study the influence of perceived service design on customer experience, customer trust, and customer delight. The relationship of variables is shown in Figure 31.

Figure 31: Influence of perceived service design on customer experience, customer trust, and customer delight



Zomerdijk and Voss (2010) studies service design for experience-centric services and found that the designing of customer journeys and touch-points for sensory design, the engagement of employees, the management of fellow customers, and the close coupling of backstage employees and front stage activities represent promising new frontiers in experience design. This is related to a study of (Johnston & Kong, 2011) who investigates how organizations actually go about designing and improving their customer experiences, and they found that customer, staff and cost are used to assess the benefits of improving the customer experience.

Ling-Yee Li et al. (2017) studied the multiple roles of customer trust on customer participation behavior in high-versus low-contact services, and they found that trust is formed on the basis of competence and performance, and it can be sustained as long as the service firm is able to maintain a high level of performance. Since trust can facilitate value co-creation behavior that leads to greater value of the service outcome and customer loyalty, increasing customer trust is warranted, and retail firms should work hard to perform better (Seifert & Kwon, 2019). Cook et al. (2002) would like to prove if service encounters can be designed to enhance the customer's experience during the process and their recollection of the process after it is completed, and they summarized that when attempting to understand human issues in service design we must consider the range of customer emotions, in particular delight and outrage. This is in line with Barnes et al. (2020) who evaluated the extent to which need fulfillment is the root of customer well-being and that meet well-being needs ultimately promotes delight. They found that context affecting the customer-employee interface may occur at individual, group and/or societal levels. Service providers must be equipped to pivot their service processes to address each customer's salient needs. Insights from transformative service research and social needs literature provide a useful lens through which to study the drivers of customer delight across contexts.

From literature review, it shows that the outcomes resulting from the perceived service design is customer experience lead to test the influence of the perceived service design on customer experience with the following hypothesis:

Hypothesis 3: Perceived service design positively influences customer experience.

Hypothesis 4: Perceived service design positively influences customer trust.

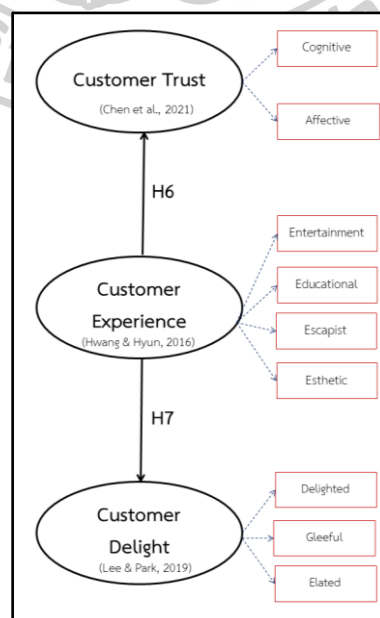
Hypothesis 5: Perceived service design positively influences customer delight.

3.7.1.4 Customer experience

Customer experience is an interaction of a company, a customer, and a service on different levels of customers' expectations from the moment of contact (Kranzbühler et al., 2018). It is reflected by the ability of the organization in personalizing the customers in their specific requirements from the reliability and competence of service performance (Shi et al., 2020).

There are four customer experience attributes in this study which are entertainment, education, escapist, and esthetic (Chan, Wan, et al., 2021). They are important and necessary to create customer trust and delight, and become loyalty (Ali et al., 2018). The researcher aims to study the influence of customer experience on customer delight. The relationship of variables is shown in Figure 32.

Figure 32: Influence of customer experience on customer delight



Lee and Park (2019) examine relationships among hotel guest experience, delight, equity, and loyalty effects of experience on delight and equity, impacts of delight on equity and loyalty, effects of equity on loyalty, and mediating effects of equity on relationship between delight and equity. They found that affective experience has a significant impact on delight whereas cognitive experience has a positive influence on equity. Social and behavioral experiences were more related to equity than delight (Lee & Park, 2019). Delight has a more powerful influence on loyalty than equity (Anabila et al., 2022). Customer equity has a positive influence on loyalty and partly mediates the relationship between delight and loyalty (Schirmer et al., 2018). This study provides the opportunity for hotel managers to categorize different experiences that drive customers to their delight or equity in upscale hotels (Vigolo et al., 2021). This is in line with Ball and Barnes (2017), who combined the evolving fields of customer delight and positive psychology to investigate a broader conceptualization of customer delight, and investigated antecedent variables that impact this broader conceptualization. They found that aside from joy and surprise, gratitude also has a positive impact on customer delight. Furthermore, psychological sense of brand community (PSBC) and transcendent customer experiences (TCE) were shown to positively impact the proximal antecedents of customer delight (Izzo, 2020).

Haviř (2017) summed up research on customer experience and compared dimensions clarifying customer experience in seven conceptual models with findings from 17 research projects on customer experience conducted after 2010. He reveals that experience management improves trust, customer satisfaction, loyalty, financial performance, and influences customers' behavior across the range of contexts, quality and duration of the relationship between brand and customer. While, Nobar and Rostamzadeh (2018) explored effect of customer satisfaction, experience, and loyalty on brand power in the hotel industry and found that the positive experience of hotel services, hotel customers have improved customer satisfaction, and based on the fact that the customer's trust in hotel services is more likely to lead to increased customer loyalty and improve brand strength.

From literature review, it shows that the outcomes resulting from customer experience is customer delight and customer trust lead to test the influence of customer experience on customer delight and customer trust with the following hypothesis:

Hypothesis 6: Customer experience positively influences customer trust.

Hypothesis 7: Customer experience positively influences customer delight.

The relationship between the studied variables and the hypotheses of the research

From the literature reviews related to perceived service design that affects customer loyalty through customer experience, research hypotheses can be shown in Table 18.

Table 18: Details of hypothesis

Hypothesis	Details of hypothesis
H1	Perceived hygiene attributes of COVID-19 positively influence perceived service design.
H2	Attributes of luxury chain hotel positively influences perceived service design.
H3	Perceived service design positively influences customer experience.
H4	Perceived service design positively influences customer trust.
H5	Perceived service design positively influences customer delight.
H6	Customer experience positively influences customer trust.
H7	Customer experience positively influences customer delight.

According to the literature review related to this research, the researcher extracts and constructs the important variables to be able to prove the research hypotheses and objectives as proposed. Next chapter will be the research methodology which will describe the methods to collect and analyze the data from the despondency and the key informants.

CHAPTER 4

RESEACH METHODOLOGY

The research, entitled “*A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand*”, applies mixed methods research using quantitative and qualitative research methods.

Objectives of the research are 1) to analyze the unique attributes of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience, 2) to examine the new normal service design currently undertaken by luxury chain beach hotels in Andaman Coast of Thailand to create customer experience, 3) to determine relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotel affecting perceived service design, 4) to examine relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain beach hotels in Andaman Coast of Thailand, 5) to analyze a model of a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand, and 6) to formulate the new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand

The research process and methodology are as follows:-

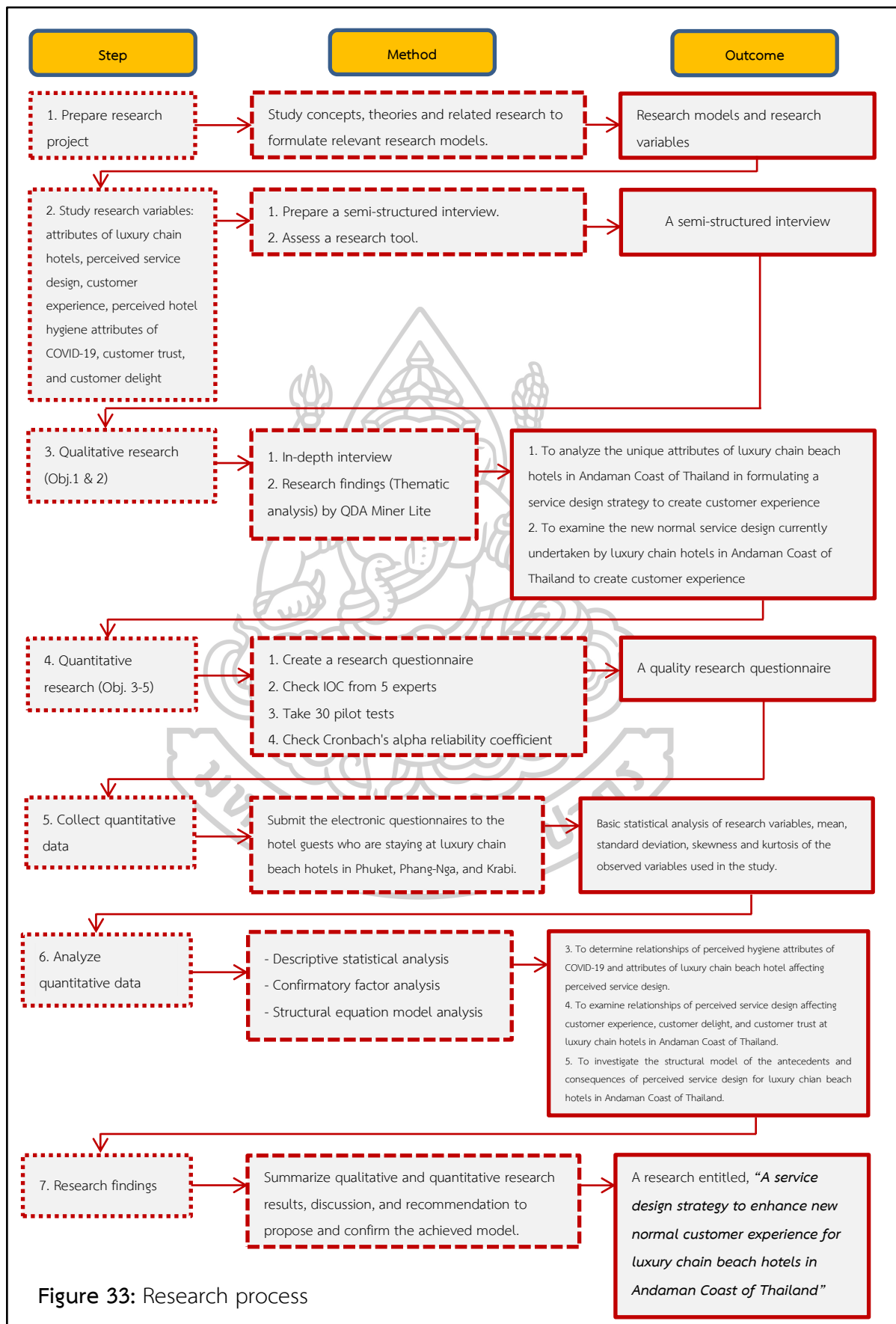
1. Research process
2. Population and Sample
3. Research variables
4. Research instruments construction and validation
5. Data collection
6. Research ethics
7. Data analysis
8. Statistics used in research data analysis

4.1 Research process

The researcher applies mixed methods research between quantitative research and qualitative research which has the process as follows: -

1) Qualitative research: The researcher studied how to design customer experience management at luxury chain beach hotels in the Andaman Coast, Thailand affected by COVID-19 from the perspectives of the hotel owners, general managers, and marketers. The researcher uses a phenomenological research method aiming to study and understand a person's day-to-day experience in order to explain social phenomena through how the person actually perceives and interprets the experience he thinks and feels about a person and the events taking place through various aspects (Jaiswal et al., 2020). It is also a study of information in terms of ways of life, beliefs, feelings, values, experiences, behaviors and human cultures experiencing changes from the pandemic (van Manen & van Manen, 2021). The researcher directly involved with the information, not focus on the study of statistical data or numbers (Gaber, 2020). Instead, observations and in-depth interviews are used as the primary means of collecting and analyzing data from the semi-structured questions (Hennink et al., 2020; Hillman & Radel, 2018).

2) Quantitative research: The researcher collects data by using an online questionnaire, then uses SPSS v26 to examine outliers, normality. The data were analyzed using the IBM-SPSS Amos 22.0 software. The latent construct measurement model has been validated through the Confirmatory Factor Analysis (CFA) procedure as it is appropriate for theory testing ability (Hair Jr et al., 2020; Rabiul et al., 2021). CFA is carried out by structural equation modeling (SEM) statistical techniques . The research process is summarized as Figure 33.



Step 1: Research preparation involves the study of concepts, theories, and related research to formulate research models through the study of attributes of luxury chain beach hotels, perceived service design, perceived hotel hygiene attributes of COVID-19, customer trust, customer experience, and customer delight. The researcher studies documents, books, textbooks, academic documents, information research, and other sources of information including the Internet, both domestic and international. The information obtained from the study is summarized as an issue using the method of reducing the data by collecting documents, selecting documents, analyzing documents, and synthesizing documents. Then, the researcher uses the data to create a research model and a research proposal, presents to the advisors for research proposal defense, revises the proposal according to the recommendations of the examination committee, and requests approval of the thesis topic from the Graduate School.

Step 2: Study the concept of attributes of luxury chain beach hotels, perceived service design, perceived hotel hygiene attributes of COVID-19, customer trust, customer experience, and customer delight by using the information studied from Step 1 to create an open-ended questionnaire and assess a research tool by consulting and modifying the questionnaire with advisors.

Step 3: The researcher uses the semi-structured interview which is checked, advised, and proved by the advisors. Then assess the revised interview from 5 experts (3 researchers and 2 hotel managers) to check for accuracy, especially the issues of questions that are consistent with the research scope and research objectives.

Step 4: The researcher uses the data in Step 2 to develop a research questionnaire based on the concepts, theories and research models. Then, the researcher submits the questionnaire to 5 experts to recheck the reliability of the data and apply it to the demographic considered from the Index of Consistency (IOC) if the questionnaire is suitable and reliable. After that, 30 sets of the questionnaire are tried out and the results are obtained to determine the reliability by Cronbach's alpha (Cronbach, 1984), it is considered a quality tool for quantitative research.

Step 5: The researcher collects quantitative research data submitting the electronic questionnaires to the hotel guests who are currently staying at luxury chain beach hotels in Phuket, Phang-Nga, and Krabi to obtain information about which of the luxury chain beach hotel attributes will affect customer experience after having a perceived service design.

Step 6: The researcher rechecks the obtained data in order to determine relationships between perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotels affecting perceived service design, examines relationships between perceived service design affecting customer experience, customer delight, and customer trust at luxury chain beach hotels in Andaman Coast of Thailand, and analyzes a model of a service design strategy to enhance new normal customer experience for luxury chain hotels in Andaman Coast of Thailand to achieve the conditions of the structural equation, then records the data for analyzing the Confirmatory Factor Analysis (CFA) and Structural Equation Model (SEM).

Step 7: The researcher concludes the results of both qualitative and quantitative research according to the research objectives, discusses the results based on the research hypothesis, presents the research benefits, and recommendations for future research to achieve the dissertation entitled, "*A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand*".

4.2 Population and Sample

1) Unit of analysis in this research is luxury chain beach hotels in Phuket, Phang-Nga, and Krabi. The researcher searches for the luxury chain beach hotels from Booking.com, which is an online travel agent (OTA) providing hotel booking services and ranks 1 as the top travel and tourism website by traffic (Mellinas & Martin-Fuentes, 2021). Another source is Tripadvisor.com, which is considered as the most popular travel and hotel platform where customers can express their opinions and experiences according to their stays (Borges-Tiago et al., 2021). There are 80 luxury chain hotels in Phuket, Phang-Nga, and Krabi as shown in Table 19.

Table 19: Numbers of luxury chain beach hotel in Phuket, Phang-Nga, and Krabi

Province	Numbers of luxury chain hotel		Unit of analysis
	Booking.com	Tripadvisor.com*	
Phuket	42	4*	46
Phang-Nga	17	6*	22
Krabi	7	4*	12
Total	66	14	80

Remarks: * The hotels which are not duplicated with Booking.com

2) **Sample group** in this research is divided into 2 groups: key informants for qualitative research and the respondents for quantitative research as follows:

- Key informants for qualitative research

The researcher defines the key informants by quota and purposive sampling based on knowledge, expertise and work experience in luxury chain beach hotels for at least 3 years because they have experiences enough to reflect the knowledge and opinions about the management and operations of the hotel business (Huang Yin et al., 2019; Ibdunni et al., 2018; Van Nguyen et al., 2019). Purposive sampling is one of the most frequent sampling procedures in qualitative research, which allows to group participants based on pre-determined criteria relevant to a specific study issue (Moser & Korstjens, 2018). Qualification of the eligible key informants is currently working as a hotel owner, general manager, and hotel marketer for luxury chain beach hotels in Phuket, Phang-Nga, and Krabi for at least 3 years. According to Macmillan (1971), he proposed that if a panel size of experts is 17 or more, the rate of error reduction would be very small until it begins to be stable at 0.02. At the same time, if the researcher feels that the key informants continue to highlight the same themes in the interviews, the data is sufficiently saturated (Köseoglu et al., 2020). However, fewer experts can be used, but the reduction rate of the discrepancy will be higher according to Table 20.

Table 20: Determining the size of key informants

Numbers of Expert	Error value	Discrepancy
1-5	1.20 – 0.70	0.50
5-9	0.70 – 0.58	0.12
9-13	0.58 – 0.54	0.04
13-17	0.54 – 0.50	0.04
17-21	0.50 – 0.48	0.02
21-25	0.48 – 0.46	0.02
25-28	0.46 – 0.44	0.02

Source: Macmillan (1971)

Table 21: Numbers of Key Informant

Province	Unit of Analysis	No. of Key Informant
Phuket	46	12* (60%)
Phang-Nga	22	5* (25%)
Krabi	12	3* (15%)
Total	80	20*

Remark: * Unit of analysis / 4 = number of key informant

As unit of analysis is 80 hotels in 3 provinces, the researcher uses quota sampling to get the number of key informants for an in-depth interview which is 20 people: Phuket = 12 people, Phang-Nga = 5 people, and Krabi = 3 people as shown in Table 21, plus an expert in hotel business such as Thai Hotel Association or related associations. So, the information of key informants in this research is shown in Table 22.

Table 22: Personal Details of Key Informant

No.	Name-Surname	Position	Hotel	Location	Experiences (year)	Code
1.	Mr.Gerd Kotlors	General Manager	Phuket Marriott Resort and Spa, Nai Yang Beach	Phuket	17	HOTEL01
2.	Mr.Manish Pratap	Hotel Manager	Centara Grand Beach Resort Phuket	Phuket	16	HOTEL02
3.	Mr.Patrik Ilstam	General Manager	Burasari Phuket Resort & Spa	Phuket	23	HOTEL03
4.	Ms.Sutarat samanwet	Director of Sales and Marketing	The Surin Phuket	Phuket	15	HOTEL04
5.	Ms.Patranit Pawattapong	Resort Manager	InterContinental Phuket Resort	Phuket	10	HOTEL05
6.	Mr.Anan Jakboot	Room Division Manager	Avista Grande Phuket Karon - MGallery	Phuket	8	HOTEL06
7.	Mr.Peter Komposh	General Manager	Dusit Thani Laguna Phuket Hotel	Phuket	14	HOTEL07
8.	Ms.Duanphen Klinkrong	Cluster Director of Sales & Marketing	Wyndham Grand Nai Harn Beach Phuket	Phuket	15	HOTEL08
9.	Ms.Gratsiela Wenk	Front Office Manager	Mövenpick Resort Bangtao Beach Phuket	Phuket	9	HOTEL09
10.	Ms.Yuki Yamano	Resort Manager	Anantara Layan Phuket Resort	Phuket	12	HOTEL10
11.	Mr.Libor Secka	Resident Manager	JW Marriott Phuket Resort & Spa	Phuket	5	HOTEL11

Table 22: Personal Details of Key Informant (cont.)

No.	Name-Surname	Position	Hotel	Location	Experiences (year)	Code
12.	Mr.Julian Keller	Front Office Manager	Rosewood Phuket	Phuket	6	HOTEL12
13.	Mr.Anuwat Konthon	Talent & Culture Manager	Grand Mercure Khao Lak Bangsak	Khao Lak	3	HOTEL13
14.	Mr.Puthipong Puthputhipong	Senior Sales Manager	JW Marriott Khao Lak Resort and Spa	Khao Lak	6	HOTEL14
15.	Mr.Is Atirak	General Manager	Devasom Khao Lak Beach Resort & Villas	Khao Lak	18	HOTEL15
16.	Mr.Hervé Duprat	General Manager	Pullman Khao Lak Resort	Khao Lak	16	HOTEL16
17.	Mr.Jan-Hein Breitschaft	Hotel Manager	Le Méridien Khao Lak Resort & Spa	Khao Lak	14	HOTEL17
18.	Mr.David Martens	General Manager	Centara Grand Beach Resort & Villas Krabi	Krabi	22	HOTEL18
19.	Mr.Christian Ramirez	Director of Recreation	Softel Krabi Phokeethra Golf & Spa Resort	Krabi	10	HOTEL19
20.	Mr.Ian Ding	Director of Sales & Marketing	Phulay Bay, a Ritz-Carlton Reserve	Krabi	12	HOTEL20
21.	Ms.Marisa Sukosol Nunbhakdi	The President	Thai Hotels Association	Bangkok	32	HOTEL21

Despite the key informants having different backgrounds and years of work experience, the researcher was able to group the findings into common themes which revealed the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand and the new normal service design currently undertaken by the hotels to create a customer experience. Although the findings are grouped into themes, it is clear that some of the subthemes and components of the perceived service design overlap and are intertwined. Direct quotations from the key informants are provided to support and clarify the researchers interpretation of the themes that are being (Braun & Clarke, 2006). Before conducting the interviews, the researcher created a pilot test to see if the interview design had any problems, restrictions, or other flaws, and to make any necessary changes before the study's execution (Gray et al., 2020). A pilot test with seven participants was done, including operations managers and front office managers in Phuket. The results of the pilot study revealed that no changes to the questions were required. Interviews lasted between 45 min and 1 hour.

Qualitative research involves collecting rich data sets that are understood within context and are associated with an interpretive philosophy (Mattimoe et al., 2021). The researcher can employ electronic software or a manual approach to analyze the data (Maher et al., 2018). The electronic approach has the advantage of time efficiency in utilizing a large sample and potentially influencing the abstraction of themes from data in unintended ways, whereas the manual approach is time-consuming and sometimes delays the presentation of research results on time (Cabiddu et al., 2018).

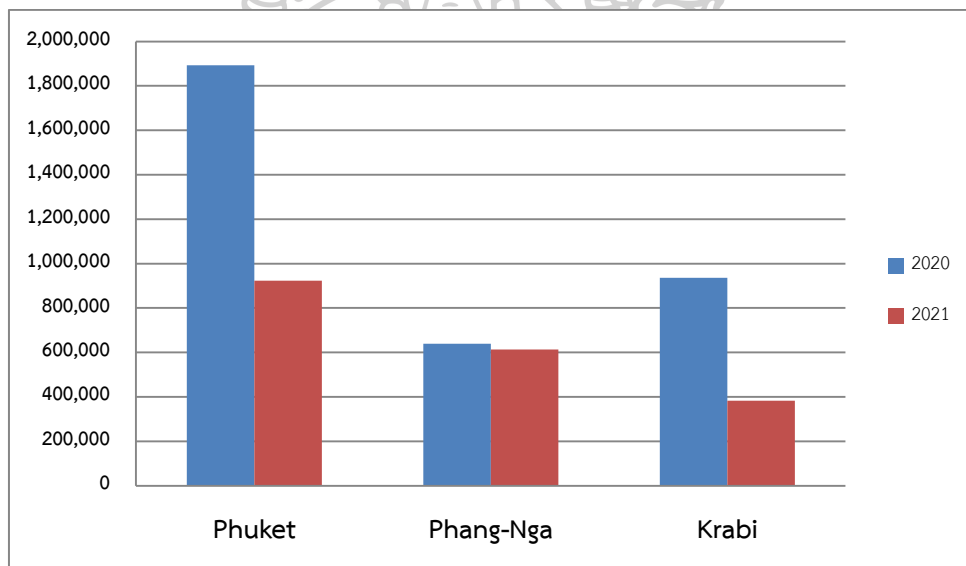
However, many literature reviews suggest that the manual approach can be an unwieldy, tedious and frustrating process, while qualitative data analysis software packages, such as QDA Miner do not fully scaffold the data analysis process (Kuckartz & Rädiker, 2019; Linneberg & Korsgaard, 2019; Mattimoe et al., 2021; Miles et al., 2018; Saldaña, 2021). Moreover, QDA Miner provides excellent data management and retrieval facilities to generate answers to complex questions that support analysis and write-up, a facility not available with a manual approach, especially in hotel business studies (Buhalis & Moldavska, 2021). Hence, the researcher considers QDA

Miner Lite software applications for content analysis and text mining aiming to extract themes and trends regarding the approached topic from research questions.

- Respondents for quantitative research

Respondents of this research are the current hotel guests who are staying at luxury chain beach hotels in Phuket, Phang-Nga, and Krabi. According to Economics Tourism and Sports Division, Ministry of Tourism and Sports Thailand, there were 3,466,822 Thai visitors travelling to Phuket, Phang-Nga, and Krabi in 2020, after the spread of COVID-19 in 2021 the number of Thai visitors travelling to those provinces dropped to 1,919,915 people (Sports, 2022) shown in Figure 34.

Figure 34 Number of Thai visitors travelling to Phuket, Phang-Nga, and Krabi in 2020-2021



Source: Ministry of Tourism and Sports (2022)

Online questionnaire is used to collect the data from the respondents. However, the researcher has already asked for permission from hotels to collect the data and would be distributed by guest service agents. The researcher would not collect the data directly from the hotel guests to avoid disturbing their privacy.

For determining the suitability of the samples used in this research. Structural Equation Modeling (SEM) statistical tools were used to determine the size of the sample group. According to Comrey and Lee (2013), an appropriate sample size by defining the scope of the sample should be a sample unit used for at least 200 subjects. This is in line with Kline (2011), who suggested that a sample of 200 or more would be suitable for a relatively complex model. While Hair et al. (2021) recommended that sample sizes should be between 15-20 samples per predictive parameter. This corresponds to Anderson and Gerbing (1988), who suggested that 15-20 times the number of observed variables.

This research has 23 observed variables in the model. Therefore, the appropriate and sufficient sample size should be at least 345 (15 x 23). So, a minimum sample size of 345 can be used for data analysis with SEM statistical tools. This supports a study by Yuan et al. (2011) that a good number suitable for a structural equation model would be about 300 - 400. Hence, a sample size of 345 is considered a good fit for the randomization since the data collection period is during the COVID-19 outbreak, it is necessary to choose a random method that is suitable for the situation to obtain information.

4.3 Research variables

This study has divided variables into 2 groups: -

1) Exogenous latent variable consist of 2 variable s

- **Perceived hotel hygiene attributes of COVID-19** consist of 3 observed variables: *customer-use space, staff personal hygiene, and workplace.*

- **Attributes of Luxury Chain Hotel** consist of 7 observed variables: *tangible, reliability, responsiveness, assurance, empathy, core benefit, and entertainment and technology.*

- **Perceived service design** consists of 4 observed variables: *PPE and sanitation, physically-distanced restaurant service, room service and reception automation, and social and environmental engagement.*

2) **Endogenous latent variable** consists of 5 variables

- **Customer trust** consists of 2 observed variables: *cognitive and affective*.
- **Customer experience** consists of 4 observed variables: *entertainment, educational, escapist, and esthetic*.
- **Customer delight** consists of 3 observed variables: *delighted, gleeful, and elated*.

4.4 Research instruments construction and validation

The researcher divides research instruments construction and validation into 2 groups:

1) Qualitative research: study the data from primary sources using the open-ended questions with the key informants together with the study of data from secondary sources such as document research.

- **Research instruments construction:** The researcher uses a semi-structured interview with an in-depth interview together with non-participant observation with 21 key informants such hotel owners, general managers, hotel managers, and hotel marketers of luxury chain beach hotels in Phuket, Phang-Nga, and Krabi.

- **Research instruments validation:** The researcher uses a triangulation to check the correctness of the data (Ginting & Mulyana, 2020) by bringing information to key informant to read or return to ask the informants again to obtain information that matches the truth and using a methodological triangulation of information to prove if the information obtained by the researcher is correct (Heesen et al., 2019). Data verification methods are used by observation, note-taking, audio recording, photography and video recording in order to obtain accurate information (Hamidani, 2019). If there are any changes of the key informants, job descriptions of each person or organization, the information will be the same or not (Fusch et al., 2018). If the information is same or similar in each key informant, the data is then reliable (Flick, 2004).

The credibility of this study considers the differences that may arise in the context and time period by assessing trustworthiness from credibility from the review of the data analysis with peer debriefing because the interpretation is subjective (Stahl & King, 2020), the review of the interpretation results will help convey or reveal the consciences and assumptions that may be hidden in the researcher (Haven & Van Grootel, 2019).

The presentation of qualitative research will use description of the meaning of actions or activities with the words of the key informants to define the action on various events according to culture, beliefs, norms, ideology, and deep or “Thick Description” to reflect the reality for the reader as much as possible (Hennink et al., 2020). The researcher acts as a medium in conveying the truth from the perspective of people in the context (Emic View) to understand according to the perspective of outsiders (Etic View) that reflects the opinions or feelings without being interpreted or adjusted (Nazzal, 2022). The dialogue will be shown in quotation marks which may support or contradict each other (Abdo & Edgar, 2019). Insertion of speech by stringing in the analysis section is interpreted by the researcher and presentation in the probabilistic analysis so as not to cause bias from the researcher to cause the data analysis to be wrong or inaccurate (El-Haj et al., 2019).

2) Quantitative research

- **Research instruments construction:** The researcher creates a questionnaire to collect information from the current hotel guests staying at luxury chain hotels in Phuket, Phang-Nga, and Krabi about the following: luxury chain hotel attributes , perceived service design, perceived hotel hygiene attributes of COVID-19, customer trust, customer experience, customer delight, and customer loyalty as following steps: -

- The researcher creates a quantitative questionnaire from the study of concepts, theories, and related research, and applies the research results to create questions and questionnaires (Nardi, 2018).

- The researcher prepares a questionnaire to collect data which is based on exogenous latent variables and endogenous latent variables

(Asenahabi, 2019). The research model consists of attributes of luxury chain hotels, perceived service design, perceived hotel hygiene attributes of COVID-19, customer trust, customer experience, and customer delight for luxury chain beach hotels in Thailand where are affected by the COVID-19 pandemic.

- The researcher submits the questionnaire which is created according to the research model to the advisors for comments and revises according to their comments (Nardi, 2018).

- The researcher has native English-speaking person who is familiar with Thai to perform the back-translation of these items into English to minimize the translation bias and thus ensure conceptual equivalence (Mandal, 2018).

- The researcher submits the proved questionnaire from the advisors to check the quality of research tools to be accurate (Hair et al., 2019) and covers the content of the research from 5 academic experts as shown in Table 23.

Table 23: List of experts examined IOC of the questionnaire

No.	Name-Surname	Affiliation
1.	Chachaya Yodsuwan, Ph.D.	Program of Hospitality Industry Management, School of Management, Mae Fah Luang University
2.	Sanchai Kiatsongchai, Ph.D.	Program of Tourism and Hotel, Faculty of Management Science, Loei Rajabhat University
3.	Apichart Intravisit, Ph.D.	Program of Creative Communication Graduate School, Assumption University
4.	Assistant Professor Kulkaew Khlaikaew	Program of Tourism and Hospitality Faculty of Management Science, Pibulsongkram Rajabhat University,
5.	Assistant Professor Thadathibesra Phuthong	Program of International Logistics Management, Faculty of Management Science, Silpakorn University

- The researcher improves the research tools according to the advice of experts, and presents to the advisors for consideration again (Thomas et al., 2022).

- The researcher takes the questionnaire to collect data with the sample group (Kent, 2020).

- **Research instruments validation:** The researcher tests the content validity and reliability as follows.

- **Content validity (face validity):** Researcher submits questionnaire to 5 experts to check correspondence of the questions with research objectives as well as definitions of the variables used in the research and improves the questions (Boateng et al., 2018). Next is to find the correspondence index between the question and the objective using **IOC (Index of Item Object Congruence) = $\sum R/N$** . Then collect the opinions of the experts one by one. The consistency index between questions must be 0.50 or higher, therefore it is assumed that the questions are consistent with the research objectives and terminology and can be used as a question in questionnaires (Rovinelli & Hambleton, 1976). The Item-Objective Congruence (IOC) was used to evaluate the items of the questionnaire based on the score range from -1 to +1.

+1	=	Congruent
0	=	Questionable
-1	=	Incongruent

Interpretation Criteria

IOC \geq 0.50 = The questions match the research objectives and definitions.

IOC < 0.50 = The questions do not match the research objectives and definitions.

- **Reliability:** The researcher uses a questionnaire to try out with 30 tourists staying at luxury chain beach hotels in Thailand by analyzing the Alpha coefficient according to Cronbach's method (Cochran, 1953). Confidence of the whole questionnaire must be 0.70 or higher, so it is acceptable (Taber, 2018).

According to the try out, it was found that the reliability of the questionnaire was 0.939 with its details as in Table 24.

Table 24: Reliability test with Cronbach's Alpha output

Observed variables	No. of items	Cronbach's Alpha
Attributes of luxury chain hotel	29	0.892
Perceived service design	17	0.846
Customer experience	16	0.928
Perceived hygiene attributes of COVID-19	9	0.851
Customer delight	3	0.876
Customer trust	11	0.959
Overall	85	0.939

From Table 24, it shows the results of testing the quality of research tools by using the Alpha coefficient according to Cronbach's method. It was found that the reliability of the questionnaire divided by observed variables had the value between 0.70-1.00, which meets the requirement (Stanislawski et al., 2021). Hence, the questionnaire could be used to collect research data. Then, the researcher brought the results of all the tools to the advisors again to improve the correctness and appropriateness straight to the point of communication and therefore prepared a complete questionnaire to collect data from the sample group (Hair et al., 2019).

4.5 Data collection

1) Qualitative research: The researcher conducts the data collection as the following details

- The researcher selects 21 key informants by purposive and quota sampling from luxury chain hotels in Phuket, Phang-Nga, and Krabi who work in the management level: hotel owners, general managers, hotel marketers, and an expert in hotel business from Thai Hotels Association or related associations. The diversified data collection can create credibility of the data source (Lune & Berg, 2017).

- Prepare a letter issued by the Graduate School, Silpakorn University requesting the key informants for an interview.

- Collect the data from the following tools

- **Field note:** to record and gather information during conducting a research to prevent forgetfulness of the information while doing observations (Phillippi & Lauderdale, 2018; Tracy, 2019).

- **In-depth Interview:** The researcher uses semi-structured interviews by asking and talking to the key informants that pose in-depth questions to get the answers in detail and provide reasons for expressing attitudes, beliefs and values in various ways which the researcher has planned roughly in advance in the form of open-ended questions (Rathi, 2019). Then use keywords as a guideline in the interview that can be flexible and ready to modify wording or questions according to the situations (Roberts, 2020). In addition, the in-depth interview is useful for comparison in order to understand the experiences and beliefs of each key informant (Moser & Korstjens, 2018). The interview can be a face-to-face interview, and the researcher will use a voice recorder to record information from the key informants which helps the researcher to concentrate on the interview and helps prevent data loss (Rutakumwa et al., 2020). The interview will be conducted in a private room at the hotel where they work for a sense of relaxation and convenience (Arifin, 2018). In the case that the key informants are not convenient for the onsite interview due to COVID-19 situation, the online interview by Zoom, Microsoft Team, etc. is another option.

- **Observation:** researcher uses non-participatory observation, whereby researcher observes performance and work environment of key informants to bring information for an in-depth interview (Munar et al., 2018). Key informants may be interviewed again after conclusion of the study to ensure that it's true as interviewed (Luo, Fongwen, et al., 2019).

2) Quantitative research: The researcher conducts the data collection as the following details

- **Prepare the electronic questionnaires.** The researcher contacts the hotels asking for their permission to distribute the questionnaires to their guests according to the convenience of the guests without disturbing the guests' privacy. If the guests refuse to do the questionnaire, the researcher will consider distributing the questionnaires to the outside guests instead of inside. The electronic questionnaire in Google form will be sent via the Internet to the networking of the researcher such as friends or community pages in Facebook.

- **Verify the completeness** of the questionnaire after receiving from the respondents. The returned questionnaires should be greater than 20%, then it is an acceptable criterion (Aaker et al., 2001).

4.6 Research ethics

The researcher follows ethical principles and respects human dignity. The researchers have adhered to the core principles of human research ethics (Kirchhoffer, 2017) as follows:

- 1) **The principle of respect for the person:** the researcher gives the completed information about the research so that the key informants and respondents can understand well and independently make a decision to give their consent to participate in the research (Krause et al., 2018).

- 2) **Privacy and Confidentiality**

- The researcher keeps the information from the participants confidentially and will not disclose that information until only with the consent of the research participants (Gray et al., 2020). Other parties must not have access to that information, except on behalf of the research sponsor, the research ethics committee who are authorized to examine and process research participants' data (Pels et al., 2018).

- The research participants have the right to cancel participation in the research project (Harriss et al., 2019). The researcher will not be able to collect any information additionally after the research participants request to cancel the research

project (O. Nyumba et al., 2018). The researcher must destroy the documents and all samples used to verify that the data and the participants are able to be accessed by others (Meyer, 2018).

- The researcher will collect the research documents on their own, can solely access that information, and destroy the database and all documents upon completion of the research (Holmes, 2020).

3) Justice: The researcher has inclusion and exclusion criteria in selecting a sample group by obtaining the consent of those who are the target population of the research to participate as the research participants (Campbell, Greenwood, et al., 2020). The researcher will keep the confidentiality of the research participants without specifying any information to the research participants (Surmiak, 2018).

4) Challenges and risks towards participants including investigator's responsibility: The participants will endeavor to minimize the barriers and risks involved in participating in this study (Pricor et al., 2018), except time consuming to provide the information which the researcher will make an appointment for the research participant in advance and the research participants have the right to choose the most convenient time and can cancel participation in the project at any time without prior notice to the researcher (Fallah & Bernstein, 2018). Importantly, the researcher respects the research participants' consent by providing complete information and allowing participants to independently make informed decisions, free from coercion, intimidation or any rewards, respect for privacy through the completion of the consent form (Dooly et al., 2017).

4.7 Data analysis in qualitative research

A qualitative method applied phenomenological methodology to study the phenomena and human experience (Neubauer et al., 2019). It aims to understand the meaning of phenomena or events in life which is interested in the experience of the key informants without including the experience of the researcher (Thompson Burdine et al., 2021). It is defined and interpreted by the key informant and describes only the findings from the key informants (Bhuyan et al., 2020).

In phenomenological research, the researcher will find the meaning of the phenomenon or the meaning of being a person in that phenomenon.

The information obtained will be from the point of view of the key informant only. It's not an outsider's perspective (Moustakas, 1994; Yilmaz et al., 2020). Therefore, the researcher is considered as the main tool for data collection.

- **Define research topics and questions** that are suitable for a phenomenological qualitative study method (Neubauer et al., 2019). The phenomenon to be studied must be appropriate to the underlying philosophy of the research (Astroth & Chung, 2018). The nature of the matter should be emphasized in a way that seeks to understand the meaning of the experiences a person experiences (Malpas, 2018). When the research results come out, it can be used for practical purposes (Linneberg & Korsgaard, 2019).

- **Review the explicit knowledge** about the subject to be studied by reviewing phenomenological research methods as a guideline for research and prepare knowledge about the theoretical concepts related to the phenomenon to be studied by studying broadly as a guideline for creating questions (Mohajan, 2018). A review can be carried out throughout the research process since before collecting data while collecting information and after data collection (Lobe et al., 2020). The theoretical concepts of this research are perceived service design and customer experience management (Becker & Jaakkola, 2020).

- **Set the criteria** for selecting a person and phenomena for study. The key informant must be an experienced person. The method of selecting informants in phenomenological studies often uses a specific method of sampling, that is, the selection of a sample with the properties specified by the researcher (Moser & Korstjens, 2018). The key informants of this researcher are hotel owners, general managers, and hotel marketers who have at least 5 year experiences in working with luxury chain hotels in Phuket, Phang-Nga, and Krabi, and expert from Thai Hotels Association.

- **Provide necessary information** to selected subjects as well as to conduct research ethical issues by informing the informants of the research objectives, research benefits, and guidelines for protecting the rights of research

participants (Al Tajir, 2018). However, the researcher must give the informant an opportunity to ask questions and allow them to make a decision (Merendino et al., 2018). When the key informants decide to participate in the research, the researcher asks the key informant to sign a consent form to participate in the research as well as schedule an interview time and place based on their convenience (Yazdani et al., 2018).

- **Set a topic or outline of questions** for an in-depth interview. It should be consistent with the objectives of the study and should be open-ended questions (DeJonckheere & Vaughn, 2019). Answers are not prepared in advance (Deterding & Waters, 2021). After the outline of the questions was defined, the researcher may conduct a pilot study to practice the in-depth interview experience (Malmqvist et al., 2019).

- **Conduct interviews** and record interviews in detail using an in-depth interview with the following steps:

- **Begin the interview** by building relationships and creating a friendly atmosphere because it will make the information credible (DeJonckheere & Vaughn, 2019). The researcher can start by introducing himself; clarify the purpose of the interview, rights of the data provider, such as the right to not provide information, termination of conversation, protection for the impact of providing information, etc. (King et al., 2018). The researcher must show care and attention to the key informant, not judging the value of the key informant (Lokot, 2021). In the event that interviews are to be recorded, both audio recordings and note-taking, the researcher must first ask the key informants' permission (Young et al., 2021).

- **Conduct an interview:** while conducting the interview, the researcher must act naturally so that the key informant does not feel anxious, use understandable language (Ngozwana, 2018). The researcher shows an understanding of the subject matter of the informant, listens with intent even if the researcher disagrees with the key informant's opinion, but it should not be shown to the key informant (Cossham & Johanson, 2019). The researcher should show interest and understanding of that opinion to encourage contributors to share their stories or opinions and must respect the truth that has been revealed even if the story does

not meet expectations or affect feelings and the mood of the researcher (Hunter et al., 2019). Once the researcher has obtained the required in-depth information, before ending the in-depth interview the researcher should discuss issues that are not deep, easy to answer which makes sense and the respondent's mood returned to normal, as well as giving the key informant an opportunity to ask the researcher or give the informant an opportunity to review additional information (Deterding & Waters, 2021).

- **End of interview:** qualitative research interview may be conducted multiple times depending on data saturation (Guest et al., 2020). Each interview lasts no more than 1 hour. At the end of each interview, the researcher should inform the key informant about the treatment regimen, trusted secrets and say thank you (Msoka et al., 2021). In case the interview is not the last time, the researcher may request permission from the key informant to return for an interview or collect additional information (Solarino & Aguinis, 2021).

- **Data Analysis:** The researcher begins to analyze the data while collecting the data and after collecting the data (Castleberry & Nolen, 2018). While collecting the data, the researcher examines the data by continuously analyzing the meaning of the received data (Chun Tie et al., 2019). This allows the researcher to determine whether the data obtained is diverse, saturated, and answers research questions (Moser & Korstjens, 2018). After collecting the data, the researcher analyzes additional information to come up with a clear explanation and conclusion (Cooper et al., 2019). Data analysis methods commonly used in phenomenological studies based on Husserl's philosophy (Bernet et al., 1993), consist of 1) Colaizzi's concept, 2) Giorgi's concept, and 3) Van Kaam's concept. There are three approaches that are different from each other: Colaizzi's (1978) approach is a method in which the researcher must return the data to the key informants to review (Colaizzi, 1978). Giorgi's approach: the reliability of the data is verified solely by the researcher, no information will be sent to the key informants to review (Giorgi, 2009). Van Kaam's method will bring opinions of the key informants in the data analysis (Van Kaam, 1967).

This research applies the phenomenological study concept of Colaizzi (1978) as detailed below.

- Describe the phenomenon of interest by taking the information obtained from the tape recording to transcribe the interview word by word (McGrath et al., 2019). After that, the researcher reads and understands all the information as a whole, especially the feelings about that phenomenon of the respondents (Abel Jr, 2020).

- Collect participants' descriptions of phenomenon by grouping words, texts or key sentences that are the same information and are related to the phenomenon that needs to be studied as much as possible (Kettunen & Tynjälä, 2018). It will crawl through addition of words such as modal expressions or tone of voice of the key informants, etc. (Ondelli, 2018).

- Read all participants' descriptions of the phenomenon: The researcher reads all of the data to understand overview of the data and the sequential lines of data to facilitate using the information to refer to a later conclusion (Deagle et al., 2019).

- Return the original transcripts and extract significant statement: Researcher reads the data again and extracts every word, sentence or key idea related to the key informant's experience (Moser & Korstjens, 2018). Then, highlight the text of the key informants' experience and bring such information to be recorded in a table arranged parallel to the data (Wandera et al., 2019).

- Try to spell out the meaning of each significant statement by reading each word group to discover every word that matters verbatim, then coding (Adu, 2019). Each sentence may have the meaning about the experience of the key informant in more than one issue (Krause et al., 2018). The researcher must analyze whether any information is incomplete or unclear and plan to define the issues or prepare questions to be used in the next interview (Smith & Smith, 2018). This is a question that is used to confirm the speaker's words for the first time, and it is a question that is used to ask to understand issues that are not clear (Bentley et al., 2018).

- Organize the aggregate formalized meaning into a cluster of themes: The researcher puts the recorded meanings into categories, consistent with research objectives and summarizes as both the themes and sub themes that fall within the same meaning as the main issues (Horkoff et al., 2019). The interim conclusions may be the same or different from the concept or theory in the subject studied (Conway & Rubin, 2019). The researcher will record the main points and sub-points from the data analysis again (Songthan et al., 2020).

- Write an exhaustive description: The researcher writes a detailed description of each conclusion based on the research objectives and the actual experience of the key informant (Cossham & Johanson, 2019). Make references to informant speech samples to show that the information is true (Read, 2018).

- Return to the participants for validation of the description: The researcher takes the information organized into categories and writes a description and then compiles for the key informant to check and additional interviews on unclear issues (Dyar, 2022). This may bring up new issues that are not addressed in the first interview (Patterson et al., 2018). In the event that the informant has nothing else to say, the researcher terminated the interview (Hammer & Wildavsky, 2018).

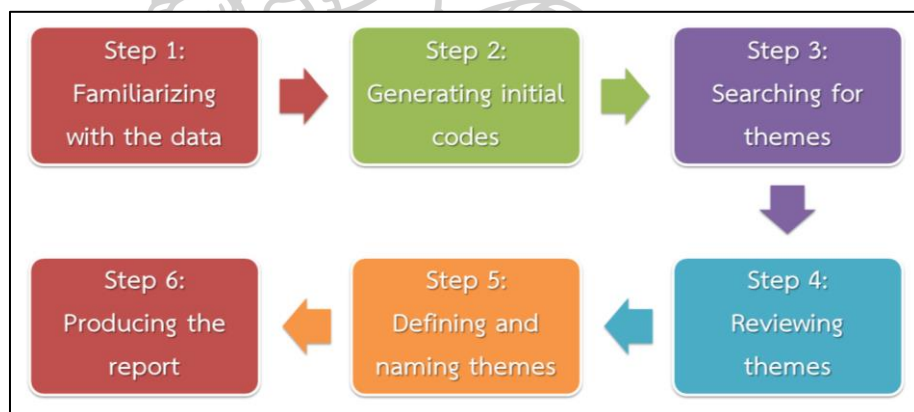
4.7.1 Thematic analysis

There are many techniques to analyze the data commonly used in qualitative research; grounded theory, content analysis, narrative analysis, discourse analysis, and thematic analysis (Cho & Lee, 2014; Neuendorf, 2018). Thematic analysis is one of the widely-used methods in qualitative research which has a systematic process of encoding, examination, and description of the meaning of social reality carried out by the creation of themes (Swain, 2018). Thematic analysis can be applied to scrutinize individual views, knowledge, opinions, values and experiences through interviews, social media profiles or surveys (Castleberry & Nolen, 2018). Moreover, thematic analysis has been extensively applied in tourism and hospitality research over the past decade (Baum et al., 2016; Esfehiani & Walters, 2018; Nusair, 2020; Rishi & Gaur, 2012; Rishi et al., 2015).

This research encoded and created themes from hotel managers' interviews to seek answers to the research questions that are proposed in this study. The information indicating the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand and new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience were examined, coded and generated as themes.

According to Braun and Clarke (2006), there are six phases of thematic analysis which have been recently applied and developed by many tourism and hospitality researchers (Agarwal, 2021; Berbekova et al., 2021; Bonfanti et al., 2021; Esfehiani & Walters, 2018; Ma et al., 2021). The six phases are: familiarizing with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the report (Braun & Clarke, 2006). This study will; however, follow this six-phase approach.

Figure 35: Six phrases of thematic analysis approach



Source: Braun and Clarke (2006)

Step 1: Familiarizing with the data

The first step requires reading and re-reading the research sample in order to become familiar with the data (Maguire & Delahunt, 2017). In this step, the researcher focuses on being familiar with content and considering if the content is relevant to the research questions (Castleberry & Nolen, 2018). Reading the data is not commonly reading the meaning of words, but it is a reading with critical thinking in order to comprehend the in-depth meaning (Nowell et al., 2017). The data set

includes interviews, recorded observations, field notes, and other media such as photographs or videos (Morgan et al., 2017). Audio data is already transcribed into words and reviewed to cross-check the accuracy (Vindrola-Padros & Johnson, 2020). For this study, the sample of 21 hotel managers as displayed in Table 22, has been analyzed.

Step 2: Generating initial codes

The researcher uses open coding which means there are no prior codes used as the guidelines, then develops and modifies the codes through the coding process (Maguire & Delahunt, 2017). The coding process is a beginning step for data analysis that helps to split a large quantity of data into small chunks of meaning (Elliott, 2018). After the researcher gets familiar with the data, this step is to highlight all phrases and sentences from every review that are potentially relevant to the research questions (Nowell et al., 2017). The phrases and sentences were then matched in the codes that could describe their content (Maguire & Delahunt, 2017). The codes were generated through the uniqueness of luxury chain hotels in Andaman Coast of Thailand and the new normal service design currently undertaken by the hotels to create customer experience highlight process, and there was no limit or number requirement for codes (Berbekova et al., 2021).

Data highlighting and coding from QDA Miner Lite is shown in Figure 37 and Figure 38. All the codes were then collected and explained. The initial codes of uniqueness of luxury chain beach hotels in Andaman Coast of Thailand generated from interviews are displayed in Table 26. The initial codes of new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience generated from interviews are displayed in Table 27.

Figure 36: Data highlighting and coding of uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in QDA Miner Lite

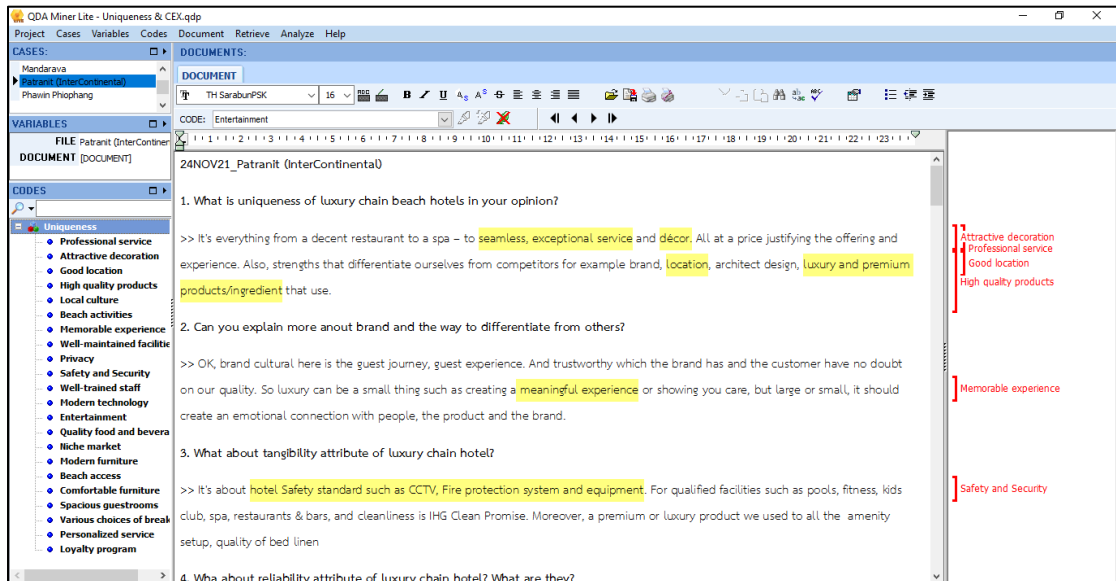


Figure 37: Data highlighting and coding of new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience in QDA Miner Lite

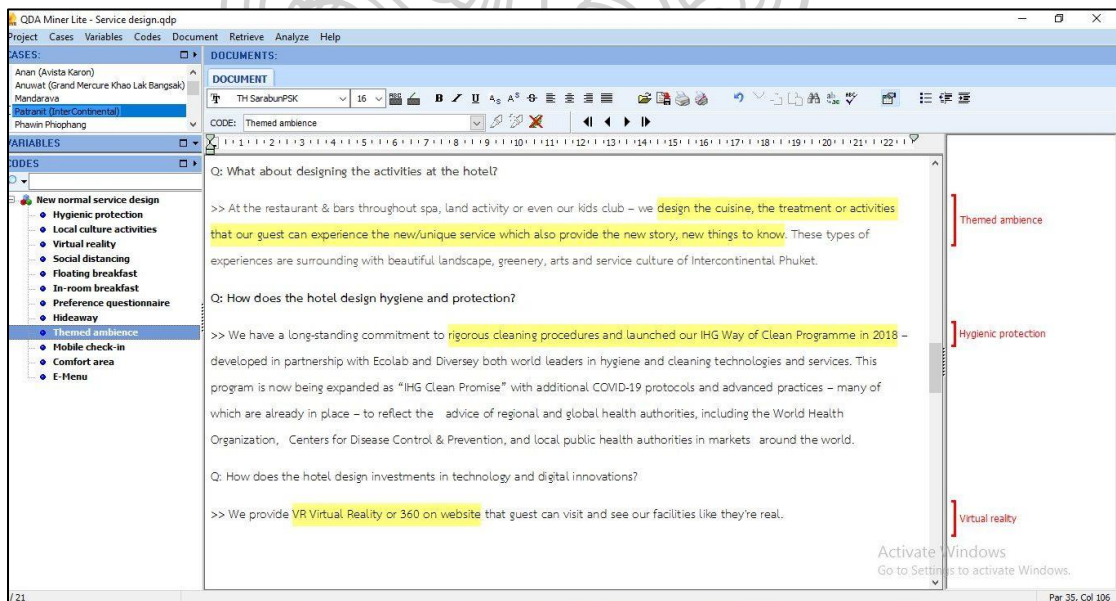


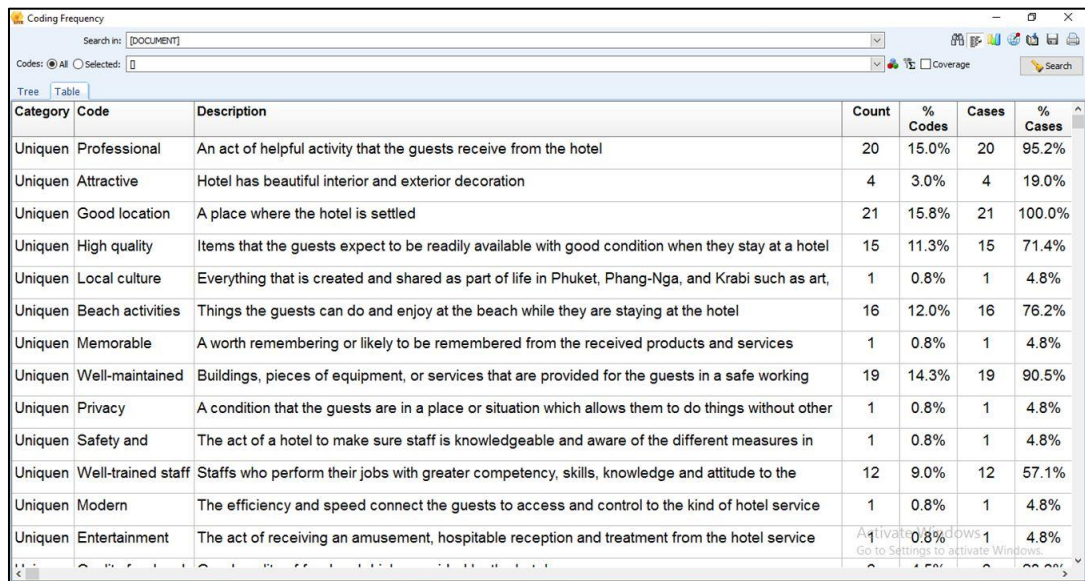
Table 25: Initial codes of uniqueness of luxury chain beach hotels in Andaman Coast of Thailand

Initial codes	Description
Good location	A place where the hotel is settled
Professional service	An act of helpful activity that the guests receive from the hotel
Attractive decoration	Hotel has beautiful interior and exterior decoration
High quality products	Items that the guests expect to be readily available with good condition when they stay at a hotel
Local culture	Everything that is created and shared as part of life in Phuket, Phang-Nga, and Krabi such as art, music, geography, folklore, languages, media and technology, natural, history and environmental.
Beach activities	Things the guests can do and enjoy at the beach while they are staying at the hotel
Quality food & beverages	Good quality of food and drinks provided by the hotel.
Memorable experience	A worth remembering or likely to be remembered from the received products and services provided by the hotel that make the guests feel special and enjoyable.
Well-maintained facilities	Buildings, pieces of equipment, or services that are provided for the guests in a safe working environment, reduce energy output costs, and make all operational functions run smoothly and efficiently.
Privacy	A condition that the guests are in a place or situation which allows them to do things without other people seeing them or disturbing them.
Safety & Security	The act of a hotel to make sure staff is knowledgeable and aware of the different measures in place to protect themselves, guests and any assets.

Table 25: Initial codes of uniqueness of luxury chain beach hotels in Andaman Coast of Thailand (cont.)

Initial codes	Description
Well-trained staff	Staffs who perform their jobs with greater competency, skills, knowledge and attitude to the guests to make the business runs more smoothly.
Modern technology	The efficiency and speed connect the guests to access and control to the kind of hotel service and products.
Entertainment	The act of receiving an amusement, hospitable reception and treatment from the hotel service and products.
Niche market	Segment of a larger market that can be defined by its own unique needs, preferences, or identity that makes it different from the market at large such as luxury, senior.
Modern furniture	A specific style of furniture produced from the late 19th century through the present.
Spacious guestrooms	Big guestrooms
Beach access	Beach access points, including associated boardwalks, walkways, dedicated parking areas, and the area on the beach beginning at the entrance to the beach.
Comfortable furniture	A furniture or an item that is comfortable and makes the guests feel physically relaxed when using it.
Various choices of breakfast	There are lots of choices in food and beverages that the hotel provides as a breakfast
Personalized service	An offering to the guests which is based on their preferences and goes beyond the kind of amenities the hotel has.
Loyalty program	A reward program that it offers benefits to the guests for staying more frequently.

Figure 38: Sample of coding frequency and description of uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in QDA Miner Lite



Category	Code	Description	Count	% Codes	Cases	% Cases
Uniquen	Professional	An act of helpful activity that the guests receive from the hotel	20	15.0%	20	95.2%
Uniquen	Attractive	Hotel has beautiful interior and exterior decoration	4	3.0%	4	19.0%
Uniquen	Good location	A place where the hotel is settled	21	15.8%	21	100.0%
Uniquen	High quality	Items that the guests expect to be readily available with good condition when they stay at a hotel	15	11.3%	15	71.4%
Uniquen	Local culture	Everything that is created and shared as part of life in Phuket, Phang-Nga, and Krabi such as art,	1	0.8%	1	4.8%
Uniquen	Beach activities	Things the guests can do and enjoy at the beach while they are staying at the hotel	16	12.0%	16	76.2%
Uniquen	Memorable	A worth remembering or likely to be remembered from the received products and services	1	0.8%	1	4.8%
Uniquen	Well-maintained	Buildings, pieces of equipment, or services that are provided for the guests in a safe working	19	14.3%	19	90.5%
Uniquen	Privacy	A condition that the guests are in a place or situation which allows them to do things without other	1	0.8%	1	4.8%
Uniquen	Safety and	The act of a hotel to make sure staff is knowledgeable and aware of the different measures in	1	0.8%	1	4.8%
Uniquen	Well-trained staff	Staffs who perform their jobs with greater competency, skills, knowledge and attitude to the	12	9.0%	12	57.1%
Uniquen	Modern	The efficiency and speed connect the guests to access and control to the kind of hotel service	1	0.8%	1	4.8%
Uniquen	Entertainment	The act of receiving an amusement, hospitable reception and treatment from the hotel service	1	0.8%	1	4.8%

After data analysis, the researcher came to the conclusion of the initial codes of the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand were: Good location, Professional service, Attractive decoration, High quality products, Local culture Beach activities, Memorable experience, Well-maintained facilities, Privacy, Safety & Security, Well-trained staff, Modern technology, Entertainment, Quality food & beverage, Niche market, Modern furniture, Beach access, Comfortable furniture, Spacious guest rooms , Various choices of breakfast, Personalized service, and Loyal program which can also be seen in the Figure 40 of Initial-code word clouds which visualizes depiction of user generated words attached to on line contents typically using color and font size to represents the prominence or frequency of tags depicted.

Figure 39: Initial-code word clouds of uniqueness of luxury chain beach hotels in Andaman Coast of Thailand created by QDA Miner Lite



Table 26: Initial codes of new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience

Initial codes	Description
Hygienic protection	An act that the hotel provides to protect its staffs and guests from the pandemic such as alcohol gel, gloves, facial mask, temperature check, vaccine.
Social distancing	A public health practice that aims to prevent sick people from coming in close contact with healthy people in order to reduce opportunities for disease transmission.
Local culture activities	Guests can involve local culture activities or entertainments provided by the hotel to learn more about a local culture or with the artisans
Floating breakfast	A set of breakfast that the hotel serves to the guests on a floating tray in their private pool.
In-room breakfast	A set of breakfast that the hotel serves to the guests on demand in their rooms.

Table 26: Initial codes of new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience

Initial codes	Description
Preference questionnaire	A questionnaire that the hotel asks about guests' preference or special request before they arrive the hotel.
Hideaway	An encouragement that the hotel asks the guests to avoid using electronic devices and connect more with the nature
Themed ambience	The hotel creates different themes for different period/room/restaurant.
Virtual Reality	Virtual Reality or 360 of hotel tour on website
Mobile check-in	A self-service hotel technology that allows hotel guests to complete the check-in process on their mobile devices.
Comfort area	Hotel provide a comfortable area to rest for the guests when they check-in
E-Menu	An interactive restaurant ordering system and an innovative alternative to traditional paper menus.

Step 3: Searching for themes

Theme is a set that represents the significant and similar characterized codes (Xu & Zammit, 2020). The theme is broader than a code because the code can just reflect an aspect of a perspective while the theme has an organized concept that contains lots of related different perspectives (Braun & Clarke, 2006). This step is not for searching for themes but, it intends to create a coherent thematic map or table from the codes that are generated in step 2 (Nowell et al., 2017). To identify the themes, the researcher needs to review the codes and reread the related data to distinguish the similarity and the overlap between codes (Castleberry & Nolen, 2018). At the final stage of this step, the similar codes should be clustered and organized into the broader themes that are related to the specific aspect of the research questions (Braun & Clarke, 2006; Castleberry & Nolen, 2018).

Table 27: Themes of uniqueness of luxury chain beach hotels in Andaman Coast of Thailand

Themes	Dimensions from codes
Location	beach, easy access, famous, prime, tourism city
Service	privacy, safety, security, personalized, high standard, fast, discreet, seamless, exceptional
Decoration	local culture, gallery areas
Product	high quality, easy to use, good condition, nice design
Activities	beach activities, high-end spa treatments, 24-hour fitness center, optional sightseeing
Facilities	high technology, enjoyable entertainment, modern furniture, comfortable furniture, effective heating/AC system, pillow menu, stylish furniture
Staff	good communication, well-trained, friendly, intuitive, engaging, passionate
Guestroom	safety, comfort, privacy, quiet, spacious, unique design details, controllable lighting
Food & Beverage	various choices, organic food, high quality food and beverage

Table 28: Themes of new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience

Themes	Dimensions from codes
Reservation	<ul style="list-style-type: none"> - One-day room vacant before new guest check-in - Optional pre check-in - Virtual reality experience of hotel
Check-in	<ul style="list-style-type: none"> - Temperature check - Request vaccine certificate - Complimentary hygienic kits - Remind social distancing - Advanced reservation all hotel facilities (e.g. restaurant, gym, and kids club) - Stop service welcome drink or freshen towel, but provide in the guestroom - Flexible check-in time

Table 28: Themes of new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience (cont.)

Themes	Dimensions from codes
In-house	<ul style="list-style-type: none"> - Remind social distancing - Frequent sanitize high-touched points in all hotel areas - Provide mask, gloves, alcohol gel, alcohol wipe in all hotel areas upon request - Hygienically wrap food and beverage, items, and disposable supplies - Set table by respecting social distancing - Limit number of guests in each hotel service - Provide e-menus in all outlets and guestrooms - Offer optional breakfasts (i.e. a la carte, floating, in-room)
Check-out	<ul style="list-style-type: none"> - Provide E-payment - Offer in-room check-out - Flexible check-out time

Step 4: Reviewing themes

In this step, the researcher reviews, modifies and develops the prior themes that were identified in step 3. This is an important step to control quality for the data analysis process and to check if the themes fit with the code (Xu & Zammit, 2020). Moreover, it is favorable to examine all relevant data that is gathered for each theme (Braun & Clarke, 2006). Then, the researcher rereads all the un-coded data and synchronizes the research questions to ensure that the themes appropriately represent the meaning of the dataset (Castleberry & Nolen, 2018). The coding frequency of uniqueness of luxury chain beach hotels in Andaman Coast of Thailand from QDA Miner Lite is shown in Figure 41, and the coding of new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience themes review from QDA Miner Lite is shown in Figure 42. The final themes are generated and the data represented statistically as shown in Table 30 and Table 31.

Figure 40: Coding frequency of uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in QDA Miner Lite

	Count	% Codes	Cases	% Cases
Uniqueness				
Professional service	20	12.1%	20	95.2%
Attractive decoration	4	2.4%	4	19.0%
Good location	21	12.7%	21	100.0%
High quality products	15	9.1%	15	71.4%
Local culture	2	1.2%	2	9.5%
Beach activities	16	9.7%	16	76.2%
Memorable experience	2	1.2%	2	9.5%
Well-maintained facilities	19	11.5%	19	90.5%
Privacy	4	2.4%	4	19.0%
Safety and Security	4	2.4%	4	19.0%
Well-trained staff	12	7.3%	12	57.1%
Modern technology	3	1.8%	3	14.3%
Entertainment	2	1.2%	2	9.5%
Quality food and beverages	6	3.6%	6	28.6%
Niche market	1	0.6%	1	4.8%
Modern furniture	3	1.8%	3	14.3%
Beach access	10	6.1%	10	47.6%
Comfortable furniture	5	3.0%	5	23.8%
Spacious guestrooms	7	4.2%	7	33.3%
Various choices of breakfast	1	0.6%	1	4.8%
Personalized service	6	3.6%	6	28.6%
Loyalty program	2	1.2%	2	9.5%

Table 29: Unique attributes of luxury chain beach hotels in Andaman Coast of Thailand themes review

Themes	Count (n=21)	Percentage	Dimensions from code
Location	21	100%	<ul style="list-style-type: none"> — Beachfront — Easy access — Famous tourism city
Service	20	95%	<ul style="list-style-type: none"> — Exceptional — Seamless — Personalized
Facilities	19	90%	<ul style="list-style-type: none"> — High technology — Elite — Universal design

Table 29: Unique attributes of luxury chain beach hotels in Andaman Coast of Thailand themes review (cont.)

Themes	Count (n=21)	Percentage	Dimensions from code
Activities	16	76%	<ul style="list-style-type: none"> — Beach — Local culture — Spiritual
Product	15	71%	<ul style="list-style-type: none"> — High quality — Sustainable — Easy-to-use
Staff	12	57%	<ul style="list-style-type: none"> — Well-trained — Detail-oriented — Good communication
Guestroom	7	33%	<ul style="list-style-type: none"> — Comfortable — Spacious
Food & Beverage	6	29%	<ul style="list-style-type: none"> — Various choices — High quality
Decoration	4	19%	<ul style="list-style-type: none"> — Contemporary — Local art & culture

Figure 41: Coding frequency of new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience themes review in QDA Miner Lite

	Count	% Codes	Cases	% Cases
Reservation services				
• Optional pre check-in	17	4.2%	17	81.0%
• Virtual reality experience of hotel	15	3.7%	14	66.7%
• One-day room vacant before new guest check-in	19	4.7%	19	90.5%
Check-in services				
• Flexible check-in time	17	4.2%	17	81.0%
• Temperature check	21	5.2%	21	100.0%
• Request vaccine certificate	21	5.2%	21	100.0%
• Complimentary hygienic kits	21	5.2%	21	100.0%
• Remind social distancing	21	5.2%	21	100.0%
• Stop service welcome drink or freshen towel, but provide in the guestroom	17	4.2%	17	81.0%
• Advanced reservation of kids club and gym	20	4.9%	20	95.2%
In-house services				
• Limit number of guests in each hotel service	20	4.9%	20	95.2%
• Hygienically wrap all food and beverage, items, and disposable supplies	21	5.2%	21	100.0%
• Frequent sanitize high-touched points in all hotel areas	21	5.2%	20	95.2%
• Provide masks, gloves, alcohol gel, alcohol wipe in all hotel areas upon request	21	5.2%	21	100.0%
• Remind of social distancing	21	5.2%	21	100.0%
• Provide e-menus in all outlets and guestrooms	20	4.9%	20	95.2%
• Set table by respecting social distancing	21	5.2%	21	100.0%
• Offer optional breakfast	16	3.9%	16	76.2%
Check-out services				
• Flexible check-out time	17	4.2%	17	81.0%
• Offer in-room check-out	18	4.4%	18	85.7%
• Provide E-payment	21	5.2%	21	100.0%

Table 30: New normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience themes review

Themes and Dimensions from code	Count (n=21)	Percentage
Reservation services		
- One-day room vacant before new guest check-in	19	90%
- Optional pre check-in	17	81%
- Virtual reality experience of hotel	15	71%
Check-in services		
- Temperature check	21	100%
- Request vaccine certificate	21	100%
- Complimentary hygienic kits	21	100%
- Remind social distancing	21	100%

Table 30: New normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience themes review (cont.)

Themes and Dimensions from code	Count (n=21)	Percentage
Check-in services		
- Advanced reservation all hotel facilities (e.g. restaurant, gym, and kids club)	20	95%
- Stop service welcome drink or freshen towel, but provide in the guestroom	17	81%
- Flexible check-in time	17	81%
In-house services		
- Remind social distancing	21	100%
- Frequent sanitize high-touched points in all hotel areas	21	100%
- Provide mask, gloves, alcohol gel, alcohol wipe in all hotel areas upon request	21	100%
- Hygienically wrap food and beverage, items, and disposable supplies	21	100%
- Set table by respecting social distancing	21	100%
- Limit number of guests in each hotel service	20	95%
- Provide e-menus in all outlets and guestrooms	20	95%
- Offer optional breakfasts (i.e. a la carte, floating, in-room)	16	76%
Check-out services		
- Provide E-payment	21	100%
- Offer in-room check-out	18	86%
- Flexible check-out time	17	81%

Step 5: Defining and naming themes

In this phase, the researcher has to identify and explain each theme so that the readers can understand the meaning of the theme (Kiger & Varpio, 2020). The researcher needs to consider how each theme relates to the research questions

(Nowell et al., 2017) or asks for some advice from the experts if the themes comprehensively answer the research questions (Braun & Clarke, 2006). The themes and their descriptions have been defined in Table 32.

Table 31: Themes and theme descriptions of uniqueness of luxury chain beach hotels in Andaman Coast of Thailand

Themes	Descriptions
Location	Where the hotel is located which is in the famous tourism cities, on the beach, easy access from all kinds of transportation.
Service	A helpful act that guests receive privacy, safety, security, personalized, high standard, fast, discreet from hotel such as babysitting, kids club, concierge.
Decoration	A beautiful interior and exterior decoration that reflects local culture and available in gallery areas
Product	Items that guests expect to be readily available with high quality, easy to use, good condition when they stay at a hotel.
Activity	What guests can do while they are staying at the hotel such as beach activities, spa treatments, fitness center, and sightseeing.
Facility	Buildings, pieces of equipment, or services that have high technology, modern, comfortable, effective and stylish that are provided for the guests in a safe working environment, reduce energy output costs, and make all operational functions run smoothly and efficiently.
Staff	A person who has good communication, well-trained, friendly, passion and can perform his/her job with greater competency, skills, knowledge and attitude to the guests to make the business runs more smoothly.
Guestroom	A room that provides safety, comfort, privacy, quiet, spacious, unique design details to the guests.
Food & Beverage	Food and beverages that have various choices and high quality provided to the guests.

Table 32: Themes and theme descriptions of new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience

Themes	Descriptions
Reservation services	Interaction between the guests and a hotel before the guest selects a hotel for staying.
Check-in services	Interaction of the guests with the hotel staff upon arrival at the hotel.
In-house services	Guest gets a first- hand experience of the facilities and services provided by the hotel.
Check-out services	Guests depart from the hotel. Once payment is done, the feedback should be collected from the guests

Step 6: Producing the report

This study has followed the guidance of the qualitative method and it has taken the interpretive paradigm as the basis of the research. A sample of 21 hotel manager interviews has been collected by means of a purposive and quota sampling strategy for studying the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create a customer experience, and to examine the new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create a customer experience. Inductive thematic analysis and a manual approach have been used to generate themes in terms of identifying the findings which will be presented in the next chapter.

4.8 Data analysis in quantitative research

Data analysis in quantitative research a process as follows.

- Analysis of general demographic data, including gender, age, status, education level, country of origin, and monthly income using descriptive statistics and analyze frequency and percentage by the statistical program.
- Analysis of the opinion level with of six variables: attributes of luxury chain hotel, perceived service design, perceived hotel hygiene attributes of COVID-19,

customer trust, customer experience, and customer delight by presenting data analysis in the form of tables and describing the statistical analysis results consisting of frequency, percentage, mean, and standard deviation. The researcher has set the scoring criteria and interpretation (Best, 1995) as follows:

5	means	Very important
4	means	Important
3	means	Neutral
2	means	Slightly important
1	means	Not important

Then find the mean of the questionnaire using the interpretation of the mean as follows.

Mean 4.51 – 5.00 means Having the highest level of opinion

Mean 3.51 – 4.50 means Having the high level of opinion

Mean 2.51 – 3.50 means Having the moderate level of opinion

Mean 1.51 – 2.50 means Having the low level of opinion

Mean 1.00 – 1.50 means Having the lowest level of opinion

4.8.1 Scale evaluation

The researcher evaluates reliability of measuring instruments before being tested the structural equation modeling using factor analysis to confirm that the measurement elements are consistent with the model used in the research with the statistic program (Byrne, 2013). The researcher tested variable correlation by Pearson's Correlation Coefficient, which consists of attributes of luxury chain hotel (ATT), perceived service design (SVC), customer experience (CEM), perceived hygiene attributes of COVID-19 (PER), customer delight (DEL), and customer trust (TRU). This is to analyze if the correlation between variables to assess whether all variables used in testing according to the conceptual framework are in the same direction as shown in Table 33.

Table 33 Analysis of VIF and Correlation Coefficient

Variable	1	2	3	4	5	6	Tolerance	VIF
ATT	1						0.159	5.158
SVC	0.784**	1					0.174	4.498
CEM	0.779**	0.824**	1				0.135	6.479
PER	0.741**	0.805**	0.847**	1			0.127	5.414
DEL	0.737**	0.797**	0.835**	0.829**	1		0.141	5.951
TRU	0.745**	0.763**	0.851**	0.845**	0.801**	1		

** $p < 0.01$

From Table 33, it indicates that the correlation between variables are from 0.737-0.851 showing that there is a correlation in a high level direction (Hinkle et al., 2003). The analysis results also show that the independent variables were not correlated. Tolerance is from 0.127-0.174, which is greater than 0.1, while variance inflation factor (VIF) is from 4.498-6.479, which is less than 10. This shows that the independent variables are not correlated with dependent variable (Hair, 2009).

4.8.2 Confirmatory Factor Analysis (CFA)

It is tested to confirm that the observed variables could measure latent variables by using first order CFA (Tanwar & Prasad, 2017). The process of CFA is as follows.

- Developing a measurement model based on a review of concepts, theories and related research. There are 6 measurement models, including attributes of luxury chain hotel, perceived service design, perceived hygiene attributes of COVID-19, customer trust, customer experience, and customer delight.
- Examining the consistency of the measurement model with the empirical data (Model Fit), and standardized factor loading.
- Causal-relationship analysis using Structural Equation Modeling (SEM) analysis to test the consistency of the model and empirical data.
- Verifying the conformity of the developed model with the empirical data (Model Fit) based on chi-square value (χ^2), normed chi-square value (χ^2/df), comparative fit index (CFI), goodness-of-fit index (GFI), normed-fit index (NFI), Tucker-Lewis index (TLI), and root mean-square error of approximation (RMSEA).

- Influence analysis between causal factors, including perceived service design that affects customer loyalty through perceived hygiene attributes of COVID-19, customer trust, customer experience, and customer delight in luxury chain beach hotels.

Figure 42: Confirmatory factor analysis of reliability (REL)

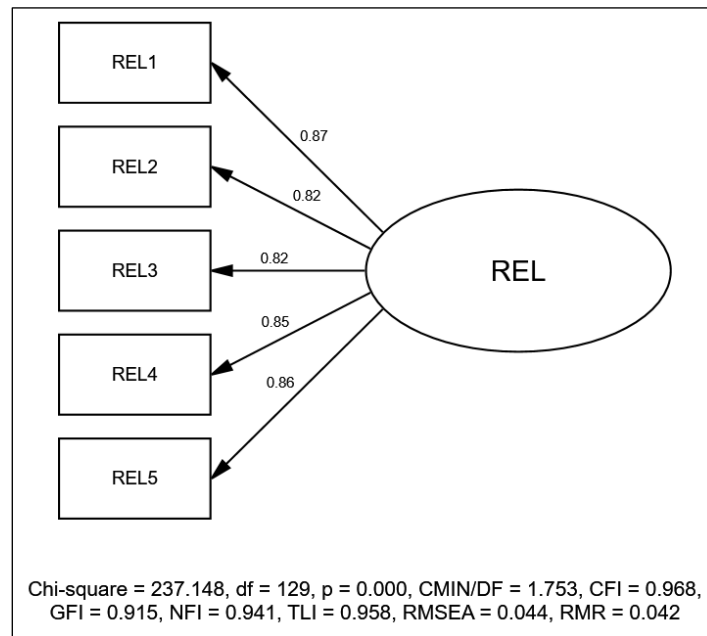


Figure 42 shows the assessment of goodness of fit. Chi-square = 237.148, df = 129, $p = 0.000$, CMIN/DF = 1.753, CFI = 0.968, GFI = 0.915, NFI = 0.941, TLI = 0.958, RMSEA = 0.044; RMR = 0.042. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 43: Confirmatory factor analysis of responsiveness (RES)

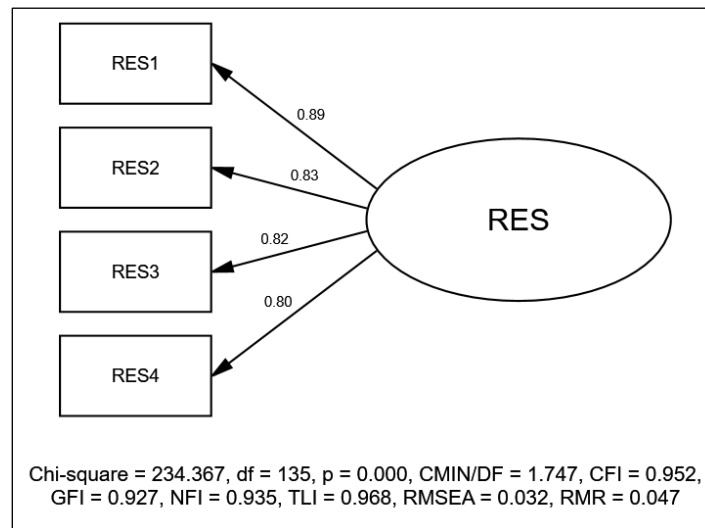


Figure 43 shows the assessment of goodness of fit. Chi-square = 234.267, df = 135, $p = 0.000$, CMIN/DF = 1.747, CFI = 0.952, GFI = 0.927, NFI = 0.935, TLI = 0.968, RMSEA = 0.032; RMR = 0.047. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 44: Confirmatory factor analysis of assurance (ASS)

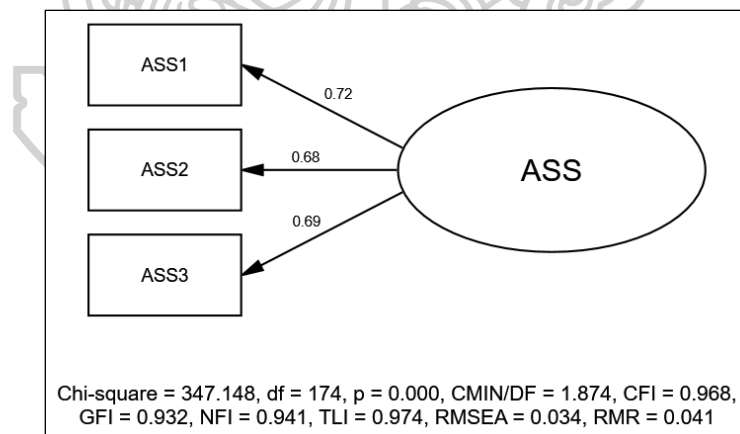


Figure 44 shows the assessment of goodness of fit. Chi-square = 347.148, df = 174, $p = 0.000$, CMIN/DF = 1.874, CFI = 0.968, GFI = 0.932, NFI = 0.941, TLI = 0.974, RMSEA = 0.034; RMR = 0.041. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 45: Confirmatory factor analysis of empathy (EMP)

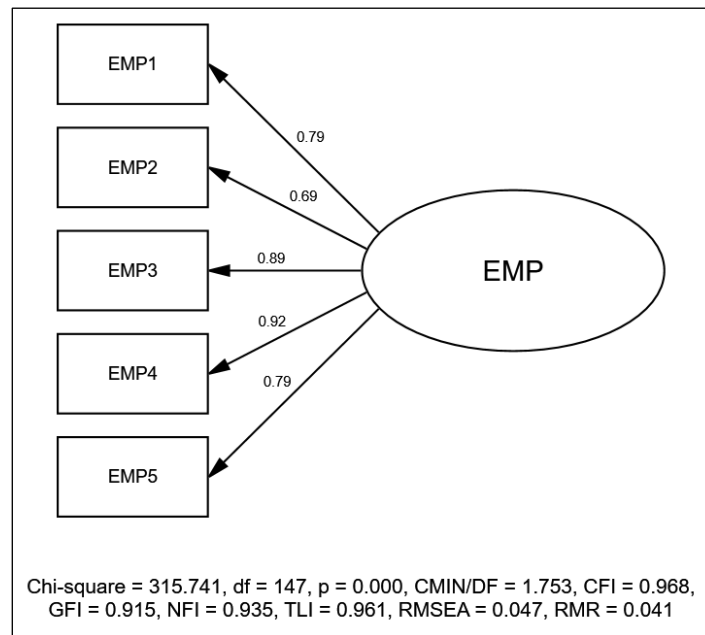


Figure 45 shows the assessment of goodness of fit. Chi-square = 347.148, df = 174, $p = 0.000$, CMIN/DF = 1.874, CFI = 0.968, GFI = 0.932, NFI = 0.941, TLI = 0.974, RMSEA = 0.034; RMR = 0.041. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 46: Confirmatory factor analysis of core benefit (COR)

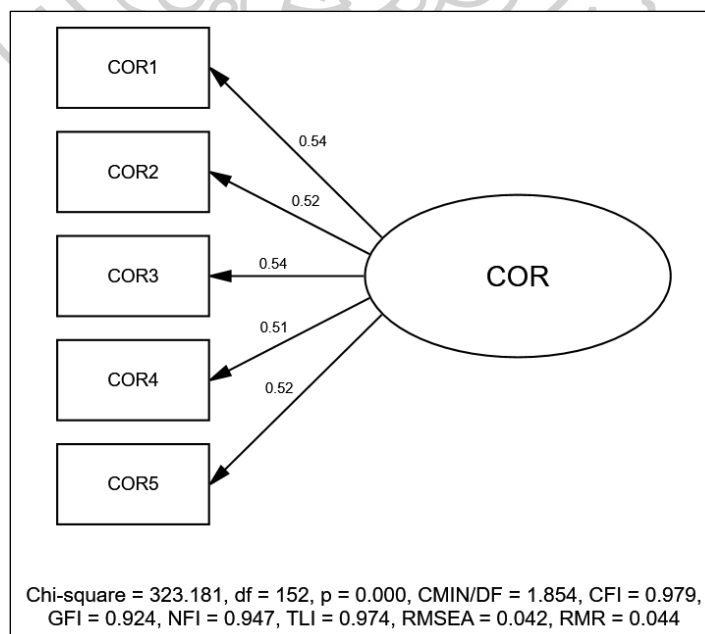


Figure 46 shows the assessment of goodness of fit. Chi-square = 323.181, $df = 152$, $p = 0.000$, CMIN/DF = 1.854, CFI = 0.979, GFI = 0.924, NFI = 0.947, TLI = 0.974, RMSEA = 0.042; RMR = 0.044. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 47: Confirmatory factor analysis of entertainment & technology (ENT)

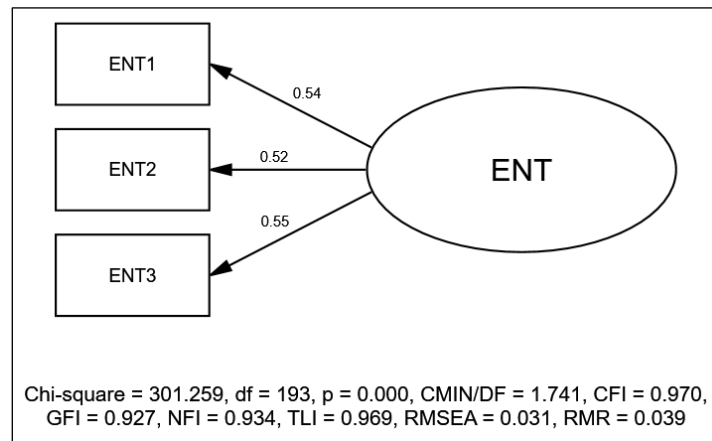


Figure 47 shows the assessment of goodness of fit. Chi-square = 301.259, $df = 193$, $p = 0.000$, CMIN/DF = 1.741, CFI = 0.970, GFI = 0.927, NFI = 0.934, TLI = 0.969, RMSEA = 0.031; RMR = 0.039. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 48: Confirmatory factor analysis of PPE & sanitization (PPE)

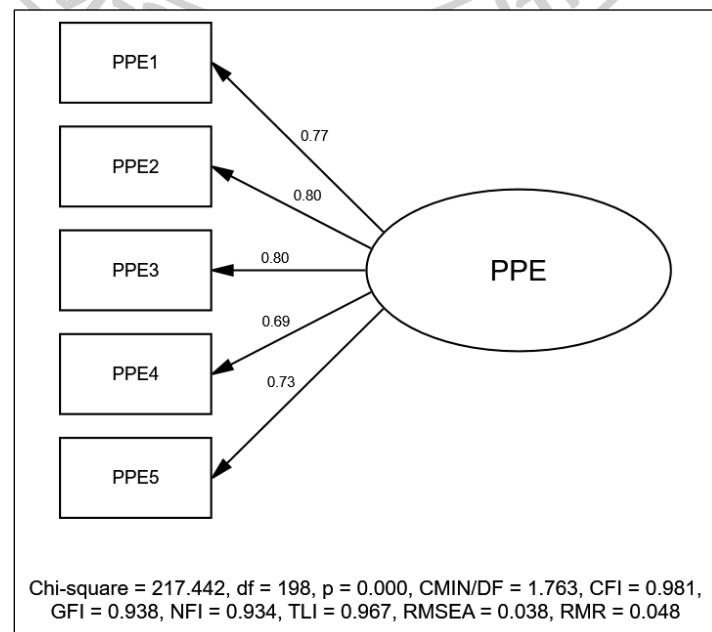


Figure 48 shows the assessment of goodness of fit. Chi-square = 217.442, $df = 198$, $p = 0.000$, CMIN/DF = 1.763, CFI = 0.981, GFI = 0.938, NFI = 0.934, TLI = 0.967, RMSEA = 0.038; RMR = 0.048. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 49: Confirmatory factor analysis of physically-distanced restaurant service (PHY)

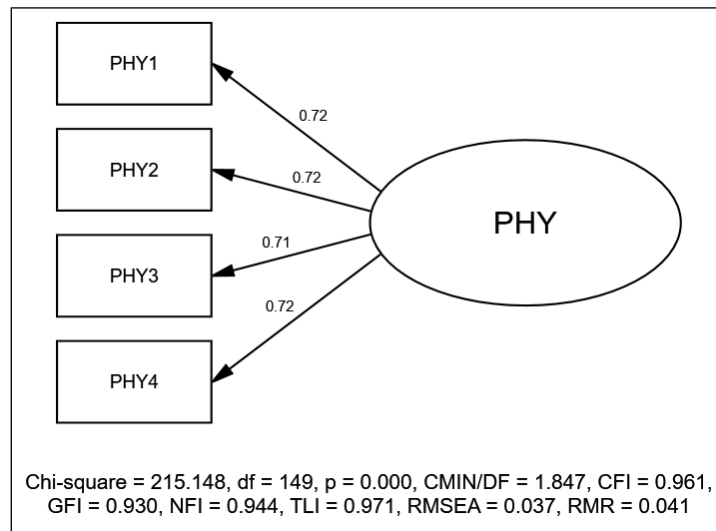


Figure 49 shows the assessment of goodness of fit. Chi-square = 215.148, $df = 149$, $p = 0.000$, CMIN/DF = 1.847, CFI = 0.961, GFI = 0.930, NFI = 0.944, TLI = 0.971, RMSEA = 0.037; RMR = 0.041. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 50: Confirmatory factor analysis of room service & reception automation (ROO)

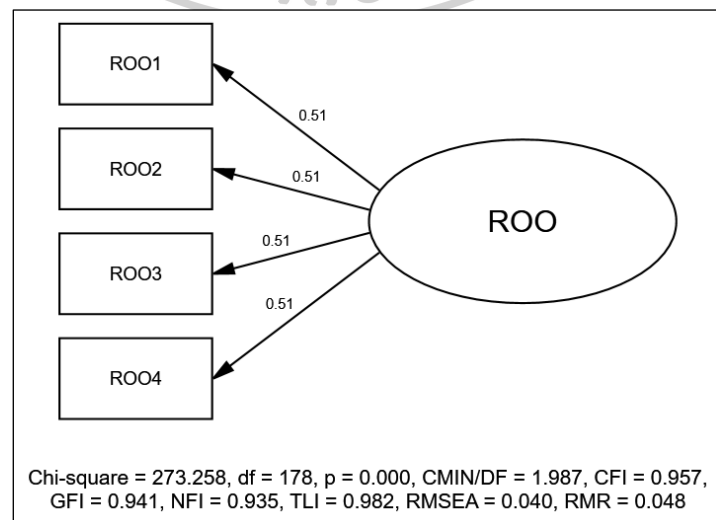


Figure 50 shows the assessment of goodness of fit. Chi-square = 273.258, $df = 178$, $p = 0.000$, CMIN/DF = 1.987, CFI = 0.957, GFI = 0.941, NFI = 0.935, TLI = 0.982, RMSEA = 0.040; RMR = 0.048. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 51: Confirmatory factor analysis of entertainment (ENX)

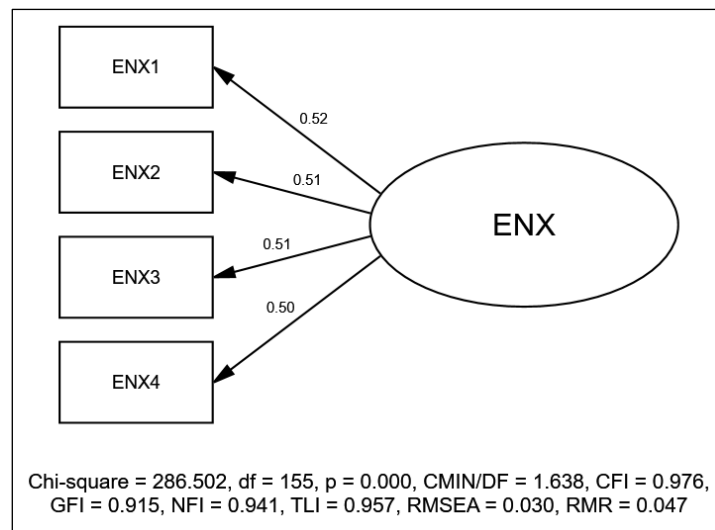


Figure 51 shows the assessment of goodness of fit. Chi-square = 286.502, $df = 155$, $p = 0.000$, CMIN/DF = 1.638, CFI = 0.976, GFI = 0.915, NFI = 0.941, TLI = 0.957, RMSEA = 0.030; RMR = 0.047. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 52: Confirmatory factor analysis of education (EDX)

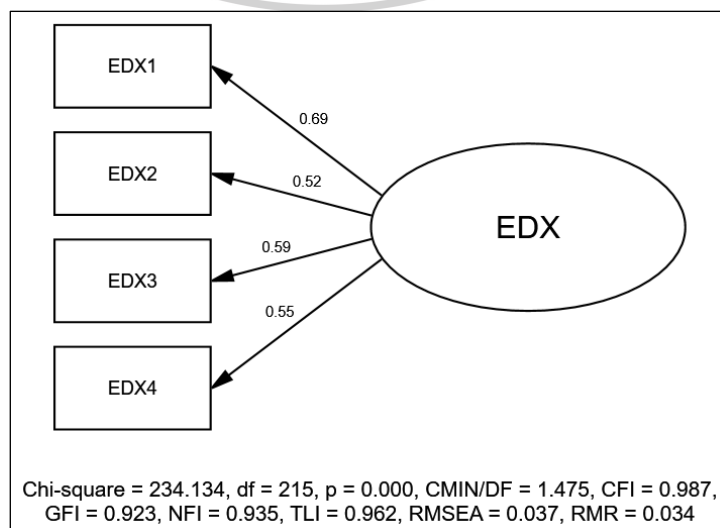


Figure 52 shows the assessment of goodness of fit. Chi-square = 234.134, $df = 215$, $p = 0.000$, $CMIN/DF = 1.475$, $CFI = 0.987$, $GFI = 0.923$, $NFI = 0.935$, $TLI = 0.962$, $RMSEA = 0.037$; $RMR = 0.034$. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 53: Confirmatory factor analysis of escapist (ESX)

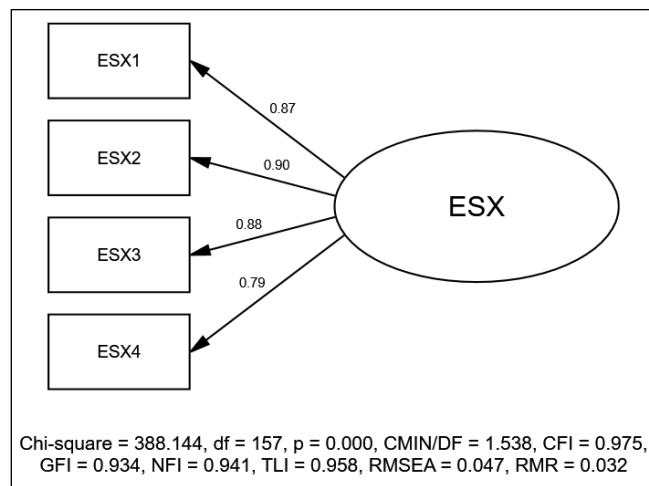


Figure 53 shows the assessment of goodness of fit. Chi-square = 388.144, $df = 157$, $p = 0.000$, $CMIN/DF = 1.538$, $CFI = 0.975$, $GFI = 0.934$, $NFI = 0.941$, $TLI = 0.958$, $RMSEA = 0.047$; $RMR = 0.032$. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 54: Confirmatory factor analysis of customer-use space (CUS)

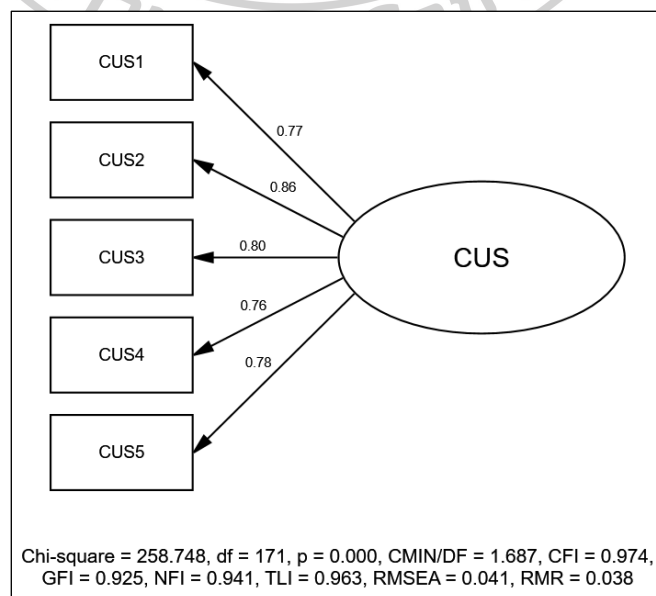


Figure 54 shows the assessment of goodness of fit. Chi-square = 258.748, $df = 171$, $p = 0.000$, CMIN/DF = 1.687, CFI = 0.974, GFI = 0.925, NFI = 0.941, TLI = 0.963, RMSEA = 0.041; RMR = 0.038. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 55: Confirmatory factor analysis of staff personal hygiene (STA)

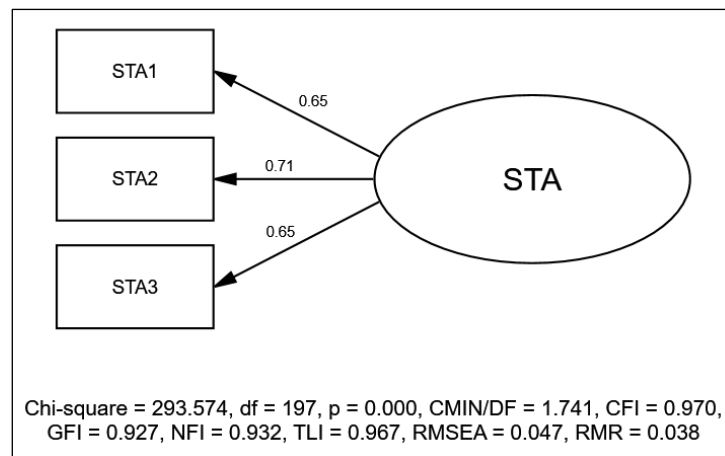


Figure 55 shows the assessment of goodness of fit. Chi-square = 293.574, $df = 197$, $p = 0.000$, CMIN/DF = 1.741, CFI = 0.970, GFI = 0.927, NFI = 0.932, TLI = 0.967, RMSEA = 0.047; RMR = 0.038. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 56: Confirmatory factor analysis of workplace (WOR)

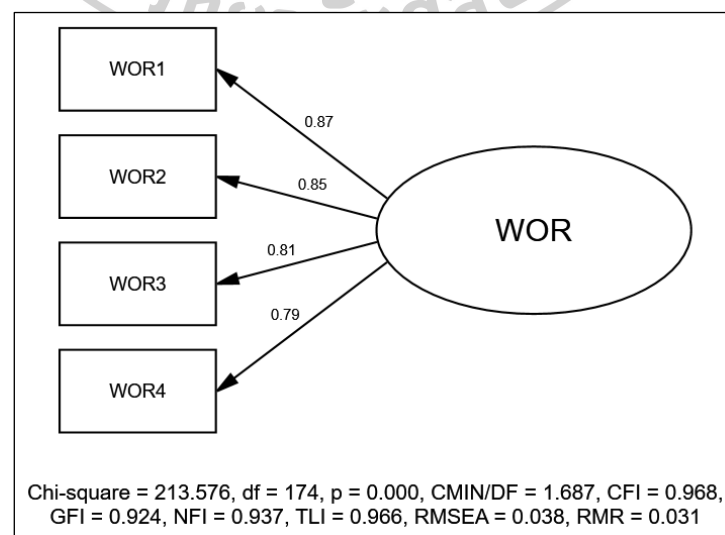


Figure 56 shows the assessment of goodness of fit. Chi-square = 213.576, $df = 174$, $p = 0.000$, CMIN/DF = 1.687, CFI = 0.968, GFI = 0.924, NFI = 0.937, TLI = 0.966, RMSEA = 0.038; RMR = 0.031. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 57: Confirmatory factor analysis of customer delight (DEL)

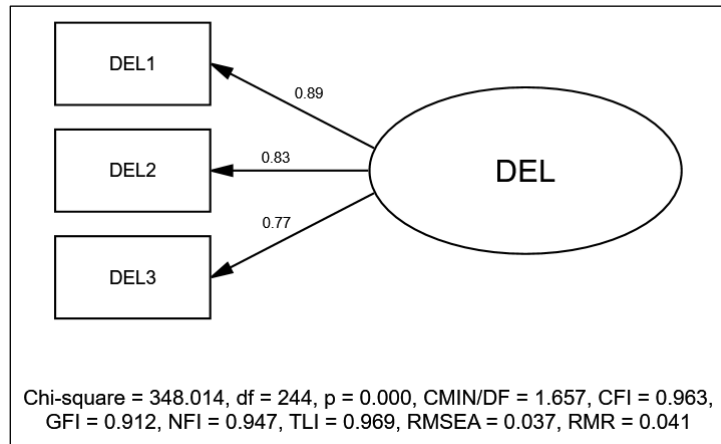


Figure 57 shows the assessment of goodness of fit. Chi-square = 348.014, $df = 244$, $p = 0.000$, CMIN/DF = 1.657, CFI = 0.963, GFI = 0.912, NFI = 0.947, TLI = 0.969, RMSEA = 0.037; RMR = 0.041. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 58: Confirmatory factor analysis of cognitive (COG)

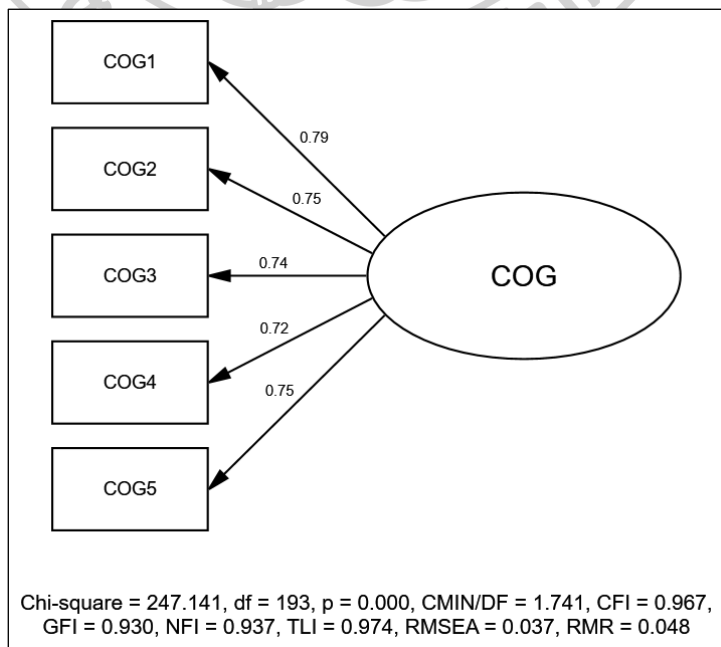


Figure 58 shows the assessment of goodness of fit. Chi-square = 247.141, $df = 193$, $p = 0.000$, CMIN/DF = 1.741, CFI = 0.967, GFI = 0.930, NFI = 0.937, TLI = 0.974, RMSEA = 0.037; RMR = 0.048. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Figure 59: Confirmatory factor analysis of affective (AFF)

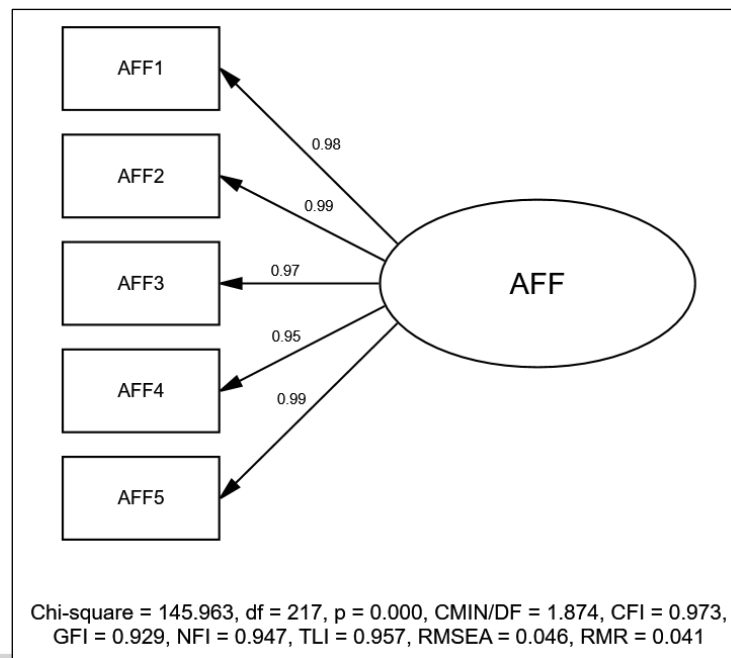


Figure 59 shows the assessment of goodness of fit. Chi-square = 145.963, $df = 217$, $p = 0.000$, CMIN/DF = 1.874, CFI = 0.973, GFI = 0.929, NFI = 0.947, TLI = 0.957, RMSEA = 0.046; RMR = 0.041. These statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

4.8.3 Measurement model

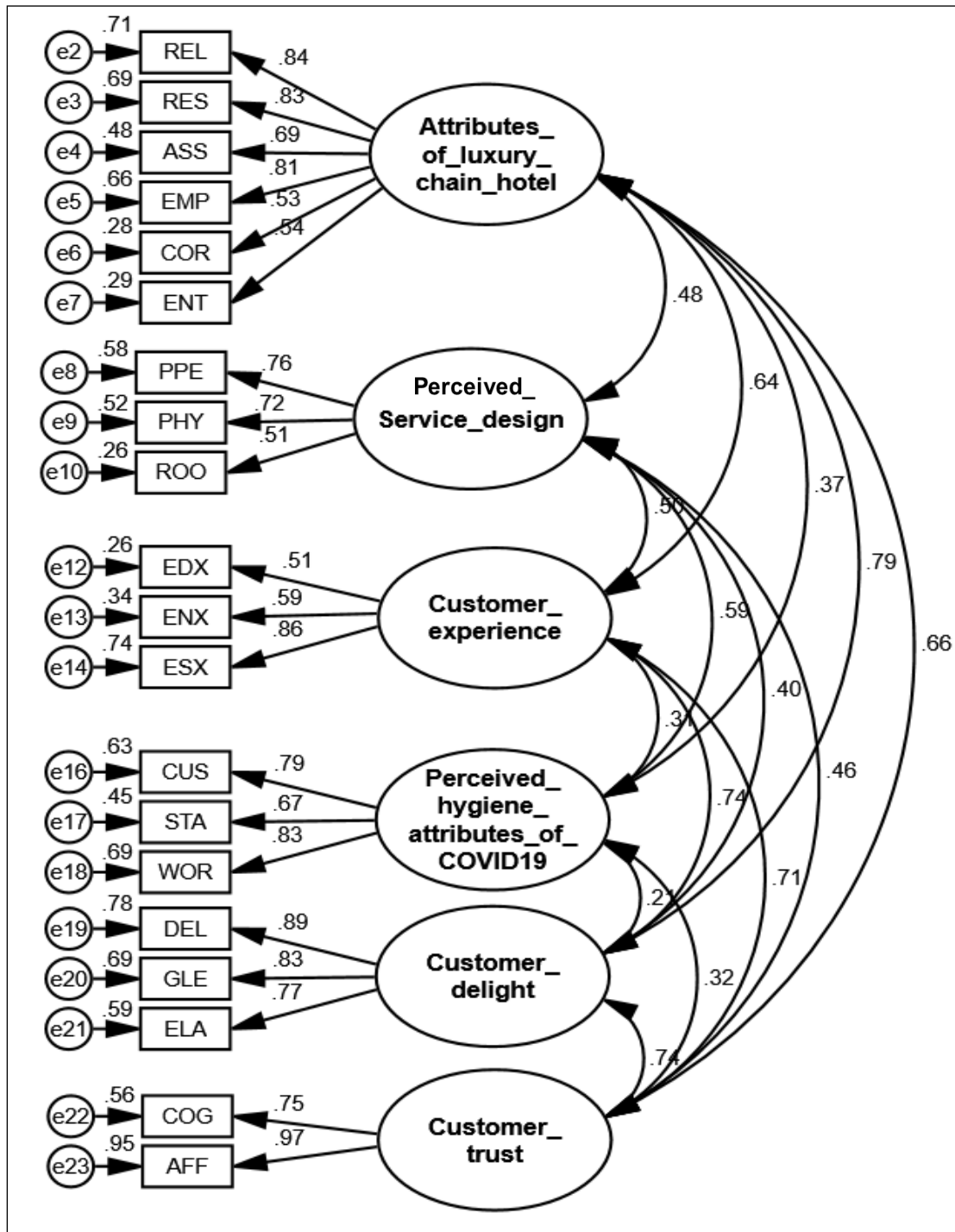
An overall CFA consisting of all items loading on their respective constructs was analyzed. From Table 58, **convergent validity** and item reliability were supported as all factor loadings were significant and higher than the recommended level of 0.70 (Hair, Black, et al., 2010). Next, internal reliability was established since Cronbach's ranged from 0.688 to 0.914 and composite reliabilities (CRs) were from 0.757 and 0.985. The variance extracted (AVE) were from 0.507 to 0.880, which the

lowest AVE exceeded a minimum threshold of 0.50 (Fornell & Larcker, 1981). *Discriminant validity* was established since the square roots of the AVE estimate for each construct were greater than the correlation with all other constructs, providing support for discriminant validity (Fornell & Larcker, 1981).

However, there are some observed variables whose element weights are *less than 0.5 that represent failed latent variables which are tangible (TAN) in attributes of luxury chain hotel, social and environmental engagement (SOC) in perceived service design, and esthetic (ESC) in customer experience*. Those variables have factor weights of 0.462, 0.402 and 0.433 respectively; the research therefore eliminated the three variables and re-analyzed structure as in Figure 60.



Figure 60: Confirmatory factor analysis after eliminating Tangible (TAN), Social and Environmental Engagement (SOC), and Esthetic (ESC)



Note: REL = Reliability, RES = Responsiveness, ASS = Assurance, EMP = Empathy, COR = Core benefit, ENT = Entertainment and Technology, PPE = PPE and Sanitization, PHY = Physically-distanced' Restaurant Service, ROO = Room Service and Reception Automation, SOC = Social and Environmental Engagement, EDX = Educational experience, ENX = Entertainment experience, ESX = Entertainment experience, ESC = Escapist experience, CUS = Customer-use space, STA = Staff personal hygiene, WOR = Workplace hygiene, DEL = Delighted, GLE = Gleeful, ELA = Elated, COG = Cognitive, AFF = Affective

The results of a confirmatory factor analysis of latent variables in a model of a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand after eliminating 3 variables and adjust the CFA structural model by connecting the double-headed arrows between the errors of the variables according to modification indices (MI). It is found that all observed variables have factor loading greater than 0.50, which mean that the model has construct validity (Hair, 2009) and it confirms the six-factor structure with acceptable criteria after restructuring values as follows: $\chi^2/df = 1.737$, confirmatory fit Index (CFI) = 0.979, goodness of fit index (GFI) = 0.947, normed-fit index (NFI) = 0.953, Tucker–Lewis index (TLI) = 0.962, root-mean-square error of approximation (RMSEA) = 0.046. Despite a significant Chi-square, all other statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010).

Moreover, factor loading of all observed variables are high (> .50) and t-value is also high (> 1.96), which all values are passed the criteria model a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand.

4.9 Statistics used in research data analysis

Statistics used in research data analysis are as follows: -

1) Basic statistics to describe the characteristics of the study, including:

- Frequency, Percentage, Mean, and Standard Deviation (Mishra et al., 2019)

2) The statistics used to check the quality of research tools include:

- Verification of content validity by calculating the Index of Item Object Congruence (IOC) values with the research objectives from the assessment of the quality of the tool by 5 experts (Jomtarak et al., 2019).

- Finding the reliability by calculating Cronbach's Alpha Coefficient from the questionnaire to try out with 30 samples that are not real samples (Bujang et al., 2018).

3) Structural equation modeling (SEM) is used to test the hypotheses (Nasution et al., 2020), including

- Normal distribution analysis by considering the skewness and kurtosis, which the skewness should be in the range of -3 to +3 and the kurtosis should be in the range -10 to +10, indicating that the variable is normal distribution (Cain et al., 2017).

- To test the conditions in which variables are too highly correlated (Multicollinearity) using the coefficient Pearson's Product Moment Correlation, where the correlation coefficient of the variable must not exceed 0.80, so there is no condition that the variable has too high correlation (Hair, Celsi, et al., 2010).

4) The statistics used to test the research hypothesis to test the hypothesis set for the research include:

- Factor loading is the correlation coefficient for the variable and factor. It shows the variance explained by the variable on that particular factor. The acceptable standard should be greater than 0.50 (Hair, Celsi, et al., 2010)

- Composite Reliability (CR) is reliability of elemental measures, which should be greater than or equal to 0.70 so it is acceptable (Hair, Celsi, et al., 2010).

- Average Variance Extracted (AVE) is a measure of variance amount which is captured by a construct in relation to variance amount due to measurement error. AVE should be equal or greater than 0.50, so it is acceptable (Hair, Celsi, et al., 2010).

- Confirmatory Factor Analysis (CFA) uses Model Fit Index, Composite Reliability (CR), Average Variance Extracted (AVE) and Standardized Factor Loading, which is tested the model fit as follows.

- (Chi-square/ χ^2) means the goodness of fit test between the variance-covariance matrix of the actual collected empirical data and variance-covariance matrix of the developed models. Chi-square value which is greater than 0.05 indicates that the model is fit (Goodness of fit) and fit with the empirical data (Pimdee et al., 2012). If the sample is large, the closer it gets infinite, that is, the chi-square tends to be high making the chi-square value is likely to give significance less than 0.05 ($p \leq 0.05$) (Dobrovič et al., 2019).

- Normed Chi-square (χ^2/df) refers to the value used to reduce the influence of the sample size on the chi-square statistic (Widodoa & Wiardib). The chi-square value will be high if the sample size is large, so it may be concluded that the model is inconsistent with the empirical data while the reality is (Shi et al., 2018). Where the relative chi-square is less than 2, and the closer the relative chi-square is to 0, the fitter the model is with the empirical data (Safitri, 2018).

- Comparative Fit Index (CFI) means chi-square comparison of independent model minus degree of freedom of independent model with the chi-square of researcher's model minus degrees of freedom of researcher's model (Nihan, 2020). The model that is developed with independent models has comparative fit index to be greater than or equal to 0.8 indicates that model is fit with visual data (Collier, 2020).

- Goodness of Fit Index (GFI) refers to the value used to measure relationship between chi-square value of the researcher's model and the chi-square value of the independent model where independent models are independent variables or the covariance between the variables is zero (Husain, 2019). The GFI is greater or equal to 0.8 indicates that the model is fit with the visual data (Collier, 2020).

- Normed-fit index (NFI) means an incremental measure of goodness of fit for a statistical model, which is not affected by the number of parameters/variables in the model (Sheykhfard & Haghighi, 2020). Hair et al. (2010) recommended that greater NFI values than 0.90 indicate a good fit.

- Tucker–Lewis index (TLI) or non-normed fit index (NNFI) is one of the numerous incremental fit indices widely used in linear mean and covariance structure modeling, particularly in exploratory factor analysis (Cai et al., 2021). Hair et al. (2010) suggested that greater TLI values than 0.95 indicates a good fit.

- Root Mean Square Error of Approximation (RMSEA) means the mean of the difference per freedom degree (Gao et al., 2020). The RMSEA which is less than 0.05 indicates that the model fitted with the empirical data (Collier, 2020). If the closer the RMSEA is to 0, the model is fit with more empirical data (Collier, 2020).

Table 34: Statistical values to check the congruence of hypothetical models with objective data

Analytic Statistic	Considering criteria	References
χ^2	> 0.05	Pimdee et al. (2012)
<i>p</i> -value	> 0.05	Dobrovič et al. (2019)
χ^2/df	< 2.00	Safitri (2018)
CFI	≥ 0.80	Collier (2020)
GFI	≥ 0.80	Collier (2020)
NFI	≥ 0.90	Hair et al. (2010)
TLI	≥ 0.95	Hair et al. (2010)
RMSEA	≤ 0.05	Collier (2020)

To sum up, this research is a mixed approach using multi-methods which include elements of both quantitative and qualitative research tools. The researcher would like to present the research methodology concept of this study as summarized in Table 35.



Table 35: Research methodology concept

Objectives	Research Method	Population	Sample Size (persons)	Sampling Techniques	Research Tool	Data Analysis
1. To analyze the unique attributes of luxury chain hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience	Qualitative	Hotel managers of luxury chain beach hotels in Phuket, Phang-Nga and Krabi	21 (Phuket = 12, Phang-Nga = 5, Krabi = 3, expert = 1)	Purposive + Quota	In-depth Interview (Semi-structured Interview)	Thematic Analysis (QDA Miner Lite)
2. To examine the new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience	Qualitative	Hotel managers of luxury chain beach hotels in Phuket, Phang-Nga and Krabi	21 (Phuket = 12, Phang-Nga = 5, Krabi = 3, expert = 1)	Purposive + Quota	In-depth Interview (Semi-structured Interview)	Thematic Analysis (QDA Miner Lite)

Table 35: Research methodology concept (cont.)

Objectives	Research Method	Population	Sample Size (persons)	Sampling Techniques	Research Tool	Data Analysis
3. To determine relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotel affecting perceived service design.	Quantitative	Current Thai guests staying at luxury chain hotels in Phuket, Phang-Nga and Krabi	345	Purposive + Convenient Sampling	Online Questionnaire	CFA/SEM (AMOS)
4. To examine relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain hotels in Andaman Coast of Thailand.	Quantitative	Current Thai guests staying at luxury chain hotels in Phuket, Phang-Nga and Krabi	345	Purposive + Convenient Sampling	Online Questionnaire	CFA/SEM (AMOS)

Table 35: Research methodology concept (cont.)

Objectives	Research Method	Population	Sample Size (persons)	Sampling Techniques	Research Tool	Data Analysis
5. To investigate the structural model of the antecedents and consequences of perceived service design for luxury chian beach hotels in Andaman Coast of Thailand.	Quantitative	Current Thai guests staying at luxury chain hotels in Phuket, Phang-Nga and Krabi	345	Purposive + Convenient Sampling	Online Questionnaire	CFA/SEM (AMOS)
6. To formulate the new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand						

4.10 Research timeline

The researcher has planned the steps of a research entitled “*A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand*” as a guideline for the study in order to obtain answers to the research objectives according to Table 36 as follows:

Table 36: Research timeline

Activity	Month													
	JUN 21	JUL 21	AUG 21	SEP 21	OCT 21	NOV 21	DEC 21	JAN 22	FEB 22	MAR 22	APR 22	MAY 22	JUN 22	JUL 22
1. Review literature	←→													
2. Proposal defense			←→											
3. Construct research tools				←→										
4. Try out					←→									
5. Collect data						←→								
6. Process data							←→							
7. Analyze data								←→						
8. Write final report										←→				
9. Final defense													←→	
10. Thesis submission														←→

Next chapter, Chapter 5, will present the results of data analysis from qualitative method that the researcher collects the data and interview the key informants to answer research question number one: to analyze the unique attributes of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience, and number two: to examine the new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience.

CHAPTER 5

RESEARCH FINDINGS OF QUALITATIVE APPROACH

The research entitled “*A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand*”, applies mixed method research using quantitative and qualitative research methods. This chapter provides the research findings according to the research objectives which aims to 1) analyze the unique attributes of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience, and 2) examine the new normal service design currently undertaken by luxury chain beach hotels in Andaman Coast of Thailand to create a customer experience. The main findings arising from the data analysis compare the findings with previous literature and discuss them in that context to identify:

- 1) *Unique attributes of luxury chain beach hotels in Andaman Coast of Thailand, and*
- 2) *New normal service design to create customer experience by luxury chain beach hotels in Andaman Coast of Thailand as affected by COVID-19*

The frequency of occurrence and percentage of the total will also be displayed in table form for each theme and code.

5.1 Details of key informant

The researcher employs a phenomenological research method using an in-depth interview together with a non-participant observation. The researcher interviewed the key informants according to the interview items. The researcher chose a group of key informants consisting of 21 hotel owners, a general manager, and hotel marketers who are currently working at the luxury chain hotels in Phuket, Phang-Nga, and Krabi for at least 3 years as summarized in Table 37.

Table 37: Details of Key Informant

No.	Position & Hotel	Location	CODE Number
1.	General Manager of Phuket Marriott Resort and Spa, Nai Yang Beach	Phuket	HOTEL01
2.	Hotel Manager of Centara Grand Beach Resort Phuket	Phuket	HOTEL02
3.	General Manager of Burasari Phuket Resort & Spa	Phuket	HOTEL03
4.	Director of Sales and Marketing of The Surin Phuket	Phuket	HOTEL04
5.	Resort Manager of InterContinental Phuket Resort	Phuket	HOTEL05
6.	Room Division Manager of Avista Grande Phuket Karon - MGallery	Phuket	HOTEL06
7.	General Manager of Dusit Thani Laguna Phuket Hotel	Phuket	HOTEL07
8.	Cluster Director of Sales & Marketing of Wyndham Grand Nai Harn Beach Phuket	Phuket	HOTEL08
9.	Front Office Manager of Mövenpick Resort Bangtao Beach Phuket	Phuket	HOTEL09
10.	Resort Manager of Anantara Layan Phuket Resort	Phuket	HOTEL10
11.	Resident Manager of JW Marriott Phuket Resort & Spa	Phuket	HOTEL11
12.	Front Office Manager of Rosewood Phuket	Phuket	HOTEL12
13.	Talent & Culture Manager of GRAND MERCURE Khao Lak Bangsak	Khao Lak	HOTEL13
14.	Senior Sales Manager of JW Marriott Khao Lak Resort and Spa	Khao Lak	HOTEL14
15.	General Manager of Devasom Khao Lak Beach Resort & Villas	Khao Lak	HOTEL15

Table 37: Details of Key Informant (cont.)

No.	Position & Hotel	Location	CODE Number
16.	General Manager of Pullman Khao Lak Resort	Khao Lak	HOTEL16
17.	Hotel Manager of Le Méridien Khao Lak Resort & Spa	Khao Lak	HOTEL17
18.	General Manager of Centara Grand Beach Resort & Villas Krabi	Krabi	HOTEL18
19.	Director Of Recreation of Sofitel Krabi Phokeethra Golf & Spa Resort	Krabi	HOTEL19
20.	Director of Sales & Marketing of Phulay Bay, a Ritz-Carlton Reserve	Krabi	HOTEL20
21.	President of Thai Hotels Association	Bangkok	HOTEL21

Despite the key informants having different backgrounds and years of work experience, the researcher was able to group the findings into common themes which revealed unique attributes of luxury chain hotels in Andaman Coast of Thailand and new normal service design currently undertaken by the hotels to create a customer experience. Although the findings are grouped into themes, it is clear that some of the sub themes and components of the perceived service design overlap and are intertwined. Direct quotations from the key informants are provided to support and clarify the researchers interpretation of the themes that are being (Braun & Clarke, 2006).

5.2 Unique attributes of luxury chain beach hotels in Andaman Coast of Thailand

Data analysis revealed that nine themes reflect unique attributes of luxury chain beach hotels in Andaman Coast of Thailand. The findings identified that location, service, and facilities are the most common unique attributes of luxury chain beach hotels in Andaman Coast of Thailand as displayed in Table 38.

Table 38: Themes on unique attributes of luxury chain hotels in Andaman Coast of Thailand (n=21)

Themes	Frequency	Percentage	Ranking
Location	21	100%	1
Service	20	95%	2
Facilities	19	90%	3
Activities	16	76%	4
Product	15	71%	5
Staff	12	57%	6
Guestroom	7	33%	7
Food & beverage	6	29%	8
Decoration	4	19%	9

The key informants mentioned the unique attributes of luxury chain hotels in Andaman Coast of Thailand with the hotel location at most (100%), followed by service (95%), facilities (90%), activities (76%), products (71%), staff (57%), guestroom (33%), food & beverage (29%), and decoration (19%) respectively. These theme findings are similar to the results found by Li, Liu, et al. (2020) in a study of luxury 4-5 stars hotels in China. They identified that cleanliness, location, room, service and value should be conceived as essential attributes for luxury hotels (Li, Liu, et al., 2020). In addition, Channoi et al. (2018) studied a comprehensive hierarchical model of beach resort hotel and found that facilities and activities were a new sub-dimension that reflected the unique attributes of a beach resort hotels when compared to several other types of accommodation. According to the findings, each theme will be described as follows:-

5.2.1. Location

Location is where the hotel is located which is in the famous tourist cities, on the beach, with easy access from all kinds of transportation. The data in Table 39 shows that location is the theme contributing to the highest mentioned unique attribute of luxury chain beach hotels in Andaman Coast of Thailand percentage

(100%) in this study. The codes affecting unique attributes regarding location include beach front, easy access, and a famous tourist city (see Table 39).

Table 39: Codes that influence unique attributes regarding location of luxury chain beach hotels in Andaman Coast of Thailand (n=21)

Different codes in the location theme	Frequency	Percentage
Beachfront	21	100%
Easy access	19	90%
Famous tourism city	18	86%

Table 39 demonstrates that 100% of key informants indicated unique attributes associated with on the beach front. 90% of comments described uniqueness with easy access, and 86% of comments mentioned that the luxury chain beach hotels should be located in famous tourist cities.

5.2.1.1 Beachfront

According to Table 39, the code reflecting unique attributes in terms of location of luxury chain beach hotels in Andaman Coast of Thailand has the highest frequency percentage of beachfront (100%). Beachfront becomes one of the selling points that hotels sell to guests to attract them making into decision to make a reservation. Guests can enjoy various beach activities conveniently if the hotels have a beachfront location. Four examples collected from hotel managers of luxury chain beach hotels in Andaman Coast of Thailand are as follows:

“I personally think that location connected to the beach is our strength point to reflect the uniqueness of hotel.” (HOTEL02)

“Our hotel has a prime location right to the beach and our guests can enjoy their time whenever they want because it is a private beach.” (HOTEL04)

“We are beyond other hotels in this area because we have private beach which is easy access to our guests and most of our rooms are beach front that our guests love the most.” (HOTEL16)

“Our hotel is located on one of the most beautiful beach in Krabi and the guests can have a wonderful time by enjoying all beach activities.” (HOTEL20)

The results of this study show that the proximity to the beach is the top attribute affecting the uniqueness. Proximity to the beach is recognized as the unique attribute of luxury chain beach hotels. The current findings show that beachfront location contributes to the most significant factor affecting the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand; this has not been discussed as the most important factor in previous literature. Hence, this finding could be seen as an important contribution to the uniqueness of luxury chain beach hotels.

5.2.1.2 Easy access

A hotel where there is easy access by any type of transportation and also to and from the tourist attractions would make the guests satisfied and consider staying because of the nature of luxury guests who don't want to travel inconveniently and prefer comfortable transportation in various methods as they have the buying power respond to their needs during their vacations. Besides, in case the guests would like to go sightseeing outside the hotel, they also need a transportation and logistical infrastructure with easy access to tourist attractions. According to Table 39, the code reflecting uniqueness in terms of easy access of luxury chain beach hotels in Andaman Coast of Thailand has been mentioned by 90% of the hotel managers. Five examples collected from the interview are as follows:

“Our hotel is very easy to access from many types of Transportation whether they go by airplane or on the road.” (HOTEL01)

“It’s very convenient for the guests when they go to the hotel because our hotel is located nearby the main road which can access from anywhere.” (HOTEL05)

“It takes around 20 minutes from the airport to our hotel which is very convenient for the guests when they arrive Phuket. They don’t need to travel for so time to the hotel.” (HOTEL11)

“Our hotel is located in a good location as it’s near the main road where the clients can find easily; moreover, it can access directly to the beach that the clients love the location very much.” (HOTEL13)

“Our hotel has a great location in Krabi because it’s not so far from the airport, also we have our own beach that the guests can access to the sea easily.” (HOTEL19)

In their interviews, the key informants used words such as ‘easy access’, ‘nearby the main road’, ‘very convenient’, ‘access directly to the beach’, and ‘access to the sea easily’ to describe “easy access”. The results of this study show that the easy access to the hotel is the attribute affecting the uniqueness. Easy access of the hotel should make the clients feel convenient and comfortable when they travel to and from the hotel in any type of transportation, including saving their time, and being safe from all dangers.

5.2.1.3 Famous tourism city

Luxury chain beach hotels are mostly located in the famous tourist cities because they are recognized as holiday destinations, so it’s worth investing in and constructing the hotels in these cities. There are many tourist cities in Thailand such as Bangkok, Chiang Mai, Pattaya, Samui Island, Phang-Nga, Krabi, and Phuket. These cities are famous among tourists around the world, and they can earn lots of tourism income to the country. Although these cities would get affected by COVID-19, they

can be selected to be the very first cities in Thailand to welcome tourists back when the situation has recovered. According to Table 39, the code reflecting uniqueness in terms of the famous tourist city of luxury chain beach hotels in Andaman Coast of Thailand has 86% mentioned by the hotel managers. Four examples collected from the interview are as follows:

“We are one of the most luxury hotels in one of the most popular tourist destinations in the world where the tourists would like to visit in a huge amount each year; moreover, there are many tourist attractions in the province too.” (HOTEL07)

“We’re located in the most famous tourism city in Thailand and one of the most preferred beach destination in the world. So, the tourists would like to gain experience once in their lives by staying at our hotel.” (HOTEL09)

“We have many beach destinations in Thailand where can attract the tourists around the world, and we are more than sure that our beaches are beautiful second to none. This is our strength point when someone thinks of Thailand, they will think of our sandy beaches in Andaman area.” (HOTEL12)

“Our hotel is in tourism city. We have so many islands that are recognized as pearl of Andaman. The name of Phuket can be a great pull factor to the tourists come to our hotel.” (HOTEL21)

From the interviews, it can be seen that the key informants mostly mentioned the location of their hotels that they are located in the famous tourist city in Thailand as their strength point when they do the marketing. They added that being in a famous tourism city in Thailand allows them to be able to attract more both domestic and international tourists because they will consider travelling to the tourism cities first when they plan their holiday.

From the findings of the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in terms of location, the key informants picked ‘beachfront’, ‘easy accesses, and ‘famous tourist city’ as to be the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand. This could be reflected in a higher willingness to pay for the luxurious accommodations in favorable tourist locations.

5.2.2 Service

Service is a helpful act that the guests receive privacy, safety, security, personalized, high standard, fast, discreet from the hotel such as babysitting, kids club, pet-sitting, concierge. The data in Table 40 shows that service is the theme that contributes to a high mentioned uniqueness of luxury chain beach hotels in Andaman Coast of Thailand percentage (95%) in this study. The codes affecting the uniqueness regarding service include personalized, privacy, high standard, and safety & security (see Table 40).

Table 40: Codes that influence uniqueness regarding service of luxury chain beach hotels in Andaman Coast of Thailand (n=21)

Different codes in the service theme	Frequency	Percentage
Exceptional	20	95%
Seamless	18	86%
Personalized	17	81%

Table 40 demonstrates that 95% of key informants indicated uniqueness with exceptional service. 86% of comments described uniqueness with seamless service, and 81% of comments mentioned that the luxury chain beach hotels should provide personalized service.

5.2.2.1 Exceptional service

At present, every hotel is continually improving the quality of their products and services, which are essential factors for sustainable business success. It is the cooperation of people in the organization to serve customers to have satisfaction and an impression to repurchase or tell others in a good image. On the other hand,

employees who do not focus on customer service may cause the service to be delayed and ineffective as it should be, resulting in inability to satisfy and impress customers, causing the organization to have the opportunity to lose customers and cause a negative image to the organization in the long run. Therefore, if service personnel have skills and abilities realize the importance and have a positive attitude in cooperating with customer service, it will reflect the service behavior that creates the highest impression and makes customers to be engaged with products and services as the following interviews

“Service is important and valuable for customers, hotels and pride of staff. Customer service for us means a service from both inside and outside the hotel, which is essential to build a positive attitude towards yourself, colleagues to enhance knowledge and understanding of the roles of service. So, we don’t mean just to serve the guests, but everyone in the hotel is always a service provider.” (HOTEL06)

“All of our staff must show enthusiasm for asking the needs of customers from the moment they first step into the hotel. Our staff must be eager to welcome the guests and show that we are excited to serve them and are always eager to meet their needs throughout our stay at the hotel.” (HOTEL10)

“We treat our customers with the utmost respect and courtesy because at our hotels, respect and superior manners mean more than true respect. This means that we show our valued customers that we truly value the relationship we have with them and honor them as they still choose to stay at our hotels.” (HOTEL15)

In addition, exceptional service is proactive and stays attentive, always thinking about the needs of customers that may arise in the future, including giving things that are beyond the expectations of customers, showing them how active and energetic they are. They can recognize and anticipate customer needs before they ask. It will surprise customers with how quickly they respond to their employees' needs. The customers will feel confident that every service is neat and will be more impressed when we demonstrate our efforts as the examples from the following interview.

“We don't take our eyes off our guests to see who needs help. We are fully committed to our guests' needs and eager to answer questions, resolve concerns or meet guest expectations until they are satisfied.” (HOTEL15)

“We have to listen carefully to what our guests say, what they want from the hotel and provide the best service to them. We also show our guests care by working to the highest standards, always thoughtful and accurate.” (HOTEL20)

It can be seen that in order for a hotel to provide exceptional service, all hotel staff must be aware that they must be dedicated and committed to customer engagement at all times. Its main aim is to create lasting bonds with customers and is a hotel value that every employee must adopt as a habit of effective practice to provide excellent service and make customers feel that they have received special service beyond anyone.

5.2.2.2 Seamless service

The most successful business is a business that knows how to adapt and solve the problem of what customers want, especially the hotel business that has a lot of competition. What can marketers do to keep both online and offline performing well and connected seamlessly, the hotel business must have fully understood that this is not the time to be silent any more, especially in the COVID-

19 situation. It was even more evident that if the customer wants to book a room anytime or anywhere, the function of the hotel is needed to plan how the clients can make a hotel reservation at any time because business need to look at each workflow in every channel to find a connection point that can make channel transitions happen naturally and the customers must not feel the difference based on the information from the following interviews.

“The hotel will bring Digital Guest Solution to enhance the guest experience in a new way. It also piloted a True 5G Robot serve intelligent service to serve food & beverages at the hotel restaurant. We are confident this state-of-the-art digital technology to help ensure safety & hygiene for customers.”
(HOTEL02)

“Our hotel allows the guests to experience nature from every angle and every room of the hotel by using clear glass, full pane, large size to provide panoramic views and create an architecture that does not block between man and nature.”
(HOTEL07)

“Last year, direct booking revenue increased significantly as the hotel booking platform was modified to align with the conditions of our Travel Together programme. This makes booking a room quick and easy, creates a seamless experience for our guests.” (HOTEL13)

“I think there should be seamless connection by relying on some technologies to be placed as a platform in order to help hotel to be able to use it conveniently. They will answer both ease of use and cost savings that can be paid as they are available as well as obtaining information from platform to further expand the business.” (HOTEL18)

Seamless service is a key concern for hotels that are facing the challenge of how to drive their business amid the rapidly changing trend. Especially, the hotels that aim to build an offline empire, accelerates the expansion of a large number of platform networks to cover all areas to reach customers. Hotels need to remove barriers to boundaries so that customers don't feel that which channel is better, but they can choose to use each channel according to the opportunity and need at each important moment that is still tied to the brand without changing their minds to move to another hotel.

5.2.2.3 Personalized service

Modern competitive businesses must find sustainable methods and focus on collaboratively personalizing the customer experience that requires the customer to create the experience and a truly unique individual learning process. Personalized service is a trend that truly caters to the needs of today's guests. Whether it's a small or large hotel, the manager should take a serious look at the needs of the guests because focusing on personalization will help to impress and build loyalty to the business in the long run. In order to focus on the guests who come to stay at the hotel, the staff therefore has provided a personalized service as can be seen from the interviews of the key informants as follows

“We pay attention to provide a personalized service to our guests based on their interests, behavior and related personal data such as we recommend movies or series that guests are interested.” (HOTEL03)

“We provide additional special services to individual customers based on their preferences. Even if there is no change in the room, for example, if the existing customer information shows that the customer is not smoking, the room must be arranged for a non-smoking person. Or if you see that customers always carry a notebook computer, they need to arrange an extension cable or power plug to use the computer.” (HOTEL08)

“We focus on data that will enable us to provide personalized service such as customers who like to sleep on hard pillows, we have stored this information and if in the future that customer comes to use the service again the hotel will prepare hard pillows for customers.” (HOTEL14)

“We have to start from knowing the customer and to really know each customer. It must come from remembering each customer who is who and offer or communicate that come from a different understanding of each customer.” (HOTEL18)

Personalized service is a new trend that new-gen marketers should know about because personalization is about giving customers a better experience or increasing the efficiency of the customer experience when they are staying at the hotel. If we give more experience that can meet the needs of customers, it can make them stay with us for a long time. The more in the hotel business, engagement is important, the longer they stay with us.

5.2.3 Facilities

Facilities are buildings, pieces of equipment, or services that have high technology, modern, comfortable, effective and stylish that are provided for the guests in a safe working environment, reduce energy output costs, and make all operational functions run smoothly and efficiently. The data in Table 41 shows that facility are the theme contributing to the high mentioned uniqueness of luxury chain beach hotels in Andaman Coast of Thailand percentage (90%) in this study. The codes affecting uniqueness regarding facilities include high technology, elite, and universal design (see Table 41).

Table 41: Codes that influence uniqueness regarding facilities of luxury chain beach hotels in Andaman Coast of Thailand (n=21)

Different codes in the facilities theme	Frequency	Percentage
High technology	21	100%
Elite	18	86%
Universal design	16	76%

Table 41 demonstrates that 100% of key informants indicated uniqueness with location on high technology, 86% of comments described the uniqueness with elite facilities, and 76% of comments described uniqueness with universal design facilities.

5.2.3.1 High technology

As the demand for hotel services increases, hoteliers are starting to follow the fashion trend, including facilities with high technology such as computer, wireless high-speed internet system, telephone that can be directly connected to international calls in the room, plasma or LCD flat screen television that can receive a satellite contract can receive signals from all continents around the world become a selling point that is gaining popularity among customers as in the following interview.

“Our hotel is fully-equipped with all high technology facilities because we know that on the relaxing holiday of our guests, they need something to relax and make them feel superior. On top of that, they can get an amazing experience from our facilities that they can’t feel from anywhere.” (HOTEL05)

“Among a high competitive atmosphere, we need to serve our guest with the best products, service, and of course facilities that make them feel Impressive. So, we see that if they can experience from such a high technology facility, they will feel that the money they pay is worth for their time.” (HOTEL08)

In the digital economy era where hotel business operators must prepare by introducing advanced technology to add value to their products or services and enhance their competitiveness. The facilities provided by the hotel to serve customers therefore should be something that makes the customers feel comfortable and relaxed at their own pace.

“As a luxury hotel, the guests will expect high technology facilities from us because they pay a lot for their stay, so we pay attention to create them a good and relaxing time for their vacation.” (HOTEL12)

“One of our proud-to-present products from our hotel is the facility. As a chained hotel, we need to use the high technology facilities because the guests spend a lot for their room price, so they highly expect that all facilities must be high technology and create a comfortable and memorable experience to them.” (HOTEL16)

Creating creativity in the production process of facilities to be modern or creating the ability to meet the diversified needs of the customers will create more value for the business. The application of service innovations can create modern hotel service processes or diversity and convenience to occur through the service which will have to pick up the technology or change the process steps. Executing the service of the hotel to increase its high value and potential hotels in terms of quality has changed in a good direction to be able to compete effectively. Service in Thailand has a good reputation for both Thai and foreign customers. In terms of providing details of the in-depth service by creating recognition of the value, the hotels that can offer their service to their customers by adopting innovation can create even more recognizable value.

5.2.3.2 Elite

Elite facility creates a memorable and long-lasting memory because it transforms an experience to enhance the style and life of the guests. Elite facilities at the hotel may include a charter yacht, personalized VIP treatment, staff on standby to provide services, a personal butler, gourmet meals and chefs, and special cooking classes. The elite facilities can immerse the guests in a new experience while indulging in the very best levels of attentive and personal, lavish and sumptuous accommodation. According the interview, elite facilities can be reflected as follow:

“In Phuket where features exploring the unexplored, our hotel provides a true luxury which is a great travel experience, enjoyed in relative comfort. Elite facility is what we provide about experience and service, something which is precious, rare, invested in emotional value, such as we choose the guest’s own room fragrance, blending their own wine, enjoy an outstanding and personal collection of art, plants, or other collectable artifacts.”
(HOTEL01)

“We have facilities that are required to meet the needs of the guests while they are away from home. This would be top class facilities considering the profile of the elites such as public facilities, signage, retail shopping, restaurants and cafes, and emergency services.” (HOTEL04)

The key information further added to describe elite facilities is that they inclusively involve the fine materials used, combined with a high service standard to enable a profound and memorable experience, and the exclusivity that makes the guests feel like they are precious and delicate people as in the following quoted expression.

“We put more emphasis on value that is not measured by money because the elite facilities are viewed in the side of tangible elements not only from the price tag, but they are measured by their authenticity that the price cannot be calculated.” (HOTEL03)

“We are a well-established hotel where provides premium services. The elite facilities are the kind of feeling, the good taste in details, the peace of mind that everything is untouchable such as writing a guest’s name on a towel, best perfume in the bathroom, and everything that can be thought as unlimited to satisfy the guests’ desires.” (HOTEL10)

Elite facilities are always a premium standard for every product class. Elite facilities at luxury hotels are defined by the value of materials which are subjective, in which hotel managers could perform an amazing function in positioning the product because the clients of luxury hotels are high income tourists, often in need of luxury service and ready to pay for the service at a high rate. Some hotels are mainly sold as a lifestyle, rejuvenation and relaxation, these elite facilities may work with elite hotels and resorts.

5.2.3.3 Universal design

A hotel or resort is a place for leisure service. It is a public building that needs to be designed for all users whether they are children, adults, seniors or people with disabilities. The principle of universal design requires all dimensions of usability, equally usable, flexible to use in multiple ways, simple and intuitive, tolerant of differences, low physical power consumption, and have a size and space that can be used for actual use. Design ideas to create buildings, products and environments for everyone whether they differ in age, ability, status, or disability to remove barriers should not be overlooked because our society will step into an aging society completely in the next 5 – 10 years.

“As they spend time around 70% in hotels than other ages our hotel offers all kinds of services such as a cozy restaurant with nice atmosphere, or even a spa that helps them relaxed while they wait for their children or let them do other activities inside the hotel. These will help them enjoy spending time in the hotel and make them want to come back and stay again.” (HOTEL05)

“We design an in and out walkway of the building with a width of not less than 1.50 meters. It is smooth, even, non-slip surface without obstructions. It is on the same level as the road surface outside the building or parking area. The corridor connecting the buildings has made at least 90 cm wide. Signs or equipment hanging in the corridor are not less than 2.0 meters high from the floor so that people can walk easily and safely. And in an area that is an intersection or a turn, we make different textures for the blind and have walls or railings on both sides.” (HOTEL10)

“We have elevator service as going up and down the stairs often make them tired before they swim in the sea. Just having an elevator can make them feel very comfortable and help them not get too tired. Each room there is a warning signal to the hospital, if it's really emergency, there should be a warning signal going directly to the hospital. It is well-designed to prevent mis-presses as well.” (HOTE15)

“In the toilets, we provide handrails which its side is not wall mounted and be foldable, so as not to take up space to help balance in the toilet section. We use a toilet, that is, there is a flush tank and a lever or push button on the back. For a male urinal, we use automation and have a horizontal handrail on top not less than 50 – 60 cm long for easy access.” (HOTEL19)

From the interview, it can be seen that the luxury chain beach hotels deliver attentive service with warm hospitality and will be the most suitable accommodation for all. Creating a good hotel atmosphere allows the guests to have complete freedom in a shady and comfortable environment. All hotel staff can help the disabled or senior's family feel at ease that their beloved ones will be treated like they are at home. There are also daily activities and amenities to help the disabled and senior guests stay healthy, fit and mobile, so they can move around with happiness both physically and mentally.

5.2.4 Activities

Activities are things the guests can do and enjoy while they are staying at the hotel such as beach activities, high-end spa treatments, 24-hour fitness center, and optional sightseeing. The data in Table 42 shows that activity contributes 76% mentioned as the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in this study. The codes affecting uniqueness regarding activities include beach activities, local cultural activities, and spiritual activities (see Table 42).

Table 42: Codes that influence uniqueness regarding activity of luxury chain beach hotels in Andaman Coast of Thailand (n=21)

Different codes in the activity theme	Frequency	Percentage
Beach activities	21	100%
Local culture activities	19	90%
Spiritual activities	18	86%

Table 42 demonstrates that 100% of key informants indicated uniqueness with beach activities, followed by local cultural activities for 90%, and spiritual activity for 86%.

5.2.4.1 Beach activities

Most of the tourists who travel to hotels located in the Andaman Sea are focused on marine or beach attractions. This corresponds to the potential of the province with many marine attractions and popular tourist beaches. At present, the

behavior of tourists has changed. More tourists want to participate in tourism activities as well as want to experience learning new things from tourism in addition to seeing the beauty because beach and water activities are good for the environment which does not use any fuel or destroy the environment as the examples from the following interview.

“The guests can choose from several new beach activities on the hotel's beach, such as a fly-board. Once trained and used to it, it can take off at an altitude of 3~5 meters, a new sensation that are touched while floating higher.” (HOTEL06)

“Our guests can enjoy sea kayak. It is a slow, leisurely activity that is good for environment. And those who are just starting out with just a little learning can play immediately. It can also be played by all genders and ages.” (HOTEL11)

“Because our hotel is located on Mai Khao Beach. Most of the beach area is in Sirinat National Park. It is a quiet beach. Highlights that are different from other beaches are a spawning point for leatherback sea turtles. In addition to that, it is an area with many shallow marine animals. Therefore, tourism activities can be created that allow tourists to participate, such as finding sand crabs.” (HOTEL12)

“We have parasailing. They can come and experience the beautiful 360 degree view of the majestic sea. It is special to be able to see the view of the Andaman Sea from the sky. For newbies or people who don't exercise, they can easily try it out. Just learn techniques from a trainer and they will be able to feel the sky and the sea at the same time.” (HOTEL17)

In addition to the diversity of activities or forms of tourism in Thailand, it is the strength of the tourism industry in Thailand that incorporating those activities is also an important opportunity that can be done in many areas whether it is an eco-tourism activity, cultural tourism or other forms of tourism. If it can be combined with sea and beach tourism perfectly, this is an important opportunity to promote and develop stronger marine and beach tourism and provide differentiated experiences for tourists.

5.2.4.2 Local culture activities

The behavior of tourists today has changed dramatically. Tourists have a growing desire to participate in tourist activities. They also have a desire to experience learning new things. Therefore, a new tourism activity has emerged that focuses on creating creative experiences that allow tourists to experience the local culture by focusing on promoting local experience tourism to respond to the needs of tourists who need to be emotionally stimulated. The local activities provided by the hotels should be traditional, easily accessible, and combine knowledge in tourism. It is an experience that can make a difference for tourists. They also have to have fun, show the essence of local culture for tourists to take action or experience, create a feeling of being in a place where tourists come to visit in an unexpected way, and surprise tourists with impressions from the following interviews.

“We aim to help develop community by supporting their events such as vegetarian festival or children's day. We allow local people and government offices to use or walk through hotel's beach and use meeting room. We also invite community shops to showcase and sell products to our guests and invite local schools to host local cultural shows for our guests.” (HOTEL01)

“Our hotel respects and supports the local culture and traditions. We will endeavor to provide reasonable and accurate information on etiquette, tradition, behavior when visiting local communities and temples and attending local festivals are always available to guests.” (HOTEL06)

“We encourage our guests to relate to the history, arts and culture, community lifestyle and identity of places in the province where they learn to create first-hand experiences with cultural owners, the way of life of the community, and the identity of the place. The guests can learn the cultural heritage of a tourism area through first-hand experience leading to an understanding and appreciation of the area's unique spirit, leading to learning new things and increase the potential of tourists endlessly.” (HOTEL14)

“Local cultural activities must lead to cross-cultural exchanges of knowledge and chance to have hands-on experiences with cultural owners. This is part of process that leads to a deeper understanding of the tourism area such as alms offering at the beach, local dish, catch baby squid using local technique, or batik making.” (HOTEL21)

To bring Thai characteristics or local culture in various forms applied in the hotel business in architectural design, interior decoration, food, dress and Thai traditional activities will make tourists want to experience the Thai way of tourism and get what they expected. They will be satisfied and come back to use the service again. Therefore, the hotel business should focus on the services with local culture along with the service mindset to encourage the guests both Thai and foreign to be impressed, spread the word, and come back to use the service again in the future.

5.2.4.3 Spiritual activities

Many luxury hotels nowadays turn their attention to promoting therapeutic and have specialists to provide services, but not medical which aims to restore body, mind and spirit. They focus on responding to spa groups with the aim of body treatments and beauty treatments, especially beach destinations that add comprehensive programs focusing on lifestyle changes such as fitness programs, nutritional education, and weight and stress management. Spiritual facilities are therefore focused on the pursuit of healing and promoting the health of customers. They will stay in a unique and private setting. There is also a service that covers expenses, including physical performance promotion, beauty care, health care, nutrition, meditation-related activities as can be seen from the following interviews.

“Our hotel is located in the midst of nature nearby the sea, far from the city. This can bring the body closer to nature, and also increases fresh from nature. We have facilities and activities that balance the body, mind and brain that can fulfill the feeling of doing nature-related activities such as beach walks, mountain climbing, and trekking.” (HOTEL09)

“Our hotel supports self-directed spiritual activities such as health exercises, yoga, meditation, as well as activities that are recommended by an assistant to continue on their own, such as massage lessons, cooking classes, nutrition therapy, and hydrotherapy.” (HOTEL11)

“We are in a place where there is no rush, no fixed schedule. Our guests also live a peaceful and simple life having a facility that satisfies their spiritual needs. Some of them stay for a week, for a month, for three months aiming for their liberation and freed from their own negative thoughts. So, we provide them various forms of Ayurvedic therapy, including massage. This is what we want to highlight activity of our hotel.” (HOTEL15)

The luxury hotel has developed spiritual accommodation services that recognize the sustainability of resources. It is environmentally friendly and emphasizes exercise as a power that allows the guests to have a healthy body free from disease. Such a concept is a trend that modern tourists are interested in tourism as a business model that cares not only about the health of the customers, but focuses on environmental friendliness and sustainability. The luxury hotel business presents a clear business image to its customers, including the services in the resort which are linked to the concept in the same direction making the guests aware of the intention and care in providing health services to the guests and the health of the environment in the area. Today, most of these hotels are located in the coastal area of Thailand where they focus on privacy, far away from people, and complete services including healthy food and recreational activities. Health services range from relaxation themes to specialized care and retreat programs.

5.2.5 Product

A product refers to items that guests expect to be readily available with high quality, easy to use, good condition, and a nice design when they stay at a hotel. The data in Table 43 shows that this product contributes 71% of the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in this study. The codes affecting the uniqueness regarding products include high quality, sustainable, and easy-to-use (see Table 43).

Table 43: Codes that influence uniqueness regarding product of luxury chain beach hotels in Andaman Coast of Thailand (n=21)

Different codes in the product theme	Frequency	Percentage
High quality	20	95%
Sustainable	18	86%
Easy-to-use	15	71%

Table 43 demonstrates that 95% of key informants indicated uniqueness of product with high quality, followed by sustainable for 86%, and easy-to-use for 71%.

5.2.5.1 High quality

Running a hotel business is not an easy task because there is so much needed to supply. Many of which require a lot of supply. Some items are daily necessities such as food, beverages and bathroom amenities. It is the cost of investing in a product that the hotel normally has to buy once. Responsible travel is trending now. Tourists are looking for hotels that can provide a unique experience and have the opportunity to give them good things, and return to the community that traveled to stay. Product strategy for luxury chain hotels will focus on creating its own uniqueness and finding good quality products that will help create added value for themselves as well as can be sold at a high price. The creation of high quality products is one of the important approaches to improving and maintain an organization's business. It is also important to distinguish between the levels of a hotel product. The highest level of the highest quality product can create satisfaction and thrill the guest as per the following interviews

“As a chain hotel, we pay high attention to the quality of the products used in hotels. It has been inspected very well because that means the credibility and reputation of the hotel if it is found that we use something that is not up to the standard.”
(HOTEL07)

“Today, the guests are becoming more aware of skin care products and are turning to simple, natural, yet high-quality cleaning products. Using quality products is another point that can impress the guests. So, we pay attention to all the details in using the high quality products provided to the guests because this is luxury chain hotel. It's unacceptable if we use low quality products and finally the guests can tell other people about this issue.” (HOTEL04)

“As a chain hotel, we pay high attention to the quality of the products used in hotels. It has been inspected very well because that means the credibility and reputation of the hotel if it is found that we use something that is not up to the standard.”
(HOTEL07)

“Using good quality products reflects our care and responsibility towards our guests because they pay expensive prices. Therefore, the quality of the products and services that our guests receive must be of good quality for the price they pay. It is also a policy from our head office that every product used in the hotel must be high standard and good quality.” (HOTEL13)

“One thing that reflects the identity of our hotel is the selection of good quality products because it gives the impression to the guests that the money they paid will definitely get something good in return. And some of our products come from people in the community who use raw materials from the community to make equipment or appliances in hotels such as mosquito repellent lotion placed in the guestrooms. That has been tested and checked for quality that is safe, non-toxic.”
(HOTEL19)

Selection of high-quality items or products builds trust that becomes unique to luxury chain beach hotels, as the guests expect to receive good products and services. Therefore, the hotel pays attention to the selection of high-quality items or products because it gives the impression to the guests that the hotel pays attention to details, not only excellent service. Items or products that hotel chooses to use are either manufactured from factories or companies that have standards, and there are also some items or products produced by the community where the hotel is located to help distribute income to the community. But an item or product must be certified and checked for quality as well to avoid complaints.

5.2.5.2 Sustainable

Recently, many hotels are increasingly focused on sustainability starting with energy efficiency, buying and selling energy to renewable energy sources, using clean and safe products, using renewable energy like solar energy, increasing awareness of the carbon footprint that will indicate the hotel's environmental friendliness. The hotel therefore turned to order the materials used in the hotel which is a product that has received industry standards and has been marked as environmentally friendly as possible. This starts with selecting and purchasing locally sourced and environmentally friendly products or materials, such as chemical-free organic rice, organic rice from farmers, ready-to-order raw materials are used to reduce waste and choose non-toxic vegetables. This is considered as a form of promoting the hotel's potential to use energy resources efficiently and effectively, having good environmental management, and upgrading service standards to be environmentally friendly as seen from the following interviews

“We create awareness for society to concern environmental problems and global warming by using the 3R system which are Reuse, Recycle, and Reduce to perform environmental operations in hotels such as changing shampoo bottles or refillable soaps to reduce the use of plastic or foam.” (HOTEL03)

“We used product that is biodegradable such as cardboard boxes instead of foam boxes. We choose products with green labels as much as possible, do not harm to humans and animals. There is a selection of products raw materials that can be obtained locally first to promote income to local people. Compos or organic fertilizers are used instead of chemical fertilizers to look at the plants inside the hotel and around the hotel.” (HOTEL08)

“We have started to use environmentally friendly products Such as packaging for guestrooms and bathrooms made from biodegradable materials. These products is started to be used in all hotels of our chain. We are very pleased if our guests can be a part to save our world.” (PHUKET14)

“We focus on story and create new selling points. After announcing that all hotels in our chain will stop using single used plastic or disposable plastic, it becomes a topic among European tourists who are very alert about this issue. European guests staying here will take pictures and post them on social media, so we gained new customers who are serious about it.” (HOTEL14)

It was found that hotels pay attention to environmental management and have always taken it seriously. Because of this focus, hotels will benefit the most. Providing accurate information to others concerning overall corporate social responsibility and the increased disclosure of environmental and social information will enable the image of the hotels to improve. That means responsibility for the proper environmental management of the hotel as well. In addition, the recent crises and natural volatility occurring around the world make clear that sustainability is an important matter that we need to pay attention to, especially in the hotel business that is not only a country's economic driver but plays an important role in driving environmental protection as well.

5.2.5.3 Easy-to-use

Choosing a product that is easy to use creates satisfaction when using it through both the visual and tactile senses. The behavior of use is a feeling that occurs after use. A good feeling can arise from a feeling of being controllable, understandable, intuitive, convenient and appropriate because proper use will lead to aptitude and proficiency quickly. It makes users feel relaxed and satisfied with the use of that product. Therefore, the feeling that arises after use can either promote or

suppress the impression that arises at first sight. The information obtained from the interview is as follows:

“We choose products that will cause reactions or a feeling of attachment or satisfaction in experience or image of product. It can convey to guests the uniqueness of hotel which the image is a feeling that is not caused by seeing or using things directly rather. It stems from the reverse thinking of how those items of use reflect or show the image of those who use them to outsiders.” (HOTEL02)

“We use products that are easy to use because our guests are sometimes elderly people who may not understand intricacies of use, for example, a TV remote shouldn't have buttons that are so complicated. It can be confusing to use which may be a small point that makes customers dissatisfied.” (HOTEL09)

“The customers who stay at the hotel want the most comfort. Therefore, equipment, appliances, facilities or even products must be as easy to use as possible. Sometimes customers just want something simple, easy, not complicated.” (HOTEL16)

“Luxury chain beach hotels should take into account the simplicity of the product as it will create hassle for the guests. In addition, if guests find the product easy to use and convenient, they will be satisfied in the end.” (HOTEL21)

Selection of products used in hotels is considered to pay attention and give importance to customers. It must be easy to use because customers booking luxury hotels do not want anything complicated. It requires a design that understands the mechanical anatomy of size, proportions, capabilities and limits suitable for the user's organs. Both psychology and physiology, which differ according to gender, race,

domicile and social environment in which the product is used, are mandatory in the design.

5.2.6 Staff

Staff is a person who has good communication skills, is well-trained, friendly, intuitive, engaging, and passion and can perform his/her job with greater competency, skills, knowledge and attitude to the guests to make the business run more smoothly. The data in Table 44 shows that staff contribute 57% mentioned as the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in this study. The codes affecting uniqueness regarding staff include well-trained, detailed-oriented, and good communication (see Table 44).

Table 44: Codes that influence uniqueness regarding staff of luxury chain beach hotels in Andaman Coast of Thailand (n=21)

Different codes in the staff theme	Frequency	Percentage
Well-trained	21	100%
Detail-oriented	20	95%
Good communication	19	90%

Table 44 demonstrates that 100% of key informants indicated the uniqueness of the staff with well-trained, followed by detail-oriented for 95%, and good communication for 90%.

5.2.6.1 Well-trained

The hotel business is a service business and has special characteristics that are different from other businesses. The success of a business therefore depends on the quality of service. Competing in service quality to meet customer needs is of paramount importance. In the past, each hotel would be successful arising from the development and training of the hotel's human resources continuously so that the operation of providing services to customers is efficient and effective. The hotel has personnel development in each calendar year and must arrange for employees at least 50 percent of all employees to receive training on any one matter for the

reason that training will improve knowledge skills and abilities, including building confidence in the performance of the employees to create confidence and happiness in working with the organization. This will affect the image and performance of the organization as a whole as well. Therefore, most hotels give importance to training to develop personnel to be able to perform their duties at their full potential and creating customer satisfaction, which is an important goal for hotels as the following interviews

“Good training can increase the efficiency of the staff, increase productivity to the organization, and help create a good attitude towards the organization. This will help the organization reduce training costs because training causes will be less absences and reduce the turnover rate. In addition, the training of hotel personnel can help plan effective future workforce rates. Training will enable the organization to take full advantage of the abilities of the employees.” (HOTEL04)

“I believe that if our work system is more efficient, skilled employees will greatly improve work efficiency. The result is increased profits because well-trained employees are behind the success of a successful organization. So if we want to make profit, we have to organize training programs that are suitable for hotels by evaluating business processes, communication and organization gaps to train employees to build skills to close the defect with appropriate training courses. It will help fix the problem, close the gap in the organization.” (HOTEL10)

“Training is an important tool in teaching employees in the organization to gain knowledge, expertise and experience. This is to better perform duties in responsibilities. It also aims to enhancing good working attitudes for employees to have morale have an initiative to improve perform better.” (HOTEL17)

“Most of the people want to progress in their work life and well-being. Training will help develop the ability of these personnel to have the opportunity to advance and a higher position. In addition, organizations need to have a higher level of accountability at all times. Training will help meet this need. It will also make personnel who have been promoted to perform better.” (HOTEL20)

Training is one of the important tools or methods for enhancing the knowledge, expertise and experience of the staff. Improving the training process is not just the process of building employees' skills to achieve organizational goals, but it can also help build employee loyalty or positive feelings for the organization. In addition, when employees have better cognitive skills, they can help improve the overall efficiency of their work because employees will be able to manage work more efficiently from the skills they have been trained. Moreover, well-trained employees can advise new employees to work properly.

5.2.6.2 Detail-oriented

Working in a luxury chain beach hotel, staff is required to strictly follow the instructions of the hotel, especially when working with others to make the work come out as perfect as possible. Therefore, attention to detail is a skill that everyone should have because it emphasizes that staff knows how to learn and analyze the details of the work that they do. In addition, staff must pay attention to the details of each individual guest and close to all guests. Staff should always think that the guest's problem is their problem in order to find a way to solve problems for the highest customer satisfaction as per the following interviews.

“When hotel has large number of guests waiting for service. GSA should have eye contact or smile to signal to guests that he or she saw and acknowledged that guests waiting to receive service. This prevents dissatisfaction. Then, GSA should learn to ask about travel, observe symptoms of guests. If that guest is a returned guest, GSA needs to know what they like to serve them properly.” (HOTEL03)

“If tourists want to inquire about places to visit in Phuket, besides the staff must be able to recommend tourist attractions. They must also be able to accurately describe the details of the itinerary and the rules of admission and also to the safety of the place that travel as well as information for tourists to be able to prepare properly. If you can do this, not only to gain confidence from tourists but tourists will be satisfied that staff pay attention to details and come back to stay again in the next opportunity.” (HOTEL07)

“Heart of the hotel work is service mind. We must pay attention to every single detail of the service in order to give the customers the best impression, making the guests feel that this hotel is like a second home and would like to come back to stay again. So, it must be served with enthusiasm, be careful with the expressions both gestures and attitudes. Being a professional in this profession is not just about being a professional but caused by a combination of many factors, including the right attitude and ability to work as a team with others, and can solve a problem solving successfully.” (HOTEL11)

“We must train our staff to work quickly, safely, and without leaving guests waiting for long. There must be someone to take care of, help with good manners and warm hospitality willingly and attentively. Therefore, service availability will be of great importance to the standard and quality of service. Every department must be ready at all times both in terms of manpower, equipment, items, appliances and various technologies, as well as employees must pay attention and care to the guests who come to receive services. Also we have to be sincere to everyone with equal justice.” (HOTEL15)

Taking into account the feelings of the guests will lead to a greater understanding of others and responding to the needs of the guests are exactly what they want, learning to work successfully. Therefore, we need to learn about the minds of others as well. It's not easy to make work for others to be satisfied, but it's not too difficult. We simply put our feelings into work by anticipating what the guests want and what they want, but we exceed his or her expectations and our work will be easy to satisfy the guests. Hence, the fundamentals of being a service provider must be polite and humble, know the principles of service and attentive to service, and must be aware that they must act as a service provider which is an important responsibility. It is a challenging task in both positioning and personality development. The formation of good habits to be always ready for work is training to be patient and tolerant.

5.2.6.3 Good communication

Communication skill is in demand in all professions, but in the hotel is very essential because each day you have to communicate with customers, teams, and other partners of which these people have different backgrounds both race, age, and emotional level. It is therefore very important that you should be able to communicate with these people clearly and easily and must communicate as a professional representative of the hotel. Communication skills in English or other

foreign languages are also very important because it will impress customers. You also need to be able to demonstrate that you have a team communication skill to be able to work together as a team in a stressful environment because working in a hotel is often stressful and there are many things to do. Clear communication, lack of emotion and do not take it as personal dissatisfaction is important to work as a team in a hotel job. The information from the key informants is as follows.

“Customer satisfaction is the service standard of general service job. If the staff can meet the needs of foreign customers well, it will enable the staff to be able to respond well to customers. Communication in a widely used language like English causes mutual understanding. It will make customers satisfied and come back to use the service again. If the staff cannot communicate in English, they will be disadvantaged by competitors that they have employees who can communicate in English, foreign customers will not choose to use our services again.” (HOTEL05)

“Good language skill of staff helps to create clear and accurate communication. It makes staff understand the needs of customers faster and can provide answers or help in exactly what customers want, respond accurately to the point, create customer satisfaction, and result in a good standard of service.” (HOTEL08)

“Staff must use English to communicate with the guests. So, the understanding of what the guests want to convey is essential to provide services that meet their needs. English helps to communicate problems, needs or appreciation. English is a tool to help communicate with each other. If the staff understands English well, they will understand and care about the needs of the guests as well.” (HOTEL16)

“Using of English to describe information represents the same standard of customer service no matter what nationality. If we can speak English fluently, it will allow us to communicate, feel or needs of customers correctly. In addition, if the staff can communicate fluently in English, it accurately expresses the presence of a good service standard that the staff is knowledgeable enough to provide customer service to make the service go smoothly. The customers will be satisfied with the service.” (HOTEL19)

It can be concluded that if the staff can communicate in English correctly, the standard of service to customers can be maintained and the customers will be satisfied with the service. If the staff also can communicate in English correctly, fluently and confidently, the customers will come back because returning to use the service again means the customers have a good service experience, resulting in satisfaction. It has also been found that English helps to build good relationships between customers and staff. If the staff can provide accurate customer service using English as a medium of communication, it will cause an advantage in communication because staff will understand the real needs that customer wants. Accurate and fast response will result in customers being impressed, creating a good relationship between employees and customers.

5.2.7 Guestroom

The data in Table 45 shows that guestrooms contribute 33% of the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in this study. The codes affecting uniqueness regarding guestrooms include comfortable and spacious (see Table 45).

Table 45: Codes that influence uniqueness regarding guestroom of luxury chain beach hotels in Andaman Coast of Thailand (n=21)

Different codes in the guestroom theme	Frequency	Percentage
Comfortable	7	33%
Spacious	5	24%

Table 45 demonstrates that 33% of key informants indicated uniqueness of the guestroom with comfort, followed by spacious for 24%.

5.2.7.1 Comfortable

Comfort is what the guests expect on their vacation, especially the comfort of the room that must have amenities to help the guests enjoy themselves, such as high-speed internet, high quality bed, international standard pocket spring system, etc. In addition, a room that the guests can see a variety of views, such as sea or mountains, or international standard security systems installed in the rooms, such as smoke detectors and automatic sprinkler systems will be one of the factors that make the guests have a good experience, satisfaction and loyalty as per the information from the interviews.

“The hotel has comfortable rooms that are suitable for family or group vacations. Our hotel is located on the most beautiful beach in Phuket. Our guests will be able to relax with a quiet atmosphere, clean, comfortable rooms, complete with excellent service from friendly staff. The hotel also has free WIFI in the public areas of the hotel.” (HOTEL04)

“The hotel offers rooms and suites designed and decorated to welcome all of our distinguished guests, whether deluxe rooms or suites. With a variety of comfortable room types, the hotel caters to all needs of VIP guests, seminar groups or family.” (HOTEL14)

“The main selling point of the hotel is comfort. The hotel has to search for facilities to accommodate the guests, such as a dim light to turn on when sleeping. We believe that there are many people who like to leave the lights on when going to bed at hotels, especially bathroom lights because it makes me feel reassuring and sleep easier.” (HOTEL18)

The hotel is a place to relax. The important thing of the hotel, besides the staff serving the services, comfort is another matter as well. As for the common amenities that the hotel has allocated, it will be available within the hotel's area in different zones to provide services to customers who come to stay. The purpose is to provide customers with physical comfort, peace of mind, and relaxing at their leisure.

5.2.7.2 Spacious

Due to the fact that hotel has spacious rooms and a living area, this is considered uniqueness of hotels to motivate as the concept of the luxury chain is to have spacious rooms for guests to enjoy relaxing in different corners of the room. Therefore, many hotels pay attention to the size of the rooms showing that this is a luxury chain hotel and customers will be satisfied as per the following interviews.

“We can say that we have very big rooms that the guests can enjoy every corner of the room. There're plenty of spaces in the room that the guests can do many activities.” (HOTEO02)

“Our rooms are spacious. They guests mostly love our rooms because they feel relaxed with a beautiful view of Andaman sea.” (HOTEL06)

“Our rooms are very big. This is the concept of our hotel to attract the guests because they will feel so comfortable and relaxed when they stay in a spacious room.” (HOTEL13)

Another selling point of the luxury chain beach hotel is a spacious room where there is plenty of space inside. The spacious guestroom enables the guests to do many activities without going outside the room. Because most of the guests need privacy, they will be more satisfied if the hotel has a spacious room.

5.2.8 Food and Beverage

The data in Table 46 shows that food and beverage contribute 29% of the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in this study. The codes affecting uniqueness regarding food and beverages includes various choices and high quality (see Table 46).

Table 46: Codes that influence uniqueness regarding guestroom of luxury chain beach hotels in Andaman Coast of Thailand (n=21)

Different codes in the food and beverage theme	Frequency	Percentage
Various choices	6	29%
High quality	5	24%

Table 46 demonstrates that 29% of key informants indicated the uniqueness of the food and beverages with various choices, and high quality for 24%.

5.2.8.1 Various choices

Because the service price of luxury chain beach hotels is quite high. Therefore, customers expect to receive both the best products and services from the hotel as well as food and beverages. The hotel should care about the variety of food such as Thai food, local food, or international food in order to be an option for guests to experience new things apart from the comfort of the room. Examples from the key informants are as below.

“Our hotel has launched a full range of deliciousness. International and seafood dinner buffet allows everyone to enjoy a buffet of international dishes and seafood dinner that has been brought together in a complete procession such as Cold Cuts, imported cheeses, fresh oysters, and premium sushi and sashimi. The seafood is served cold and the grilled seafood dishes are everyone's favorite along with a variety of savory dishes to try in the midst of an open kitchen where everyone will be dazzled with the preparation of food from the chef up close.” (HOTEL03)

“Phuket is one of the cities that received the UNESCO Creative City of Gastronomy award for culinary creativity. Our restaurant is inspired by Phuket old town, open all day from breakfast, lunch, until dinner. The breakfast serves a variety of buffet dishes. For lunch and dinner, freshly prepared meals are served to give you a wonderful dining experience.” (HOTEL5)

“Our restaurant is open all day and ready to serve local Thai food from the south and international dishes to meet the needs of both domestic and international guests. There is also a lounge serving delicious coffee along with cakes and desserts baked fresh daily. An easy-to-eat menu and a pool bar are also included. The poolside is ideal for guests who wish to relax with cocktails and light snacks in an open-air setting.” (HOTEL13)

Nowadays, there is more dining in hotels due to consumers considering value for money. The hotels have therefore turned their attention to serving food to attract customers. This causes the distribution of customer groups and responds to the behavior of modern consumers who want good quality food, good taste, know the exact price and have a variety of food. This is used as a strategy to differentiate the restaurants in their hotels.

5.2.8.2 High quality

Using of raw materials and seasonings, storage, and food preservation to ensure quality standards are considered essential for food and beverage services in hotels because serving quality food will make a lot of tourists come to eat. This means more jobs and more income for employees. The hotel therefore has to pay attention to the quality of food and must use good quality ingredients in order to satisfy and impress customers as much as possible.

“We can guarantee that all materials we use are high quality because we are luxury hotel, so we have to maintain the standard in every single detail of the service.” (HOTEL01)

“Our food are made from high quality products because we concern about the image of our hotel and it will be a good word of mouth if we can satisfy the clients.” (HOTEL07)

“We use premium products for our food because not only have the in-house guests, but also outside clients who walk-in to enjoy food and beverage at our restaurants. So we have to maintain all quality products.” (HOTEL17)

One of the factors attracting the guests to use the services of the hotel is the high quality products to be used for food and beverage. The clients will highly expect the quality of the food that the hotels provide. As a luxury chain hotel, it is a must to always maintain the quality of the products to meet the hotel standard and satisfactions of the clients.

5.2.9 Decoration

The data in Table 47 shows that guestrooms contribute 33% of the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in this study. The codes affecting uniqueness regarding guestrooms include comfortable and spacious (see Table 47).

Table 47: Codes that influence uniqueness regarding decoration of luxury chain beach hotels in Andaman Coast of Thailand (n=21)

Different codes in the decoration theme	Frequency	Percentage
Contemporary	4	19%
Local art & culture	3	14%

Table 47 demonstrates that 19% of key informants indicated uniqueness of the decoration with contemporary, followed by local art & culture for 14%.

5.2.9.1 Contemporary

Many luxury chain beach hotels in the Andaman seas have a contemporary style which is a perfect blend of present and past decor. There are various details in a modern style to match the present along with modern looking furnishings. It is decorated to give a feeling of living. Most of the decorations will focus on simplicity as the main basis, but rely on knowledge and understanding about art because it must be applied in many forms whether it's color tones, lighting, shadows, materials used. It will also make the decoration beautiful and perfect creating a warm atmosphere for more relaxation as per the below interviews.

“Our hotel has a classic atmosphere among Phuket sandy beaches. It is a place that many people want for relaxation, including also focusing on the interior design from the exterior structure that is eye-catching with design and modern contemporary decorations and suitable for relaxation.” (HOTEL03)

“Our guestrooms have a warmth that comes with modernity. Whether it is the color scheme that is chosen such as gray, brown and wooden furniture that are blended together perfectly making the atmosphere in the room look warm feel relaxed and suitable for relaxation.” (HOTEL12)

“Most of our rooms are warm colors such as beige, light brown, cream, light gray, etc. These tones can be easily decorated in any era. In addition to the use of color can also be used wallpaper to decorate so as not to look too boring.” (HOTEL19)

Contemporary style is very popular nowadays as can be seen in most luxury chain beach hotels used in many designs and decorations. Decoration in contemporary style is a combination of classic and modern style. It is a neutral decoration, not too luxurious like classic style. It is a design that creates an impressive stay experience for guests as well.

5.2.9.2 Local art & culture

Andaman Sea in the Southern of Thailand has many provinces that are famous all over the world. Apart from the natural beauty of the sea and the charm of a tourist city, Phuket and other Andaman coastal provinces also have arts and cultures and the way of life of the community that are rooted from local wisdom such as batik and unique local fabrics worth preserving, inheriting and building on the roots of Thai culture for stability and sustainability. Therefore, the architectural style in the area is blended with local knowledge and knowledge of Andaman in the area of batik and traditional local fabrics of the community. Many luxury chain beach hotels in Phuket, Krabi and Phang-nga provinces adapt and decorate the interior of the hotel that is beautiful and impressive.

“Architectural structure of our hotel is mostly diverse as a result of cultural diversity in Phuket, such as traditional southern Thai houses, Thai-Muslim housing, Chinese colonial architecture.” (HOTEL08)

“The outstanding architecture in Phuket is the Chinese Architecture that mixed with Portuguese influence, especially the design of the old town in Phuket, Chinese shrines, elements of Chinese art and colors, etc.” (HOTEL10)

“Physical structure of the hotel is diversified with other components affecting the architectural design, such as the influence of local business owners, civilization in the area and nature in the area.” (HOTEL11)

Luxury chain beach hotels in Andaman coast of Thailand can develop an image in 4 major formats: Phuket arts and culture, Andaman Sea, Thai arts and culture, and Southern civilization. To create the hotel's identity is to take advantage of southern shapes and materials, such as batik, and local arts and culture, such as the Sino-European architecture such as the influence on the identity building of many hotel businesses. For the concept of Thai arts and culture is the use of shapes related to Thai temples and Thai houses. As for the Andaman Sea concept, it focuses on creating identity related to sea water, sand and coconut palms or can rely on integration together to get the identity of the design in the same direction. The architecture of the hotel business that focuses on demonstrating the diversity of hotels in Phuket, Phang Nga and Krabi is a result of cultural diversity such as Thai culture, nature in the Andaman area and Chinese civilization and colonialism.

5.3 New normal service design to create customer experience by luxury chain beach hotels in Andaman Coast of Thailand as affected by COVID-19

5.3.1 Reservation services

The interaction between the guests and a hotel before the guest selects a hotel for staying. The dimensions from code of reservation services theme include one-day room vacant before new guest check-in (90%), optional pre check-in (81%), and explore hotel and local attractions via QR code (71%) as shown in Table 48. The research will present information from the key informants from each dimension.

Table 48: Dimensions from code of reservation services theme regarding new normal service design to create customer experience by luxury chain beach hotels in Andaman Coast of Thailand as affected by COVID-19 (n=21)

Dimensions from code of reservation services theme	Count	Percentage
One-day room vacant before new guest check-in	19	90%
Optional pre check-in	17	81%
Virtual reality experience of hotel	15	71%

5.3.1.1 One-day room vacant before new guest check-in

The key informants gave the new normal service strategy according to the reservation stage that the hotel designs to the guests by stressing that they have to vacate the rooms for one day after the in-house guests check-out to sanitize and disinfect them to be free from disease, so the new guests who are going to check-in at the hotel can be assured that their room is clean as per the following interviews.

“Before the guests check-in, we will let the room to be vacant at least for one day because we have to apply the hygienic spray all over the room to make sure that the room is completely clean for the new guests.” (HOTEL02)

“We will have the housekeeping department to clean up the room and spray disinfectant one day prior to the new client check-in at the hotel. This is our strict policy to ensure the guest that our rooms are clean.” (HOTEL07)

“All guests will be sprayed with disinfectant spray at least one day before being occupied and in front of the door will be sealed that this room is clean and safe from all diseases.” (HOTEL13)

“Hygiene is very important now, so all the guestrooms will be Disinfected one before the new guests check-in to make them feel safe that their room is disease-free.” (HOTEL18)

“We encourage the hotel to have disinfectant spray in the guestrooms at least one day before new clients occupy. This measure can make the clients trust with the hotel and feel safe to enjoy their holiday.” (HOTEL21)

Spraying disinfectants in the room starting from the ceiling, the floor, the corridor, toilets, and other materials/equipment that the guests come into contact with and stop using the room for at least 1 day is a new way of providing service in the hotel that builds confidence in the hygiene of customers. They can feel that the hotel cares about cleanliness because cleaning and increasing the air circulation in the room will greatly reduce the chance of contracting the virus.

5.3.1.2 Optional pre check-in

As a new normal, the hotel allows the guests to do their advanced check-in at the hotel by using a mobile check-in application. This application will help to minimize the check-in time when the guests arrive at the hotel, moreover, it will help to reduce the number of guests waiting to check-in at the lobby. Once the guests do the advanced check-in, they can enter to their rooms without queuing at the lobby to take risks from other people as per the following interviews.

“Our hotel proposes a mobile check-in application to the guests since they make a reservation. So, it is convenient for them to use this app because they don’t need to go to the reception area and waste their time for the check-in process. They can direct to their room when they arrive at the hotel. Just leave their luggage and inform our porters.” (HOTEL04)

“We encourage our guests to do a pre check-in by using the hotel application so that when they arrival at the hotel they can get to their rooms right away and don’t need to wait at the lobby. This will help them to be free from a risk to COVID-19.” (HOTEL09)

“We promote mobile check-in application to our guest to do it before they come to the hotel. This application contains many features such as pillow menu, preferred breakfast time, or pre-book hotel facilities. They will feel safer if they do a pre check-in because they don’t have to queue at the lobby with other guests.” (HOTEL15)

Apart from a pre check-in by mobile application, some hotels allow the guest to do the pre check-in by completing the form and submit to the hotel 24 hours prior to the check-in date which is considered as another option that guests can do a pre check-in without waiting at the lobby on the arrival date. The supporting information from the key informants is as follows.

“We send the advanced check-in form to the clients via an email. They just complete the form and send back to us, so they don’t need to do the check-in again upon arrival.” (HOTEL06)

“We have the pre check-in form sent to the clients via their email. Once they complete the form, they don’t have to check-in at the reception when they arrive.” (HOTEL14)

“To do a social distancing, we ask our guest to complete the advanced check-in form in the email so they can get into their room by not to do it at the reception area.” (HOTEL20)

It can be seen from the interviews that hotels have provided two methods of pre check-in for guests which are mobile application and email. These methods can make the guests feel more comfortable that they don't need to go to the reception area for the check-in together with other guests. This can reduce a risk from COVID that the guests just leave their belongings at the bell counter and inform their name or captured-screen of their mobile to the hotel staff, they can go to their rooms. This is another new normal strategy that the hotel designs to serve the guests from the impact of COVID-19.

5.3.1.3 Virtual reality experience of hotel

A virtual hotel experience is a concept where the customers can easily experience and see a hotel without actually appearing. The customers can check the rooms, facilities and enjoy the real feeling of hotel travel and services. Virtual Reality (VR) is the perfect technological innovation in today's world! VR is a very advanced technological tool and it has been used to promote business and acquire more customers where guests can experience a 360 degree view of the hotel's amenities from the comfort of their living room. The example interviews given by the key informants are as follows.

“Our hotel offers customers a 360-degree virtual tour that covers every detail. Virtual hotel tour makes customers feel as if they are experiencing hotel as a real tour. It takes around 5 minutes and demonstrates complete package of great accommodations. We also include a glimpse of the technology facilities embedded in virtual tour! So, the customers can experience the tour before booking at the hotel.” (HOTEL01)

“Our hotel has introduced high-end VR tours to meet the needs of customers and is also leading competition in tourism market. VR tours in hotels are extraordinary! It is a complete package with good features that we offer their customers to earn their trust and show their credibility.” (HOTEL05)

“We offer VR tours. This allows guests to watch other guests enjoy activities, such as checking in to the rooms, enjoy excellent food or cocktails in the lounge or attend a meeting in a conference room. A high-end user-friendly virtual hotel tour is described as the true nature of the hotel.” (HOTEL11)

“Even it's VR tour, but the clients can enjoy visual and sound of the atmosphere feel like visiting a real place! On a tour, the users access to specific areas or parts of the hotel, such as lobby, lounges, entertainment venues, and rooms. Additionally, tours of the 360 virtual hotels provide unlimited access to specific users with no timeouts. VR tours are a way of prioritizing customer needs and helping to create a warm hearted feeling.” (HOTEL16)

“We have provided additional advantages to our customers. They are fascinated by the beauty of the hotel and make reservations quickly. The best 5 star hotel service tour with views of the Andaman Sea, restaurants and views of local attractions. A visit to the hotel also aims to raise awareness of traditional design-driven and sustainability.” (HOTEL17)

“VR tour of the resort shows interesting and engaging routes that guests can enjoy, such as the cocktail lounge, special private massage, spectacular views of natural marine environment, and luxury accommodation. VR is supported by upbeat music representing the calmness of the place.” (HOTEL18)

“VR tour provides the guests a tour the superb five-star accommodation amenities going beyond that of beachfront suites. VR includes a speaker focusing on briefing on facilities by detailing every aspect of the hotel. The VR shows how digital technology has progressed.”(HOTEL19)

Virtual reality is a major advancement and technology trend. When a hotel has a virtual hotel attraction on their website, they will attract more potential customers for their business. It also creates a willingness in the minds of customers to book a hotel room or a facility. Virtual hotel tours increase traffic and average hotel visitors. It also captures the attention of loyal guests and also attracts new customers who want to explore the concept of a virtual hotel tour. In short, there is no limit to creativity when it comes to virtual hotel tour experiences for travelers. VR is a proactive way to showcase hotels or resorts. Virtual hotel tours offer the best amenities and the best views. Hotels can also include links in the virtual tour to provide additional information within the image to guests which will be easy to navigate for users while the use of digital media increases and especially during the pandemic where people are turning to digital.

5.3.2 Check-in services

Check-in services involve the interaction of the guests with the hotel staff upon arrival at the hotel. The dimensions from code of arrival services theme include temperature check, request vaccine certificate, complimentary hygienic kits, remind social distancing, and provide mask, gloves, alcohol gel, alcohol wipe in all hotel areas upon request (100%), followed by advanced reservation all hotel facilities e.g. restaurant, gym, and kids club (95%), stop service welcome drink or freshen towel, but provide in the guestroom and flexible check-in time (81%), and provide one way in & out of the hotel lobby (71%) as shown in Table 49. However, the research will group the dimensions with the same percentage and present it into one group because they got the same interview counts which mean the key informants provide the same new normal service design strategy as below.

Table 49: Dimensions from code of check-in services theme regarding new normal service design to create customer experience by luxury chain beach hotels in Andaman Coast of Thailand as affected by COVID-19 (n=21)

Dimensions from code of check-in services theme	Count	Percentage
Temperature check	21	100%
Request vaccine certificate	21	100%
Complimentary hygienic kits	21	100%
Remind social distancing	21	100%
Advanced reservation all hotel facilities (e.g. restaurant, gym, and kids club)	20	95%
Stop service welcome drink or freshen towel, but provide in the guestroom	17	81%
Flexible check-in time	17	81%

5.3.2.1 Temperature check / Request vaccine certificate / Complimentary hygienic kits / Remind social distancing / Provide mask, gloves, alcohol gel, alcohol wipe in all hotel areas upon request

Upon arrival of the guests, the hotel has designed the check-in process to help prevent all concerned parties from COVID-19, including checking the temperature of each guest, requesting to see the vaccine certificate at least two doses, providing complimentary hygienic kits (i.e. surgical facial mask, gloves, alcohol gel, alcohol wipes), and reminding the guests to be aware of social distancing. This process will help monitor the COVID-19 situation and follow strict guidelines from the World Health Organization (WHO) and recommendations from the Ministry of Health as per the following interviews.

“All staff and customers will be checked temperature every time. Guests need to check-in and check-out through application “Thai Chana”. Staff must wear a mask, while kitchen and cleaning staff must wear gloves. We also provide free masks to any guest in need which can be contacted at the lobby.” (HOTEL03)

“Our hotel emphasizes on safety and healthy lifestyle. We have a temperature measurement upon arrival, strict cleaning and disinfection procedures in the hotel and extensive arrangement of dining room areas for safety. We distribute free sanitary kits in the guestroom consists of hand sanitizer, face mask and disinfecting wet wipes.” (HOTEL08)

“Before check-in, GSA will ask customers to fill out questionnaire about their travel history, including recent travel history and ask to see vaccine passport for 2 doses. We do this to ensure safety and reduce risk for our guests and staff. In addition to checking travel history, we are also adding screening measures for patients with fever or separating those who are in high-risk groups by installing body temperature detector at the entrance-exit door to control and prevent infection as much as possible.” (HOTEL10)

“From 9 September 2021, guests staying at the hotel including customers who use restaurant service or facilities inside the resort must present proof of vaccination at the security checkpoint before entering the area. In addition, all guests and visitors to the resort are required to have their temperature screened and complete a health questionnaire upon check-in and prior to entering any facility within the resort.” (HOTEL12)

“We have body temperature checks for all customers and staff before entering the hotel. Staff must wear masks and gloves at all times and all customers must fill out a health and travel history. We also provide hand sanitizer gel at the entrance and public areas within the hotel. We also clean and disinfect room key/key card before sending to customers every time.” (HOTEL10)

Not only COVID-19 affects health, it also affects the economy and businesses in many countries. Businesses that are directly affected and lost revenue from this crisis is a business related to tourism and accommodation especially for the hotel business. When this situation occurs, what hotel businesses should do is to build confidence in guests. It is necessary to increase measures to maintain cleanliness. The hotel therefore has various measures to prevent the spread of the COVID-19 pandemic, whether it is checking body temperature or social distancing rules. As the behavior of tourists will change radically due to the impact of having to take precautions to prevent contracting COVID-19, the habit and attitude towards hygiene safety standards have changed. Paying more attention to the cleanliness of the hotel to stay, and to food cleanliness and use of hotel commons are the hotel's challenge to the new normal in the hotel industry.

5.3.2.2 Advanced reservation all hotel facilities

As the impact of COVID-19, the hotel needs to reduce the number of guests using the hotel services or facilities. Hence, the hotel initiates the advanced reservations for all hotel facilities such as gyms, restaurants, and swimming pools in order to maintain distance. The limitation numbers of guest who use the service based on the criteria for sitting and eating at least 2-4 square meters per user, or reduce the density of the number of users by at least 50% as per the following interviews

“We offer the advanced reservation of all hotel services to the guests because we need to limit number of guests using the service each time to keep social distancing.” (HOTEL04)

“When the guest checks-in, we ask them if they want to pre-book any services or facilities at the hotel because we have to do the social distancing. So, some facilities or services need to limit number of guests less than normal.” (HOTEL11)

“We inform the guests that due to the social distancing, we have to limit number of the guest when using the service. So, we ask them to pre-book the services that they want to use at least one day.” (HOTEL15)

“We have an advanced service booking to the guests to keep the distancing. So, for their safety we have to limit number of guests when they use the service.” (HOTEL19)

Hotel facilities and services that guests share need to be organized and serviced with guest safety in mind. Therefore, hotels take measures to allow customers to reserve services in advance to limit the number of guests and reduce congestion, but do not forget to measure the temperature of the guests before entering the service. Also, the staff should regularly observe the abnormalities among themselves as it is the department that has the most direct contact with the guests.

5.3.2.3 Stop service welcome drink or freshen towel, but provide in the guestroom / Flexible check-in time

As the hotel changes the check-in service to be pre check-in to reduce the number of guests at the lobby, so they also don't serve a welcome drink which is normally done. This is because if the guests have a welcome drink, they need to remove their masks and it will be so easy to contaminate the disease. Hence, the welcome drink, freshen towel or some snacks will be serviced into the guestroom upon the guests arrive at the hotel. This change makes the guests feel more relaxed and convenient to enjoy the welcome drink in their room instead of the lobby as per the following interviews.

“We change to serve a welcome drink to the guestroom instead of serving at the lobby because we want them to be safe from taking off their mask and have a drink.” (HOTEL05)

“As we have the advanced check-in and the guests will go directly to their room, so we will serve the welcome drink in their room. This is for safety reasons for not have any drink at the lobby among other guests.” (HOTEL10)

“We have designed the way to serve a welcome drink to be in the guestroom because it is safe for the guests and for a hygienic reason. They don’t need to be worried if they have to take off their facial mark to have a drink. So they can have in their room when they enter to their room.” (HOTEL14)

“All welcome set will be delivered to the guestroom upon their arrival because we want them to be safe and no need to remove their mark in the lobby for the unnecessary case.” (HOTEL17)

No matter the reason for the guests for leisure or business, the check-in and check-out processes are endlessly opposing. In general, the hotels want the guests to check in at specific times around 2 p.m. In the age of disruption, the mobile booking or mobile check-in made this lack of flexibility. The hotel designs to allow the flexible check-in to the guests in order to avoid congestion as the following interviews.

“As we allow the pre check-in time, so they guest can choose check-in time whenever they want. Moreover, it makes the guests not to stay with other guests to avoid COVID-19.” (HOTEL03)

“The guests can choose to check-in whenever they want from the pre check-in application that we gave them since making a reservation. This will help them to be safe from being with other guests especially a busy hour.” (HOTEL09)

“We open for a flexible check-in to the guests. They can come to the hotel at their convenient time, so they will be more convenient than coming at the same time with other guests to avoid COVID-19.” (HOTEL13)

“The hotel offers a flexible check-in time to the guests so that they don’t need to queue at the lobby in case of there is so many guests check-in. So they will be free from the risk to infect the COVID-19.” (HOTEL21)

Due to the hotel initiates a pre check-in to the guests, so they won’t be served the welcome drink when they arrive at the hotel, also they can be flexible for the check-in time. These strategies are initiated for a hygienic reason and to protect the guests from COVID-19. Importantly, it’s a new normal service design that the hotel provides to the guests to enjoy their welcome drink while they are already in their room. They can feel more relaxed with the welcome set from the hotel. While being flexible check-in time will make them come to the hotel in the time that is not busy with other guests checking-in. These perceived service designs are however considered a new normal service experience that the hotel provides to the guests to be more convenient and comfortable with their vacation time.

5.3.3 In-house services

In-house services mean the period that the guests get a first- hand experience of the facilities and services provided by the hotel. The dimensions from code of in-house services theme include Remind social distancing Interact with guests by respecting social distancing, Frequent sanitize high-touched points in all hotel areas and provide mask, gloves, alcohol gel, and alcohol wipes in all hotel areas upon request, Hygienically wrap food and beverage, items, and disposable supplies, and Set table by respecting social distancing (100%), followed by Limit number of guests in each hotel service, and Provide e-menus in all outlets and guestrooms (95%), and Offer optional breakfasts i.e. a la carte, floating, in-room (76%) as shown in Table 47. However, the research will group the dimensions with the same percentage and

present it into one group because they got the same interview counts which mean the key informants provide the same new normal service design strategy as below.

Table 50: Dimensions from code of arrival services theme regarding new normal service design to create customer experience by luxury chain beach hotels in Andaman Coast of Thailand as affected by COVID-19 (n=21)

Dimensions from code of in-house services theme	Count (n=21)	Percentage
Remind social distancing	21	100%
Frequent sanitize high-touched points in all hotel areas	21	100%
Provide mask, gloves, alcohol gel, alcohol wipe in all hotel areas upon request	21	100%
Hygienically wrap food and beverage, items, and disposable supplies	21	100%
Set table by respecting social distancing	21	100%
Limit number of guests in each hotel service	20	95%
Provide e-menus in all outlets and guestrooms	20	95%
Offer optional breakfasts (i.e. a la carte, floating, in-room)	16	76%

5.3.3.1 Remind social distancing Interact with guests by respecting social distancing / Frequent sanitize high-touched points in all hotel areas / Provide mask, gloves, alcohol gel, alcohol wipe in all hotel areas upon request / Hygienically wrap food and beverage, items, and disposable supplies / Set table by respecting social distancing

All twenty-one key informants mentioned that the new normal service design to create a customer experience for their hotels should mainly remind social distancing, frequently sanitize high-touched points in all hotel areas, provide hygienic tools in all hotel areas upon request such as surgical mask, gloves, or alcohol gel, hygienically wrap food and beverage, items, and disposable supplies, or ever set table by respecting social distancing at all restaurant outlets. These strategies could

create trust to the customers that the hotels pay attention to their health and hygiene as per the following interview.

“We pay attention to social distance, we have warning signs to keep distance at each hotel’s point, corridors to be at least 1-2 meters, and provide alcohol gel service for staff and customers along with encouraging regular hand washing.” (HOTEL01)

“We have additional hygiene measures at lobby where between reception and guests. If long weekend with many guests, there may be another room serving guests for check-in and check-out to avoid guests from crowded area. We don’t have a place for the guests to sit and relax in the lobby area because it will gather too many guests. We arrange seats in small sets of 2-3 people to maintain distance between each other and complimentary facial which increases the confidence of the guests.” (HOTEL06)

“Because the safety and health of our customers are important, we are aware of and emphasize every measure, whether it is social distancing measures, keeping distance, reducing touch, and maintaining cleanliness in all parts of the resort properly by always cleaning every touch point as every 30 minnute.” (HOTEL08)

“To prevent impact of the spread of infected person from spreading beyond control and encourage more intense and serious social distancing because it must be considered the most effective measure to prevent the spread of infection at this time. We provide masks and alcohol gel to the guests upon request too.” (HOTEL16)

“The hotel has an open space and good ventilation, so we might not need much improvement. But if some areas that are closed may need measures to take care of hygiene. The lobby should have a distance of guests who come in contact to be appropriated the minimum is 1.5- 2 meters. The housekeepers will always clean every touch point all around the hotel. As for the staff, they must have the appropriate traffic density as well in order not to cause too much congestion.” (HOTEL20)

It can be seen that maintaining social distance has become the norm in today's world. After the COVID-19 pandemic, hotels need to adjust their service standards to accommodate this change. All hotels interviewed will install hand-washing points and hand sanitizer dispensers with a content of greater than 60 percent alcohol in guest/staff-led premises, such as the front desk, staff and guest entrances, restaurants, bars, coffee shops, pool areas, elevator access, restrooms, gym. They perform regular checks to ensure that the hand sanitizer dispenser, hand dryer and other equipment are usable and well-stored, and repair or replace the defective device immediately. In addition, proper cleaning and disinfection of public areas is also carried out on a regular basis, also paying special attention to frequently touched areas such as elevator buttons, handrails, switches, doorknobs, exercise equipment, swimming pool and surrounding area dining area, etc.

Apart from maintaining social distance, providing sanitary kits, and cleaning all touch point areas, the hotel also pays attention to food and beverage issues because it is important to the guests when they eat or drink at the hotel. So, all materials, food, and beverage must be sealed or wrapped properly to avoid disinfecting together with a table setting at the restaurant to maintain social distancing as per the interviews herewith.

“We maintain social distancing for the table in the for 1 restaurant meter, and ask the staff to strictly wrap the food, beverages, and all items with plastic everything we serve to the clients.” (HOTEL02)

“When we serve food and beverage to the clients, we always wrap them with a sanitized plastic for a hygienic reason. Also in restaurant, we set distance of all tables for 1 meter apart.” (HOTEL07)

“The hotel has a table set that can accommodate a maximum of 4 people in an area of 10 square meters. Wherever possible, the distance from the back of one chair to the back of another must be more than 1 meter and facing guests must have at least 1 meter distance.” (HOTEL12)

“All kitchen and waitress teams undergo rigorous training and follow headquarters guidelines for cooking in a clean and safe environment. The seats of the customers are 2 meters apart, with a transparent partition between the guests.” (HOTEL21)

Because of COVID-19, wrapping the food, beverage and all disposal items seems to be one of the new normal service designs that the hotels initiate to serve the clients as it's rarely done before. Besides, a table setting at the restaurant needs to be rearranged to be apart from each other for at least 1 meter to maintain a social distance. In this condition, the hotels have to change the service to be in line with the new normal trend, emphasizing on good hygiene and cleanliness to make customers or guests feel more confident not only in the situation of COVID-19, but also other situations whether there are bad things that pass through.

5.3.3.2 Limit number of guests in each hotel service / Provide e-menus in all outlets and guestrooms

In the crisis of COVID-19, many hotels have been closely monitoring the situation and strictly adhering to World Health Organization (WHO) guidelines and recommendations from the Ministry of Health because the hotel understands the concerns about the hygiene of its customers and staff during this time, especially in the common areas where there is a limited number of people in the area to maintain distance and some enclosed areas that require strict management, such as installing air filters and there is a limit on the number of people using the service to reduce congestion as an example of the following interview.

“We set the maximum seating or participation capacity for the facilities and encourage booking appointments in advance as appropriate. Only entertaining activities that do not require close contact will be offered to guests.” (HOTEL01)

“We limit the number of people who use the service based on the criteria for sitting and eating at least 2-4 square meters per user, or reduce the density of the number of users by at least 50%.” (HOTEL10)

“When Thailand has measures to loosen the lockdown that allows restaurants to open for customers to sit and eat in the shop. We have adjusted the service model according to physical distancing guidelines, such as limiting the number of customers who use the service in each cycle.” (HOTEL14)

“Activities of the hotel to do with the family. We are open but may require advance reservations. In order to limit the number of people who will use the service.” (HOTEL19)

“In order to control the place is not too crowded until congestion and make it unable to keep distance and puts them at risk for infection, so we plan to use a way to limit the number of people to make it easier to manage. Reservations must be made in advance to help manage the number of guests each area can accommodate.” (HOTEL20)

From the interview, most hotels limit the number of guests using the hotel service because they don't want their guests to take risks by gathering with others and to reduce interpersonal contact that may be in a confined or congested area.

Apart from that, the hotel initiated “E-Menu”, which is considered as a new innovation to use within the hotel. E-Menu can take food orders by scanning QR Menu which helps to increase safety by keeping a distance between staff and customers. This new strategy became popular and widely used after COVID-19 which can be seen from the following interview.

“Our hotel has improved the customer experience with state-of-the-art technology in the new normal era. As the aim of using technology is not only to reduce the exposure of shared devices but to simplify it and increase convenience for customers. When customers use the restaurant service, they scan the QR code to view the digital menu.” (HOTEL03)

“Using QR Code menus is another option for restaurants to reduce touching on menu. Customers can see the menu through scanning QR Code that is simple, convenient, fast, elevating the standard of food ordering to next level to increase safety by maintaining social distancing between employees and customers. Customers can choose menu, order food, call staff, or edit menu in real time to keep up with every situation. No matter how many times you edit it, QR Code and same link can be viewed on any device that they don't need to install any apps.” (HOTEL13)

“Customers can easily scan menus and order food. Creating a QR Code for a restaurant menu is also not difficult. Designing a menu QR Code can be done quickly and uncomplicated. Also, the menu that customers scan works well with smartphones and can be used as a marketing tool as well.” (HOTEL18)

Today's customers will feel more comfortable with new technologies emerging. So whether it's ordering food or paying via smartphone, it's common for them today. It would be better if a bar or restaurant business would be able to offer food and beverages via QR Code to customers. They can order food or beverages themselves by simply scanning a QR code on their smartphones, or even make a simple payment via QR Code, while employees can focus on service and fully serve food to customers. It is clear that QR Code can help the restaurant system work better. It also reduces unnecessary touch.

5.3.3.3 Offer optional breakfasts (i.e. a la carte, floating, in-room)

We have a management system in the breakfast room to reduce service time, reduce congestion, and avoid contact with each other, such as service delays, ordering food or reserving a queue in advance via online or phone control. Service time and another option for guests is providing a la carte, floating, in-room for customers. This is another strategy to create a new breakfast experience, which is based on the information from the following interviews.

“Guests can have breakfast in their rooms to reduce congestion in the room. The breakfast will be arranged in a la carte style that guests can choose either American breakfast or Thai food. They just inform the front desk staff in advance.” (HOTEL02)

“The ever-popular breakfast buffet is now replaced by in-room dining. Although this concept is not new to hotels. But this kind of food service has gained more attention during the pandemic. This is because many hotels have closed kitchen services and are trying to find a solution to the problem of dine-in restrictions which is a difficult issue to find a solution because many customers rely on breakfast. Either it's included in the booking or you can buy more at an attractive price.” (HOTEL07)

“For some brands, breakfast is part of the brand standard. And I feel like making this option available because many accommodation offers breakfast. All have been switched to be in-room meal due to the COVID-19 pandemic.” (HOTEL15)

Apart from a la carte and in-room breakfast, there is another option for breakfast that has become popular at this moment which is a floating breakfast, which is available for a pool villa allowing guests to have more privacy and spend more time relaxing in the room without having to rush out to eat at the dining room together. This is considered an adjusting strategy to support a new normal) to move forward with business as an example from the following interview.

“Floating meal is so popular among many five-star hotels. They have to break new strategies and come out to attract customers and serving food to eat while playing in the pool. It seems to be the most exclusive service that appeals to the guests quite a bit. This has been a service highlight of luxury hotels in this area for many years. And with social distancing measures that prevent guests from having to go to the breakfast room to eat, they can pre-order floating meals to eat in their rooms.” (HOTEL04)

“Floating breakfast should have picked up the room service concept serving food trays in bed for couples that we often see in the movie. It is serving a tray of food in the water, start the day fully refreshed for the guests to swim, ready to recharge the morning energy in a creative and innovative way. This service is available only to guests staying in a pool villa style room that must have a private pool only. This special meal service has been seen in hotels in Bali more than 10 years ago. With the emergence of the COVID-19 outbreak, this type of breakfast has become popular without the need for guests to huddle in the hotel dining room.” (HOTEL16)

“The highlight of our hotel is Pool Villa where you can order Floating breakfast. This is to facilitate and create a new normal stay experience for guests.” (HOTEL20)

The COVID-19 pandemic prevention reduces the risk that many people do not want to go to eat breakfast buffet style like before. But they turn to order room service to serve breakfast in the room instead. This makes the floating breakfast even more popular. With this strong trend, many hotels are not limited to breakfast only, but also do promotions for floating meal sets to serve during other periods such as where you have to choose the right food menu because floating meals won't work with all types of food. It should be dry food, light in weight, easy to eat, not complicated, emphasizing beautiful decoration.

5.3.4 Check-out services

Check-out services are the activities when the guests depart from the hotel. Once payment is done, the feedback will be collected from the guests. The dimensions from code of departure services theme include: providing E-payment (100%), offering in-room check-out (86%), and flexible check-out time (81%) as shown in Table 51. The research will present information from the key informants from each dimension.

Table 51: Dimensions from code of check-out services theme regarding new normal service design to create customer experience by luxury chain beach hotels in Andaman Coast of Thailand as affected by COVID-19 (n=21)

Dimensions from code of check-out services theme	Count (n=21)	Percentage
Provide E-payment	21	100%
Offer in-room check-out	18	86%
Flexible check-out time	17	81%

5.3.4.1 Provide E-payment

The COVID-19 pandemic has made the spending behavior of people around the world changed. It is clearly shown that the new normal made people turn to use electronic payment or digital payment more. Whether it's paying, transferring money via mobile phones, it can be said that we have stepped into a cashless society. After COVID-19, digital payment is expected to be even higher, with its facilitating payments and services of the hotel without contact through a variety of channels according to the information from the interview as follows:

“We encourage customers to use E-payment at check-out to help reduce the risk of receiving money from both the customer and the hotel. The customers can spend through various e-Payment systems such as e-Wallets by picking up a mobile phone, scanning the QR Code, then they can pay safely and securely.” (HOTEL05)

“We have adapted our cashless payment system to help reduce the risk of contracting various diseases that accumulate on the coins or banks we use today. It has passed through the hands of a large number of people. Many germs accumulate on that coin or bank. We can avoid this by turning to e-wallets.” (HOTEL08)

“We also offer integrated cashless payment solutions regardless of which part of the hotel the customers spend on the service. It does not have to be difficult to pay the bills. It can be said that you can rest comfortably in every area. And then clear this once upon checkout, which received very good feedback from customers due to the comfort and safety of COVID.” (HOTEL11)

“We add QR Code to be a cashless payment channel where customers can pay for rooms and other services of the hotel without using cash or credit card. It can reduce exposure and it is an external protection between the user and the hotel staff.” (HOTEL17)

“We use contactless payment as an essential part of our daily life when purchasing, paying bills or ordering food. This allows the contactless payment platform to evolve rapidly with more functions and services that meet the needs of users.” (HOTEL21)

Contactless spending or E-payment has become an increasingly important part of daily life, whether it is buying, paying bills, ordering food, for entertainment, especially during the measures 'Social distancing' and 'Lockdown'. Contactless Payment platform is more accepting and familiar. Due to the cashless society trend and Thailand 4.0 policy, development of the platform has occurred rapidly. There are various functions to serve the needs of users in the digital age at the level of not having to leave the house for months can do transactions and buy things through online channels. Due to the pandemic it is needed to do a physical distance, so people started getting involved in an opportunity or benefit from the contactless payment. It can be said that E-payment has grown well with more users during the COVID-19 crisis because there are environmental factors that affect life significantly.

5.3.4.2 Offer in-room check-out

Due to the COVID-19 situation, the hotel has to reduce the number of customers staying in crowded areas, so when customers would like to check-out, the hotel has added an option “in-room check-out” for the guests from their room. The guest just notifies the front desk staff when it is time to check-out. The staff will go to the guestroom and check the outstanding payment that guests use during their stay at the hotel. If there is a charge, the guests can pay with the E-payment system provided by the hotel as the information obtained from the following interviews.

“We have in-room check-out service for customers in case they don’t want to be crowded in the lobby. Just call our staff at least 1 hour in advance so that the staff can check the bill. Then the staff will go to the guestroom to check-out and the guests leave the hotel. This makes them convenient very much.”
(HOTEL06)

“The guests can use the in-room check-out service on their departure date to avoid gathering with other guests in the lobby. But the need to inform our GSA in advance. They can settle the E-payment and leave the hotel.” (HOTEL09)

“Our hotel has the in-room check-out for the guests who don’t want to queue at the lobby. This service is very convenient and safe for the guests because they don’t have to be in the lobby with other people.” (HOTEL15)

“If the guests would like to check-out, they can do an in-room check-out which is an optional service we provided to the guests for a social distancing reason. They can inform our staff before their check-out time for one hour and they can settle by E-payment option.” (HOTEL19)

In-room check-out service becomes another service design that the hotels provide the guests to avoid being crowded in the lobby. This service is convenient and gets good feedback from the guests in the new normal period. The impact of this crisis causes a change in terms of new health behaviors, that is, social distancing to prevent the spread of COVID-19. Not just the general public who must be aware of this safety measure, but the business sector still needs to reconsider and plan a new business in accordance with the social distancing approach that appears to be the new normal in the future.

5.3.4.3 Flexible check-out time

As a result of the in-room check-out service, the hotel has also added a flexible check-out service to the customers to reduce congestion. This service has a condition that if customers check-in at any time, they can check-out at that time. For example, if they check-in at 4PM, they can check-out no later than 4PM as well, as shown in the following interviews.

“As the guests can do the in-room check-out, so they also allow to check-out anytime they want. But it must be based on their check-in time such as if they check-in at 3PM, so they can check-out at 3PM as well. This is to reduce the crowd at the lobby at noon for the normal check-out time. This is also a good strategy from our hotel that the guests are happy so much.” (HOTEL10)

“The guests will also be offer a flexible check-out time whenever they want but can’t be later than 4PM. This will assist our guest not to be in the lobby at the noon.” (HOTEL12)

“We can also offer a flexible check-out time. They guests don’t need to be hurry to check-out at 12 o’clock as the normal check-out time. But they can check-out at the same time they check-in. This service makes the guest are satisfied with our hotel.” (HOTEL16)

“We offer a flexible check-out time to the guests that they don’t have to be strict to check-out at noon as usual. They will be flexible to check-out at the same time that they check-in, for example if they check-in at 6PM, they will be allowed to check-out not later than 6PM as well.” (HOTEL20)

The hotel has designed another check-out option for the guests that they can check-out at any time they want called “flexible check-out time”. This service creates an experience that the guests don’t need to be in a hurry to check-out at noon as the normal check-out time, so they can still enjoy their time a bit at the hotel. Also, some guests who have flights in the late afternoon can stay at the hotel without requesting a late check-out. Moreover, it helps the guests not to be at the lobby with other guests in the time of COVID-19.

In conclusion, Chapter 5 has presented the research findings about the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand. The key informants concluded the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand to answer research question no.1. In addition, the key informant summarized the new normal service design to create a customer experience by luxury chain beach hotels in Andaman Coast of Thailand as affected by COVID-19 that it is categorized into 4 stages: Reservation, Check-in, In-house, and Check-out in order to answer research question no.2.

The researcher will discuss these findings in order to synthesize with the quantitative findings (Chapter 6) and present as the new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand in Chapter 7.

CHAPTER 6

RESEARCH FINDINGS OF QUANTITATIVE APPROACH

The research, entitled “*A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand*”, applies mixed methods research using quantitative and qualitative research methods.

In the part of the quantitative method, the researcher presents the findings according to research objectives as follows:-

- 1) To determine relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotels affecting perceived service design.
- 2) To examine relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain beach hotels in Andaman Coast of Thailand.
- 3) To investigate the structural model of the antecedents and consequences of perceived service design for luxury chain beach hotels in Andaman Coast of Thailand.

However, the researcher divided the presentation of the research findings into 4 parts, consisting of

- 1) The results of basic statistical analysis of research variables, mean, standard deviation, skewness and kurtosis of the observed variables used in the study.
- 2) The analysis of correlation between all observed variables in the causal relationship model.
- 3) The results of the analysis of 6 measurement models of attributes of luxury chain hotel, perceived service design, customer experience, perceived hygiene attributes of COVID-19, customer delight and customer trust.

- 4) The results of a model analysis of a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand.

To present the results of the data analysis, the researcher defined the symbols used to represent the statistical values and variables as well as define the meaning of symbols, statistical values and variables in order to present the results of the data analysis as follows:

Table 52: Symbol used to represent statistic

Symbol	Meaning
\bar{X}	Mean
S.D.	Standard Deviation
χ^2	Chi-Square: A test that measures how expectations compare to actual observed data
df	Degree of freedom: The maximum number of logically independent values, which are values that have the freedom to vary, in the data sample.
RMSEA	Root Mean Square Error of Approximation: An absolute fit index, in that it assesses how far a hypothesized model is from a perfect model
CFI	Comparative Fit Index: the model fit by examining the discrepancy between the data and the hypothesized model, while adjusting for the issues of sample size inherent in the chi-squared test of model fit, and the normed fit index.
GFI	Goodness of Fit Index: a measure of fit between the hypothesized model and the observed covariance matrix.
<i>p</i> -value	A measure of the probability that an observed difference could have occurred just by random chance
DE	Direct Effect
NFI	Normal Fit Index: an incremental measure of goodness of fit for a statistical model, which is not affected by the number of parameters/variables in the model
TLI	Tucker Lewis index: known as the non-normed fit index (NNFI), is one of the numerous incremental fit indices widely used in linear mean and covariance structure modeling, particularly in exploratory factor analysis, tools popular in prevention research.

Table 53: Symbol used to represent variable

Symbol	Represents
The symbol used to represent exogenous latent variables	
PER	Perceived hotel hygiene attributes of COVID-19
ATT	Attributes of Luxury Chain Hotel
SVC	Perceived service design
The symbol used to represent endogenous latent variable	
CEM	Customer experience
DEL	Customer delight
TRU	Customer trust
The symbol used to represent observable variables (Tangibility)	
TAN1	Item 1: The hotel has modern and comfortable furniture.
TAN2	Item 2: The hotel has appealing interior and exterior decoration.
TAN3	Item 3: The hotel has clean and comfortable rooms.
TAN4	Item 4: The hotel has spacious guestrooms.
The symbol used to represent observable variables (Reliability)	
REL1	Item 1: The hotel staff performs the services within the time promised.
REL2	Item 2: The hotel staff is well-trained and knowledgeable.
REL3	Item 1: The hotel staff has good communication skills.
REL4	Item 2: The hotel staff provides accurate billing.
REL5	Item 3: The hotel staff provides accurate information about hotel services.
The symbol used to represent observable variables (Responsiveness)	
RES1	Item 1: The hotel staff is willing to provide help promptly.
RES2	Item 2: The hotel has availability of staff to provide service.
RES3	Item 3: The hotel staff provides quick check-in and check-out.
RES4	Item 4: The hotel provides prompt breakfast service.
The symbol used to represent observable variables (Assurance)	
ASS1	Item 1: The hotel has friendly staff.
ASS2	Item 2: The hotel staff always provides courteous and polite service.
ASS3	Item 3: The hotel staff has ability to instill confidence in customers.

Table 53: Symbol used to represent variable (cont.)

Symbol	Represents
The symbol used to represent observable variables (Empathy)	
EMP1	Item 1: The hotel staff gives special attention to the customers.
EMP2	Item 2: The hotel staff can name the customer when they meet during their stay.
EMP3	Item 3: The hotel staff can understand the customers' requirements.
EMP4	Item 4: The hotel staff always listens carefully to complaints.
EMP5	Item 5: The hotel staff has problem-solving abilities.
The symbol used to represent observable variables (Core benefit)	
COR1	Item 1: The quietness of hotel rooms is high.
COR2	Item 2: The security of the hotel rooms is high.
COR3	Item 3: The security and safety of the hotel is high.
COR4	Item 4: The room has comfortable and clean mattress, pillows, bed sheets and covers.
COR5	Item 5: The hotel's in-room facilities such as kettle, air conditioning, lighting, toilet and fridge are in working order.
The symbol used to represent observable variables (Entertainment and Technology)	
ENT1	Item 1: The hotel provides children's facilities such as playground, baby-sitting and swimming pool.
ENT2	Item 2: The hotel provides comfortable, modern, and easy-to-use in-room technologies such as WIFI, smart TV, text messaging services, charging stations and outlets.
ENT3	Item 3: The hotel uses a reservation system through information technology that is complete and convenient.
The symbol used to represent observable variables (PPE and Sanitization)	
PPE1	Item 1: Rooms and common areas in the hotel are cleaned and sanitized properly with alcohol-based products.
PPE2	Item 2: Rooms and common areas in the hotel are sanitized properly with ozone.
PPE3	Item 3: The hotel requires all guests to wear face masks.
PPE4	Item 4: All means of transport used by the hotel to organize its transfer service are sanitized (for example, by using single-use seat covers).
PPE5	Item 5: The hotel explains on its website and its social media pages all the actions taken to ensure cleanliness, hygiene and health safety within the facility.

Table 53: Symbol used to represent variable (cont.)

Symbol	Represents
The symbol used to represent observable variables (Physically-distanced' Restaurant Service)	
PHY1	Item 1: The hotel replaces the traditional breakfast buffet with a breakfast menu on request, and breakfast is served at the table.
PHY2	Item 2: All seats in the breakfast room and the restaurant compile with COVID-19 requirements.
PHY3	Item 3: A one-meter distance between people is implemented at the table in the breakfast room/ restaurant.
PHY4	Item 4: The restaurant tables are set more than one meter apart.
PHY5	Item 5: Meals (breakfast, lunch and dinner) are served in multiple sessions in order to avoid gatherings and overcrowding inside the restaurant.
The symbol used to represent observable variables (Room Service and Reception Automation)	
ROO1	Item 1: The hotel replaces the traditional breakfast buffet with a breakfast menu, which is provided through room service.
ROO2	Item 2: It is possible for guests to consume their meals through room service.
ROO3	Item 3: It is possible to reduce the frequency of room cleaning services to reduce staff contact with hotel guests' personal items in the room.
ROO4	Item 4: Hotel guests are able to check in and check out using an automated system.
The symbol used to represent observable variables (Social & Environmental Engagement)	
SOC1	Item 1: The hotel is committed to protecting the environment by using renewable energy and reducing food waste.
SOC2	Item 2: The hotel is committed to supporting the local economy by using local products, favoring local suppliers and employing local residents.
SOC3	Item 3: The hotel is committed to preserving the local socio-cultural context by promoting local traditions and identity traits.
The symbol used to represent observable variables (Educational experience)	
EDX1	Item 1: I will be able to learn a lot during my stay in the hotel.
EDX2	Item 2: Staying at this hotel has made me know a lot more.
EDX3	Item 3: Staying at this hotel leads to new curiosity.
EDX4	Item 4: Staying at this hotel has stimulated my curiosity to learn new things.

Table 53: Symbol used to represent variable (cont.)

Symbol	Represents
The symbol used to represent observable variables (Entertainment experience)	
ENX1	Item 1: I enjoy the activities of the hotel.
ENX2	Item 2: The hotel offers an impressive form of entertainment.
ENX3	Item 3: The activities at this hotel were entertaining.
ENX4	Item 4: The activities at this hotel were fun.
The symbol used to represent observable variables (Esthetic experience)	
ESX1	Item 1: The hotel was an attractive setting for my vacation.
ESX2	Item 2: The hotel pays attention to the details of the environment design.
ESX3	Item 3: Just staying at this hotel is pleasant.
ESX4	Item 4: This hotel creates an atmosphere that harmonizes the feeling of the guests with the place.
The symbol used to represent observable variables (Escapist experience)	
ESC1	Item 1: I felt like I was living the role of someone different from myself in my daily life while I was at the hotel.
ESC2	Item 2: The hotel experience let me imagine being someone else.
ESC3	Item 3: I completely escaped from my daily routine during my stay at the hotel.
ESC4	Item 4: I felt like I was in a different time or place during my stay at the hotel.
The symbol used to represent observable variables (Customer-use space)	
CUS1	Item 1: The hotel cleans areas where water is congested inside rooms (i.e., sinks, toilets and washroom floors) using disinfectant.
CUS2	Item 2: The hotel washes its laundry (i.e., towels, bed covers, blankets and pillows) using antibacterial products and practices.
CUS3	Item 3: The hotel is regularly fumigated to prevent pests and cockroaches.
CUS4	Item 4: The hotel cleans in-room facilities (i.e., desks, chairs, sofas, beds, mirrors and closets) using disinfectant.
CUS5	Item 5: The hotel cleans restaurant facilities (i.e., tables and chairs) using disinfectant.
The symbol used to represent observable variables (Staff personal hygiene)	
STA1	Item 1: The hotel staff is meticulous in their hand-washing and disinfection.
STA2	Item 2: The hotel staff wears masks at all times while on duty.
STA3	Item 3: The hotel staff covers their mouths and noses with bent elbows when coughing or sneezing.

Table 53: Symbol used to represent variable (cont.)

Symbol	Represents
The symbol used to represent observable variables (Workplace hygiene)	
WOR1	Item 1: The hotel cleans the surfaces of the work areas of staff (i.e., desks and tables) using disinfectant.
WOR2	Item 2: The hotel cleans the work equipment of staff (i.e., phones, keyboards and printers) using disinfectant.
WOR3	Item 3: The hotel staff maintains social distancing from their fellow staff members while at work.
WOR4	Item 4: The workspaces and lounges used by staff in the hotel are subject to regular management by professional hygiene companies.
The symbol used to represent observable variables (Customer delight)	
DLT1	Item 1: I felt delighted by the service of the hotel.
DLT2	Item 2: I felt elated by the service of the hotel.
DLT3	Item 3: I felt gleeful by the service of the hotel.
The symbol used to represent observable variables (Cognitive trust)	
COG1	Item 1: I believe this hotel chain does its business with professionalism and dedication during the COVID-19 pandemic.
COG2	Item 2: Given the approach of this hotel chain, I believe in its competence during the COVID-19 pandemic.
COG3	Item 3: I can rely on this hotel chain will care about its services during the COVID-19 pandemic.
COG4	Item 4: I can rely on this hotel chain to serve me carefully during the COVID-19 pandemic.
COG5	Item 5: I am confident about this hotel chain's ability to professionally operate its business during the COVID-19 pandemic.
COG6	Item 6: I can confidently depend on this hotel chain if I visit it during the COVID-19 pandemic.
The symbol used to represent observable variables (Affective trust)	
AFF1	Item 1: I would feel a sense of personal connection with this hotel chain if I visit it during the COVID-19 pandemic.
AFF2	Item 2: I feel that this hotel chain will respond to me caringly as a customer during the COVID-19 pandemic.

Table 53: Symbol used to represent variable (cont.)

Symbol	Represents
The symbol used to represent observable variables (Affective trust)	
AFF3	Item 3: I feel that this hotel chain will show a warm and caring attitude toward me during the COVID-19 pandemic.
AFF4	Item 4: I feel that this hotel chain will be concerned about me during the COVID-19 pandemic.
AFF5	Item 5: I feel that this hotel chain will care about maintaining a good relationship with me during the COVID-19 pandemic.

6.1 Descriptive statistical analysis of respondents' demographic profile

The questionnaire explored respondents' information regarding current status and demographic profile in the following table.

Table 54: Descriptive statistical analysis of respondents' demographic profile

Factors	Frequency (n=345)	Percentage
GENDER		
Female	214	62.03
Male	126	36.52
Prefer not to say	5	1.45
AGE		
31 – 40 year-old	188	54.49
41 – 50 year-old	99	28.70
21 – 30 year-old	42	12.17
51 – 60 year-old	13	3.77
18 – 20 year-old	2	0.58
More than 60 year-old	1	0.29
EDUCATION		
Master degree	177	51.30
Bachelor degree	152	44.06
Doctorate degree	10	2.90
Less than Bachelor degree	6	1.74

Table 54: Descriptive statistical analysis of respondents' demographic profile (cont.)

Factors	Frequency (n=345)	Percentage
STATUS		
Single	208	60.29
Married with children	67	19.42
Married without children	40	11.59
Separated/Divorced	16	4.64
Widow/Widower	6	1.74
Prefer not to disclose	8	2.32
REGION		
Central of Thailand	173	50.14
South of Thailand	93	26.96
North of Thailand	44	12.75
Northeastern of Thailand	25	7.25
East of Thailand	7	2.03
West of Thailand	3	0.87
CURRENT STAYING PROVINCE		
Phuket	193	55.95
Phang-Nga	87	25.22
Krabi	65	18.83

Among a total samples of 345 respondents according to Table 55, 62.03% was shared by female respondents with a number of 214 persons, while male respondents captured only 36.52% with a number of 126 persons, and 1.45% preferred not to disclose their genders with a number of 5 person.

Most of the respondents are between 31 and 40 years old which are 188 persons or 54.49%, followed by the age between 41 and 50 years old which are 99 persons or 28.70%, and the age between 21 and 30 years old which are 42 persons or 12.17% respectively.

Most of respondents obtain Master degree for 177 persons or 51.30%, followed by 152 persons or 44.06% have Bachelor degree, 10 persons or 2.90% have Doctorate degree, and 6 persons or 1.74% have less than Bachelor degree.

Majority of respondents are single with a percentage of 60.29 (208 respondents), followed by 19.42% married with children status (67 respondents), and 11.59% married without children status (40 respondents).

Most of respondents are from central of Thailand counted as 50.14% (173 persons), followed by south of Thailand counted as 26.96% (93 persons), and north of Thailand counted as 12.75% (44 persons).

Majority of respondents the respondents stay at the hotels in Phuket with a percentage of 55.95 (193 persons), followed by 25.22% stay at the hotels in Phang-Nga (87 persons), and 18.83% stay at the hotels in Krabi (65 persons).

6.2 Descriptive statistical analysis of respondent travel behavioral patterns

The questionnaire explored respondents' information regarding to travel behavioral patterns in the following table.

Table 55: Descriptive statistical analysis of respondents' travel behavioral patterns

Factors	Frequency (n=345)	Percentage
<i>The most main concern when planning a trip</i>		
Hygiene	117	33.91
Convenience	115	33.33
Safety	63	18.26
Privacy	48	13.92
Security	2	0.58
<i>Main reason for travelling this trip</i>		
Relaxation	339	98.26
Business	6	1.74

Table 55: Descriptive statistical analysis of respondents' travel behavioral patterns (cont.)

Factors	Frequency (n=345)	Percentage
<i>The most favorite activity while travelling in this trip</i>		
Relaxation	238	68.99
Beach activity	79	22.90
Food	16	4.63
Sightseeing	10	2.90
Adventure	1	0.29
Shopping	1	0.29
<i>Hotel booking method</i>		
Hotel website	201	58.26
Online travel agency	82	23.77
Social media (Instagram, Facebook)	55	15.94
Travel agency	7	2.03
<i>Main reason to choose the hotel for this trip</i>		
Promotion	89	25.80
Hotel's reputation	87	25.22
Location	77	22.32
Review from online social media	40	11.59
Price	25	7.25
Privacy	13	3.76
Recommendation from others	8	2.32
Safety & Security	6	1.74

Table 55: Descriptive statistical analysis of respondents' travel behavioral patterns (cont.)

Sources of information when making a trip to this trip	Responses		Percent of Cases
	No.	Percent	
Internet, Social media (Facebook, Instagram, Twitter)	115	33.3	63.4
Social media (Facebook, Instagram, Twitter)	85	24.6	71.6
Internet	74	21.4	21.4
Travel tradeshow, Internet, Social media (Facebook, Instagram, Twitter)	8	2.4	71.8
Travel magazines, Internet, Social media (Facebook, Instagram, Twitter)	4	1.2	95.4
Tourist information center, Social media (Facebook, Instagram, Twitter), Internet	3	0.9	92.8
Social media (Facebook, Instagram, Twitter), Travel magazines	3	0.9	89.3
Social media (Facebook, Instagram, Twitter), Travel magazines, TV, Internet	3	0.9	59.3
Internet, Social media (Facebook, Instagram, Twitter), Travel tradeshow	3	0.9	42.9
TV, Internet, Travel agent, Social media (Facebook, Instagram, Twitter), Travel magazines	2	0.6	99.3
Travel magazines	2	0.6	94.2
Travel tradeshow, Social media (Facebook, Instagram, Twitter), Internet	2	0.6	92.7
Social media (Facebook, Instagram, Twitter), TV	2	0.6	91.6
Social media (Facebook, Instagram, Twitter), Travel tradeshow, Internet	2	0.6	91.0
Social media (Facebook, Instagram, Twitter), Travel magazines, Internet	2	0.6	89.9
Social media (Facebook, Instagram, Twitter), Tourist information center, Internet	2	0.6	87.8
Travel tradeshow, Internet, Tourist information center, Social media (Facebook, Instagram, Twitter)	2	0.6	69.9

Table 55: Descriptive statistical analysis of respondents' travel behavioral patterns (cont.)

Sources of information when making a trip to this trip	Responses		Percent of Cases
	No.	Percent	
Social media (Facebook, Instagram, Twitter), Internet, Travel magazines	2	0.6	64.2
Internet, Travel agent	2	0.6	44.3
Internet, Social media (Facebook, Instagram, Twitter), Tourist information center	2	0.6	42.6
Internet, Movie, Social media (Facebook, Instagram, Twitter)	2	0.6	31.5
TV, Travel tradeshow, Internet, Social media (Facebook, Instagram, Twitter)	1	0.3	100.0
TV, Travel agent, Tourist information center, Social media (Facebook, Instagram, Twitter), Travel magazines, Travel tradeshow, Internet, Movie, Newspaper	1	0.3	99.7
TV, Internet, Social media (Facebook, Instagram, Twitter), Tourist information center, Travel magazines	1	0.3	98.8
Travel tradeshow, Internet, Travel magazines, Social media (Facebook, Instagram, Twitter)	1	0.3	98.3
Travel magazines, Tourist information center	1	0.3	96.5
Travel magazines, Social media (Facebook, Instagram, Twitter), Internet	1	0.3	96.2
Travel magazines, Social media (Facebook, Instagram, Twitter)	1	0.3	95.9
Travel magazines, Internet, Social media (Facebook, Instagram, Twitter), TV	1	0.3	95.7
Travel agent, Internet	1	0.3	93.6
Tourist information center, TV, Internet, Social media (Facebook, Instagram, Twitter)	1	0.3	93.3
Tourist information center, Social media (Facebook, Instagram, Twitter), Travel magazines	1	0.3	93.0
Tourist information center	1	0.3	91.9

Table 55: Descriptive statistical analysis of respondents' travel behavioral patterns (cont.)

Sources of information when making a trip to this trip	Responses		Percent of Cases
	No.	Percent	
Social media (Facebook, Instagram, Twitter), Travel tradeshaw	1	0.3	90.4
Social media (Facebook, Instagram, Twitter), Travel agent, Internet, Travel tradeshaw	1	0.3	88.4
Social media (Facebook, Instagram, Twitter), Travel agent, Internet	1	0.3	88.1
Social media (Facebook, Instagram, Twitter), Newspaper	1	0.3	87.2
Social media (Facebook, Instagram, Twitter), Internet, TV	1	0.3	87.0
Social media (Facebook, Instagram, Twitter), Internet, Tourist information center, Newspaper	1	0.3	86.1
Movie, TV, Travel magazines, Internet, Travel tradeshaw, Social media (Facebook, Instagram, Twitter)	1	0.3	47.0
Movie	1	0.3	46.7
Internet, TV, Social media (Facebook, Instagram, Twitter), Travel agent	1	0.3	46.1
Internet, Tourist information center	1	00.3	43.5
Total	345	100.0	

As depicted in Table 55, 117 respondents (33.91%) are concerned about hygiene when planning a trip, followed by 115 respondents (33.33%) concerned about convenience, and 63 respondents (18.26%) concerned about safety.

The main reason for travelling on this trip is relaxation counted as 98.26% (339 persons), followed by business counted as 1.74% (6 persons).

Among all the respondents, 68.99% or 238 persons prefer relaxation while travelling on this trip, followed by doing beach activities for 22.90% (79 persons), and enjoy the food for 4.63% (16 persons).

Based on the hotel booking method, 58.26% or 201 persons book the rooms through the hotel website, followed by booking with an online travel agency for 82 persons or 23.77%, and booking with social media (Instagram, Facebook) for 55 persons or 15.94%.

Considering the main reason for choosing the hotel for this trip, there are 89 persons or 25.80% choose the hotel because of the promotion, followed by the hotel's reputation for 87 persons or 25.22%, and location for 77 persons or 22.32%.

Most of respondents search for information from social media i.e. Facebook, Instagram, Twitter and Internet when making a trip for 115 persons (33.3%), followed by only social media for 84 persons (24.6%), and only internet 74 persons (21.4%).

6.3 The results of basic statistical analysis of research variables, mean, standard deviation, skewness and kurtosis of the observed variables used in the study

A basic statistical analysis of the research variables of attributes of luxury chain hotels, perceived service design, customer experience, perceived hygiene attributes of COVID-19, customer delight and customer trust, including mean (\bar{x}) and standard deviation (S.D.), skewness and kurtosis values as in Table 57.

Table 56: Mean, standard deviation, skewness and kurtosis of the variables used in a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand

Research variables	n = 345			
	\bar{X}	S.D.	Skewness	Kurtosis
Attributes of luxury chain hotel				
Tangible (TAN)	4.64	0.322	-1.057	1.799
Reliability (REL)	4.66	0.416	-1.671	5.287
Responsiveness (RES)	4.65	0.407	-1.608	5.101
Assurance (ASS)	4.62	0.420	-1.616	4.879
Empathy (EMP)	4.50	0.545	-1.270	2.408
Core benefit (COR)	4.71	0.308	-1.010	0.777
Entertainment & Technology (ENT)	4.53	0.453	-1.199	2.509

Table 56: Mean, standard deviation, skewness and kurtosis of the variables used in a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand (cont.)

Research variables	n = 345			
	\bar{X}	S.D.	Skewness	Kurtosis
Perceived service design				
PPE and Sanitization (PPE)	4.51	0.438	-1.745	4.352
Physically-distanced' Restaurant Service (PHY)	4.43	0.554	-1.840	4.842
Social and Environmental Engagement (SOC)	4.50	0.531	-1.505	2.827
Room Service and Reception Automation (ROO)	4.22	0.675	-1.400	2.252
Customer experience				
Entertainment (ENX)	4.19	0.715	-1.404	2.247
Educational (EDX)	4.28	0.696	-1.693	3.499
Escapist (ESX)	4.57	0.499	-0.964	1.041
Esthetic (ESC)	4.12	0.805	-1.441	2.056
Perceived hygiene attributes of COVID-19				
Customer-use space (CUS)	4.65	0.381	-1.564	3.947
Staff Personal hygiene (STA)	4.75	0.327	-1.374	2.268
Workspace (WOR)	4.66	0.378	-1.345	2.422
Customer delight				
Delighted (DEL)	4.73	0.600	-1.730	1.872
Gleeful (GLE)	4.56	0.676	-1.209	1.214
Elated (ELA)	4.58	0.656	-1.219	1.285
Customer trust				
Cognitive (COG)	4.57	0.455	-1.550	3.977
Affective (AFF)	4.51	0.557	-1.358	2.622

From Table 56, it is found that mean score of observed variables of a perceived service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand from the evaluation with a 5-point Likert scale when considering overall of the observed variables with the highest mean at the highest level respectively. Overall, the component is perceived at HIGHT level. Each variable is arranged in order of its mean values from the largest to the smallest results. There are sixteen variables appraised as HIGHEST level which are staff personal hygiene ($\bar{x} = 4.75$), delighted ($\bar{x} = 4.73$), core benefit ($\bar{x} = 4.71$), reliability ($\bar{x} = 4.66$), workspace ($\bar{x} = 4.66$), customer-use space ($\bar{x} = 4.65$), responsiveness ($\bar{x} = 4.65$), tangible ($\bar{x} = 4.64$), assurance ($\bar{x} = 4.62$), elated ($\bar{x} = 4.58$), cognitive ($\bar{x} = 4.57$), escapist ($\bar{x} = 4.57$), gleeful ($\bar{x} = 4.56$), entertainment & technology ($\bar{x} = 4.53$), PPE and sanitization ($\bar{x} = 4.51$), affective ($\bar{x} = 4.51$). There are six variables perceived as HIGH level including of social and environmental engagement ($\bar{x} = 4.50$), empathy ($\bar{x} = 4.50$), physically-distanced' restaurant service ($\bar{x} = 4.43$), educational ($\bar{x} = 4.28$), room service and reception automation ($\bar{x} = 4.22$), and entertainment esthetic ($\bar{x} = 4.12$).

The standard deviations of the observed variables are approximately the same. Most of them are in the right criteria with a value of less than 1 which indicates that the difference in the assessed scores is not much different. The observed variable with the highest standard deviation is esthetic, with a standard deviation of 0.805, indicating that the assessed score is highly distributed because the sample had different feedback responses. Core benefit has the least standard deviation of 0.308, indicating that the assessed score was less distributed because the sample group provided different information.

In addition, the skewness and kurtosis values are within acceptable range for all observed variables because the skewness is in the range of -3 to +3 and the kurtosis should be in the range -10 to +10, indicating that the variable is normal distribution (Cain et al., 2017). The sum of the skewness analysis is negative for all values of the variables, indicating that the histogram frequency polygon is skewed to the left because some data values are very low. Therefore, the mean is less than the median. This is because most of the respondents responded at a higher than average

level which is a positive response. The observed variable with the least skewness of -1.840 is physically- distanced restaurant service, indicating that the sample responded positively or mostly positively. The kurtosis value is within the standard range, which is no more than 10. The positive kurtosis value is due to the relatively obtuse distribution. From the analysis, it is found that the observed variable with the highest positive value of 5.287 is reliability.

6.3.1 Basic statistical analysis of the research variables

1. Agreement level of the attributes of luxury chain beach hotel consisted of 29 questions, with the sum of the agreement at the highest level. When considering each attribute, it was found that there is only one attribute, **core benefit**, has the highest level of opinion, while empathy had the least important attribute but still had high level of opinion.

2. Agreement level of the perceived service design of luxury chain beach hotel consisted of 15 questions, with the sum of the agreement at a high level. When considering each component, it was found that there is only one attribute, **PPE and Sanitization**, has the highest level of opinion, while room service and reception automation had the least important attribute but still had high level of opinion.

3. Agreement level of perceived hygiene attributes of COVID-19 of luxury chain beach hotel consisted of 12 questions, with the sum of agreement at the highest level. Considering each component, it was found that there is only one attribute, **staff personal hygiene**, has the highest level of opinion, while customer-use space had the least important attribute but still had highest level of opinion.

4. Agreement level of the customer experience of luxury chain beach hotel consisted of 16 questions, with the sum of the agreement at a high level. When considering each component, it was found that there is only one attribute, **escapist**, has the highest level of opinion, while esthetic had the least important attribute but still had high level of opinion.

5. Agreement level of the customer delight of luxury chain beach hotel consisted of 3 questions, with the sum of the agreement at the highest level.

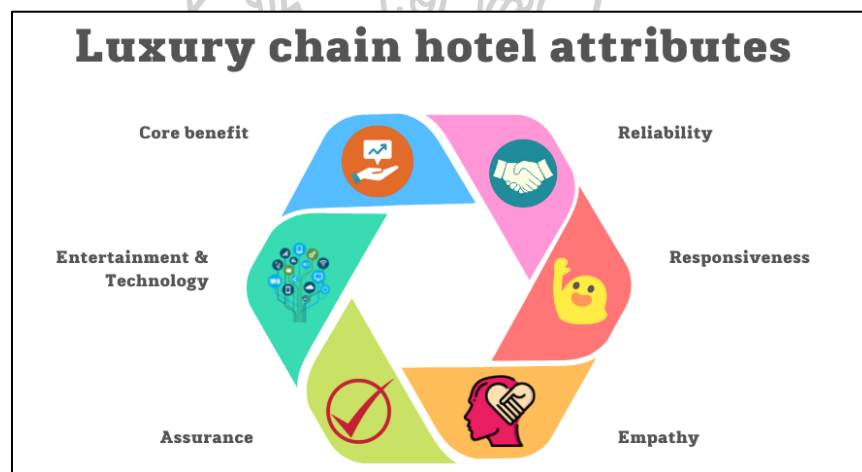
When considering each component, it was found that there is only one attribute, *delighted*, has the highest level of opinion, while gleeful had the least important attribute but still had highest level of opinion.

6. Agreement level of customer trust of luxury chain beach hotel consisted of 10 questions, with sum of the agreement at the highest level. Considering each component, cognitive has the highest level of opinion, while affective had the least important attribute but still had highest level of opinion.

6.3.2 The results of construct validity from confirmatory factor analysis

1. Factors of luxury chain hotel attributes consist of 6 observed variables ranked by factor loading: 1) *Reliability*, 2) *Responsiveness*, 3) *Empathy*, 4) *Assurance*, 5) *Entertainment & Technology*, and 6) *Core benefit* as illustrated in Figure 61

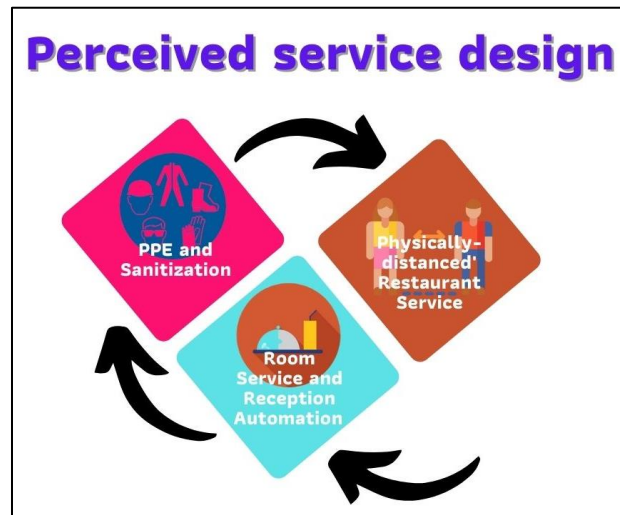
Figure 61: Attributes of luxury chain hotel



Source: Researcher's synthesis

2. Factors of perceived service design consist of 3 observed variables ranked by factor loading: 1) *PPE and Sanitization*, 2) *Physically-distanced' Restaurant Service*, 3) *Room Service and Reception Automation* as illustrated in Figure 62.

Figure 62: Observed variables of perceived service design



Source: Researcher's synthesis

3. Factors of customer experience consist of 3 observed variables ranked by factor loading: 1) *Escapist*, 2) *Educational*, and 3) *Entertainment* illustrated in Figure 63.

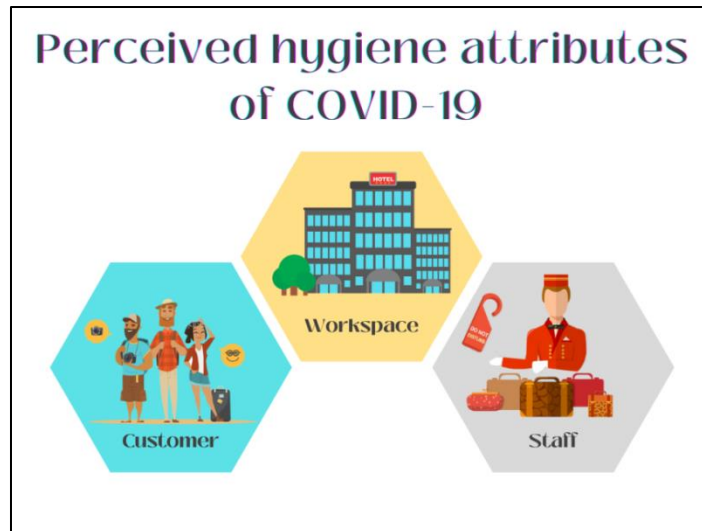
Figure 63: Observed variables of Customer experience



Source: Researcher's synthesis

4. Factors of perceived hygiene attributes of COVID-19 consist of 3 observed variables ranked by factor loading: 1) *Workspace*, 2) *Customer-use space*, and 3) *Staff personal hygiene* as illustrated in Figure 64.

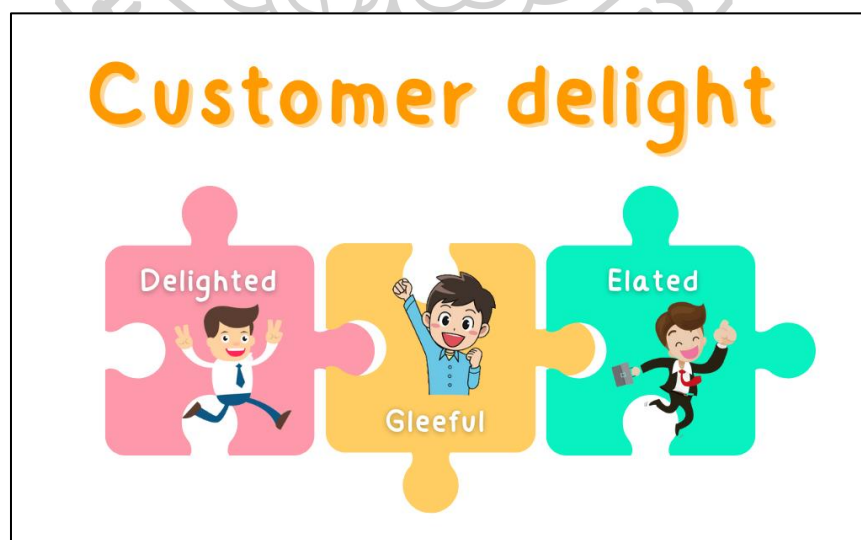
Figure 64: Observed variables of perceived hygiene attributes of COVID-19



Source: Researcher's synthesis

5. Factors of customer delight consist of 3 observed variables ranked by factor loading: 1) *Delighted*, 2) *Gleeful*, and 3) *Elated* as illustrated in Figure 65.

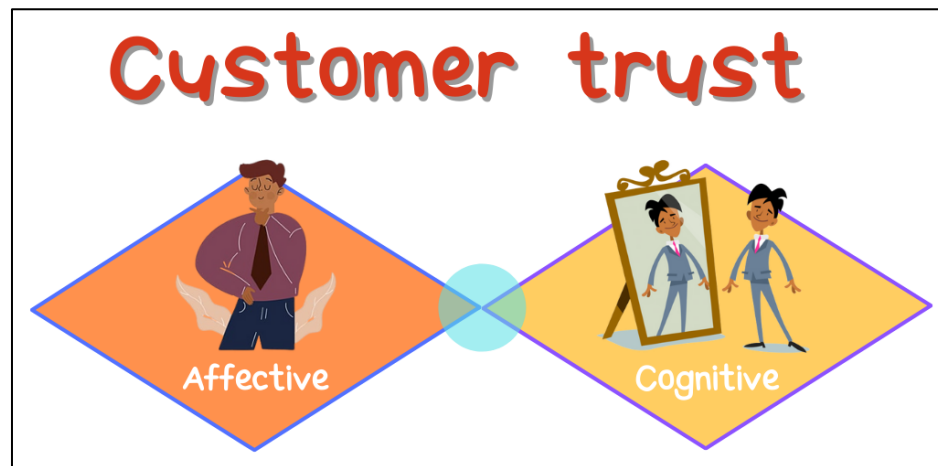
Figure 65: Observed variables of customer delight



Source: Researcher's synthesis

6. Factors of customer trust consist of 2 observed variables ranked by factor loading: 1) *Affective*, and 2) *Cognitive* as illustrated in Figure 66.

Figure 66: Observed variables of customer trust



Source: Researcher's synthesis

6.4 The analysis of correlation between all observed variables in the causal relationship model

After examining the curved normal distribution of the observed variables studied in the model, the researcher analyzed the correlation coefficient between all observed variables in a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand as shown in Table 57.

Table 57: Correlation coefficient between all observed variables in a perceived service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand

	TAN	REL	RES	ASS	EMP	COR	ENT	PPE	PHY	ROO	SOC	EDX	ENX	ESX	ESC	CUS	STA	WOR	DEL	GLE	ELA	COG	AFF	
TAN	1																							
REL	.327**	1																						
RES	.355**	.728**	1																					
ASS	.310**	.581**	.580**	1																				
EMP	.270**	.669**	.689**	.542**	1																			
COR	.565**	.462**	.448**	.282**	.314**	1																		
ENT	.411**	.333**	.394**	.405**	.310**	.317**	1																	
PPE	.325**	.248**	.283**	.262**	.305**	.313**	.271**	1																
PHY	.208**	.191**	.275**	.292**	.312**	.155**	.237**	.547**	1															
ROO	.130**	.116**	.154**	.225**	.238**	-.033**	.225**	.436**	.575**	1														
SOC	.192**	.056**	.098**	.180**	.093**	.141**	.142**	.286**	.223**	.263**	1													
EDX	.205**	.125**	.171**	.247**	.280**	.024**	.316**	.300**	.284**	.381**	.274**	1												
ENX	.265**	.217**	.314**	.338**	.367**	.084**	.409**	.298**	.343**	.424**	.268**	.587**	1											
ESX	.386**	.475**	.472**	.395**	.448**	.388**	.387**	.282**	.271**	.248**	.174**	.422**	.500**	1										
ESC	.137**	.076**	.159**	.163**	.277**	-.025**	.284**	.265**	.267**	.425**	.193**	.545**	.455**	.306**	1									
CUS	.307**	.247**	.220**	.215**	.190**	.362**	.119**	.423**	.322**	.129**	.130**	.014**	.112**	.224**	-.025**	1								
STA	.311**	.293**	.308**	.216**	.165**	.489**	.127**	.236**	.257**	.037**	.063**	-.081**	-.019**	.256**	-.085**	.561**	1							
WOR	.339**	.257**	.255**	.261**	.184**	.412**	.212**	.438**	.383**	.162**	.217**	.061**	.077**	.267**	-.019**	.664**	.566**	1						
DEL	.266**	.573**	.594**	.461**	.617**	.242**	.228**	.268**	.250**	.247**	.119**	.341**	.384**	.562**	.332**	.098**	.154**	.111**	1					
GLE	.276**	.536**	.559**	.407**	.539**	.316**	.240**	.201**	.195**	.152**	.057**	.251**	.296**	.514**	.244**	.095**	.197**	.135**	.739**	1				
ELA	.286**	.543**	.534**	.401**	.527**	.304**	.212**	.186**	.198**	.140**	.050**	.233**	.302**	.547**	.217**	.131**	.232**	.142**	.676**	.719**	1			
COG	.301**	.400**	.408**	.422**	.367**	.378**	.380**	.257**	.231**	.136**	.189**	.278**	.324**	.572**	.153**	.236**	.264**	.329**	.441**	.427**	.424**	1		
AFF	.276**	.435**	.505**	.499**	.525**	.276**	.397**	.315**	.349**	.271**	.162**	.375**	.426**	.550**	.290**	.199**	.217**	.215**	.573**	.592**	.591**	.728**	1	

Bartlett's Test of Sphericity = 4260.987, df = 253, p < .01, KMO = .902 **p < .01, *p < .05

Note: TAN = Tangibility, REL = Reliability, RES = Responsiveness, ASS = Assurance, EMP = Empathy, COR = Core benefit, ENT = Entertainment and Technology, PPE = PPE and Sanitization, PHY = Physically-distanced Restaurant Service, ROO = Room Service and Reception Automation, SOC = Social and Environmental Engagement, EDX = Educational experience, ENX = Entertainment experience, ESX = Entertainment experience, ESC = Escapist experience, CUS = Customer-use space, STA = Staff personal hygiene, WOR = Workplace hygiene, DEL = Delighted, GLE = Gleeeful, ELA = Elated, COG = Cognitive, AFF = Affective

According to Table 57, when considering the correlation coefficient between the 23 observed variables that were components of latent variables, it was found that most of the correlation coefficients were statistically significant at the 0.01 and 0.05 levels. The correlation coefficient was between 0.024 and 0.739. When considering the highest correlation coefficient between the observed variables of each latent variable, it was found that the latent variables of attributes of luxury chain hotel are reliability (REL) and responsiveness (RES) which are equal to 0.728. The latent variables of perceived service design are physically-distanced' restaurant service (PHY) and room service and reception automation (ROO) which are equal to 0.575. The latent variables of customer experience are entertainment (ENX) and educational (EDX) which are equal to 0.587. The latent variables of perceived hygiene attributes of COVID-19 are customer-use space (CUS) and workspace (WOR), which are equal to 0.664. The latent variables of customer trust are delighted (DEL) and gleeful (GLE) which are equal to 0.739. The latent variables of customer delight are cognitive (COG) and affective (AFF) which are equal to 0.728. It shows that none of the studied variables were overly correlated. This is consistent with (Hair, Celsi, et al., 2010), who concluded that if the correlation coefficient between the observed variables is higher than 0.80, it would have multicollinearity. However, the observed variables used in this study had a correlation coefficient between the observed variables of not more than 0.80 which can be concluded that multicollinearity is unlikely to be a problem.

6.5 The results of the analysis of 6 measurement constructs of attributes of luxury chain hotel, perceived service design, customer experience, perceived hygiene attributes of COVID-19, customer delight and customer trust

Confirmatory Factor Analysis (CFA) is to examine the coherence of theoretical research models developed based on empirical data. It is a study of the relationship between a set of observed variables and latent variables. The researcher examined the quality of the observed variables for each latent variable studied in the model if there is a construct validity with CFA technique by considering factor loading score whether it is more than 0.5 or not. If the value is exceeded, the observed variable is

a good latent variable component (Hair, Black, et al., 2010) and check the latent variable quality by the composite reliability (CR) that should be greater than or equal to 0.70 and the mean of the average variance extracted (AVE) should be greater than or equal to 0.50 (Diamantopoulos et al., 2000; Fornell & Larcker, 1981).

The results of a confirmatory factor analysis of latent variables in a model of a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand showed that the structure was consistent with the empirical data after CFA was restructured by linking double-headed arrows between errors of the variables according to modification indices (MI), which the statistics obtained were within acceptable criteria after restructuring values as follows: $\chi^2/df = 1.732$, confirmatory fit Index (CFI) = 0.972, goodness of fit index (GFI) = 0.935, normed-fit index (NFI) = (0.942, Tucker-Lewis index (TLI) =(0.960, root-mean-square error of approximation (RMSEA) = (0.046 .Despite a significant Chi-square, all other statistics are within acceptable ranges (Bagozzi & Yi, 2012; Hair, Black, et al., 2010)

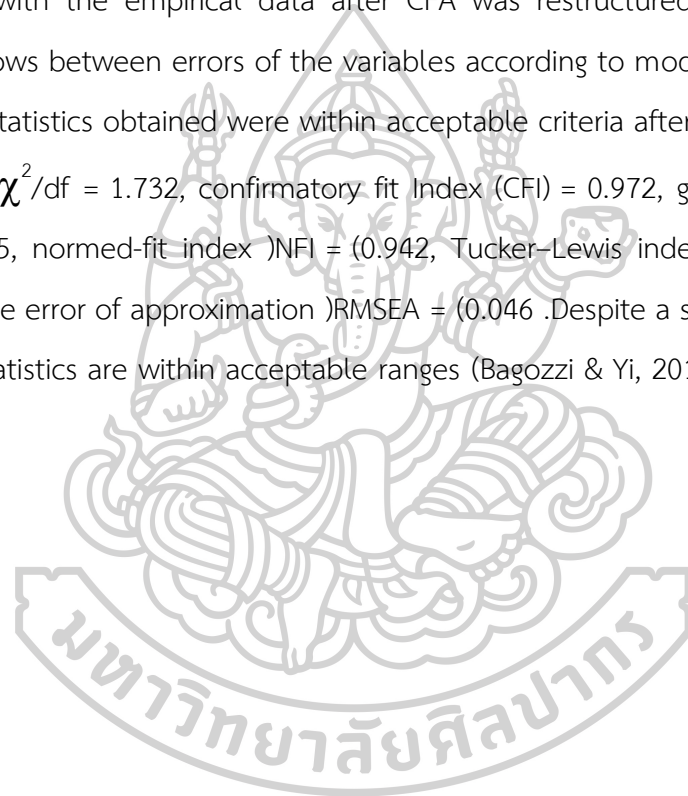
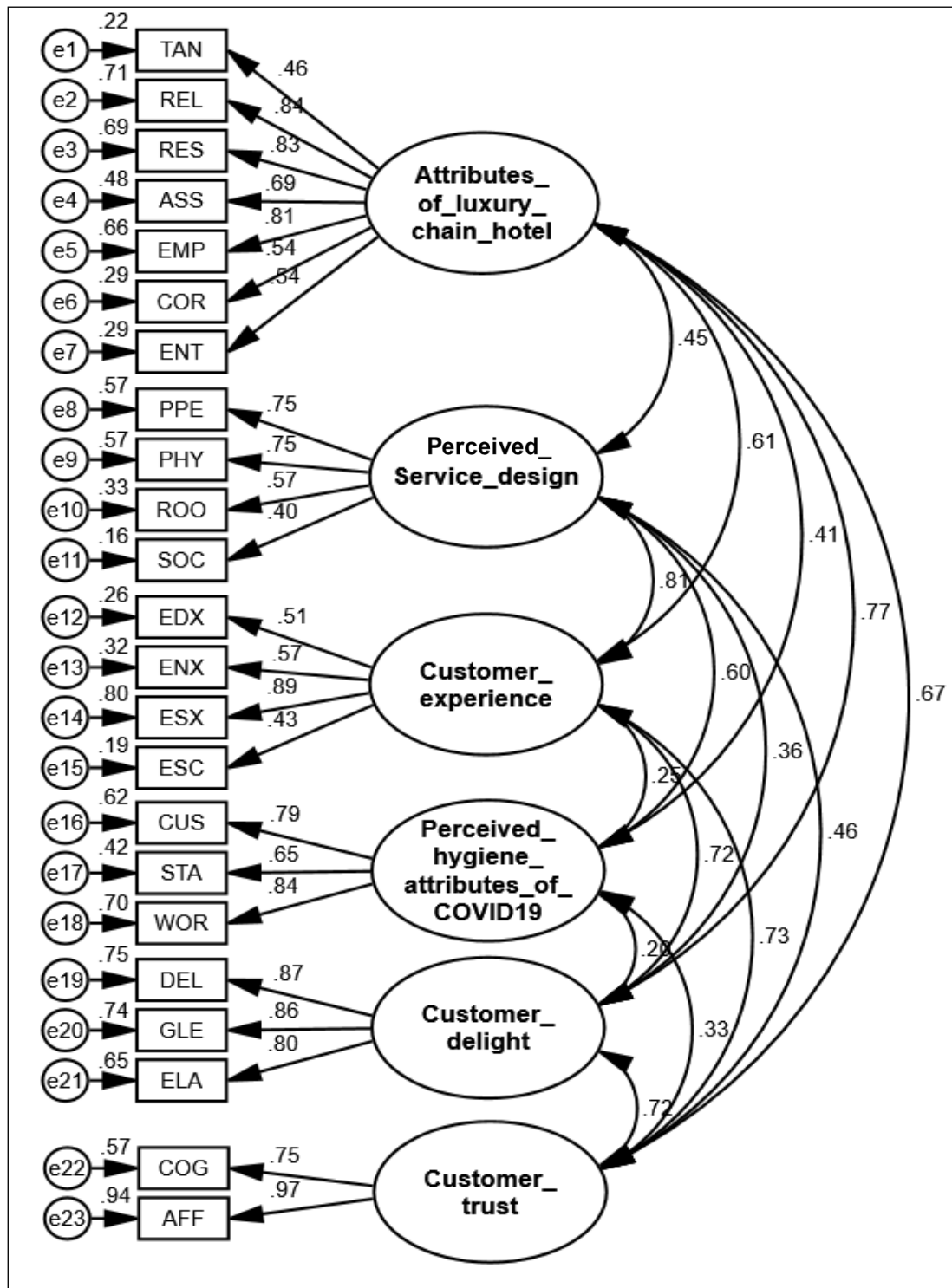


Figure 67: Analysis of confirmatory factor analysis



Note: TAN = Tangibility, REL = Reliability, RES = Responsiveness, ASS = Assurance, EMP = Empathy, COR = Core benefit, ENT = Entertainment and Technology, PPE = PPE and Sanitization, PHY = Physically-distanced' Restaurant Service, ROO = Room Service and Reception Automation, SOC = Social and Environmental Engagement, EDX = Educational experience, ENX = Entertainment experience, ESX = Entertainment experience, ESC = Escapist experience, CUS = Customer-use space, STA = Staff personal hygiene, WOR = Workplace hygiene, DEL = Delighted, GLE = Gleeful, ELA = Elated, COG = Cognitive, AFF = Affective

From Figure 67, most factor loading of observed variables are greater than 0.50. The measures and constructs' psychometric properties are provided in Table 58.

Table 58: Measurement items

Constructs	Loading	CR	α	AVE
Attributes of luxury chain hotel				
Reliability (REL)	0.842	0.857	0.812	0.758
- The hotel staff performs services correctly the first time.	0.871			
- The hotel staff is well-trained and knowledgeable.	0.818			
- The hotel staff has good communication skills.	0.816			
- The hotel staff provides accurate billing.	0.848			
- The hotel staff provides accurate information about hotel services.	0.857			
Responsiveness (RES)	0.833	0.847	0.787	0.714
- The hotel staff is willing to provide help promptly.	0.885			
- The hotel has availability of staff to provide service.	0.829			
- The hotel staff provides quick check-in and check-out.	0.817			
- The hotel provides prompt breakfast service.	0.802			
Assurance (ASS)	0.692	0.815	0.801	0.757
- The hotel staff is friendly.	0.715			
- The hotel staff always provides courteous and polite service.	0.675			
- The hotel staff has ability to instill confidence in customers.	0.685			
Empathy (EMP)	0.812	0.823	0.804	0.785
- The hotel staff gives special attention to the customers.	0.785			
- The hotel staff can address the customer by name.	0.684			
- The hotel staff can understand the customers' requirements.	0.885			
- The hotel staff always listens carefully to complaints.	0.915			
- The hotel staff has problem-solving abilities.	0.789			

Table 58: Measurement items

Constructs	Loading	CR	α	AVE
Core benefit (COR)	0.527	0.823	0.804	0.785
- The hotel provides a quiet room.	0.541			
- The hotel provides security of room.	0.524			
- The hotel provides security and safety at the hotel.	0.537			
- The room has comfortable and clean mattress, pillow, bed sheets and covers.	0.514			
- The hotel provides in-room facilities in working order such as kettle, air conditioning, lighting, toilet, fridge, etc.	0.517			
Entertainment & Technology (ENT)	0.537	0.785	0.714	0.685
- The hotel provides children's facilities such as playground, baby-sitting, swimming pool, etc.	0.541			
- The hotel provides comfortable, modern, and easy-to-use in-room technologies such as WIFI, smart TV, text messaging services, charging stations and outlets.	0.521			
- The hotel implements technologies such as online reservation, hotel website, direct hotel email, computerized feedback form, special promotions on hotel website, and acceptance of credit, debit cards, and internet banking that facilitate the customers.	0.549			
Perceived service design				
PPE and Sanitization (PPE)	0.764	0.812	0.785	0.714
- Rooms and common areas in the hotel are cleaned and sanitized properly with alcohol-based products.	0.771			
- Rooms and common areas in the hotel are sanitized properly with ozone.	0.795			
- The hotel requires all guests to wear face masks and gloves.	0.804			
- All means of transport used by the hotel to organize its transfer service are sanitized (for example, by using single-use seat covers).	0.687			
- The hotel replaces the traditional breakfast buffet with a breakfast menu on request, and breakfast is served at the table.	0.730			

Table 58: Measurement items

Constructs	Loading	CR	α	AVE
'Physically-distanced' Restaurant Service	0.719	0.812	0.785	0.714
- Every table in the breakfast room and in the restaurant seats a limited number of people.	0.715			
- A one-meter distance between people is implemented at the table in the breakfast room/ restaurant.	0.724			
- Restaurant tables are very far from each other more than one meter apart.	0.708			
- Meals (breakfast, lunch and dinner) are served in turns in order to avoid gatherings and overcrowding inside the breakfast room/restaurant.	0.717			
Room Service & Reception Automation (ROO)	0.509	0.852	0.814	0.618
- The hotel replaces the traditional breakfast buffet with a breakfast menu, which is provided through room service.	0.510			
- The possibility for guests to consume their meals through room service.	0.505			
- The possibility to reduce the frequency of room cleaning service to reduce the staff's contact with personal items in the room.	0.508			
- You can check in and check out using an automated system.	0.514			
Customer experience				
Entertainment (ENX)	0.511	0.757	0.746	0.507
- The activities at hotel kept me amused.	0.517			
- The entertainment at this hotel was really captivating.	0.511			
- The activities at this hotel were entertaining.	0.510			
- The activities at this hotel were fun.	0.504			
Educational (EDX)	0.586	0.797	0.741	0.620
- I learned a lot during staying this hotel.	0.685			
- Staying at this hotel makes me more knowledgeable.	0.518			
- Staying at this hotel is a real learning experience.	0.587			
- Staying at this hotel stimulates my curiosity to learn new things.	0.553			

Table 58: Measurement items

Constructs	Loading	CR	α	AVE
Escapist (ESX)	0.858	0.871	0.852	0.608
- I felt like I was living the role of someone different from myself in my daily life while I was at the hotel.	0.874			
- Hotel experience let me imagine being someone else.	0.894			
- I completely escaped from my daily routine during staying at the hotel.	0.878			
- I felt like I was in a different time or place during my stay at the hotel.	0.785			
Perceived hygiene attributes of COVID-19				
Customer-use space (CUS)	0.793	0.816	0.810	0.589
- Hotel cleans areas where water is congested inside rooms i.e., sinks, toilets, and washroom floors using disinfectants.	0.768			
- This hotel washes its laundry using antibacterial products and practices i.e., towels, bed covers, blankets, and pillows.	0.859			
- Hotel is regularly fumigated to prevent pests and cockroaches.	0.798			
- This hotel cleans in-room facilities using disinfectants.	0.764			
- This hotel cleans restaurant facilities i.e., tables and chairs using disinfectants.	0.775			
Staff Personal hygiene (STA)	0.669	0.874	0.814	0.624
- Hotel staff is meticulous in their hand-washing & disinfecting.	0.654			
- The hotel staff wears masks at all times while on duty.	0.705			
- The hotel staff covers their mouths and noses with bent elbows when coughing or sneezing.	0.647			
Workspace (WOR)	0.831	0.871	0.850	0.684
- This hotel cleans the surfaces of the work areas of staff.	0.874			
- This hotel cleans the work equipment of staff i.e., phones, keyboards, and printers using disinfectants.	0.851			
- The hotel staff maintains a social distance from their fellow staff members while at work.	0.810			
- The workspaces and lounges used by staff in this hotel are subject to regular management by professional hygiene companies.	0.789			

Table 58: Measurement items

Constructs	Loading	CR	α	AVE
Customer delight	0.828	0.868	0.688	0.880
- <i>I felt delighted by the service of the hotel</i>	<i>0.885</i>			
- <i>I felt elated by the service of the hotel.</i>	<i>0.829</i>			
- <i>I felt gleeful by the service of the hotel.</i>	<i>0.770</i>			
Customer trust				
Cognitive (COG)	0.747	0.857	0.833	0.752
- <i>I believe this hotel chain does its business with professionalism and dedication during the COVID-19 pandemic.</i>	<i>0.791</i>			
- <i>Given the approach of this hotel chain, I believe in its competence during the COVID-19 pandemic.</i>	<i>0.747</i>			
- <i>I can rely on this hotel chain to serve me carefully during the COVID-19 pandemic.</i>	<i>0.735</i>			
- <i>I am confident about this hotel chain's ability to professionally operate its business during the COVID-19 pandemic.</i>	<i>0.718</i>			
- <i>I can confidently depend on this hotel chain if I visit it during the COVID-19 pandemic.</i>	<i>0.746</i>			
Affective (AFF)	0.973	0.985	0.914	0.858
- <i>I would feel a sense of personal connection with this hotel chain if I visit it during the COVID-19 pandemic.</i>	<i>0.975</i>			
- <i>I feel that this hotel chain will respond to me caringly as a customer during the COVID-19 pandemic.</i>	<i>0.985</i>			
- <i>I feel that this hotel chain will show a warm and caring attitude toward me during the COVID-19 pandemic.</i>	<i>0.971</i>			
- <i>I feel that this hotel chain will be concerned about me during the COVID-19 pandemic.</i>	<i>0.947</i>			
- <i>I feel that this hotel chain will care about maintaining a good relationship with me during the COVID-19 pandemic.</i>	<i>0.985</i>			

Note: CR = composite reliability, α = Cronbach's alpha, AVE = average variance extracted

From Table 58, the researcher can explain construct validity, composite reliability (CR), and average variance extracted (AVE) as follows

An analysis of construct validity

1) Observed variables that have factor loading describing *attributes of luxury chain hotel* consist of 6 observed variables: reliability (REL) has the most factor loading = 0.842, followed by responsiveness (RES) = 0.833, empathy (EMP) = 0.812, assurance = 0.692, entertainment & technology (ENT) = 0.537, and core benefit (COR) = 0.527 respectively.

2) Observed variables that have factor loading describing *perceived service design* consist of 3 observed variables: PPE and sanitization (PPE) = 0.764 at most, followed by physically-distanced' restaurant service (PHY) = 0.719, and room service and reception automation (ROO) = 0.509 respectively.

3) Observed variables that have factor loading describing *customer experience* consist of 3 observed variables: escapist (ESX) = 0.858 at most, followed by educational (EDX) = 0.586, and entertainment (EDX) = 0.511 respectively.

4) Observed variables that have factor loading describing *perceived hygiene attributes of COVID-19* consist of 3 observed variables: workspace (WOR) = 0.831 at most, followed by customer-use space (CUS) = 0.793, and staff personal hygiene (STA) = 0.669 respectively.

5) Observed variables that have factor loading describing *customer delight* consist of 3 observed variables: delighted (DEL) = 0.885 at most, followed by gleeful (GLE) = 0.829, and elated (ELA) = 0.770 respectively.

6) Observed variables that have factor loading describing *customer trust* consist of 2 observed variables: affective (AFF) = 0.973 and cognitive (COG) = 0.747

6.6 The results of the structural model of the antecedents and consequences of service design for luxury chain beach hotels in Andaman Coast of Thailand

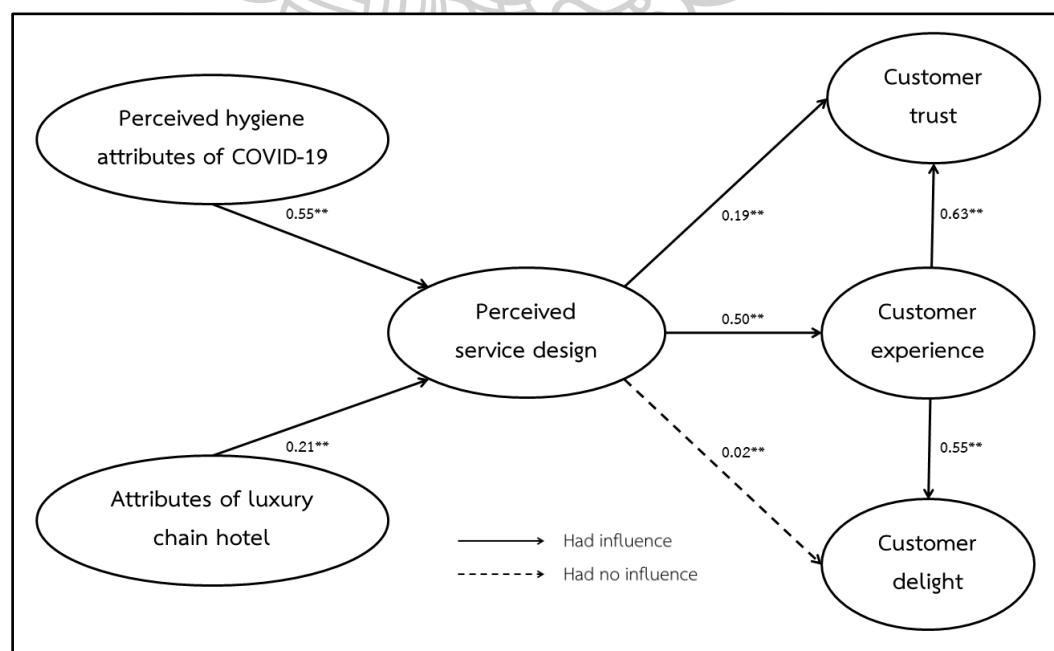
A presentation of data analysis results based on a research hypothesis, the researcher investigated whether the structural equation model developed in accordance with the concepts and theory is consistent with the empirical data. If it is

found to be inconsistent with the empirical data, the researcher then proceeds to modify the model in order to be consistent with empirical data by allowing the variance of the standard error of some pairs of observed variables to be correlated until the adjusted model is consistent with the empirical data, and then considers the relationship path of the detailed model

The researcher examined the hypothesis-based model developed from related concepts and theories to determine whether they are consistent with empirical data or not. If the results of the Fit Index examination reveal that there is still no consistency with the empirical data, the researcher will modify the model by considering the report of the Modification Index and taking into account the appropriateness and feasibility of concepts and theory as well as relevant research findings and the possibility of discussing research findings from the model.

Further to the analysis of the structural model of the antecedents and consequences of service design for luxury chain beach hotels in Andaman Coast of Thailand, the researcher can conceptualize the result of research model and influence values as shown in Figure 68.

Figure 68: Results of research model and influence values



** $p < .01$

The results of the hypothesis test were determined. The researcher presented a summary of the research findings based on the respective hypotheses as follows:

Hypothesis 1: The results of the hypothesis test showed that perceived hygiene attributes of COVID-19 had a statistically significant positive influence on perceived service design ($\beta = 0.55, p < 0.05$) (accepted Hypothesis 1).

Hypothesis 2: The hypothesis test results showed that attributes of luxury chain hotels had a statistically significant positive influence on perceived service design ($\beta = 0.21, p < 0.05$) (accepted Hypothesis 2).

Hypothesis 3: The hypothesis testing results showed that perceived service design had a statistically significant positive influence on customer experience ($\beta = 0.50, p < 0.05$) (accepted Hypothesis 3).

Hypothesis 4: The hypothesis test results showed that perceived service design had a statistically significant positive influence on customer trust ($\beta = 0.19, p < 0.05$) (accepted Hypothesis 4).

Hypothesis 5: The hypothesis testing results showed that perceived service design had no statistically significant influence on customer delight ($\beta = 0.02, p > 0.05$) (rejected Hypothesis 5).

Hypothesis 6: The results of the hypothesis test showed that customer experience had a statistically significant positive influence on customer trust ($\beta = 0.63, p < 0.05$) (accepted Hypothesis 6).

Hypothesis 7: The hypothesis test found that customer experience had a statistically significant positive influence on customer delight ($\beta = 0.55, p < 0.05$) (accepted Hypothesis 7).

The structural model of the antecedents and consequences of service design for luxury chain beach hotels in Andaman Coast of Thailand is found that the results of the hypothetical validity analysis by structural equation model analysis. Chi-square is statistically insignificant difference from zero at the 0.05 level ($\chi^2 = 222.651, df = 121, p = 0.000, CFI = 0.973, GFI = 0.939, NFI = 0.943, TLI = 0.957, RMSEA = 0.049; Chi-square/DF = 1.840$). It proves that the measurement model was consistent with the

empirical data or there is an assumption of validity that is consistent with the statistical value considering from Goodness Fit Index (GFI) = 0.939, which is greater and close 0.80. If this value is closer to 1, it indicates that the measurement model is consistent with the empirical data.

The model error index is Root Mean Square Error of Approximation (RMSEA) which is equal to 0.049 is less than 0.05. It proves that the measurement model was fairly consistent with the empirical data. Considering the Relative Chi-square, which is a ratio of Chi-square value to the degrees of freedom (df) found that it is equal to 1.840 (less than 2 from GFI). Hence, it can be concluded that the adjust model is consistent with empirical data and the estimation of parameters in such models is acceptable as illustrated in Figure 69.

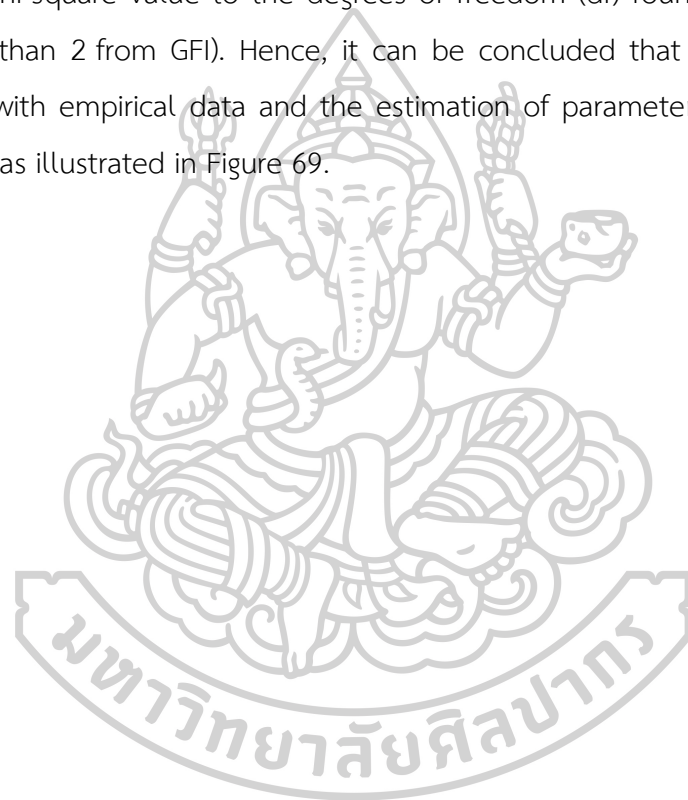
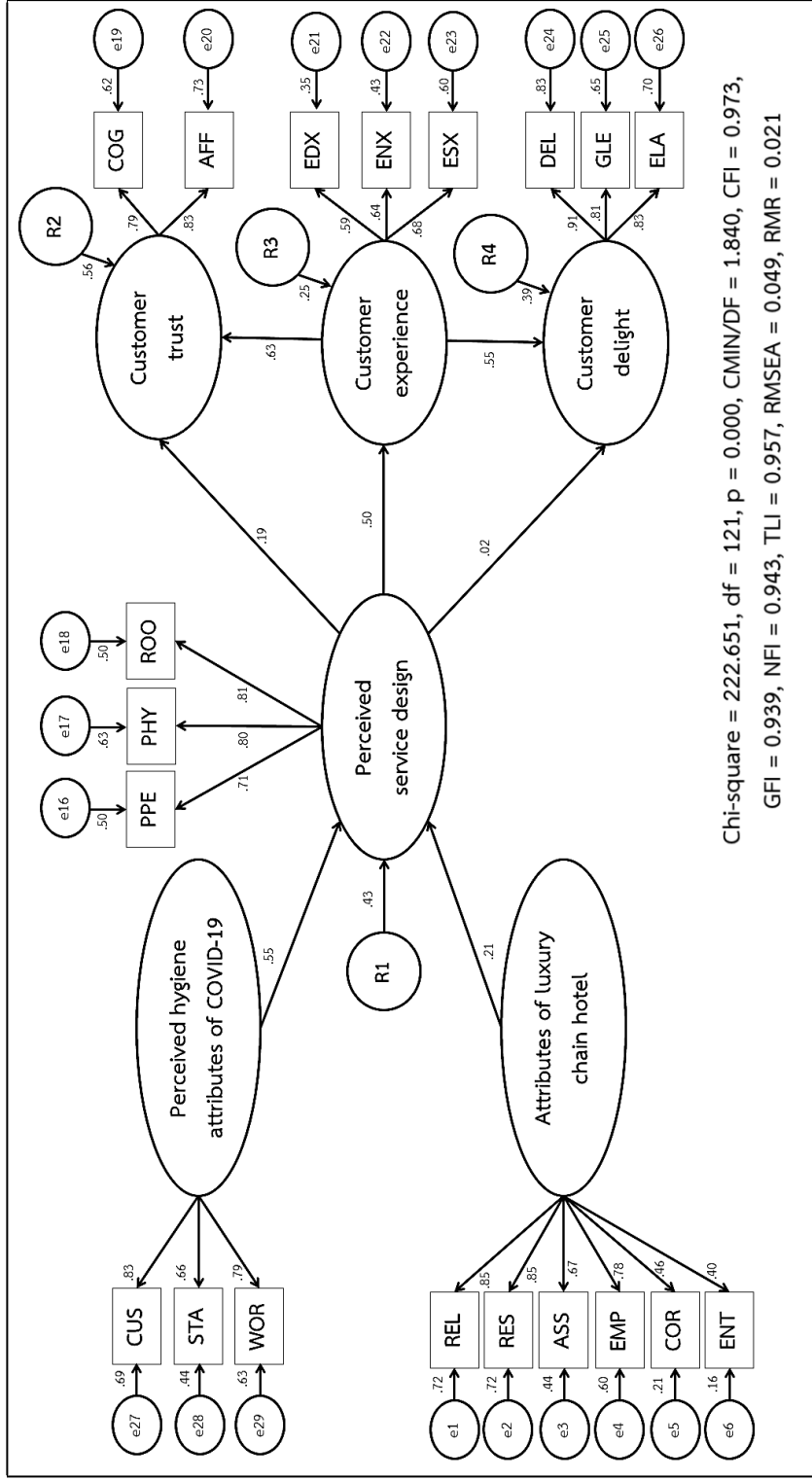


Figure 69: The structural model of the antecedents and consequences of service design for luxury chian beach hotels in Andaman Coast of Thailand



Note: CFI = confirmatory fit Index, GFI = goodness of fit index, NFI = normed-fit index, TLI = Tucker-Lewis index, RMSEA = root-mean-square error of approximation

Table 59: Results of path analysis of independent and dependent variables in the structural equation model.

Constructs relationships		Estimate	S.E.	C.R.	P	Results
H1	Perceived hygiene attributes of COVID-19 → Perceived service design	0.577	0.074	7.792**	0.000	Supported
H2	Attributes of luxury chain hotels → Perceived service design	0.374	0.114	3.274**	0.001	Supported
H3	Perceived service design → Customer experience	0.663	0.105	6.288**	0.000	Supported
H4	Perceived service design → Customer trust	0.220	0.08	2.744**	0.006	Supported
H5	Perceived service design → Customer delight	0.036	0.103	0.353	0.724	Not supported
H6	Customer experience → Customer trust	0.541	0.078	6.956**	0.000	Supported
H7	Customer experience → Customer delight	0.697	0.097	7.171**	0.000	Supported

** $p < .01$, S.E. = Standard errors, C.R. = Critical ratios

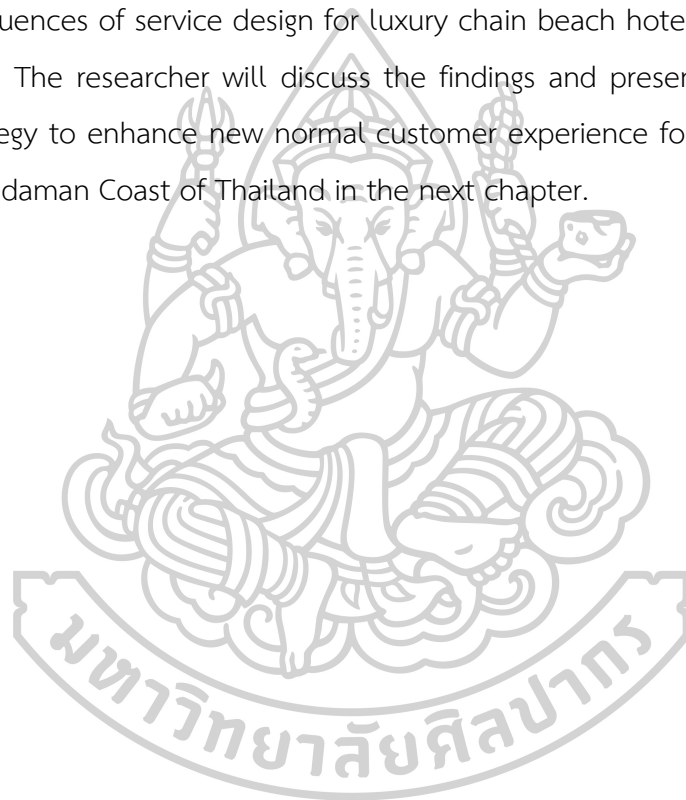
Table 60: The analysis of a causal factor model of a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand

Variables	Perceived service design			Customer experience			Customer trust			Customer delight		
	DE	IE	TE	DE	IE	TE	DE	IE	TE	DE	IE	TE
Perceived hygiene attributes of COVID-19	0.549**	-	0.549**	-	0.272**	0.272**	-	0.278**	0.278**	-	0.163**	0.163**
Attributes of luxury chain hotel	0.214**	-	0.214**	-	0.106**	0.106**	-	0.108**	0.108**	-	0.063	0.063
Perceived service design	-	-	-	0.496**	-	0.496**	0.193**	0.314	0.507	0.022	0.275**	0.296**
Customer experience	-	-	-	-	-	-	0.633**	-	0.633**	0.554**	-	0.554**

Note: DE = direct effect; IE = indirect effect; TE = total effect

*p < .01

In conclusion, Chapter 6, the researcher found the analysis of correlation between all observed variables in the causal relationship model, results of the analysis of 6 measurement models of attributes of luxury chain hotel, perceived service design, customer experience, perceived hygiene attributes of COVID-19, customer delight and customer trust, and the structural model of the antecedents and consequences of service design for luxury chain beach hotels in Andaman Coast of Thailand. The researcher will discuss the findings and present them as a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand in the next chapter.



CHAPTER 7

RESEARCH CONCLUSION AND DISCUSSION

The research entitled “*A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand*”, applies mixed method research using quantitative and qualitative research methods.

Objectives of the research are 1) to analyze the unique attributes of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience, 2) to examine the new normal service design currently undertaken by luxury chain beach hotels in Andaman Coast of Thailand to create customer experience, 3) to determine relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotels affecting perceived service design, 4) to examine relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain beach hotels in Andaman Coast of Thailand, 5) to investigate the structural model of the antecedents and consequences of perceived service design for luxury chain beach hotels in Andaman Coast of Thailand, and 6) to formulate the new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand

The results of the research can be summarized as follows:

- 1) Summary of qualitative research result**
- 2) Summary of quantitative research result**
- 3) Discussion results of the research**
- 4) Research implications**
- 5) Research limitation**
- 6) Suggestions for future research**

7.1 Summary of qualitative research result

The researcher collected the data through an in-depth interview with semi-structured interview questions from 21 informants consisting of hotel owners, general managers, and hotel marketers of luxury chain hotels in Phuket, Phang-Nga, and Krabi, and an expert from Thai Hotel Association. The data obtained from the interviews were analyzed by thematic analysis. From these research questions, the researcher can summarize the research results to answer three research questions as follows.

1) What are the unique attributes of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create a customer experience?

2) What is the new normal service design currently being undertaken by luxury chain hotels in Andaman Coast of Thailand to a create customer experience?

7.1.1 Unique attributes of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience (Obj.1)

This study found that the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand is divided into 2 categories which are the main uniqueness category and secondary uniqueness category. The main uniqueness consists of location, service, facilities, activities, products, and staff. The secondary uniqueness consists of guestroom, food & beverage, and decoration. But the researcher will summarize only the main categories because they are mostly mentioned and reflect more than 50% of the total number of twenty-one informants.

Location is where the hotel is located. The location of the luxury chain beach hotels in Andaman Coast of Thailand is mostly located by the **beachfront**. It allows the guests to relax, enjoy a variety of water activities, and absorb the freshness of the sea at any time. Staying at beachfront hotels makes the guests feel like they are in a different world from their existing places. They can feel that they can escape from their everyday lives because the main reason for the guests staying at the

beachfront hotel is for their holiday. As the Andaman coast of Thailand is one of the most beautiful beaches that are popular among tourists all over the world, the beachfront location is the main reason for deciding to stay at a luxury chain beach hotel in Andaman coast of Thailand. Next is the **easy access** of the hotel by any method of transportation which means they can conveniently travel to and from the tourist attractions. As most of the guests of the hotel have purchasing power to pay for their services. So, they prefer the hotel where is located near the main road, which is convenient and can also be accessed directly to the beach. In case the guests go outside the hotel during their stay, they need a convenient transfer which is safe and can save their time. Being located in a **famous tourist city** allows the hotels a chance to attract both domestic and international tourists because they will consider travelling to the tourist cities first when they plan their holiday. In addition, the hotels located in a famous tourist city allow the tourists to have more tourist facilities such as shopping, restaurants, package tours, spas, nightlife, tourist pick-up point or taxi service. So, being a world-class tourist city like Phuket, Phang-Nga or Krabi is not surprising that the service model of various tourism establishments, including hotels, spas, and restaurants provides the services at a world class level.

Service is a helpful act that the guests can receive privacy, safety, security, personalization, high standard, fast, and discreet from the hotel. There are many kinds of service that the hotels provide to their guests such as babysitting, kids club, pet-sitting, or concierge. As being a luxury chain beach hotel, there are special characteristics of the service that the hotels provide to the guests which are exceptional, seamless, and personalized. The service that is **exceptional** is a proactive and attentive performance. The staff need to always think about the needs of customers that may arise in the future by giving things beyond their expectations, showing them how active and energetic they are. Moreover, the staff must be able to recognize and anticipate customer needs before they ask. The customers can feel confident that every service is neat and will be more impressed when the staff demonstrate their efforts. Apart from the exceptional service, the **seamless** service is another challenge that the hotels aim to provide to the clients smoothly and without any obstacles since they first search for information, book the room, go to

the hotel, stay at the hotel, and leave the property. The Hotels need to remove barriers to boundaries so that customers don't feel that which channel is better, but they can choose to use each channel according to the opportunity and need at each important moment that is still tied to the brand without changing their minds to move to another hotel. The function of the hotel is needed to plan how the clients can make a hotel reservation at any time that can make channel transitions happen naturally and the customers must not feel the difference. Additionally, *personalized* service provides a modern competitive business that requires the customer to create the experience and a truly unique individual learning process. Personalized service is a trend that truly caters to the needs of today's guests. The hotel manager should take a serious look at the needs of the guests because focusing on personalization will help to impress and build loyalty to the business in the long run. If the hotels can provide more experiences that can meet the needs of customers, it can make them engage and stay longer.

Facilities of the hotel mean the buildings, equipment, or services that have high technology, are modern, comfortable, effective and stylishly provided to the guests. The facilities in this study include high technology, elite, and universal design. As the demand for hotel services increases, the hotels start to follow the trend, including facilities with *high technology* such as wireless high-speed internet, plasma or LCD flat screen television to be their selling point to gain more popularity among customers. In the age of the digital economy, hotels must introduce advanced technology to add value to their products or services to enhance their competitiveness. Facilities provided by the hotel should make them feel comfortable and relaxing. The application of service innovations can also create modern hotel service which has to pick up the technology or change the process steps. Executing the service of the hotel to increase the high value and potential hotels in terms of quality has changed in a good direction to be able to compete effectively. Another characteristic facility that can create memorable and long-lasting memories is to be *elite* because it can transform an experience to enhance the style and life of the guests. Elite facilities at the hotel can include a charter yacht, VIP treatment, standby staff to provide services, personal butler, gourmet meals, etc. The elite facilities can

immerse the guests in a new experience while indulging in the very best levels of attentive and personal, lavish and sumptuous accommodation. Moreover, elite facilities involve fine materials, combined with a high service standard enabling a profound and memorable experience to make the guests feel like they are precious and delicate people. Hence, the elite facilities at the luxury chain beach hotels are sold as a lifestyle, rejuvenation and relaxation. As we know that a hotel is a place for service and leisure that needs to be designed for all users whether they are children, adults, seniors or people with disabilities. The principle of **universal design** requires all dimensions of usability, equally usable, flexible, simple, and have a size and space that can be used for actual use. Design ideas to create buildings, products and environments for everyone whether they differ in age, ability, status, or disability to remove barriers should not be overlooked. Creating a good hotel atmosphere allows the guests to have complete freedom in a shady and comfortable environment, feel at ease that all guests are treated like they are at home to stay healthy, fit and move around full of happiness both physically and mentally.

Activities are things the guests can do and enjoy while they are staying at the hotel such as beach activities, high-end spa treatments, 24-hour fitness center, and optional sightseeing. Most of the tourists who travel to hotels located in the Andaman Sea are focused on **beach activities**. Currently, the behavior of tourists has changed. Enjoying the beauty of the beach and water activities that are friendly to the environment is their preference. If it can be combined with sea and beach tourism perfectly when they stay at the hotel, it will be a good important opportunity to promote and develop stronger marine and beach tourism and provide differentiated experiences for tourists. Apart from beach activities, it found that the tourists would like to experience new things. Consequently, creating an experience that allows the tourists to learn the **local culture** sounds interesting. The local cultural activities provided by the hotels should be traditional, easily accessible, and combine knowledge in tourism. Moreover, the activities should be fun, show the essence of local culture for tourists, and create a feeling of being in a place where tourists come to visit in an unexpected way. The last activity that the hotels can show their uniqueness is about a **spiritual activity**. This activity focuses on the

pursuit of healing and promoting the health of customers while they stay in a unique and private setting. The luxury hotels develop spiritual activity by emphasizing exercise to allow the guests to have a healthy body free from disease which is fit with the current COVID-19 situation. The hotels can present the activities which are linked to the concept of providing health services, healthy food, recreational activities, or retreat programs.

Product is the item that guests expect to be readily available with high quality, easy to use, good condition, and nice design when they stay at a hotel. The luxury chain beach hotels focus on high quality, sustainable, and easy-to-use products. Running a hotel business is not an easy task because there is so much needed to supply. Tourists are looking for hotels that can provide a unique experience and have the opportunity to give them good things, and return to the community that traveled to stay. The creation of *high quality* products is one of the important approaches to improving and maintaining an organization's business. The highest level of a high quality product can create satisfaction and thrill the guests. The selection of high quality items or products builds trust that becomes unique to the luxury chain of beach hotels as the guests expect to receive good products and services. So, the items or products must be certified and checked for quality as well to avoid complaints if found that the hotel uses poor quality items or products which may affect the reputation and image of the hotel. Recently, many hotels are increasingly focused on *sustainability* starting with energy efficiency, buying and selling energy to renewable energy sources, using clean and safe products, using renewable energy like solar energy, increasing awareness of the carbon footprint. They turned to ordering the materials that had been marked as environmentally friendly to use within the hotels. This starts with selecting and purchasing locally sourced and environmentally friendly products or materials, such as chemical-free organic rice, organic rice from farmers, ready-to-order raw materials are used to reduce waste and choose non-toxic vegetables. In addition, the recent crises and natural volatility occurring around the world make clear that sustainability is an important matter that we need to pay attention to, especially in the hotel business that is not only a country's economic driver but plays an important role in driving environmental

protection. Another uniqueness in terms of products is choosing *easy- to-use*. This can create satisfaction when using it through both the visual and tactile senses. A good feeling may arise from a feeling of being controllable, understandable, intuitive, convenient and appropriate because of proper use. It makes users feel relaxed and satisfied with the use of that product. Selection of easy-to-use products requires a design that understands the mechanical anatomy of size, proportions, capabilities and limits suitable for the user's organs. Both psychology and physiology, which differ according to gender, race, domicile and social environment in which the product is used, are mandatory in the design.

Staff is a person working at the hotel who has good communication skills, is well-trained, friendly, intuitive, engaging, and passionate and can perform his/her job with greater competency, skills, knowledge and attitude to the guests to make the business run more smoothly. The attributes of the staff working at luxury chain beach hotels in Andaman coast of Thailand should be well-trained, detail-oriented, and good communicators. Starting from a *well-trained* staff should be trained by the human resources department continuously so that the operation of providing services to customers is efficient and effective. The training should be done to build confidence in the performance of the employees and to create confidence and happiness in working with the organization. Most hotels give importance to training to develop personnel to be able to perform their duties at their full potential and create customer satisfaction, which is an important goal for hotels. Improving training process is not just the process of building employees' skills to achieve organizational goals, but it can also help build employee loyalty or positive feelings for the organization because when employees have better cognitive skills, they can help improve the overall efficiency of their work. Working in a luxury chain beach hotel requires the staff to follow the instructions of the hotel, especially when working with others to make the work come out as perfect as possible. So, *attention to detail* is a skill that everyone should have because it emphasizes that staff know how to learn and analyze the details of the work that they do. In addition, staff must pay attention to the details of each individual guest, and think that the guest's problem is their problem in order to find a way to solve problems. Taking into

account the feelings of the guests will lead to a greater understanding of others and respond to the needs of the guests exactly as they want. The staff just implies putting the feelings into work by anticipating what the guests want, but providing the service exceeds his or her expectations. Hence, the fundamentals of being a service provider must be polite and humble, know the principles of service and be attentive to service, and must be aware that they must act as a service provider which is an important responsibility. Another important attribute of being a good staff for luxury chain beach hotels in Andaman coast of Thailand is having **good communication** skills. This is because each day the staff has to communicate with customers, teams, and other partners. These people have different backgrounds, race, age, and emotional level. It is important that the staff should be able to communicate with these people clearly and easily in a professional manner. Communication skills in English or other foreign languages are also very important because it will impress customers. The staff needs to be able to demonstrate that they have a team communication skill to be able to work together as a team in a stressful environment. Working in a hotel is stressful and there are many things to do. If the staff can communicate in English correctly, the standard of service to customers can be maintained and the customers will be satisfied with the service. The customers will come back because returning to use the service again means the customers have had a good service experience, resulting in satisfaction. Accurate and fast response will result in customers being impressed, creating a good relationship between employees and customers.

In sum, the uniqueness of luxury chain beach hotels in Andaman coast of Thailand in this study consists of location (beachfront, east access, famous tourism city), service (exceptional, seamless, personalized), facilities (high technology, elite, universal design), activities (beach, local culture, spiritual), product (high quality, sustainable, easy-to-use), and staff (well-trained, detail-oriented, good communication)

7.1.2 New normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience (Obj.2)

This study found that new normal service design currently undertaken by luxury chain beach hotels in Andaman Coast of Thailand to create a customer experience is divided into 4 categories which are reservation services, check-in services, in-house services, and check-out services.

Reservation services are the interaction between guests and hotel before the guest selects a hotel for staying. There are three dimensions of pre-arrival services. First, the hotel ***vacates the rooms for one day*** after the previous guests check-out to sanitize and disinfect them, so the new guests can be assured that their room is clean. The disinfectant starts from ceiling, floor, corridor, toilets, and other materials or equipment that are usually touched, stop using the room at least 1 day. This will build confidence in the hygiene of customers, and they can feel that hotel cares about cleanliness. Second, the hotel allows the guests to do the ***optional advanced check-in*** at the hotel by using mobile check-in applications and email. This strategy helps to reduce the number of arriving guests waiting to check-in at the lobby. Moreover, some hotels allow guests to do a pre check-in by completing the form via email and submitting it to the hotel 24 hours prior to the check-in date. The guests just leave their belongings at the bell counter and inform their name or captured-screen of their mobile to the hotel staff, they can go to their rooms. These methods make the guests feel more comfortable and can reduce the risk of COVID. Third, a ***virtual hotel experience*** that allows customers to easily experience and see a hotel without actually appearing. The customers can check the rooms, facilities and enjoy the real feeling of hotel travel and services. VR is the perfect technological innovation and advanced technology to promote business and acquire more customers. When a hotel has a virtual hotel attraction on their website, they will attract more potential customers for their business and create a willingness in the minds of customers to book a room. The hotels can include links in the virtual tour to provide additional information within the image to guests which will be easy to navigate for users especially during the pandemic where people are turning to digital.

Check-in services are the interaction of the guests with the hotel staff upon arrival at the hotel. There are 7 dimensions of arrival services that the hotel has designed to help prevent all concerned parties from COVID-19, including **checking the temperature** of each guest; requesting to see the **vaccine certificate** at least two doses; providing **complimentary hygienic kits** (i.e. surgical facial mask, gloves, alcohol gel, alcohol wipe, and reminding the guests to be aware of **social distancing**). This process will help monitor the COVID-19 situation and follow strict guidelines from the World Health Organization (WHO) and recommendations from the Ministry of Health. As the behavior of tourists will change radically due to the impact of having to take precautions to prevent contracting COVID-19, the habit and attitude towards hygiene safety standards have changed. Paying more attention to the cleanliness of the hotel to stay in, and to food cleanliness and use of hotel commons is the hotel's challenge to the new normal in the hotel industry. Next, the hotel needs to reduce the number of guests using the hotel services or facilities. Hence, the hotel initiates the **advanced reservations for all hotel facilities** such as gyms, restaurants, and swimming pools in order to maintain distance. Limit the numbers of guests who use the service based on the criteria for sitting and eating at least 2-4 square meters per user, or reduce the density of the number of users by at least 50%. As the hotel changes the check-in service to be pre check-in to reduce the number of guests at the lobby, so they also don't serve a welcome drink which is normally done. The **welcome drink, freshen towel or some snacks will be serviced into the guestroom** upon the guests' arrival at the hotel. This change makes the guests feel more relaxed and convenient to enjoy the welcome drink in their room instead of the lobby. The hotel designs to allow the **flexible check-in** to the guests in order to avoid congestion as the following interviews. These strategies are initiated for a hygienic reason and to protect the guests from COVID-19. These perceived service designs are however considered a new normal service experience that the hotel provides to the guests to be more convenient and comfortable with their vacation time.

In-house services mean the period that the guests get a first-hand experience of the facilities and services provided by the hotel. There are 8 dimensions of in-house services. It can be seen that *maintaining social distance* has become the norm in today's world. After the COVID-19 pandemic, hotels need to adjust their service standards to accommodate this change. All hotels install hand-washing points and hand sanitizer dispensers in guest/staff-led premises, such as the front desk, staff and guest entrances, restaurants, bars, coffee shops, pool areas, elevator access, restrooms, gym. In addition, proper cleaning and disinfection of public areas is also carried out on a regular basis, also *paying special attention to frequently touched areas* such as elevator buttons, handrails, switches, doorknobs, exercise equipment, swimming pool and surrounding area dining areas, etc. Apart from maintaining social distance, providing *sanitary kits*, and cleaning all touch point areas, the hotel also pays attention to food and beverage issues because it is important to the guests when they eat or drink at the hotel. So, *all materials, food, and beverages must be sealed* or wrapped properly to avoid disinfecting together with a table setting at the restaurant to maintain social distancing. Because of COVID-19, wrapping the food, beverage and all disposal items seem to be one of the new normal service designs that the hotels initiate to serve the clients as it's rarely done before. Besides, a *table setting at the restaurant needs to be rearranged* to be apart from each other for at least 1 meter to maintain a social distance. In this condition, the hotels have to emphasize on good hygiene and cleanliness to make customers or guests feel more confident not only in the situation of COVID-19, but also in other situations whether bad things pass through. Most of the hotels also *limit the number of guests using the hotel service* because they don't want their guests to take risks by gathering with others and to reduce interpersonal contact that may be in a confined or congested area. Apart from that, the hotel initiated "*E-Menu*", which is considered as a new innovation to use within the hotel. E-Menu can take food orders by scanning a QR code which helps to increase safety by keeping a distance between staff and customers. The hotels also manage a system in the breakfast room to reduce service time, congestion, and avoid contacting each other by providing *a la carte, floating, in-room breakfast* for customers. This is another strategy to create a new breakfast

experience. A floating breakfast becomes popular and available for pool villas which allows guests to have more privacy and spend more time relaxing in the room without rushing for breakfast. This is considered an adjustment strategy to support a new normal. As the COVID-19 pandemic prevention reduces the risk that many people do not want to go to eat breakfast buffet style like before, but they turn to ordering room service to serve breakfast in their room instead.

Check-out services are the activity when guests depart from a hotel. There are 3 dimensions of departure services. Pandemic has changed the pending behavior of people around the world. New normal made people turn to **electronic payment** or digital payment. It has become an increasingly important part of daily life, especially during the measures of social distancing and lockdown. Contactless payment platform is more accepted, the development of platform has occurred rapidly. Due to the pandemic being needed to do a physical distance, people started getting involved in an opportunity or benefit from contactless payment. It can be said that E-payment has grown well with more users. Due to the COVID-19 situation, the hotel has to reduce the number of customers staying in crowded areas, so when customers would like to check-out, the hotel has added **in-room check-out** for the guests from their room. The guest just notifies the front desk staff when it is time to check-out. The staff will go to the guestroom and check the outstanding payment that guests use during their stay at the hotel. If there is a charge, the guests can pay with the E-payment system provided by the hotel. This service is convenient and gets good feedback from the guests in the new normal period. As a result of the in-room check-out service, the hotel has also added a **flexible check-out** service for customers to reduce congestion. This service has the condition that if customers check-in at any time, they can check-out at that time. For example, if they check-in at 4PM, they can check-out no later than 4PM as well. This service creates an experience that the guests don't need to be in a hurry to check-out at noon as the normal check-out time, so they can still enjoy their time a bit at the hotel. Also, some guests who have flight in the late afternoon can stay at the hotel without requesting a late check-out. Moreover, it helps the guests not to be at the lobby with other guests in the time of COVID-19.

In conclusion, new normal service design currently undertaken by luxury chain beach hotels in Andaman Coast of Thailand to create customer experience in this study consist of **reservation services** (one-day room vacant before new guest check-in, optional pre check-in, virtual reality experience of hotel), **check-in services** (temperature check, request vaccine certificate, complimentary hygienic kits, remind social distancing, advanced reservation all hotel facilities), stop servicing welcome drink or freshen towel, flexible check-in time), **in-house services** (remind social distancing, frequent sanitize high-touched points in all hotel areas, provide mask, gloves, alcohol gel, alcohol wipe in all hotel areas upon request, hygienically wrap food and beverage, items, and disposable supplies, set table by respecting social distancing, limit number of guests in each hotel service, provide e-menus in all outlets and guestrooms, offer optional breakfasts), and **check-out services** (provide E-payment, offer in-room check-out, flexible check-out time).

7.2 Summary of quantitative research result

The researcher collected the data by an online questionnaire with the current 345 hotel guests who are staying at luxury chain hotels in Phuket, Phang-Nga, and Krabi. The data obtained from the interviews were analyzed by confirmatory factor analysis (CFA) which is tested to confirm that the observed variables could measure latent variables by using first order CFA and second order CFA. Then, causal-relationship analysis using Structural Equation Modeling (SEM) analysis is used to test the consistency of the model and empirical data.

From the research questions, the researcher can summarize the research results to answer three research questions as follows.

- 1) What are the relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotel affecting perceived service design?
- 2) What are the relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain beach hotels in Andaman Coast of Thailand?

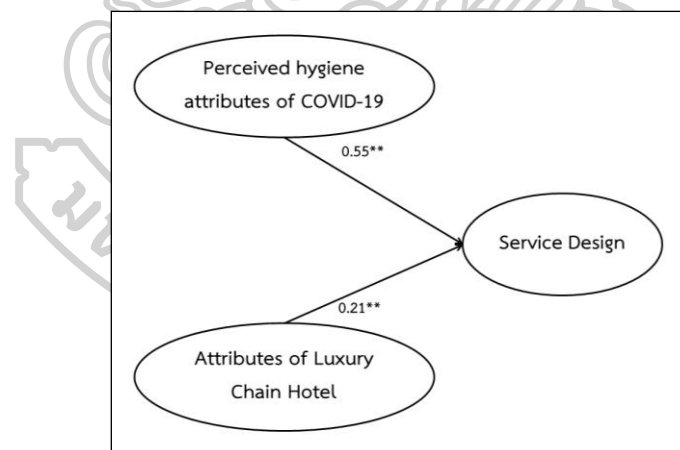
- 3) What is a model of a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand

7.2.1 The relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotels affecting perceived service design (Obj.3)

7.2.1.1 Perceived hygiene attributes of COVID-19 (PER) had a statistically significant positive influence on perceived service design (SVC) at the 0.05 level, with a direct effect of 0.55 from a total effect of 0.55.

7.2.1.2 Attributes of luxury chain hotels (ATT) had a statistically significant positive influence on perceived service design (SVC) at the 0.05 level, with a direct effect of 0.21 from a total effect of 0.21.

Figure 70 Relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotels affecting perceived service design



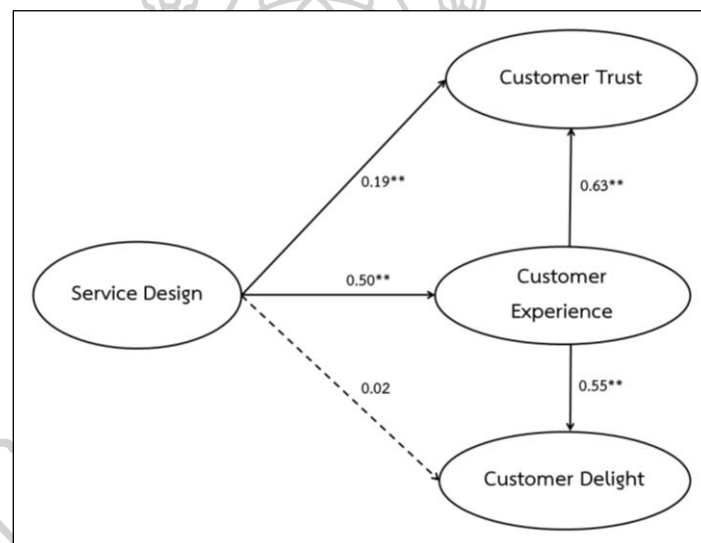
7.2.3 The relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain hotels in Andaman Coast of Thailand (Obj.4)

7.2.3.1 Perceived service design (SVC) had a statistically significant positive influence on Customer experience (CEM) at the 0.05 level, with a direct effect of 0.50 from a total effect of 0.50.

7.2.3.2 Perceived service design (SVC) had no statistically significant influence on Customer delight (DEL) at the 0.05 level, with a direct effect of 0.02, indirect effect of 0.28 from a total effect of 0.30.

7.2.3.3 Perceived service design (SVC) had a statistically significant positive influence on Customer trust (TRU) at the 0.05 level, with a direct effect of 0.19, indirect effect of 0.31 from a total effect of 0.51.

Figure 71: Relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain hotels in Andaman Coast of Thailand

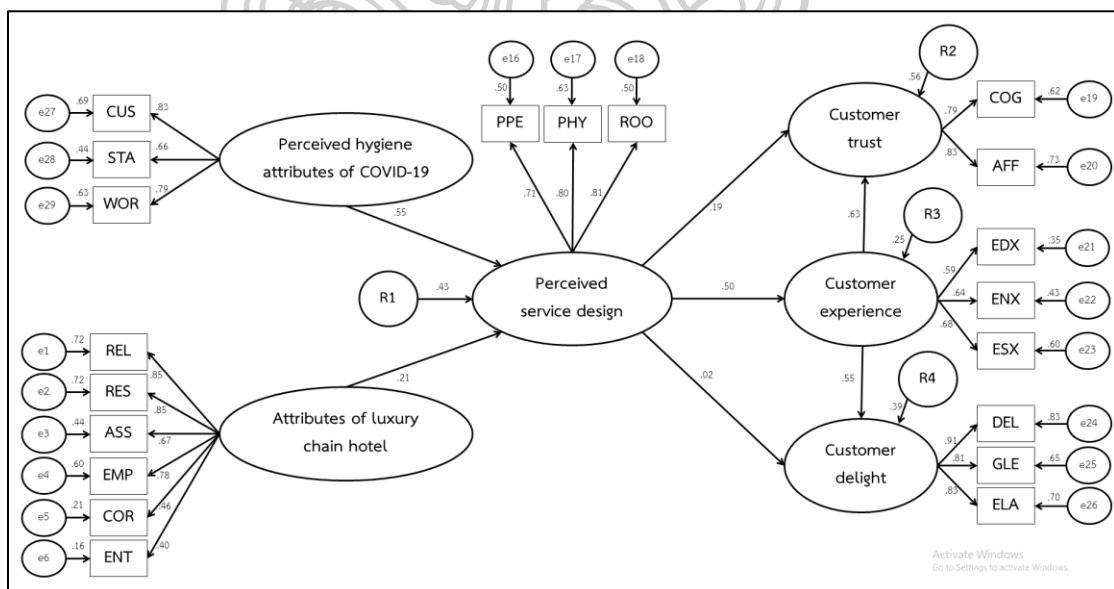


7.2.4 The structural model of the antecedents and consequences of perceived service design for luxury chain beach hotels in Andaman Coast of Thailand (Obj.5)

The correlation between Attributes of luxury chain hotels and Perceived hygiene attributes of COVID-19 had the variance (R1) describing perceived service design of 0.43, indicating that this model could explain the relationship between Attributes of luxury chain hotels and Perceived hygiene attributes of COVID-19 towards perceived service design at 43%. The correlation between Attributes of luxury chain hotels, Perceived hygiene attributes of COVID-19, perceived service design, Customer experience had a variance (R2) describing Customer trust of 0.56,

indicating that this model could describe the relationship between the Attributes of luxury chain hotels, Perceived hygiene attributes of COVID-19, perceived service design, Customer experience to Customer trust at 56%. The correlation between Attributes of luxury chain hotels, Perceived hygiene attributes of COVID-19, perceived service design with a variance (R3) describing the Customer experience of 0.25 indicates that this model can describe the relationship between Attributes of luxury chain hotels, Perceived hygiene attributes of COVID-19 and perceived service design affecting Customer experience at 25%. The correlation between Attributes of luxury chain hotels, Perceived hygiene attributes of COVID-19, perceived service design, Customer experience had a variance (R4) describing Customer delight of 0.39, indicating that this model could describe relationship between attributes of luxury chain hotels, perceived hygiene attributes of COVID-19, perceived service design, customer experience to customer delight at 39%.

Figure 72: Structural model of the antecedents and consequences of perceived service design for luxury chain beach hotels in Andaman Coast of Thailand



Source: IBM-SPSS Amos 22.0 software

7.2.5 The new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand (Obj.6)

Results from qualitative method of 4 themes (reservation, check-in, in-house, and check-out) have been re-coded in QDA Miner Lite with the results of construct validity from confirmatory factor analysis of perceived service design (PPE and Sanitization, Physically-distanced' Restaurant Service, and Room Service and Reception Automation) in order to formulate the new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand.

Finally, this study has got the new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand.

7.2.5.1 Reservation

- Experience hotel virtual reality

7.2.5.2 Check-in

- Mobile check-in

7.2.5.3 In-house

- Frequently sanitize all areas
- Wear surgical facial masks
- Room service can provide meals
- Tables are set 1-meter apart
- Social distancing
- Optional meals served various ways
- Optional types of breakfast

7.2.5.4 Check-out

- Mobile check-out

7.3 Discuss the results of the research

This research aims 1) to analyze the unique attributes of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience, 2) to examine the new normal service design currently undertaken by luxury chain beach hotels in Andaman Coast of Thailand to create customer experience, 3) to determine relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotels affecting perceived service design, 4) to examine relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain beach hotels in Andaman Coast of Thailand, 5) to investigate the structural model of the antecedents and consequences of perceived service design for luxury chain beach hotels in Andaman Coast of Thailand, and 6) to formulate the new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand. Therefore, the researcher conducts a discussion of research results according to the objectives with details as follows.

7.3.1 The unique attributes of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience

The hotel industry is essentially a tourism-related industry. Thailand, particularly the southern region, is one of the most popular tourist destinations in the world (Rogerson & Saarinen, 2018). Because of the allure of marine, natural, and cultural sights, it is ranked in the globe, with the value of gross domestic product (GDP) in the hotel and restaurant category accounting for around 9.2 billion baht in 2019, or about 5.6 percent of the overall value (Kohpaiboon, 2019). Furthermore, the cost of living in Thailand and accommodation is low when compared to other nations in the region (Bender et al., 2018). It is also more convenient in many aspects of transportation, and the number of visitors visiting Thailand is steadily increasing (Sangchumnong, 2019). This is a component that helps hotel businesses attract attention from current business owners, even if they are already hoteliers and other

entrepreneurs who saw the potential for this type of business (Shneikat & Alrawadieh, 2019).

The hotel industry is currently expanding in terms of the number of operators, hotels, and rooms (Rodríguez-Antón & Alonso-Almeida, 2020). This is in line with the tourism industry's growth, as travelers and hotels were previously focused mostly in Bangkok (Sofronov, 2018). The government encourages tourism through various policies and projects in giving special privileges and public relations (Pitakdumrongkit & Lim, 2021). Tourism in many provinces, combined with the development of transport and tourism routes, there are more investments expanding the hotel business has been increased in various tourist provinces such as Phuket and Krabi, etc. (Tangtipongkul et al., 2021) encouraging the operator must consider the unique characteristics and strengths of the hotel as a selling point in order to attract the attention of tourists to decide to stay (Xia et al., 2019).

This study found that the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand comprises location, service, facilities, activities, product, and staff. The findings of this research are supported by previous studies. For example, Jang and Moutinho (2019) noted that location, amenity, food, staff, and room are classified as luxury hotel attributes to benefit from steadily growing demand. Chanoi et al. (2018) found that room's quality, location, convenience, facilities, activity, décor, ambience, and design influence a superior level of service quality and increase customer loyalty for beach resort hotels. Wangchan and Worapishet (2019) summarized that hotel's location, service quality and perceived consumption value have a positive effect on customer loyalty and customer satisfaction.

Location is categorized as the most important uniqueness of this hotel type because the hotels, in this study, are located in the Andaman Coast of Thailand, where is considered as one of the most beautiful and popular beach destinations in the world as it is still a potential source of competitive advantage for the hotel industry (Sinlapasate et al., 2020). Location of luxury chain beach hotels in Andaman Coast of Thailand should be on the beachfront, easy access from all types of transportation, and located in the famous tourism cities like Phuket, Phang-Nga, and

Krabi according to this research. This finding has been similar to previous research studies that an ideal hotel location is recognized as a main factor influencing guest satisfaction, performance, and success which is customarily associated with larger accommodation demand and higher revenue per available room (Górska-Warsewicz & Kulykovets, 2020; Latinopoulos, 2020; Valentin & O'Neill, 2019).

Exceptional, seamless, and personalized *service* have been mentioned to be the second significant uniqueness of the luxury chain beach hotels in Andaman Coast of Thailand. Today, service is all about customer service that focuses on the importance of highest service satisfaction (Rita et al., 2019). Customer satisfaction is an important issue for the hotel because satisfaction is one of the human feelings that can be expressed both positive and negative (Zhu et al., 2020). If it is a positive feeling, customers will feel happy through verbal expressions such as smiling, good talking (Seger-Guttman & Medler-Liraz, 2018). On the contrary, if it is a negative feeling, it will be expressed with dissatisfaction or anger (TenHouten, 2018). Services should have a positive effect on customers because, as we know, the negative will adversely affect the hotel's reputation (Zhao, Xu, et al., 2019). The attributes of service as exceptional, seamless, and personalized are supported by many studies. For example, Suleri et al. (2021) explored hotel identity by focusing on customer experience analysis and found that the guests had an exceeded experience and expectations from the hotel staff who provided excellent, exceptional and personalized service. Smith (2022) studied the luxury service delivery mechanisms in accommodations and noted that the butlers who provide personalized, exceptional and seamless services to the guests can assist the hotel in being competitive in an ever-changing market, instill a desire to spend top dollar for top-of-the-line services and provide the ultimate in exclusivity.

The high-technology, elite, and universal design *facilities* are counted as another uniqueness of luxury chain hotels in Andaman Coast of Thailand. The important thing of the hotel, besides the location and staff serving, facilities is another matter as well. The communal facilities allocated by the hotel will be available within the hotel area in different zones to provide services to guests who come to stay. The purpose is to provide the guests with physical comfort, peace of

mind, and relaxation at their leisure which will be from the dining room, meeting room, banquet room, fitness room, swimming pool, indoor and outdoor parking, Wi-Fi in rooms and common areas, babysitting room shared, and toilets for the disabled are also available. According to Sukmawati et al. (2018), they indicated that the luxury emphasizes high class and elite facilities and amenities to embark on a new adventure and immerse oneself in a new location while receiving the highest levels of personalized and attentive care, lavish and sumptuous accommodations, exquisite and unrivaled gastronomy, and knowledgeable and instructional guides. This is in line with a study of Bharwani and Mathews (2021), they emphasized that luxury hotels will have to fine-tune and tailor their services, as well as provide the right mix of high-tech, high-touch with a universal design to in facilitate the co-creation and delivery of experiences in the context of luxury hospitality.

Activities reflecting the uniqueness of luxury chain hotels in Andaman Coast of Thailand are beach, local culture, and spiritual activities. As a beach destination, the main purpose of staying is for leisure, so the activities that the hotels provide to the guests are mostly for recreation because the guests can relax and experience the real nature (Bulatovic et al., 2019). Beach activities in this study include parasailing, fly-boarding, sailing, sea caving, snorkeling, etc. (Datta & Bagchi, 2019) The guests can create an escapist experience which they can escape from in their everyday lives (Holmqvist et al., 2020). This finding is related to a study of Opiniano et al. (2021), they concluded that beach hotel relaxation is spiritual because it alleviates the psychological stresses caused by extreme cases such as COVID-19 and can assist in confronting the world's darker side and human tragedy. Furthermore, Hutami and Narottama (2021) investigated the marketing strategy for Palmilla Beach Club Tourist Attractions in Melasti Beach, Ungasan and proposed that beach activities at the hotel is quite effective in its marketing strategy, as evidenced by the large number of visits despite the fact that the Palmilla Beach Club is relatively new. The marketing strategy implemented is adequate to encourage tourist visits.

High quality, sustainable, and easy-to-use are determined by the uniqueness of luxury chain hotels in Andaman Coast of Thailand in terms of the hotel products. To create an impression in serving customers, preparation of products is very

important, especially in luxury chain hotels, where customers are expected to receive excellent service. The products that the hotels use must make guests comfortable and create a memorable experience (Harkison, 2018). The findings of the characteristics of hotel products is similar to the previous studies. For example, Pereira et al. (2021) studied sustainability practices in a luxury hotel in Arrábida Natural Park and found that the hotel addresses the relations with charitable institutions, provides consumers with high-quality services, and creates a safe and healthy work environment, especially sustainable practices such as furnishing rooms with environmental-friendly materials, using water-saving toilets in bathrooms, recycling cooking oil, and implementing energy saving programs. In addition, Ríos-Martín et al. (2019) proposed that an easy-to-use product and technology readiness can lead to customer satisfaction in luxury hotels in Vietnam and survive in the fiercely competitive hotel business environment.

A well-trained, detail-oriented, and good communication *staff* is considered as another unique attribute of luxury chain hotels in Andaman Coast of Thailand because staff must create an excellent service process at every touch-point of each step together with satisfying responses in order to retain customers to come back to use the service again. Training to develop professional competence, service skills in communication, and attention to detail are important to create an in-depth understanding of individual service users to provide a service beyond expectations (Ilardo & Speciale, 2020). The finding of these characteristics is in line with some studies suggesting that a well-trained and detail-oriented to the customer concerns with the abilities to tailor the customer's personal needs are necessary to trigger customer's feeling of delight in Luxury Hotel/Resort Spa (El-Dief, 2018). Moreover, Marchenay and Bian (2020) noted that the staff should have oversight and detail-oriented skills to ensure that services provided to guests is on par with the hotel brand standard.

Being unique or being different will impress and be remembered very well by tourists. The unique style of hotel design can impress the guests, especially if the guests want a natural, unique, and new experience of staying (Nangpiire et al., 2021). It is considered a selling point that creates a novelty and an impression of the

tourists who stay (Ben Haobin et al., 2021). Therefore, being unique creates a selling point and can help the tourism business grow as well.

Figure 73: Unique attributes of luxury chain beach hotels in Andaman coast of Thailand



Source: Researcher's synthesis

7.3.2 The new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience

The outbreak of COVID-19 has resulted in a dramatic change in consumer behavior (Sheth, 2020). A new way of life after COVID-19 has influence in every field, whether it be economic, business, education or even everyday life (Almeida et al., 2020). Many people believe that COVID-19 is the catalyst for future values for years to come faster (Klemeš et al., 2020; Lee, Lee, Tsang, et al., 2021; Parnell et al., 2020). What is expected to become a new trajectory after COVID-19 is that Internet-use behavior will play a greater role in daily life (Islam et al., 2020; Sun, Li, et al., 2020). Social distancing will become a new normal in society as well (Tesar, 2020). People will reduce their interactions, reduce domestic and international travel (De Vos, 2020; Jinjarak et al., 2020). But will turn to focus on their own health, whether it's wearing a mask every time they leave the place (Haischer et al., 2020). Investment decisions

will be very careful because still not sure about the country's economy (Guenther et al., 2018). These things are possible that may become a new way that, although it already happened, has COVID-19 as a catalyst for people's behavior to change faster (Zhao, 2020).

Consumer behavior in the form of the new trajectory has resulted in a shift in decision-making in the travel industry (Sigala, 2020). Entrepreneurs must prepare both directly and indirectly to restore the confidence of tourists (Sharma, Thomas, et al., 2021). It emphasized that strict public health measures are in place to reduce the risk of the spread of COVID-19 (Vardoulakis et al., 2020). In addition to dealing with the prevention of communicable diseases, it still needs to develop strengths in hotels, attractions, restaurants, as well as various facilities and services to meet the needs of customers (Dayour et al., 2020). The entrepreneurs must develop the skills of personnel to increase the strength to be able to recover effectively which may rely on various strategies to enhance quality tourism to enhance and complete the experience for tourists by using technology to link various aspects of information to achieve effective management and help businesses stand up again (Fedorenko et al., 2021; Sigala, 2020). Consumer behavior is one of the key factors in strategic planning that will drive the hotel business to be able to meet the needs of customers who are limited in many areas and create an advantage over competitors in the same industry (Donthu & Gustafsson, 2020). In addition to the service design strategy used to attract new customers to use the service, creating satisfaction for incoming customer service is important as well (Shamim et al., 2021). The hotel business will be able to have good financial results when customers come to use the service and are satisfied and come back to use the service again with the care and value of the staff from the first step into the hotel (Sharma, Shin, et al., 2021). This is to create a foundation for brand sustainability and loyalty in the future challenges of the hotel industry in Thailand (Ratten, Coronavirus (Covid-19) and the entrepreneurship education community, 2020)

Impact of an epidemic creates new behaviors, structures, new needs and new practices (Sarkis et al., 2020). Thailand's tourism industry will be the new format or still just be the old normal way which is challenging during normal trajectory

situations under the epidemic risk persists, with guidance recommendations to accommodate such challenges (Ioannides & Gyimóthy, 2020). However, from the lessons of COVID-19, the tourism industry must turn to focus on the incidence of pandemic as a factor that may occur at any time globally interconnected (Liang et al., 2021). Risk hedging systems that are standardized at the national, regional and business levels throughout the supply chain should be compulsory to be a factor that the country must take into account in determining how the long-term goals of the new tourism go towards sustainability (Vu et al., 2022). Although COVID-19 spreads globally, there is no change in the physical structure and it is not a significant change in population structure (Ramírez-Aldana et al., 2020). For the trend that will occur in Thailand during the new normal way, it must look deeply to the fundamental factor before the epidemic (Zafri et al., 2021). In the future of tourism in Thailand, one scenario is business as usual. COVID-19 will only accelerate the same trend. Existing things happen faster, such as entering a cashless society, the seamless connection of things, information and human beings on the supply side, etc. (Kannan & Vasantha, 2021). Phuket will remain outstanding in tourism as usual. The proportion of the market may change somewhat, but the number of Chinese tourists will continue to be the number one (Phucharoen et al., 2021). Group travel behavior may decline, but it is happening already in many countries including Chinese tourists who have switched from Mass Tourism to FIT (Zou & Meng, 2020). Service section, health and wellness in Thailand will expand more, for example, to take care of both safety and hygiene for the elderly both in the form of day-care and in the long-stay system, etc. (Wongboonsin et al., 2020). Thailand's tourism sector is probably just the old normal way because it's the same trend that has become more intense but that was accelerated faster than before because of COVID-19 is the interest of tourists (Sigala, 2020). Health and safety issues are higher and a factor that tourists take this into consideration before deciding on a destination other than attraction of tourist attractions (Tuclea et al., 2020). Currently, Thailand has been recognized as the best in Asia and another trend is the cashless society system that will make full progress in the Thai tourism industry (Irvine et al., 2022).

Customer journey tells the story of the customer experience from the very first brand awareness to the trading process, trial until long-term brand loyalty (Kalbach, 2020). It's all about the interaction and experience customers have with the brand (Diebner et al., 2020). Customer journey is an effective tool to help the entrepreneurs understand the customer context, get a clear picture of where customers know the brand from, how to find the product or service from any channel, what made them decide to buy and buy again, to brand loyalty that makes the brand understand and know the customers better (Bensley et al., 2020).

In this new normal era, the customer's journey to the decision to buy travel services will be a decision based on search engine data and a search for information through more than 1-2 reviews to add more confidence to the decision even if direct web check-in is involved (Klein et al., 2020). Besides the price, the website of each hotel also plays an important role in whether the user experience is easy to use or if there are any hidden secrets (Moro et al., 2018). Therefore, the customer journey is to take a business on a path where customers will find the company and make a purchase (Schrotenboer, 2019). It will help to understand more about choosing the right channel for the behavior or path of the customer and make the budget more worthwhile and more effective (Chen, Yeh, et al., 2021).

In this study, there are four periods of guest journey experiencing the services of the luxury chain beach hotels in Andaman Coast of Thailand which are 1) Reservation services, 2) Check-in services, 3) In-house services, and 4) Check-out services, which are similar to a study of Walker and Josielyn (2009) who divided a hotel service process called "Guest cycle" into 4 process: pre-arrival, arrival, occupancy, and departure. In the management of the hotel business, the first thing needed to learn in order to provide the best service to the guests is the guest service cycle because when we understand this circuit clearly, we will know the needs of your guests. This allows us to create a service that best meets the needs of the guests. When customers are impressed, it will cause word-of-mouth or reference of the brand, resulting in the hotel's growing customer base, both old and new (Abd Aziz & Ngah, 2019). Once we have a customer base that likes our brand. New service businesses related to hotels whether it's adding services, restaurants, spas, or adding

a hotel branch will be considered in order to continually develop the hotel business (Stylos et al., 2021).

Reservation services are the first step of the hotel service. The guests don't arrive at the hotel, but there is a chance that guests will use the service or need services from the hotel. The main normal tasks preliminary before the stay are information service and room reservation (Wójcik, 2019). For luxury chain beach hotels in Andaman Coast of Thailand, it is more exceptional than ever, especially in the COVID-19 crisis, they **vacant the rooms** for one day before the new guests arrive, offer **optional pre check-in**, and offer **virtual reality hotel tour**.

According to SHA Plus Manual, it is suggested to leave the room closed for 1-3 days, as the virus can remain on the surface of various objects (Association, 2021). The housekeeping can use an effective disinfectant to clean area with frequent touches (Casini et al., 2019) such as buttons, handrails, door knobs, armrests, seat backs, tables, remotes, keyboards, light switches, etc. and open the windows and doors for ventilation. This measure supports a qualitative finding from the key informants and the studies of Canhoto and Wei (2021) and Sharma and Kaushik (2021) that the hotels would have the housekeepers to spray disinfectants in the room and stop using the room for at least 1 day as a hygienic practice to reduce the chance of contracting the virus. COVID-19 is a respiratory infection that is transmitted primarily through close contact and through contact with droplets, saliva and snot of patients (Ahuja et al., 2020). Infection through contact with surfaces or materials contaminated with the virus is less likely (Poggio et al., 2020). However, cleaning and disinfecting of environmental surfaces is still necessary to reduce the likelihood of spreading viruses through contact on various surfaces in public places especially surfaces, materials, objects and appliances that are used together (Wu et al., 2020). Before proceeding with cleaning, it should be noted what areas will be cleaned, in which areas will be disinfected and set the frequency of cleaning and disinfection in various areas according to the need for chemical disinfection (Lauritano et al., 2020). This must be used with caution by focusing on areas that are dirty or contaminated with germs or have frequent touching or sharing (Liu, Zhang, et al., 2020). Plan for cleaning and disinfecting surfaces in the environment in which

areas to be carried out to cover the risk areas and prepare materials, equipment and appliances for self-defense for cleaners as appropriate (Wang, Lu, et al., 2021), such as masks, gloves, rubber shoes, and cleaning equipment such as brooms, floor cloths, brushes, scrubs, cleaning solutions and disinfectants, etc. This is to prevent infection and spread of the coronavirus. Everyone must also strictly adhere to measures such as social distancing, wearing a cloth mask or a hygienic mask properly (Sharma et al., 2020), especially when going out in public, avoiding touching their faces, eyes, mouth, or nose unnecessarily with hands, wash hands with soap and water or alcohol gel every time before eating, after using the toilet or after coughing, sneezing, or after touching frequently used points such as doorknobs, handrails, or stair railings. When returning home, immediately take a shower and change clothes, avoid being in close contact with people who are at risk of having a disease that may have severe symptoms, such as the elderly, people with chronic diseases, etc. (Jamaludin et al., 2020).

The new normal services provided by the luxury chain beach hotels in Andaman Coast of Thailand are similar to the studies of Atsiz (2021); Kim, So, et al. (2021); Kim, Kim, Badu-Baiden, et al. (2021); Lau (2020); Yang, Lai, et al. (2021). Their studies summarized that the luxury hotels currently implement the virtual reality of their hotels to let guests inspect the hotels before deciding to make a reservation. This service offers an amazing experience to the guests seeing the hotels like they were on the spot. Another new normal service designed for the guest is vacating a room for one day for hygienic reasons before a new guest checks-in. This service is related to the studies of Bayat (2020); Dimitrios et al. (2020); Sharma and Kaushik (2021). They summarized that as the impact of COVID-19 that shifted the travel behavior, the hotels will leave the guestrooms unoccupied for at least 1 day for disinfecting before assigning the new guests. This can reassure the guests that hotels concern hygiene with exceptional care. In addition, the hotels offer an advanced check-in by either mobile or email to the guests in order not to gather with other guests checking-in at the same time. This optional service is relevant to the previous studies. For example, Bagnera et al. (2020) advised that the front desk team should implement a key card sterilization process by using a peroxide-based chemical or an

alcohol solution containing at least 70% alcohol. Alternatively, the hotel guests can use mobile keys and mobile check-in. Garrido-Moreno et al. (2021) concluded that hotels allow online or mobile check-in and check-out to avoid waiting and crowding and to reduce interaction with staff. Bonfanti et al. (2021) concluded that as a response to the pandemic, some hotels have implemented innovations such as check-in via mobile app and printing their own keys with a self-service key totem. This aspect focuses on how hotels have implemented innovations in response to COVID-19 by strengthening existing technologies. Hotels are redesigning customer waiting times to reduce or eliminate waiting times and queues in order to maintain social distance.

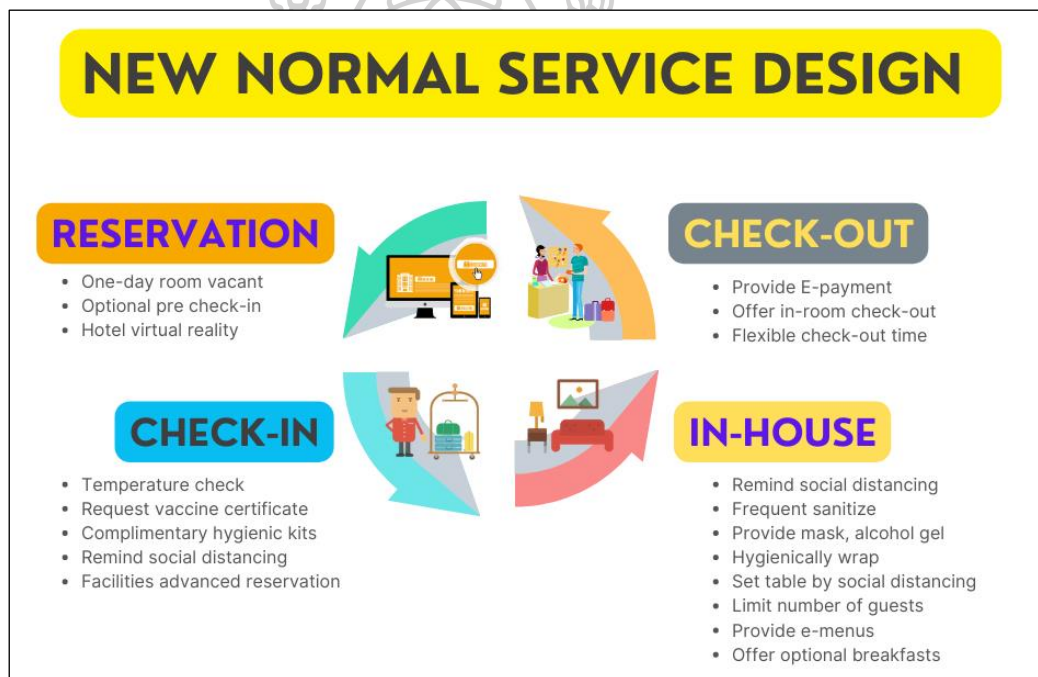
Check-in services will be mostly performed by front desk staff (Sever, 2018). They will inform the information and conditions of the reservation before the guest checks in, registration records include guest information and payment methods, length of stay and signature which is extremely important to register. Guests are then given room keys and sometimes a map of the hotel. A porter will assist and escort guests to their rooms (Gaspani, 2022), and then the front desk staff will record the room status report. Mostly, the front desk staff will check the guests' temperatures, request vaccine records, remind them of a social distancing, and provide complimentary hygienic kits (if possible). These processes are related to many previous studies. For example, Khanna et al. (2020) summarized that the lessons learned and future directions of the COVID-19 pandemic are to have vaccine records, social distancing, and temperature checking at all times when staying at hotels. Their study is the same as the study of Kement et al. (2020). They concluded that a new normal strategy of the hotel required a social distancing, vaccine certificates, and a check temperature at the entrance of the hotels. The hotels share this information to help their guests form travel decisions towards countries where risks are lower and can prevent fear and risk felt by their guests. Whereas, Awan et al. (2020) noted that many hotels offer complimentary sanitizing kits including, facial masks and alcohol gel to their guests upon arrival.

In-house services are mostly taken care of by the front desk who is responsible for coordinating various services and providing information to provide the best guest experience. The main purpose is to encourage guests to come back to use the service again and to allow guests to recommend the hotel to others which is very good marketing. Building a good relationship requires clear communication and quick response (Burden, 2020). The front desk also has a duty to record expenses in the event that guests use services other than room rates (Nam et al., 2021). In addition, the hotel will use this information to charge the guests, but these recordings will also allow management to assess the hotel's service approach (Filimonau & Magklaropoulou, 2020). Apart from providing complimentary kits and reminding social distancing (Grech et al., 2020; Nnawulezi & HacsKaylo, 2021), the hotels also wrap food and beverage with hygienic plastic, set tables at least 1 meter apart, and provide E-menu to the guests when they use the service at the restaurants. These practices are in line with a study of Roy (2020), who summarized that the restaurant will adapt their service during COVID-19 by wrapping all food with plastic, initiating E-menu to the guests so that they don't need to touch the menu with others, and setting the dining table at least 1 meter from each other to maintain social distancing. In addition, the hotels create optional breakfast providing to the guests apart from the buffet breakfast at the restaurant such as floating breakfast which becomes very popular and creates a good experience for the guests (Smith, 2022; Suamba et al., 2021).

Check-out services are the guest expense account management and guest history recording which are considered as the last steps in the guest cycle (Sann & Lai, 2020). The front desk staff will process payment and get a room key from the guests. After the staff has returned to the room, the room status must be recorded and notified to the housekeeping department (Sadhale, 2021). A good hotel management system is not just a booking system, but it must help to provide the best guest experience (Bonfanti et al., 2021). One of the new normal services that luxury chain hotels in Andaman Coast of Thailand design to the guest is a cashless payment or E-payment. This payment method is considered as convenient and safe to the guests because they don't need to touch the money. The guests just use a

mobile banking application on their phone and can settle the payment to the hotel conveniently. This new normal service method is related to previous studies such as Bhrmmanachote and Sawangdee (2021) suggested using an e-payment system to pay for the services at the hotels in Chiang Mai to avoid the disinfecting effects of touching cash every time. Popescu et al. (2022) claimed that Cluj-Napoca Smart City introduced digitized services such as e-payment to the guests when they would like to settle the outstanding bill with the hotel to minimize the risk of COVID-19.

Figure 74: New normal service design currently undertaken by luxury chain beach hotels in Andaman Coast of Thailand



Source: Researcher's synthesis

7.3.3 The structural model of the antecedents and consequences of service design for luxury chain beach hotels in Andaman Coast of Thailand.

7.3.3.1 Perceived hygiene attributes of COVID-19 had a direct positive influence on perceived service design

The study found that perceived hygiene attributes of COVID-19 had a direct positive influence on the perceived service design. This can be said that regular hand hygiene; physical distancing; and adequate respiratory hygiene with whom they meet,

which may necessitate the use of physical barriers are all hygienic preventative methods (Seddighi et al., 2020). Staff should have access to hand hygiene facilities and materials, as well as supplies for cleaning and disinfecting high-touch surfaces in public spaces on a regular basis (Arefi & Poursadeqiyani, 2020). Service design for cleaning and disinfecting rooms occupied by sick people, including supplies, should also be included in the plan (Agarwal et al., 2020). Policies for teleworking, a screening process for employees arriving at work, and policies for the safe return to work following COVID-19 exposure and recovery might all be included in the strategy (Seddighi et al., 2020). As a result of new instructions, procedures, or rules provided by relevant authorities, the plan should be revised as needed (Organization, 2020). This measure is related to a study of Rawal et al. (2020). They suggested that standards for cleanliness, hygiene, and health safety are totally transparent, ensuring that guests feel safe and secure. Front desk, housekeeping, food and beverage, etc. should all take a 360-degree approach to all aspects of safety and cleanliness requirements in all the critical vulnerable areas where there are maximum guest close touch points. In addition, this process is in line with a study of Katila et al. (2020). They noted that every area has its own set of standard operating procedures and practices, such as greeting guests by folding hands and maintaining physical distance, checking luggage and sanitizing it with sanitizer, fogging the car before entering the main porch, and cleaning and sanitizing the front desk every two hours. An emergency response procedure for confirmed cases of COVID-19 should be in place (Cao et al., 2020). If an infected person has visited the hotel, it is critical that many people may be disinfected soon (Zeng et al., 2020). One of the most crucial things that hotels must provide in order to gain customer trust is air hygiene such as installing air purifiers and air sterilizers, cleansing surfaces on a regular basis, and so on (Salem et al., 2021).

7.3.3.2 Attributes of luxury chain beach hotels had a direct positive influence on perceived service design

The study found that attributes of luxury chain beach hotels had a direct positive influence on perceived service design. This can be said that hotels should

assess their existing service offerings in order to respond to changes in customer experience as a result of the unpredictability of changing client needs following the outbreak (Awan et al., 2020). Hotels can plan ahead for labor scheduling, analyze bottlenecks in service delivery, assign resources, and preserve cash flow through pre-sales to cope with the sudden rise in demand without sacrificing service quality (Zhang & Ming, 2022). According to Ali, Gardi, et al. (2021), customers are satisfied when their perceived service quality beats the expected service quality, and service quality as a hotel attribute is a significant aspect that leads to varied levels of customer satisfaction. Hotel attributes gathered from visitor reviews can be used to evaluate service quality (Ju et al., 2019). As a result, overall happiness can be considered a dependent variable, whereas specific hotel qualities might be considered independent variables (Lockwood & Pyun, 2019). This is also in the same line with a study of Cheng et al. (2021). They concluded that whether in communication, education, or consumption, technology is becoming more prevalent in daily life (Skulmowski & Rey, 2020). Hoteliers have reaped the benefits by extending technology applications in tourism operations (Pillai et al., 2021), such as making online reservations and payments. Technology can help with everything from generating interest in and demand for hotel services to making hotel stays more convenient and comfortable, organizing and collecting customer feedback, and encouraging repeat visits (Lei et al., 2019). Hence, with social distance and diminished physical interaction becoming the new normal, hotels should expect to employ technology more to generate trust in their services and stay competitive (Shin & Kang, 2020). Intricate tourism value chains with complex linkages between firms engaged in a wide range of fields, including hotels, guides, transportation companies, restaurants, stores, raw material suppliers, and local businesses are also benefiting from new technologies (Fong et al., 2021). Technology allows this heterogeneous group to communicate on various platforms and create new revenue by reacting to a wide range of consumer wants (Khanagha et al., 2018).

7.3.3.3 Perceived service design had a direct positive influence on customer experience

The study found that perceived service design had a direct positive influence on customer experience. This can be said that customer interactions with various service elements co-create the customer experience (Florek & Insch, 2020). Service designers must create a consistent set of elements, or clues, along the client journey to enable the intended experience (Varnali, 2019). These service aspects constitute the context in which an experience occurs, and they, combined with service activities, make up the requirements that service designers present in order to enable desired experiences (Berridge, 2020). The elements of each touch-point are encapsulated in context, while activities unfold the experience (Lund & Kimbu, 2021). Customers co-create unique experiences by interacting with a service provider across multiple touch-points, responding to different designed elements as well as other elements outside of an organization's control, such as the social environment (Florek & Insch, 2020). As a result, we cannot expect to create experiences that exactly match predicted outcomes. Instead, we only create situations that help customers co-create the experiences they want. While many factors contribute to the customer experience, it is unlikely that the customer recognizes any structure behind it, instead perceiving each experience as a complex but unitary feeling (Varnali, 2019). Customer experiences cannot be designed by the organization in this context, but services can be designed for the customer experience (Kranzbühler et al., 2018). However, Rahimian et al. (2020) stated that existing service design methods concentrate on discrete aspects of the customer experience, but designers should embrace the holistic character of the customer experience and consider all elements and touch-points. This necessitates a strategy that collects and systematizes many customer experience components for service designers (Roggeveen & Rosengren, 2022). Because some of these elements are out of a company's control, we must assess the experience from the perspective of the client (McColl-Kennedy et al., 2019). In addition, Ross, May, et al. (2020) suggested that customer experience management promotes the holistic nature of the customer experience by providing a systematic depiction of the experience context and taking into account the physical artifacts,

technology-enabled systems, and actors involved in each activity throughout the customer journey. As a result, we can describe the customer experience and move the emphasis from individual aspects to their orchestration (Witell et al., 2020). Customer experience management does not replace current approaches, but rather provides a higher-level strategy that systematizes experience data to aid in the early stages of service creation (Roggeveen & Rosengren, 2022). We used a model-based approach that incorporated multiple interdisciplinary contributions to produce a thorough characterization of customer experience (Psomadaki et al., 2019). To conclude, service experience design is more than just a byproduct of delivery; it is a living notion that is always growing (Desjardins et al., 2020). The core of the service offering and design is the notion of service experience design. Service experience design is promoted as a major notion of the service-dominant logic, which considers the service experience to be the foundation of every business (Font et al., 2021). Although service experience design has its roots in economics, it has evolved and expanded into other fields such as psychology, sociology, marketing, and consumer behavior (Batat, 2019).

7.3.3.4 Perceived service design had no direct influence on customer delight

The study found that perceived service design had no direct influence on customer delight, but an indirect influence. This can be said that customer delight refers to an experience that goes beyond contentment and includes an enjoyable experience for the guest (Ali et al., 2018). Customer delight may also be defined as a feeling characterized by joy, excitement, thrill, or exuberance (Liang & Peng, 2019). Customers have a specific tolerance or degree of comfort. When the amount of satisfaction exceeds the upper limits of such a zone, the outcome is remarkable. In a normal situation before the COVID-19 pandemic, it is undeniable that the hotels focus on providing their guests with the delight (Afifi & Negm, 2020). The more they can exceed the guests' expectations, the more delight they guests have (Lee & Park, 2019). Customers who are very pleased are not always delighted customers. The factors that contribute to consumer delight may differ between domestic and foreign

tourists (Alzoubi & Inairat, 2020). The element of surprise is critical to the joy construct. Furthermore, the element of surprise was discovered to be substantially connected with consumer loyalty (Kim, 2019). This concept is in accordance with a study of Jiang (2020), which concluded that the company must examine the human resource consequences of such a course of action to delight customers. Employees in today's dynamic corporate world must possess a skill set that was previously needed of supervisors (Harsch & Festing, 2020). That is, employees must be compassionate and enterprising, as well as skilled and creative (Paul et al., 2020). Employees must have the abilities essential to function successfully when work needs change (Dawson & Thomson, 2018). Employees must be carefully picked and trained in order to delight (Silic & Lowry, 2020). Better customer service has been connected to employee motivation. As a result, hygienic considerations must be in place. A hygiene element is a maintenance factor that must be present in order to avoid unhappiness (Lee, Lee, Kim, et al., 2021). A clean working environment, fair compensation, and strong connections with one's superiors and coworkers are examples of work hygiene factors (Valk & Yousif, 2021). While, Torres et al. (2020) proposed that customer delight is about providing excellent service the first time. Companies, in fact, are continuously striving to give impeccable service. Service failures are unavoidable owing to the nature of the service, no matter how well a firm prepares to give great service (Donthu & Gustafsson, 2020). Hotels have a one-of-a-kind chance to please their customers. Failure to meet or exceed customer expectations is a chance to develop, delight, and convert dissatisfied guests into delighted ones (Anabila et al., 2022). In fact, customers who have had an issue resolved are more engaged than those who have never had a problem (Langer, 2018).

In this study, a design of services to be provided to the customers does not cause much delight because during the time that the researcher collected the data (October – December 2021) as they still have the Delta variant. Although the guests started to travel, they were still concerned with the virus and the hygiene around them. Usually, most of the tourist attractions are clean and safe already, but the COVID-19 outbreak has made it a lot more important for tourists to consider safety

when traveling than other factors. Even after the vaccine was discovered, but was not widely distributed. Tourists are still concerned about safety and the importance of choosing a travel business that has received safety standards (Orîndaru et al., 2021). This is aligned with the study of Nazneen et al. (2020) who conclude that the COVID-19 has had a significant impact on tourist travel decisions and perceptions of hygiene and safety. The COVID-19 has an impact on tourist attitudes and preferences, particularly in terms of travel patterns (Van Wee & Witlox, 2021). Tourists are more interested in outdoor activities and short-distance travel, whereas city dwellers prefer to travel to the suburbs (Næss et al., 2018). When it comes to travel, hygiene and safety will become increasingly significant considerations (Jafari et al., 2020). Hygiene and cleanliness are critical to successful hotel operations, and they've gotten a lot of attention since public health disasters like the SARS outbreak in 2003 (Wen et al., 2020). In terms of the hotel industry's recovery, hygiene and cleanliness have received a lot of attention (Shin & Kang, 2020). In pandemic outbreaks, hygiene and cleanliness difficulties have been identified as a source of disease (Jiang et al., 2020). Given the devastating consequences of the pandemic, the hotel customers' greater safety-related expectations while travel, hygiene and cleanliness must be focal points when anticipating the hotel industry's recovery post-COVID-19 (Arica et al., 2021). Therefore, Thai entrepreneurs have to consider making the tourists confident, such as getting accommodation safety measures to be SHA (Amazing Thailand Safety and Health Administration), which is a standard for sanitary for the tourists.

7.3.3.5 Perceived service design had a direct positive influence on customer trust

The study found that perceived service design had a direct positive influence on customer trust. This can be said that trust is an essential need for high-quality human relationships (Truong et al., 2019). The requirement for service businesses to cultivates trust in order to impact clients' perceptions of service quality and incentive to create a connection with the firm (Flores et al., 2020). Only when the customer believes that the service personnel are honest, dependable, and supportive will he or she provide more information about his or her expectations, make suggestions

about how to customize the service for his or her specific needs, and feel confident in and comfortable cooperating with the service personnel to perform the required service tasks (Følstad et al., 2018). As a result, it is predicted that customer trust will be required as a prerequisite for consumer engagement in the service delivery process (Hollebeek & Macky, 2019). This is related to a study of de Wilde and Spaargaren (2019), who summarized that in the context of customer service, trust may be defined as the consumer's expectation that the store, its employees, and its products are trustworthy and can be depended on to deliver on their promises. In this context, trust is defined as placed trust, which relates to the act of placing confidence in someone under particular conditions (Ryan, 2020). Placed trust is based on the other person's knowledge, ability, and motive, and it serves the same purpose as cognitive trust (Ozyilmaz et al., 2018). This might be the faith given in the service brand and/or the firm's service personnel in a service scenario. Customers, on the other hand, place their trust in service professionals based not only on observation of their skills, but also on a personal consuming experience (Steen & Tuurnas, 2018). Customer engagement in service design would be facilitated by trust in service employees, which would lead to value creation and efficiency in utilizing the service, eventually increasing repurchase and loyalty (Sun, Rabbani, et al., 2020). Furthermore, Ahmad et al. (2021) proposed that customer trust in employees is a vital triggering requirement that permits various sorts of value co-creation activity. This study defines trust-in-personnel as a customer's desire to rely on a frontline service representative's promise and to be susceptible to the acts of this representative as a consequence of their willingness to demonstrate acceptable honesty, compassion, and ability. As a result, a customer's confidence in frontline workers fosters reciprocal duty, reliance, and accountability for service success in terms of shared creativity and co-designing the service consuming experience in ways that trigger positive emotional values like joy and fun (Assiouras et al., 2019).

During this tough time of the COVID-19 pandemic, contactless services would be provided in the hospitality industry, which would help improve hygiene and safety while also improving confidence among hotel customers and staff (Gupta & Sahu, 2021). The hotel has been creating applications to give service at home in

order to re-establish confidence and certainty in the relationship with customers (Akhtar et al., 2020). The hotels' presence on social media channels aided in the recovery process during the pandemic (Yang, Kim, et al., 2021). The use of social media for hotel promotion and marketing has the potential to boost client loyalty and trust, resulting in more sales and business (Ebrahim, 2020). However, hotels may fail to provide up-to-date and relevant information on social media platforms, resulting in divergent consumer behavior (Escandon-Barbosa & Salas-Paramo, 2021). During the COVID-19 pandemic, timely updated information from the hotels is critical in order to generate trust and certainty (Pathak & Joshi, 2021). In the hotel industry, trust is the new normal, and it will prove to be the cornerstone for future growth and business (La Torre et al., 2020). With each passing moment, research analysts strive to be original and creative in the hotel industry in order to instill confidence in the thoughts of guests (Marcolin et al., 2021).

7.3.4 The new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand

The COVID-19 pandemic, which has been ailing the world since early 2020 and is bursting at the seams with new viral strains, has taken a toll on the tourism and hotel industries that is likely to continue (Alagona et al., 2020). The hotel business is one of the important supply chains of the tourism industry, which got the severe effect from the COVID-19 pandemic (Milovanović et al., 2021). The hotel business had to cease operations in most of the country and possibly the whole world (Kumar, 2020). COVID-19 has wreaked havoc on people's lives and livelihoods all across the world (Raju & Ayeb-Karlsson, 2020). It has also spurred a reconsideration of what customer care means for vulnerable persons and the customer teams who serve them (Hossain, 2021). Examining customer journeys and satisfaction data to determine what customers desire has suddenly given way to a sense of urgency to answer what they require (Manthiou & Klaus, 2022). Hotels experienced a drop in business and revenue losses as a result of increased refunds, the departure of foreign workers, the loss of previous investments, and increased expenditures for sanitizing equipment (Yacoub & ElHajjar, 2021).

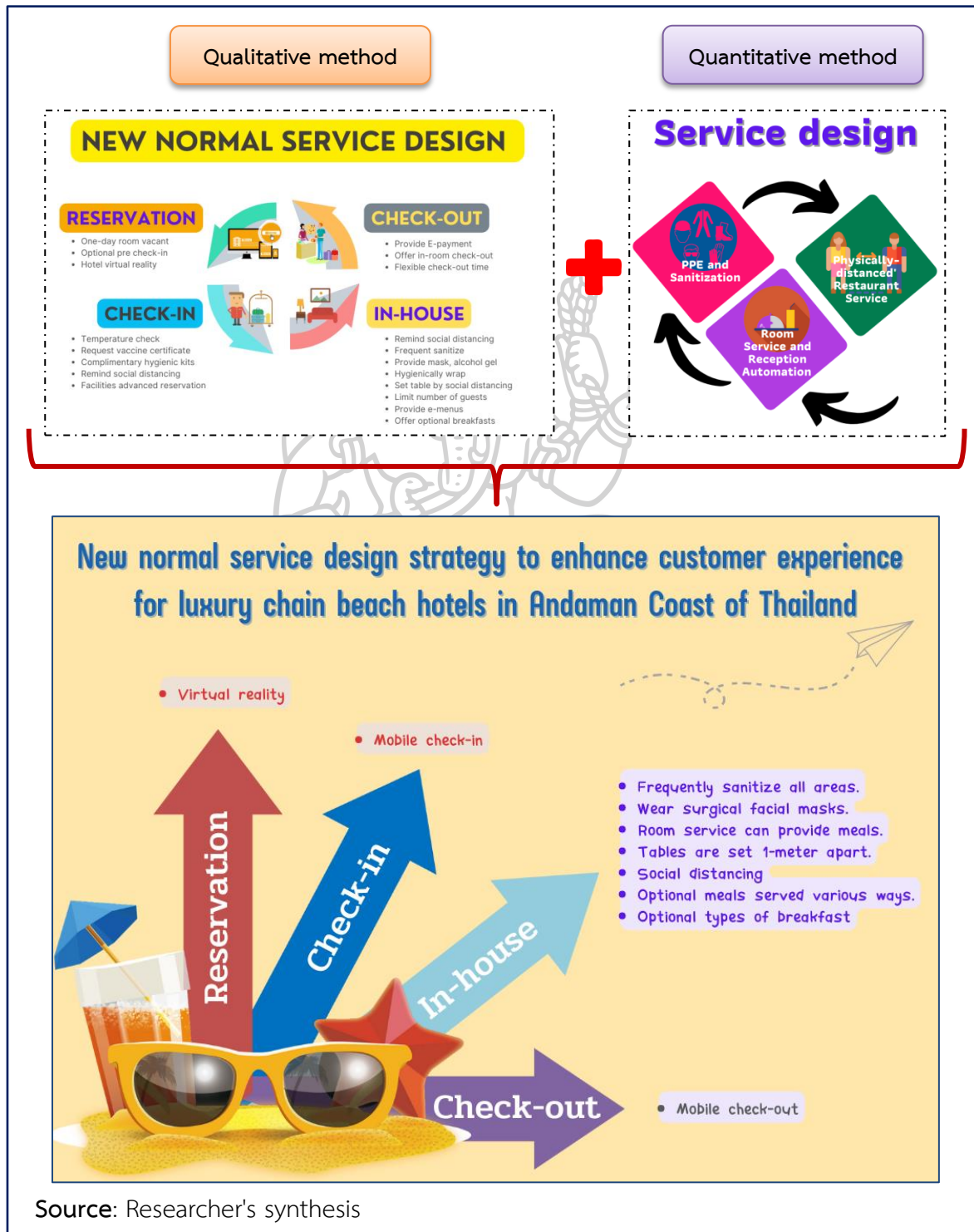
A customer's engagement with a company, particularly in times of crisis, may have an instant and lasting impact on his or her feelings of trust and loyalty (Addo et al., 2020). As millions are furloughed and withdrawn into seclusion, how the companies they frequent and rely on offer experiences and services that match their new requirements with empathy, care, and concern will be a critical barometer of their customer experience (Manthiou, 2020). Now is also the moment for customer experience executives to place themselves at the forefront of the longer-term changes in consumer behavior caused by the crisis (Kirk & Rifkin, 2020). It will be critical to have a real-time pulse on shifting customer preferences and to innovate quickly to develop trips that matter in a completely different environment (Diebner et al., 2020). Customers' subjective views of experience quality that meet their expectations during the consumption process are referred to as experience quality (Alnawas & Hemsley-Brown, 2019). To pinpoint the holistic process of consumers' cognitive and emotional match-ups from direct and indirect contacts with service providers, which better captures the consequences of service consumption, experience quality was conceptualized in response to the deficiency of service quality, which is limited in transaction-specific assessment (Yan et al., 2022). The tourism and hospitality sectors have long been credited as experience intensive to account for the physiological, psychological, and sociological successes of the tourist or client, with hedonistic service provisioning and service results with mental, emotional, and even spiritual benchmarks (Batat, 2019). The key components of tourist or visitor experience quality vary depending on the situation, reflecting the diversity of the tourism and hospitality industries (Sousa & Alves, 2019). The varied demographic origins, interests, and behaviors of tourist and hospitality customers must also be taken into account (Wen et al., 2020). The contribution of experiences generated by peer-to-peer interactions to the overall quality of visitor or guest experiences has piqued researchers' interest in recent years, attesting to the important societal repercussions of customer experiences in the tourist and hospitality industries (Zhang, Geng, et al., 2021). Furthermore, unique and memorable guest experiences are considered as critical assets, highlighting the competitive

advantages of specialist hotel categories including beach resorts and luxury hotels (Moreno-Perdigon et al., 2021).

In tandem with this viewpoint, four stages of new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand can frame short-term reactions, create resilience, and prepare customer-forward businesses for success in the days following the coronavirus. They are concentrating on reservations, check-in, in-house, and check-out as illustrated in Figure 75.



Figure 75: New normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand



7.4 Research implications

The research entitled “*A service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand*” could be more beneficial from theoretical, managerial, and practical perspectives as follows:-

7.4.1 Theoretical implications

This research adds to the body of knowledge in the fields of hospitality by focusing on perceived service design, customer experience, customer trust, and customer delight.

First, this research presents a new model of a service design strategy to enhance new normal customer experience for luxury chain beach hotels in Andaman Coast of Thailand by analyzing the unique attributes of luxury chain beach hotels in Thailand's Andaman Coast, plus the perceived hygiene attributes of COVID-19 to formulate a service design strategy as a mediator to enhance the customer experience, customer trust, and customer delight. It expands on previous hospitality research into the effects of the COVID-19 pandemic on this industry (Hao et al., 2020; Jiang & Wen, 2020; Kaushal & Srivastava, 2021). It thus responds to the urgent need for additional research (Ozdemir et al., 2021; Salem et al., 2022) into the operational strategies required to build customer trust in hotel stays.

Second, this study categorizes the four new practical hotel service supply chains (reservation, check-in, in-house, and check-out) that hotel managers design new normal service experiences which are shifted from the previous hotel guest cycle (pre-arrival, arrival, occupancy, and departure) initiated by Baker, Bradley, and Huyton since 2000. These new hotel service supply chain can be developed as a measurement scale for a hotel service design as affected by COVID-19 due to there is rare study on this issue (Lai & Wong, 2020). If there is any crisis in the future, this supply chain can be generalized in any appropriate context and area.

7.4.2 Managerial implications

From the research findings, hotel managers should be pushed to look beyond traditional market research techniques and implement design-based tools to analyze customer experience. Customers' active participation in participatory design techniques, in particular, may yield significant insights into the unique conditions surrounding customers' value generation processes (Sjödin et al., 2020).

First, the current study gives a practical guideline on how to apply multiple design techniques to a more holistic customer experience analysis. In an era of high competition, service is very important because the services that create satisfaction for customers will help create a response both directly and indirectly (Aisyah, 2018). The direct way is that the customer will give feedback on the products and services of the organization (Bueno et al., 2019). It also helps to increase the image and sales for the organization. The indirect part is customers will bring those impressions to pass on to others including the world of social media that can spread people's awareness to be interested in products and services (Hendrayati & Pamungkas, 2020) that customers are not impressed or dissatisfied with the service, it can be caused by many reasons from whether the staff does not show enthusiasm in service until customers feel indifference and carelessness (Malshe & Friend, 2018).

Second, this research depicts the four dimensions of guest journey experience design. Although the relative relevance of these categories may vary depending on the nature of the service being offered, the figure shows the areas that may affect an experience (Muller & Kerbow, 2018). The design areas are not new to service design theory or practice; what makes them unique is that firms design activities in these areas in order to affect customer experience, build emotional relationships with consumers, and drive customer loyalty (Blomkamp, 2018). The 10 propositions generated and evaluated in this study embody ten design concepts for a new normal service experience, which we obtained from hotel managers' interviews and a survey of in-house guests.

Lastly, a service design strategy from this study can be generalized to other kinds of hotels because this strategy has been studied since the pandemic. Even if a new pandemic happens in the future, the practitioners can implement a model from this study as a guideline to operate their business.

7.4.3 Practical implications

The new normal from COVID-19 makes every organization and every employee need to adapt and create value through a new normal training to keep up with the ever-changing world (Buheji & Buheji, 2020). In the future, even if there are any crises to turmoil the world, every employee is ready to face that to move the organization forward. According to findings of the study, "*A service design strategy to enhance the new normal customer experience for luxury chain beach hotels on the Andaman Coast of Thailand*," what needs to be considered is how to train employees according to the new normal training concept.

First, the achieved model from this study can be brought to staff training. Every interaction that customers have with the business will be influenced by the aims set forth in service design. The people and processes that the consumer interacts with should exceed their expectations from their first interaction with the hotel to the end of their stay (Rather & Camilleri, 2019). This means that everyone in the hotel needs to understand why and how they should modify their customer relationships. The service design should also assist in bringing all of the staff together by assisting them in understanding their duties in customer service (Stickdorn et al., 2018). Smoother workflows can only be achieved if everyone understands the changes that must be made (Petro et al., 2019).

Second, this study proposes a model that hotel managers can use to improve their service delivery process and avoid service failures. A model is a useful framework for managing products and services through time. To improve customer experiences and delight, this model may help hotel frontline service supervisors double-check that safety and hygiene standards are met in the hotel (Purcell, 2019).

Lastly, the new normal service design strategy of luxury chain beach hotels on the Andaman Coast of Thailand can be applied as a criterion for the hotel to access the service standard for the associations or related organizations to improve and develop the service procedures when there is a crisis in order to retain the business both managerial and operational.

7.5 Research limitations

At the outset, the researcher planned to collect the data from both Thai and international tourists who were travelling in Thailand. Unfortunately, during the time of data collection, the Delta vibrant had been spread widely in Thailand. This caused there to be few international tourists at the time. Even the researcher had been trying his best to find the international tourists to gather the information, but there is not enough to represent the population in this study. Hence, the researcher changed the plan to collect the data from Thai tourists as much as possible, and interviewed the hotel managers to ask for the behavior of the international tourists due to their direct experience to provide the service to the international tourists.

7.6 Suggestions for future research

Tourism is classified as an important industry that can generate a significant amount of income in Thailand contributing to a turnover and income distribution as well as promoting investment in various businesses that are relevant widely (Esichaikul et al., 2020). Hotel business market tends to be more competitive in order to compete for a high end market, with more emphasis on quality and service competition by making it stand out and differentiate itself from competitors to meet the needs of a more specific group of customers (Sangwichien & Jaroenwisan, 2017). Studying customer experience management for hotel business is always necessary to marketing researchers and entrepreneurs (Gilboa et al., 2019). A huge impact from COVID-19 pandemic encourages marketers to intentionally focus on implementing and designing the right way to provide a memorable experience to their guests (Bonfanti et al., 2021). Many studies are attempting to propose a marketing strategy to make hotels survive from this crisis. In relation to this, scholars are suggested to

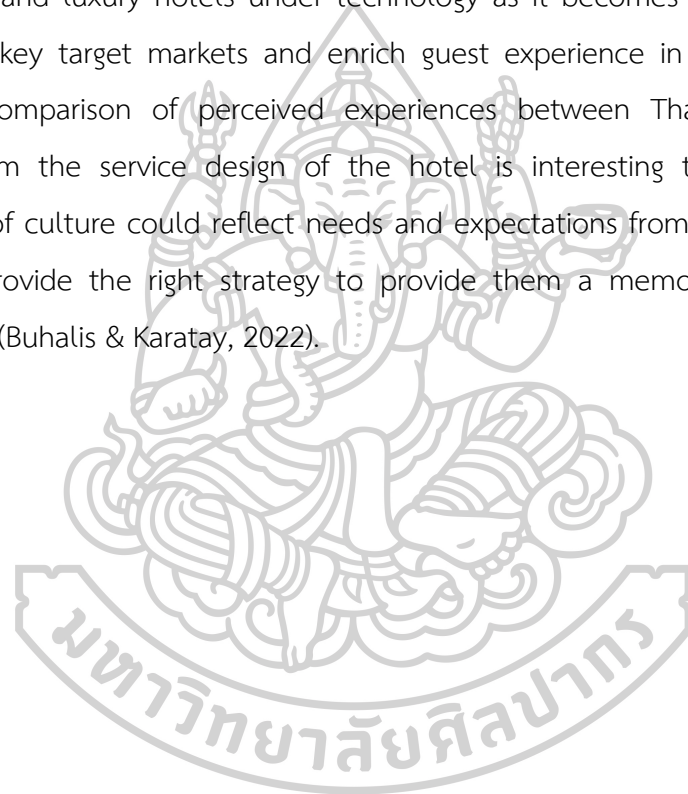
analyze loyalty behavior through customer's experience factors. It is crucial to know the customer's experience from the pre-purchase stage, which is linked to a customer journey (Grewal & Roggeveen, 2020; Klein et al., 2020).

Hotel business is categorized in the hospitality industry that has to adapt itself to the effects of COVID-19 (Yacoub & ElHajjar, 2021). As soon as the hotel can be fully operational, guests will likely need new services, such as keyless access to their rooms, check-in and check-out without interacting with employees, including various personal services (Ioannou Katidou & Sakalidou, 2020; Mourmoura, 2020). Additionally, hotel staff will always sanitize all areas before the guest enters the hotel and goes straight to the elevator going up a room without having to touch anything or get the service as comfortable as ever (Bove & Benoit, 2020; Sanlier et al., 2020). It's time for the hotel to leverage all strategies greatly, restore the confidence of their guests, and redesign new service experiences.

Designing customer experience is a vital agenda for marketing scholars and practitioners (Alcañiz et al., 2019). Guests may be surprised with the level of service unlike in the past, especially in a service of luxury hotels (Lee & Park, 2019). Shared space services such as buffet rooms and mini bars, as well as services that require intimacy such as spas, porter services, and valet service would be suspended for a while (Bhatia, 2018). Other forms of operation and innovation will be found from this behavior shift. For instance, Jiang and Wen (2020) presented three issues that will be influential to hotel business as affected by COVID-19: artificial intelligence (AI) and robotics, hygiene and cleanliness, and health and health care. This study suggests scholars to take a serious analysis and develop the opportunities and challenges of each issue (Song et al., 2018). Even though many research antecedents, mediators, and moderators have been extensively examined through various service experiences, still there is a need to take other relevant factors into consideration, such as service journey influencing service experience (Law et al., 2018).

In conclusion, further research could *firstly* examine how hotel managers built customer experiences after COVID-19 has been declared over to identify possibly alternate hotel solutions and vice versa. Furthermore, given that some researchers (Ertemel et al., 2021; Liang & Wu, 2022; Patma et al., 2021) have

proposed that customer experience has a positive impact on customer trust and retention –a customer's desire to participate in future transactions, resulting in a sense of decreased future risk (Javed & Wu, 2020) – future research could **secondly** look into how hotels' hygienic measures influence customer trust. Despite of COVID-19, many hotels, including upscale hotels, provide contactless services based on technology implementation to increase customer experience during COVID-19 (Pelet et al., 2021; Shin & Jeong, 2022). Hence, it is recommended to study customer experience and luxury hotels under technology as it becomes a norm in a way to satisfy the key target markets and enrich guest experience in the hotel business. **Third**, a comparison of perceived experiences between Thai and international tourists from the service design of the hotel is interesting to study because a difference of culture could reflect needs and expectations from various demands in order to provide the right strategy to provide them a memorable and seamless experience (Buhalis & Karatay, 2022).







APPENDIX A Item-Objective Congruence (IOC) for Research



THE ITEM-OBJECTIVE CONGRUENCE (IOC) for Research Titled
แบบประเมินความสอดคล้องของข้อความคุณลักษณะ

.....

A SERVICE DESIGN STRATEGY TO ENHANCE NEW NORMAL CUSTOMER EXPERIENCE
 FOR LUXURY CHAIN BEACH HOTELS IN ANDAMAN COAST OF THAILAND
 (กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้า
 โรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย)

.....

This research aims (วัตถุประสงค์ของงานวิจัย)

- 1) To determine relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotels affecting perceived service design

เพื่อศึกษาความสัมพันธ์ของคุณลักษณะการรับรู้ด้านสุขอนามัยของ COVID-19 และคุณลักษณะ
 ของโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย

- 2) To examine relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain beach hotels in Andaman Coast of Thailand

เพื่อศึกษาความสัมพันธ์ของการรับรู้การออกแบบการให้บริการที่ส่งผลต่อประสบการณ์ของ
 ลูกค้า ความพึงพอใจของลูกค้าและความไว้วางใจของลูกค้าโรงแรมเครือข่ายแบบหรูหราริม
 ชายหาดฝั่งอันดามันของประเทศไทย

- 3) To investigate the structural model of the antecedents and consequences of perceived service design for luxury chain beach hotels in Andaman Coast of Thailand

เพื่อศึกษาแบบจำลองโครงสร้างของปัจจัยเชิงสาเหตุและปัจจัยเชิงผลลัพธ์ของการออกแบบการ
 ให้บริการสำหรับโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย

- 4) To formulate the new normal service design strategy to enhance guest experience for luxury chain beach hotels in Andaman Coast of Thailand

เพื่อกำหนดกลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของ
 ลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย

This questionnaire consists of 9 parts as follows:

แบบสอบถามนี้ประกอบด้วย 9 ส่วน ดังต่อไปนี้

Part 1: Attributes of luxury chain hotels (คุณลักษณะของโรงแรมเครือข่ายแบบหรูหราร)

Part 2: Perceived service design (การรับรู้ออกแบบการให้บริการ)

Part 3: Customer experience (ประสบการณ์ของลูกค้า)

Part 4: Perceived hygiene attributes of COVID-19 (การรับรู้คุณลักษณะสุขอนามัยของ COVID-19)

Part 5: Customer delight (ความปลื้มปิติของลูกค้า)

Part 6: Customer trust (ความเชื่อใจของลูกค้า)

Part 7: Travelling information (ข้อมูลการเดินทาง)

Part 8: General information (ข้อมูลทั่วไป)

Part 9: Suggestions (ข้อเสนอแนะ)

Likert scale: Level of agreement (ระดับความคิดเห็น)

- | | |
|---|----------------------------|
| 5 = Strongly agree (เห็นด้วยอย่างมาก) | 4 = Agree (เห็นด้วย) |
| 3 = Neutral (ไม่แน่ใจ) | 2 = Disagree (ไม่เห็นด้วย) |
| 1 = Strongly disagree (ไม่เห็นด้วยอย่างมาก) | |

This questionnaire is part of a study on Doctor of Philosophy in Tourism, Hotel and Event Management at Silpakorn University.

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาลัทธิศาสตรปรัชญาดุสิตบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอีเวนต์ มหาวิทยาลัยศิลปากร

MR. Phisunt TINAKHAT

Ph.D. (candidate) in Tourism, Hotel and Event Management

Faculty of Management Science, Silpakorn University

นายภิสันต์ ตินะคัต

นักศึกษาลัทธิศาสตรปรัชญาดุสิตบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรมและอีเวนต์
คณะวิทยาการจัดการ มหาวิทยาลัยศิลปากร

Direction: Choose only one answer as the given mark from to the question statements.

- +1 = Congruent with clear understanding
 0 = Uncertain or not sure whether item related to the study
 -1 = Not Understand or not congruent or related to this study

Part 1: Attributes of luxury chain hotel (Adapted from Lai & Hitchcock, 2017)

ส่วนที่ 1: คุณลักษณะของโรงแรมเครือข่ายแบบหรูหร

A determination of the clients as their final choices related to their satisfaction (Jang et al., 2018).

Item	Question statement	Content Validity			Comments
		-1	0	1	
	Tangibility (ความเป็นรูปธรรม)				
1.1	1.1.1 The hotel has modern and comfortable furniture. โรงแรมมีเฟอร์นิเจอร์ที่ทันสมัยและสะดวกสบาย				
	1.1.2 The hotel has appealing interior and exterior decoration. โรงแรมมีการตกแต่งภายในและภายนอกที่น่าดึงดูดใจ				
	1.1.3 The hotel has clean and comfortable rooms. โรงแรมมีห้องพักที่สะอาดและสะดวกสบาย				
	1.1.4 The hotel has spacious guestrooms. โรงแรมมีห้องพักที่กว้างขวาง				
	Reliability (ความเชื่อถือได้)				
1.2	1.2.1 The hotel staff performs services correctly the first time. พนักงานโรงแรมให้บริการอย่างถูกต้องในครั้งแรก				
	1.2.2 The hotel staff is well-trained and knowledgeable. พนักงานโรงแรมได้รับการฝึกฝนมาเป็นอย่างดีและมีความรู้				
	1.2.3 The hotel staff has good communication skills. พนักงานโรงแรมมีทักษะในการสื่อสารที่ดี				

Item	Question statement	Content Validity			Comments
		-1	0	1	
1.2	Reliability (ความเชื่อถือไว้วางใจได้)				
	1.2.4 The hotel staff provides accurate billing. พนักงานโรงแรมเรียกเก็บเงินลูกค้าอย่างถูกต้อง				
	1.2.5 The hotel staff provides accurate information about hotel services. พนักงานโรงแรมให้ข้อมูลเกี่ยวกับบริการของโรงแรมได้อย่างถูกต้อง				
1.3	Responsiveness (การตอบสนองต่อลูกค้า)				
	1.3.1 The hotel staff is willing to provide help promptly. พนักงานโรงแรมยินดีให้ความช่วยเหลือลูกค้าโดยทันที				
	1.3.2 The hotel has availability of staff to provide service. โรงแรมมีพนักงานที่พร้อมคอยให้บริการ				
	1.3.3 The hotel staff provides quick check-in and check-out. พนักงานโรงแรมให้บริการเช็คอินและเช็คเอาท์อย่างรวดเร็ว				
	1.3.4 The hotel provides prompt breakfast service. โรงแรมให้บริการอาหารเช้าที่รวดเร็ว				
1.4	Assurance (การให้ความเชื่อมั่นต่อลูกค้า)				
	1.4.1 The hotel staff is friendly. พนักงานโรงแรมมีความเป็นกันเอง				
	1.4.2 The hotel staff always provides courteous and polite service. พนักงานโรงแรมให้บริการด้วยความอ่อนน้อมและสุภาพเสมอ				
	1.4.3 The hotel staff has ability to instill confidence in customers. พนักงานโรงแรมมีความสามารถในการสร้างความมั่นใจให้กับลูกค้า				

Item	Question statement	Content Validity			Comments
		-1	0	1	
1.5	Empathy (การรู้จักและเข้าใจลูกค้า)				
	1.5.1 The hotel staff gives special attention to the customers. พนักงานโรงแรมให้ความใส่ใจลูกค้าเป็นพิเศษ				
	1.5.2 The hotel staff can address the customer by name. พนักงานโรงแรมสามารถระบุชื่อลูกค้าได้				
	1.5.3 The hotel staff can understand the customers' requirements. พนักงานโรงแรมสามารถเข้าใจความต้องการของลูกค้าได้				
	1.5.4 The hotel staff always listens carefully to complaints. พนักงานโรงแรมรับฟังข้อร้องเรียนอย่างรอบคอบเสมอ				
	1.5.5 The hotel staff has problem-solving abilities. พนักงานโรงแรมมีความสามารถในการแก้ปัญหา				
1.6	Core benefit (ผลประโยชน์หลัก)				
	1.6.1 The hotel provides a quiet room. โรงแรมให้บริการห้องพักที่เงียบสงบ				
	1.6.2 The hotel provides security of room. โรงแรมจัดให้มีการรักษาความปลอดภัยของห้องพัก				
	1.6.3 The hotel provides security and safety at the hotel. โรงแรมจัดให้มีการรักษาความมั่นคงและความปลอดภัยภายในโรงแรม				
	1.6.4 The room has comfortable and clean mattress, pillow, bed sheets and covers. ห้องพักมีเครื่องนอน เช่น ที่นอน หมอน ผ้าปูที่นอนและผ้าคลุมเตียงที่สะอาดสบายและสะอาด				

Item	Question statement	Content Validity			Comments
		-1	0	1	
	Core benefit (ผลประโยชน์หลัก)				
1.6	<p>1.6.5 The hotel provides in-room facilities in working order such as kettle, air conditioning, lighting, toilet, fridge, etc.</p> <p>โรงแรมจัดเตรียมสิ่งของในห้องให้ใช้งานได้ตามปกติ เช่น กาต้มน้ำ เครื่องปรับอากาศ ไฟส่องสว่าง ห้องน้ำ ตู้เย็น ฯลฯ</p>				
	Entertainment and Technology (ความบันเทิงและเทคโนโลยี)				
1.7	<p>1.7.1 The hotel provides children's facilities such as playground, baby-sitting, swimming pool, etc.</p> <p>โรงแรมมีสิ่งอำนวยความสะดวกสำหรับเด็ก (สนามเด็กเล่น พี่เลี้ยงเด็ก สระว่ายน้ำ ฯลฯ)</p>				
	<p>1.7.2 The hotel provides comfortable, modern, and easy-to-use in-room technologies such as WIFI, smart TV, text messaging services, charging stations and outlets.</p> <p>โรงแรมมีเทคโนโลยีภายในห้องพักที่สะดวกสบาย ทันสมัย และใช้งานง่ายเช่น WIFI, สมาร์ททีวี, บริการส่งข้อความ ที่ชาร์จแบตเตอรี่ และเต้ารับ</p>				
	<p>1.7.3 The hotel implements technologies such as online reservation, hotel website, direct hotel email, computerized feedback form, special promotions on hotel website, and acceptance of credit, debit cards, and internet Banking that facilitate the customers.</p> <p>โรงแรมใช้เทคโนโลยี เช่น การจองออนไลน์ เว็บไซต์โรงแรม อีเมลตรงของโรงแรม แบบฟอร์มตอบรับด้วยคอมพิวเตอร์ โปรโมชั่นพิเศษบนเว็บไซต์ของโรงแรม การรับบัตรเครดิต บัตรเดบิต และทำธุรกรรมกับธนาคารทางอินเทอร์เน็ตที่อำนวยความสะดวกให้กับลูกค้า</p>				

Part 2: Perceived service design (Adapted from Del Chiappa et al., 2021)

ส่วนที่ 2: การออกแบบการให้บริการ

A way of thinking and practice in a design process to help developing service to be of the maximum benefit and understand the needs of the guests comprehensively (Lei et al., 2019; Pandey & Kulshrestha, 2021; Stickdorn et al., 2018).

Item	Question statement	Content Validity			Comments
		-1	0	1	
2.1	PPE and Sanitization (อุปกรณ์ป้องกันส่วนบุคคลและการฆ่าเชื้อ)				
	2.1.1 Rooms and common areas in the hotel are cleaned and sanitized properly with alcohol-based products. ห้องพักและพื้นที่ส่วนกลางในโรงแรมได้รับการทำความสะอาดและฆ่าเชื้ออย่างเหมาะสมด้วยผลิตภัณฑ์ที่มีแอลกอฮอล์				
	2.1.2 Rooms and common areas in the hotel are sanitized properly with ozone. ห้องพักและพื้นที่ส่วนกลางในโรงแรมได้รับการฆ่าเชื้ออย่างเหมาะสมด้วยโอโซน				
	2.1.3 The hotel requires all guests to wear face masks and gloves. โรงแรมกำหนดให้ผู้เข้าพักทุกคนสวมหน้ากากและถุงมือ				
	2.1.4 All means of transport used by the hotel to organize its transfer service are sanitized (for example, by using single-use seat covers). วิธีการขนส่งทั้งหมดที่โรงแรมใช้เพื่อจัดบริการรับส่งแขกจะได้รับการฆ่าเชื้อโรค (เช่น ใช้ที่หุ้มเบาะรถแบบใช้ครั้งเดียว)				

Item	Question statement	Content Validity			Comments
		-1	0	1	
2.2	Physically-distanced' Restaurant Service				
	2.2.1 The hotel replaces the traditional breakfast buffet with a breakfast menu on request, and breakfast is served at the table. โรงแรมปรับเปลี่ยนการให้บริการอาหารเช้าแบบบุฟเฟ่ต์ด้วยเมนูอาหารตามความต้องการและให้บริการที่โต๊ะอาหาร				
	2.2.2 Every table in the breakfast room and in the restaurant seats a limited number of people. โต๊ะทุกตัวในห้องอาหารเช้าและในร้านอาหาร มีการจำกัดจำนวนที่นั่ง				
	2.2.3 A one-meter distance between people is implemented at the table in the breakfast room/restaurant. โต๊ะในห้องอาหารเช้า/ร้านอาหารมีการเว้นระยะห่างระหว่างคน 1 เมตร				
	2.2.4 Restaurant tables are very far from each other more than one meter apart. โต๊ะในร้านอาหารตั้งอยู่ห่างจากกันมากกว่า 1 เมตร				
	2.2.5 Meals (breakfast, lunch and dinner) are served in turns in order to avoid gatherings and overcrowding inside the breakfast room/restaurant. โรงแรมให้บริการอาหาร (อาหารเช้า กลางวัน และเย็น) สลับกันเพื่อหลีกเลี่ยงการรวมตัวและความแออัดภายในห้องอาหารเช้า/ร้านอาหาร				
2.3	Room Service and Reception Automation				
	2.3.1 The hotel replaces the traditional breakfast buffet with a breakfast menu, which is provided through room service. โรงแรมปรับเปลี่ยนการให้บริการอาหารเช้าแบบบุฟเฟ่ต์ด้วยเมนูอาหารเช้าซึ่งให้บริการผ่านรูมเซอร์วิส				

Item	Question statement	Content Validity			Comments
		-1	0	1	
	Room Service and Reception Automation (cont.)				
2.3	2.3.2 The possibility for guests to consume their meals through room service. แขกมีสิทธิ์ที่จะขอรับประทานอาหารผ่านรูมเซอร์วิส				
	2.3.3 The possibility to reduce the frequency of room cleaning service to reduce the staff's contact with personal items in the room. โรงแรมมีความเป็นไปได้ในการลดความถี่ในการให้บริการทำความสะอาดห้องเพื่อลดการติดต่อของพนักงานกับของใช้ส่วนตัวภายในห้อง				
	2.3.4 You can check in and check out using an automated system. ท่านสามารถเช็คอินและเช็คเอาท์โดยใช้ระบบอัตโนมัติ				
	Social and Environmental Engagement (การมีส่วนร่วมทางสังคมและสิ่งแวดล้อม)				
2.4	2.4.1 The hotel is committed to protecting the environment by using renewable energy, reducing food waste, etc. โรงแรมมุ่งมั่นที่จะปกป้องสิ่งแวดล้อมโดยใช้พลังงานหมุนเวียน ลดเศษอาหาร ฯลฯ				
	2.4.2 The hotel is committed to preserving the local economy (by using local products, favoring local suppliers, recurring to recruitment of local residents, etc.). โรงแรมมีความมุ่งมั่นที่จะรักษาเศรษฐกิจท้องถิ่นโดยใช้ผลิตภัณฑ์ในท้องถิ่น เอื้อเพื่อซัพพลายเออร์ในท้องถิ่น จ้างคนในท้องถิ่นบ้าง เป็นต้น				
	2.4.3 The hotel is committed to preserving the socio-cultural local context (by promoting local traditions, identity traits, etc.). โรงแรมมุ่งมั่นที่จะรักษาบริบททางสังคมและวัฒนธรรมในท้องถิ่น โดยการส่งเสริมประเพณีท้องถิ่น ลักษณะเฉพาะ ฯลฯ				

Part 3: Customer experience (Adapted from Hwang & Hyun, 2016)

ส่วนที่ 3: ประสบการณ์ของลูกค้า

An interaction between a hotel, a guest, and a service which blends the physical, sensorial, rational and spiritual measurement of the customer expectation on different levels from the moment of contact is reflected by the ability of the hotel in personalizing the guests in their specific requirements from the reliability and competence of service performance (Çoban & Yetiş, 2019; Kim and Han, 2020; Lo, 2020; Pile and Gilmore, 1998; Verhoef, 2020; Xiao, 2021).

Item	Question statement	Content Validity			Comments
		-1	0	1	
3.1	Educational experience (ประสบการณ์การศึกษา)				
	3.1.1 I learned a lot during staying this hotel. ฉันได้เรียนรู้มากมายระหว่างเข้าพักที่โรงแรมนี้				
	3.1.2 Staying at this hotel makes me more knowledgeable. การเข้าพักที่โรงแรมนี้ทำให้ฉันมีความรู้มากขึ้น				
	3.1.3 Staying at this hotel is a real learning experience. การเข้าพักที่โรงแรมนี้เป็นประสบการณ์การเรียนรู้ที่แท้จริง				
	3.1.4 Staying at this hotel stimulates my curiosity to learn new things. การพักที่โรงแรมนี้กระตุ้นให้เกิดความอยากรู้อยากเห็นในการเรียนรู้สิ่งใหม่ๆ				
3.2	Entertainment experience (ประสบการณ์ความบันเทิง)				
	3.2.1 The activities at hotel kept me amused. กิจกรรมที่โรงแรมทำให้ฉันสนุกสนาน				
	3.2.2 The entertainment at this hotel was really captivating. ความบันเทิงที่โรงแรมนี้น่าประทับใจมากๆ				
	3.2.3 The activities at this hotel were entertaining. กิจกรรมที่โรงแรมนี้น่าเพลิดเพลิน				
	3.2.4 The activities at this hotel were fun. กิจกรรมที่โรงแรมนี้มีความครื้นเครง				

Item	Question statement	Content Validity			Comments
		-1	0	1	
3.3	Esthetic experience (ประสบการณ์ความงาม)				
	3.3.1 The hotel was an attractive setting for my vacation. โรงแรมแห่งนี้เป็นสถานที่ที่น่าสนใจสำหรับวันหยุดของฉัน				
	3.3.2 The hotel environment showed close attention to design details. สภาพแวดล้อมของโรงแรมให้ความสำคัญกับรายละเอียดการออกแบบอย่างใกล้ชิด				
	3.3.3 It was pleasant just being at the hotel. แค่ได้พักที่โรงแรมนี้ก็มีความสุขแล้ว				
	3.3.4 I felt a real sense of harmony at the hotel. ฉันรู้สึกถึงความกลมกลืนอย่างแท้จริงที่โรงแรม				
3.4	Escapist experience (ประสบการณ์การหนีจากโลกความเป็นจริง)				
	3.4.1 I felt like I was living the role of someone different from myself in my daily life while I was at the hotel. ฉันรู้สึกเหมือนได้สวมบทบาทเป็นคนแตกต่างจากตัวเองในชีวิตประจำวันในขณะที่ฉันอยู่ที่โรงแรม				
	3.4.2 The hotel experience let me imagine being someone else. ประสบการณ์ในโรงแรมทำให้ฉันจินตนาการว่าเป็นคนอื่น				
	3.4.3 I completely escaped from my daily routine during staying at the hotel. ฉันหนีจากกิจวัตรประจำวันของฉันไปโดยสิ้นเชิงระหว่างเข้าพักที่โรงแรม				
	3.4.4 I felt like I was in a different time or place during my stay at the hotel. ฉันรู้สึกเหมือนอยู่ในช่วงเวลาหรือสถานที่อื่นระหว่างที่ฉันพักที่โรงแรม				

Part 4: Perceived hygiene attributes of COVID-19 (Adapted from Yu et al, 2021)

ส่วนที่ 4: คุณลักษณะด้านสุขอนามัยที่รับรู้ของ COVID-19

A key performance indicator measuring the extent to customer expectations compared to their perceptions which the frontline staff can surprise the guests by showing their sincere personal interest, paying attention to a specific need (Guidice et al., 2020; Yu et al, 2021)

Item	Question statement	Content Validity			Comments
		-1	0	1	
	Customer-use space (พื้นที่ใช้งานของลูกค้า)				
	4.1.1 This hotel cleans areas where water is congested inside rooms i.e., sinks, toilets, and washroom floors using disinfectants. โรงแรมแห่งนี้ทำความสะอาดบริเวณที่มีน้ำขังภายในห้อง เช่น อ่างล้างหน้า ห้องส้วม และพื้นห้องน้ำ โดยใช้น้ำยาฆ่าเชื้อ				
	4.1.2 This hotel washes its laundry using antibacterial products and practices i.e., towels, bed covers, blankets, and pillows. โรงแรมนี้ซักเสื้อผ้าโดยใช้ผลิตภัณฑ์และวิธีปฏิบัติในการด้านเชื้อแบคทีเรีย เช่น ผ้าขนหนู ผ้าคลุมเตียง ผ้าห่ม และหมอน				
4.1	4.1.3 The hotel is regularly fumigated to prevent pests and cockroaches. โรงแรมมีการรมยาเพื่อป้องกันแมลงและแมลงสาบเป็นประจำ				
	4.1.4 This hotel cleans in-room facilities i.e., desks, chairs, sofas, beds, mirrors, and closets using disinfectants. โรงแรมนี้ทำความสะอาดสิ่งอำนวยความสะดวกในห้องพัก เช่น โต๊ะ เก้าอี้ โซฟา เตียง กระจก และตู้เสื้อผ้า โดยใช้น้ำยาฆ่าเชื้อ				
	4.1.5 This hotel cleans restaurant facilities i.e., tables and chairs using disinfectants. โรงแรมทำความสะอาดสิ่งอำนวยความสะดวกในห้องอาหาร เช่น โต๊ะและเก้าอี้ โดยใช้น้ำยาฆ่าเชื้อ				

Item	Question statement	Content Validity			Comments
		-1	0	1	
	Staff personal hygiene (สุขอนามัยส่วนบุคคลของพนักงาน)				
4.2	4.2.1 The hotel staff is meticulous in their hand-washing and disinfecting. พนักงานโรงแรมมีความพิถีพิถันในการล้างมือและฆ่าเชื้อ				
	4.2.2 The hotel staff wears masks at all times while on duty. พนักงานโรงแรมสวมหน้ากากตลอดเวลาขณะปฏิบัติหน้าที่				
	4.2.3 The hotel staff covers their mouths and noses with bent elbows when coughing or sneezing. พนักงานโรงแรมปิดปากและจุมุกด้วยการงอข้อศอกเวลาไอหรือจาม				
	Workplace hygiene (สุขอนามัยในที่ทำงาน)				
4.3	4.3.1 This hotel cleans the surfaces of the work areas of staff i.e., desks and tables using disinfectants. โรงแรมนี้ทำความสะอาดพื้นผิวของพื้นที่ทำงานของพนักงาน เช่น โต๊ะทำงานและโต๊ะทั่วไป โดยใช้น้ำยาฆ่าเชื้อ				
	4.3.2 This hotel cleans the work equipment of staff i.e., phones, keyboards, and printers using disinfectants. โรงแรมนี้ทำความสะอาดอุปกรณ์การทำงานของพนักงาน เช่น โทรศัพท์ คีย์บอร์ด และเครื่องพิมพ์ โดยใช้น้ำยาฆ่าเชื้อ				
	4.3.3 The hotel staff maintains a social distance from their fellow staff members while at work. พนักงานโรงแรมรักษาระยะห่างทางสังคมจากเพื่อนพนักงานในขณะทำงาน				
	4.3.4 The workspaces and lounges used by staff in this hotel are subject to regular management by professional hygiene companies. พื้นที่ทำงานและห้องรับรองที่พนักงานใช้ในโรงแรมนี้อยู่ภายใต้การจัดการอย่างสม่ำเสมอโดยบริษัทด้านสุขอนามัยมืออาชีพ				

Part 5: Customer delight (Adapted from Lee & Park, 2019)

ส่วนที่ 5: ความปลื้มปิติของลูกค้า

A key performance indicator measuring the extent to customer expectations compared to their perceptions which the frontline staff can surprise the guests by showing their sincere personal interest, paying attention to a specific need (Christ-Brendemühl & Schaarschmidt, 2020; Guidice et al., 2020; Lee & Park, 2019).

Item	Question statement	Content Validity			Comments
		-1	0	1	
	Customer delight (ความปลื้มปิติของลูกค้า)				
5.1	5.1.1 I felt delighted by the service of the hotel. ฉันรู้สึกปลื้มปิติกับการบริการของโรงแรม				
	5.1.2 I felt elated by the service of the hotel. รู้สึกอิ่มเอมใจกับการบริการของโรงแรม				
	5.1.3 I felt gleeful by the service of the hotel. รู้สึกปลาบปลื้มใจกับการบริการของโรงแรม				

Part 6: Customer trust (Adapted from Chen et al., 2021)

ส่วนที่ 6: ความไว้วางใจของลูกค้า

A result from the service provider in building credibility, integrity, warranty, caring for customers, fast and accurate service to make the customers feel confidence that they will receive the products and service successfully as expected (Gupta & Patil, 2020; McAllister, 1995; Nyadzayo et al., 2020; Shin & Back, 2020).

Item	Question statement	Content Validity			Comments
		-1	0	1	
	Cognitive trust (ความไว้วางใจทางปัญญา)				
6.1	6.1.1 I believe this hotel chain does its business with professionalism and dedication during the COVID-19 pandemic. ฉันเชื่อว่าเครือโรงแรมนี้ทำธุรกิจด้วยความเป็นมืออาชีพและความทุ่มเทในช่วงการระบาดของ COVID-19				

Item	Question statement	Content Validity			Comments
		-1	0	1	
	Cognitive trust (ความไว้วางใจทางปัญญา)				
6.1	6.1.2 Given the approach of this hotel chain, I believe in its competence during the COVID-19 pandemic. ฉันเชื่อมั่นในความสามารถในการทำงานของเครือโรงแรมนี้ในช่วงการระบาดของโควิด-19				
	6.1.3 I can rely on this hotel chain to serve me carefully during the COVID-19 pandemic. ฉันสามารถไว้วางใจเครือโรงแรมนี้เพื่อให้บริการฉันอย่างระมัดระวังในช่วงการระบาดของ COVID-19				
	6.1.4 I am confident about this hotel chain's ability to professionally operate its business during the COVID-19 pandemic. ฉันมั่นใจในความสามารถของเครือโรงแรมนี้ในการดำเนินธุรกิจอย่างมืออาชีพในช่วงการระบาดของ COVID-19				
	6.1.5 I can confidently depend on this hotel chain if I visit it during the COVID-19 pandemic. ฉันสามารถพึ่งพาเครือโรงแรมนี้ได้อย่างมั่นใจหากไปเยือนในช่วงการระบาดของ COVID-19				
	Affective trust (ความไว้วางใจทางอารมณ์)				
6.2	6.2.1 I would feel a sense of personal connection with this hotel chain if I visit it during the COVID-19 pandemic. ฉันจะรู้สึกถึงความสัมพันธ์ส่วนตัวกับเครือโรงแรมนี้ถ้าฉันไปเยือนในช่วงการระบาดของ COVID-19				
	6.2.2 I feel that this hotel chain will respond to me caringly as a customer during the COVID-19 pandemic. ฉันรู้สึกว่าเครือโรงแรมนี้จะตอบสนองฉันอย่างเอาใจใส่ในฐานะลูกค้าในช่วงการระบาดของ COVID-19				

Item	Question statement	Content Validity			Comments
		-1	0	1	
6.2	Affective trust (ความไว้วางใจทางอารมณ์)				
	6.2.3 I feel that this hotel chain will show a warm and caring attitude toward me during the COVID-19 pandemic. ฉันรู้สึกว่าการบริการของโรงแรมนี้จะแสดงทัศนคติที่อบอุ่นและเอาใจใส่ต่อฉันในช่วงการระบาดของ COVID-19				
	6.2.4 I feel that this hotel chain will be concerned about me during the COVID-19 pandemic. ฉันรู้สึกว่าการบริการของโรงแรมนี้จะห่วงใยฉันในช่วงที่โควิด-19 ระบาด				
	6.2.5 I feel that this hotel chain will care about maintaining a good relationship with me during the COVID-19 pandemic. ฉันรู้สึกว่าการบริการของโรงแรมนี้จะใส่ใจในการรักษาความสัมพันธ์ที่ดีกับฉันในช่วงการระบาดของ COVID-19				

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ข้อเสนอแนะเพิ่มเติมจากผู้เชี่ยวชาญตรวจสอบแบบประเมินความสอดคล้อง
ของข้อคำถามคุณฉันทิพนธ์

(Additional comments from the expert about IOC for Research)

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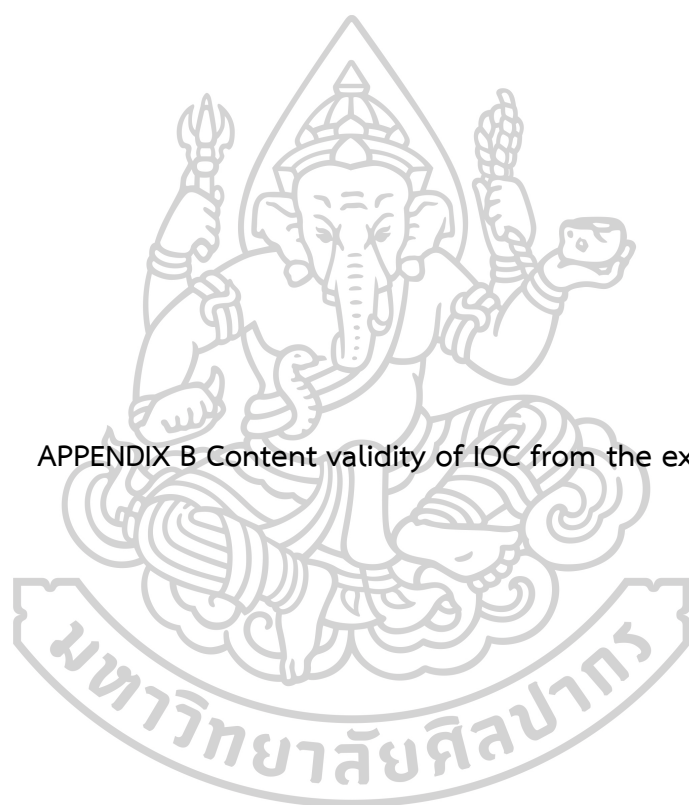
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APPENDIX B Content validity of IOC from the experts

Table 61: Content validity of IOC from the experts

Item	Question statement	Expert					SUM (x)	SUM (x)/n	IOC	Result
		1	2	3	4	5				
1. Attributes of luxury chain hotel										
1.1	1.1.1	1	1	-1	1	1	3	3/5	0.6	Accepted
	1.1.2	1	1	-1	1	1	3	3/5	0.6	Accepted
	1.1.3	1	1	-1	1	1	3	3/5	0.6	Accepted
	1.1.4	1	1	1	1	1	5	5/5	1	Accepted
1.2	1.2.1	1	1	0	1	1	4	4/5	0.8	Accepted
	1.2.2	1	1	1	1	1	5	5/5	1	Accepted
	1.2.3	1	1	1	1	1	5	5/5	1	Accepted
	1.2.4	1	1	1	1	1	5	5/5	1	Accepted
	1.2.5	1	1	1	1	1	5	5/5	1	Accepted
1.3	1.3.1	1	1	1	1	1	5	5/5	1	Accepted
	1.3.2	1	1	1	1	1	5	5/5	1	Accepted
	1.3.3	1	1	0	1	1	4	4/5	0.8	Accepted
	1.3.4	1	1	1	1	1	5	5/5	1	Accepted
1.4	1.4.1	1	1	1	1	1	5	5/5	1	Accepted
	1.4.2	1	1	1	1	1	5	5/5	1	Accepted
	1.4.3	1	1	0	1	1	4	4/5	0.8	Accepted
1.5	1.5.1	1	1	1	1	1	5	5/5	1	Accepted
	1.5.2	1	1	1	1	1	5	5/5	1	Accepted
	1.5.3	1	1	1	1	1	5	5/5	1	Accepted
	1.5.4	1	1	1	1	1	5	5/5	1	Accepted
	1.5.5	1	1	1	1	1	5	5/5	1	Accepted
1.6	1.6.1	1	1	1	1	1	5	5/5	1	Accepted
	1.6.2	1	1	1	1	1	5	5/5	1	Accepted
	1.6.3	1	1	1	1	1	5	5/5	1	Accepted
	1.6.4	0	1	1	1	1	4	4/5	0.8	Accepted
	1.6.5	1	1	0	1	1	4	4/5	0.8	Accepted

Table 64: Content validity of IOC from the experts (cont.)

Item	Question statement	Expert					SUM (x)	SUM (x)/n	IOC	Result
		1	2	3	4	5				
1. Attributes of luxury chain hotel										
1.7	1.7.1	0	1	1	1	1	4	4/5	0.8	Accepted
	1.7.2	1	1	0	1	1	4	4/5	0.8	Accepted
	1.7.3	1	1	0	1	1	4	4/5	0.8	Accepted
2. Perceived service design										
2.1	2.1.1	1	1	1	1	1	5	5/5	1	Accepted
	2.1.2	1	1	1	1	1	5	5/5	1	Accepted
	2.1.3	1	1	1	-1	1	3	3/5	0.6	Accepted
	2.1.4	1	1	1	1	1	5	5/5	1	Accepted
	2.1.5	1	1	1	1	0	4	4/5	0.8	Accepted
2.2	2.2.1	1	1	1	-1	1	3	3/5	0.6	Accepted
	2.2.2	1	1	1	1	1	5	5/5	1	Accepted
	2.2.3	1	1	1	1	1	5	5/5	1	Accepted
	2.2.4	1	1	1	1	1	5	5/5	1	Accepted
	2.2.5	1	1	1	1	1	5	5/5	1	Accepted
2.3	2.3.1	1	1	0	1	1	4	4/5	0.8	Accepted
	2.3.2	1	1	1	1	1	5	5/5	1	Accepted
	2.3.3	1	1	0	1	1	4	4/5	0.8	Accepted
	2.3.4	1	1	1	1	1	5	5/5	1	Accepted
2.4	2.4.1	1	1	1	1	1	5	5/5	1	Accepted
	2.4.2	1	1	-1	1	1	3	3/5	0.6	Accepted
	2.4.3	1	1	1	1	1	5	5/5	1	Accepted
3. Customer experience										
3.1	3.1.1	0	1	1	1	1	4	4/5	0.8	Accepted
	3.1.2	1	1	1	1	1	5	5/5	1	Accepted
	3.1.3	1	1	1	1	1	5	5/5	1	Accepted
	3.1.4	1	1	1	1	1	5	5/5	1	Accepted

Table 64: Content validity of IOC from the experts (cont.)

Item	Question statement	Expert					SUM (x)	SUM (x)/n	IOC	Result
		1	2	3	4	5				
3. Customer experience										
3.2	3.2.1	1	1	1	1	1	5	5/5	1	Accepted
	3.2.2	1	1	1	1	1	5	5/5	1	Accepted
	3.2.3	1	1	1	1	1	5	5/5	1	Accepted
	3.2.4	1	1	1	1	1	5	5/5	1	Accepted
3.3	3.3.1	1	1	1	1	1	5	5/5	1	Accepted
	3.3.2	1	1	1	1	1	5	5/5	1	Accepted
	3.3.3	1	1	1	1	1	5	5/5	1	Accepted
	3.3.4	0	1	1	1	1	4	4/5	0.8	Accepted
3.4	3.4.1	1	1	1	1	1	5	5/5	1	Accepted
	3.4.2	1	1	1	1	1	5	5/5	1	Accepted
	3.4.3	1	1	1	1	1	5	5/5	1	Accepted
	3.4.4	1	1	1	1	1	5	5/5	1	Accepted
4. Perceived hygiene attributes of COVID-19										
4.1	4.1.1	0	1	1	1	1	4	4/5	0.8	Accepted
	4.1.2	0	1	1	1	1	4	4/5	0.8	Accepted
	4.1.3	0	0	1	1	1	3	3/5	0.6	Accepted
	4.1.4	1	1	1	1	1	5	5/5	1	Accepted
	4.1.5	1	1	1	1	1	5	5/5	1	Accepted
4.2	4.2.1	1	1	1	1	1	5	5/5	1	Accepted
	4.2.2	1	1	1	1	1	5	5/5	1	Accepted
	4.2.3	1	1	1	1	1	5	5/5	1	Accepted
4.3	4.3.1	1	1	1	1	1	5	5/5	1	Accepted
	4.3.2	0	1	0	1	1	5	5/5	1	Accepted
	4.3.3	1	1	1	1	1	5	5/5	1	Accepted
	4.3.4	1	1	1	1	1	5	5/5	1	Accepted

Table 64: Content validity of IOC from the experts (cont.)

Item	Question statement	Expert					SUM (x)	SUM (x)/n	IOC	Result
		1	2	3	4	5				
5. Customer delight										
5.1	5.1.1	1	1	1	1	1	5	5/5	1	Accepted
	5.1.2	1	1	1	1	1	5	5/5	1	Accepted
	5.1.3	1	0	1	1	1	4	4/5	0.8	Accepted
6. Customer trust										
6.1	6.1.1	1	1	1	1	1	5	5/5	1	Accepted
	6.1.2	1	1	1	1	1	5	5/5	1	Accepted
	6.1.3	1	1	1	1	1	5	5/5	1	Accepted
	6.1.4	1	1	1	1	1	5	5/5	1	Accepted
	6.1.5	1	1	1	1	1	5	5/5	1	Accepted
6.2	6.2.1	1	1	1	1	1	5	5/5	1	Accepted
	6.2.2	1	1	1	1	1	5	5/5	1	Accepted
	6.2.3	1	1	1	1	1	5	5/5	1	Accepted
	6.2.4	1	1	1	1	1	5	5/5	1	Accepted
	6.2.5	1	1	1	1	1	5	5/5	1	Accepted

$$IOC = \frac{\sum x}{n}$$

n = number of experts

APPENDIX C List of experts examined the IOC of the questionnaire

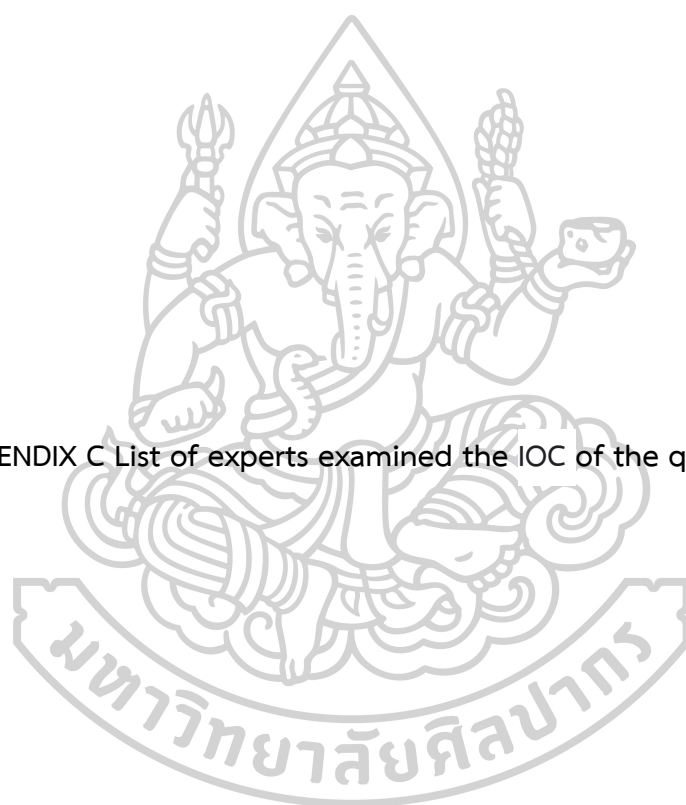


Table 62: List of experts examined the Item-Objective Congruence (IOC) of the questionnaire

No.	Name-Surname	Affiliation
1.	Chachaya Yodsuwan, Ph.D.	Program of Hospitality Industry Management, School of Management, Mae Fah Luang University
2.	Apichart Intravisit, Ph.D.	Program of Creative Communication Graduate School, Assumption University
3.	Sanchai Kiatsongchai, Ph.D.	Program of Tourism and Hotel, Faculty of Management Science, Loei Rajabhat University
4.	Asst.Prof. Kulkaew Khlaikaew	Program of Tourism and Hospitality Faculty of Management Science, Pibulsongkram Rajabhat University
5.	Mr.Thadathibesra Phuthong	Program of International Logistics Management Faculty of Management Science, Silpakorn University

APPENDIX D Invitations to the experts examined the IOC of the questionnaire





ที่ อว 8606 (พบ) / 440

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

๒๗ กันยายน 2564

เรื่อง ขอเชิญเป็นผู้ตรวจคุณภาพเครื่องมือวิจัย

เรียน ดร.ชัชชญา ยอดสุวรรณ

ด้วย นายภิสันต์ ตินะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอีเวนต์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังทำวิทยานิพนธ์ เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการริมหายหาดฝั่งอันดามันของประเทศไทย"

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร มีความประสงค์ขอเรียนเชิญท่านในฐานะผู้เชี่ยวชาญเป็นผู้ตรวจคุณภาพเครื่องมือวิจัยให้กับนักศึกษาดังกล่าว

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อภิมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606 (พบ) / 441

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

27 กันยายน 2564

เรื่อง ขอเชิญเป็นผู้ตรวจคุณภาพเครื่องมือวิจัย

เรียน ดร.สัญญาชัย เกียรติทรงชัย

ด้วย นายภิสันต์ ดินะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชา
การจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังทำวิทยานิพนธ์ เรื่อง
"กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณา
ริมชายหาดฝั่งอันดามันของประเทศไทย"

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร มีความประสงค์ขอเรียนเชิญท่านในฐานะผู้เชี่ยวชาญ
เป็นผู้ตรวจคุณภาพเครื่องมือวิจัยให้กับนักศึกษาดังกล่าว

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อจิกมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย

รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606 (ทบ) / 442

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

๒๗ กันยายน ๒๕๖๔

เรื่อง ขอเชิญเป็นผู้ตรวจคุณภาพเครื่องมือวิจัย

เรียน ดร.อภิชาติ อินทวิชิตชัย

ด้วย นายภัสสันต์ ตินะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังทำวิทยานิพนธ์ เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการริมชายหาดฝั่งอันดามันของประเทศไทย"

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร มีความประสงค์ขอเรียนเชิญท่านในฐานะผู้เชี่ยวชาญ เป็นผู้ตรวจคุณภาพเครื่องมือวิจัยให้กับนักศึกษาดังกล่าว

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อธิกมาส มากจ้อย)

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รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606 (พบ) / 443

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

๒7 กันยายน 2564

เรื่อง ขอเชิญเป็นผู้ตรวจคุณภาพเครื่องมือวิจัย
เรียน ผู้ช่วยศาสตราจารย์กุลแก้ว คล้ายแก้ว

ด้วย นายภิสันต์ ตินะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชา
การจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังทำวิทยานิพนธ์ เรื่อง
"กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณา
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รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



บันทึกข้อความ

ส่วนงาน บัณฑิตวิทยาลัย
ที่ อว 8606 (ทบ)/ 444

โทร.032 594 107
วันที่ ๒๗ กันยายน 2564

เรื่อง ขอเชิญเป็นผู้ตรวจคุณภาพเครื่องมือวิจัย

เรียน อาจารย์ธาดาทิเบศร์ ภูทอง

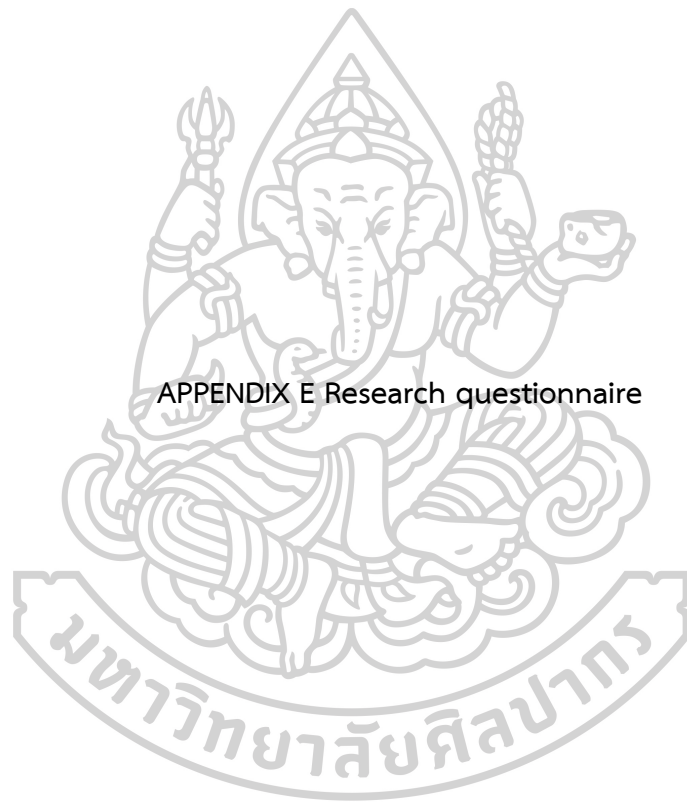
ด้วย นายภิสันต์ ตินะคัต รหัสประจำตัว 62123003 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอีเวนต์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังทำวิทยานิพนธ์ เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการขยายหาดฝั่งอันดามันของประเทศไทย"

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากรมีความประสงค์ขอเรียนเชิญท่านในฐานะผู้เชี่ยวชาญเป็นผู้ตรวจคุณภาพเครื่องมือวิจัยให้กับนักศึกษาดังกล่าว

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(อาจารย์ ดร.อริกมาส มากจู้ย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย



APPENDIX E Research questionnaire



Questionnaire

.....

“A SERVICE DESIGN STRATEGY TO ENHANCE NEW NORMAL CUSTOMER
EXPERIENCE FOR LUXURY CHAIN BEACH HOTELS IN ANDAMAN
COAST OF THAILAND”

(กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้า
โรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย)

.....

Notification: This is a questionnaire as part of a study on Doctor of Philosophy in
Tourism, Hotel and Event Management at Silpakorn University

This research aims (วัตถุประสงค์ของงานวิจัย)

- 5) To determine relationships of perceived hygiene attributes of COVID-19 and attributes of luxury chain beach hotels affecting perceived service design (เพื่อศึกษาความสัมพันธ์ของคุณลักษณะการรับรู้ด้านสุขอนามัยของ COVID-19 และคุณลักษณะของโรงแรมเครือข่ายแบบหรูหราริมชายหาดที่ส่งผลต่อการรับรู้การออกแบบการให้บริการ)
- 6) To examine relationships of perceived service design affecting customer experience, customer delight, and customer trust at luxury chain beach hotels in Andaman Coast of Thailand (เพื่อศึกษาความสัมพันธ์ของการรับรู้การออกแบบการให้บริการที่ส่งผลต่อประสบการณ์ของลูกค้า ความพึงพอใจของลูกค้าและความไว้วางใจของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย)
- 7) To investigate the structural model of the antecedents and consequences of perceived service design for luxury chain beach hotels in Andaman Coast of Thailand (เพื่อศึกษาแบบจำลองโครงสร้างของปัจจัยเชิงสาเหตุและปัจจัยเชิงผลลัพธ์ของการออกแบบการให้บริการสำหรับโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย)

- 8) To formulate the new normal service design strategy to enhance guest experience for luxury chain beach hotels in Andaman Coast of Thailand (เพื่อกำหนดกลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย)

This questionnaire consists of 9 parts as follows:

แบบสอบถามนี้ประกอบด้วย 9 ส่วน ดังต่อไปนี้

- Part 1: Attributes of luxury chain hotels (คุณลักษณะของโรงแรมเครือข่ายแบบหรูหราริมชายหาด)
- Part 2: Perceived service design (การรับรู้การออกแบบการให้บริการ)
- Part 3: Customer experience (ประสบการณ์ของลูกค้า)
- Part 4: Perceived hygiene attributes of COVID-19 (การรับรู้คุณลักษณะสุขอนามัยของ COVID-19)
- Part 5: Customer delight (ความปลื้มปิติของลูกค้า)
- Part 6: Customer trust (ความเชื่อใจของลูกค้า)
- Part 7: Travelling information (ข้อมูลการเดินทาง)
- Part 8: General information (ข้อมูลทั่วไป)
- Part 9: Suggestions (ข้อเสนอแนะ)

Level of agreement (ระดับความคิดเห็น)

- | | |
|---|----------------------------|
| 5 = Strongly agree (เห็นด้วยอย่างมาก) | 4 = Agree (เห็นด้วย) |
| 3 = Neutral (ไม่แน่ใจ) | 2 = Disagree (ไม่เห็นด้วย) |
| 1 = Strongly disagree (ไม่เห็นด้วยอย่างมาก) | |

MR. Phisunt TINAKHAT

Ph.D. (candidate) in Tourism, Hotel and Event Management

Faculty of Management Science, Silpakorn University

นายภิสันต์ ตินะคัต

นักศึกษาหลักสูตรปรัชญาดุษฎีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรมและอีเวนต์

คณะวิทยาการจัดการ มหาวิทยาลัยศิลปากร

เบอร์ติดต่อ 089-217-7070

Part 1: Attributes of luxury chain hotel (ส่วนที่ 1: คุณลักษณะของโรงแรมเครือข่ายแบบ
หรูหรา)

Item	Question statement	Level of agreement				
		5	4	3	2	1
1.1 Tangibility (ความเป็นรูปธรรม)						
1.1.1	The hotel has modern and comfortable furniture. โรงแรมมีเฟอร์นิเจอร์ที่ทันสมัยและสะดวกสบาย					
1.1.2	The hotel has appealing interior and exterior decoration. โรงแรมมีการตกแต่งภายในและภายนอกที่น่าดึงดูดใจ					
1.1.3	The hotel has clean and comfortable rooms. โรงแรมมีห้องพักที่สะอาดและสะดวกสบาย					
1.1.4	The hotel has spacious guestrooms. โรงแรมมีห้องพักที่กว้างขวาง					
1.2 Reliability (ความเชื่อถือไว้วางใจได้)						
1.2.1	The hotel staff performs services correctly the first time. พนักงานโรงแรมให้บริการอย่างถูกต้องในครั้งแรก					
1.2.2	The hotel staff is well-trained and knowledgeable. พนักงานโรงแรมได้รับการฝึกฝนมาเป็นอย่างดีและมีความรู้					
1.2.3	The hotel staff has good communication skills. พนักงานโรงแรมมีทักษะในการสื่อสารที่ดี					
1.2.4	The hotel staff provides accurate billing. พนักงานโรงแรมเรียกเก็บเงินลูกค้าอย่างถูกต้อง					
1.2.5	The hotel staff provides accurate information about hotel services. พนักงานโรงแรมให้ข้อมูลเกี่ยวกับบริการของโรงแรมได้อย่างถูกต้อง					

Item	Question statement	Level of agreement				
		5	4	3	2	1
Responsiveness (การตอบสนองต่อลูกค้า)						
1.3.1	The hotel staff is willing to provide help promptly. พนักงานโรงแรมยินดีให้ความช่วยเหลือลูกค้าโดยทันที					
1.3.2	The hotel has availability of staff to provide service. โรงแรมมีพนักงานที่พร้อมคอยให้บริการ					
1.3.3	The hotel staff provides quick check-in and check-out. พนักงานโรงแรมให้บริการเช็คอินและเช็คเอาท์อย่างรวดเร็ว					
1.3.4	The hotel provides prompt breakfast service. โรงแรมให้บริการอาหารเช้าที่รวดเร็ว					
Assurance (การให้ความเชื่อมั่นต่อลูกค้า)						
1.4.1	The hotel staff is friendly. พนักงานโรงแรมมีความเป็นกันเอง					
1.4.2	The hotel staff always provides courteous and polite service. พนักงานโรงแรมให้บริการด้วยความนอบน้อมและสุภาพเสมอ					
1.4.3	The hotel staff has ability to instill confidence in customers. พนักงานโรงแรมมีความสามารถในการสร้างความมั่นใจให้กับลูกค้า					
Empathy (การรู้จักและเข้าใจลูกค้า)						
1.5.1	The hotel staff gives special attention to the customers. พนักงานโรงแรมให้ความสนใจลูกค้าเป็นพิเศษ					
1.5.2	The hotel staff can address the customer by name. พนักงานโรงแรมสามารถระบุชื่อลูกค้าได้					
1.5.3	The hotel staff can understand the customers' requirements. พนักงานโรงแรมสามารถเข้าใจความต้องการของลูกค้าได้					

Item	Question statement	Level of agreement				
		5	4	3	2	1
Empathy (การรู้จักและเข้าใจลูกค้า)						
1.5.4	The hotel staff always listens carefully to complaints. พนักงานโรงแรมรับฟังข้อร้องเรียนอย่างรอบคอบเสมอ					
1.5.5	The hotel staff has problem-solving abilities. พนักงานโรงแรมมีความสามารถในการแก้ปัญหา					
Core benefit (ผลประโยชน์หลัก)						
1.6.1	The hotel provides a quiet room. โรงแรมให้บริการห้องพักที่เงียบสงบ					
1.6.2	The hotel provides security of room. โรงแรมจัดให้มีการรักษาความปลอดภัยของห้องพัก					
1.6.3	The hotel provides security and safety at the hotel. โรงแรมจัดให้มีการรักษาความมั่นคงและความปลอดภัยภายในโรงแรม					
1.6.4	The room has comfortable and clean mattress, pillow, bed sheets and covers. ห้องพักมีเครื่องนอน เช่น ที่นอน หมอน ผ้าปูที่นอนและผ้าคลุมเตียงที่สะอาดสบายและสะอาด					
1.6.5	The hotel provides in-room facilities in working order such as kettle, air conditioning, lighting, toilet, fridge, etc. โรงแรมจัดเตรียมสิ่งของในห้องให้ใช้งานได้ตามปกติ เช่น กาต้มน้ำ เครื่องปรับอากาศ ไฟส่องสว่าง ห้องน้ำ ตู้เย็น ฯลฯ					
Entertainment and Technology (ความบันเทิงและเทคโนโลยี)						
1.7.1	The hotel provides children's facilities such as playground, baby-sitting, swimming pool, etc. โรงแรมมีสิ่งอำนวยความสะดวกสำหรับเด็ก (สนามเด็กเล่น พี่เลี้ยงเด็ก สระว่ายน้ำ ฯลฯ)					

Item	Question statement	Level of agreement				
		5	4	3	2	1
Entertainment and Technology (ความบันเทิงและเทคโนโลยี)						
1.7.2	The hotel provides comfortable, modern, and easy-to-use in-room technologies such as WIFI, smart TV, text messaging services, charging stations and outlets. โรงแรมมีเทคโนโลยีภายในห้องพักที่สะดวกสบาย ทันสมัย และใช้งานง่ายเช่น WIFI, สมาร์ททีวี, บริการส่งข้อความ ที่ชาร์จแบตเตอรี่และเต้ารับ					
1.7.3	The hotel implements technologies such as online reservation, hotel website, direct hotel email, computerized feedback form, special promotions on hotel website, and acceptance of credit, debit cards, and internet Banking that facilitate the customers. โรงแรมใช้เทคโนโลยี เช่น การจองออนไลน์ เว็บไซต์โรงแรม อีเมลตรงของโรงแรม แบบฟอร์มตอบรับด้วยคอมพิวเตอร์ โปรแกรมพิเศษบนเว็บไซต์ของโรงแรม การรับบัตรเครดิต บัตรเดบิต และทำธุรกรรมกับธนาคารทางอินเทอร์เน็ตที่อำนวยความสะดวกให้กับลูกค้า					

Part 2: Perceived service design (ส่วนที่ 2: การรับรู้การออกแบบการให้บริการ)

Item	Question statement	Level of agreement				
		5	4	3	2	1
PPE and Sanitization (อุปกรณ์ป้องกันส่วนบุคคลและการฆ่าเชื้อ)						
2.1.1	Rooms and common areas in the hotel are cleaned and sanitized properly with alcohol-based products. ห้องพักและพื้นที่ส่วนกลางในโรงแรมได้รับการทำความสะอาดและฆ่าเชื้ออย่างเหมาะสมด้วยผลิตภัณฑ์ที่มีแอลกอฮอล์					

Part 2: Perceived service design (ส่วนที่ 2: การรับรู้การออกแบบการให้บริการ)

Item	Question statement	Level of agreement				
		5	4	3	2	1
PPE and Sanitization (อุปกรณ์ป้องกันส่วนบุคคลและการฆ่าเชื้อ)						
2.1.2	Rooms and common areas in the hotel are sanitized properly with ozone. ห้องพักและพื้นที่ส่วนกลางในโรงแรมได้รับการฆ่าเชื้ออย่างเหมาะสมด้วยโอโซน					
2.1.3	The hotel requires all guests to wear face masks and gloves. โรงแรมกำหนดให้ผู้เข้าพักทุกคนสวมหน้ากากและถุงมือ					
2.1.4	All means of transport by the hotel to organize its transfer service are sanitized (for example, by using single-use seat covers). วิธีการขนส่งทั้งหมดที่โรงแรมใช้เพื่อจัดบริการรับส่งแขกจะได้รับการฆ่าเชื้อโรค (เช่น ใช้ที่หุ้มเบาะรถแบบใช้ครั้งเดียว)					
2.2 Physically-distanced' Restaurant Service						
2.2.1	The hotel replaces the traditional breakfast buffet with a breakfast menu on request, and breakfast is served at the table. โรงแรมปรับเปลี่ยนการให้บริการอาหารเช้าแบบบุฟเฟต์ด้วยเมนูอาหารตามความต้องการและให้บริการที่โต๊ะอาหาร					
2.2.2	Every table in the breakfast room and in the restaurant seats a limited number of people. โต๊ะทุกตัวในห้องอาหารเช้าและในร้านอาหาร มีการจำกัดจำนวนที่นั่ง					
2.2.3	A one-meter distance between people is implemented at the table in the breakfast room/restaurant. โต๊ะในห้องอาหารเช้า/ร้านอาหารมีการเว้นระยะห่างระหว่างคน 1 เมตร					

Item	Question statement	Level of agreement				
		5	4	3	2	1
2.2 Physically-distanced' Restaurant Service						
2.2.4	Restaurant tables are very far from each other more than one meter apart. โต๊ะในร้านอาหารตั้งอยู่ห่างจากกันมากกว่า 1 เมตร					
2.2.5	Meals (breakfast, lunch and dinner) are served in turns in order to avoid gatherings and overcrowding inside the breakfast room/restaurant. โรงแรมให้บริการอาหาร (อาหารเช้า กลางวัน และเย็น) สลับกันเพื่อหลีกเลี่ยงการรวมตัวและความแออัดภายในห้องอาหารเช้า/ร้านอาหาร					
2.3 Room Service and Reception Automation						
2.3.1	The hotel replaces the traditional breakfast buffet with a breakfast menu, which is provided through room service. โรงแรมปรับเปลี่ยนการให้บริการอาหารเช้าแบบบุฟเฟ่ต์ด้วยเมนูอาหารเช้าซึ่งให้บริการผ่านรูมเซอร์วิส					
2.3.2	The possibility for guests to consume their meals through room service. แขกมีสิทธิ์ที่จะขอรับประทานอาหารเช้าผ่านรูมเซอร์วิส					
2.3.3	The possibility to reduce the frequency of room cleaning service to reduce the staff's contact with personal items in the room. โรงแรมมีความเป็นไปได้ในการลดความถี่ในการให้บริการทำความสะอาดห้องเพื่อลดการติดต่อของพนักงานกับของใช้ส่วนตัวภายในห้อง					
2.3 Room Service and Reception Automation						
2.3.4	You can check in and check out using an automated system. ท่านสามารถเช็คอินและเช็คเอาท์โดยใช้ระบบอัตโนมัติ					

Item	Question statement	Level of agreement				
		5	4	3	2	1
Social and Environmental Engagement (การมีส่วนร่วมทางสังคมและสิ่งแวดล้อม)						
2.4.1	The hotel is committed to protecting the environment by using renewable energy, reducing food waste, etc. โรงแรมมุ่งมั่นที่จะปกป้องสิ่งแวดล้อมโดยใช้พลังงานหมุนเวียน ลดเศษอาหาร ฯลฯ					
2.4.2	The hotel is committed to preserving the local economy (by using local products, favoring local suppliers, recurring to recruitment of local residents, etc.). โรงแรมมีความมุ่งมั่นที่จะรักษาเศรษฐกิจท้องถิ่นโดยใช้ผลิตภัณฑ์ในท้องถิ่น เอื้อเพื่อซัพพลายเออร์ในท้องถิ่น จ้างคนในท้องถิ่น ฯลฯ เป็นต้น					
2.4.3	The hotel is committed to preserving the socio-cultural local context (by promoting local traditions, identity traits, etc.). โรงแรมมุ่งมั่นที่จะรักษาบริบททางสังคมและวัฒนธรรมในท้องถิ่น โดยการส่งเสริมประเพณีท้องถิ่น ลักษณะเฉพาะ ฯลฯ					

Part 3: Customer experience (ส่วนที่ 3: ประสบการณ์ของลูกค้า)

Item	Question statement	Level of agreement				
		5	4	3	2	1
Educational experience (ประสบการณ์การศึกษา)						
3.1.1	I learned a lot during staying this hotel. ฉันได้เรียนรู้มากมายระหว่างเข้าพักที่โรงแรมนี้					
3.1.2	Staying at this hotel makes me more knowledgeable. การเข้าพักที่โรงแรมนี้ทำให้ฉันมีความรู้มากขึ้น					

Item	Question statement	Level of agreement				
		5	4	3	2	1
Educational experience (ประสบการณ์การศึกษา)						
3.1.3	Staying at this hotel is a real learning experience. การเข้าพักที่โรงแรมนี้เป็นประสบการณ์การเรียนรู้ที่แท้จริง					
3.1.4	Staying at this hotel stimulates my curiosity to learn new things. การพักที่โรงแรมนี้กระตุ้นให้เกิดความอยากรู้อยากเห็นในการเรียนรู้สิ่งใหม่ๆ					
Entertainment experience (ประสบการณ์ความบันเทิง)						
3.2.1	The activities at hotel kept me amused. กิจกรรมที่โรงแรมทำให้ฉันสนุกสนาน					
3.2.2	The entertainment at this hotel was really captivating. ความบันเทิงที่โรงแรมนี้น่าประทับใจมากๆ					
3.2.3	The activities at this hotel were entertaining. กิจกรรมที่โรงแรมนี้น่าเพลิดเพลิน					
3.2.4	The activities at this hotel were fun. กิจกรรมที่โรงแรมนี้มีความครื้นเครง					
Esthetic experience (ประสบการณ์ความงาม)						
3.3.1	The hotel was an attractive setting for my vacation. โรงแรมแห่งนี้เป็นสถานที่ที่น่าสนใจสำหรับวันหยุดของฉัน					
3.3.2	The hotel environment showed close attention to design details. สภาพแวดล้อมของโรงแรมให้ความสำคัญกับรายละเอียดการออกแบบอย่างใกล้ชิด					
3.3.3	It was pleasant just being at the hotel. แค่ได้พักที่โรงแรมนี้ก็มีความสุขแล้ว					
3.3.4	I felt a real sense of harmony at the hotel. ฉันรู้สึกได้ถึงความกลมกลืนอย่างแท้จริงที่โรงแรม					

Item	Question statement	Level of agreement				
		5	4	3	2	1
Escapist experience (ประสบการณ์การหลีกเลี่ยงจากโลกความเป็นจริง)						
3.4.1	I felt like I was living the role of someone different from myself in my daily life while I was at the hotel. ฉันรู้สึกเหมือนได้สวมบทบาทเป็นคนที่แตกต่างกันจากตัวเองในชีวิตประจำวันในขณะที่ฉันอยู่ที่โรงแรม					
3.4.2	The hotel experience let me imagine being someone else. ประสบการณ์ในโรงแรมทำให้ฉันจินตนาการว่าเป็นคนอื่น					
3.4.3	I completely escaped from my daily routine during staying at the hotel. ฉันหลีกเลี่ยงจากกิจวัตรประจำวันของฉันไปโดยสิ้นเชิงระหว่างเข้าพักที่โรงแรม					
3.4.4	I felt like I was in a different time or place during my stay at the hotel. ฉันรู้สึกเหมือนอยู่ในช่วงเวลาหรือสถานที่อื่นระหว่างที่ฉันพักที่โรงแรม					

Part 4: Perceived hygiene attributes of COVID-19 (ส่วนที่ 4: คุณลักษณะด้านสุขอนามัยที่รับรู้ของ COVID-19)

Item	Question statement	Level of agreement				
		5	4	3	2	1
Customer-use space (พื้นที่ใช้งานของลูกค้า)						
4.1.1	This hotel cleans areas where water is congested inside rooms i.e., sinks, toilets, and washroom floors using disinfectants. โรงแรมแห่งนี้ทำความสะอาดบริเวณที่มีน้ำขังภายในห้อง เช่น อ่างล้างหน้า ห้องส้วม และพื้นห้องน้ำ โดยใช้น้ำยาฆ่าเชื้อ					

Item	Question statement	Level of agreement				
		5	4	3	2	1
Customer-use space (พื้นที่ใช้งานของลูกค้า)						
4.1.2	This hotel washes its laundry using antibacterial products and practices i.e., towels, bed covers, blankets, and pillows. โรงแรมนี้ซักเสื้อผ้าโดยใช้ผลิตภัณฑ์และวิธีปฏิบัติในการต้านเชื้อแบคทีเรีย เช่น ผ้าขนหนู ผ้าคลุมเตียง ผ้าห่ม และหมอน					
4.1.3	The hotel is regularly fumigated to prevent pests and cockroaches. โรงแรมมีการรมยาเพื่อป้องกันแมลงและแมลงสาบเป็นประจำ					
4.1.4	This hotel cleans in-room facilities i.e., desks, chairs, sofas, beds, mirrors, and closets using disinfectants. โรงแรมนี้ทำความสะอาดสิ่งอำนวยความสะดวกในห้องพัก เช่น โต๊ะ เก้าอี้ โซฟา เตียง กระจก และตู้เสื้อผ้า โดยใช้น้ำยาฆ่าเชื้อ					
4.1.5	This hotel cleans restaurant facilities i.e., tables and chairs using disinfectants. โรงแรมทำความสะอาดสิ่งอำนวยความสะดวกในห้องอาหาร เช่น โต๊ะและเก้าอี้ โดยใช้น้ำยาฆ่าเชื้อ					
Staff personal hygiene (สุขอนามัยส่วนบุคคลของพนักงาน)						
4.2.1	The hotel staff is meticulous in their hand-washing and disinfecting. พนักงานโรงแรมมีความพิถีพิถันในการล้างมือและฆ่าเชื้อ					
4.2.2	The hotel staff wears masks at all times while on duty. พนักงานโรงแรมสวมหน้ากากตลอดเวลาขณะปฏิบัติหน้าที่					
4.2.3	The hotel staff covers their mouths and noses with bent elbows when coughing or sneezing. พนักงานโรงแรมปิดปากและจมูกด้วยการงอข้อศอกเวลาไอหรือจาม					

Item	Question statement	Level of agreement				
		5	4	3	2	1
Workplace hygiene (สุขอนามัยในที่ทำงาน)						
4.3.1	This hotel cleans the surfaces of the work areas of staff i.e., desks and tables using disinfectants. โรงแรมนี้ทำความสะอาดพื้นผิวของพื้นที่ทำงานของพนักงาน เช่น โต๊ะทำงานและโต๊ะทั่วไป โดยใช้น้ำยาฆ่าเชื้อ					
4.3.2	This hotel cleans the work equipment of staff i.e., phones, keyboards, and printers using disinfectants. โรงแรมนี้ทำความสะอาดอุปกรณ์การทำงานของพนักงาน เช่น โทรศัพท์ คีย์บอร์ด และเครื่องพิมพ์ โดยใช้น้ำยาฆ่าเชื้อ					
4.3.3	The hotel staff maintains a social distance from their fellow staff members while at work. พนักงานโรงแรมรักษาระยะห่างทางสังคมจากเพื่อนพนักงาน ในขณะที่ทำงาน					
4.3.4	The workspaces and lounges used by staff in this hotel are subject to regular management by professional hygiene companies. พื้นที่ทำงานและห้องรับรองที่พนักงานใช้ในโรงแรมนี้อยู่ ภายใต้การจัดการอย่างสม่ำเสมอโดยบริษัทด้านสุขอนามัยมืออาชีพ					

Part 5: Customer delight (ส่วนที่ 5: ความปลื้มปิติของลูกค้า)

Item	Question statement	Level of agreement				
		5	4	3	2	1
Customer delight (ความปลื้มปิติของลูกค้า)						
5.1.1	I felt delighted by the service of the hotel. ฉันรู้สึกปลื้มปิติกับการบริการของโรงแรม					
5.1.2	I felt elated by the service of the hotel. รู้สึกอิ่มเอมใจกับการบริการของโรงแรม					
5.1.3	I felt gleeful by the service of the hotel. รู้สึกปลาบปลื้มใจกับการบริการของโรงแรม					

Part 6: Customer trust (ส่วนที่ 6: ความไว้วางใจของลูกค้า)

Item	Question statement	Level of agreement				
		5	4	3	2	1
Cognitive trust (ความไว้วางใจทางปัญญา)						
6.1.1	I believe this hotel chain does its business with professionalism and dedication during the COVID-19 pandemic. ฉันเชื่อว่าเครือโรงแรมนี้ทำธุรกิจด้วยความเป็นมืออาชีพและความทุ่มเทในช่วงการระบาดของ COVID-19					
6.1.2	Given the approach of this hotel chain, I believe in its competence during the COVID-19 pandemic. ฉันเชื่อมั่นในความสามารถในการทำงานของเครือโรงแรมนี้ในช่วงการระบาดของโควิด-19					
6.1.3	I can rely on this hotel chain to serve me carefully during the COVID-19 pandemic. ฉันสามารถไว้วางใจเครือโรงแรมนี้เพื่อให้บริการฉันอย่างระมัดระวังในช่วงการระบาดของ COVID-19					
6.1.4	I am confident about this hotel chain's ability to professionally operate its business during the COVID-19 pandemic. ฉันมั่นใจในความสามารถของเครือโรงแรมนี้ในการดำเนินธุรกิจอย่างมืออาชีพในช่วงการระบาดของ COVID-19					
6.1.5	I can confidently depend on this hotel chain if I visit it during the COVID-19 pandemic. ฉันสามารถพึ่งพาเครือโรงแรมนี้ได้อย่างมั่นใจหากไปเยือนในช่วงการระบาดของ COVID-19					
Affective trust (ความไว้วางใจทางอารมณ์)						
6.2.1	I would feel a sense of personal connection with this hotel chain if I visit it during the COVID-19 pandemic. ฉันจะรู้สึกถึงความสัมพันธ์ส่วนตัวกับเครือโรงแรมนี้ถ้าฉันไปเยือนในช่วงการระบาดของ COVID-19					

Item	Question statement	Level of agreement				
		5	4	3	2	1
Affective trust (ความไว้วางใจทางอารมณ์)						
6.2.2	I feel that this hotel chain will respond to me caringly as a customer during the COVID-19 pandemic. ฉันรู้สึกว่าการโรงแรมนี้จะตอบสนองฉันอย่างเอาใจใส่ในฐานะลูกค้าในช่วงการระบาดของ COVID-19					
6.2.3	I feel that this hotel chain will show a warm and caring attitude toward me during the COVID-19 pandemic. ฉันรู้สึกว่าการโรงแรมนี้จะแสดงทัศนคติที่อบอุ่นและเอาใจใส่ต่อฉันในช่วงการระบาดของ COVID-19					
6.2.4	I feel that this hotel chain will be concerned about me during the COVID-19 pandemic. ฉันรู้สึกว่าการโรงแรมนี้จะห่วงฉันในช่วงที่โควิด-19 ระบาด					
6.2.5	I feel that this hotel chain will care about maintaining a good relationship with me during the COVID-19 pandemic. ฉันรู้สึกว่าการโรงแรมนี้จะใส่ใจในการรักษาความสัมพันธ์ที่ดีกับฉันในช่วงการระบาดของ COVID-19					

Item	Question statement
8.4	Marital status (สถานภาพสมรส) <input type="checkbox"/> Single (โสด) <input type="checkbox"/> Separated/Divorced (แยกทาง/หย่าร้าง) <input type="checkbox"/> Widow/Widower (หม้าย) <input type="checkbox"/> Married with children (แต่งงาน มีบุตร) <input type="checkbox"/> Married without children (แต่งงาน ยังไม่มีบุตร) <input type="checkbox"/> Prefer not to disclose (ไม่ขอเปิดเผย)
8.5	Region of residence (ภูมิลำเนา) <input type="checkbox"/> Asia <input type="checkbox"/> Australia & Oceania <input type="checkbox"/> The Americas <input type="checkbox"/> ภาคเหนือ <input type="checkbox"/> ภาคใต้ <input type="checkbox"/> ภาคตะวันออก <input type="checkbox"/> Europe <input type="checkbox"/> Africa <input checked="" type="checkbox"/> ภาคกลาง <input type="checkbox"/> ภาคตะวันออกเฉียงเหนือ <input type="checkbox"/> ภาคตะวันตก
8.6	In which province you are currently stay at the hotel? (ท่านกำลังพักอยู่ที่โรงแรมในจังหวัดใด) <input type="checkbox"/> Phuket (ภูเก็ต) <input type="checkbox"/> Krabi (กระบี่) <input type="checkbox"/> Phang-Nga (พังงา)

Part 9: Suggestions (ข้อเสนอแนะ)

Suggestions to the hotel about developing a service design to enhance new normal customer experience. (ข้อเสนอแนะถึงโรงแรมเกี่ยวกับการพัฒนาการออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่)

Thank you for taking the time out of your day to complete this questionnaire.

The researcher highly appreciates it.

(ขอขอบคุณที่สละเวลาทำแบบสอบถามนี้ ผู้วิจัยขอขอบคุณเป็นอย่างยิ่ง)

MR. Phisunt TINAKHAT, Ph.D. (candidate) in Tourism, Hotel and Event Management

Faculty of Management Science, Silpakorn University

นายภิสันต์ ตินะคัต

นักศึกษาลัทธิสุตตรปรัชญาดุขภูมิจิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรมและอีเวนต์

คณะวิทยาการจัดการ มหาวิทยาลัยศิลปากร



APPENDIX F Semi-structured Interview Questions



SEMI-STRUCTURED INTERVIEW QUESTIONS

.....

*“A SERVICE DESIGN STRATEGY TO ENHANCE NEW NORMAL
CUSTOMER EXPERIENCE FOR LUXURY CHAIN BEACH HOTELS IN ANDAMAN COAST
OF THAILAND”*

.....

Notification: This interview questions are part of a study on Doctor of Philosophy in Tourism, Hotel and Event Management at Silpakorn University.

This research aims

- 1) To analyze the uniqueness of luxury chain beach hotels in Andaman Coast of Thailand in formulating a service design strategy to create customer experience
- 2) To examine the new normal service design currently undertaken by luxury chain hotels in Andaman Coast of Thailand to create customer experience
- 3) To formulate the new normal service design strategy to enhance customer experience for luxury chain beach hotels in Andaman Coast of Thailand

By

MR. Phisunt TINAKHAT

Ph.D. (candidate) in Tourism, Hotel and Event Management

Faculty of Management Science, Silpakorn University

Email: tinakhat_p@su.ac.th

Mobile: 089-217-7070

OUTLINE OF INTERVIEW QUESTIONS

Date of interview : _____ / _____ / _____

Place of interview : _____

Start interview time : _____ : _____ AM/PM

General information

Name of Key information _____

Position _____

Hotel's name _____

Years of experience _____ years

Part 1: Uniqueness of luxury chain beach hotels

1.1 What is uniqueness of luxury chain beach hotels in your opinion?

Part 2: Attributes of luxury chain hotel

2.1 What should tangibility attribute of luxury chain hotel be?

2.2 What should reliability attribute of luxury chain hotel be?

2.3 What should responsiveness attribute of luxury chain hotel be?

2.4 What should assurance attribute of luxury chain hotel be?

2.5 What should empathy attribute of luxury chain hotel be?

2.6 What should core benefit of luxury chain hotel be?

2.7 What should entertainment and technology of luxury chain hotel be?

Part 3: Service design

3.1 How does the hotel design hygiene and protection?

3.2 How does the hotel design internal work reorganization?

3.3 How does the hotel design servicescape reorganization?

3.4 How does the hotel design investments in technology and digital innovations?

3.5 How does the hotel design the customer wait time reorganization?

3.6 How does the hotel design the staff training?

3.7 How does the hotel design the updated communication?

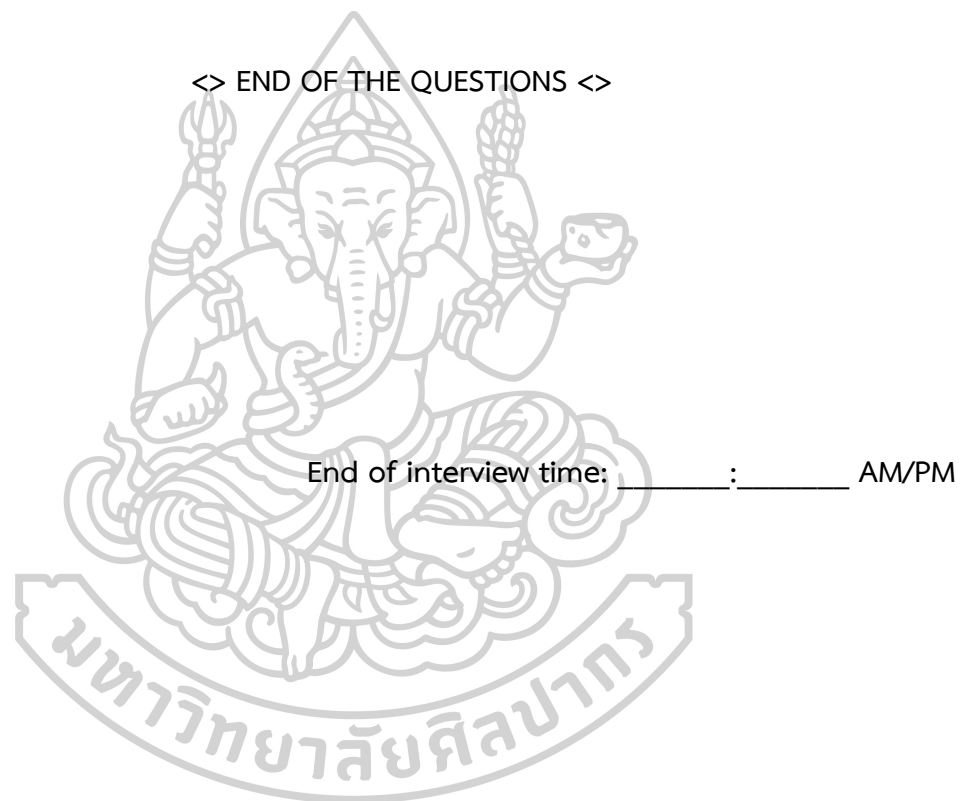
Part 4: Customer experience

- 4.1 How does the hotel create entertainment experience to the guests?
- 4.2 How does the hotel create educational experience to the guests?
- 4.3 How does the hotel create escapist experience to the guests?
- 4.4 How does the hotel create esthetic experience to the guests?

Part 5: Customer trust

- 5.1 How does the hotel create trust from the service design?

<> END OF THE QUESTIONS <>





APPENDIX G Invitation Letter to Interview the Key Informants



ที่ อว 8606(พบ)/ 488

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

20 ตุลาคม 2564

เรื่อง ขอสัมภาษณ์

เรียน นางมารีสา สุโกศล หนุนภักดี (นายกสมาคมโรงแรมไทย)

ด้วย นายภิสันต์ ดิณะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรี บัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังทำวิทยานิพนธ์ เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เกี่ยวกับแนวทางการกำหนดกลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการริมชายหาดฝั่งอันดามันของประเทศไทย สถานที่สัมภาษณ์ ณ โรงแรม เดอะ สุโกศล กรุงเทพ เพื่อประกอบการทำวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภิสันต์ ดิณะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อิกมาส มากจួយ)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย

รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.GERD KOTLORS (General Manager), Phuket Marriott Resort and Spa, Nai Yang Beach

ด้วย นายภัสสันต์ ดิณะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดิณะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อธิกมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.MANISH PRATAP (Hotel Manager), Centara Grand Beach Resort Phuket

ด้วย นายภัสสันต์ ดิณะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในกรณีนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดิณะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อธิกมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.PATRIK ILSTAM (General Manager), Burasari Phuket Resort & Spa

ด้วย นายภัสสันต์ ดิณะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอเวนต์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการขยายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดิณะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อธิกมาส มากจู้ย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย

รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MS.SUTARAT USAMANWET (Director of Sales and Marketing), The Surin Phuket

ด้วย นายภัสสันต์ ดินะคัด รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดินะคัด หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อภิมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MS.PATRANIT PAWATTAPONG (Resort Manager), InterContinental Phuket Resort

ด้วย นายภิสันต์ ตินะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภิสันต์ ตินะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อธิกมาส มากจួយ)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย

รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.ANAN JAKBOOT (Room Division Manager), Avista Grande Phuket Karon - MGallery

ด้วย นายภิสันต์ ดินะคดี รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการขยายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภิสันต์ ดินะคดี หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อธิกมาส มากจуй)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.PETER KOMPOSH (General Manager), Dusit Thani Laguna Phuket Hotel

ด้วย นายภิสันต์ ดินะคัด รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภิสันต์ ดินะคัด หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อริกมาส มากจู้ย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย

รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MS.DUANPHEN KLINKRONG (Cluster Director of Sales & Marketing), Wyndham Grand Nai Harn Beach Phuket

ด้วย นายภัสสันต์ ดินะคดี รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการขยายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดินะคดี หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อภิมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MS.GRATSIELA WENK (Front Office Manager), Mövenpick Resort Bangtao Beach Phuket

ด้วย นายภิสันต์ ดิณะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภิสันต์ ดิณะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อธิกมาส มากจู้ย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย

รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MS.YUKI YAMANO (Resort Manager), Anantara Layan Phuket Resort

ด้วย นายภัสสันต์ ดินะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดินะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อรุณมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย

รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.ANUWAT KONTHON (Talent & Culture Manager), GRAND MERCURE Khao Lak Bangsak

ด้วย นายภัสสันต์ ดินะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดินะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อรธิกมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.PUTHIPONG PUTHPUTHIPONG (Senior Sales Manager), JW Marriott Khao Lak Resort and Spa

ด้วย นายภัสสันต์ ดินะคดี รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดินะคดี หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อภิมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.IS ATIRAK (General Manager), Devasom Khao Lak Beach Resort & Villas

ด้วย นายภัสสันต์ ดิณะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอเวนต์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการขยายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดิณะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อธิกมาส มากจួយ)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย

รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.HERVÉ DUPRAT (General Manager), Pullman Khao Lak Resort

ด้วย นายภัสสันต์ ดินะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดินะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อรธิกมาส มากजूย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.JAN-HEIN BREITSCHAFT (Hotel Manager), Le Méridien Khao Lak Resort & Spa

ด้วย นายภิสันต์ ดินะคดี รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอเวนต์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภิสันต์ ดินะคดี หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อธิกมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.DAVID MARTENS (General Manager), Centara Grand Beach Resort & Villas Krabi

ด้วย นายภัสสันต์ ดินะคดี รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอเวนต์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดินะคดี หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อธิกมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย

รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.CHRISTIAN RAMIREZ (Director Of Recreation), Sofitel Krabi Phokeethra Golf & Spa Resort

ด้วย นายภิสันต์ ดินะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชา
การจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์
เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบ
หรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการ
วิทยานิพนธ์

ในกรณีนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์
แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และ
รายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภิสันต์ ดินะคัต หมายเลขโทรศัพท์ 089 217 7070
เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อภิมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MS.CHANISA BUNSUWAN (Resident Manager), Dusit Thani Krabi Beach Resort

ด้วย นายภิสันต์ ดินะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอเวนต์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภิสันต์ ดินะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อภิมาส มากจู้ย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย
รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MS.HARUETHAI MANEERAT (Hotel Manager), Banyan Tree Krabi

ด้วย นายภัสสันต์ ดิณะคัต รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการขยายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความอนุเคราะห์แก่นักศึกษาตามที่เห็นสมควร ทั้งนี้เพื่อประโยชน์ทางการศึกษา สำหรับกำหนดวัน เวลา สถานที่ในการสัมภาษณ์ และรายละเอียดเพิ่มเติมต่าง ๆ บัณฑิตวิทยาลัย ขออนุญาตให้นายภัสสันต์ ดิณะคัต หมายเลขโทรศัพท์ 089 217 7070 เป็นผู้ประสานงานโดยตรงต่อไป

จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อธิกมาส มากจู้)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย

รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107



ที่ อว 8606(พบ)/ พิเศษ

บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร
เลขที่ 1 หมู่ 3 ตำบล สามพระยา
อำเภอ ชะอำ จังหวัด เพชรบุรี 76120

12 มกราคม 2565

เรื่อง ขอสัมภาษณ์

เรียน MR.IAN DING (Director of Sales & Marketing) Phulay Bay, a Ritz-Carlton Reserve

ด้วย นายภัสสันต์ ดินะคัด รหัสประจำตัว 621230035 นักศึกษาระดับปริญญาตรีบัณฑิต สาขาวิชาการจัดการการท่องเที่ยว โรงแรม และอสังหาริมทรัพย์ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลังดำเนินการวิทยานิพนธ์เรื่อง "กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการมหายหาดฝั่งอันดามันของประเทศไทย" มีความประสงค์จะขอสัมภาษณ์ท่าน เพื่อประกอบการดำเนินการวิทยานิพนธ์

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จึงเรียนมาเพื่อโปรดให้ความอนุเคราะห์ จักขอบพระคุณยิ่ง

ขอแสดงความนับถือ

(อาจารย์ ดร.อภิมาส มากจ้อย)

รองคณบดีบัณฑิตวิทยาลัย ฝ่ายวิชาการและวิจัย

รักษาการแทน คณบดีบัณฑิตวิทยาลัย

สำนักงานบัณฑิตวิทยาลัย
เพชรบุรี โทร.032 594 107

APPENDIX H Pictures of the Researcher when Interview Key Informants





Figure 76: Key informant (1)



Figure 77: Key informant (2)



Figure 78: Key informant (3)



Figure 79: Key informant (4)



Figure 80: Key informant (5)



Figure 81: Key informant (6)



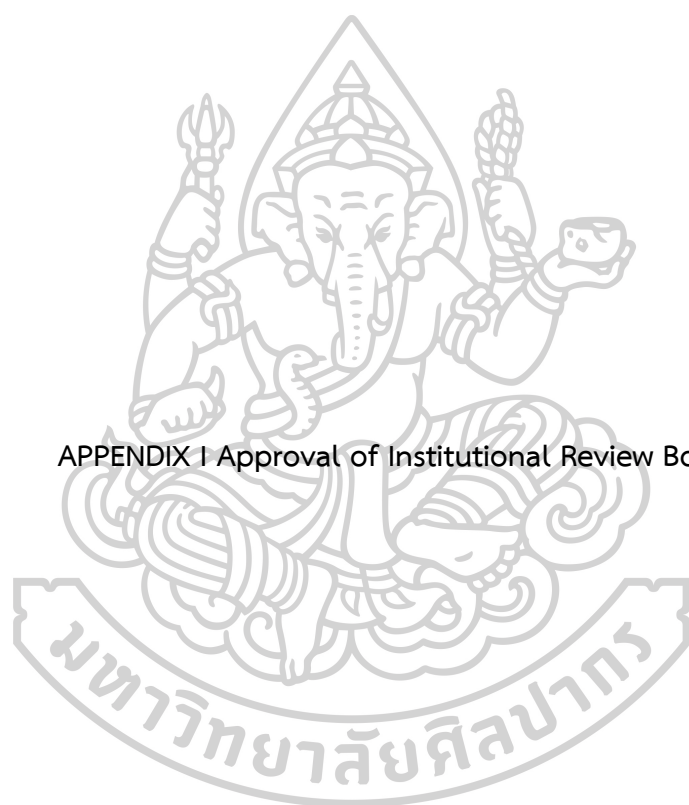
Figure 82: Key informant (7)



Figure 83: Key informant (8)



Figure 84: Key informant (9) and (10)



APPENDIX I Approval of Institutional Review Board



บันทึกข้อความ

ส่วนงาน สำนักงานบริหารการวิจัย นวัตกรรมและการสร้างสรรค์ มหาวิทยาลัยศิลปากร ภายใน 216004

ที่ อว 8603.16/ 5594

วันที่ 13 ธันวาคม 2564

เรื่อง ผลการพิจารณาการขอรับการรับรองจริยธรรมการวิจัยในมนุษย์

เรียน นายภิสันต์ ตินะคัต (นักศึกษาคณะวิทยาการจัดการ) ส่งผ่านอาจารย์ปรีกษา ผล.ภค. เกิดศิริ เจริญวิศาล

ตามที่ท่านได้ส่งโครงการวิจัย เรื่อง กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้าโรงแรมเครือข่ายแบบบูรณาการขยายตลาดฝั่งอันดามันของประเทศไทย (REC 64.1102-168-7224) ไปยังสำนักงานบริหารการวิจัย นวัตกรรมและการสร้างสรรค์ เพื่อขอรับการพิจารณารับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยศิลปากร แล้วนั้น

บัดนี้ สำนักงานบริหารการวิจัยฯ ขอแจ้งผลการพิจารณาให้ทราบว่า โครงการวิจัยดังกล่าวเข้าข่ายโครงการวิจัยที่ได้รับการยกเว้นการพิจารณา (Exemption review) จึงออกหนังสือรับรองให้กับโครงการวิจัยดังกล่าวตามเอกสารแนบ

จึงเรียนมาเพื่อโปรดทราบ หากผู้วิจัยมีข้อสงสัยสามารถสอบถามเพิ่มเติมได้ที่ นางสาวนฤมล นันทิวาวัฒน์ โทร (เบอร์สำนักงาน) 098-5479738 ภายใน 216004

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มหาวิทยาลัยศิลปากร

หนังสือฉบับนี้ให้ไว้เพื่อแสดงว่า

รหัสโครงการ: REC 64.1102-168-7224

ชื่อโครงการ (ภาษาไทย): กลยุทธ์การออกแบบการให้บริการเพื่อยกระดับประสบการณ์แบบปกติใหม่ของลูกค้า
โรงแรมเครือข่ายแบบหรูหราริมชายหาดฝั่งอันดามันของประเทศไทย

ชื่อโครงการ (ภาษาอังกฤษ): A Service Design Strategy to enhance New Normal Customer Experience for
Luxury Chain Beach Hotels in Andaman Coast of Thailand

ผู้วิจัยหลัก: นายภิสันต์ ตินะคัต

สังกัด: คณะวิทยาการจัดการ

เอกสารที่รับรอง:

1. แบบเสนอเพื่อขอรับการพิจารณาจริยธรรมการวิจัยในมนุษย์ เวอร์ชัน 01 ฉบับลงวันที่ 2 พฤศจิกายน 2564
2. แบบเสนอโครงการวิจัยเพื่อการพิจารณาจริยธรรมการวิจัยในมนุษย์ (ฉบับภาษาไทย) เวอร์ชัน 01
ฉบับลงวันที่ 2 พฤศจิกายน 2564
3. เอกสารชี้แจงผู้เข้าร่วมการวิจัย เวอร์ชัน 01 ฉบับลงวันที่ 2 พฤศจิกายน 2564
4. หนังสือแสดงเจตนายินยอมการเข้าร่วมการวิจัย เวอร์ชัน 01 ฉบับลงวันที่ 2 พฤศจิกายน 2564

ได้ผ่านการรับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยศิลปากร โดยยึดหลักเกณฑ์ตามคำประกาศ เฮลซิงกิ (Declaration of Helsinki) และมีความสอดคล้องกับหลักจริยธรรมสากล ตลอดจนกฎหมายข้อบังคับ และข้อกำหนดภายในประเทศ



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APPENDIX J Thesis Publication



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No. 67.04.2/0712

May 3rd, 2022

Dear, Mr. Phisunt Tinakhat, Ms. Kaedsiri Jaroenwisana and Ms. Wongladda Weerapaiboon

**A Framework for Designing Customer Experience of Luxury Chain Beach Hotels in Andaman
Coast of Thailand: Repercussions of the COVID-19 Pandemic**

By

Phisunt Tinakhat, Kaedsiri Jaroenwisana and Wongladda Weerapaiboon

From your submission of the above paper for publication in Thammasat Review, we are very pleased to inform you that your paper has been accepted for publication in Thammasat Review Vol. 25, No. 1, January-June, 2022.

Thank you very much for your cooperation.

Sincerely Yours.

A handwritten signature in blue ink, appearing to read 'Peter Ractham'.

Assoc. Prof. Dr. Peter Ractham

Editor of Thammasat Review

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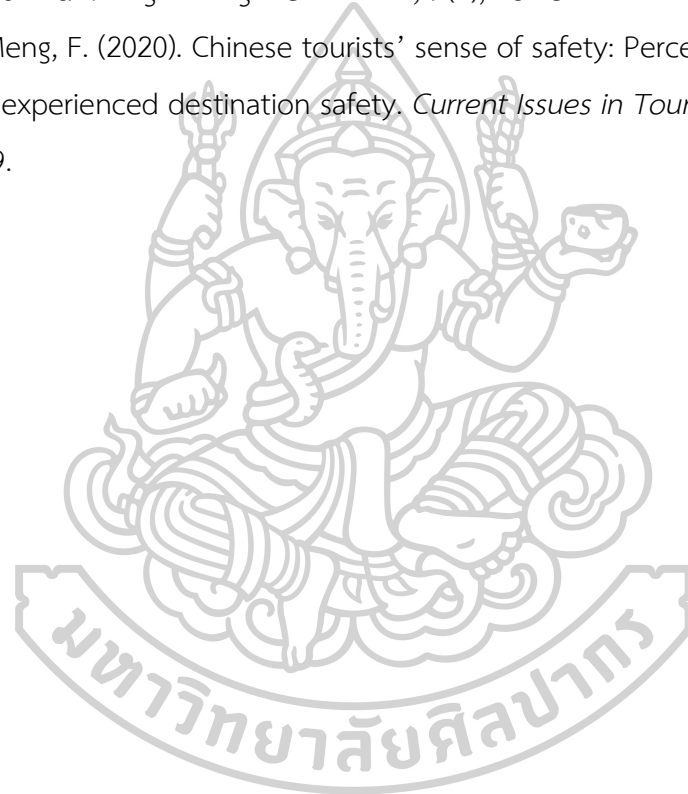
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