



**Critical Success Factors of the Medium-Sized Independent Hotels in Phuket**

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**A thesis Submitted in Partial Fulfillment of the Requirements for the Degree of Master of  
Business Administration in Hospitality and Tourism Management  
(International Program)**

**Prince of Songkla University**

**2015**

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**Thesis Title**            Critical success factors of the medium-sized independent hotels in Phuket  
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**Major Program**        Hospitality and Tourism Management (International Program)

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ปีการศึกษา 2558

### บทคัดย่อ

วิทยานิพนธ์เล่มนี้จัดทำขึ้นเพื่อค้นคว้าปัจจัยความสำเร็จของโรงแรมอิสระขนาดกลางในจังหวัดภูเก็ต และบ่งชี้ปัจจัยสำคัญที่ทำให้ธุรกิจโรงแรมประสบความสำเร็จโดยการวิจัยเชิงปริมาณ ผู้วิจัยได้สุ่มกลุ่มตัวอย่างจำนวน 400 คน จากโรงแรมอิสระขนาดกลางในจังหวัดภูเก็ตจำนวน 30 โรงแรม อ้างอิงข้อมูลจากรายงานรวบรวมจำนวนของโรงแรมในจังหวัดภูเก็ตซึ่งจัดทำโดยสมาคมโรงแรมไทย สำนักงานจังหวัดภูเก็ตและจากการท่องเที่ยวแห่งประเทศไทย (ททท.) สำนักงานจังหวัดภูเก็ต พร้อมกันนี้ข้อมูลโรงแรมอิสระขนาดกลางเพิ่มเติมจาก ทริปแอดไวเซอร์ ดอทคอม โดยใช้การแจกแบบสอบถาม ที่จุดต้อนรับลูกค้าของแต่ละโรงแรม โดยมีลูกค้าของโรงแรมเป็นผู้ตอบแบบสอบถาม

ผลจากการวิจัยพบว่า กลุ่มลูกค้าโรงแรมมีความคาดหวังต่อปัจจัยด้านคุณภาพการบริการมากที่สุด โดยเฉพาะอย่างยิ่ง “ความสะอาดและสุขอนามัยในห้องพัก บริเวณภายในโรงแรม และภูมิทัศน์โดยรอบของโรงแรม” ในทางตรงกันข้าม “ปัจจัยด้านกิจกรรม” โดยเฉพาะอย่างยิ่ง “สนามเด็กเล่น” เป็นปัจจัยที่มีความสำคัญน้อยที่สุดในทัศนคติของลูกค้าของโรงแรมอิสระขนาดกลาง จากผลการวิจัยยังพบอีกว่า ปัจจัยความสำเร็จ เช่น สินค้า/บริการ, คุณภาพบริการ, ราคา, โปรโมชัน, สถานที่ และกิจกรรม มีความสัมพันธ์เชิงบวกกับความสำเร็จของธุรกิจโรงแรมอิสระขนาดกลาง โดยพบว่าปัจจัยด้าน “สถานที่” มีความสัมพันธ์เชิงบวกมากที่สุด ตามด้วยปัจจัยด้าน ‘โปรโมชัน’, ‘คุณภาพบริการ’, ‘กิจกรรม’, ‘ราคา’ และ ‘สินค้า/บริการตามลำดับ

วิทยานิพนธ์ฉบับนี้เป็นประโยชน์อย่างยิ่งต่อกลุ่มนักลงทุนหน้าใหม่ หรือผู้ที่สนใจเกี่ยวกับธุรกิจโรงแรมขนาดกลาง เพื่อนำไปพัฒนาและใช้ให้ก่อประโยชน์ในการปรับปรุงคุณภาพของบริการให้แก่ลูกค้า อีกทั้งยังสามารถนำผลการค้นคว้าจากวิจัยเล่มนี้ไปใช้เป็นข้อมูลเบื้องต้นประกอบการงานวิจัยเล่มอื่นๆ ต่อไป

คำสำคัญ: ปัจจัยความสำเร็จ, โรงแรมขนาดกลาง, โรงแรมอิสระ, ภูเก็ต

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**Major Program** Business Administration in Hospitality and Tourism Management  
(InternationalProgram)

**Academic Year** 2015

### **ABSTRACT**

This study aims to investigate the critical success factors of the medium-sized independent hotels in Phuket as well as to identify the important factors that direct to achieve in hotel business. The sampling group of 400 respondents and totals of 30 independent hotels was undertaken base on hotel industry organization's information and tripadvisor.com. The results indicated that the service quality factor was one of the most important components in Critical success factors analysis testing toward the medium-sized independent hotels, especially, the quality service of hygiene and cleanliness in rooms, areas inside the hotel and landscape. In contrast, the hotel's activities factor become the least important one in customers' perspective, particularly, the playing are for children. Additionally, the finding presented that respondents tend to be satisfied by services which showed statistically as the highest important element in the hotel's business achievement. The critical success factors, e.g. physical product, service quality, price, promotion, location, and activities were significant related in the positive direction with the successful of the medium-sized independent hotels. The highest relationship was location, followed by the promotion, quality service, activities, price, and physical product, respectively. This study is beneficial to the current and future investors of medium-sized accommodation businesses to improve and maintain the service quality of hotels and resorts.

**Keyword:** Critical success factors, medium-sized hotel, independent hotel, Phuket

## ACKNOWLEDGE

The study “Critical Success Factors of medium-sized independent hotel in Phuket” would not have been accomplished without the assistance, guidance, kindness and encouragement from several people. Firstly, I would like to express my profound and sincerest appreciation to my thesis advisor, Dr. Prateep Wetprasit who has supported me throughout my thesis with his patience and knowledge. I attribute the level of my Master’s degree to his encouragement and effort and without his this thesis, too, would not have been completed or written. Besides my advisor, I would like to thank Dr.Aphirom Promjanya who kindly gives me suggestions and recommendations throughout my studies.

I would love to extend my deep appreciations to thesis committees and all of lecturers of this faculty, who have given me the knowledge and their excellent suggestions during the thesis development. Moreover, I am so thankful to Miss Wanthida Kamlai(P’Aon) who has kindly supported me though MBA course. My special thanks are also due to Miss Patchawan Anantakitsopon(N’Nan), Mr.Pakpoom Kowisut(N’Pam) andMrs.Wilawan Chiammanasombut (P’Pan) who are encouraged and kindly supported me during the completion of this study as well as all of my MBA friends whose names are not listed here. I would also like to extend my sincere gratitude to the 400 respondents and 30 hotel managers for their participation until I got the complete data which useful for this research.

Last but not least, I am extremely grateful to my parents, Mr.Chatchanchai and Mrs.Vanida Vichayanurak for financial supporting and cheering me up throughout all my studies, encouraging me with their best wishes as well as my sister Ms.Kankullanut Vichayanurak who always work hard and assisted me while I was studying. And lastly, my very special thanks to Mr.Montri Chantest who are the best partner, great support and encouragement from the beginning of MBA course throughout my studies.

Rawipaaun Wichayanurak

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**LIST OF ABBREVIATIONS AND SYMBOLS**

CSFs	Critical Success Factors
GDP	Gross Domestic Product
GPP	Gross Provincial Product
QMS	Quality Management System
SPSS	Statistical Package for Social Science
TAT	Tourism Authority of Thailand
THA	Thai Hotel Association

## CHAPTER 1

### INTRODUCTION

#### 1.1 Background

Being an international holiday destination, tourism is the largest revenue rising in Thailand. According to the Office for National Statistics (2011), tourism accounted approximately around 6% of the GDP of the country (Gross Domestic Product-GDP), and become a main part which brought revenue to Thailand.

Most tourists are from countries with strong currency excess spending capacities such as France, Spain, USA, China, Italy and UK. This indicates that tourism is extremely beneficial to the economy of Thailand in a number of ways;

##### 1. Foreign Exchange Earnings

Tourism expenditure in the import and export of goods and services related to tourism contributes to the economy of the host country. Moreover, it stimulates investments which result in financial growth in the economy in several ways. It accelerates the economic growth as tourists inject money into the local system on daily basis.

##### 2. Contribution to Government Revenues

The direct revenues collected by government departments such as taxes on households, businesses and employees needed to support and taxes on tourists such as airport tax on departure. Indirect taxes are gained on goods and services sold to tourists.

##### 3. Employment Generation

The rapid growth of international tourism is a major cause of job creation. Tourism can generate jobs directly through hotels, restaurants, nightclubs, taxis and souvenirs including products and services by businesses related to tourism.

##### 4. Stimulation of Infrastructure Investment

Tourism induces improved infrastructures by government agencies, such as improving waste water treatment systems, better roads, greater electricity access, improved telephone systems and public transport. These improvements are not only helping to promote tourism but also improve the quality of life for local people.

## 5. Contribution to Local Economies

Tourism is an important component of the local economy. Income from tourism is a measurement of economic value in the preservation of those natural. It also includes revenue earned from tourism.

Although there are no national figures on income below the tax threshold, this undeclared income is put directly back into the local economy and generates more than double the income distribution as a result of repeated local spending.

The growth of Thailand Tourism is likely to expand. The number of tourist arrivals in 1999 was 8.6 million and increased to 14.4 million in 2007. Moreover, it is expected to rise to 17.3 million by 2010. However, tourism was affected due to the outbreak of SARS in 2003(- 7.90 percent). Tsunami disaster at the end of 2004 decreased the number of tourist by 1.4 percent in 2005. In 2008, the number decreased 3.80 percent due to the airport closure and the Great Flood in 2011 by 20.00 percent (Tourism Council of Thailand, 2555: 16).

Political unrest in the country is in the past, as a result, the number of tourists will most likely grow, as anticipated. Each time a visitor comes back quickly is because of confidence in various aspects, including the relatively high effort and assistance from the support of governments, businesses and individuals. The following statistics available after the impact of events indicates a strong Thailand. Rate of the total foreign visitors during 1999 - 2012 are shown in Table 1.1

Table 1.1 The growth rate of the total foreign visitors during the year 1999-2012.(Million)

Year	Number of arriving passengers	Growth rate (%)
1999	8.65	11.41
2000	9.58	10.75
2001	10.15	5.95
2002	10.87	7.09
2003	10.00	-8.00
2004	11.73	17.30
2005	11.57	-1.36
2006	13.82	19.45



Table 1.1 Continued

Year	Number of arriving passengers	Growth rate (%)
2007	14.64	5.93
2008	15.58	6.42
2009	16.46	5.65
2010	17.33	5.29
2011	18.71	7.96
2012	19.79	5.77

Source: Tourism Council of Thailand (2012: 12)

The southern region of Thailand gained the highest revenues from tourism because the region is characterized by beautiful natural scenery mountains flanked on other side by tropical beaches and picturesque islands with an abundance of natural resources, including waterfalls and hot springs, etc. It attracts tourists from around the world to activities in Southern Thailand. Provinces in the south are well-known for their beauty and water activities. Phuket, Krabi, Ranong, PhangNga and Trang provinces are continuously growing in tourists. In 2007, the numbers of tourists were 9.5 million increasing from 7.2 million visitors since 2000. The 2004 tsunami disaster, tourist arrivals dropped by 50 percent. Tourism rapidly recovered the following year and numbers of visitors returned to normal growth rates. Over the last 3 years, the tourism continues to be negatively affected by the economic and political unrest in the three southern provinces. Phuket Province has the most visitors, followed by Krabi, PhangNga, Trang and Ranong. (Ministry of the Interior, 2011: 15).

Phuket is a large island in Thailand as a tourist destination with large ocean and attractive beaches. The motto of Phuket is the "Pearl of the Andaman, southern paradise, golden beaches, land of the duo of heroines and highly revered Laung Pho Chaem.". Moreover, Tourism Authority of Thailand site Phuket as the creative economy under the concept of "Creative Island" as the city's strategic maritime world. According to Phuket.net, Phuket is a world-class center for marine tourism and only island in Thailand with cultural identity by linking innovation to create a unique and sustainable tourism development into the 5th dimension. (Economic news, 2011) as following;

### 1. Culture

Phuket's cultural linked to tourism such as life of local people around old town architecture on Thalang Road, Phuket Mining Museum, etc. These cultures were able to link the 3 districts together and make tourists stay longer in Phuket.

### 2. People

Local individuals with creative in a different approach by finding a master to inspire a new generation to see and develop further by creating a space for people to have an opinion in the same or like the same things as a platform to exchange ideas, comments in creating such a stage of the composer arena of cultural and traditional healers, farmers and so on.

### 3. Product and service

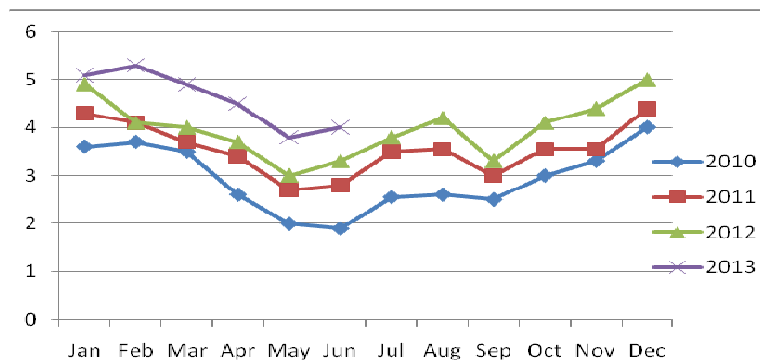
Products and services in Phuket, which are produced by a development model that creates value added, created jobs for local people, such as cashews, which added value by producing a cashew juice "cache Chewy" implementation. Batik embroidered beads and so on.

4. Communities with goods, local produce shop in Phuket together like Pornthip Sea Store, Software Park, Tarn Tara Spa and Phuket Fantasea, etc. Furthermore, the government should support Phuket as central to the design of yachts in the teaching of design yachts by focusing more on the Yacht Marina industry to- support yachts 'tourist. Moreover, they also present and support Phuket as the film advertising to promote Phuket to the world by making movies.

Phuket is the hub of the Tourism industry and has played a significant role in economics of Thailand. The growth of international tourism in the previous decades has expanded the wealth and economic advantages of Phuket over other provinces in Thailand. The office of Commercial Affairs Phuket reported the number of foreigners visiting Phuket in 2012 is 1.8 million people and the number has grown up by 5.62 percent compared with the same period of 2011. Furthermore, the growth of tourism seems greater than previously, according to the number of passengers at Phuket International Airport which have continuously increased from 3.52 million in 2011 to 4.77 million in 2012. In 2013, the statistic showed that the number of passengers constantly increased by 19.8% compared with the same period of the previous year. In addition, the number of flights roses to 17,728 flights, an increase of 18.2% especially by low-cost airline, direct flight from China, Russia, Australia and South Korea.

The chart below presents the number of passenger arrivals at Phuket International Airport from 2010 to the half year of 2013.

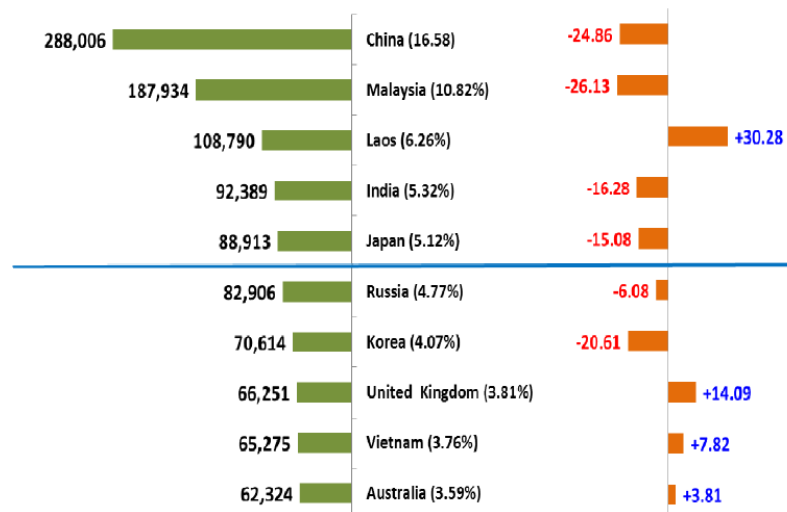
Figure 1.1 The number of arriving passengers at Phuket International Airport



Source: Phuket (2013)

In term of tourists, the figure below presents the nationalities of tourist arrivals at Phuket International in May 2014.

Figure 1.2 The top 10 tourists in May 2014



Source: (Kesornsuwan, 2014)

In May 2014, the top ten tourists who were travelling to Phuket are from China, Malaysia, Laos, India, Japan, Russia, Korea, UK, Vietnam and Australia. The number of Malaysia travelers decreased by 26.13 percent followed by China, Korea, India, and Japan. However, the increasing numbers of tourists were made by Laos, Vietnam, the United Kingdom

and Australia due to the promotional campaigns and development of tourism by Phuket's government.

Phuket has altered rapidly in economically, socially, and environmentally over the last 10 years. The economy is now steady and continuously growing due to tourism. Nationally, its citizens earn the highest income with an average income per capital of 262,529 Baht / person / year. Hotels and restaurants are the major industries that earn the highest gross domestic product in 2010 (44.72 percent), followed by transportation and communications at 11.98 per cent. (Chodsestaphan, 2012). This is because of the growth of economy, entrepreneurs both Thai and foreigners tend to invest more in the country. Moreover, the migration to work in Phuket has increased local housing in all areas, both in Phuket city and around the beach areas. Hotels, office buildings, apartments and holiday housing, etc. has grown to meet the demands of tourists which are expected to increase. Immigrant workers are anticipated in the upcoming years as well (Office of Phuket, 2010).

The Thailand Hotel Management Association defined the types of hotels as (1) Small-sized independent hotel; there are less than 50 rooms service. The mostly the owner are management by themselves, (2) Medium-sized independent hotels, there are between 50-200 rooms. There are the additional services and facilities such as food and drink, seminars, ceremony rooms, pools, gyms, tours, souvenirs, etc., and (3) Large-sized independent hotels; there are more than 200 rooms. These are the international standards, focusing on high-end services such as restaurants, spas, meeting rooms, international seminars, ceremony rooms, pools, gyms, tours, souvenir, etc. (Singhathorach, 2010).

The hotel and accommodation industry in Phuket is very important to Thailand's tourism industry. In 2009, the capital income over 900,000 million came from those hotel business and the income increase every year. According to the office of statistic reported. The Gross Provincial Product (GPP) of Phuket under the Hotels and Restaurant section has grown dramatically from 2009 – 2012. The GPP of Hotels and Restaurant was 25,958 million in 2009, increasing to 31,221 million in 2010 and rose to 36,292 million in 2011. In 2012, the Gross Provincial Product of Phuket was 118,724 million. Hotels and restaurants were the second sector of GPP which was 42,138 million (35.5% of GPP).

An increase of GPP represents a great requirement and high number of tourists visiting. Besides, Phuket is well known for international tourist which is plenty of interesting places to visit such as beautiful beaches, famous night club and five star hotels. Economic expanding of emerging countries such as China, Russia and India led to the high number of visitors in 2013.

Therefore, there is a corresponding increase in the variety of accommodation business of hotels and resorts, hostels, bungalows, etc. to full fill their requirements. According to TAT reported the room occupancy rate of the first quarter of 2013 was 80 %, it seems to be decreased compared with last year. Table 1.2 presented the number of new hotels and room occupancy comparison between years 2011 to 2013 as below;

Table 1.2 Number of new hotels and room occupancy comparison from 2011-2013.

Province	Number of hotel/Place			Number of room occupancy/ Room		
	2011	2012	2013**	2011	2012	2013**
Phuket	213	228	233	18,254	20,340	20,744

Source: TAT, 16 July 2013

Note: Including Hotels, Resorts, Guest Houses, Bungalows, Motels, Serviced Apartment and Home Stays. Not including Apartments and mansion.

## 1.2 Statement of the problem

One of the greatest challenges facing hotel organizations' today has been over supplied and increased rates of competition. Competition has had major implications for customers because of increased choices, greater value for money and improved levels of service. Many independent hotels are having difficulty increasing their market shares because the chain hotel raises high competition, slower growth rates, and oversupplied market. Many local hotels increase their market shares by decreasing prices, expanding their distribution channels, launching promotional campaigns, and retaining their current customers (Cravens, 1994). Understanding the operational characteristics and customer expectations are extremely critical to the success of medium-sized independent resorts and hotels. This research investigates the nature of critical success factors (CSFs) of medium-sized independent hotel operations in Phuket and

development from the attitudes of customers. Understanding the expectations of customers is important for success in the medium-sized independent hotels in Phuket. Some existing literatures studied on “explored the nature of critical Success Factors (CSFs) in China’s budget hotel”, however there is no literature studied on the critical success factors of medium-sized independent hotels in Phuket.

According to reasons that mention above, the researcher is interested in studying the critical Success Factors (CSFs) of the medium-sized independent hotels in order to have a better understanding the CSFs in the medium-sized independent hotels in Phuket particularly in customers’ perspective. The results of this research would give competitive advantages to the owner of existing the medium-sized independent hotels in Phuket, can compete in the advantage over other hotels and for the new investors to generate the strength strategies to develop the medium-sized independent hotels.

### **1.3 Aim of the study**

This study aims to investigate the critical success factors (CSFs) of the medium-sized independent hotels in Phuket in order to identify the important factors to reach the achievement in hotel business.

### **1.4 Objectives**

1.4.1 To identify the levels of Critical Success Factors that influences the impact of the success of medium-sized independent hotels.

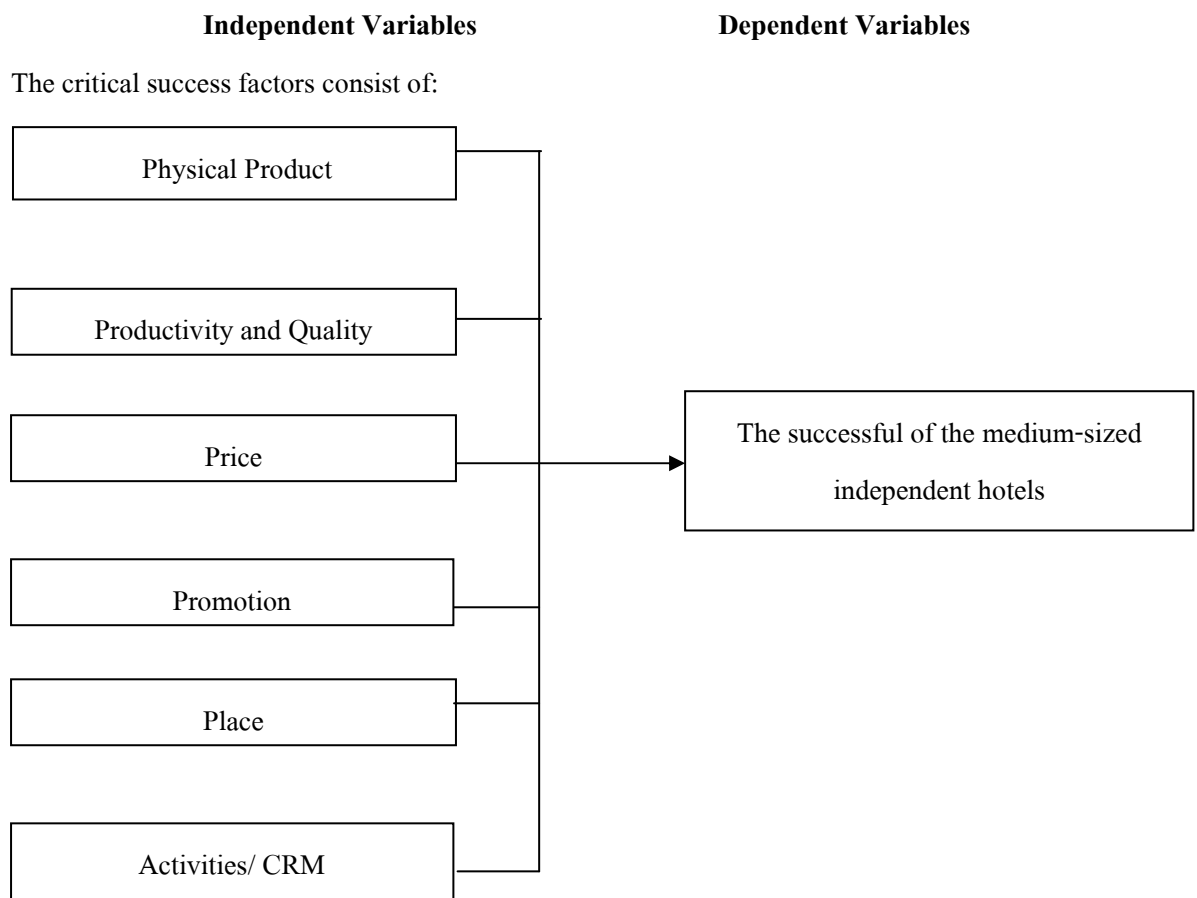
1.4.2 To investigate the levels of success of the medium-sized independent hotels.

1.4.3 To investigate the relationship between Critical Success Factors and the success of the medium-sized independent hotels.

### **1.5 Conceptual Framework**

This study has applied related theories and consistent approaches of Critical Success Factors approach by Melia (2010) and Hua (2009). The scope of this research encompassed the relationship between Critical Success Factors and the success of the medium-sized independent hotels in Phuket as illustrated below;

Figure 1.3 Research Model



### 1.6 Hypothesis

There are hypotheses developed based on conceptual scope of research areas below;

#### *Hypothesis 1*

$H_1$ : There is positive relationship between Physical Product and the successful of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Physical Product and the successful of medium-sized independent hotels.

#### *Hypothesis 2*

$H_1$ : There is positive relationship between Productivity and Quality and the successful of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Productivity and Quality and the successful of medium-sized independent hotels.

*Hypothesis 3*

$H_A$ : There is positive relationship between Price and the successful of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Price and the successful of medium-sized independent hotels.

*Hypothesis 4*

$H_A$ : There is positive relationship between Promotion and the successful of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Promotion and the successful of medium-sized independent hotels.

*Hypothesis 5*

$H_A$ : There is positive relationship between Place and the successful of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Place and the successful of medium-sized independent hotels.

*Hypothesis 6*

$H_A$ : There is positive relationship between Activities and the successful of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Activities and the successful of medium-sized independent hotels.

### **1.7 Significance of the Study**

This study benefits the current and new investors of medium-sized accommodation businesses. The results can be used to contribute the literature related to the CSFs of medium-sized independent hotel industry. Also, as guideline for owner or hotel marketers to develop, utilize and improve their marketing strategies. Therefore, the research results should be applied or adopted into business.



## **1.8 Scope of the Study**

### **1.8.1 Scope of research area**

The scope of area covered medium-sized independent hotels located within Phuket.

### **1.8.2 Scope of demography**

The populations of this research focused on the customers accommodated in medium-sized independent hotels in Phuket.

### **1.8.3 Scope of research period**

The research data was collected during October 2014 to March 2015.

## **1.9 Data Sources**

Primary data for this research was derived from random customers from selected medium-sized independent hotels.

## **1.10 Definition of Key Terms**

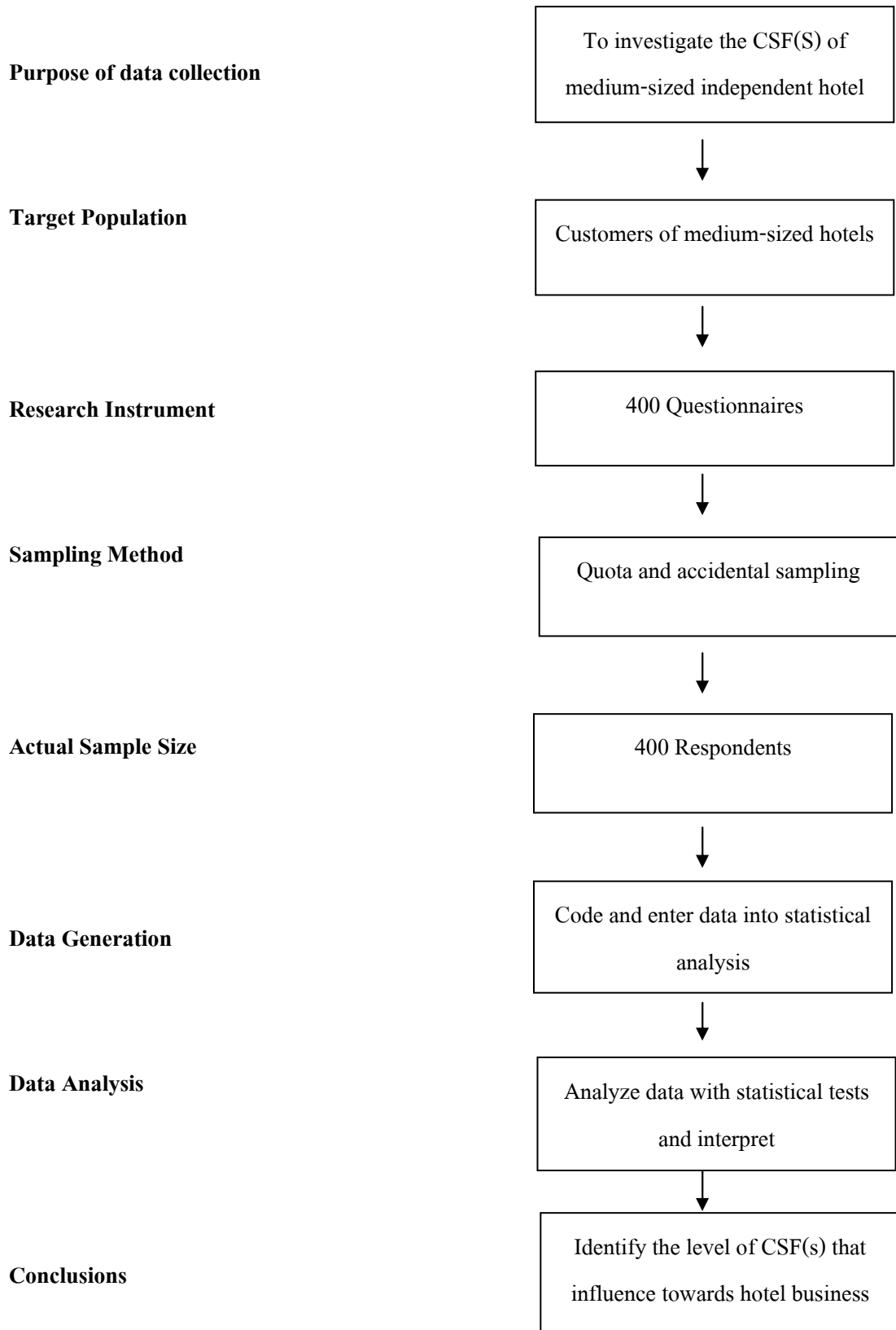
In order to have a better understanding of specific terms used in this research, the following definitions were:

***Independent hotel*** defines as an independent hotel is one that is not associated with a franchise (Bardi, 2007) and provides a greater sense of warmth and individuality than does a property associated with a chain. Independent hotel characteristics include an owner who functions as a manager, room rates similar to chain properties, rooms decorated in different styles, and inviting dining rooms.

***Medium-sized hotel*** means the places for rooms service which number of room 50-200 rooms and other service (such as food and drink, seminar, ceremony room, pool, fitness, tours, souvenir, etc.) to the visitors, room rate is not over 3000 baht per night. This research was exclude the chain affiliated and resort. (Peanjit, 2010)

***Critical Success Factors (CSFs)*** means the existence of Critical Success Factors in medium-sized independent hotels' operations. There are six dimensions of CSFs such as Physical Product, Productivity and Quality, Price, Promotion, Place and Activities. (Melia, 2010, Hua, 2009).

### 1.11 Research Flow Chart



## CHAPTER 2

### LITERATURE REVIEW

This study investigates the critical success factors that influence the success of medium-sized independent hotels in Phuket. The researcher has referred to literature sources related as follows;

- 2.1 Hotel Business
  - 2.1.1 Types of Hotels
  - 2.1.2 Independent Hotels in Phuket
- 2.2 Critical success factors
  - 2.2.1 The concept of CSFs
  - 2.2.2 Critical success factors Approach
  - 2.2.3 Improvement of CSFs
- 2.3 Related Research

#### **2.1 Hotel Business**

##### **2.1.1 Types of Hotel**

“Hotel” is a category of “accommodation” which is critical for tourism industry and economic of nation. Bhatia (1983: 240) introduced hotel as a place providing hospitalities, facilities and services to travelers. Furthermore, hotel classification was depending on a variety of purpose of hotel arrangement such as “Commercial or Transient, Residential Hotels, and Resorts Hotel” (Henin, 1979: 3-4). However, the literature of Steadmon and Kasavana (1988) classified “Hotel” by several classifications, for example the size of the hotel, location, target market, levels of service, facilities, number of rooms, ownership and affiliation etc.

##### **1. Size of the hotel**

Thailand hotel management association defined the types of hotel according to business sizing which can be defined below. (Peanjit, 2010)

- 1) The small-sized independent hotel

The small-sized independent hotels had less than 50 rooms. Mostly, the owners are the management themselves. 10 years ago, the small independent hotels grew fast

because it was easy to get authorized from the public agency, the room service was not too much and it was not necessary to submit environment impact analysis report to the public agency. Furthermore, the investors were likely to construct or adapt the small independent hotel to interesting, wonderful and unique to respond to the needs of customers with different styles.

2) The medium-sized independent hotel

The medium-sized independent hotels had 50-200 rooms. There are additional services such as food and drink, seminar, ceremony room, pool, fitness, tours, souvenir, etc.

3) The large-sized independent hotel

The large-sized independent hotels had more than 200 rooms. They are mostly four-five star hotels which are managed by chain hotels in America, Europe and Asia or a partnership between Thai investor and foreigner investor. These have international service standard, focusing on high-end services complex such as restaurant, spa, meeting room, international seminar, ceremony room, pool, fitness, tours, souvenir, etc.

## **2. Target market**

The target market of hotel industry can be divided to several varieties; however there are the essential hotels which can be identified as following;

- Airport Hotels
- Suite Hotels
- Residential Hotels
- Resort Hotels
- Bed and Breakfast
- Condominium Hotel
- Casino Hotels
- Conference Centers

## **3. Level of service**

Caribbean Tourism Organization (2002) defined the classification of hotel by Quality Service. Travel Industry classification system ratings are deemed as being comparable around the world, making it easier for professionals in the travel trade. The hotel levels are presented by the table 2.1 below;

Table 2.1 Hotel Classification by service quality

<b>Classification</b>	<b>Description</b>
One Star Hotels	Economy and small sized hotel, managed by independent owner, with a family surroundings. Services may be provided by the owner and family on an unofficial foundation. There are a limited range of facilities. Furthermore, they may not provide food or drink for the customers.
Two Star Hotels	Small to medium sized hotels, offer more facilities than one star hotels. Customers expect comfortable, well operated, overnight accommodation. An en-suite bath/shower room probably provided. Management has a well-trained staff than at the one star level. Hotel offer a wider range of basic services, as well as food and drink.
Three Star Hotels	Larger size accommodation with higher standard level of employment, and a greater quality of facilities than the lower star classifications. All bedrooms will have fully en suite bath and shower rooms and offer an excellent standard of facilities and amenities, such as a hair dryer, telephone, toiletries in the bathroom. Some room service can be expected, and some provision for business travelers.
Four Star Hotels	First class and luxury hotel provide excellent standard of quality in the furnishings, decor and equipment, all over the hotel area. Bedroom size will be bigger than the lower star levels, and well designed, coordinated furnishings and interior decoration. The bathroom provides both bath and fixed shower. There will be concierge providing services to guests, 24-hour room service, and laundry and dry-cleaning. The restaurant may offer full courses breakfast, lunch and dinner.
Five Star Hotels	Large and well-designed accommodation all over the hotel, providing the excellent international standards. Interior design of five star hotels was fully furnished with high quality and attention to detail, comfort and elegance. Services should be official, well supervised and attended to customer' desires, devoid of disturbing. The restaurant reveals a high level of ability, creating the highest international standards plate. Staff is educated, supportive, well versed in all aspects of customer concern, combining efficiency with first-class behavior.

Source: Caribbean Tourism Organization (2002)

#### 4. Ownership and affiliation

Department of Trade Negotiations (2011) mentioned about hotel classification by ownership which can be divided to two categories; for instance “Independent Hotels” and “Hotel Chain” and details mentioned as below

##### *Independent Hotel*

Bardi (2007) indicated that independent hotels are not related to a chain hotel and offer a superior of warmth and individuality than does a property associated with a franchise. Independent hotels are managed by the owners, room rates are the same as chain hotels, rooms decorated in various styles, and attractive dining rooms. The properties can be residential or commercial, and locate in the hub of city, suburbia, along the highway, or next to an airport. Approximately, rooms are between 50 to 1,000 rooms and provide plenty of services to customers such as suites, dining room, room service, banquets, gift shop, beauty shop, athletic facilities, swimming pool, theaters, valet services, concierge, and airport shuttle service.

##### *Hotel Chain*

Hotel chain is a well-known enterprise, full of experience and providing the best service to customer due to high rival in global market. The most competitive advantages of hotel chains over independent hotels are economies of scale, management expertise and technology, especially networking by their distribution channels and centralized reservation systems(Vinitia, 2000).Additionally, Srithanaanun(2011) has described hotels chain management procedure to be three categories as following;

- Parent Company: property and management has belonged to key company
- Management Contract: owner of hotel chain is responsible for construction's cost ;however, using franchise organization's management
- Franchise Groups: human resource, organisation's chart, marketing, interior of hotel, material, and the standard of service have been controlled by Franchise Groups. Hotel investors have to deal with the agreement that had contract with Franchise Groups.

Therefore, hotel classification depended on various purposes such as reason of stay, location, quality service, management, room rate, and sizing of hotel, etc.

### 2.1.2 Independent Hotels in Phuket

According to Tourism Authority of Thailand (TAT) (2014), the number of independent hotels was 1319, based on location. Table 2.1 showed all accommodation establishments in Phuket. The researcher has divided Phuket's accommodations into 3 different classifications for instance; Local 1-3 stars hotel as same as the Medium-sized independent hotels, Local 4-5 stars hotel and International hotel chains. The medium-sized independent hotels provides normal hotel services, for example 24 hour reception, Television with Cable, solar hot and cold water, air-conditioning, mini-bar and refrigerator, free internet Wi-Fi, swimming pool, car park etc. The room rate of these hotels are normally classified not more than 3,000 Baht per night. The 4-5 stars hotels, they commonly provide hotel services such as restaurant, fitness center, swimming pool, tour counter, Internet service and etc, This classification have normal room rate higher than 3,000 per night. Additionally, International hotel chains which are in the luxury class hotels as same as 4-5 stars Local hotel in Thailand, offers high standard of service quality and good quality of facilities for customers.

In terms of accommodation in Phuket, hotels were divided through categories. It implied that there are numerous medium-sized hotel chain establishments at present and may increase rapidly in near future (TAT, 2015). However, the key success factor of the independent hotels in Phuket starts to raise the loyalty of customer to the hotels. Accommodation establishments in Phuket shown in Table 2.2 and 2.3.

Table 2.2 Accommodation establishments in Phuket

Location	Establishments
Town	243
Patong Beach	341
Kata Beach	190
Karon Beach	157
Bangtao Beach	31
Thalang	13

Table 2.2 Continued

<b>Location</b>	<b>Establishments</b>
Chalong Bay	19
Rawai beach	46
Kamala Beach	112
Maikhao Beach	12
Naiham Beach	22
Ya Nui Beach	7
Naithon Beach	21
Naiyang Beach	45
Surin Beach	22
Panwa Cape	21
Coral Island (Hae Island)	1
Lone Island	2
Coconut Island	2
Raya Island	10
Marina Accommodations	2
Total	1319

Source: Tourism Authority of Thailand (2015).

Table 2.3 Accommodation in Phuket classified by type of hotel

<b>Type of Hotel</b>	<b>Number of hotel</b>
Local 1-3 stars Hotel	925
Local 4-5 stars Hotels	242
International Hotels Chain	152
Total	1319

Source: Tourism Authority of Thailand (2015).



## **2.2 Critical success factors**

### **2.2.1 Definition**

The “Critical Success Factors” had been given the definition by various researchers. According to (Rockart, 1979) who defined critical success factors as “a limited number of dimensions to ensure successful competitive performance for an organization”. While, Thomson (2014) mentioned that “the critical success factors are the areas in which a business must excel to survive in the marketplace”. However, in 1961 Ronald Daniel had been introduced the concept of critical success factors for identifying essential information of firm’s planning process. Furthermore, the assumption believed that there were three to six factors determined the success of every business (Daniel, 1961). In 1960s Keniji Ohmae developed the CSFs as a mean of planning, and strategies implementation (Alagse, 2000). In addition, Leidecker and Bruno stated about CSFs as “characteristics, conditions or variables that when properly sustained, maintained or managed, can have a significant impact on the success of a firm competing in a particular industry” (Baker, 1998). It could be said the concepts and definitions of CSFs would be summarized as a set of measurement or key factor determining the strategies of industry, firms or plans to reach success. Furthermore, CSFs is not only meant for organizational practice usage but also for business and industry problems referred back to the earliest concept of “success factors” put forth in management built on the literature by Ronald Daniel in 1960s. Caralli(2004) mentioned about the widely used of CSFs approach in today’s industries because Rockart’s team had been expanded the concept illuminated by Daniel.

### **2.2.2 Critical success factors Approach**

Critical success factors came out from a set of aspects from the organisation’s operating context such as its competitive strategy (Said et al., 2003; Farmer, 2004), stage of the product life cycle ( Andersen, Cobbols and Lawrie, 2001; Hoque and James, 2000), size (Hoque and James, 2000), culture, values and beliefs (Neely, 2004; Rejc, 2005), cost structure, management style, location, position, competitor activity, financial strength (Flanagan, 2005). Table 2.4 presents examples of CSFs that emerged from related study carried out in the international hospitality industry which adapted from Media (2009)

Table 2.4 Area of Critical Success Factors Identified

<b>Researcher</b>	<b>Area of Research</b>	<b>Items</b>
Bergin (2002;2003)	Irish Restaurant Industry	Personal involvement, staff welfare and training, quality food and service, value for money, marketing and benchmarking best practice.
Brotherton (2004)	International Hospitality Industry	Value for money accommodation, convenient locations, consistent accommodation standards, central sales/ reservation system, warmth of guest welcome and hygiene and cleanliness
Flanagan(2005)	Irish Hotel Industry	Year-on-year sales growth, increased revenue as part of a growth strategy, management of costs, the improvement of the hotel's financial position, the need to win new and retain existing customers, improved satisfaction and quality ratings, gaining best value from existing customers, monitoring competitor activity, maintaining service and product standards, managing asset efficiency, managing staff efficiency, encouraging innovation, improving the capability of management and staff and organizational development.
Phillips and Louvieris (2005)	International Hotel Sector	Profitability, budgetary control, quality of service, customer relationship management, customer profiling, clear objectives, investment in staff, productivity and staff as drivers of innovation and teamwork.
Olsen, Chung, Graf, Lee, and Madanoglu(2005)	International Hospitality Industry	Human resource programmes, location advantages, marketing expertise, development capabilities and the execution of brand promise.
O'Donoghue and Luby (2006)	Irish Hospitality Sector	Profitability, customer retention, customer satisfaction, efficiency ratings and innovation.

Table 2.4 Continued

Researcher	Area of Research	Items
Kandampully (2006)	International Hospitality Industry	Increasing service contributions, a focus on customer and service orientation, achievement of efficiencies through unbundling, creative use of technology and development of core capabilities that give competitive advantage.
Kobjoll(2007)	International Hotel Sector	Staff, balance between operational and human resource management, expert position in the market and innovation.
Hua (2009)	International Hotel Sector	physical product, service quality, price, promotion, and location
Melia (2010)	International Hotel Sector	The quality of the infrastructure and products of the hotel, the location of the property, the high rate of customer care and satisfaction that the establishment provides, the staffs that provide the services in the hotel.
Shan et KahMarn(2013)	Interdisciplinary Journal of Contemporary Research in Business	Extent of Products Differentiation, service quality, tourism infrastructure, tourism marketing and promotion, tourism planning and policy, strategic alliances and industrial cooperation, economical sustainability
Thomson (2014)	International Hotel Sector	Location, Global outlook, Quality management, Flexibility,

Source : Melia(2009)

Medawar (2014) mentioned about the three key drives of change the hotel business, the nature of the modern traveler was “Demanding and Educated customers”. Whether business or leisure, budget or luxury, he or she expects to feel special, to have their expectations met, to have their experiences built around them. Moreover, new generation of traveler realized what to be expected before they arrive at their destination. They will have done their survey. Furthermore, “Technology” was core of the change management of the hotel business. The

demographic group which had been approaching adulthood now was sometimes recognized as Generation Y. Generation Ys expect to get confirmation of their booking via SMS. Moreover, they also expected broadband in their rooms, and wished to download music, videos and movies over the hotel network.

Thomson (2014) studied “the critical success factors are the areas in which a business must excel to survive in the marketplace”. Finding presented that the critical success factors in the hotel industry has been changed over time, forced by global competition and increasingly high customer expectations. Hotels focus on quality management to attract new customers and earn repeat business.

#### 1) Location

The hotel industry has traditionally focused on location as the most important critical success factor. Despite the changes in the industry, location is still important. A hotel located on a little-used highway is not likely to do very well, even if it offers superior service and amenities. However, although location remains highly important, other factors matter. Travelers used to take it for granted that hotel service would vary significantly depending on location, but this is no longer the case.

#### 2) Global outlook

Even small, locally owned hotels need to be able to compete on an international basis to be successful. Tourists deciding where to take their next vacation can choose from destinations all over the world, and can easily research the quality of local hotels when making their selection. If a hotel tries to compete solely on price and location while a nearby competitor also emphasizes creating a quality experience for the customer, then visitors will go to the latter. Hotel owners need to be aware of what hotels all over the world are doing to attract new customers and earn their loyalty.

#### 3) Quality management

Quality management is multifaceted and goes beyond the concept of customer service to include additional factors such as employee satisfaction and involvement. A single random interaction with a hotel employee can make the difference between a satisfied customer, an impressed customer or a customer who goes online and writes a bad review about his hotel experience. By concentrating on employee satisfaction as well as customer service, a

hotel can increase the likelihood that all its employees will provide excellent customer service as well.

#### 4) Flexibility

Flexibility is a key factor in quality management as well as being a critical success factor for the hotel industry. Customers can have completely different expectations of a hotel, so managers need to be given the authority to make decisions to accommodate them when possible. A manager hampered by an inflexible set of policies may be unable to fix a customer problem and earn that customer's loyalty and good word of mouth in the future. A manager with the authority to make exceptions when appropriate is in a much better position to turn a situation around and earn a good reputation for customer service and high quality.

In additional, Melia (2010) studied “the critical success factors and performance and measurement: A hospitality contexts”. Results presented “providing a sustainable competitive advantage, the critical success factors must measure and benchmark against the competitor and therefore should be part of the performance measurement process”. Although it was evident from the research that some critical success factors were unique to each operation, the research identified the following four critical success factors as being common to small and medium-sized hotels consist of;

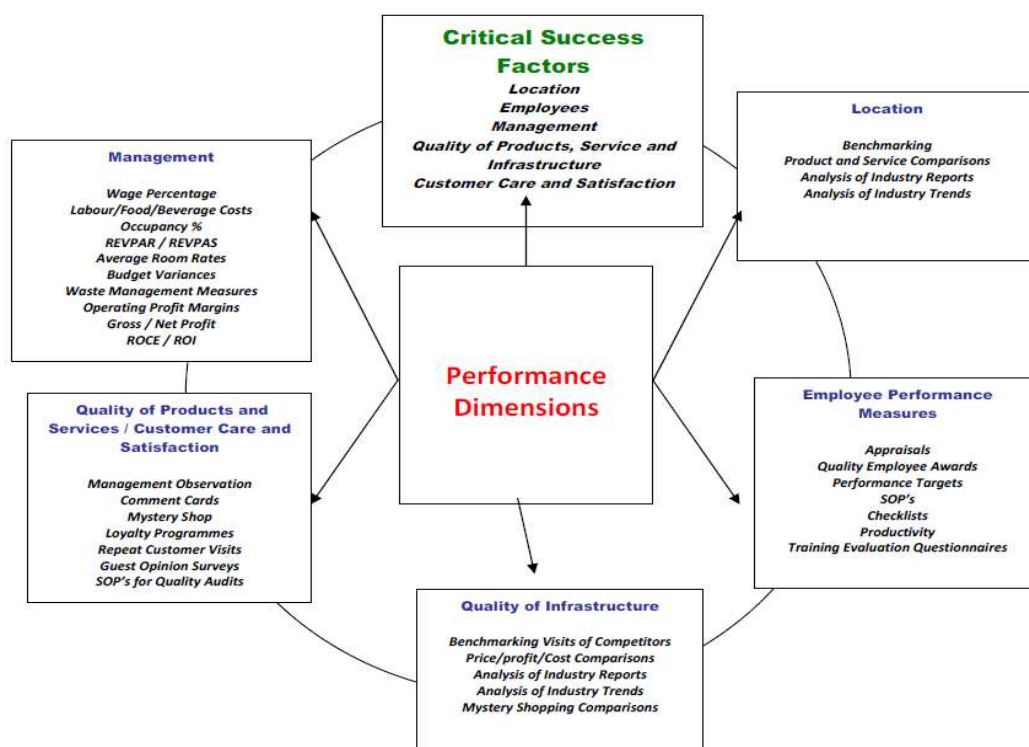
- 1) The quality of the infrastructure and products of the hotel;
- 2) The location of the property;
- 3) The high rate of customer care and satisfaction that the establishment provides; a
- 4) The staffs that provide the services in the hotel.

It would appear that these factors are important to hotel operators in evaluating their own operation against their competitors. Hoteliers compare themselves with their competitors in terms of the quality of their hotel and the products they provide. It was evident from the research that where operators measured competitors, they measured the competitors' product range, service and standard of property. The second critical success factor, location, is perceived to be a unique selling proposition, particularly if the location of one property gives competitive advantage over another property. For example, a location providing services such as adequate parking, ease of access or situated close to city, airport, conference center or resort has a

competitive advantage over a hotel where the location cannot provide these services. The third critical success factor of high levels of customer care and satisfaction are considered to be important for repeat business and customer retention. The participants considered this factor to be critical because in a service industry where repeat business and customer loyalty is paramount, to be customer focused facilitates survival and growth. Finally as it is the staffs that provide the quality of the products and services in hotels, the staffs have been identified as a critical success factor across all the hotels in the primary research. The research indicated that the staffs are critical to all aspects of operations.

This commonality of critical success factors could have been expected that different hotels had different success factors that were unique to their own operation. This commonality is a significant finding and suggests that critical success factors can be included in a hotel specific model for performance measurement. A model of performance measurement for the critical success factors identified in the literature and the primary of Delta Melia's research presented in figure 2.1 as below;

Figure 2.1 A structured model of performance measurement



Source: Melia (2010, p. 16)

However, the research also highlighted that, in general, the measurement of the performance of many critical success factors was limited. Critical success factors are perceived to affect the performance of small and medium-sized hotels and these critical success factors need to be measured to assess their contribution to performance management. It is apparent from the research that the hotel operators are making limited links between critical success factors and performance measurement even though the hotel operators do measure some critical success factors such as customer satisfaction and employee performance and benchmark other factors such as service, standard of property and products with their competitors. This limited consideration of critical success factors is likely to impact on business success. This may be due to the complexity of the measurement of some of these factors; however, it is also likely to be another reflection of the simplistic approach to performance measurement that has been established by this research.

According to Hua (2009), “the critical success factors in China’s budget hotel operations and development from the perspective of various stakeholders including customers, industry professionals, government authorities, and hotel investors”, the finding of this study presented that the important factor to achieve in budget hotel in China was to understand the differences in CSFs. Results presented that service quality was the priority that customer concern indicating service quality was still the core customer expectation in China’s budget hotel market. While all five dimensions of CSFs (i.e. physical product, service quality, price, promotion, and location) were deemed important by the industry professional, government authority, and hotel investor, the sequence of importance differed substantially among these groups.

In addition, Brotherton (2004) studied about Critical success factors in UK budget hotel operations. This study explores the nature of critical success factors (CSFs) in UK budget hotel operations through a questionnaire survey designed to ascertain the relevance and importance of a range of factors referred to as critical in the extant academic and trade literature. From a usable sample of 239 questionnaires the results show that budget hotel unit managers from the leading brands largely agree with the criticality of the factors stated in the literature, this being verified via the independent t-test and reliable analysis results that show most of the CSFs to be highly statistically significant ( $p < 0.001$ ) and the set of CSF items to be consistent

( $\alpha=0.9360$ ). The data analysis, via principal components analysis, also facilitates the creation of a parsimonious model that identifies two dimensions and five CSFs as being the “most critical”.

### **2.2.3 Improvement of Critical success factors**

Lotich (2013) mentioned about 12 steps to implementing a quality management system which the key success factors of the organizations have figured out that customer satisfaction has a direct impact on the bottom line. Creating an environment which supports a quality culture requires a structured, systematic process. The following are steps to implementing a quality management system that will help to bring the process full circle. Steps to creating the successful organizations consist of;

#### **1) Clarify vision, Mission and Values**

Employees need to know how what they do is tied to organizational strategy and objectives which makes it important that all employees understand where the organization is headed (its vision), what it hopes to accomplish (mission) and the operational principles (values) that will steer its priorities and decision making. Having a process to educate employees during new employee orientation and a communication process to help ensure that the mission, vision and values is always in front of the people is a major first step.

#### **2) Identify Critical Success Factors (CSF)**

Critical success factors help an organization focus on those things that help it meet objectives and move a little closer to achieving its mission. These performance based measures provide a gauge for determining how well the organization is meeting objectives. Some example CSFs such as Financial Performance, Customer Satisfaction, Process Improvement, Market Share, Employee Satisfaction, Product Quality, etc.

#### **3) Develop Measures and Metrics to Track CSF Data**

Once critical success factors are identified, there needs to be measurements put in place to monitor and track progress. This can be done through a reporting process that is used to collect specified data and share information with senior leaders. For example, if a goal is to increase customer satisfaction survey scores, there should be a goal and a measure to demonstrate achievement of the goal.



#### 4) Identify Key Customer Group

Every organization has customers and understanding who the key customer groups are is important so that products and services can be developed based on customer requirements. The mistake a lot of organizations make is not acknowledging employees as a key customer group. Example Key Customer Groups consist of employees, customers, suppliers, vendors, volunteers, etc.

#### 5) Solicit Customer Feedback

The only way for an organization to know how well they are meeting customer requirements is by simply asking the question. There should be a structured process to solicit feedback from each customer group in an effort to identify what is important to them. Organizations often make the mistake of thinking they know what is important to customers and ask the wrong survey questions. This type of feedback is obtained through customer focus groups.

#### 6) Develop Survey Tool

Next develop a customer satisfaction survey tool that is based on finding out what is important to customers. For example, customers might care more about quality than cost but if you are developing a product and trying to keep the cost down and skimping on the quality, you are creating a product that might not meet the needs of the customer.

#### 7) Survey Each Customer Group

Each customer group should have a survey customized to their particular requirements and they should be surveyed to establish baseline data on the customers' perception of current practice. This provides a starting point for improvements and demonstrates progress as improvement plans are implemented.

#### 8) Develop Improvement Plan

Once the baseline is established you should develop an improvement plan based on customer feedback from each group. Improvement plans should be written in SMART goals format with assignments to specific staff for follow through. Goals May Include some of the following:

- (1) Process improvement initiatives, such as: customer call hold times
- (2) Leadership Development: Walk-the-Talk

(3) Management Training/Development: How to manage employees in a quality environment

(4) Staff Training/Development: Customer Service

(5) Performance Management: Setting expectations, creating job descriptions that support the vision and holding staff accountable.

9) Resurvey

After a period of time (12-18 months), resurvey key customers to see if scores have improved. Customer needs and expectations change over time so being in-tune to changing needs and expectations is critical to long-term success.

10) Monitor CSF

It is important to monitor CSF monthly to ensure there is consistent progress toward goals. This also allows for course correction should priorities and objectives change during the review period.

11) Incorporate Satisfaction Data into Marketing Plans

Once you've achieved some positive results with your satisfaction data, use it as a marketing tool! A lot of successful organizations miss the boat by not letting others know what they do well. Customers want to know how an organizations internal processes work especially if those process help to deliver an outstanding product or service.

12) Technology

Make sure technology is user-friendly and supports targeted improvements. For example, a website should be easy to navigate as well as easy to find (SEO) and the content should be easy to understand.

Make sure employees understand the vision as well as their role in supporting it. Look for ways to ensure that all internal processes are standardized and that employees receive the training to understand the standardization. Successful quality initiatives require ongoing Senior Leadership sponsorship and support through structure, process and staff transitions. Designated resources are also critical in supporting these endeavors.

### 2.3 Related Research

The study about “The Critical Success Factors” had been studied by various researchers and conducted in several ways. Table 2.5 presented the literature of CSFs of The concept of critical success factors was studied by several researchers as presented in Table 2.5 below;

Table 2.5 The Study of the Critical Success Factors

<b>Researcher</b>	<b>Year</b>	<b>Literature</b>
<b>Michael Ottenbacher</b>	2003	“Successful new service development: a study of the hotel industry in Germany”
<b>Bob Brotherton</b>	2004	“CSFs in UK budget hotel operations”
<b>Jack Teo, Grace Chia and Marilyn Khoo</b>	2004	“Size Really Does Matter (When You’re Small): The CSFs behind Boutique Hotel in Singapore”
<b>I Venter and CE Cloete</b>	2007	“a framework for successful hotel development”
<b>W. Hua et .al.</b>	2009	“the CSFs in China’s budget hotel operations and development from the perspective of various stakeholders including customers, industry professionals, government authorities, and hotel investors”
<b>DettaMelia</b>	2010	“the CSFs and performance and measurement: A hospitality contexts”
<b>Abdul Aziz Abdullah</b>	2012	“internal success factor of hotel occupancy rate”
<b>Ashfaque Ahmed</b>	2013	“Identification of CSF during ERP”
<b>Ho, Chia-Hui</b>	2013	“Key success factors in service innovation of hotel enterprises in Taiwan”
<b>Robert T. Y. Wu</b>	2013	“CSFs in Taiwan international tourist hotel”
<b>Walid Youssef Montasser</b>	2013	“TQM critical success factors in hospitality Industry and their impact on Customer Loyalty, a theoretical Model”

While, Ottenbacher (2003) studied about Successful new service development: A study of the hotel industry in Germany. The findings of this study suggested that a successful outcome in NSD was the result of managing numerous aspects competently and in a balanced method. The success determinants reviewed into four groups: (1) product-related, (2) market-related, (3) process-related and (4) organizational-related. Key success factors relate especially to the market and organizational dimensions, while most factors of the process dimensions influence the performance of new hotel service projects. The factors in employee management were primary importance and had a strong impact on NSD performance. There were strategic human resource management, behavior-based evaluation, empowerment and training of employees. Most accomplishment factors have been found in previous NSD studies confirmed, while some factors have been partly confirmed or not confirmed at all for the hotel sector. The findings of this study demonstrated and empirically confirmed that employee management is an important aspect in NSD. Furthermore, these results contribute academically and some useful managerial implications can be drawn from the findings.

Teo et al.,(2004) studied about Size Really Does Matter (When You're Small): The Critical Success Factors behind Boutique Hotels in Singapore. A "shakeout" has occurred in the hotel business in Singapore. Once, the Singapore tourism industry has started to show signs of maturity as tourist arrivals have dipped, lengths of stay have decreased and spending figures have declined. The figures for 1997 are expected to be even lower as the Asian contagion cuts into tourist arrivals for the 3rd and 4th quarters of 1997. Hotel owners who did not heed the early warning signs continued to surge ahead with the opening of new hotels. That surge has now turned into a glut. Faced with falling occupancy rates, an increasing number of hotel owners have had no choice but to convert their hotels into condominiums, serviced apartments and office buildings. Against this backdrop of oversupply and declining tourist arrivals, one sector of the hotel industry beckons to the astute entrepreneur. This is the category of the "boutique" hotel. No exact definition of a "boutique" hotel exists and it is not possible to classify such hotels according to the list of services which they provide. The similar characteristic which all such hotels share is their small size and low staff-to-guest ratio which enables them to provide personalized service and awareness to customers. No longer do hoteliers "think big". The catch phrase now is "small is beautiful". The aim of this study is to identify the reasons behind the success of boutique hotels;

what exactly is their appeal to guests and whether opportunities still exist for more such hotels to be set up in Singapore.

Venter and Cloete (2007) studied a framework for successful hotel development. Although there are similarities between hotel and other commercial property developments, hotel development has unique characteristics and requires specific management expertise. Hotels are usually 'single-use' properties, whose primary revenue is generated from a service-based industry. They have a market value instantly connected to their ability to generate future revenue by means of their operations. The essence of successful hotel property development lies in understanding these unique characteristics. Various critical success factors for hotel development are identified in this article, and incorporated into a hotel property development framework, establishing a practical 'road map' for successful hotel developments. The validity of the proposed hotel property development framework has been assessed by intensive direct interviews with hotel development professionals. Hotel development success requirements could be summarized as a combination of marketing, economics, location, enterprise, professional team, planning and design, and construction factors. Hotel property development offers ample opportunity for further research, it is recommended that the topic of hotel property development be further investigated, with special emphasis on the validation of the critical success factors for hotel development in practice and the establishment of an industry barometer for hotel success.

Abdullah (2012) studied internal success factor of hotel occupancy rate. The rapid economic growth in Malaysia has had positive impact on the hospitality sector of the country. This sector is one of the significant contributors to the nation's GNP. To meet the growing demand of hospitality industry, owners have been actively upgrading hotels and resort. Nonetheless, to be able stay competitive in the industry, it is crucial for hotel operators to consistently improve their internal factors towards achieving successful occupancy rate, as it is the yardstick to improve revenue. The first objective of this study is to determine the internal success factors that have the greatest impact on the hotel occupancy rate. The other objective is to suggest recommendation to improve the occupancy rate. Cross-sectional survey was applied to 200 respondents where only 135 questionnaires were returned. The overall finding of this study suggests that the success of hotel operation depends on how well hotel are able to fulfill and meet customers' expectation. Invariably, exceeding these expectation will lead to customer satisfaction.

Further this study provides some insights and invaluable information in the management of the hotel industry. With this regard, hotel owners will be able to improve their current method of operation and management of hotels. It is envisaged that this study serve as reference for future research in the hotel industry. This research found as follow;

1) Customer's satisfaction are identical as findings showed that factors such as; cleanliness and housekeeping in good condition, convenient location, Internet facilities, reasonable room price and online booking facilities have positive- relationship in meeting customers' expectations and fulfilling their thirst for satisfactions.

2) The correlation coefficient analysis for customer satisfaction and hotels success factor due to service, food, promotion and price has shown that all four factors had strong, positively correlated relationship.

3) Another correlation coefficient analysis was conducted on other factors which were the cleanliness, excellent housekeeping, reliable security system, clear, accurate and reliable information provided by the hotel and a wide selection of food and beverages. The result again showed a positive correlated relationship between the controlling variable and the factors. This has further proven that customer satisfaction was crucial in determining hotels successful occupancy.

Chia-Hui (2013) studied "Key success factors in service innovation of hotel enterprises in Taiwan". Innovation is regarded as the key source of competitiveness that it is required for reducing costs or enhancing quality competitiveness in tourism industry (Chia-Hui, 2013). While accommodation was the center in service of hotel, the key business was visitors' direct perception of convenient facilities and considerate service value, which was the key factors in visitors assessed the accommodation quality. Following the unknown remark in Delphi Method, the specialists' opinions were requested, fulfilled, and revised for the reliable thoughts making the key success factors of Organization-oriented, Service-oriented, Market-oriented, and Procedure-oriented in Service Innovation of hotel enterprises. To apply those factors as the dimensions to AHP, the consequent criteria were classified for the AHP questionnaire. The targets were general hotels in Taipei City, Taichung City, and Kaohsiung City, 300 questionnaires were distributed to the sampled hotels, and 163 valid ones are retrieved, with the retrieval rate 54%.

The findings presented that Market-oriented (weighted 0.383), about 38.3% of the overall weight, as the mostly emphasized dimension, followed by Service-oriented (weighted 0.259), Organization-oriented (weighted 0.216), and Procedure-oriented (weighted 0.142). It seems that market-oriented was mostly emphasizing for Service Innovation of hotel enterprises in Taiwan.

Wu (2013) studies critical success factors in Taiwan international tourist hotel. The purpose of this study is to explore a feasible and comprehensive critical success factor (CSF) construct for Taiwan international tourist hotels to improve their competitive advantage. The earliest application of the critical success factors began in the Information Systems (IT) field, and later extended into management. In hospitality, began to use the CSF approach in designing hotel information systems. Since then, many hospitality based CSF studies were conducted, with diverse objectives, foci, context and results. CSFs are the factors that must be accomplished for the company to achieve the overall goals. Since international tourist hotels in Taiwan are facing severe competition both nationally and internationally, the application of the CSF approach can provide feasible and comprehensive guidelines for successful management.

This study employed document analysis as the main research method. A review of the related literature was conducted for analyzing the contents of CSFs in Taiwan international tourist hotels. The results showed that incorporating internal CSFs with external CSFs, the final CSF construct is formed. According to the previous research on the CSFs for the hotel industry, the internal CSFs should at least include correct and well-organized reservation system, enquiry handling, pricing, yield and profit, attention to detail, diary/reservation management, flexibility of facilities, quality of facilities, staff development, morale & royalty, guest accommodation, consistent quality, staff training, staff attitude and appearance, quality of food & drink, high level of service, improved sales, cleanliness & hygiene, attractiveness of facilities, customer safety, quality of staff, range of facilities, marketing & sales, quality of sales team, competitor intelligence, client database, effective advertising, minimizing food wastage, using efficient production methods, use of standards & procedures, maintaining high hygiene standards, staff skills & training, planned maintenance program, effective cleaning regimes, guest safety, laundry quality & efficiency, prompt payment of all money and accurate financial reports.

From the literature review, the researcher summarized the critical success factors that are influent toward the success of the medium-sized independent hotels by applied related theories and consistence approaches of critical success factors for this research. And, those factors were consisted of physical product, service quality, price, promotion, location and activities.



## **CHAPTER 3**

### **METHODOLOGY**

This study was conducted with a mix method and focused consistently on the objectives of identifying the level of CSFs and success towards medium-sized independent hotels in Phuket. It was the descriptive research which collected the primary data from the sampling group by surveying research method. This chapter discussed the research methodology in the following order;

- 3.1 Population, sampling group and sampling method
- 3.2 Research instrument
- 3.3 Pretest of the survey instrument
- 3.4 Data collection
- 3.5 Data Analysis – Statistics use to analyze the data

#### **3.1 Target Population, sampling group and sampling method**

##### **3.1.1 Target Population**

The population of this research was guests of medium-sized independent hotels in Phuket. Additional, the number of rooms was ranged from 50 to 200 as well as the room price was not more than 3,000 Baht per night. As there was no statistics published and identified the total number of medium-size independent hotel, therefore, population was drawn from the directory of Thai Hotel Association (THA) and the Tourism of Authority of Thailand (TAT), Phuket branch, which was retrieved in January 2015; only hotels, resorts and condominiums were selected from this database, excluded other accommodations such as bungalows, guesthouses and hostels. However, there were lower database from both sources. Hence, researcher found more hotels' database was retrieved from tripadvisor.com and there were approximately 400 medium-sized independent hotels. The targets were drawn from an almost infinite population which cannot be numbered specifically due to the high numbers of medium-sized independent hotels, guests and the timely fluctuations of their customer numbers.

### 3.1.2 Sampling group

As the population sampling base cannot be specific, the researcher calculated the sampling group using the approach for non-specific population in accordance with the formula of Cochran (1977) at 5% of error and the significant levels at 0.05

Formula

$$N = \frac{P(1-P)(Z)^2}{(e^2)}$$

N = sample size

P = the estimated proportion of an attribute that is present in the population

e = the acceptable sampling error

Z = the desired confidence level 95%

The sampling group of this research was random at 50% of the total population and the reliability at 95%, which Z value equal 1.96 and the error value of the random sampling at 0.05

$$N = \frac{(0.05)(1-0.05)(1.96)^2}{(0.05^2)}$$

N = 384.16

The total sampling group is 384.16 persons so for the reliability and the convenience in collection and analysis the researcher will assign the sampling group equal to 400 respondents.

### 3.1.3 Sampling method

The method of this research was the non-probability sampling using the quota and accidental random sampling method. The two steps for sampling were presented as below;

*First step:* The quota sampling; there was a number of the medium-sized independent hotels rather than 400 hotels in many locations in Phuket. Therefore, researcher selected the medium-sized independent hotels separate by locations and selected a total of 30 hotels under the condition of well-known locations and generated the highest tourist area, details as the Table 3.1;

Table 3.1 Number of population and sampling groups

Location	Number of medium-sized independent hotels in	Number of medium-sized independent hotels in	Number of population
	Phuket (Hotel)	Phuket Sampling (Hotel)	sampling group (People)
1. Muang Phuket	30	5	86
2. Patong Beach	202	10	142
3. Kata Beach	78	6	80
4. Karon Beach	76	6	64
5. Kamala Beach	14	3	28
<b>Total</b>	<b>400</b>	<b>30</b>	<b>400</b>

*Second step:* The accidental sampling method, the researcher selected non-specific samples from medium-sized independent hotels, and chose the number of rooms which was ranged from 50 to 200 as well as the room price was not more than 3,000 Baht per night.

### 3.2 Research Instrument

#### 3.2.1 Research Instrument

The instrument for data collection was the questionnaire. The questions were developed in accordance with the objectives and conceptual framework of this study. Additional, questionnaires were prepared in bilingual version, English and Thai and divided into 4 parts as follows:

##### *Part 1: Personal Characteristic*

This part gathered personal characteristics of respondents with closed-ended questions with the nominal scaling methods. The questions in part 1 consist of 6 items relating to personal information as following;

1. Gender
2. Age
3. Marital Status
4. Highest Education
5. Occupation

## 6. Average Income.

### *Part 2: Perspective of respondent toward CSFs*

The second part conduct data the opinions of critical success factors (CSFs) that influence medium-sized independent hotels. The respondents' opinions in part 2 were to search for clarifications of the objective of this research in objective 1.3.1 which was presented as identifying the levels of Critical Success Factors that influent impact the success of medium-sized independent hotels. This part focused on the six factors creating the CSFs such as 1) Physical product, 2) Productivity and Quality, 3) Price, 4) Promotion, 5) Place and 6) Activities. Each factor question required level responses to six areas, totaling thirty responses as present in table below;

Table 3.2 List of CSFs of medium-sized independent hotel

<b>Items</b>	<b>CSFs Statements</b>
Physical product	<ol style="list-style-type: none"> <li>1. Standardized hotel design</li> <li>2. Size of guest bedroom and comfort level</li> <li>3. Added-value facilities in guest rooms</li> <li>4. Security system makes customer feel safe</li> <li>5. Enough parking area</li> </ol>
Productivity and Quality	<ol style="list-style-type: none"> <li>6. Operational flexibility / service efficiency</li> <li>7. Responsiveness to customer demands</li> <li>8. Hygiene and cleanliness</li> <li>9. Provision of all kinds of amenities</li> <li>10. Personnel in the hotel are courteous/friendly</li> </ol>
Price	<ol style="list-style-type: none"> <li>11. The price offered by this hotel is reasonable</li> <li>12. The price offered by this hotel is attractive</li> <li>13. Value for money accommodation</li> <li>14. Offers a special price to their regular customer</li> <li>15. The price offered by this hotel is justified by the services provided</li> </ol>

Table 3.2 Continued

Items	CSFs Statements
Promotion	16. Campaign conducted by the hotel stated clearly the services provided 17. Attractive advertising or promotions 18. Benefits for members 19. Promotions by this hotel is appealing and impressive 20. The hotel is sincere and customer receives what shown in the pamphlets and advertisements
Place	21. Size of hotel network 22. Geographic coverage of hotel network 23. Central sales/reservation system 24. Convenient locations 25. Convenient transportation with signs
Activities	26. Activities available at the hotel e.g. swimming, trim, sport club, spa, solarium, etc. 27. The variety of sea activities service e.g. scuba diving, snorkeling, sailing, scooter, jet ski, etc. 28. The availability of activities service 29. Hotel provides trainer and beach guard for take care all activities. 30. Playing area for children

The questions in part 2 were close-ended responses using degreed scales of 5 levels of rating. This scaled format was used to measure the level of the respondent's opinion, applied from Likert theory (Likert, 1967) which range as follows;

## Interval Scale Level of Opinion

- 5 Strongly agree
- 4 Agree
- 3 Fair
- 2 Slightly agree
- 1 Disagree / Very low

*Part 3: Perspective of respondent toward the success of hotel business*

The third part was opinion of the success of medium-sized independent hotels in Phuket. The respondents' opinions aimed searching for the clarifications the objective of this research in objective 1.3.2 which was presented as investigating the levels of the successful of the medium-sized independent hotels. There were seven close-ended questions; the structured questionnaires were base on the seven dimensions of the successful of hotel business as shown in Table 3.3 as following;

Table 3.3 Lists of the successful of hotel business

Items	The statements of the successful of hotel
1.	The customers' loyalty / repeat service
2.	The customer suggest to other persons
3.	The hotel have a reliable in customer view
4.	The customer reserve the room in long period
5.	The hotel is grown up and expand
6.	The hotel has developed which of the balance in all direction
7.	The customer has impression in the service

Responses used degreed scales of 5 levels of rating. This scaled format was used to measure the level of the respondent's opinion, the scale applied from Likert theory (Likert, 1967) as following;

## Interval Scale Level of Opinion

- 5 Strongly agree
- 4 Agree

- 3 Fair
- 2 Slightly agree
- 1 Disagree / Very low

*Part 4* : The questionnaire contained open-ended questions to provide the opportunity for respondents to express their opinions more fully and submit recommendations and suggestions.

### 3.2.2 Develop and examine the research instruments.

The questionnaire was the research instrument which became the means for developing and examining concepts in detail, in such ways that:

3.2.2.1 The researcher explored other related studies and theories concerning to the CSFs model, then developed and examined those to the questionnaire.

3.2.2.2 The researcher developed the questions in the questionnaire according to the objectives and variables of this research.

3.2.2.3 Examine the reliability of the questionnaire by sampling it among a trial group of 30 persons. The returned questionnaire resulted in Cronbach's Alpha Coefficient rating of more than 0.70 (Nunnally, 1978) are considered as acceptable. In additional, the Cronbach's Alpha of the questionnaires equal to 0.956.

3.2.2.4 Amend the questions according to the Cronbach's Alpha Coefficient.

### 3.3 Pretest of the Survey Instrument

In order to test the reliability and validity of the questionnaire, a pilot test was distributed to 30 respondents of medium-sized hotel. Additional, 30 feedback questionnaires returned. Cronbach's Alpha value in the 0.70 are considered as acceptable and those reliability values less than 0.60 are considered to be poor (Sekaran, 1992).It can be summarized the Cronbach's Alpha Coefficient in pre-test of the questionnaire as shown in Table 3.4.

Table 3.4 Pre-test reliability calculations using the Cronbach's Alpha Coefficient

Reliability Statistics	
Cronbach's Alpha	N of Items
0.956	37

In terms of Part 2 and part 3 of these questionnaires, there were pre-test and post-test reliability calculations using the Cronbach's Alpha Coefficient which the results found that: part 2 of questionnaire presented the Cronbach's Alpha Coefficient in pre-test and post-test equal to 0.939 and 0.897. And part 3 presented as 0.902 and 0.842. Therefore, the questionnaire can be used as an instrument to collect data for this research. It can be summarized the Cronbach's Alpha Coefficient in pre-test and post-test of these 2 parts as shown in Table 3.5.

Table 3.5 Pre-test and Post-test reliability calculations using the Cronbach's Alpha Coefficient

Reliability Statistics		
Item	Cronbach's Alpha (Pre-test)	Cronbach's Alpha (Post-test)
Item in Part2	0.939	0.897
Item in Part3	0.902	0.842

### 3.4 Data Collection

In this study, the research's procedure had mostly collected the data by using the quantitative method. Therefore, the questionnaires had been distributed to the target group by hands as well as asking the hotels' owner or manager permission for collecting data from their customers, and proffered credentials and purposed to potential respondents when requesting participation in completing the questionnaire. The researcher explained the research objectives to the sampling group in order to guide and let them have a better acknowledge and understand to the aims of this research, so that truthfulness and accuracy of responses were better achieved.

### 3.5 Data Analysis – Statistics used to analyze the data

For this research, the researcher analyzed the data by using the Statistical Package for the Social Sciences (SPSS) for Windows Release. The statistic for analysis in each part shown as below;

3.5.1 The questionnaire in part 1: descriptive statistics was used to analyze data which consists of frequency and percentage.

3.5.2 The questionnaire in part 2 and part 3: descriptive statistics was used to analyze data which consists of Mean ( $\bar{X}$ ) and Standard Deviation (S.D.)



The researcher analyzed the data based on the interval level according to Best and Kahn (Best and Kahn, 1993) as follows:

$$\begin{aligned} \text{The interval level} &= \frac{(Max - Min)}{(n)} \\ &= \frac{(5 - 1)}{(5)} \\ &= 0.80 \end{aligned}$$

Mean Scores	Level of Opinion
4.21 – 5.00	Strongly agree
3.41 – 4.20	Agree
2.61 – 3.40	Fair
1.81 – 2.60	Slightly agree
1.00 – 1.80	Disagree / Very low

3.5.3 Part 4 additional recommendations and suggestions: descriptive report format were undertaken in order to describe the customer's perspective.

3.5.4 Hypothesis research analysis made by using the inferential statistics measurement of the linear correlation between two variables by Pearson Product Moment Correlation Coefficient, with a statistical significant level 0.05.

The interpretation of Pearson Product Moment Correlation Coefficient was valued in  $r_{xy}$  between  $-1 \leq r \leq 1$  which is informing the level, or relationship degree, between two variables. Correlation coefficient value is close to -1 or 1 implied that two variables are in high relationship level. If the correlation coefficient range is 0 it is implied that two variables are less level, or no correlation, and divided the correlation between variables as follows: (Hinkle, William, and Stephen, 1998)

$r$ value	Correlation level
0.90 – 1.00	Very high
0.70 – 0.90	High
0.50 – 0.70	Moderate
0.30 – 0.50	Low
0.00 – 0.30	Very low

## CHAPTER 4

### RESULT

This chapter focuses on the results of the quantitative survey of this study. This study aims to investigate the critical success factors of medium-sized independent hotels in Phuket in order to identify the important factors to reach the achievement in hotel business. The researcher had conducted the research survey consistent with the research methodology in chapter 3 by collecting the questionnaires in the sampling among 400 persons which got it back in 100%. The questionnaires had been distributed to the target group by hands. In addition, the researcher explained the research objectives to the sampling group in order to guide and let them have a better acknowledge and understand to the aims of this research, so that truthfulness and accuracy of responses were better achieved.

The questionnaire consists of 4 sections: respondents' characteristic, customers' opinion toward CSFs, customers' opinion toward the successful of hotel business and additional recommendation and suggestion. The results are presented and illustrated through tables. After received the data, the researcher had checked the completeness, running number, record the data obtained from questionnaire in Statistical Package for the Social Sciences for Windows Release (SPSS) and analyzed data which the results presented as the follow:

4.1 Personal Characteristic of Respondents

4.2 The result of customers' opinion toward the critical success factors (CSFs) that influence to medium-sized independent hotels.

4.3 The result of customers' opinion toward the successful of medium-sized independent hotels in Phuket.

4.4 The result of hypothesis test

4.5 The additional recommendation and suggestion

#### 4.1 The result of personal characteristic of respondents

In order to investigate the personal characteristic of respondents, the data had been analyzed by using frequency and percentage statistic, the results were presented in table 4.1.

Table 4.1 presented the characteristic of the respondents; the majority of the respondents were female (264 or 66%) and male (136 or 34%).

The ages of respondents were not over 20 years old (5 or 1.25%), 21-30years (155 or 38.75%), 31-40 years (204 or 51%), 41-50 years (26 or 6.5%), 51-60 years (6 or 1.5%) and more than 60 years old (4 or 1%) accordingly.

In term of marital status, the majority of respondents were single (256 or 64%) followed by married (128 or 32%) and separated/divorced/widowed (16 or 4%).

In term of educational attainment, the respondents who graduated in lower than Bachelor degree (26 or 6.5%), graduated in Bachelor degree (271 or 67.75%) and Master degree or higher (103 or 25.75%).

In term of occupations, the majority of respondents were employee (168 or 42%), followed by self-employed/ entrepreneur (121 or 30.25%); government (61 or 15.25%) and farmer/ several (36 or 9%) and student (10 or 2.5%) and retired with only 4 or 1%.

With regard to the average income of the respondents, the result illustrated at table 4.1 presented that respondents had average income less than \$1,500 (270 or 67.5%), between \$1,501- \$3,000(99 or 24.75%), \$3,001- \$4,500(18 or 4.5%), \$ 4,501- \$6,000(5 or 1.25%) and more than \$6,000 (8 or 2%) per month.

Table 4.1 Personal Characteristic of Respondents.

Personal characteristic of respondents	Frequency (N = 400)	Percentage
1. Gender		
Male	136	34.00
Female	264	66.00
2. Age		
Not over 20 years old	5	1.25
21-30 years old	155	38.75
31-40 years old	204	51.00
41-50 years old	26	6.50

Table 4.1 Continued

Personal characteristic of respondents	Frequency (N = 400)	Percentage
51-60 years old	6	1.50
More than 60 years old	4	1.00
3. Marital Status		
Single	256	64.00
Married	128	32.00
Separated/Divorced/Widowed	16	4.00
4. Highest education		
Lower than Bachelor degree	26	6.50
Bachelor degree	271	67.75
Master degree or higher than	103	25.75
5. Carrier		
Self-employed/ Entrepreneur	121	30.25
Employee	168	42.00
Students	10	2.50
Government	61	15.25
Retired	4	1.00
Farmer/several	36	9.00
6. Average Income		
Less than \$1,500	270	67.50
\$1,501- \$3,000	99	24.75
\$3,001- \$4,500	18	4.50
\$ 4,501- \$6,000	5	1.25
More than \$6,000	8	2.00

#### **4.2 The result of customers' opinion toward the critical success factors (CSFs) that influence to medium-sized independent hotels.**

In order to identify the levels of critical success factors that influent toward the success of medium-sized independent hotels, the respondents were asked to rate 5 dimensions of critical success factors consists of strongly agree, agree, fair, slightly agree, and disagree / very

low. The data had been analyzed by using statistic of minimum, maximum, mean ( $\bar{X}$ ), Standard Deviation (S.D.), which the results as presented in table 4.2 - 4.8.

Each critical success factors, the results as shown in table 4.2 revealed that the overall of critical success factors were agreed by the respondents ( $\bar{X} = 4.06$  and S.D. = 0.55). Additionally, the respondents were strongly agreed that productivity and quality was the most important factor toward hotel business ( $\bar{X} = 4.32$  and S.D. = 0.60) followed by price ( $\bar{X} = 4.18$  and S.D. = 0.66), physical product ( $\bar{X} = 4.18$  and S.D. = 0.65), place ( $\bar{X} = 4.01$  and S.D. = 0.63), promotion ( $\bar{X} = 3.98$  and S.D. = 0.70), and activities ( $\bar{X} = 3.72$  and S.D. = 0.71) were agreed respectively. The Cronbach's alpha coefficient of the critical success factors equal 0.897.

Table 4.2 Customers' opinion toward the critical success factors that influence to medium-sized independent hotels.

The critical success factors	Min	Max	$\bar{X}$	S.D	Level of opinion
1. Physical product	2	5	4.18	0.65	Agree
2. Productivity and Quality	3	5	4.32	0.60	Strongly agree
3. Price	2	5	4.18	0.66	Agree
4. Promotion	2	5	3.98	0.70	Agree
5. Location	2	5	4.01	0.63	Agree
6. Activities	2	5	3.72	0.71	Agree
<b>Overall</b>	-	-	<b>4.06</b>	<b>0.55</b>	<b>Agree</b>

In term of Physical Product Factor, five statements were asked to indicate the level of customers' opinion that influence to medium-sized independent hotels. Table 4.3 shown that the respondents' agreement drew to the attribute which presented as security system makes customer feel safe ( $\bar{X} = 4.30$  and S.D. = 0.80), followed by bedroom's size and level of comfort ( $\bar{X} = 4.25$  and S.D. = 0.72). The attribute which the customers less concerned were the standardized hotel design ( $\bar{X} = 4.18$  and S.D. = 0.63), followed by added-value facilities in guest rooms ( $\bar{X} = 4.18$  and S.D. = 0.76), and enough parking area ( $\bar{X} = 4.00$  and S.D. = 0.87), respectively. The Cronbach's alpha coefficient of the critical success factors equal 0.906.

Table 4.3 Customers' opinion toward the Physical Product factor that influence to medium-sized independent hotels.

Physical Product factor	Min	Max	$\bar{X}$	S.D	Level of opinion
A1: Standardized hotel design	2	5	4.18	0.63	Agree
A2: Bedroom's size and level of comfort	2	5	4.25	0.72	Strongly agree
A3: Added-value facilities in guest rooms	2	5	4.18	0.76	Agree
A4: Security system makes customer feel safe	2	5	4.30	0.80	Strongly agree
A5: Enough parking area	2	5	4.00	0.87	Agree
<b>Overall</b>	-	-	<b>4.18</b>	<b>0.65</b>	<b>Agree</b>

In term of Productivity and Quality Factor, five statements were asked to indicate the level of customers' opinion that influence to medium-sized independent hotels. The result presented in table 4.4 shown the customers' agreement drew to the attribute which presented as hygiene and cleanliness ( $\bar{X} = 4.43$  and S.D. = 0.73), followed by personnel in the hotel are courteous/friendly ( $\bar{X} = 4.37$  and S.D. = 0.75), operational flexibility / service efficiency ( $\bar{X} = 4.35$  and S.D. = 0.75), and responsiveness to customer demands ( $\bar{X} = 4.31$  and S.D. = 0.74), and provision of all kinds of amenities ( $\bar{X} = 4.12$  and S.D. = 0.75). The Cronbach's alpha coefficient of the critical success factors equal 0.874.

Table 4.4 Customers' opinion toward the Productivity and Quality factor that influence to medium-sized independent hotels.

Productivity and Quality factor	Min	Max	$\bar{X}$	S.D	Level of opinion
B1: Operational flexibility / service efficiency	2	5	4.35	0.75	Strongly agree
B2: Responsiveness to customer demands	2	5	4.31	0.74	Strongly agree
B3: Hygiene and cleanliness	2	5	4.43	0.73	Strongly agree
B4: Provision of all kinds of amenities	2	5	4.12	0.75	Agree
B5: Personnel in the hotel are courteous/friendly	2	5	4.37	0.75	Strongly agree
<b>Overall</b>	-	-	<b>4.32</b>	<b>0.60</b>	<b>Strongly agree</b>

In term of Price factor that influence to medium-sized independent hotels. Table 4.5 presented the result of customers' opinion toward the attribute which presented as value for

money accommodation ( $\bar{X} = 4.29$  and S.D. = 0.79), followed by the price offered is justified by services ( $\bar{X} = 4.22$  and S.D. = 0.73). They agreed that the price offered by this hotel is attractive ( $\bar{X} = 4.15$  and S.D. = 0.79), the price offered by this hotel is reasonable ( $\bar{X} = 4.13$  and S.D. = 0.79), and offers a special price to their regular customer ( $\bar{X} = 4.09$  and S.D. = 0.78), respectively. The Cronbach's alpha coefficient of the critical success factors equal 0.905.

Table 4.5 Customers' opinion toward the Price factor that influence to medium-sized independent hotels.

Price factor	Min	Max	$\bar{X}$	S.D	Level of opinion
C1: The price offered by this hotel is reasonable	2	5	4.13	0.79	Agree
C2: The price offered by this hotel is attractive	2	5	4.15	0.79	Agree
C3: Value for money accommodation	2	5	4.29	0.79	Strongly agree
C4: Offers a special price to their regular customer	2	5	4.09	0.78	Agree
C5: The price offered is justified by services	2	5	4.22	0.73	Strongly agree
<b>Overall</b>	-	-	<b>4.18</b>	<b>0.66</b>	<b>Agree</b>

Table 4.6 presented the opinions toward the Promotion factor that influence to medium-sized independent hotels. Five statements were used to investigate the level of attitude. The results shown that customers' agreement drew to the attribute which presented as "the hotel is sincere and customer receives what shown in the pamphlets and advertisements" ( $\bar{X} = 4.11$  and S.D. = 0.82), followed by "Promotions by this hotel is appealing and impressive" ( $\bar{X} = 4.02$  and S.D. = 0.86), "attractive advertising or promotions" ( $\bar{X} = 3.98$  and S.D. = 0.83), "campaign conducted by the hotel stated clearly the services provided" ( $\bar{X} = 3.97$  and S.D. = 0.81), and "benefits for members" ( $\bar{X} = 3.80$  and S.D. = 0.84), respectively. The Cronbach's alpha coefficient of the critical success factors equal 0.899

Table 4.6 Customers' opinion toward the Promotion factor that influence to medium-sized independent hotels.'

Promotion factor	Min	Max	$\bar{X}$	S.D	Level of opinion
D1: Campaign conducted by the hotel stated clearly the services provided	2	5	3.97	0.81	Agree
D2: Attractive advertising or promotions	2	5	3.98	0.83	Agree
D3: Benefits for members	2	5	3.80	0.84	Agree
D4: Promotions by this hotel is appealing and impressive	2	5	4.02	0.86	Agree
D5: The hotel is sincere and customer receives what shown in the pamphlets and advertisements	2	5	4.11	0.82	Agree
<b>Overall</b>	-	-	<b>3.98</b>	<b>0.70</b>	<b>Agree</b>

Five statements were used to identify the level of place factor towards hotel business. Table 4.7 presented that the respondents' agreement draw to the attribute which present as "the convenient locations" ( $\bar{X} = 4.13$  and S.D. = 0.76), followed by "geographic coverage of hotel network" ( $\bar{X} = 4.04$  and S.D. = 0.76), "central sales/reservation system" ( $\bar{X} = 4.02$  and S.D. = 0.75), "convenient transportation with signs" ( $\bar{X} = 4.00$  and S.D. = 0.86), and "size of hotel network" ( $\bar{X} = 3.87$  and S.D. = 0.80), respectively. The Cronbach's alpha coefficient of the critical success factors equal 0.859.

Table 4.7 Customers' opinion toward the Place factor that influence to medium-sized independent hotels.

Place factor	Min	Max	$\bar{X}$	S.D	Level of opinion
E1: Size of hotel network	2	5	3.87	0.80	Agree
E2: Geographic coverage of hotel network	2	5	4.04	0.76	Agree
E3: Central sales/reservation system	2	5	4.02	0.75	Agree
E4: Convenient locations	2	5	4.13	0.76	Agree
E5: Convenient transportation with signs	2	5	4.00	0.86	Agree
<b>Overall</b>			<b>4.01</b>	<b>0.63</b>	<b>Agree</b>



Five activities were used to identify the level of customers' attitude toward activities factor. Table 4.8 presented the results of customers' opinion toward the activities factor that influence to medium-sized independent hotels. The respondents' agreement drew to the attribute which presented as "the availability of activities service" ( $\bar{X} = 3.95$  and S.D. = 0.83), followed by "activities available at the hotel e.g. swimming, trim, sport club, spa, solarium, etc." ( $\bar{X} = 3.85$  and S.D. = 0.86), "the variety of sea activities service e.g. scuba diving, snorkeling, sailing, scooter, jet ski, etc." ( $\bar{X} = 3.64$  and S.D. = 0.86), "hotel provides trainer and beach guard for take care all activities." ( $\bar{X} = 3.63$  and S.D. = 0.91), and "playing area for children" ( $\bar{X} = 3.53$  and S.D. = 0.87), respectively. The Cronbach's alpha coefficient of the critical success factors equal 0.873.

Table 4.8 Customers' opinion toward the Activities factor that influence to medium-sized independent hotels.

Activities factor	Min	Max	$\bar{X}$	S.D	Level of opinion
F1: Activities available at the hotel e.g. swimming, trim, sport club, spa, solarium, etc.	1	5	3.85	0.86	Agree
F2: The variety of sea activities service e.g. scuba diving, snorkeling, sailing, scooter, jet ski, etc.	2	5	3.64	0.86	Agree
F3: The availability of activities service	2	5	3.95	0.83	Agree
F4: Hotel provides trainer and beach guard for take care all activities.	2	5	3.63	0.91	Agree
F5: Playing area for children	2	5	3.53	0.87	Agree
<b>Overall</b>			<b>3.72</b>	<b>0.71</b>	<b>Agree</b>

### 4.3 The result of customers' opinion toward the successful of the medium-sized independent hotels in Phuket.

In order to investigate the success of medium-sized independent hotels in Phuket, the respondents were asked to rate 5 scales of the successful consists of strongly agree, agree, fair, slightly agree, and disagree / very low. The data had been analyzed by used statistic of minimum, maximum, mean ( $\bar{X}$ ), Standard Deviation (S.D.), which the results as presented in table 4.9.

In Addition, seven statements were used to investigate the level of success of medium-sized independent hotels in Phuket. Table 4.9 shown that the respondents agreed with the overall successful of medium-sized independent hotels in Phuket ( $\bar{X} = 3.97$  and S.D. = 0.55). In term of each item of successful, the customers' agreement drew to the attribute which presented as "the customer is impressed in the service" ( $\bar{X} = 4.25$  and S.D. = 0.75). The following concerned attribute drew to "the customer suggest to other persons" ( $\bar{X} = 4.12$  and S.D. = 0.72), followed by "the hotel has developed which of the balance in all direction" ( $\bar{X} = 4.07$  and S.D. = 0.79), "the hotel have a reliable in customer view" ( $\bar{X} = 3.98$  and S.D. = 0.79), "the customers' loyalty / repeat service" ( $\bar{X} = 3.90$  and S.D. = 0.76), "the hotel is grown up and expand" ( $\bar{X} = 3.80$  and S.D. = 0.79), and "the customer reserve the room in long period" ( $\bar{X} = 3.65$  and S.D. = 0.75), respectively. The Cronbach's alpha coefficient of the critical success factors equal 0.842.

Table 4.9 Customers' opinion toward the successful of medium-sized independent hotels in Phuket.

<b>The successful of medium-sized independent hotels in Phuket</b>	<b>Min</b>	<b>Max</b>	<b><math>\bar{X}</math></b>	<b>S.D</b>	<b>Level of opinion</b>
SF1 The customers' loyalty / repeat service	2	5	3.90	0.76	Agree
SF2: The customer suggest to other persons	2	5	4.12	0.72	Agree
SF3: The hotel have a reliable in customer view	2	5	3.98	0.79	Agree
SF4: The customer reserve the room in long period	2	5	3.65	0.75	Agree
SF5: The hotel is grown up and expand	1	5	3.80	0.79	Agree
SF6: The hotel has developed which of the balance in all direction	1	5	4.07	0.79	Agree
SF7: The customer is impressed in the service	2	5	4.25	0.75	Strongly agree
<b>Overall</b>			<b>3.97</b>	<b>0.55</b>	<b>Agree</b>

#### 4.4 The result of hypothesis testing

In order to investigate the relationship between the critical success factors and the success of medium-sized independent, the hypothesis were analyzed by using the inferential statistics measure the linear correlation between two variables by Pearson Product Moment Correlation Coefficient at statistical significant level 0.05, the results presented in table 4.10 – 4.15.

##### *Hypothesis 1*

$H_1$ : There is positive relationship between Physical Product and the successful of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Physical Product and the successful of medium-sized independent hotels.

The result in table 4.10 presented the relationship between Physical Product and the success of hotel business was investigated by Pearson Product Moment Correlation Coefficient. There was a positive correlation between the two variables,  $r=0.57$ ,  $n = 400$ ,  $p<0.001$ , with moderate level of relation level.

Table 4.10 Pearson Product Moment Correlation Coefficient between the physical product factor and the successful of the medium-sized independent hotels.

The successful of medium-sized independent hotels in Phuket	Physical Product factor			
	r	p-value	Direction	Relation level
SF1:The customers' loyalty / repeat service	0.39	0.000***	Plus	Low
SF2:The customer suggest to other persons	0.48	0.000***	Plus	Low
SF3:The hotel have a reliable in customer view	0.43	0.000***	Plus	Low
SF4:The customer reserve the room in long period	0.29	0.000***	Plus	Very low
SF5: The hotel is grown up and expand	0.43	0.000***	Plus	Low
SF6: The hotel has developed which of the balance in all direction	0.45	0.000***	Plus	Low
SF7: The customer is impressed in the service	0.38	0.000***	Plus	Low
<b>Overall</b>	<b>0.57</b>	<b>0.000***</b>	<b>Plus</b>	<b>Moderate</b>

\*\*\*  $p<0.001$

### *Hypothesis 2*

$H_1$ : There is positive relationship between Productivity and Quality and the successful of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Productivity and Quality and the successful of medium-sized independent hotels.

The result in table 4.11 presented the relationship between Productivity and Quality and the success of hotel business was investigated by Pearson Product Moment Correlation Coefficient. There was a positive correlation between the two variables,  $r=0.62$ ,  $n = 400$ ,  $p<0.001$ , with moderate level of relation level.

Table 4.11 Pearson Product Moment Correlation Coefficient between the productivity and quality factor and the success of medium-sized independent hotels.

The success of medium-sized independent hotels in Phuket	Productivity and Quality factor			
	r	p-value	Direction	Relation level
SF1: The customers' loyalty / repeat service	0.40	0.000***	Plus	Low
SF2: The customer suggest to other persons	0.52	0.000***	Plus	Moderate
SF3: The hotel have a reliable in customer view	0.46	0.000***	Plus	Low
SF4: The customer reserve the room in long period	0.30	0.000***	Plus	Low
SF5: The hotel is grown up and expand	0.44	0.000***	Plus	Low
SF6: The hotel has developed which of the balance in all direction	0.51	0.000***	Plus	Moderate
SF7: The customer is impressed in the service	0.47	0.000***	Plus	Low
<b>Overall</b>	<b>0.62</b>	<b>0.000***</b>	<b>Plus</b>	<b>Moderate</b>

\*\*\*  $p<0.001$

### *Hypothesis 3*

$H_A$ : There is positive relationship between Price and the success of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Price and the success of medium-sized independent hotels.

The result in table 4.12 presented the relationship between Price and the success of hotel business was investigated by Pearson Product Moment Correlation Coefficient. There was a positive correlation between the two variables,  $r=0.58$ ,  $n = 400$ ,  $p<0.001$ , with moderate level of relation level.

Table 4.12 Pearson Product Moment Correlation Coefficient between the Price factor and the success of medium-sized independent hotels.

The success of medium-sized independent hotels in Phuket	Price factor			
	r	p-value	Direction	Relation level
SF1: The customers' loyalty / repeat service	0.38	0.000***	Plus	Low
SF2: The customer suggest to other persons	0.52	0.000***	Plus	Moderate
SF3: The hotel have a reliable in customer view	0.45	0.000***	Plus	Low
SF4: The customer reserve the room in long period	0.30	0.000***	Plus	Very Low
SF5: The hotel is grown up and expand	0.37	0.000***	Plus	Low
SF6: The hotel has developed which of the balance in all direction	0.51	0.000***	Plus	Moderate
SF7: The customer is impressed in the service	0.35	0.000***	Plus	Low
<b>Overall</b>	<b>0.58</b>	<b>0.000***</b>	<b>Plus</b>	<b>Moderate</b>

\*\*\*  $p<0.001$

#### *Hypothesis 4*

$H_A$ : There is positive relationship between Promotion and the success of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Promotion and the success of medium-sized independent hotels.

The result in table 4.13 presented the relationship between Price and the success of hotel business was investigated by Pearson Product Moment Correlation Coefficient. There was a positive correlation between the two variables,  $r=0.65$ ,  $n = 400$ ,  $p<0.001$ , with moderate level of relation level.

Table 4.13 Pearson Product Moment Correlation Coefficient between the Promotion factor and the success of medium-sized independent hotels.

The success of medium-sized independent hotels in Phuket	Promotion factor			
	r	p-value	Direction	Relation level
SF1: The customers' loyalty / repeat service	0.45	0.000***	Plus	Low
SF2: The customer suggest to other persons	0.54	0.000***	Plus	Moderate
SF3: The hotel have a reliable in customer view	0.50	0.000***	Plus	Moderate
SF4: The customer reserve the room in long period	0.38	0.000***	Plus	Low
SF5: The hotel is grown up and expand	0.46	0.000***	Plus	Low
SF6: The hotel has developed which of the balance in all direction	0.53	0.000***	Plus	Moderate
SF7: The customer is impressed in the service	0.40	0.000***	Plus	Low
<b>Overall</b>	<b>0.65</b>	<b>0.000***</b>	<b>Plus</b>	<b>Moderate</b>

\*\*\*  $p<0.001$

#### *Hypothesis 5*

$H_A$ : There is positive relationship between Place and the success of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Place and the success of medium-sized independent hotels.

The result in table 4.14 presented the relationship between Place and the success of hotel business was investigated by Pearson Product Moment Correlation Coefficient. There

was a positive correlation between the two variables,  $r=0.66$ ,  $n = 400$ ,  $p<0.001$ , with moderate level of relation level.

Table 4.14 Pearson Product Moment Correlation Coefficient between the place factor and the success of the medium-sized independent hotels.

The success of medium-sized independent hotels in Phuket	Place factor			
	r	p-value	Direction	Relation level
SF1: The customers' loyalty / repeat service	0.44	0.000***	Plus	Low
SF2: The customer suggest to other persons	0.50	0.000***	Plus	Moderate
SF3: The hotel have a reliable in customer view	0.52	0.000***	Plus	Moderate
SF4: The customer reserve the room in long period	0.42	0.000***	Plus	Low
SF5: The hotel is grown up and expand	0.50	0.000***	Plus	Moderate
SF6: The hotel has developed which of the balance in all direction	0.55	0.000***	Plus	Moderate
SF7: The customer is impressed in the service	0.35	0.000***	Plus	Low
<b>Overall</b>	<b>0.66</b>	<b>0.000***</b>	<b>Plus</b>	<b>Moderate</b>

\*\*\*  $p<0.001$

#### *Hypothesis 6*

$H_A$ : There is positive relationship between Activities and the success of medium-sized independent hotels.

$H_0$ : There is no positive relationship between Activities and the success of medium-sized independent hotels.

The result in table 4.15 presented the relationship between Activities and the success of hotel business was investigated by Pearson Product Moment Correlation Coefficient. There was a positive correlation between the two variables,  $r=0.59$ ,  $n = 400$ ,  $p<0.001$ , with moderate level of relation level.

Table 4.15 Pearson Product Moment Correlation Coefficient between the Activities factor and the success of the medium-sized independent hotels.

The success of medium-sized independent hotels in Phuket	Activities Factor			
	r	p-value	Direction	Relation level
SF1: The customers' loyalty / repeat service	0.39	0.000***	Plus	Low
SF2: The customer suggest to other persons	0.44	0.000***	Plus	Low
SF3: The hotel have a reliable in customer view	0.45	0.000***	Plus	Low
SF4: The customer reserve the room in long period	0.48	0.000***	Plus	Low
SF5: The hotel is grown up and expand	0.48	0.000***	Plus	Low
SF6: The hotel has developed which of the balance in all direction	0.44	0.000***	Plus	Low
SF7: The customer is impressed in the service	0.31	0.000***	Plus	Low
<b>Overall</b>	<b>0.59</b>	<b>0.000***</b>	<b>Plus</b>	<b>Moderate</b>

\*\*\* p<0.001

#### 4.5 The additional recommendation and suggestion

In term of the open-ended questions, the respondents felt free to recommend and suggest the critical success factors (CSFs) that influence medium-sized independent hotels and the success of the medium-sized independent hotels in Phuket. The data could be used for implementation in future era for the success of medium-sized independent hotels in Phuket. The research summarized the additional recommendation and suggestion as followed:

1. Medium-sized independent hotels should create their own uniqueness to appeal to tourists, which will help enable tourists to remember easily.
2. Medium-sized independent hotels should provide the differential and attractive activities to service customers.
3. Medium-sized independent hotels should define and focus particular target market which they should concentrate their public relation to this target customer only.



4. Medium-sized independent hotels should provide the public relation in many channels e.g. hotels' website, social media, front desk, tele-market, agency, etc. and it should be easy for customer to access the announcements or promotions.

5. Medium-sized independent hotels should provide the security system complied with the international standard for the pleasantness and reliability of customers.

6. Medium-sized independent hotels should maintain the standard of quality services to impress the customers.

## CHAPTER 5

### CONCLUSION AND DISCUSSION

This chapter is designed to conclude, discuss and provide recommendations based on the research findings and discuss the results based upon the research objectives. The research objectives, as identified in Chapter 1 as following;

- 1.To identify the levels of Critical Success Factors that influences the impact of the success of medium-sized independent hotels.
- 2.To investigate the levels of the success of the medium-sized independent hotels.
- 3.To investigate the relationship between Critical Success Factors and the success of the medium-sized independent.

This study revealed the attitudes of customers on the critical success factors of medium-sized independent hotels in Phuket, and also to identify important factors of achievement in this niche of the hotel industry. Therefore, the researcher used the quantitative survey and returned 400 questionnaires through quota sampling and accidental random sampling method. The questionnaires were distributed to customers who stayed at the medium-sized independent hotel which was ranged from 50 to 200 rooms and the room rate was not more than 3,000 baht per night.

The data was analyzed by using the Statistical Package for the Social Science for Windows Release (SPSS) in term of descriptive statistic and the inferential statistics measurement of the linear correlation.

#### 5.1 Summary of main findings

##### 5.1.1 Characteristics of respondents.

From the quantitative survey of 400 questionnaires, the majority of respondents are from medium-sized independent hotels. The respondents were 264 females (66%) and 136 males (34%). Mostly of respondents age between 31-40 years old (51%), followed by 21-30 years old. The majority of respondents are single (64%), followed by married (32%) and the lowest marital status of respondents are separated, divorced or widowed by 4%. The educations of

respondents are mostly graduated with a bachelor degree (67.75%), followed by master degree or higher (25.75%). In term of occupations, the majority of respondents are employees (42%), followed by self-employed or entrepreneur (30.25%). In addition, the respondents' monthly income, most of respondents have average income less than US\$1,500 per month (67.5%), followed by US\$ 1,501-\$3,000 (24.75) respectively.

### **5.1.2 Perspectives toward the Critical Success Factors.**

In terms of respondents' perspectives towards the CSFs that influence medium-sized independent hotel, the CSFs are grouped into several groups such as physical products, productivity and quality, price, promotion, place and activities. The perspectives of respondents were measuring by five scales of CSFs such as "Strongly agree", followed by "Agree", "Fair", "Slightly agree" and "Disagree". In term of each CSFs that influence toward hotel business, the results from the questionnaires revealed that the respondents agreed with the overall of CSFs. In addition, the respondents believed the most important critical success factors in medium-sized independent hotels was "productivity and quality", followed by "price" and "physical product", "place", "promotion", and the least important factor was "activities" respectively.

In term of physical product factor, the finding presented the respondents' attitude toward five attributes and five dimensions. The most important factor was "security system makes customer feel safe", followed by "bedroom's size and level of comfort", "added-value facilities in guest rooms", "standardized hotel design" and "enough parking area" was the least important factor for medium-sized hotel.

In terms of productivity and quality, five attributes of productivity and quality was rated by five dimensions from the respondents and the result showed that the first priority customers concerned about was "hygiene and cleanliness" in the rooms, hotel areas and surroundings, followed by "personnel in the hotel are courteous/ friendly", "operational flexibility or service efficiency", "responsiveness to customer demands" and the lowest range was "provision of all kinds of amenities".

In terms of price factor, the respondents were asked to rate 5 attributes by 5 dimensions. The finding presented that the attitude of respondents towards price factor and the first range was "accommodation is value for money", followed by "the price offered is justified

by services”, “the price offered by this hotel is reasonable”, and the lowest attribute was “offers a special price to their regular customer”.

In addition, the respondents ‘perspectives towards the promotion factor presented “the hotel is sincere and customer receives what was shown in the pamphlets and advertisements” as the first priority, followed by “promotion is appealing and impressive”, “attractive advertising or promotion”, and “benefits for members” was the last attribute.

In terms of place factor, five attributes of place was rated by five scales from the respondents and the result showed that the first priority customers concerned about was “convenient locations”, followed by “geographic coverage of hotel network”, “central sales or reservation system”, “convenient transportation with signs” and the lowest attributed was “size of hotel network” respectively.

Activities attribute, the respondents were asked to rate five attributes by five scales. The finding presented that the attitude of respondents towards activities factor and the first range was “available of activities service”, followed by “activities available at the hotel e.g. swimming sport club, spa, etc.”, “variety of outdoor activities e.g. scuba diving, snorkeling, jet ski, etc.”, “trainer and guard provider”, and the respondents ranked “the playing area for children as lowest. Therefore, the medium-sized independent hotels must improve and implement service qualities to increase customers’ satisfaction.

### **5.1.3 Perspectives toward the successful of Medium-sized independent hotel.**

In terms of success, the costumers perspective were classified into several groups such as “customers’ loyalty/ repeat service”, “customers suggest to other person”, “hotel have a reliable in customer view”, “customer reserve the room in long period”, “hotel is grown up and expand”, “hotel developed in all direction”, and “customer is impressed in the service”. Measuring by seven attributes and five dimensions of success, the results from the survey revealed that in terms of the success of medium-sized independent hotels in Phuket, the respondents thought that the “customers’ impression” is the most highly sought because providing services above the customers’ expectations also provides the hotel with an opportunity for word of mouth from customers for recommendations and referrals to other people, and return business from the customer.

In the part of the open-end questions, the respondents recommended and suggested the CSFs that influence towards hotel business. The summarized presented as hotel business should create their own unique appeal to customers, hotel should provide the differential and attractive activities to service customer and provide the security system complied with the international standard. Additional, the hotel should maintain the standard of quality services to impress the customer.

#### **5.1.4 Hypothesis test**

The hypothesis was measured by using the inferential statistics measure the linear correlation between two variables by Pearson Product Moment Correlation Coefficient to investigate the relationship between the CSFs and the success of hotel business. The research results found that the critical success factors were significantly related to improving the success of medium-sized independent hotels. The highest relationship was “place”, followed by “promotion”, “productivity and quality”, “activities”, “price”, and “physical product”, respectively. According to the hypothesis testing, the result revealed that mostly of respondents desire the “place” to be their priority element and “promotion” would be pursued factor that customer concerned. It is important that hotel investors realized their target market and offered special promotional campaigns to motivate customer.

In terms of the relationship between physical products and the success of hotel business, the finding showed that there was a positive relation between the two variables at moderate level. Additionally, the highest relationship was “the customer suggested to other persons”, followed by “the developed in all direction”, “hotel was reliable in customers’ view” and “hotel’s expansion”, “customers’ loyalty or repeat service”, “the impression of customers”, and “customers’ long period reservation” was the lowest relationship.

The results of the relationship between the successful of hotel business and productivity and quality, there was a positive correlation between the two variables at moderate level of relation. In addition, the highest relationship was “the customer suggest to other persons”, followed by “the developed in all direction”, “the impression of customers”, “hotel was reliable in customers’ view”, “hotel’s expansion”, “customers’ loyalty or repeat service”, and the lowest of relation level was “customers’ long period reservation”.

The result of the relationship between price and the success of hotel business, the finding showed that there was a positive correlation between the two variables at moderate level. In addition, the highest relationship was “the customer suggest to other persons”, followed by “the developed in all direction”, “hotel was reliable in customers’ view”, “customers’ loyalty or repeat service”, “hotel’s expansion”, , “the impression of customers”, and the lowest relation was “customers long period reservation”.

In addition, the result of the relationship between the success of hotel business and promotion, there was a positive correlation at moderate level of relation. Additional, the highest relationship was “the customer suggest to other persons”, followed by “the developed in all direction”, “hotel was reliable in customers’ view”, “hotel’s expansion”, “customers’ loyalty or repeat service”, “the impression of customers”, and the lowest of relation level was “customers long period reservation”.

The result of the relationship between the place factor and the success of hotel business, there was a positive correlation between the two variables at moderate level of relation. In addition, the highest relationship was “the developed in all direction”, followed by “hotel was reliable in customers’ view”, “the customer suggest to other persons” and “hotel’s expansion”, “customers’ loyalty or repeat service”, “customers long period reservation”, and the lowest of relation level was “the impression of customers”.

The relationship between activities and the success of hotel business, the finding showed that there was a positive correlation between the two variables at moderate level. In addition, “customers long period reservation” and “hotel’s expansion” were the highest relationships, followed by “hotel was reliable in customers’ view”, “the customer suggest to other persons” and “the developed in all direction”, “customers’ loyalty or repeat service”, and “the impression of customers” was the lowest relation.

## **5.2 Discussion**

This part discusses the perspectives of respondents toward the CSFs that influence medium-sized independent hotels. The primary data collected from 400 questionnaires and the secondary data gathered from articles, books, journal papers and websites used in this study.

### **5.2.1 Objective1: Levels of CSFs that influences the impact of the success of medium-sized independent hotels.**

The CSFs are categorized into the heading such as physical products, productivity and quality, price, promotion, place and activities. The results from the questionnaires revealed that the respondents believed the most important of critical success factors in medium-sized independent hotels was the quality of hygiene and cleanliness in the rooms, hotel areas and surroundings. In contrast, they believed that the hotel activities factor was the least important of critical success factors of medium-sized independent hotels. They ranked the playing area for children as lowest. Therefore, the medium-sized independent hotels must improve and implement service qualities to increase customers' satisfaction. This research result is similar to Hua (2009) where information of critical success factors in China's budget hotel operations and development. Results found that customers were primarily concerned with service quality issues, indicating service quality was still the core customer expectation in China's budget hotel market. According to researches by Abdullah (2012) about the internal success factor of hotel occupancy rate and Chia-Hui (2013), about the key success factors in service innovation of hotel enterprises in Taiwan results found that the key success factors of hotel were the customers' satisfaction of service value, cleanliness and housekeeping. These build a positive relationship if customers' expectations and satisfactions are met. According to Thomson (2014), quality management is multifaceted and goes beyond the concept of customer service to include additional factors such as employee satisfaction and involvement. A single random interaction with a hotel employee can make the difference between a satisfied customer, an impressed customer or a customer who goes online and writes a bad review about his hotel experience. By concentrating on employee satisfaction as well as customer service, a hotel can increase the likelihood that all its employees will provide excellent customer service as well.

### **5.2.2 Objective 2: Levels of successful of the medium-sized independent hotels.**

The levels of success are classified as the loyalty of customer, word of mouths, reliable of customer's vision, long stayed, hotel's growth, hotel's development, and customer's impression. Respondents identified their primary concerns about the accomplishment of medium-sized hotel. The result of this research supported with the study of Medawar (2014) which quoted the nature of the modern traveler as "Demanding and Educated customers". Whether business or

leisure, budget or luxury, he or she expects to feel special, to have their expectations met, to have their experiences built around them. In addition, the findings also similar with the study of Abdullah (2012) stated that the internal success factor of hotel occupancy rates, research results found that the success of hotel operations depends on how well hotels are able to fulfill and meet customers' expectations. Invariably, exceeding these expectations will lead to customer satisfaction.

### **5.2.3 Objective 3: Relationship between CSF and the success of the medium-sized independent hotels.**

The research results found that the critical success factors were significantly related to improving the success of medium-sized independent hotels. The highest relationship was place, followed by promotion, productivity and quality, activities, price, and physical product, respectively. This research result is supportive with Brotherton (2004) studied about Critical success factors in UK budget hotel operations. This study explored the nature of critical success factors (CSFs) in UK budget hotel operations through a questionnaire survey designed to determine the relationship and the range of importance factors referred to an existing critical academic and trade literature. The results found that most of the CSFs to be highly statistically significant ( $p < 0.001$ ) and the set of CSF items to be consistent. In additional, the findings are also agree with the critical success factors approach of Thomson (2014), critical success factors are the areas in which a business must excel to survive in the marketplace. The critical success factors in the hotel industry have been changing over time, driven by global competition and increasingly high customer expectations. Hotels are focusing on quality management to attract new customers and earn repeat business. The hotel industry has traditionally focused on place as the most important critical success factor. Despite the changes in the industry, location is still important. A hotel located on a little-used highway is not likely to do very well, even if it offers superior service and amenities. However, although location remains highly important, other factors matter. Travelers used to take it for granted that hotel service would vary significantly depending on location, but this is no longer the case.



### 5.3 Recommendations

According to the conclusions of the levels of critical success factors for the success of medium-sized independent hotels in Phuket and the relationship between critical success factors and the success of medium-sized independent, the results are useful to the owner of existing medium-sized independent hotels who can compete with advantages over other hotels for new investors and generate stronger strategies for developing their businesses.

In terms of the critical success factors of the medium-sized independent hotels in Phuket, the productivity and quality is an important element, especially hygiene and cleanliness of rooms, hotel areas both inside the hotel and its surroundings. Therefore, medium-sized independent hotels must upgrade the quality of services within their hotels to comply with best practices and international standards. This can be achieved by improving quality service procedures and training given to all staffs. Furthermore, the hotels must conduct self-monitoring practices and perform internal audit programs of quality service management procedures in all departments, comparing results with key performance indicators.

To ensure the success of hotel business must actively seek 'impressed' customers by providing services above the customers' expectations as this also provides the hotel with opportunities for word of mouth recommendations and referrals from customers to other people, and return business from the customer. Therefore, the medium-sized independent hotel must continuously rate its quality of service above hotel standard, good image, and reliability in factors of importance. To attain the hotel must apply a quality management system (QMS) to the whole process of the medium-sized independent hotels.

Critical success factors i.e., physical product, productivity and quality, price, promotion, place, and activities are significantly related to the positive direction of success for medium-sized independent hotels, the highest factor as location, closely followed by promotion. Therefore, medium-sized independent hotels must improve locations and promotions according to customers' needs and expectations.

For further research, the researcher suggests hotel marketing departments should pay attention to the study of customers' needs and expectations particularly locations and generate promotional feedback. The hotels must also apply the results according to customers' demand.

## **5.4 Limitation of the study and suggestion for further research**

### **5.4.1 Limitation**

There are a number of limitations in this study. Firstly, this study only focused on low and medium scale independent hotels in Phuket which are 50-200 rooms and room rate is not over 3,000 baht per night. Therefore, the results may differ from high scale independent hotels. Secondly, most of respondents were Thai tourists; this is because of Thailand's political and global financial crisis. Therefore, research results reflected Thai tourists' opinions of critical success factors of medium-sized independent hotels and may differ from foreign tourists. Thirdly, data collection of this study only focuses on customers' attitude toward hotel business in order to investigate the CSFs of hotel's guests and it does not cover perspectives from other targets such as hotel's manager, hotel's operators, hotel industrial organization or entrepreneurs. Thus, the results represented from customers may not be the same as others perspective. Fourthly, the information contained in the directory of accommodations in Phuket prepared by Tourism Authority of Thailand and Thai Hotel Association. Both of them have limited database such as amount of hotel in Phuket, lack of a number of rooms for each hotel, lack of room rate. Moreover, they are not updated regularly for latest hotel in the database. Therefore, the researcher used online database from Tripadvisor.com which has specified the number of rooms, room rate and revealed total hotel in Phuket. Finally, accrued in process of data collection because researcher send the formal letter to medium-sized hotels for assistance to distribute the questionnaire to their customers at the hotel lobby. Unfortunately a problem was met because almost medium-sized independent hotels did not involve distributing the questionnaire because it disturbed their customers.

### **5.4.2 Suggestion for further research**

- 1) For further research, the researcher should conduct data from various target groups such as hotel's owners, hotel's managers, operators even and THA's officers in order to achieve the succeed in hotel industry and avoid bias data which get from customer's perspective .
- 2) Further research should focus on all scale independent hotels such as low, medium and high scales in order to acquire different attitudes.
- 3) Further research should attain the information contained in the directory of accommodations in Phuket from sub district administrative organization's officer because it is

officially authorized that all company in Phuket must be registered in each subdivision. Therefore, the researcher will have more hotels' database to utilize in their study.

4) The researcher should pay attention to Chinese tourists because number of Chinese's tourists becomes the highest tourists travelling to Phuket recently. Therefore, researcher should prepare Chinese's version of questionnaire as well.

#### **5.4.3 Contributions of the study**

1) This is the first study that has researched the CSFs and success of medium-sized independent hotels in Phuket.

2) The study has identified the critical success factors that influence to the medium-sized independent hotel which will help the new investors to adapt in their projects.

3) This study helps the currents entrepreneurs, hotel managers and hotel marketers to understand in more details the perspectives of customer.

4) The study has contributed to fill in the gaps of literature in the area of critical success factors of medium-sized independent hotel in Phuket.

5) It also provides the customer's recommendations to the investors in overcoming their challenges through competitive advantages of hotel business

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## **APPENDICES**



## APPENDIX A



### QUESTIONNAIRES

#### **Critical success factors of the medium-sized independent hotel in Phuket**

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##### **Explanation**

This questionnaire was a part of the graduate study in the degree of Master of Business Administration in Hospitality and Tourism Management (International Program), Prince of Songkla University. This research was aim to investigate the critical success factors of the medium-sized independent hotels in Phuket and identify what factors is next powerful one to achieve in the business. Your responses will be kept completely confidential. The results of this study would be beneficial for further improve the existing critical success factors of the medium-sized independent hotels in Phuket and the approach for the new investors.

Thank you very much for your cooperation. Your response will be greatly appreciated.

The questionnaire divides into 4 parts as follows:

Part 1 the personal characteristic of respondents

Part 2 the opinion about the critical success factors (CSFs) of the medium-sized independent hotels

Part 3 the opinion about the successful of the medium-sized independent hotels in Phuket.

Part 4 the recommendation and suggestion about the successful of the medium-sized independent hotels in Phuket.

Thank You with regards,  
Miss Rawipaaun Wichayanurak

### Part 1: The personal characteristic of respondents

Please write symbol  $\surd$  in front the answer that closely your realistic situation.

#### 1. Gender

1) Male

2) Female

#### 2. Age

1) Not over 20 years old

2) 21-30years old

3) 31-40years old

4) 41-50years old

5) 51-60years old

6) More than 60 years old

#### 3. Marital Status

1) Single

2) Married

3) Separated/Divorced/Widowed

#### 4. Highest Education

1) Lower than Bachelor degree

2) Bachelor degree

3) Master degree or higher than

#### 5. Carrier

1) Public servant/state enterprise officer

2) Business / Merchant

3) Farmer

4) General servant

5) Employee

6) Student

6) Other (Please specify).....

#### 6. Average Income (Bath/Month)

1) Less than 15,000

2) 15,001-25,000

3) 25,001-35,000

4) 35,001-45,000

5) 45,001-55,000

6) More than 55,000

**Part 2: The opinion about the critical success factors (CSFs) of the medium-sized independent hotels**

Please write symbol  $\surd$  in front the answer that closely your realistic situation. The answers in part 2 was the rating that divided into the measurement of 5 levels as follows:

Interval Scale	Level of Opinion
5	Strongly agree
4	Agree
3	Fair
2	Slightly agree
1	Disagree / Very low

The critical success factors (CSFs) of the medium-sized independent hotels	Level of Opinion				
	(1)	(2)	(3)	(4)	(5)
<b>Physical product</b>					
1. Standardized hotel design					
2. Size of guest bedroom and comfort level					
3. Added-value facilities in guest rooms					
4. Security system makes customer feel safe					
5. Enough parking area					
<b>Productivity and Quality</b>					
6. Operational flexibility / service efficiency					
7. Responsiveness to customer demands					
8. Hygiene and cleanliness					
9. Provision of all kinds of amenities					
10. Personnel in the hotel are courteous/friendly					
<b>Price</b>					
11. The price offered by this hotel is reasonable					
12. The price offered by this hotel is attractive					
13. Value for money accommodation					
14. Offers a special price to their regular customer					

The critical success factors (CSFs) of the medium-sized independent hotels	Level of Opinion				
	(1)	(2)	(3)	(4)	(5)
15. The price offered by this hotel is justified by the services provided					
<b>Promotion</b>					
16. Campaign conducted by the hotel stated clearly the services provided					
17. Attractive advertising or promotions					
18. Benefits for members					
19. Promotions by this hotel is appealing and impressive					
20. The hotel is sincere and customer receives what shown in the pamphlets and advertisements					
<b>Place</b>					
21. Size of hotel network					
22. Geographic coverage of hotel network					
23. Central sales/reservation system					
24. Convenient locations					
25. Convenient transportation with signs					
<b>Activities</b>					
26. Activities available at the hotel e.g. swimming, trim, sport club, spa, solarium, etc.					
27. The variety of sea activities service e.g. scuba diving, snorkeling, sailing, scooter, jet ski, etc.					
28. The availability of activities service					
29. Hotel provides trainer and beach guard for take care all activities.					
30. Playing area for children					

**Part 3: The opinion about the successful of the medium-sized independent hotels in Phuket.**

Please write symbol  $\surd$  in front the answer that closely your realistic situation. The answers in part 3 was the rating that divided into the measurement of 5 levels as follows:

Interval Scale	Level of Opinion
5	Strongly agree
4	Agree
3	Fair
2	Slightly agree
1	Disagree / Very low

The successful of the medium-sized independent hotels in Phuket	Level of Opinion				
	(1)	(2)	(3)	(4)	(5)
1. The customers' loyalty / repeat service					
2. The customer suggest to other persons					
3. The hotel have a reliable in customer view					
4. The customer reserve the room in long period					
5. The hotel is grown up and expand					
6. The hotel has developed which of the balance in all direction					
7. The customer has impression in the service					

**Part 4: The recommendation and suggestion about the successful of the medium-sized independent hotels in Phuket.**

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**Thank you for taking the time to answer a query.**



## แบบสอบถาม

### เรื่องปัจจัยที่มีผลต่อความสำเร็จของโรงแรมอิสระขนาดกลางในจังหวัดภูเก็ต

#### คำชี้แจง

การวิจัยในครั้งนี้เป็นส่วนหนึ่งของการศึกษาในหลักสูตร บริหารธุรกิจมหาบัณฑิต สาขาการบริการและการท่องเที่ยว หลักสูตรนานาชาติ มหาวิทยาลัยสงขลานครินทร์ ซึ่งการวิจัยมีจุดมุ่งหมายเพื่อค้นหา ปัจจัยที่มีผลต่อความสำเร็จของโรงแรมอิสระขนาดกลางในจังหวัดภูเก็ตและชี้ปัจจัยที่มีอิทธิพลต่อการประสบความสำเร็จในการประกอบธุรกิจโรงแรม

ข้อมูลที่เกี่ยวข้องได้รับจากแบบสอบถามทั้งหมด ผู้วิจัยจะเก็บเป็นความลับ โดยจะนำเสนอผลการวิจัยเป็นภาพรวมทั้งหมด โดยไม่มีการชี้บ่งเป็นรายบุคคลในทุกรูปแบบการนำเสนอ ดังนั้น ขอความกรุณาผู้ตอบแบบสอบถามทุกท่านตอบแบบสอบถามตามสภาพความเป็นจริงให้มากที่สุด ซึ่งผลการวิจัยที่ได้รับในครั้งนี้จะเป็นประโยชน์อย่างยิ่งต่อการปรับปรุงและพัฒนาปัจจัยที่มีผลต่อความสำเร็จของโรงแรมอิสระขนาดกลางในปัจจุบัน และใช้เป็นแนวทางสำหรับนักลงทุนในธุรกิจโรงแรมรายใหม่

ขอขอบพระคุณผู้กรอกแบบสอบถามทุกท่านที่กรุณาเสียสละเวลาอันมีค่าในการตอบแบบสอบถามในครั้งนี้

นางสาววิภาอันน์ วิชาขานุรักษ์  
นักศึกษาระดับปริญญาโท คณะการบริการและการท่องเที่ยว  
มหาวิทยาลัยสงขลานครินทร์

**ตอนที่ 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม**

กรุณาเลือก(✓) หน้าคำตอบที่ตรงกับข้อมูลทั่วไปของท่านมากที่สุดเพียงข้อเดียว

1. เพศ

1) ชาย

2) หญิง

2. อายุ

1) ไม่เกิน 20 ปี

2) 21-30 ปี

3) 31-40 ปี

4) 41-50 ปี

5) 51-60 ปี

6) มากกว่า 60 ปีขึ้นไป

3. สถานภาพสมรส

1) โสด

2) แต่งงาน

3) หย่าร้าง/ หม้าย

4. การศึกษาสูงสุด

1) ต่ำกว่าปริญญาตรี

2) ปริญญาตรี

3) ปริญญาโทขึ้นไป

5. อาชีพ

1) เจ้าของกิจการ/ ธุรกิจส่วนตัว

2) ลูกจ้าง

3) นักเรียน/ นักศึกษา

4) ข้าราชการ/ รัฐวิสาหกิจ

5) เกษียณอายุ/ พ่อบ้าน แม่บ้าน

6) อื่นๆ โปรดระบุ.....

6. รายได้เฉลี่ยต่อเดือน (บาท)

1) ต่ำกว่า 50,000 บาท

2) 50,000 – 90,000 บาท

3) 90,001 – 140,000 บาท

4) 140,001- 180,000 บาท

5) มากกว่า 180,001 บาท



**ตอนที่ 2: ความคิดเห็นเกี่ยวกับปัจจัยสำคัญที่มีผลต่อความสำเร็จของโรงแรมอิสระขนาดกลาง**

กรุณาใส่เครื่องหมาย  $\surd$  ในช่องตามระดับความคิดเห็นของท่าน ซึ่งแบ่งระดับความคิดเห็นออกเป็น 5 ระดับ ดังนี้

ระดับคะแนน	ระดับความคิดเห็น
5	มากที่สุด
4	มาก
3	ปานกลาง
2	น้อย
1	ไม่เห็นด้วย / น้อยที่สุด

ปัจจัยที่มีผลต่อความสำเร็จของโรงแรมอิสระขนาดกลาง	ระดับความคิดเห็น				
	(1)	(2)	(3)	(4)	(5)
<b>ลักษณะทางกายภาพของโรงแรม</b>					
1. การออกแบบและตกแต่งเป็นไปตามมาตรฐาน					
2. ขนาดของห้องพักและความสะอาดสบาย					
3. การบริการสิ่งอำนวยความสะดวกต่างๆ ภายในห้องพัก					
4. ระบบรักษาความปลอดภัยของโรงแรมทำให้รู้สึกปลอดภัย					
5. ที่จอดรถมีให้บริการอย่างเพียงพอ					
<b>คุณภาพการบริการ</b>					
6. การปฏิบัติงานของพนักงานมีความยืดหยุ่น และการให้บริการมีประสิทธิภาพ					
7. การตอบสนองความต้องการของลูกค้า					
8. สุขอนามัยและความสะอาดโดยรวมของโรงแรม					
9. การให้บริการสิ่งอำนวยความสะดวกในห้องพักของโรงแรม					
10. พนักงานมีอัธยาศัยที่ดี และมีความเป็นมิตร					
<b>ราคา</b>					
11. ราคาห้องพักมีความเหมาะสม					
12. ราคาห้องพักมีน่าสนใจและดึงดูดลูกค้า					
13. ราคาห้องพักมีความคุ้มค่ากับเงินที่จ่าย					
14. การเสนอราคาห้องพักในอัตราพิเศษให้กับลูกค้าประจำ					

ปัจจัยที่มีผลต่อความสำเร็จของโรงแรมอิสระขนาดกลาง	ระดับความคิดเห็น				
	(1)	(2)	(3)	(4)	(5)
15.ราคาห้องพักและบริการอื่นๆ มีความเหมาะสมกับคุณภาพบริการ					
<b>การส่งเสริมการขาย</b>					
16. โรงแรมมีการประชาสัมพันธ์โปรโมชันไว้อย่างชัดเจนและทั่วถึง					
17. การโฆษณา/ประชาสัมพันธ์โปรโมชันต่างๆ ของโรงแรมมีความน่าสนใจ					
18. ผลประโยชน์ตอบแทนสำหรับลูกค้าที่เป็นสมาชิก					
19. โปรโมชันหรือส่วนลดต่างๆ ของโรงแรมเป็นที่ดึงดูดลูกค้า					
20. ลูกค้าได้รับการบริการจากทางโรงแรมตามที่มีการโฆษณา					
<b>สถานที่ตั้ง</b>					
21. ขนาดของโรงแรม					
22. สภาพทางภูมิศาสตร์ของโรงแรม					
23. แผนการขาย/ ระบบการจองห้องพัก					
24. สถานที่ตั้งที่สะดวก ต่อการเข้าถึงของลูกค้า					
25. มีป้ายแนะนำเส้นทางการเดินทางไปยังโรงแรมอย่างต่อเนื่อง					
<b>กิจกรรมต่างๆ</b>					
26. กิจกรรมสันทนาการภายในโรงแรม เช่น สระว่ายน้ำ, ฟิตเนส, สปา, อาบแดด เป็นต้น					
27. ความหลากหลายของกิจกรรมทางน้ำ เช่น การดำน้ำลึก, การดำน้ำตื้น, เรือใบ, เจ็ตสกี เป็นต้น					
28. ความพร้อมในการให้บริการกิจกรรมและบริการต่างๆ					
29. โรงแรมมีการจัดเตรียมผู้ฝึกสอนฟิตเนส และหน่วยรักษาความปลอดภัยชายหาดสำหรับดูแลความปลอดภัยให้กับลูกค้า					
30. โรงแรมมีบริเวณสนามเด็กเล่นหรือห้องนั่งเล่นสำหรับเด็กๆ					

**ตอนที่ 3 : ความคิดเห็นต่อความสำเร็จของโรงแรมอิสระขนาดกลาง**

กรุณาใส่เครื่องหมาย ✓ ในช่องตามระดับความคิดเห็นของท่าน ซึ่งแบ่งระดับความคิดเห็นออกเป็น 5 ระดับ ดังนี้

ระดับคะแนน	ระดับความคิดเห็น
5	มากที่สุด
4	มาก
3	ปานกลาง
2	น้อย
1	ไม่เห็นด้วย / น้อยที่สุด

ความสำเร็จของโรงแรมอิสระขนาดกลางในจังหวัดภูเก็ต	ระดับความคิดเห็น				
	(1)	(2)	(3)	(4)	(5)
1. ลูกค้าของโรงแรมมีความจงรักภักดี/มีการกลับมาใช้บริการซ้ำ					
2. การแนะนำ/บอกต่อให้กับเพื่อนฝูงหรือญาติพี่น้อง					
3. โรงแรมได้รับความน่าเชื่อถือจากลูกค้า					
4. ลูกค้าใช้บริการ หรือเข้าพักในโรงแรมเป็นระยะเวลานาน					
5. โรงแรมมีการขยายธุรกิจ หรือเพิ่มจำนวนห้องพัก					
6. โรงแรมมีการพัฒนาในทุกส่วนงานและเป็นไปในทิศทางเดียวกัน					
7. โรงแรมให้การบริการเป็นที่ประทับใจของลูกค้าที่เข้าพัก					

**ส่วนที่ 4 : ความคิดเห็นและข้อเสนอแนะต่อการประสบความสำเร็จของโรงแรมอิสระขนาดกลางในจังหวัดภูเก็ต**

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ขอขอบพระคุณทุกท่านที่กรุณาตอบแบบสอบถาม

## APPENDIX B

### Reliability Test (Pre-test)

**The reliability results of part 2: the critical success factors (CSFs) of the medium-sized independent hotel**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.939	30

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Physical Product1	110.400	222.869	0.759	0.936
Physical Product2	110.300	223.321	0.721	0.936
Physical Product3	110.433	223.289	0.716	0.936
Physical Product4	110.333	226.437	0.696	0.937
Physical Product5	110.500	219.224	0.773	0.935
Productivity & Quality 1	110.367	216.447	0.775	0.935
Productivity & Quality 2	110.267	220.685	0.671	0.936
Productivity & Quality 3	110.267	214.823	0.826	0.934
Productivity & Quality 4	110.400	224.800	0.669	0.937
Productivity & Quality 5	110.033	226.516	0.660	0.937
Price1	110.833	230.213	0.508	0.938
Price2	110.867	230.602	0.444	0.939
Price3	110.633	228.378	0.515	0.938

Item-Total Statistics (cont.)				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Price4	110.667	232.230	0.331	0.940
Price5	110.733	226.616	0.613	0.937
Promotion1	110.700	220.976	0.710	0.936
Promotion2	110.767	220.323	0.724	0.936
Promotion3	110.900	215.541	0.723	0.935
Promotion4	110.767	215.633	0.805	0.934
Promotion5	110.667	217.816	0.714	0.936
Place1	110.167	228.695	0.540	0.938
Place2	110.233	229.289	0.495	0.938
Place 3	110.433	225.151	0.676	0.937
Place 4	110.300	248.976	-0.319	0.948
Place 5	110.433	247.771	-0.287	0.947
Activities1	110.567	224.461	0.523	0.938
Activities2	110.900	222.438	0.605	0.937
Activities3	110.933	225.513	0.572	0.937
Activities4	111.200	224.579	0.534	0.938
Activities5	111.600	215.421	0.655	0.937

**Physical product factor**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.948	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Physical Product1	16.033	7.689	0.921	0.925
Physical Product2	15.933	7.582	0.927	0.924
Physical Product3	16.067	7.651	0.898	0.929
Physical Product4	15.967	8.585	0.811	0.946
Physical Product5	16.133	7.499	0.774	0.956

**Productivity and Quality factor**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.915	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Productivity & Quality1	16.633	8.171	0.934	0.861
Productivity & Quality 2	16.533	8.878	0.850	0.881
Productivity & Quality 3	16.533	8.395	0.872	0.877
Productivity & Quality 4	16.667	10.161	0.801	0.895
Productivity & Quality 5	16.300	11.803	0.491	0.944

**Price factor**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.920	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Price1	14.700	6.424	0.763	0.908
Price2	14.733	6.133	0.782	0.904
Price3	14.500	5.707	0.863	0.887
Price4	14.533	5.982	0.748	0.912
Price5	14.600	5.903	0.818	0.897

**Promotion factor**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.95	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Promotion1	14.500	13.500	0.894	0.934
Promotion2	14.567	13.289	0.917	0.930
Promotion3	14.700	12.631	0.785	0.954
Promotion4	14.567	12.323	0.956	0.921
Promotion5	14.467	13.154	0.794	0.950

**Place factor**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.774	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Place 1	16.200	6.097	0.588	0.724
Place 2	16.267	5.582	0.745	0.674
Place 3	16.467	6.189	0.511	0.745
Place 4	16.333	5.471	0.476	0.766
Place 5	16.467	5.499	0.499	0.755

**Activities factor**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.917	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Activities1	12.967	12.309	0.712	0.913
Activities2	13.300	11.872	0.806	0.895
Activities3	13.333	12.644	0.797	0.900
Activities4	13.600	11.766	0.841	0.888
Activities5	14.000	10.069	0.832	0.895

**The reliability results of part 3: the successful of the medium-sized independent hotels**



Reliability Statistics	
Cronbach's Alpha	N of Items
0.902	7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
SF1	22.100	18.369	0.907	0.867
SF2	22.100	18.369	0.907	0.867
SF3	22.100	17.472	0.901	0.865
SF4	23.200	21.269	0.247	0.955
SF5	22.100	20.576	0.650	0.895
SF6	22.233	18.875	0.767	0.882
SF7	21.967	17.895	0.869	0.869

## APPENDIX C

### Hotel Name List

No.	Location	Name & Contact	Facilities	No. of room	Price (Baht/night)
1.	Phuket Town	<b>The Pago Design Hotel Phuket</b> Address: 154 Phangnga Road, Muang, Phuket 83000	Free Parking Kitchenette Restaurant Room Service Swimming Pool	80	2,000.-
2.	Phuket Town	<b>New Dara Boutique Hotel &amp; Residence</b> Address: 14/18,14/21 Moo4,Chaofha Road, Vichit, Muang, Phuket	Salted water swimming pool, Modern fitness room, DARA Cafe' & Bistro, Meeting/ Audition room (DARA Audition), Seminar room (DARA Theatre) Airport transfer, elevator, poolside bar, tours, car park, Front desk (limited hours) Car Rental, Shuttle Service (surcharge), 24-Hour Front Desk, Tour Desk, Baggage Storage, Laundry, Meeting/Banquet Facilities, Honeymoon Suite Golf Course (within 2 miles)	50	2,000.-

No.	Location	Name & Contact	Facilities	No. of room	Price (Baht/night)
3.	Phuket Town	<b>Bhukitta Hotel&amp;Spa</b> Address: 20-28 Phangnga Road, T.TaladYai, Muang, Phuket Town, Phuket, Thailand	24 H Reception & Security Airport Transfer Concierge Counter Bhukitta Spa and Sauna Parking Area Complimentary Newspaper (Lobby Lounge) Currency Exchange Free Internet Wi-Fi Laundry & Dry Service Room Service (06.00 am. - 12.00 pm.) Tours & Transport Desk Meeting Room Swimming Pool	52	1,200.-
4.	Phuket Town	<b>Sino House Phuket Hotel and Apartment</b> Address: 1 Montree Road, Talad-Yai, Muang Phuket 83000 Thailand	Free coffee and tea Free unlimited internet in room Free in-room minibar Laundry services Hair Dryers Air Conditioning Cable TV/Microwave Taxi Services 24 hours CCTV Security 24 hours Reception	57	2,000.-
No.	Location	Name & Contact	Facilities	No. of	Price

				<b>room</b>	<b>(Baht/night)</b>
5.	Phuket Town	<b>Phu-ke-ta</b> Address: 24/5 Moo6, Thepkasastri Road, Rassada, Muang, 83000 Phuket, Thailand	24hr room service/ Family room/ Restaurant /Smoking area/ Airport transfer /Laundry service/Room service/ Tours/ Babysitting Business center Wi-Fi in public areas Free WiFi access Fitness center/ Outdoor pool Car park/ Safety deposit boxes/ Meeting facilities	57	2,100.-
6.	Patong	<b>Patong Pearl Resortel</b> Address: 13 Sawasdirak Road, Patong Beach, Kathu, Phuket 83150,	Cars and Motorbikes for rent Thai & European Restaurant Mini Bar Internet Service and Prints Thai& Oil Massage Laundry Service Safety deposit box provide 24 hour security Transportation service	72	1,700.-
7.	Patong	<b>White Sand Resortel</b> Address: 3/7 Sawasdirak Road, Patong Beach, Kathu, Phuket 83150, Thailand	Room Amenities - Clothes rack/ Internet - Free Wi- 24-hour front desk, Lockers, Shared lounge/TV area General/ Air Conditioning Languages spoken: Thai, English	52	2,000.-

No.	Location	Name & Contact	Facilities	No. of room	Price (Baht/night)
8.	Patong	<b>Andatel Grande Patong Phuket</b> Address: 41/9 Rat-U-THit 200 Pee Road, Patong Beach, Phuket 83150, Thailand	Internet - Free Wi-Fi Services: Shuttle service (surcharge), 24-hour front desk, Tour desk General: Safety deposit box	122	2,200.-
9.	Patong	<b>Bel Aire Resort</b> Address: 59/1-3 Sainamyen Road, Kathu, Phuket 83150, Thailand	Food & Drink - Restaurant (à la carte) Internet - Free Wi-Fi Tour desk, Luggage storage Non-smoking throughout, Air conditioning, Designated smoking area	132	2,000.-
10.	Patong	<b>TharaPatong Beach Resort and spa</b> Address: 170/1 Thaweewong Road, AKA Beach Road, Patong Beach, Phuket 83150, Thailand	Internet - Free Wi-Fi Services: Currency exchange, Tour desk, Luggage storage, Shared lounge/TV area, Laundry Shops (on site), Air Conditioning	180	2,500.-

No.	Location	Name & Contact	Facilities	No. of room	Price (Baht/night)
11.	Patong	<p><b>The Aim Patong Hotel</b></p> <p>Address: 184/16 Phang Muang Sai Kor Road, Patong, Kathu, Phuket 83150, Thailand</p>	<p>Food &amp; Drink - Restaurant</p> <p>Internet - Free Wi-Fi</p> <p>Parking - Public parking is possible on site (reservation is needed) and costs THB 100 per day.</p> <p>Services: Car hire, Shuttle service (surcharge), Airport shuttle (surcharge), Tour desk, Lockers, Shared lounge/TV area, Laundry, Daily maid service, Fax/photocopying, Gift shop</p> <p>General: Non-smoking rooms, Non-smoking throughout, Air conditioning, Hardwood/Parquet floors</p>	72	1,800.-
12.	Patong	<p><b>Meir Jarr Hotel</b></p> <p>Address: 224 Patong, Kathu, Phuket 83150, Thailand</p>	<p>Internet - Free Wi-Fi</p> <p>Services: Shuttle service (surcharge), Tour desk, Laundry</p> <p>General: Fan, Air Conditioning</p> <p>Languages spoken: Thai, English</p>	84	2,700.-

No.	Location	Name & Contact	Facilities	No. of room	Price (Baht/night)
13.	Patong	<b>Sira Grande Hotel</b> Address: 184/44-47 Phang Muang Sai Kor Road, Patong, Kathu, Phuket 83150, Thailand	Bedroom - Wardrobe/Closet Food & Drink - Snack bar Internet - Free Wi-Fi Services: Airport shuttle, 24-hour front desk, Tour desk, Luggage storage, Laundry General: Non-smoking rooms, Non-smoking throughout, Hardwood/Parquet floors Languages spoken: Chinese, Thai, English	99	1,400.-
14.	Patong	<b>Sawaddi Patong Resort and Spa</b> Address: 21 Sainamyen Road, Patong, Kathu, Phuket 83150, THailand	<i>Facilities</i> – Free Wi-Fi, car park 24 hours Fitness centre Kid club Tour desk Free Patong shuttle bus service Salt water pool Postal services Souvenir shop Concierge service	148	2,800.-

No.	Location	Name & Contact	Facilities	No. of room	Price (Baht/night)
15.	Patong	<b>The Belle Resort</b> Address: 104/31-33 Soi Post Office, Thaweewong Road, Kathu, Patong Beach, Phuket 83150, Thailand	Internet - Free WiFi Services: Shuttle service (surcharge), Airport shuttle (surcharge), Tour desk, Luggage storage, Lockers, Shared lounge/TV area, Laundry General: Non-smoking rooms, Air conditioning, Designated smoking area Languages spoken: Thai , English	59	1,100.-
16.	Kata	<b>ChanalaiRomantica Resort</b> Address: 62 Kata Road, Kata, Phuket 83100, Thailand	Internet - Free WiFi Services: Shuttle service (surcharge), Airport shuttle (surcharge), Tour desk, Luggage storage, Lockers, Shared lounge/TV area, Laundry General: Non-smoking rooms, Air conditioning, Designated smoking area Languages spoken: Thai, English	65	2,500.-



No.	Location	Name & Contact	Facilities	No. of room	Price (Baht/night)
17.	Kata	<b>Kata Poolside Resort</b> Address: 36, 38 Kata Road, Kata Beach, Kata, Phuket 83100, Thailand	View - Mountain view Outdoors - Balcony Media & Technology- Satellite Channels, Telephone, TV Internet – Free Wi-Fi Parking- private parking is possible on site (reservation is needed). Services: 24-hour front desk, Luggage storage, Laundry, Daily maid service General: Safety deposit box, Lift, Air conditioning, Designated smoking area, Safety Deposit Box Languages spoken: Thai, English	72	2,300.-
18.	Kata	<b>Orchidacea Resort</b> Address: 210 Khoktanod Road, Kata Beach, Phuket, 83100, Thailand	Internet- Free Wi-Fi Services: 24-hour front desk, Tour desk General: Air Conditioning	112	2,500.-

No.	Location	Name & Contact	Facilities	No. of room	Price (Baht/night)
19.	Kata	<b>Kata Garden Resort and Spa</b> Address: 32 Kata Beach, Phuket, 83100, Thailand	Media & Technology - Cable Channels, TV Internet - Free Wi-Fi Services: Car hire, Airport shuttle (surcharge), 24-hour front desk, Tour desk, Luggage storage General: Safety deposit box, Air conditioning	50	2,300.-
20.	Kata	<b>The Melody Phuket Resort</b> Address: 179 Muang, Phuket 83100, Thailand	Pool Bar Free WIFI in public area Laundry service Reading corner Tour desk Hotel parking Swimming pool Elevator Luggage storage Smoking area	50	2,300.-

No.	Location	Name & Contact	Facilities	No. of room	Price (Baht/night)
21.	Kata	<b>Honey Resort</b> Address: 100/69 Kata Road Muang, Phuket 83100, Thailand	Outdoors - Terrace, Balcony Activities - Billiards, Bicycle rental Food & Drink - Restaurant, Bar Internet – Free Wi-Fi Services: 24-hour front desk, Tour desk, Ticket service, Laundry, Fax/photocopying General: Air conditioning, Safety Deposit Box Languages spoken: Thai, English	55	1,600.-
22.	Karon	<b>The Front Village Hotel</b> Address: 566 Patak Road, Karon Beach, T.Karon, Phuket	Facilities – airport transfer, car park, safety deposit boxes, free Wi-Fi	71	2,300.-
23.	Karon	<b>Karon Princess Hotel</b> Address: 194 Karon Road, Karon Beach, T.Karon, Phuket 83100, Thailand	Facilities- 24 hours front desk, restaurant, smoking area, room service, laundry service, airport transfer, safety deposit boxes, free Wi-Fi, luggage storage.	85	1,500.-

No.	Location	Name & Contact	Facilities	No. of room	Price (Baht/night)
24.	Karon	<b>Karon Whale Resort Phuket</b> Address: 538/3 Moo 1 Patak Road, Karon Beach, T.Karon, Phuket 83100,	Facilities- laundry service, airport transfer, safety deposit boxes, free Wi-Fi, luggage storage, restaurant, smoking area, shuttle service, tour, concierge.	55	2,000.-
25.	Karon	<b>Phuket Island View</b> Address: 144 Karon Road, Karon Beach, T.Karon, Phuket 83100, Thailand	Facilities - laundry service, airport transfer, safety deposit boxes, free Wi-Fi, , shop, room service, smoking area, shuttle service, tour.	154	1,500.-
26.	Karon	<b>Phuket Heritage Hotel</b> Address: 558 / 6 Patak Road, Karon Beach, T.Karon, Phuket 83100, Thailand	Facilities - laundry service, airport transfer, safety deposit boxes, free Wi-Fi, coffee shop, room service, smoking area, , tour.	66	1,700.-
27.	Karon	<b>Grand Sunset Hotel</b> Address: 188/4 Karon Road, Karon Beach, T.Karon, Phuket 83100, Thailand	Facilities – 24 hours reception, free Wi-Fi, air conditioning, 32" HDTV with cable, reliable solar <b>hot</b> and cold water, hairdryer, small refrigerator, mini-bar and an in-room safe.	54	2,000.-

No.	Location	Name & Contact	Facilities	No. of room	Price (Baht/night)
28.	Kamala	<b>Royal Kamala Phuket Condominium</b> Address: 23 Moo1 Kamala, Kathu, Phuket, 83150 Kamala Beach, Thailand	Microwave, Kitchenware, Refrigerator, Toaster, Electric kettle Outdoor Pool Non-smoking Rooms Fitness Center Car Parking	50	2,000.-
29.	Kamala	<b><i>The Trend Kamala</i></b> Address: 67/69 Moo. 5, Ban Hua Kuan,Phuket, 83150, Thailand	<ul style="list-style-type: none"> <li>- Swimming pool</li> <li>- Gym and saunaDay Spa</li> <li>Wheel Chair Access</li> <li>- Airport transfer</li> <li>- Car and Motorcycle rental</li> <li>- Parking</li> <li>- Free Wi-Fi</li> <li>- Laundry service</li> <li>- 24 Hours Reception &amp; Security</li> <li>-Free Shutter service to the beach (8 a.m. to 8 p.m.)</li> </ul>	54	2,000.-
30.	Kamala	<b>Kamala Resort and Spa</b> Address: 9/24 Moo 5 Surin-Rawai Road, Kamala, Kathu, Phuket 83000	Facilities- 24 hours front desk, restaurant, smoking area, room service, laundry service, airport transfer, safety deposit boxes, free Wi-Fi, luggage storage.	52	1,200.-

## APPENDIX D

### Number of Questionnaire distributed and returned

No.	Name & Contact	Questionnaire distributed	Questionnaire returned
1.	The Pago Design Hotel Phuket	13	13
2.	New Dara Boutique Hotel & Residence	13	13
3.	Bhukitta Hotel & Spa	13	13
4.	Sino House Phuket Hotel and Apartment	13	13
5.	Phu-ke-ta	13	13
6.	Patong Pearl Resortel	14	14
7.	White Sand Resortel	14	14
8.	Andatel Grande Patong Phuket	14	14
9.	Bel Aire Resort	14	14
10.	Thara Patong Beach Resort and spa	14	14
11.	The Aim Patong Hotel	14	14
12.	Meir Jarr Hotel	14	14
13.	Sira Grande Hotel	14	14
14.	Sawaddi Patong Resort and Spa	14	14
15.	The Belle Resort	14	14
16.	Chanalai Romantica Resort	13	13
17.	Kata Poolside Resort	13	13
18.	Orchidacea Resort	13	13
19.	Kata Garden Resort and Spa	13	13
20.	The Melody Phuket Resort	13	13
21.	Honey Resort	13	13
22.	The Front Village Hotel	13	13
23.	Karon Princess Hotel	13	13
24.	Karon Whale Resort Phuket	13	13

No.	Name & Contact	Questionnaire distributed	Questionnaire returned
25.	Phuket Island View	13	13
26.	Phuket Heritage Hotel	13	13
27.	Grand Sunset Hotel	13	13
28.	Royal Kamala Phuket Condominium	13	13
29.	The Trend Kamala	13	13
30.	Kamala Resort and Spa	13	1
	<b>Total</b>	<b>400</b>	<b>400</b>

**APPENDIX E****Certificate of Attendance**



## VITAE

**Name** Miss Rawipaaun Wichayanurak

### Education Attainment

Degree	Name of Institution	Year of Graduation
Bachelor of Arts	Kasetsart University, Kamphengsan Campus	2007

### Work - Position and Address

Asst. Managing Director

Eakkaryang (2011) Co.,Ltd.

107/1 Moo 5 Chalermprakert R 9, Rassada, Muang, Phuket 83000

Tel: 099-924-1456

Email: [bow\\_vich@hotmail.com](mailto:bow_vich@hotmail.com)

### List of Publication and Proceedings

Wichayanurak, R. and Wetprasit, P. (2015). *Critical success factors of medium-sized independent hotel in Phuket*. Paper presented at the 1<sup>ST</sup> SDU International Conference on Tourism, Hospitality and Culinary Arts (THC 2015), Bangkok, Thailand, June 17<sup>th</sup> - 19<sup>th</sup>