

**MAIKAEW DAMNOEN RESORT WELLNESS AND
CULTURAL RENOVATION PROGRAM**



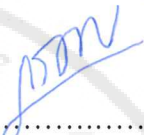
WARADA JAEWJIRA

**A THEMATIC PAPER SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
(INTERNATIONAL HOSPITALITY MANAGEMENT)
FACULTY OF GRADUATE STUDIES
MAHIDOL UNIVERSITY**

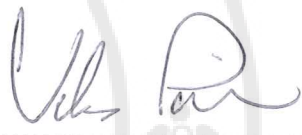
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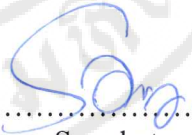
Thematic Paper
entitled
**MAIKAEW DAMNOEN RESORT WELLNESS AND
CULTURAL RENOVATION PROGRAM**




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was submitted to the Faculty of Graduate Studies, Mahidol University
for the degree of Master of Management
(International Hospitality Management)

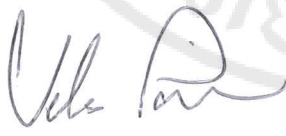
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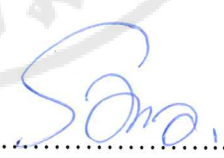
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ACKNOWLEDGEMENTS

I would like to send my gratitude towards Mahidol University for giving me a chance to explore and study about the hospitality industry. I am thankful for my advisor Dr. Veerades Panvisavas for guiding me along the journey of my project, without him my project would not be successful. For every step that you have taught manifest thoughts becoming reality. My co-advisor Dr.Sarinya Sungkatavat for advising me over my proposal presentation with thoughtful details. I am thanking all staff in the graduate office for helping me towards the end and always available when in need. I send my appreciation towards Maikaew Damnoen Resort and our team. Lastly, I am thankful for my family for providing support and allow me for possible trial and error.

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ABSTRACT

The rising of health-related tourism and wellness concept is the inspiration for this project. Additionally, the new cultural route has been promoted by the government. The background and identity of Maikaew Damnoen Resort is ready to welcome these trends. The objective is to propose a renovation plan for Maikaew Damnoen Resort with wellness and cultural image by focusing on renovating 3 major areas namely, food and beverages, spa and wellness products, and exploration activities. Another objective was to propose a business model for operating after the renovation. The Methodology adopted was the context analysis of previous customer demographic and financial data of the resort along with internal and external trends. With wellness and cultural concept, findings showed the potential for the resort to grow financially and with sustainability. However, further evaluation of the business after the renovation plan should be continuously performed to see further non-financial benefits.

IMPLICATION OF THE THEMATIC

Business plan outline with implication of wellness and cultural related strategy

KEY WORDS: WELLNESS/ CULTURE/ RESORT/ STRATEGY

58 pages

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LIST OF ABBREVIATION

DASTA Designated Areas for Sustainable Tourism



CHAPTER I

INTRODUCTION

1.1 Inspirational Concept

Health-related tourism is not a new concept in the hospitality industry. In point of fact, people begin to travel in order to seek medical help. It was one of the earlier reasons that people travel and blooming the concept of Medical Tourism. Unchangingly, people nowadays still travel for medical purposes. Health is an important aspect as it is the core of human needs. After 1959 when Doctor Halbert L.Dunn brought the light to the concept of 'wellness', the ideas around wellness have been developing over time.

Today there is an ongoing trend which people pay more attention to maintain good health and this came with opportunity for a business that that sets to promote and maintain wellness.

Wellness is not only regarding physical health but mental health and social wellbeing according to World Health Organization. This opportunity allows for creative services to bloom especially in the hospitality sector where the core services directly impact the state of wellness. Creative programs were created and serve its customer and proved to bring satisfaction to customers simultaneously allows new effective approach to make a profit for a business owner. The benefits that wellness tourism carries for various stakeholders grants a promising future for the hospitality industry.

Recently DASTA has chosen the area of Damnoen Saduak is one of their projects to boost sustainable tourism. The Historical route where King Chulalongkorn visited over 100 years ago and boat trip inside fruits orchard in Damnoen Saduak area have been promoted by the organization. These tourism routes are located in the area of our resort and could be traveling conveniently from the resort private pier. This means welcoming the resort with a cultural and wellness image for both financial and non-financial results.

WHY: Realizing these prospects leads to Wellness and cultural renovation program for Maikaew Damnoen Resort.

WHERE: Maikaew Damnoen Resort is located in the heart of Damnoen Saduak area which closes to Damnoen Saduak Floating Market, one of the international tourism spots in Thailand.

WHO: The project expects to attract in-house guests and visitors to experience the touch of Thai culture delivering through our wellness and cultural program.

WHAT: Maikaew Wellness and Cultural Program core products will focus on the whole operational service of the hotel and bring about the complete wellness and cultural products for our guest. In order to achieve this goal, we need to advance three major areas:

- Food and Beverage services
- Spa and Wellness related services
- Cultural exploration activities

WHEN: This project expects to launch in January 2020 and follow up until the end of the year 2022.

Location: About Damnoen Saduak?

Damnoen Saduak is the straightest and longest canal in Thailand. The canal was built on the royal initiative as King RamaIV of Thailand to support transportation and trade. This initiation took two years and finished in 1868. The canal is 32 kilometers long and has more than 200 branches. Damonoen Saduak Floating Market's popularity grew to new heights in 1971-1973 where trade has been performing until today.

Damnoen Saduak Floating Market in Ratchaburi is one of the most popular floating markets in Thailand. Thais and foreigners come to the market to shop, eat, and experience the atmosphere for over 100 years.

With over 4,000 reviews on TripAdvisor, Damnoen Saduak Floating Market clearly attracts numbers of tourists daily. The market has plenty to offer. It is an experience to see how goods are sold between a boat, how food is prepared in a boat.

With these aspects, the market is always ready to welcome thousands of tourists and can become an interesting spot to visit.

Background of the Company

More than 8 years since the resort opened. The location which is a tourist area prime brought in guests from all over the world. We are proud to be a green resort. Our landscape filled with trees and beautiful scenery. Recently, we are presented with a green hotel award gold labeled. At the moment, there are 65 rooms available for guests with different room types. The Thai wooden style is our signature interior design.

Our customer and fluctuation

Our current customers are consisting of groups and FIT customers. The first is from group government, corporate, tour, and group series which contributes to 87% of guests. The second minority of customers is to FIT customers' accounts for 13% of current guests (as of 2019).

Each year our target group has changed due to many reasons such as changing customer, the political situation in Thailand, domestic and world economy. As our business progress, we have become more confident in specific areas. One of our strengths which have not changed since the resort was opened is target 'group customer' whether from government sectors in the past and now the focus is on the Tour group. We successfully running through the ups and downs of the external environment and specialized our services to the group sector.

As in 2020, The resort would like to develop our overall products to appeal to both groups and FIT segmented customers. We see the opportunity and existing market of the FIT customers. The possibilities of increasing our customers and filling our occupancy gap are inviting. The project aims to portray that with a worthy scale of investment could add financial and indirect value to our business and expand sustainability to the existing resort. Wellness and cultural project come across a great opportunity for this reason. Wellness trend proved for a success ingredient for the hospitality sector over the years and still going. And a crucial cultural program has been introduced in the area by the public sector recently.

1.2 Overall Project Benefits

There are 3 main reasons why this wellness and cultural project is suitable and believe to advantage us in the future. First, the business needs to keep moving forward and better ourselves, this is why we need to improve, polish our strength, and fixing our weakness. While there are many trends changing at speed, the resort looking for sustainable development. *Wellness products and cultural tourism response for sustainable improvement* as health is crucial to human beings and this fact does not change through time like any other trend and cultural tourism allows for self-development. We can safely conclude that developing wellness hospitality services likely to respond to guests with health priorities regardless of changing trends. Second, the nature of wellness products requires services such as spa and healthy food and tour which currently there are existing services and customers for our resort but further *improvement in these areas expects to bring income with a worthy scale of investment. Further, a renovation will create a good reputation to the resort which indirectly bring the chance to catch more customer on group segmented and increases FIT occupancy.*

1.3 Aims and Objectives

Aims: Develop Maikaew Damnoen Resort renovation plan

Objectives:

- 1) Propose service prototype covering 3 areas to enhance wellness and cultural image of Maikaew Damnoen Resort.
- 2) Propose a business model for operating after the renovation.

CHAPTER II

LITERATURE REVIEW

2.1 Concept of Wellness Tourism

“Trips aiming at a state of health where the main domains of wellness are harmonized or balanced (e.g. physical, mental, psychological, social). There is an emphasis on prevention rather than cure, but some medical treatments may be used in addition to lifestyle-based therapies.”

The Global Spa Summit (2011) defines “wellness tourism involves people who travel to a different place to proactively pursue activities that maintain or enhance their personal health and well-being, and who are seeking unique, authentic, or location-based experiences that are not available at home.

The focus on wellness could be associate with physical, psychological health, and spirit. Nutrition, Sleep, fitness, relaxation, stress management, positive thinking. As well as connecting to meditation or nature are aspirations of wellness tourism

According to the **World Health Organization’s** definition of “health,” as a state of complete physical, mental, and social well-being, defined by Global Wellness Tourism Economy Report.

Wellness roots back to health tourism where there are two major pillars naming ‘medicinal tourism’ and ‘wellness tourism’. Lee, 2014, suggests the European medicinal and wellness model centered around 4 elements, water, fire, earth , and air.

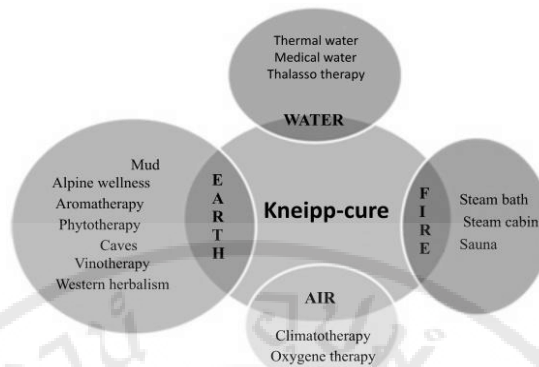


Figure 2.1 Lee’s European medical and wellness model (2014)

The word wellness came into USA in 1959 with the word ‘Well being’ which later Doctor Halbert L.Dunn brought attention to ‘high-level-wellness’ which means the high-level practice beyond healthy life, “it is the assortment of the human body, soul and mind, which depends on its environment”(Printz-Marko Erzsebet, Darabos Ferenc, Ivancsone Dr. Horvath Zsuzsa, 2017)

The co-founder of the National Wellness Institute, Dr. Bill Hettler developed the model, Six Dimensions of Wellness which includes Occupational, Emotional, Spiritual, Intellectual, Social , and Physical.

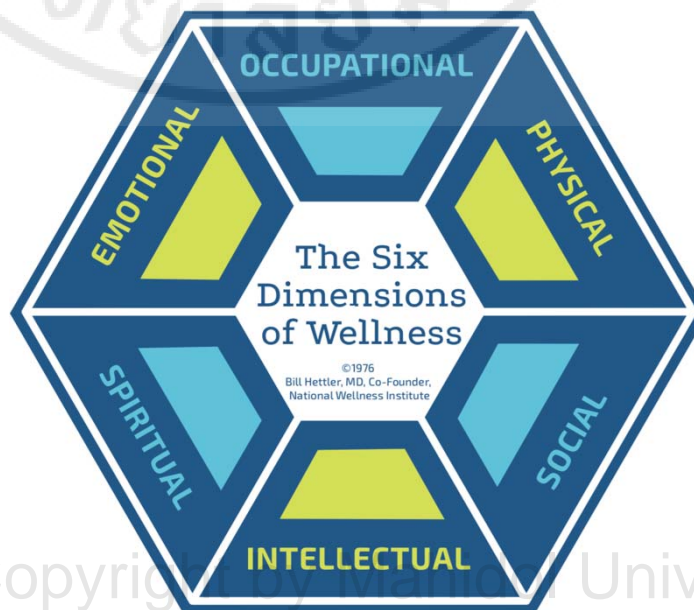


Figure 2.2 Bill Hettler’s wellness model

The first dimension Occupational serve personal satisfaction through work. There is a value of skills and talents in work that transfer meaning and reward to our lives. Occupational wellness existed if the career reflects one's personal values, interests, and beliefs. Functional and transferable skill believes to bring about occupational wellness.

The second dimension Physical recognizes the importance of regular physical activity and a healthy diet. Consuming food and beverages which promote good health and being fit physically show physical wellness.

The third-dimension Social gives importance to the contribution to one's society. The Welfare of the community and harmonious society is crucial to social wellness.

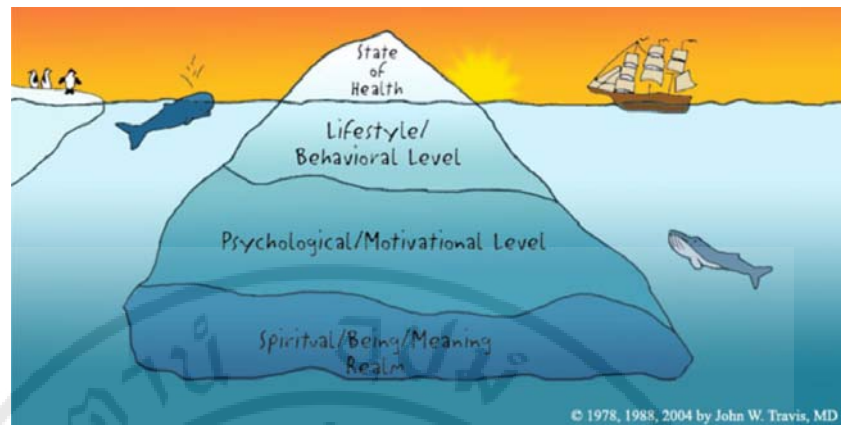
The fourth dimension Intellectual expands intellectuality by spending more time to pursue personal interests such as reading. Develop problem-solving skills and stay curious about things is a path to achieve intellectual wellness.

The fifth dimension Spiritual, when actions consistent with beliefs and values deriving from striving for the meaning of life, then Spiritual wellness is uncovered.

The sixth dimension Emotional, having a realistic approach to one's own limitation and development and able to manage to feel effectively and express feeling free. To be capable to feel optimistic and enthusiastic about life create emotional wellness. (Hettler, 1976).

Doctor John Travis a physician who inspires by Dunn's relation to Wellness theorem, launched the first wellness center in California. The center supports 'wellness' consumer with eight- months long wellness program for 1,500 dollars. The center also provides group meetings and individual sessions. He developed a theoretical model, *Wellness Inventory*, linking human health, medical care and wellness altogether, and is the first wellness assessment (Stara and Charvat).

In 2004, Travis with Ryan explains wellness in the 'Iceberg model of health and illnesses. The model highlights wellness above the definition of positive health. The model borrows Maslow's theory of needs, at the top of the iceberg is the state of physical health which is the results of fulfilling or suppressing needs on lower levels



(Stara and Charvat).

Figure 2.3 Travis and Ryan's wellness model

This Iceberg shows how to achieve a better state of health by looking under the water. The first level is lifestyle level, for example how to eat and exercise. To understand our lifestyle, we must pay attention at the psychological and motivational level, and later on, by scrutinizing motivational levels, reveals spiritual, being, meaning realm (Strohecker, 2015).

Donald B. Ardell develops a series of dimensional wellness models throughout his life after his work in this area after the '70s. He speaks of wellness as a separate field from health. Health is more of a disease or treatment framework. While wellness is a foundation from psychology, sociology to the public policy. Wellness is better with an explanation of quality existence than health (Stara and Charva).

2.2 Understanding of Health and wellness in a different culture

The term health in central and Eastern Europe and the Baltic state related to physical and medical therapeutic healing. The use of medical waters and other natural assets are adopted in this region.

In Western Europe, the concept of historic, thermal spa tourisms, and thalassotherapy (cures based on sea elements). Hydrotherapy (healing with water) and balneotherapy (healing based on medicinal thermal water) are perceived as pampering,

relaxation, body-mind-spirit, or stress management programs while the locals understood it as hospital-like atmosphere.

In Southern Europe with its geography near the sea, Thalassotherapy is known for enhancing well-being. The Mediterranean diet of Southern Europe is known for a healthier choice in world food. A Popular Turkish bath is another example of wellness service.

In Scandinavia, outdoor recreational is such as Nordic walking, cross country skiing and lake swimming are activities that largely anticipated and promoted a healthy lifestyle known as 'Nordic Well-Being'. (Cornelia Voigt and Pforr, 2014, p.10)

In Germany, Austria, and Switzerland, physical fitness is important. A Healthy diet, rest, and relaxation to spiritual activity such as yoga and meditation. A Balanced lifestyle is valued in society.

In the UK, USA, Canada, and Australasia. There is an emphasis on day spas and beauty farm. Cosmetic treatment and relaxation are prominent in these countries.

In Asian countries, spiritual activities are quite renowned. The examples of energy flow in Reiki¹ and Shiatsu² or balance creation for living space such as Feng Shui³ and Vasati⁴. Water and wellness are integrated into Japanese Onsen⁵ or South Korean Jimjibang⁶. Ritual purification makes use of water in the Hindus religion. The Indian government also promotes India as a health tourism hub, where part of 'Incredible India' campaign focus on wellness tourism with a tagline, 'Body Mind and Soul'. This highlighting Indian wellness elements since ancient history: Ayurveda, Pancha Karma, meditation, aromatherapy, Tibetan Medicine, Siddha, and yoga (Cornelia Voigt and Pforr, 2014, p.10).

¹ Reiki, energy palm healing, practice in Japan

² Shiatsu, Japanese bodywork based on ideas in traditional Chinese medicine

³ Feng Shui, pseudoscience originating from China claims to use energy forces to harmonize individuals with their surrounding environment

⁴ Vasati, architectural concept to set harmonies energy to bring inhabitants back to nature and universe rooted back to Sanskrit Vedas

⁵ Onsen, Japanese hot spring

⁶ Jimjibang, public bath house in Korea

“Thailand is famous for Thai massage. Thai Massage involves a system of stretching, loosening joints and easing muscle tension through a sequence of yoga-like movements and manipulating meridian lines”. The technique is 2,500 years old and export to wellness centers around the world. (Smith and Puczko, p. 41, 2014).

2.3 Wellness with an emphasis on spa tourism around the world

Spa Tourism

The International Spa Association (ISPA) defines a spa as “Spa are places devoted to overall well-being through a variety of professional services that encourage the renewal of mind, body, and spirit.”

Spa Tourism refers to “Tourism which focuses on the relaxation, healing or beautifying of the body in spas using preventative wellness and/or curative medical techniques” (Smith and Puczko, p.10, 2014). Top treatments that likely appeal to tourists are Massage, Body treatments, Meditation/spiritual/mind-body programs, facial treatments, and Exercise facilities, and programs. ISPA in 2013 categorize spa into four types:

1) Destination Spa, is a facility guiding healthy habits including spa services, physical wellness activities, wellness education, healthful cuisine, and special interest programming.

2) A Medical spa, a facility under the supervision of a licensed doctor with integrated spa services.

3) Mineral springs spa, a spa offering an on-site source of natural mineral in hydrotherapy treatments.

4) Resort and hotel spa, providing professional spa services, fitness, and wellness components.

There are businesses around wellness tourism that offer unique services such as

‘Silent Spa’ by a hotel group, the Vamed Vitality World in Austria. The spa designed for a tranquil environment with ideas of the Christian monastery building.

The other service is ‘on-demand meditation program at Benjamin Hotel in New York. There are businesses around wellness tourism that offer unique services such as ‘on-demand meditation’ at Benjamin Hotel in New York. The service allows for personal meditation at the bedroom hotel on request, guest only needs to call through an internal hotel phone. (Pitigraisorn 2018)

Additionally, in New York, the case of ‘fresh & co’, vegetarian concepts restaurant shows the success of customers who prefer healthier food choices. The chains serve locally grown fruits and vegetables. The restaurants operate in Manhattan areas and offered 40% of vegetarian offerings and recently vegan dishes which having beans, nuts, tofu, and soy meat are used as a replacement to animal meat. This section comprises 35% of the chain’s restaurant menu and was well-received by its customers. (Lisa White, Vegetarian Concepts are in full bloom: fresh& co Case study, 2015)

2.4 Analysis of Wellness Tourism: Thailand Focus

There are many factors that promise the success of the wellness tourism approach in Thailand. The global wellness industry worth 3.7 trillion US dollars in the market in 2015. With Beauty and anti-aging at 999 billion US dollars. Wellness Tourism worth 563 billion, healthy eating nutrition at 648 billion with fitness mind and body at 542 billion. Spa industry adding 99 billion to the industry. (global wellness institute)

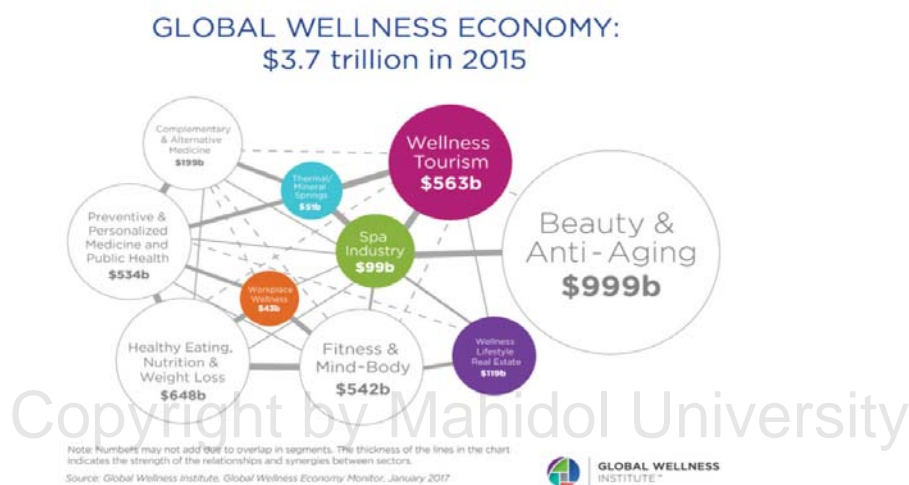


Figure 2.4 Global Wellness Economy by Global Wellness Institute

Thailand ranked 13th in terms of growth from wellness tourism in the world, and ranked 4th in Asia after China, Japan and India. This sector proves to be crucial driver of Thailand's tourism sector.

The global wellness industry, it is a 'star' in tourism businesses with a growing state at 10.6% annual growth during 2013-2015(global wellness institute). Not only the growth on a global level suggests to bring business opportunity, Thailand existing resources such as nature, herbs, traditional medicine, local sports, religions, and tourism friendly environment are advantaging the country on wellness tourism. (Pullawat Pitigraisorn, 2018).

With the trend of a healthy lifestyle, wellness tourism growth underpinned by 3 main factors. First is the rise of middle class around the world and relations to more spending on tourism activities. Second, consumers are more conscious of non-communicable diseases (NCDs) such as work stress that shows a great impact on health. Thirdly, there is a recent trend in new experience at travel destinations.

With the positive trend of Wellness tourism, SCB Economic Intelligence Center, which is one of Thailand trusted financial institute suggest the hotel industry could adapting wellness tourism to the business easier than other industries. Activities related to wellness tourism could be created. Such as local aromatherapy herb to create atmosphere and offer customers unique experiences. A study conducted by CBRE Hotels shows that U.S. hotels that offer spa services gain a higher average daily rate by 14-28% compared to other hotels. (Note by EIC)

At resort level wellness, the good renown is Chiva-Som in Hua Hin is the renowned wellness resort, where wellness services are at its heart. Treatment, as well as relaxation services are provided for hotel guests usually aim for packages and long stay periods of time to includes the services. Chiva-Som International Health Resort is a secluded luxurious beachfront resort with three-night minimum programs that personalized for each individual guest. The focus is on holistic lifestyle transformation, weight management, anti-aging, detoxing, and de-stressing. Privacy, and exclusiveness prevail with a blend of Eastern therapies and Western diagnosis (Cornelia Voigt and Pforr, 2014, p.12).

There are many well-known and unique hotel spa in Thailand, to name a few, Eforea Spa at Hilton Pattaya, one of the luxurious spas in Thailand with treatment

for specific skin concerns or tailor-made pampering options (Hilton). While Paleo Wellness Retreat in Phuket is famous for retreat and detox for mind and body (paleo wellness retreat). Olive retreat offer a similar product of vegan mind and body detox retreats. There is also a focus on meditation or yoga programs as well as vegan food (olive retreat).

2.5 Cultural Tourism

Cultural Tourism refers to “The journey of people to specific destinations that offer cultural attractions, including historic sites and artistic and cultural events and shows, with the aim of acquiring new knowledge and experiences that meet the intellectual needs and individual growth” (What is Cultural Tourism, IGI Global Disseminator of Knowledge).

CHAPTER III

MATERIALS AND METHODS

3.1 Methods

The first objective of this project is to renovate Maikaew Damnoen Resort by developing 3 existing areas of the resort, Food and Beverages, Spa, and Tour. The Second is to propose a business model after renovation. Therefore, the design of this study is a ‘desktop research’ using qualitative and quantitative secondary data. The beginning of the project research into significant theories, internal and external trends to see the possibility and opportunity of the project. Later, additional data collection is done by gathered historical data of the resort by accessing the resort statistic through Resort Administration Team for financial projection. Some information is confidential within the resort but is revealed here for possible study of this project.

Data Collection

There are number of theories involves that inspire our project. Crucial theories are the Concept of Wellness Tourism, Health, and Wellness in different culture, Focus on Spa tourism in the world, and in Thailand. The meaning of cultural tourism is listed as a key concept as well. *Internal trends* comprise of strengths, weaknesses, opportunities, and threats of the resort. These involve the identity, the profile of the customer ,and occupancy of the resort. *External trends* involve Wellness trending where they become the problems of our project which we provide solutions for. The demand and motivation of the tourists portray Push and Pull factors of the tourists confirmed the opportunity for wellness and cultural renovation of the resort. *Sensitive data* of the resort including historical demographic data of the customer and financial data in the year of 2018 and 2019 of Maikaew Damnoen Resort.

Data Analysis

Data analysis in this project is completed through 'content analysis' where data is collected, then examines all secondary qualitative and quantitative data. There is no Primary data source within this paper regarding nature of paper as a business renovation plan. Processed data by professionals and trends are adequate for this small scale of the business plan. Data analysis predicts future guests and revenue with an economical and epidemic crisis during the beginning of the year 2020. Internal and External trends gathered through internet databased on websites and journals. Competitor analysis are from general website and observation.

Competitor information aids decision making of how to position renovating businesses to differentiate from them. Design of Services and Sales Prices, are processed through available resources such as existing services of the resort. Assets and Financial projections using customer occupancy aids in predicting the number of sales. External trends play a crucial role in calculating revenue trends for each area. Moreover, external trends give information for designing Target Market and Marketing Plan.

Limitation

The limitation is historical data on Nationality retrieved does not separate segmented customers. Therefore, it seems unclear to predict sales from which the Nationality of FIT customers. However, assuming from the segmented customers on Group tour are Chinese and Group series are French and Group government and Corporation for Thais, top 5 in other nationalities may be useful and assumed to be FIT of Nationalities in the past 2 years.

Another limitation is the evaluation process of the project. Especially for non-financial benefits. Wellness and Cultural Renovation Program have to be done first in order to evaluate the success such as the reputation of the resort. As it is an abstract concept which can be indefinite when measured. For Financial benefits, the financial projection may give resort administrators a clearer picture of decision making. However, the data administered is based on historical data and should not solely rely on it. Current trends and situation that comes up between should also be taking in when making a business decision.

CHAPTER IV

BUSINESS PLAN

4.1 Our Project Design

With the background of the company and opportunity in the above section leads to Business Renovation in 3 major areas namely, **Food and Beverages, Spa, and Tour.**

In order to achieve in these 3 areas, an initial investment of 47,000 baht is needed plus cash on hand to support the loss of this project. With forecasting loss of two years, -283,787 , -94,224 Thai baht consecutive yearlies and turns positive income in year 3. (see table 21 for more information). Other resources are already available within resort including existing departments and some numbers of staff.

Wellness and cultural concept are central to this project. We would like to integrate these concepts into our resort operations. Resulted in Wellness and Cultural Renovation in three major areas:

1. Food and Beverage services
2. Spa and Wellness related services
3. Cultural exploration activities

4.1.1 Strengthen 'Maikaew' brand story

Maikaew(ไม้มั้ว), *Tonkaew*(ต้นแก้ว) and *Dokkaew*(ดอกแก้ว) in Thai all refers to a plant in Rutaceae (citrus) family and is widely known as 'Orange Jasmine' plant. *Kaew* is a tropical plant native to Asia and Australia. It loves sun and humidity which is perfect for Thai weather. It can be grown all year round. The tree with its green shrub and deep green leaves grows with mature height and wide of around 12 feet. The flower is white tiny with green and yellow pollen, it gives a sweet scent of orange blossom. In Thai culture there is a belief and tradition of auspicious plants or plants that bring goodness to the place it stands. The belief often relates to the meaning of its

name. Kaew in Thai may refer to Kaewta(แก้วตา) meaning 'darling', therefore possession of 'orange jasmine' believes to result in *having other people loves you*.

About Orange Jasmine

Murraya or Orange Jasmine is a flower in plants close family to citrus. It is an evergreen plant with tiny white scented flowers belongs to a family Rutaceae commonly found in South Asia and Australia. Different parts of the plant have been used in traditional medicine. In Bangladesh, leaves extract is orally used to alleviate pain. In the Philippines, leaves used to treat diarrhea and dysentery. In India, the root bark is a remedy for coughs, hysteria, and rheumatism.

Pharmacological effect of Murraya paniculate shown in reports to be antinociceptive, antioxidant and anti-diabetic, antimicrobial, and analgesic activities. Substances found in plants such as alkaloids, phenols, terpenoids and flavonoids from leaves, fruits, flowers, and root barks is effective for health remedy (Sayar, 2014).

Orange Jasmine plant is not only having a pleasant scent but according to traditional Thai medicine, it has many benefits to our health. Aromatherapy claims Orange Jasmine is used to treat joint pain and body ache. Kaew flower is recommended to combat stress and depression. This is because the plant has 'Indole' presents in its fragrance. The scent of orange jasmine, therefore, works as a helper to balance hormones of our stress level. Orange Jasmine can be developed as the ingredient of our spa services and products in the future.

4.2 External and Internal Environment

4.2.1 Trending analysis

1) Capitalism leads to a materialistic lifestyle

Our society nowadays lives in an urban environment which a minimum of 8 hours of work a day. We have technology and medicine for longer life expectancy but the food we consumed is processed one. More and more chemical consumption and change in lifestyle lead to mental and physical illness (p.80, Smith and Puczko).

2) Nutrition Wellness

Nutrition, Spas, and wellness program starts to recognize healthier food trend. Visitors are able to choose from certain menu such as vegetarian, gluten-free, or low calories food. The challenge is to make healthier and tasty with a nice presentation dish to your customer (p.90)

3) Going Organic

The idea of beauty from within becoming more important (Euromonitor, 2012, p.91). There is an interest in going to consume organic products from natural ingredients.

4) Fitness and sports

There is growing awareness between sports and wellness. The relationship between good diets and sports balance body weight. And spiritual sport such as Pilates or Yoga could bring mental and emotional balance (p.91)

5) The slow movement

Slow travel aims for meaningful and authentic experiences in local places. Walking, cycling, and tasting local cuisine or activities interacting with local communities. Slow movement can offer rest to fast, stressful and exhausting day to day lifestyle and is a choice to escape modern living (p.95)

6) Environmental psychology and ecotherapy

Unspoiled nature can provide the best environment for human life. Activities in nature prove to reduce stress and depression (P.96)

7) Self-development

The Future Foundation in the UK (2007) showed a growing desire for self-development. Past times such as visiting galleries are chosen more comparing to many decades before. Self-development trends showed people spend money on spa days and beauty treatment as well as joining gyms and consuming diet products (p.100-101).

Table 4.1 Problems and proposed solutions

Problems	<i>1. Demands for slow movement tourism</i>	<i>2. People who looking for an escape from busy day to day life</i>	<i>3. The trends of Nutrition Wellness</i>	<i>4. Tourist who yearns for self-development tourism</i>
Solutions	<i>Provide long-stay tourism hub for floating market visitors</i>	<i>Relaxation in Spa services with natural concept</i>	<i>Provide food with quality and balanced ingredients for health benefits</i>	<i>Provide self-development through Thai cultural exploration tourism</i>

From trending mentions above becomes problems where our projects provide solutions to answer trending needs. All in all, the project provides long-stay tourism hub for floating market visitors with a renovation on Spa products with a natural concept, good food from local and quality ingredients, and provide self-development through the Tourism route.

4.2.2 Demand and motivation of tourists

On *Global Tourism* by M. Smith and L. Puczko presents a statistic by TOHWS in 2012, describing that beauty treatments are popular within the wellness industry, 89 percent of the respondents claimed. The same percentage goes for sport and fitness services. While 85 percent claimed leisure and recreational spas are popular. Spa and wellness resort is on the similar figure of 83 per cent popularity. Additionally, the South-East Asia region on the most popular wellness services globally shows the highest popularity proportion on wellness hotels and resort at 32 percent (Cornelia Voigt and Pforr, p.209-210).

Smith and Puczko, 2014, sums up Push and Pull factors for health and wellness tourists as follows:

Table 4.2 Push and Pull factors by Smith and Puczko, 2014

Push factors	Pull factors
<ul style="list-style-type: none"> • Mental and physical exhaustion • Stress because of work and a busy life • Lack of trust in traditional medical services • Loss of a sense of community and loneliness • Obsession with self and celebrities • Loss of religion and the desire for spirituality • Addiction to technology and the inability to switch off • Not enough time spent outside or in nature 	<ul style="list-style-type: none"> • The wish to be happier • The desire for active aging and longevity • The need to build self-esteem and a positive self-image • The longing to be slimmer, more beautiful and to look younger • The need for rehabilitation because of addictions • The desire to lead a simpler life and slow down • The desire for self-development

Trends, Demand, and motivation of tourists presented above are external factors that confirmed the opportunity of success for the program of Maikaew Damnoen Resort renovation on wellness and cultural tourism focus.

4.2.3 Competitor and SWOT Analysis (Food, Spa and Exploration activities)

Remarks: Due to our project scope in a variety of services development, it is only reasonable to set benchmarks with only firms that provide all 3 areas of services namely Food, Spa and exploration activities.

Table 4.3 Competitor Analysis

		Us	Comp1: K Hotel	Comp 2: N Hotel
Company Profile and location	Company Highlight	Hotel with Damnoen Saduak Market 200 meters away location	Hotel within 3 km from Damnoen Saduak Floating Market	Hotel 7 km away from Damnoen Saduak Floating Market. Location for a peaceful environment
Key Competitive Advantage		Thai houses highlight in tropical green garden	Modern and Relaxing resort. Close to tourist attraction	Boutique style and quiet stay resort.
Target Market		Group customers with welcoming FIT strategy	FIT based with the group meeting up to 80 guests	FIT with small to medium group meeting. Private Sector.
Marketing Strategy	Market Information	Thai style green resort	Lifestyle modern resort	Promotes wellness and quiet facilities of 8 room types
Spa		Swimming pool, Spa and Massages, Sauna	Massage and Spa, Swimming pool	Spa, Swimming pool, Fitness, Sauna and Steamed rooms onsite.
Food and Beverages	Product Information	Café and Maikaew Restaurant with 'Good Food Good Health' concept	Coffee shop and Restaurant with live music. Indoor and Outdoor dining.	Café and Restaurant with healthy Thai food from local ingredients
Tour and Activities		Pier on site. Cultural route building. King Chulalongkorn route highlight.	Pier on site. Numbers of boat tours to floating market, and Amphawa weekend market. Available every day.	Pier on site. Free boat for guests every Sunday. Visit Christian Church and local fruits orchard, local floating market and temples. Other trips available on request.
Strengths		Experience in the hotel market and has its based customers	Resort with attractive location and marketing	Promotes wellness as a selling point and well-built concept
Weaknesses	SWOT information	Room for improvement on better quality spa services and long stay guest	Fewer villas room for guests	Difficult access to tourist spot compared to other resort here
Opportunities		Strong Thai identity resort allows for wellness expansion	competitive price inviting new customers	Quiet location with beautiful landscape
Threats		Group customers disturb long stay customers who like quiet stay. And quality control of wellness services overall	Identity of wellness products is not clearly advocate	To remain a range of wellness products at good quality to attract higher market

Competitor Analysis shows that our competitors are aware of the wellness trend and has the potential to grow. However, after the wellness and cultural renovation in 3 areas. We expect to see the confirmation of stronger brand awareness regarding the wellness and culture of Maikaew Damnoen Resort. Our Spa will be

adopting natural ingredients. Food and Beverages come with a stronger wellness concept of good food for health. And exploration activity on tour center on places unlike others (King Chulalongkorn route) and this route has also been promoted by the public sector. Facilities of Maikaew Damnoen Resort such as a pier, restaurant, spa, café, hotel room, and meeting rooms are of no difference in a high standard of other competitors.

Internal analysis also highlighting the strong identity of the resort Thai concept and clear customer segmented.

4.3 Services & Sales Prices

4.3.1 Area1: Sustainable Wellness on Food and beverages

The restaurant needs a rebranding under the concept of ‘good food for good health’ (อาหารดี สุขภาพดี). This is the continuous project of what our resort is working on improvement under the Food and Beverages sector. The restaurant will focus on creating local menus from local ingredients, this will ensure that our food made from fresh ingredients and support locals. For instance, the local ingredient using in the menu is the pineapple from Suanphueng, Ratchaburi which is known for its sweetness. The pineapple fried rice is the finished product in our restaurant.

Some vegetables will be planted inside the resort and will be used in the dishes to assure organic ingredients. Butterfly peas are planted in our resort and will be served along with Thai Chili Paste menu items.

Apart from popular local food, we would like to add in the vegetarian section as a choice to align with our wellness program. This is to differentiate our restaurant from our competitor and provide choices for healthy food for our customers.



Thai Chilli Paste

❖ น้ำพริกขี้หนือ
ไข่ต้ม เครื่องเคียง
Shrimp Chilli Paste with Sweet Pork
Side Dishes : Boiled Eggs and
Vegetables 160.-

❖ น้ำพริกกะปิ
ปลาทอด เครื่องเคียง
Shrimp Paste Sauce
Side Dishes : Deep Fried Mackerels
and Vegetables 180.-

Additional menu

- ❖ ข้าวหอมมะลิ (จาน) 30.-
Steamed Rice (Plate)
- ❖ ข้าวหอมมะลิ (โถ) 120.-
Steamed Rice (Bowl)
- ❖ ไข่ดาว 20.-
Fried Egg

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to get a taste of
Thailand and
Southeast Asia!

อาหารทุกจานปราศจากผงชูรส

PINEAPPLE FRIED RICE 199.-
ข้าวมันส์ปิ้ง-สด (สืบ-ปรดจากบ้านคํา สวนน้ิง ราชบุรี)

Vegetarian : อาหารมังสวิรัค

- ❖ ราวล้กค้บะรทค้ 199.-
PINEAPPLE FRIED RICE
- ❖ ราวล้กค้ 120.-
FRIED RICE
- ❖ ราวล้กค้กะเพรทค้ 120.-
STIR FRIED SPICY BASIL
WITH MIXED TOFU
- ❖ ค้ล้กค้น้้าม้พะ 120.-
STIR FRIED VEGETABLE
WITH SESAME OIL
- กวทงค้ 120.-
CANTONESE
- ค้ล้กค้กวทง 120.-
CHINESE CABBAGE
- ค้ล้กค้กวรวม 140.-
MIXED VEGETABLE

อาหารทุกจานปราศจากผงชูรส

Vegetarian : อาหารมังสวิรัค

- ❖ กะเพรทค้ทค้ 140.-
STIR FRIED MINCED BLACK
TOFU AND BASIL
- ❖ ค้ล้กค้ทค้ 120.-
PHAD THAI WITH TOFU
- ❖ ย้้าค้กวรวม 140.-
SPICY MIXED MUSHROOM SALAD
- ❖ ย้้าค้ทค้ 140.-
SPICY BLACK TOFU SALAD
- ❖ ค้ล้กค้ค้ล้กค้ 120.-
DEEP FRIED VEGETABLES
SPRING ROOLS

อาหารทุกจานปราศจากผงชูรส

Walk-ins price is approximately 250 baht per person. *from average food prices and drinks. And there will be selling Food and Beverages through Packages.

4.3.2 Area2: New Spa Branding

Maikaew spa will be used as a branding of the spa to offer different kinds of wellness programs. Numbers of body relaxation programs will be offered on Body Massage and Treatments all day long.

Currently, Massage services are already available for guests in the resort. The Wellness program will develop quality of spa services to capture existing customers as well as obtaining new target group of customers.

Aims

- Present Spa with natural ingredients and products
- Adopt variety of non-synthetic scent in the spa products
- Focus on *Aromatherapy* to maintain good physical and mental health

Table 4.4 Spa prices

Spa Services	Durations	Price
Relaxing Sauna	30 mins	200
Maikaew Aroma Massage	1 hour	600
Thai Massage	1 hour	490
Head or Foot Massages	30 mins	200

The prices of spa services for Thai Massage is 490baht/hour, Aroma Massage which will be using our natural blended oil is 600baht/hour. Relaxing Sauna and Head or Foot Massage costs 200baht/30mins.

4.3.3 Area3: Cultural Exploration Activities

Boat tour at Klong Damnoen Saduak will be developed for self-enrichment activities. This is to provide our guests with interesting activities while staying at our place. The tour is also available for non-hotel guests. With the resort's private pier made it convenient for tourists to get on and off the boat from our place. We have a convenient space for small to a large group of customers and plenty of parking lots for our guests. The concept and outline of our tours based on local stories and resources, all we do is to combine local resources with our resort amenities. This

ensures revenues sharing to potential locals who met the objectives of sustainability and wellness concept. Outline of trips are under this section, from standard Damnoen Saduak Floating Market to Canal historical tour; Thai fruits orchard tour to a museum visit for antique collections.



Popular Damnoen Saduak Floating Market with coconut sugar farm

Highlights: Visit the famous Damnoen Saduak Floating Market where souvenirs shops and a boat filled with goods sold. Buy fruits or even noodles and try it on a boat. Plus, a visit to try coconut sugar drinks.



ศตวรรษสยาม

TRIP 2
ศตวรรษสยาม ชมของสะสมโบราณ + ไหว้พระ เลี้ยงปลา
วัดปรุกเจริญ THE OLDEN DAYS MUSEUM + WAT
PROK CHAROEN TEMPLE
(1600 BAHT/1-4 PERSONS / 2 HOURS)

Highlights: Visit 'The Olden days' museum where it held collections of Thai antiques of the owner, including imitations of old shops, toys collections and more. Stop over at Wat Prok Charoen Temple for praying and fish feeding.



TRIP 3
ทริปเรือตลาดน้ำเหล่าตึกถ้ำ ต้นกำเนิดตลาด
น้ำดำเนินสะดวกในปัจจุบัน + สัมผัสเส้นทาง
เสด็จประพาสต้นของในหลวงรัชกาลที่ ๕ ที่วัด
โชติทายการาม และบ้านมหาดเล็กเจ๊กฮวด
FORMER FLOATING MARKET AND KING
CHULALONGKORN HISTORICAL ROUTE
(900 BAHT/1-6 PERSONS/1.5 HOURS)

Highlights: Avoid peak hours of boat traffic and tourists to explore the history with a chance to visit old market and local Buddhist temple with museum. (Self exploration tour with historical briefs provided.)



TRIP 4
สวนผลไม้แม่ทองหยิบ นั่งเรือชมร่องสวนผลไม้ดำเนินสะดวก ชิม
ของว่างและน้ำสมุนไพรไทย FRUITS ORCHARD ON A BOAT
(1600 BAHT/1-4 PERSONS/2 HOURS)

Highlights: Fun exploring at Fruits Orchard of Damnoen Saduak. A chance to try Thai fruits and snacks with experience on a tiny orchard boat to see fruits and trees.

สวนเกษตรแม่ทองหยิบ

Former Floating Market and King Chulalongkorn Historical Route

Highlights: Avoid peak hours of boat traffic and tourists to explore the history with a chance to visit the old market and a local Buddhist temple with King stories. (Self-exploration tour with historical briefs provided.)

Fruits Orchard on a boat

Highlights: Fun exploring at Fruits Orchard of Damnoen Saduak. A chance to try Thai fruits and snacks with experience on a tiny orchard boat to see fruits and trees.

The Olden days Museum + Wat Prok Charoen Temple

Highlights: Visit 'The Olden days' museum where it held collections of Thai antiques of the owner, including imitations of old shops, toys collections, and more. Stopover at Wat Prok Charoen Temple for praying or fish feeding.

Others recommended tourist spots (within 20 km from the resort)

- Maeklong Railway Market
- Amphawa Weekend Market
- The Blooms Orchid park
- NaSatta, Thai Cultural Park
- Christian Church at Wat Praharuthai, rare gothic style church in

Thailand

- Wat Bang Kung Temple, abbey under giant tree roots
- Wat Bang Kae Noi Temple, buddha's story carved teaks

Tour Prices

Table 4.5 Boat Prices

Boat Trip	Tourist capacity	Price/ Trip	Extra person fees (maximum 2 persons)
Popular Damnoen Saduak Floating Market with coconut sugar farm	1-6 persons	600	-
Former Floating Market and King Chulalongkorn Historical Route	1-6 persons	900	-
Fruits Orchard on a boat	1-4 persons	1,600	250/person
The Olden days Museum + Wat Prok Charoen Temple	1-4 persons	1,600	250/person

4.3.4 Packages

Selling in a package is our strategy to bring in FIT customers for a longer stay at our resort. The project offers wellness and cultural activities to choose for healthier and more self-enrichment traveling.

Package 1: one night for 2 persons with breakfast + Popular Damnoen Saduak Boat Trip

Price: 1,900 Baht

Table 4.6 Package 1 prices

Details	Income
ABF for 2 persons	500
Boat Trip	450
Room Rate	950

Package 2: two night for 2 persons with breakfast + Choose 2 (one dinner /Relaxing Sauna/ Head shoulder or foot massage/ Popular Damnoen Saduak Boat tour)

Price: 4,500 Baht

Table 4.7 Package 2 prices

Details	Income
ABF for 2 persons	1,000
2 choices of Dinner/Sauna/Head and Shoulder Massage or Foot Massage/ Boat trip	900
Room Rate	2,600

4.4 Assets and Financial projections

4.4.1 Area1: F&B

Available Resources

- *Kitchen in use*
- *Hired F&B staff*

Table 4.8 F&B investment

Additional resources	Monetary Investment
Plate equipment for presentation	5,000
Miscellaneous	5,000
Grow our own vegetable	5,000
On the job Training	2,000
Graphic design and Ads	10,000
Totals	27,000

Expected Sales F&B

Remarks** this project will only focus on packages customers and walk-ins dining. This is to see the overall performance of restaurant with FIT guests from the result of this project only. Sales packages are inclusive of the F&B department only and exclusive of room charge and other services for this section. Expected sales of one night calculate with resources of boat available for boat trips and seats in a restaurant.

*Sales of 2 nights package calculate by customer's choices of 100% for dinner + 50% of spa and 50% of a boat trip.)

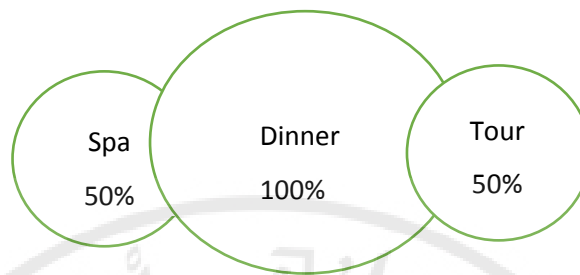


Figure 4.1 shows 2 nights packages and expected choices of services

Table 4.9 F&B expected sales

Restaurant	Expected Sales (person/packages) monthly											
	January	February	March	April	May	June	July	August	September	October	November	December
Walk-ins	300	320	280	320	250	280	320	300	300	350	360	400
1-night Package with breakfast for 2 persons	15	17	13	17	20	22	17	25	20	30	20	35
2-nights Package with breakfast and one dinner for 2 persons	10	12	8	12	16	18	12	20	16	26	16	30
Totals (Persons)	350	378	322	378	322	360	378	390	372	462	432	530

Table 4.10 F&B expected sales (monetary)

Restaurant	Price/ package	Expected Sales (monetary) monthly											
		January	February	March	April	May	June	July	August	September	October	November	December
Walk-ins	250/person	75,000	80,000	70,000	80,000	62,500	70,000	80,000	75,000	75,000	87,500	90,000	100,000
1 night Packages with breakfast for 2 persons	500	7,500	8,500	6,500	8,500	10,000	11,000	8,500	12,500	10,000	15,000	10,000	17,500
2 nights Package with breakfast and one dinner for 2 persons	1,450	14,500	17,400	11,600	17,400	23,200	26,100	17,400	29,000	23,200	37,700	23,200	43,500
Totals (Monetary)	-	97,000	105,900	88,100	105,900	95,700	107,100	105,900	116,500	108,200	140,200	123,200	161,000

Expenses Projections for Wellness Program on F&B

Food expenses depend on sales each month with approximate costs at 35%

Staff hired for 7 people with an average salary at 15,000 baht

Variable costs at 30%

Table 4.11 F&B expenses

Restaurant	Projected expenses (monetary) monthly											
	January	February	March	April	May	June	July	August	September	October	November	December
Food Expenses	33,950	37,065	30,835	37,065	33,495	37,485	37,065	40,775	37,870	49,070	43,120	56,350
Staff	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
Variable costs	29,100	31,770	26,430	31,770	28,710	32,130	31,770	34,950	32,460	42,060	36,960	48,300
Totals (monetary)	168,050	173,835	162,265	173,835	167,205	174,615	173,835	180,725	175,330	196,130	185,080	209,650

4.4.2 AREA2: SPA outlet

Available Resources

- 2 Oil Massage Spa beds
- 1 Thai Massage bed
- 3 seats for head and shoulder or foot massage
- Sauna Room
- 1 resort staff Masseuse
- Other miscellaneous expenses

Table 4.12 Spa investment

Additional resources	Monetary Investment
Staff training	5,000
New set of spa ingredients	15,000
Totals	20,000

Expected Sales SPA

Limitation of Spa is 4 services at times+ outsources

Packages 2 nights for 2 persons comes with two choices of dinner/ sauna/ head and shoulder massage/ foot massage/ foot massage/ boat trip to popular Damnoen Saduak floating market.

*Sales of 2 nights package calculate by customer's choices of 100% for dinner and 50% of spa and 50% of a boat trip. (as shown in figure 5)

Table 4.13 Spa expected sales

SPA	Expected Sales (person/packages) monthly											
	January	February	March	April	May	June	July	August	September	October	November	December
Relaxing Sauna (1 hour)	16	18	15	26	14	14	22	16	16	30	26	36
Maikaew Aroma Massage	20	22	20	22	18	18	20	18	18	26	22	30
Thai Massage	20	22	20	22	18	18	20	18	18	26	22	30
Head or Foot Massages (1 hour)	10	12	10	16	12	12	12	10	10	20	16	24
2 nights Package with dinner and spa for 2 persons	5	6	4	6	8	9	6	10	8	13	8	15
Totals (Services quantity)	71	80	69	92	70	71	80	72	70	115	94	135

Table 4.14 Spa expected sales (monetary)

SPA	Price/ package	Expected Sales (monetary) monthly											
		January	February	March	April	May	June	July	August	September	October	November	December
Relaxing Sauna (1 hour)	400	6,400	6,000	6,000	10,400	5,600	5,600	8,800	6,400	6,400	12,000	10,400	14,400
Maikaew Aroma Massage	600	12,000	13,200	12,000	13,200	10,800	10,800	12,000	10,800	10,800	15,600	13,200	18,000
Thai Massage	490	9,800	10,780	9,800	10,780	8,820	8,820	9,800	8,820	8,820	12,740	10,780	14,700
Head or Foot Massages (1 hour)	400	4,000	4,800	4,000	6,400	4,800	4,800	4,800	4,000	4,000	8,000	6,400	9,600
2 nights Package with dinner and spa for 2 persons	450	2,250	2,700	1,800	2,700	3,600	4,050	2,700	4,500	3,600	5,850	3,600	6,750
Totals (Monetary)	-	34,450	37,480	33,600	43,480	33,620	34,070	38,100	34,520	33,620	54,190	44,380	63,450

Projected Expenses for SPA

The renovation of the Spa department including hired more Massage Therapists from August onwards. With expenses of 300baht/hour. The case of Freelance Masseuse, expense is at 250/ hours. Variable expenses including Massage oil, Sauna equipment, and electricity, other equipment for services varies with approx. 20% of sales each month.

Table 4.15 Spa expenses

SPA	Projected expenses (monetary) monthly											
	January	February	March	April	May	June	July	August	September	October	November	December
no.of hours (exclude sauna)	55	62	54	66	56	57	58	56	54	85	68	99
Masseuse 300 baht per hour	16,500	18,600	16,200	19,800	16,800	17,100	17,400	16,800	16,200	25,500	20,400	29,700
Variable expenses	6,890	7,496	6,720	8,696	6,724	6,814	7,620	6,904	6,724	10,838	8,876	12,690
Totals (Monetary)	23,390	26,096	22,920	28,496	23,524	23,914	25,020	23,704	22,924	36,338	29,276	42,390

4.4.3 Area3: Cultural Activities

Available Resources

- 4 Motor Boat (if more than 4 outsources)
- Receptionist for reservation
- Boat Driver (outsources)

(No additional resources except above details)

Expected Sales TOUR

Limitations of Boat tour is approx. 4 at times+ outsources

*Sales of 2 nights package calculate by customer's choices of 100% for dinner and 50% of spa and 50% of a boat trip. (as shown in figure 5)

Table 4.16 Tour expected sales

Tour	Expected Sales (person/packages) monthly											
	January	February	March	April	May	June	July	August	September	October	November	December
Popular Damnoen Saduak Floating Market with coconut sugar farm	15	18	15	20	18	16	20	16	16	30	26	40
Former Floating Market and King Chulalongkom Historical Route	10	12	10	20	18	16	20	16	18	30	22	40
Fruits Orchard on a boat	5	6	5	8	8	5	8	5	8	12	10	15
The Olden days Museum + Wat Prok Charoen Temple	5	6	5	8	8	5	8	5	8	12	10	15
Package 1 night for 2	15	17	13	17	20	22	17	25	20	30	20	35
Package 2 night for 2	5	6	4	6	8	9	6	10	8	13	8	15
Totals (Services quantity)	55	65	52	79	80	73	79	77	78	127	96	160

Table 4.17 Tour expected sales (monetary)

TOUR	Price	Expected Sales (monetary) monthly											
		January	February	March	April	May	June	July	August	September	October	November	December
Popular Damnoen Saduak Floating Market with coconut sugar farm	600	9,000	10,800	9,000	12,000	10,800	9,600	12,000	9,600	9,600	18,000	15,600	24,000
Former Floating Market and King Chulalongkorn Historical Route	900	9,000	10,800	9,000	18,000	16,200	14,400	18,000	14,400	16,200	27,000	19,800	36,000
Fruits Orchard on a boat	1600	8,000	9,600	8,000	12,800	12,800	8,000	12,800	8,000	12,800	19,200	16,000	24,000
The Olden days Museum + Wat Prok Charoen Temple	1600	8,000	9,600	8,000	12,800	12,800	8,000	12,800	8,000	12,800	19,200	16,000	24,000
Package 1 night for 2	450	6,750	7,650	5,850	7,650	9,000	9,900	7,650	11,250	9,000	13,500	9,000	15,750
Package 2 nights for 2	450	2,250	2,700	1,800	2,700	3,600	4,050	2,700	4,500	3,600	5,850	3,600	6,750
Totals (Monetary)	-	43,000	51,150	41,650	65,950	65,200	53,950	65,950	55,750	64,000	102,750	80,000	130,500

*Projected Expenses TOUR***Tour Costs**

Table 4.18 Tour costs

Boat Trip	Tourist capacity	Our Costs/ Trip	Outsources costs/ Trip
<ul style="list-style-type: none"> • Popular Damnoen Saduak Floating Market with coconut sugar farm • Package 1 night • Package 2 nights 	1-6 persons	250	350
Former Floating Market and King Chulalongkorn Historical Route	1-6 persons	500	700
Fruits Orchard on a boat	1-4 persons	1,100	1,300
The Olden days Museum + Wat Prok Charoen Temple	1-4 persons	1,100	1,300

Table 4.19 Tour expenses

TOUR	Costs	Expected Expenses (monetary)											
		monthly											
		January	February	March	April	May	June	July	August	September	October	November	December
Popular Damnoen Saduak Floating Market with coconut sugar farm	250	3,750	4,500	3,750	5,000	4,500	4,000	5,000	4,000	4,000	7,500	6,500	10,000
Former Floating Market and King Chulalongkorn Historical Route	500	5,000	6,000	5,000	10,000	9,000	8,000	10,000	8,000	9,000	15,000	11,000	20,000
Fruits Orchard on a boat	1,100	5,500	6,600	5,500	8,800	8,800	5,500	8,800	5,500	8,800	13,200	11,000	16,500
The Olden days Museum + Wat Prok Charoen Temple	1,100	5,500	6,600	5,500	8,800	8,800	5,500	8,800	5,500	8,800	13,200	11,000	16,500
Package 1 night for 2	250	3,750	4,250	3,250	4,250	5,000	5,500	4,250	6,250	5,000	7,500	5,000	8,750
Package 2 nights for 2	250	1,250	1,500	1,000	1,500	2,000	2,250	1,500	2,500	2,000	3,250	2,000	3,750
Totals (Monetary)	-	24,750	29,450	24,000	38,350	38,100	30,750	38,350	31,750	37,600	59,650	46,500	75,500

4.5 Operations and Market

4.5.1 Human Resources

Internal staff development. Made awareness for the Wellness Concept after the 3 departments have undergone renovation through **one- time training and day to day operations feedback.**

Recruitments of new staff are filled when needed in the future, from profitability and managers considerations.

4.5.2 Target Market

Existing customers consist of a majority of group customers from corporate, government and tour groups while a minority is of the FIT sector with leisure purpose for travelling. The details of the FIT minority involve the majority of Thai and some proportion of European and Asian guests. An average stay of the FIT sector is one room night with a range of customers from family and couple.

Customer expansion strategy, the focus is on an increasing the proportion of the FIT sector focus on **Thai nationality** with a longer stay period by selling in Packages. With the pandemic coronavirus situation as in 2020, our business has been affected greatly. There is the need to focus on the domestic market aiming at those with lifestyle interest in wellness, nature, and culture where it matches our resort

product. With age range middle aged-elder and focus on family holidays. We would like to target disability customer which is a niche market.

Launching of the program set from January in 2020. At the first-year end of the project should allow for growth in the FIT of all customers.

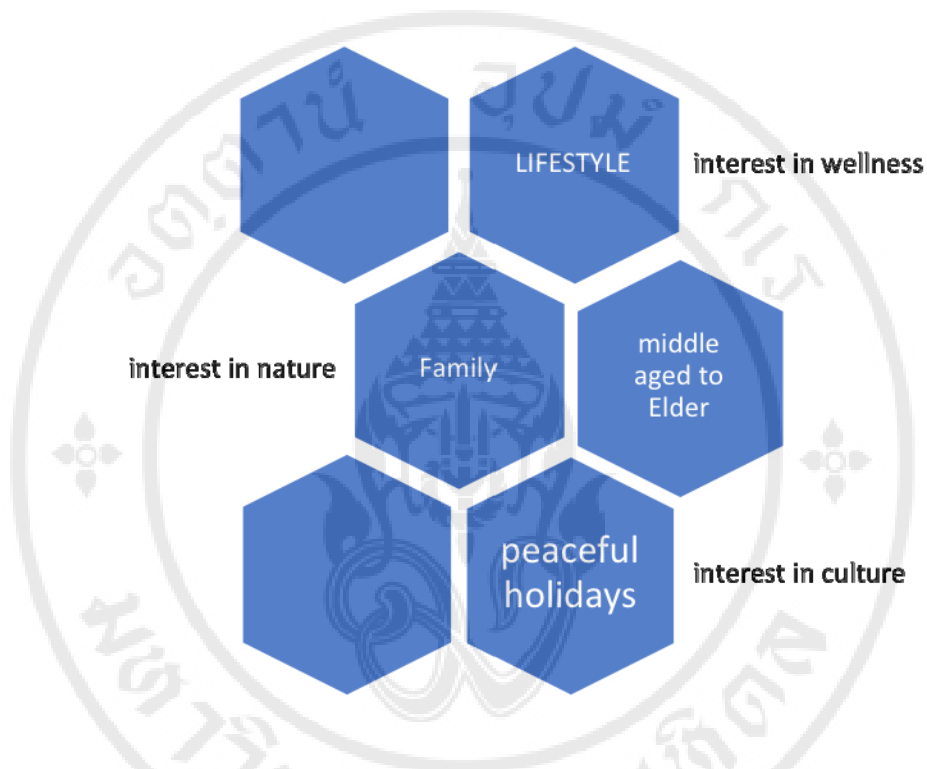


Figure 4.2 Target Market

4.5.3 Channels of Distribution

As a group-based Accommodation, the majority of guests are through direct sale. While FIT minority of guests are from OTA and other channels of distribution such as social media.

According to Target Market for this wellness program requires an increasing FIT and extend average stay period to 2 nights. This marketing plan will be boosted through 'online channels.' Promotion campaign and packages will be arranged and promote through the resort website, Line application, Facebook, online media, Agent, and OTA channels.

Other Agent is the agent that will be contracting us from time to time for meal or tour arrangement including a stay in the resort.

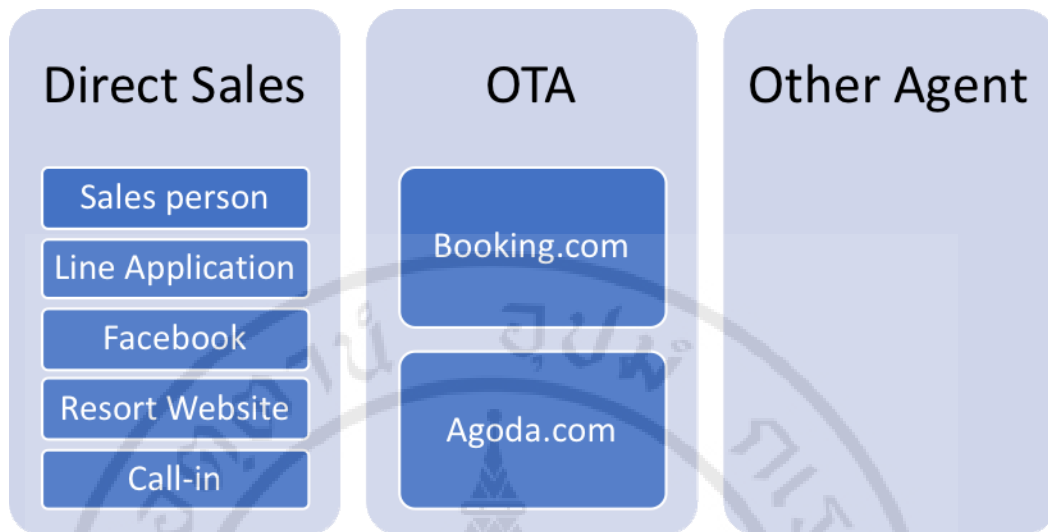


Figure 4.3 Channels of distribution

4.5.4 Marketing Plan

2020 Marketing Campaign Project

Marketing Campaign 1: Good Food Good Health campaign

Time and duration: ALL YEAR ROUND

Invite Famous Blogger and Reviewer to come. Reviews on social media are spread out. This is an introduction of the wellness highlight products to the public. Focus on quality local ingredients.

There will be promotions and campaigns for special occasions and seasons all year round.



ร่วมกับ ททท. ราชบุรี
โครงการ กำเนิดศิลป์ถิ่นราชบุรี
VOUCHER DELUXE ROOM 1,190 BTH

- ❖ อาหารเช้า สำหรับ 2 ท่าน
- ❖ Mocktail 1 แก้ว/ 1 ท่าน
- ❖ ในส่วนลดค่าอาหาร 10%
- ❖ แซ่เท้า + ชวน้ำ 30 นาที



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18 มีนาคม - 30 มิถุนายน 2563

Tel : 032 245 120-1, 081-5279033
 Facebook : Maikaew Damnoen Resort
 Line@ : @maikaewdamnoen



Marketing Campaign 2: Cultural enrichment highlight cooperate with Ratchaburi Tourism Authority of Thailand (กำเนิดศิลป์ ถิ่นราชบุรี)

Time and duration: March-June 2020

This campaign works with the Tourism Authority of Thailand to boost the spending of the Thai during the epidemic and world economic crisis by a covid-19 virus. Songkran seasons is one of the longest holiday period for Thais. During this peak period Thai families will return to their hometown or go for holidays with family. Maikaew Damnoen Resort with its Thai style is quite famous for this season. Targeting Thai customers through Facebook and Line application on a cultural tour to compliments Songkran festival.

CHAPTER V

PROJECT EVALUATION AND SUMMARY

This part evaluates the project under two means; non-financial and financial benefits. For non-financial evaluation, tools, and how to evaluate will be identified while in financial benefits, the financial projection will help to clear the probability of project success.

5.1 Financial benefits

Table 5.1 Projected Profit and Loss 3 areas for 3 years

	Expected Sales (monetary) monthly 1st year											
	January	February	March	April	May	June	July	August	September	October	November	December
SALES												
F&B	97,000	105,900	88,100	105,900	95,700	107,100	105,900	116,500	108,200	140,200	123,200	161,000
SPA	34,450	37,480	33,600	43,480	33,620	34,070	38,100	34,520	33,620	54,190	44,380	63,450
TOURS	43,000	51,150	41,650	65,950	65,200	53,950	65,950	55,750	64,000	102,750	80,000	130,500
TOTALS	174,450	194,530	163,350	215,330	194,520	195,120	209,950	206,770	205,820	297,140	247,580	354,950
LESS COSTS												
F&B	168,050	173,835	162,265	173,835	167,205	174,615	173,835	180,725	175,330	196,130	185,080	209,650
SPA	23,390	26,096	22,920	28,496	23,524	23,914	25,020	23,704	22,924	36,338	29,276	42,390
TOURS	24,750	29,450	24,000	38,350	38,100	30,750	38,350	31,750	37,600	59,650	46,500	75,500
TOTALS	216,190	229,381	209,185	240,681	228,829	229,279	237,205	236,179	235,854	292,118	260,856	327,540
PROFIT OR LOSS	-41,740	-34,851	-45,835	-25,351	-34,309	-34,159	-27,255	-29,409	-30,034	5,022	-13,276	27,410

	Expected Sales (monetary) monthly 2nd year											
	January	February	March	April	May	June	July	August	September	October	November	December
SALES												
F&B	106,700	116,490	96,910	116,490	105,270	117,810	116,490	128,150	119,020	154,220	135,520	177,100
SPA	37,895	41,228	36,960	47,828	36,982	37,477	41,910	37,972	36,982	59,609	48,818	69,795
TOURS	47,300	56,265	45,815	72,545	71,720	59,345	72,545	61,325	70,400	113,025	88,000	143,550
TOTALS	191,895	213,983	179,685	236,863	213,972	214,632	230,945	227,447	226,402	326,854	272,338	390,445
LESS COSTS												
F&B	171,411	177,312	165,510	177,312	170,549	178,107	177,312	184,340	178,837	200,053	188,782	213,843
SPA	24,092	26,879	23,608	29,351	24,230	24,631	25,771	24,415	23,612	37,428	30,154	43,662
TOURS	25,988	30,923	25,200	40,268	40,005	32,288	40,268	33,338	39,480	62,633	48,825	79,275
TOTALS	221,490	235,113	214,318	246,930	234,784	235,026	243,350	242,092	241,928	300,113	267,761	336,780
PROFIT OR LOSS	-29,595	-21,130	-34,633	-10,067	-20,812	-20,394	-12,405	-14,645	-15,526	26,741	4,577	53,665

Table 5.1 Projected Profit and Loss 3 areas for 3 years (cont.)

	Expected Sales (monetary) monthly 3rd year											
	January	February	March	April	May	June	July	August	September	October	November	December
SALES												
F&B	117,370	128,139	106,601	128,139	115,797	129,591	128,139	140,965	130,922	169,642	149,072	194,810
SPA	41,685	45,351	40,656	52,611	40,680	41,225	46,101	41,769	40,680	65,570	53,700	76,775
TOURS	52,030	61,892	50,397	79,800	78,892	65,280	79,800	67,458	77,440	124,328	96,800	157,905
TOTALS	211,085	235,381	197,654	260,549	235,369	236,095	254,040	250,192	249,042	359,539	299,572	429,490
LESS												
COSTS												
F&B	174,839	180,858	168,821	180,858	173,960	181,669	180,858	188,026	182,413	204,054	192,557	218,120
SPA	24,814	27,685	24,316	30,231	24,957	25,370	26,544	25,148	24,320	38,551	31,059	44,972
TOURS	27,287	32,469	26,460	42,281	42,005	33,902	42,281	35,004	41,454	65,764	51,266	83,239
TOTALS	226,941	241,012	219,596	253,370	240,922	240,942	249,683	248,178	248,187	308,369	274,882	346,330
PROFIT OR LOSS	-15,856	-5,631	-21,943	7,179	-5,553	-4,846	4,357	2,013	855	51,171	24,689	83,159

A glance into the projected financial report, the resort continues to make a loss towards the end of the year. An accumulated loss at 1st-year end is -283,787 baht. Largely from Food and Beverages department. However, Spa and Tour are bringing positive income to the resort. It is also promises to add value to hotel services and bring sustainability. The second year brings a more positive outlook with a prediction of increasing total sales at 10% and each year costs going up at 2%, 3% and 5% from first-year expenses of F&B, Spa and Tour consecutively. The second-year reveals loss of -94,224 baht at year-end with similar trends to the first year. Similarly, the third year predicts increasing 10% of sales from the second year with the same percentage costs as the second year. However, the trend in the third year demonstrates profit at 119,595 baht.

As a result, the financial outlook proves to shows profit during the third year of operations of the project and displays financial trends that worth the investment.

5.2 Non-financial benefits

5.2.1 Food and Beverages investment for group customer

There are number of non-financial benefits from this project. From the first part, not just financial projection expresses a positive financial trend. There is a reason for us to invest a larger amount of money to the Food and Beverages Department than other departments. Food and Beverages is a crucial part of Maikaew business

especially for our majority of group customers segmented. The hotel with a good reputation for food tends to enhance the possibility for customers to choose us. It is important to bring up the standard of food and beverages department not only to fill in FIT customers or walk-ins but to build good names for potential indirect income.

To evaluate this section, comments about Food and Beverages services are collected to measure the success of the restaurant. Word of mouth between a guest who uses our services has to be researched. As well as number returners of restaurant guests. Then compared the reputation from the previous year. Last, give a questionnaire to group guests to state the reason why they choose our resort.

Example of a questionnaire to group segmented guests,

Why do you choose us?

- 1) *Accommodation*
- 2) *Food and Beverages*
- 3) *Meeting Rooms*
- 4) *Activities*
- 5) *Other reasons.....*

5.2.2 Increasing FIT in-house guest

FIT and occupancy filling comes from expected sales of packages one night and two nights

Based on hotel capacity of 65 rooms(1,950 room night/month) for 100% occupancy

Due to the world economy 2020 may grow slow with the economy.

*calculate with occupancy of 2019

$$\frac{[(\text{Average 2019 Occupancy} + \text{Average Expected FIT Packages}) / \text{capacity } 1,950 \text{ room night}] * 100}{}$$

$63\% * 1950 \text{ total room night}$

$= 1229 \text{ room night} + 52 \text{ room night from Package} = 1,281 \text{ room night/}$

month

$= (1281 / 1950) * 100$

$= 66\%$

Occupancy increasing from Packages sales around 3% during the first year excluding Marketing Campaign.

To evaluate the occupancy of the FIT in-house guests. Data collection on FIT room night is needed in order to evaluate the level of success to bring an in-house guest into the resort. The data then compared FIT customers of the previous year as an explanation above.

5.2.3 Higher Visitors numbers

By diversifying the services in the resort. There is a possibility to bring in a customer who is not spending a night at the resort to use our services. Tour/ Spa/ Restaurant are welcoming external guests.

During a crisis where occupancy decreasing, restaurants and boat tours may still hold some revenue into the resort. Promotions may be in effect to bring in customers with attractive packages.

To evaluate numbers of visitor's numbers, every customer of Tour, Spa, and Restaurant services will be asked if they are the external or internal guests. The statistics can be used for a year after to compare and evaluate whether the numbers of visitors have increased over the benchmark.

5.2.4 Sustainability

Moreover, Maikaew Damnoen Resort is moving towards sustainability with the prototype of wellness and cultural renovation. Below are our project and relation to wellness which its sustainable trends. And relations to sustainability key factors.

Maikaew project and relations to dimensions of wellness

1) *Physical wellness* provides good food and living close to nature. These factors bring about physical wellness

2) *Social wellness*, by giving importance to the community and using local resources can promote the welfare of the community with a good relationship between resort and community.

3) Cultural tour expands *intellectuality*.

Sustainability key factors

Table 5.2 Maikaew sustainability, Komet Kulkajonplun et al./ Procedia CIRP 40 (2016) 191-196

Economic Factors		Our Project
Products/Services	Return profit to stakeholders.	Wellness trends promise to stay for a longer period of time though with a narrower group of customers
Local Community	Human resources and employment development.	Hiring local employees and giving knowledge to our employees.
Environmental Factor		Our Project
Land Use	Make use from loss of biodiversity to environmental development and build business to the community	Develop hotel to give service to the community. Become one of the hotels to serve guests in the local area.

Table 5.2 Maikaew sustainability, Komet Kulkajonplun et al./ Procedia CIRP 40 (2016) 191-196 (cont.)

Social Factors (Labour)		Our Project
Suppliers/ Equal opportunity for employment	Use of local resources	Using local resources and ingredients such as in food. Selling local products in hotel shop.
Society/Local community	Employment opportunities	Provide various employment opportunities from IT, Engineering, Food and beverages, Gardener to housekeepers in the local area.

5.3 Risk Analysis

Likelihood

likelihood	Scale
Almost certain	5
Likely	4
Moderate	3
Unlikely	2
Rare	1

Impact on equity

Table 5.3 Risk analysis scale

Impact	Explanation	Scale
Very High	Loss more than 400,000	5
High	Loss 300,001-400,000	4
Medium	Loss 200,001-300,000	3
Low	Loss 100,001-200,000	2
Very Low	Loss less than 100,000	1

Our Risk factors

- 1) Change in customers' behavior
- 2) Uncontrollable pandemic virus covid-19 worsen nation and world economic
- 3) lack of cash-flow liquidity
- 4) unforeseen natural disaster or unexpected change

Risk Map

Table 5.4 Risk Map

Probability	Impact				
	1	2	3	4	5
5	(5)	(10)	(15)	(20)	(25)
4	(4)	(8)	(12)risk3	(16)	(20)
3	(3)	(6)	(9)risk2	(12)	(15)
2	(2)	(4)risk1	(6)	(8)	(10)
1	(1)	(2)	(3)	(4)	(5)risk4

Risk

Overall Risk		
Low	1-2	Acceptable Risk
Medium	3-6	Acceptable Risk with risk strategy
High	7-12	Unacceptable Risk with quick risk strategy
Extreme	13-25	Unacceptable Risk with immediate risk strategy

Strategy

Table 5.5 Risk factors and strategy

Overall Risk Level	Risk factors	Strategy
Medium	Change in customers' behaviour and trends	Diversify business items/ we expand in 3 departments; this helps reduces the risk when one business fails.
Medium	Unforeseen natural disaster and unexpected changes	Accept the situation to create a war room meeting. Create a crisis management team.
High	Uncontrollable pandemic virus covid-19 worsen nation and world economic	Accept and the probability of withholding some part of the project during and after the crisis. Focus on domestic tourists after the crisis. Professionally dealing with a crisis with a hygienic strategy to earn trust from the customers. Find replacement jobs for employees.
High	lack of cash-flow liquidity	Accept the probability of withholding parts or the whole projects until the situation gets better. Find the source of money to deal with necessary expenses outside the project.

Change in customer's behavior and trends and Unforeseen natural disaster, unexpected changes are in medium risk with a possible loss between 200,001-300,000 baht.

For a change in customer's behavior, we decreasing the risk by diversifying our services under the 3 departments. This reduces the risk of losing all groups of customers. For instance, after the Covid 19 crisis, there might be a change in the guest's behavior, people may avoid using spa services to protect themselves from the pandemic. Restaurant and Tour services may still in demand for making a profit.

For unforeseen natural disaster and unexpected changes, the possibility of happening is rare but if happened can affect greatly to the company. The scenario of flooding is possible as the resort is located near the canal. If the flood happens, we would lose all of the customers. In order to decrease the impact, we need to accept the situation, creating a war room and crisis management team to deal with the situation. The day-by-day decision must be made to reduce the negative impact as much as possible.

There are 2 scenarios which could impact greatly to our company. There are possible chances of happening with a high impact on equity. These are unacceptable risks that need an alert strategy.

High impact situations such as the pandemic virus of Covid-19 can stop the operation immediately. For this crisis, we lost the majority group customer segmented due to the Social Distancing scheme. We also lost the Tour groups from international tourists. The market has shut down with the uncertainty period until opening. What we can do is to professionally deal with a crisis with hygienic strategy. If we withholding parts of our operation then we can help our employees by finding a replacement job for them. After the situation comes back to normal, there is a possibility of 'New Normal'. We are not sure of how long we could take the international tourist back again. The focus of Target customers can shift to domestic tourists.

Another high impact risk is the lack of cash-flow liquidity. If the situation occurred, there is a chance of withholding parts or the whole project until the situation gets better. The focus should be in now, how to make ends meet and find a source of

money to day to day operations rather than focus on a renovation project on a weak cash flow basis.

5.4 Key Resources and Activities

- Develop wellness spa services and related products
- Emphasis on local quality ingredients and healthy Thai food
- Improve Spa services with natural concept
- Offering self-enrichment tour concept, cultural tourism
- Aims for sustainable development
- Add services value to the resort
- Create a good relationship with people and the environment
- Ensure to deliver good experience by local skillful staff with sincere service quality

5.5 Continuous project

Wellness and Self-development activities.

- 1) Birds and trees tour: this program introduces guests to plants and trees around the resort as well as birds and insects around.
- 2) Home aroma making
- 3) Expand Spa services and products

5.6 Project Summary

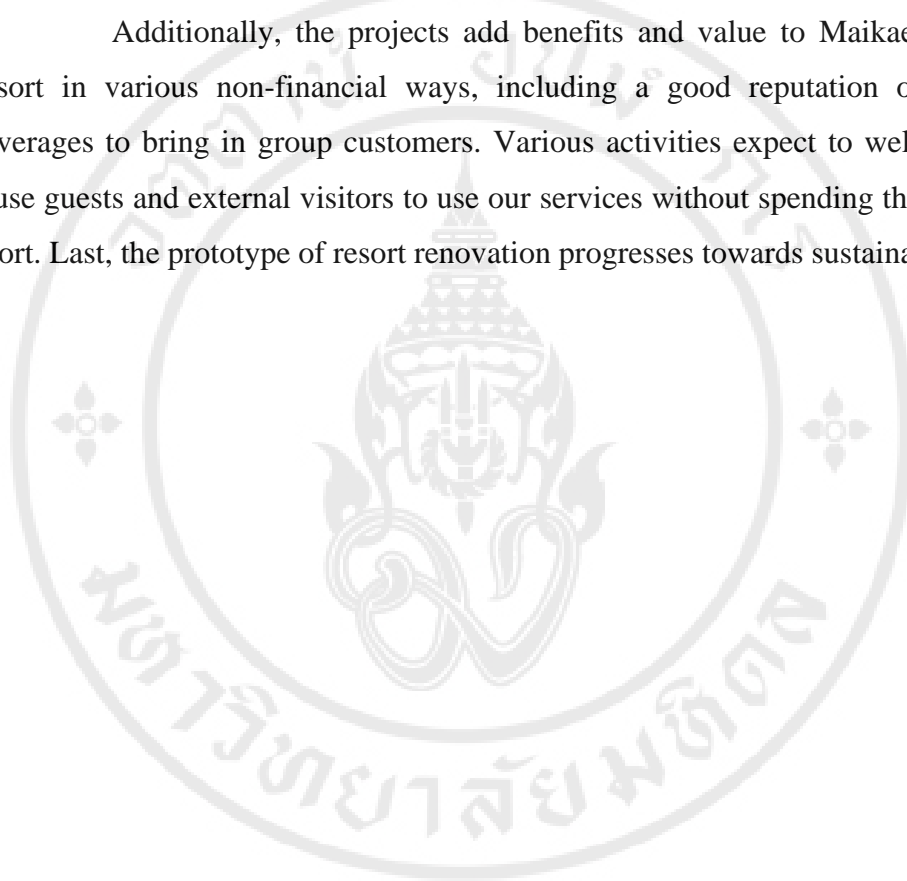
Maikaew Damnoen Resort Wellness and Cultural Renovation program including rebranding the resort in 3 main areas: Food and Beverages, Spa, and Tour activities.

The project comprising of rebrand the name of the resort and providing the story of Orange Jasmine as a signature flower of our resort. Food and beverages department adding healthier menus section to food and beverages and adopting local

ingredients. Spa services focus on aromatherapy and using natural products in Maikaew Spa. Lastly, the resort provides cultural tour activities by boat. All areas of development build together and combine for sustainability development of the resort.

By developing package tours and add choices of activities for guests to choose from allows us to improve financially though with extends period of time.

Additionally, the projects add benefits and value to Maikaew Damnoen Resort in various non-financial ways, including a good reputation on Food and Beverages to bring in group customers. Various activities expect to welcome FIT in house guests and external visitors to use our services without spending the night at the resort. Last, the prototype of resort renovation progresses towards sustainability.



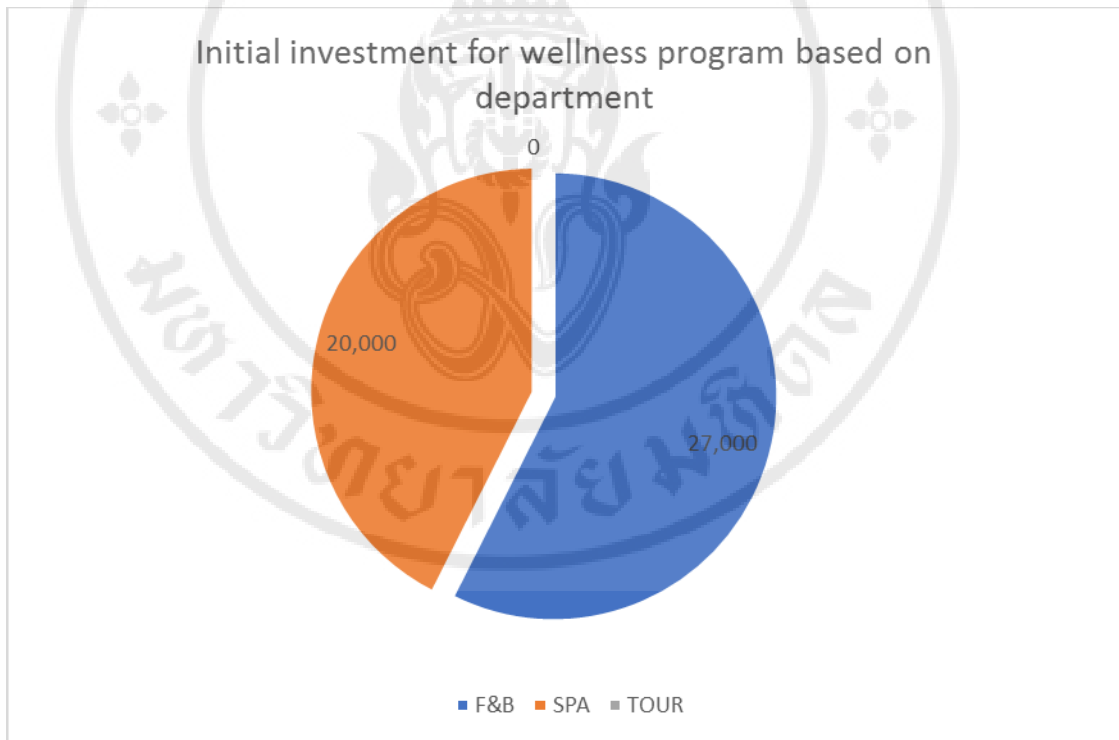
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APPENDIX A INVESTMENT GRAPH

F&B	SPA	TOUR
27,000	20,000	0

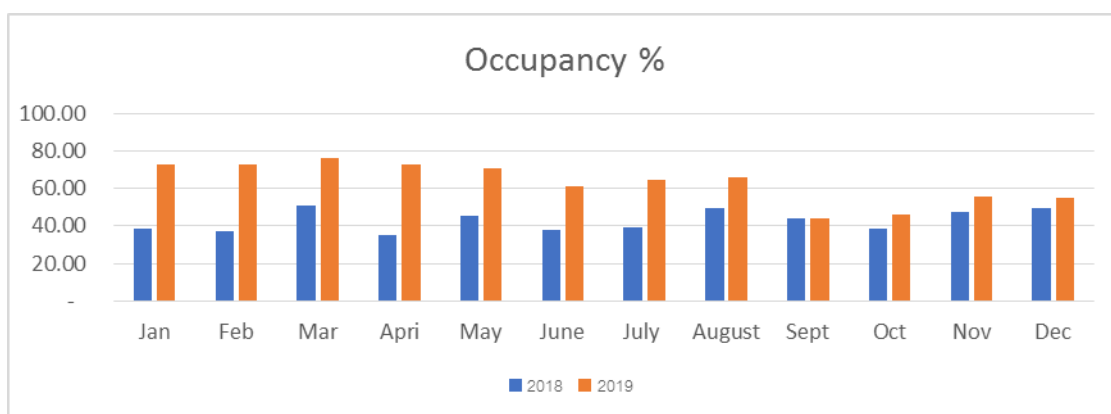


APPENDIX B

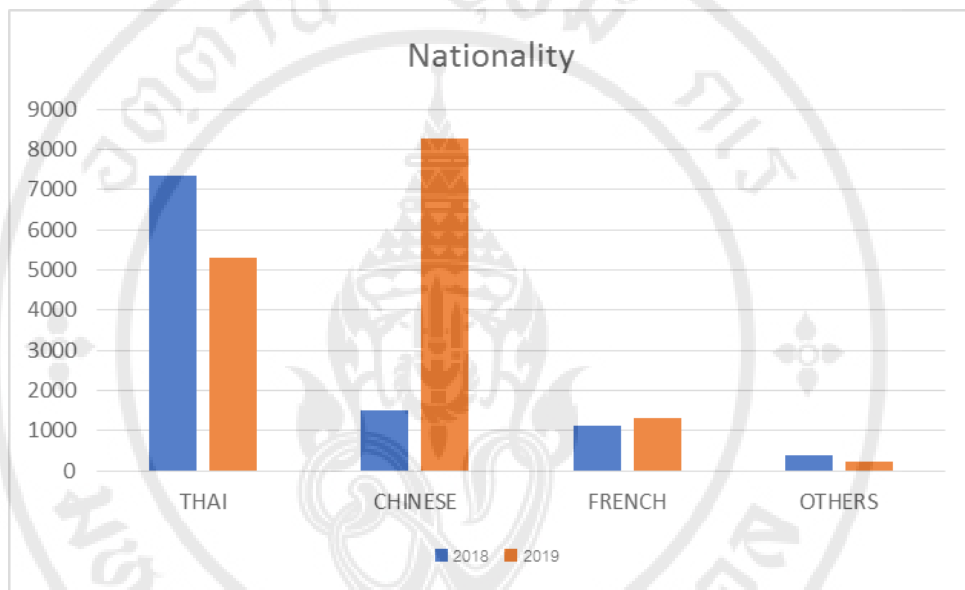
CUSTOMER DEMOGRAPHIC 2018-2019

Occupancy

Month	2018	2019
Jan	38.46	73.00
Feb	37.42	72.47
Mar	50.62	76.43
April	34.82	73.13
May	45.71	70.67
June	37.74	61.28
July	39.21	64.81
August	49.33	66.20
Sept	43.69	43.95
Oct	38.51	46.00
Nov	47.69	55.33
Dec	49.48	55.04



NATIONALITY	2018	2019
THAI	7341	5310
CHINESE	1490	8283
FRENCH	1125	1315
OTHERS	373	236



2018 Top5 in OTHERS: Dutch, Malaysian, British, German, American

2019 Top5 in OTHERS: Dutch, German, Irish, American, Malaysian

APPENDIX C CUSTOMER SEGMENTED 2018

Maikaw Damnoon Resort

Segment Statistic "Year 2018"

No.	Segment	January				February				March				April				May				June				
		RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	
		OCC: 38.88% ARR: 1,389.03				OCC: 37.43% ARR: 1,369.55				OCC: 30.62% ARR: 1,368.47				OCC: 34.82% ARR: 1,528.58				OCC: 45.71% ARR: 1,374.93				OCC: 37.74% ARR: 1,427.43				
1	Group-Gov.	296	53.28%	1,148.38	977,894.04	226	38.12%	1,319.38	833,529.82	527	58.98%	1,412.07	1,980,105.19	193	34.68%	1,269.29	572,138.34	514	58.83%	1,033.45	1,685,118.20	360	65.05%	1,287.22	1,424,000.37	
2	Group-Corp.	122		1,687.38	360,615.42	37		1,371.35	126,360.88	87		1,610.69	334,330.00	47		1,873.19	391,070.48	39		477.95	42,438.42	122		1,347.54	485,570.00	
3	Group-Series	151	19.24%	1,125.56	281,430.00	205	30.29%	1,236.70	433,321.00	137	13.16%	1,118.25	281,835.00	210	30.36%	1,302.76	463,462.75	173	18.47%	1,125.25	348,803.22	83	11.20%	1,398.31	196,501.10	
4	Group-Tour					1				136	12.97%	1,012.59	265,471.21	1		640.00	875.00	17		1,120.00	35,715.00				0.00%	
4	Internet Agent	62		2,005.64	175,833.96	43		2,074.69	113,415.03	35		1,308.06	89,247.99	72		1,843.58	178,067.20	30		1,640.37	71,313.02	18		1,844.19	43,664.33	
5	Walk in	58		1,673.02	134,919.02	35		1,688.00	77,372.86	40		1,782.00	91,817.80	65		1,782.00	144,820.81	48		2,066.25	124,553.48	68		1,707.88	154,577.98	
6	Call in	53		1,610.65	125,490.92	125		1,413.92	285,451.23	61		1,477.39	115,565.67	83		1,914.22	200,870.94	103		3,143.98	535,982.49	77		1,514.68	148,818.67	
7	Hotel Web	5	24.59%	1,394.00	8,090.00		30.00%		360.00		13.83%			1	32.80%	2,040.00	2,400.00		19.89%						22.67%	
8	Social Media	17		1,265.88	29,395.00	5		1,904.00	14,180.00					4		2,367.50	11,275.00								5	
9	Package	2		1,790.00	7,200.00	2		1,140.00	6,400.00	5		1,052.50	8,445.00	3		1,213.33	6,780.00	3		1,286.67	3,825.00	2		1,325.00	6,070.00	
10	Other Agent	13		1,437.77	27,280.58	2		3,072.50	7,225.00					3		1,150.00	5,750.00	3		4,020.00	13,923.10	2		1,220.00	3,330.00	
11	Complimentary	4	0.51%		540.00	5	0.72%		200.00	9	0.86%		4,561.70	8	1.19%		3,675.00	9	0.96%		855.00	3	0.40%		740.00	
12	House Use	2	0.29%		15.00					1				2				1	0.11%						0.00%	
13	House Photo				89,697.00		0.00%		81,523.88	1	0.10%		5,400.00				105,279.85				111,955.00		#DIV/0!		33,514.15	
		795	87.83%		2,208,426.94	690	88.13%		1,979,329.70	1041	98.90%		3,186,494.86	692	88.99%		2,078,565.39	940	88.89%		2,974,081.93	741	99.33%		2,487,578.57	

RN	Occ.	AVG.	TotalRev.	July				August				September				October				November				December				RN	Occ.	Ac.	Total Revenue
				RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.				
				OCC: 39.71% ARR: 1,421.17				OCC: 48.93% ARR: 1,482.94				OCC: 49.88% ARR: 1,377.32				OCC: 38.91% ARR: 1,088.87				OCC: 47.81% ARR: 1,274.88				OCC: 48.41% ARR: 1,181.88							
275	34.79%	1,189.60	790,322.14	588	64.71%	1,362.72	1,902,255.10	950	75.58%	1,342.81	1,888,487.13	169	39.32%	1,287.93	685,138.14	238	37.67%	1,128.61	880,774.63	431	62.64%	1,116.80	1,352,664.00	430	42.32%	1,241.44	15,942,381.15				
4		4,435.00	67,278.21	99		1,498.59	232,887.78	81		1,421.48	227,233.65	142		1,622.68	486,291.82	122		1,578.69	384,855.00	97		2,011.55	296,151.00	99	9.77%	1,912.37	3,404,883.44				
228	28.43%	1,387.11	615,740.39	180	15.81%	1,558.88	418,717.11	66	7.78%	1,490.00	157,780.00	240	30.67%	1,275.67	620,834.51	380	41.46%	1,034.25	705,713.67	172	17.16%	1,440.47	423,475.00	227	21.63%	1,580.12	4,737,894.68				
	0.00%		16,910.00																												
67		1,822.13	197,479.35	57		1,698.17	155,237.48	18		1,560.54	38,859.67	53		1,880.96	130,130.44	20		1,368.32	38,656.38	128		2,079.63	331,877.88	603	5.86%	1,768.69	1,540,882.79				
102		1,718.00	238,256.44	58		1,862.76	154,378.87	24		1,868.33	67,086.18	73		2,300.27	189,854.47	51		1,963.93	122,189.08	48		2,157.01	137,612.52	686	6.50%	1,880.02	1,628,432.38				
92		1,549.24	197,587.83	42		1,814.29	103,244.05	49		1,500.20	58,724.38	67		1,687.61	161,705.40	48		1,630.83	115,333.68	86		2,218.84	230,501.00	886	8.61%	1,814.68	2,318,347.28				
	34.41%				16.11%																										
10		1,424.00	18,805.01	7		2,024.29	20,725.76	17		1,410.00	31,014.12	26		1,238.92	38,419.00	13	13.19%	1,200.00	1,750.00	12		3,029.58	44,485.00	104		221,749.89					
6		1,476.67	12,580.00	6		1,281.87	11,790.00	3		1,010.00	3,390.00	4		1,550.00	6,850.00	5		1,348.00	13,740.00	22		1,128.18	31,320.00	86	0.64%	1,298.84	118,100.00				
9		1,770.67	21,940.95																												
8	1.00%	1,280.00	15	1.48%	34.87	2,458.78	28	3.20%	18.57	26,591.76	7	0.88%	222.86	3,380.00	1	0.11%		25.00	6	0.60%		680.00	103	1.00%		44,945.24					
1	0.12%	1,286.35	2	0.20%			3	0.38%		415.00	4	0.51%		15.00	0.00%												1734.38				
		44,779.00	0		8,000.00	88,804.83	0	0.00%		20,485.15	0.00%	1,400.00	72,335.10	0	0.00%		20,961.00	0	0.00%		21,100.00	62,195.00	1	0.01%		748,785.06					
802	88.80%		2,128,229.71	1012	88.81%		3,110,244.86	851	87.85%		2,645,021.54	791	88.21%		2,167,041.68	946	88.86%		2,387,828.75	1003	88.80%		2,945,271.38	1029	98.99%		30,312,923.11				

APPENDIX D CUSTOMER SEGMENTED 2019

Makew Damnon Resort
Segment Statistic "Year 2019"

No.	Segment	January				February				March				April				May				June				
		RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	
		OCC: 73.00% ARR: 1,510.33				OCC: 72.47% ARR: 1,480.88				OCC: 71.43% ARR: 1,413.44				OCC: 73.13% ARR: 1,817.45				OCC: 70.87% ARR: 1,823.43				OCC: 61.28% ARR: 1,584.23				
1	Group Gov.	421	28.36%	1,244.68	1,344,795.77	56	12.44%	1,443.45	204,530.00	187	32.80%	1,104.06	538,248.50	50	9.53%	1,553.60	234,985.00	113	17.53%	1,039.65	349,098.50	200	23.99%	1,009.24	945,795.40	
2	Group Corp.					106		1,207.78	383,045.00	300		1,243.94	1,150,063.00	87		1,462.30	191,489.00	140		1,375.57	340,275.00				64,005.00	
3	Group Series	821	82.10%	1,600.83	2,227,938.00	988	74.89%	1,528.66	2,384,475.00	838	60.32%	1,957.41	2,227,356.00	1971	74.48%	1,817.34	2,554,166.00	994	88.19%	1,749.82	2,320,180.00	832	88.34%	1,688.93	1,834,261.00	
4	Group Tour					2		0.00%	0.00	0	0.0%	0.00	0.00	41	2.88%	1,118.54	71,056.00	30	3.47%	1,016.80	98,040.00				26,200.00	
4	Internet Agent	30		2,196.30	102,444.45	43		1,637.42	97,816.20	19		1,273.25	37,925.78	55		1,536.31	113,367.83	6		1,385.96	16,432.66	25		1,498.65	47,372.27	
5	Walk in	42		1,886.43	92,860.00	53		1,393.38	97,083.00	34		1,496.18	64,900.00	48		1,842.71	114,133.00	51		1,660.20	111,867.50	47		1,901.91	111,001.00	
6	Call in	36		1,536.11	86,997.00	38		1,436.64	78,275.00	22		1,322.73	41,575.00	68		1,523.03	136,227.20	77		1,316.38	138,038.30	34		1,800.59	83,488.55	
7	Hotel Web		9.10%				12.29%				6.43%			1	12.80%	2,560.00	3,065.00		9.84%						6.60%	
8	Social Media	8		1,436.25	19,486.00	3		3,023.33	13,050.00	4		2,140.00	11,685.00	6		3,563.33	26,860.00	1		2,840.00	3,300.00	1		1,690.00	3,480.00	
9	Package	7		1,086.71	8,870.00	2		1,086.71	8,870.00	2		1,030.00	2,060.00	4		870.00	3,480.00	5		1,022.00	6,800.00					
10	Other Agent	17		1,381.18	30,430.00	18		1,683.16	44,488.00	19		1,921.69	41,725.00	2		2,337.50	5,385.00									
11	Complimentary	6	0.40%		63,708.10	2	0.18%		600.00	7	0.49%		3,900.00	5	0.36%		600.00	12	0.83%		2,426.10	7	0.58%		56,875.00	
12	House Use		0.00%			3	0.22%		1,080.00	1	0.06%					14,600.00		2	0.14%							
13	House Folio						0.00%		61,808.50		0.00%		116,112.75			14,600.00				79,172.60						
		1483	100.00%		3,961,759.32	1334	100.00%		3,376,087.30	1055	100.00%		4,206,360.03	1436	100.00%		3,491,034.68	1443	99.86%		3,478,247.96	1209	99.93%		3,272,538.22	

RN	Occ.	AVG.	TotalRev.	July				August				September				October				November				December				RN	Occ.	An.	Total Revenue
				RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.	RN	Occ.	AVG.	TotalRev.				
		OCC: 84.81% ARR: 1,676.78				OCC: 86.39% ARR: 1,622.07				OCC: 49.81% ARR: 1,703.78				OCC: 46.38% ARR: 1,867.63				OCC: 81.39% ARR: 1,676.78				OCC: 86.34% ARR: 1,810.43									
174	25.00%	1,372.13	633,660.61	319	27.37%	1,282.48	1,208,921.73	199	31.32%	1,326.19	767,668.13	41	14.36%	891.95	90,440.00	78	23.74%	1,200.26	244,920.00	129	27.85%	1,145.58	408,027.50	2057	13.59%	1,222.77	6,967,851.16				
157		1,688.03	688,539.15	48		1,686.67	182,813.00	71		967.81	189,968.82	84		1,630.00	134,312.00	183		2,186.96	770,895.78	181		1,713.81	636,666.00	1389	9.18%	1,532.67	4,859,286.78				
801	80.30%	1,738.83	1,822,269.00	772	87.67%	1,777.18	1,918,026.00	508	58.79%	1,832.29	1,170,913.00	951	58.59%	1,696.81	1,301,340.00	817	56.60%	1,583.01	1,337,240.00	446	38.98%	1,895.69	1,004,055.00	8407	62.18%	1,686.55	22,245,948.00				
3	0.23%		36,805.00	6	0.67%	1,975.56	27,300.00					25	2.68%	2,863.20	114,475.00	82	5.68%	1,836.13	187,400.00	45	3.59%	663.50	46,000.00	232	1.53%	1,536.72	581,880.00				
26		1,470.65	58,636.96	19		1,389.32	37,498.35	17		1,442.55	31,353.39	58		1,633.82	133,997.69	35		1,814.51	91,018.58	118		2,100.83	300,022.00	452	2.99%	1,815.21	1,089,689.24				
80		1,718.00	133,280.00	44		1,654.91	62,926.86	23		1,493.91	48,238.00	83		1,538.85	151,217.90	47		1,926.96	113,760.00	78		1,979.86	200,386.00	575	3.83%	1,886.44	1,239,366.36				
74		1,521.08	155,187.00	75		1,453.87	148,372.25	10		2,410.00	37,720.00	11		1,384.56	21,561.00	38		1,180.28	65,877.80	57		2,348.22	180,157.50	541	3.67%	1,801.91	1,173,236.60				
	12.84%				13.80%			2	9.40%	2,840.00	11,055.50		23.59%				13.75%				2	0.02%	12.90%			2,700.00	14,120.50				
6		1,750.00	15,200.00	10		1,490.00	19,450.00	29		1,854.48	83,990.00	87		1,723.30	238,460.00	22		1,728.18	52,737.40	80		2,379.40	178,281.00	247	1.63%	2,117.38	635,974.40				
3		1,006.67	6,262.50									2		1,000.00	3,008.00					3		990.00	2,870.00	28	0.17%	1,006.34	34,498.50				
1		1,510.00	3,596.00	37		1,236.69	77,110.00					4		2,240.00	11,020.00	8		1,140.00	13,130.00	1		1,940.00	2,300.00	108	0.71%	1,660.98	229,195.00				
4	0.30%		225.00	5	0.37%		2,880.00	5	0.58%		325.00	8	0.86%		5,292.00	3	0.27%		555.00	3	0.27%		87	0.44%		80,430.10					
15	1.13%		25.00	1	0.07%																					1,100.00					
			181,948.00	2	0.13%		101,593.00		0.00%		98,707.80		0.00%		88,178.00												972,143.25				
1324	88.6%		3,814,811.22	1341	86.9%		3,824,482.32	862	88.0%		2,417,916.64	941	89.0%		2,412,837.58	1091	88.0%		2,822,932.56	1113	88.0%		2,928,830.09	15134	100.00%		40,133,850.92				

BIOGRAPHY



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