

ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่
Copyright© by Chiang Mai University
All rights reserved

Appendix A

Interview with Mandarin Oriental Hotel: Executive Chef's

Yingrudee: I am studying about the knowledge management of creating the service language with Thainess, to develop the value of Thainess in the Thai people. We are creating the national service language based on the national identity by using Thai people to make it happen. Now, for this thesis we are going to create a service that creates a good first impression, one that can be made in the first minute. Considering the issue of food, may I get into discussing the Thai diet? What do you see in the language of Thai food that communicates Thainess, and what kind of value do you see for that?

MH4: The language of Thai food?

Yingrudee: Yes.

MH4: To make it valuable.

Yingrudee: That's right. I may be a little philosophical here, but these things are very meaningful to us, because we will make use of cognitive tools to measure the sensory and cognitive perception of the customer. If the customer sees the Thai food, what would they feel?

MH4: If we had talked about Thai cuisine many years ago, then no one outside the culture would know very much about it, but nowadays people know about Thai food much better. Not only does it make us healthy from its herbal ingredients, but it is colorful and completely full of flavor, too. The customer finds it useful and important to his everyday life. In addition, he will want to find fresh food, and he will meet with full flavor. The colors in Thai cooking are good. The ingredients are fresh, not dried nor canned, so we do not need to open them from the can. I think the customer knows

it is outstanding, and anyone who comes into contact with Thai food knows it is the hallmark; it is certainly the hallmark of people who know Thai food.

Yingrudee: So the color, flavor, health, and the freshness of the raw ingredients.

MH4: The raw and fresh ingredients that we use are considered the main factor of Thai food, in my opinion. But if we look at it roughly, that should be enough to make them feel the value of delicious Thai food. On the other hand, if you look at the Thainess, you will see that each meal has a hidden cultural history. It is inherent in the myth. It's not a new diet. We have not just been doing it for 40 years, or for 100 years, it has a story. The food has been handed down through many generations until the year of 2554. Compared with the Buddhist era; we have had Thai food for more than 2000 years. Initially it might have some cultural influence from India, and from China. It started mixing with the foreign cultures—from India and China--and the most important to us was food introduced from the westerners in the reign of his Majesty the King Rama V. It was adopted and adapted by using modern communication, which is now easier to cross the world because of globalization.

Yingrudee: It has become the same world.

MH4: Yes it has. The Chinese came to Thailand in the past. The Chinese dominated the daily life in Bangkok and became the Thai-Chinese. They are mixing still, but we do not know what the future will hold, after we have gone through this life. The next generation might be a hybrid of English, German, Swedish, and Thai. We don't know, and it is this mixed breed which will have the cultural transfer into the culture of food. But I have my limitations, if we are Thai people and love Thai food like this, we should make the next generation aware of Thai food that is authentically Thai. A taste for this we should try to inculcate into the next generation, even those of mixed race. For example, the Thai people who have studied overseas get tired of Thai food, because they have had French food. Oh, they no longer prefer Thai food; and talk to me about the French *foie gras*, if I say I feel it is a food trend, it is great for those who have been abroad. But this trend will make the culture of Thai food disappear. There

is a need for this campaign of Thainess; but if we look at it as a foreigner, we could see the weak point. But the Thai people don't look at the food this way, it might be better to eat the rice bran oil, which is created to replace eating the cod liver oil. But they don't consider the Thai food this way.

Yingrudee: Looking at it from the perspective of foreigners and Thai, what in your mind are the top five things that are unique to Thainess?

MH4: As I have mentioned first is the material that I have used to teach them and talk about it all the time when I am abroad. I would tell them that Thai food is very remarkable. It's remarkable that we do not have to dry out the herbs. Dried basil leaves, dried lemon grass, galangal: would those things dried make the spicy lemon grass soup delicious or not? Thai food is unlike that from India, because India is used to drying it out. Our ingredients are always very fresh, but then I have to remember that we are going back to nature, and that means that we need to live with nature in our lives. There is no process to change the color. No process to make it dry. Certainly no contaminants since we grow it on the land beside the fence behind our house, then take it to cook. This is the highlight of Thai food.

Yingrudee: Now, if a customer orders Thai food, what are the top five menu choices that the customer orders?

MH4: The green curry and of course, pad Thai. But we try to get them to know the other menu items, too. For example, an Isaan soup, we have put this curry on the menu as well. But everyone has told me, that there are three soups I must eat before my death.

Yingrudee: Three soups to eat before dying?

MH4: You must. The first that you find is a French seafood soup that I can't pronounce China's shark fin soup, and Thai Tom Yung Kung (shrimp spicy lemon grass soup). It is something I must do before I die.

Yingrudee: OK, we have got sweet green curry, pad Thai stir fry noodles, then Isaan soup. It is on the promoting recommended menu.

MH4: *Tom Kha*.

Yingrudee: *Tom Kha*?

MH4: *Tom Kha Kai*, or *Tom Kha Kung* (with chicken or shrimp).

Yingrudee: *Tom Kha Kai*, and *Tom Kha Shrimp*. Is Papaya Salad also on the list?

MH4: It is famous, too. I will let you imagine.

Yingrudee: How about the omelet?

MH4: It is normal to have an omelet. Because it looks like the regular omelet famously served at home. But in the restaurant you cannot make a profit on an omelet. We use it to complement the meal; we call it a complement, more than just rice with an omelet, but with *nam prik* (dipping chili paste). With some *nam prik* they add tamarind. I make a wonderful crispy ginger with dipping chili paste, too.

Yingrudee: What is the value added, if the food already has the good ingredients? What kind of value creation do you see from the Thainess, such as with the *benjarong* or the mortar that we use? It could make the consumer feel there is value added to the carving or something? May I have five things off the top of your mind?

MH4: Yes, fruit carving, vegetable carving, but I have to say that I concentrate on the placement, the organizing and presentation of the food. The arrangement makes sense that this trend appeals to the senses. In addition, it will be delicious food. Still, it looks acceptable.

Yingrudee: Well, does it look like the Japanese Iron Pan Chef contest on organizing and decorating the food? Something like that?

MH4: Yes, I like the rhythm behind each stroke, as same as the art when we set the food in the dishes. I feel that I should have colored it. The smearing of color in the rhythm of the dish in a restaurant, this is what we can do. Each time I go to another country, we cannot set our food in the serving bowl. Sometimes we go into the two star restaurants. This year we will go to Austria, to Graz, to make recipes for the Fruit Festival there. We will meet with the three-star chef who will join that festival. So, we cannot just serve it. It might lose the richness of the food. They will think, “Thai food? Is that all you can do?” We will need to make the food placement to make more value.

Yingrudee: What about the kitchenware you use?

MH4: Our kitchen wares are colorful ceramics. But if we talk about *benjarong* could we possibly make it colorful outside? Because the gold laminate might rub off and contaminate the food. Some countries do not use brass anymore, the brass containers that is, since when the sour ingredients touch it can contaminate the food.

Yingrudee: In the case of the service staff who will serve the food, the good point of Thai people in...

MH4: Oh, I think that our staff pays attention to the customer much better. We have a dedicated staff that treats our customers better.

Yingrudee: This is the kindness service, the way of Thai people in providing the service?

MH4: Yes, it is focused on our customers; we are not at odds or in competition with one another. When we serve, we concentrate on serving others. Might I add that I do not like the attention that is paid to the branding of the “Thai Smile” all the time? Or will it use the Thais see here is that “yes”, everything is always “yes”, I have a feeling

that this was going to put it all yes, it might as well be me, but yes. But, it actually depends. Thailand has a well established habit for welcoming every visitor. The guests who visit the house are always brought glasses of water that are served to them, and so on.

Yingrudee: Welcoming the visitor is a must.

MH4: It can be a theory of Thainess service. For example, at home the mother will tell what we will serve when the sister comes. We will need to bring the guests water. Mom should not have to say, “You must bring the glass of water.” It should occur automatically. Then when you pour the water in the glass it must be lower than the edge of the glass at least 1 cm. All full glasses must be the same level. It really was like that.

Yingrudee: Let us talk about the taste of Thai food. What do you think is the most outstanding taste in Thai food?

MH4: It depends upon the food character. Which taste should come first in that food? Actually, when we taste the Thai food it will be tasty; it will have a full flavor. It has the full range of flavors, of the sour, the salty and the sweet flavors; and of course it will be spicy hot.

MH4: It is something we need to know, that this soup will have the taste of sour, spicy, salty soup, or which should be salty. It is hard to say what is the main taste in Thai food, but it will be uniquely, such as this dish must lead with the tamarind, that dish must lead with the lime. For example, I feel the need to salt water may be used in Thai cuisine may not be fully known, taste, and curry of pork *tepo*. If we say that the curry is *tepo* here. Okay, to be sour, salty and fragrant lemon and lime flavor. If we assume that. If most people eat beef *tepo* do not get that we do not like it, because they do not know the identity.

Yingrudee: Now let us talk about the six senses in cooking. May I ask you to rank high, medium, or low the sight of food, or, the whole picture; also the atmosphere, to check out the food or the sight of what we should see. Which effect gives the most satisfaction with Thai food? How high a rank would you give the perception of Thai food?

MH4: Well, of course, such as in our restaurant, we say our food complement is incomplete. This might be the weak point, but not in the taste. It might be less in creating the value added. I think the poorer quality will not lack in taste, but it is inferior in terms of value creation.

Yingrudee: The creation of added value?

MH4: Yes, the food needs to have the atmosphere. We insist that we maintain the Thainess as much as possible. Not only in Thai culture, but having Thai portraits and having the Thainess character keep in here. In addition to food it also includes other images that will let you know about the Thai lifestyle.

Yingrudee: Does the environment also contribute to the food? Does environment contribute added value?

MH4: Yes, correct. In my eyes, if we don't have good food placement, then we won't get the customer who comes for the environment. They will go to another restaurant.

Yingrudee: For example, playing Thai music in the dining room. Does classical Thai music make much of an impression, of not?

MH4: It is having pleasure.

Yingrudee: How does this compare with no music at all?

MH4: There is no point to just sit around and talk. We should have the music.

Yingrudee: What you give this a high or medium rank?

MH4: Oh, is this a ranking?

Yingrudee: Yes, making the good first impression.

MH4: This is a restaurant, not a disco. I think it should be a low ranking.

Yingrudee: So it will be only one component.

MH4: Because it is only just a surface component.

Yingrudee: It must be not too loud.

MH4: It should not be noisy to the point where we cannot talk.

Yingrudee: Does it matter if it is having performing arts while eating? Will this have an effect of making the person more relaxed?

MH4: It depends. If we look at two different areas to serve, the first place is in the pavilion with the pond. This will have the performance, too. Instead of appreciating the food, the customers will look at the performance. The show will be stopped while the guests are eating, rather than having it interrupt the eating of delicious heavenly food. Rather than appreciating the delicious food, you will be interested in the performance. Sometimes the performance could interrupt the meal. So you will prefer the show instead of the food. The performance will lower the quality because it will make the food cold. It is inappropriate. But above all, we want then to see our real culture, from the food and the performance, so we need to organize it carefully.

Yingrudee: To make it stable.

MH4: You need to make it perfect.

Yingrudee: In the taste of food, does it affect it a lot?

MH4: Taste, of course, is a big deal. Everything is pretty good, but if the flavor is not there, the customers will not come back again. Once for them will be enough. The banquet can be made really beautiful, it's very nice, but the point is, it is a restaurant, not a temple.

Yingrudee: What about the sensation of smell?

MH4: The smell of the food or the smell of the atmosphere?

Yingrudee: The scented atmosphere. In Thai traditional medicine, or something like that, the flower affects the decoration and environmental picture. How much does the smell affect the impression for the consumer?

MH4: It is the restaurant, not the spa. When the flower becomes the food, this is alright. But you cannot let the smell come from the kitchen

Yingrudee: What is the smell of food?

MH4: The food smell is specific to the odor from the dish. Not the smell from scented candles, but there may be a small floral centerpiece for the fragrance. For me it is not the key effect.

Yingrudee: Should it be the low rank of touching?

MH4: What kind of touching? Can you explain?

Yingrudee: For example, the herb in the food affects your sense of perception of Thainess.

MH4: Of course, this is I give a high ranking, because it is our uniqueness, that we have to push it up to make them feel that this is what you get in Thai food.

Yingrudee: What are the top five herbs that make Thai food identity?

MH4: I think lemon grass, kaffir lime, basil, and chili are all of them. Everyone says, Thai food is so hot, and has only chili. I say don't you know that Thai food doesn't have too much chili; it is just an ingredient to color the food, make it tastier. Chili is an element that makes it even more appetizing. To cut the greasiness of food, as well, but it is not really the main key.

Yingrudee: How about the fruits, what are the main key fruits?

MH4: The top hit fruit, or not? It could be mango or mangosteen.

Yingrudee: And for mango, people will think of the yellow mango then, won't they?

MH4: Yes, ripe mango, not the raw mango. The ripe mango is very popular.

Yingrudee: What is your favorite kind of mango?

MH4: I think it is *Nam Dok Mai*, because the meat doesn't have much fiber, *Okerong* has too fiber. But the *Mahachanok* is competing with it.

Yingrudee: Then how about *Rambutan*?

MH4: It excites me to die. It's very exciting.

Yingrudee: Durian?

MH4: I don't think we can make it, because some people just do not like. But mango will be forever because mango is available throughout the year. But mangosteen is available only for the specific season, so it might decrease its popularity. We call mangosteen the queen of Thai fruits.

Yingrudee: How about desserts or sweet foods?

MH4: Do you mean, will it be popular, will it catch the market?

Yingrudee: The uniqueness of Thai dessert, the dessert that is the identity of Thai desserts.

MH4: Oh, to be an identity?

Yingrudee: What do you think is at the top of your mind's list?

MH4: I think mango with sticky rice in coconut milk is at the top of my list, for sure. When we are talking about a few desserts, however, among Thai desserts, it is hard to say when we look at Thai desserts, because crispy *Tap Tim* is a successful selection, and *Bualoi*, also.

Yingrudee: How about the banana in coconut milk?

MH4: It is a good idea, but we have to talk about our banana in Thailand. Across the country, perhaps it is not the same banana.

Yingrudee: So it cannot get the feeling.

MH4: It will not.

Yingrudee: How about the banana in syrup?

MH4: It is a different kind of banana. We are talking about the sugar sweetness; it is a concern to some people who think about their health. Because, don't forget that Thai food, we need to base on the healthy meal, such as the crispy Tap Tim, we can add less sugar.

Yingrudee: How about the *Sariem*?

MH4: *Sariem* is inconspicuous because it has only flour. It can be *Lod Chong*, but from now on we will serve the *Tuapab* soybean roll.

Yingrudee: Service mind affects the first impression, or not?

MH4: What I have to constantly manage from project to project. Some projects about the Thai food are a boom, but some are not. Thai food must come first. Thai food is excellent. Thai food should be the world's kitchen. It should not just be booming without the one that really does it, they just spend the budget. It is our problem, the one that we should let those in charge know about it, not me. There are many people who know a lot about it, but not me. We should do brainstorming to come up with the creative point. It should be a continuous project, not just lobby each other. It is not easy to make the school. We founded it for 18 years and we are still teaching it, but we don't have enough people. We have been opened for 21 new classes, each year we have two classes. We have a lot of three-month programs, which we don't need to wait for the government here. I think if we wait for the government our labor pool will go overseas, it will be too late. The FTA will happen, the costs will increase, which we cannot compete with the other ASEAN countries in the languages. It is our limitation.

Yingrudee: We must help each other because it will happen soon. For the new generation, we have to get ready. May I ask more? Suppose we have a chance to talk to the government, an initial budget doesn't need to be too much. It will be the pilot project. It will be possible if Chiva-Som Spa cooperates hand in hand with Oriental Hotel to develop the Thainess

MH4: I think if the government will do something; it should be to make the government identity by using Chiva-Som or the Oriental as a consultant. Look at it. Assuming the government will do something here. At least there is one thing that the Government can do as the master plan. At least there must be something to show that the government has the master plan.

Yingrudee: Must have the master plan.

MH4: Not only must you have the master plan. But it also must be tangible. If we advertise that this chef is great, should we have the restaurant if your chef is great? And the government should support this restaurant or not? Then we should be looking for the government to support this. This means that when we have the party or the activity related to the food, it will be the face of the government. This restaurant would go along with the government and make it as the national standard; it is somewhat complicated to do but it is a great thing that can go and be good at every branch.

Yingrudee: It would be an ideal role model.

MH4: And then we have to build a school within three years. Open the fully government supported restaurant, and choose someone to manage it as the professional, to make the star quality happen. Just open the school, and when the students graduate from here they will have a specialty in cooking directly, not like in the vocational college. The students will move directly into the careers. This food will be taught directly. It would be great; you do not need to look at the other plans. The serious Government can make it happen. It should have the consecutive budget, because governments change. It is the end of the budget, isn't it? There is nothing that has happened, but they lost more than one hundred million baht. I don't know how many hundred million baht they lost, but nothing happened.

Yingrudee: Thank you. I will tell them.

MH4: The people who know the food will have different tastes and looks come from this idea.

Yingrudee: Creativity.

MH4: Yes, creative to make our identity.

Yingrudee: Will we have the training?

MH4: We are having just the basic culinary arts training, because this will be an art of creating, of coming up with something new. Some people will pay attention to it, some will not.

Yingrudee: This is what increases the value added of Thai food?

MH4: Yes, this will add more value because when we teach, we will have the food presentation in front of the class. We give them the case study. If we have to make fried shrimp this week, in the kitchen you have four staff, and you have to compete with the other three in the kitchen at the same food. You have to think about the theme of your menu to feed the VIPs. How will your deep fried shrimps look? How can you serve? What kind of your kitchenware should you use? How about your food placement? Just draw it and then I will look when they present in front of the class. But, when you do it, try to make it the same as your picture. It will be different from what you think. If you cannot make it the same, the next day you will have to tell why it is different. In the process, what do you have to adapt? You have to adapt the presentation and fix it right away, then present it again. After that we would give them suggestions. How is it different between the picture and the real food? What is the reason? Do you use the knife correctly? How about the rhythm of the stroke?

Yingrudee: May I ask one more question? If we know it like this, will it come out at the national level? If it comes out at the national level, can we transfer and share the knowledge with the public. Can we do it as a TV program? Is that possible?

MH4a: It is possible. But it is not only me. The others have the ideas, too. We have to bring many creative ideas to the drawing board. We have many artists who can provide a variety of applications. I think it is possible. Someday the demand will be higher. Because right now the people can see that, oh my goodness, can we do anything at all? Someday, if we have someone who is cooking the Thai food, then we should shout loudly, this will make it happen.



ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่
Copyright© by Chiang Mai University
All rights reserved

Appendix B

Interview with Training Manager Assistant of Mandarin Oriental Hotel

MH5: The organization will move surely in the future with 3- 4 elements. 1st of course it is a strategy in the same direction, do in the same way to reach the same goal. 2nd the process, we can't go the same goal if we don't have the same direction of process as the harmony; it will be an operation management. 3rd is the technology, we can't refuse that presently using the technology in services able to help a lot. Considering the technology related to the customer relationship management has the benefit on using with the customers database to make the promotion. However, using the technology to drive the demand in marketing, many firms was failed because don't know clearly about their cultural organization. They just used it to compete with the other companies, sometimes there is no return on an investment in the technology, and it is the two-edged sword. The 4th is the people; of course it is the last but the most important in an organizational movement. So, the last one can be an answer, but we will make the question wider since we will use the Thais people's ability to make the Thainess as a world class services. Using the spiritual process through the Thais blood as the services DNA which calls the services mindedness that totally comes from the Siam smiling services with heart.

The mentioned above 4 elements are the main tools in an organization development or OD.

It is the new trend which really practicing this day in not many firms who can see the value and do it such as the Thai Petro Chemical group for example. Since in the past will known the reengineering which looks good but only based on an organizational structures. Don't forget that we are reengineering because of the job is inappropriate, so we downed size of the big department and reengineering an essential small section to be a bigger one. But it turns out we had reengineering only an infrastructure but still having a thousand staffs at the same place which was not effective. Then we are using the OD which is changing only the tool but still based directly on the people who use the technology which is the most important.

I like and agree on using the services language to study, since it is clear, useful and we can really do it. I would like to suggest you on the Thainess; actually we should focus on the Thais identity as the SWOT analysis. Because normally the person who is not involve deeply in marketing will do an analysis on everything. This case we should look at the comparative advantage to make truly the Thais traits, study on the Thais strength and sense, accept that we have both the negative and positive sides. We have to analysis on both sides, of course some people can accept it, but some don't. Then they will know that Thais people are friendly, and good in smiling but quiet which the western doesn't like it, you need to have an idea, just ask if you don't understand. You can't just smile, it is not right even you are having the pretty smile and clawing in nicely with a good services but don't know clearly what the client wants, you can not reach the goal. So, we have to analyze on the services problem about the language and cultural barriers in detail. If we have this problem could be the services barrier such as the staff smiles but doesn't clearly understand the client's goal.

So, remember that the western customer might be impressed in your good services but can't get what he want it will be useless. This is very important; I want you to do the SWOT first, because we can do the SWOT in services as well.

Yingrudee: From you experience, what is the most outstanding Thainess?

MH5: The really Thais outstanding identity in services is a nice smile, considered as the branding or MC: Integrated Marketing Communication. For Thais people the smile comes first, and then the 2nd is mind which we have something that the western don't have that is "Kreng Jai".

Yingrudee: Are we only nation who have it?

MH5: I am not sure if we are the one, but they don't have it in an English term, but I think it is also the two-edged sword. We are feeling kreng jai then keep the mouth shut, and no action, so have to use it correctly. 3rd is Thais people are good at paying attention to details and caring. It is noticeable from our cultures such as carving, and

an embroidering for example. Finally If Thais people have been cultivated in the cohesion will be very good, but I won't talk about it. Recently many things changed, the society has been changed with some reason but the Thais people still have the good mind and loving each other. Even this loves is intangible, but we can see show it in the services by taking an ownership to compare the client as a visitor to home. Mostly people know these 3 components must have in the best services, but not all can do.

Yingrudee: Why is that?

MH5: Because the people have different backgrounds in an education, socialization and so on. So, they don't really care about the services, it is just the routine. The trend of services in the past called the professionalism, if are professional in any field that is very good. It means when the customer needs an orange juice, then you bring a glass of it, OK you follow the rule and make the customer happy which meets the customer expectation, which is the professionalism. But from what I felt, I had giving a lecture on the satisfaction, it is not professionalism, but it is beyond an expectation and maximize competency. This you will see the flexibility immediately as a key that many organization can not archive as the Mandarin Oriental Hotel. We mainly focus on the customer because if we have cultivated the staff already, then we will look at the customer as the key informant. Whatever makes the customer satisfy based on an ethical boundary and responsibility of the company. We are proud of it and we can make it happened to impress the customer, then other things will come later.

Yingrudee: Talking about the first impression, how can you make it here?

MH5: Actually the first impression comes from many things, from our services. We better say the customer making the decision in our services on what factors. This, the customer relation management, CSR we know the process. How did they make the decision, what did they impressed, what did they liked or don't like in services. After we know it, will use the CEM, customer experience management since the first

impression here doesn't need to be the 1st time; impressive can be in every services touch points. It means every steps you can make the first impression happens. So, we need to know about them first, how is their decision, of course the price, product, and the customer's mood at that time. To compare and know the customer's background are some what need to study, whatever being, having the good services, but AC too cold, cause them headache and sick from the food poisoning or whatever. That what we should know, and then we know that an environment is an important as well, the light too bright or not, it is not good for the restaurant's atmosphere could impress them. How about the food, because walking the hot food slowly then make the food cold.

Yingrudee: So, this is in case of an environmental factor. The 6 components can be concluded as the price, product, the customer's mood, comparing, background and environment.

MH5: Talking about the price is important, doesn't mean the cheap will be good. But in case of STP: Segmentation- Targeting- Positioning, how did we positioning ourselves. Sometimes having some big hotels called it the primary price, for example last year many hotel had drop their price, decreased the costs, and reduced the staff number. Then make their service not good since don't have enough staff, but an Oriental don't do like that, we increased the price to protect ourselves. So, the customer considers us as the high end five stars hotel, anyone comes here a must talking about the billion business level only. If you go to a cheap hotel, not enough staff, bad services, then where will you go? I have to tell you that when I work I will always make the services lead marketing. I am not sure is it a new trend or has anyone uses it, but it is my working principle no matter what. I belief that the services get into all business, even the noodles or snack shops on the street having the services too. So, having the services we can do marketing, mostly need the volume with a big amount, but didn't look at the lost hardware. If you have a hundred guests fully in the hotel, got the big money but the dishes fragile and you have to fix the broken chairs too. While another hotel take only 50 guests and make more money but they don't need to repair the broken things for example.

Yingrudee: Can we classify as a luxury hotel.

MH5: Yes, We can.

Yingrudee: In your opinion, Can you define the luxury?

MH5: We are unique, and outstanding should be enough, since you could hardly find in the market on these days. Such as when the customer walks into the Oriental, you don't need to say anything; we can read them without opening their mouth. But we can make you know what you wanted; we can serve you just like that.

Yingrudee: Is there an art and science?

MH5: Of course.

Yingrudee: In this study will be the body, mind and brain means everything come from the brain and socialization. The brain will order the best service and different from the other nation, then goes to the mind as the services mindedness, the last react by the body to be the body language.

MH5 : They know the delighting or surprising, if the client feels that we surprise such as a guest asked for a good restaurant outside the hotel since he wanted to change an atmosphere, where is it and how nice? Then we suggest a restaurant on the Sukhumvit Road which you can use our boat or go by the sky train. The guest got an information and happy then we delight him by take him to the pier, we got a staff at the pier asked him destination and told him the boat is on the way. But at the same time the sky is getting dark, tell him the rain is coming and offer him an umbrella. The point is an attentive, doesn't matter he will take it for not, it's beyond an expectation.

Yingrudee: Will pier staff knows the guest's name?

MH5: We have the way to tell him, we can call and tell the guest who will go to a restaurant in Sukhumvit or whatever the staff will know. But will he go or not we don't know, we can ask when he come back to the hotel, how is it, where have you been. He might says thank you for your advice it is very good, or maybe just OK, if he was happy he will compliment you , it will be better If you call the restaurant that the guest is going from Oriental and tell them to take care of him.

Yingrudee: So, What is an intellectual capital of Oriental hotel?

MH5: 1st the human capital is the heart of Oriental, 2nd the legend, 3rd an experience that the staffs saved it. Since each of them has been working here more than 16 – 17 years, it means the guest will meet many experienced staffs who worked for 30-40 years here considered as a PR or our branding. We don't need to do anything since it shows that nobody can buy or copy our experienced staff, it takes time to prove the person, and this is also our selling point.

Yingrudee: Can we consider a person as a selling point?

MH5: Yes madam, as I told you we have an experienced staff, helps us know how to get in the guest. As when the people changed the restaurant because of the cook has been changed, isn't it? So, any hotel has the more experienced staff, the better services, and the best business making for that hotel. When the guests come in they will meet many staffs who understand them, this is our charms. The point is how we can keep these experienced staffs; most of them have been training such as the human resources manager and an executive administrator. There are many organizations that don't care about them since the HR and CEO are working into the different directions. But presently in the modern administration let the human resource manager set the policy, think about it. You got the best seller, and good accountant but all run by the people under the HR who select the personnel. So, the human resources manager comes first such as you want a project in this area, you need to have the local staffs who know the cultural community but mostly the managers are westerners. They don't care about Thainess, or know a bit then have to

ask the human resources how to choose the people or drive an organization to which direction.

Yingrudee: Can we call the human capital as the reengineering?

Yes, we can.

Yingrudee: An experience is already under the human capital, how about the other of IC such as an organizational culture? How can it participate?

MH5: We have the cultural staff to do it, filtering the people though. So, if our organizational culture has been cultivated and transferred likes you have to take good care of the guest, you have to smile, you have to wai. This is the culture that we have been saving, and filtering for generation to generations. Then you can see that we made a strength organizational culture, other people can say that “You know what, the Oriental hotel does like this” Why an Oriental’s staffs do like that, because they have the legendary experiential services.

Yingrudee: Are all of them under the Thainess?

MH5: Of course.

Yingrudee: Are we under an Asian or Oriental culture or not master?

MH5: We are an Asian heritage but deeper is quite wider and bigger, we service deeply with the Thainess as our unique for the hotel in Bangkok and Chiang Mai only since the hotel in Hong Kong still remain an Asian culture. Finally everyone accepted the Thainess is the best services, and many firms they know, whoever Thai or foreign investors are often required the Thai staff to work.

Yingrudee: So, your opinion in the 5 senses, another one is the mind. Which way can we represent from an image that the other and we can see as the self representation?

MH5: We can't refuse that we don't want the people see our bad thing. So, I think the key factor is the good self image which the other can see. Such as the good thing we saw must be an interesting, it means when you come into the hotel, you want to see the perfect, beautiful image and pretty staff, good services as the visual imagination. So, before meet up the people, you will see the hardware first, see the small building but having the pretty smile staff is OK. The building is not the main problem but it is a factor for their decision making, if it's OKS this part the 5 senses should be the harmony too. They are the touching, hearing, smelling, seeing, tasting, and feeling in the mind as well. But the last to make decision is the mind – brain, if the food does not good but delicious was a conflict, then still the harmony since the sense tell the brain to have it or not.

Yingrudee: So, you have emphasized on the mind a lot?

MH5: Because it is important as the last gate of 5 senses to be the sensory and receptor for the brain.

Yingrudee: What kind of flower showing the Thainess the most?

MH5: It depends on the situation, but mostly is an orchid.

Yingrudee: How about what we heard?

MH5: Of course, we play the suitable music in each room.

Yingrudee: Does the mind differ from the superstition?

MH5: They are different; I think superstition is the belief.

Yingrudee: Is the belief effect to the services or not?

MH5: The personal belief surely effected to the services since each person has the different believes such as I pay this price I belief that I will get this much. There is the point of view that I come here I will get what I expected, Isn't it? So, this the belief and it is effected to the services.

Yingrudee: When we use the CRM to serve the guest who booked the room, are they walking in or online booking?

MH5: There are many ways, from an internet, and from the sales or walk in as well.

Yingrudee: The selling point in case of the body language, what are the body languages of an Oriental that impressed the world – class customer?

MH5: There are 2 things to make together, which are to wai and smile, but it might be over lapping a little bit when we work.

Yingrudee: Does the new staff have to train same the old staffs?

MH5: It's the same because wanted them to have the same basic and know what the senior knew but can't train at the same time since they will be an old staff someday.

Yingrudee: Can you tell me about the training course?

MH5: There is a system that the new staff need to know in the first week, at least this 7 days you have to know the basic knowledge about the hotel, sections, and people who work here.

Yingrudee: Do you create the course yourself?

MH5: We have an international standard guideline to train them, serving cappuccino using the western science.

Yingrudee: How many branches of the Oriental hotel are there right now?

MH5: Presently there are 25 branches; the other 16 are being built worldwide in three continents.

Yingrudee: How is it different or similar between the Thainess and Asian?

MH5: Different such as an Asian shaking hands, but Thais wai for example. So, there are many things that make the Thais different especially smiling, there is no one can smile as nice as us.

Yingrudee: Do you train them how to smile?

MH5: We had it before, but no more right now wanted the staff smiles from their heart, by themselves, truly smiling.

Yingrudee: For the world – class quality.

MH5: To be the world – class acceptance having many indicators, an award helps, how are your services, and the software. Finally can be the world – class quality, the one who can make the decision is the customer who got the services. If the customer came from oversea then happy with the services when they left it means they accepted it.

Yingrudee: What do you use in the knowledge management here?

MH5: The most clearly effective and having the high performance is using the knowledge management from the sophisticated to make the knowledge sharing. So, the most important in the knowledge management is shared from an experienced, from an observing, asking, and all situations in everything. Actually the services principle is 1 the basic needs, 2 responding to the guest's needs, 3 solving the problem, 4 expecting the customer's needs, 5 keeping the relationship. If you can do all of them mean your services are the best, everyone happy.

Appendix C

Interview with the Guest Relation Consultant of Mandarin Oriental Hotel

Yingrudee: May I ask about the luxury service? I am not sure if it right for the Thainess since we have told everyone in the world that we have the best world class service. So, in terms of the service, how can we create the value added?

MH6: When the foreigners arrive here, they will write down the comment. Most of the guests will say the hotel is beautiful and luxurious, even magical, but the good service depends on the employees. They could go elsewhere if they do not like the Oriental, it is a habit. It lies in the personality of the Thai people. They cannot find it anywhere else. They also say that our employees work with zest, and enjoy their work. They also say many things, but I forget it all. But before that we used to send our high school staff to study higher, for the MBA degree in hotel management. The Thais have a habit of being grateful, it is the best. One of them said, I have my house, with my family, and I have a car because of the Oriental. They made me a successful and good man. This will materialize. That makes me feel good. The other place sees a big piece of beef there, and then tries a small piece of it. Some people left to try, but came back without the experience. I asked them why they came back. One employee told me that he was not happy, because it was not like a family. To many people, many of them come back because of our relationship and connection. But we never leave to go elsewhere, because we know that this is the best in the world, the first of the world. Why do we have to go? If we leave, we have to start the plan for the new place, to see if we can get along with them. All the same, no matter. "Oh, my brother, I come before this so I will make the other person's knowledge." What would you like to know? Ask me, I will tell you if I know. But, if you want to know more, I will find the information as a grandmother. If I told anyone something, I have to really know it. Actually, the Oriental does just find, because we have employees who have the connected heart. No matter where he works, he would think he is the owner of the company. If the company grows, he would grow too. Organization comes first. As important for the boat as the captain. During the Asian economic crisis when the Thai

baht had to float and be devalued, the Government tried to change the currency from baht to dollar, but we cannot accept that because we are conservative. We love the nation, too. They said they will make decision like this, in Thailand; it is okay to use the dollar. Time passed, and they made a new agreement to use the baht again. I went through a period of time. I decided to use the same currency. I always say that the hotel guests who come to stay, at first sight they are the stranger, but when they depart they leave as friends. If we can do like this, the service will be successful and reach our goal.

Yingrudee: Now, we need to define the Thainess service from your perspective.

MH6: It is in our blood. It is our character. When the guests give us a sandwich we don't like, we are the slaves. But, when the guests check in, we treat them like the best welcome we give to the visitor to your house. There is a Thai phrase, when the visitor comes to your house, welcoming is a must. I start forgetting what to say again. I see when the waitress is serving the snacks or food to the guests, they curtsy. Sometimes the guests bring children, the waitress will pick up the youngster and look after them. Maybe you know Mr. Kurt, he said, we are not hiring you to look after the guests' kids. Perhaps the kids being loved have the mom who is busy eating, and then the staff helps to carry them. After finishing babysitting and the guests remember, they want to come back again. When the mother arrives she will ask for that waitress. Presently, we have a tutor or advisor who can tell what the guests like or don't like, so when the guest arrive, we will know what the guests like or not. Then they will be impressed. The guests say the tall building, the beautiful chairs, are an element. Thai people have the service mindedness 100%. "They smile when we arrive," is what the guests say. Someone is always smiling for no apparent reason.

Yingrudee: Right now, Thainess service language is to impress and create an impression management. Creating impression formation contains what?

MH6: What is it you know? We used to teach the children to stand up when the guests come. When talking with the guests do not be emotional or moody, the same as the

guests, because before the guests arrive he had been working hard, and may be tired and moody. So, we just have to smile and *wai*.

Yingrudee: In addition, how to *wai* impressively.

MH6: To *wai* correctly is the important thing. Teaching the staff to *wai* is important. Because the students like to *wai* in a sloppy manner. But we have the pattern to teach them to *wai* nicely.

Yingrudee: What about eye contact?

MH6: To *wai* the guest you need to make eye contact. Because the staff need to show quality, not only quantity. They should have the knowledge, too. Even if you are pretty and talk nicely, but when the guest asks you a question you know nothing, so the staff must be knowledgeable and observant. Cultural heritage, knowledge and wisdom matter.

Yingrudee: If we would like to create a model of Thainess service language, how does an impressive element create the satisfaction?

MH6: *Sabai sabai*. If in English you might say, whatever you like. It could be anything. Like the service language, like smiling, then we *wai* after smiling immediately and continuously. We see that it is passion and impression. When the guests see they will be satisfied and impressed with the lovely looks. Then we *wai* and say, *sawasdeeka*, humbly and politely, I will speak with body language that is polite, making a soft gesture.

Yingrudee: It means they must have the service mindedness?

MH6: You need to be thoughtful and humble. This is the Thainess which makes the foreigner you sees it be impressed and appreciate the Thai people. But nowadays it is

all about the economy and materialism. Survival is the key. People do their work for money, no matter what, forgetting about their happiness

Yingrudee: Can we use softness?

MH6: You cannot. It is complicated, because this also means being weak. Be wary of this. I prefer the term flexibility.

Yingrudee: Humble?

MH6: OK, we are humble because if we have no guests, we have no business. I told you that Mr. Kurst always says that he is glad to be working as the managing director at the famous world class hotel, with the best team.

Yingrudee: Thai people, kindness and habits, in the eyes of foreigners it is the cultural heritage, this is because we have to put an International Conference to present our framework. We use the Thai, however, the use of the first to share creativity Economy where everything comes from the cultural heritage they want to study in the cultural heritage of Oriental is in Thainess not occur, then we create. How do we value it? How do we leverage it? I would like to modify it in the new formation. Since the cultural heritage is what we are gracious and smiling for many generations.

MH6: Value is really about cultural heritage value, it is very faint and almost invisible.

Yingrudee: Making the service recipe, at least, should let people know about Thainess. It's a mixture: what recipe do they have to build the impression and satisfaction.

MH6: Finally, The end is known as a guru.

Yingrudee: The conclusion is, we will collect the best content, will collect what is of a Thai one. And another part is the staff, who operate to make the organization progress.

MH6: There are the rules, but it depends on the implementation. As we always say, that Mr. Kurst studied management from abroad, with many domestic managers from many countries. Why did he come to work at this hotel, without any recommendations?

Yingrudee: So we've got the practical knowledge to build on the services.

MH6: The people you will need, I suggest, are the HR Manager, service trainer, and front office manager; that they all will have it. Practicing methods we got from our past to grow the rice. Nobody taught us. But we saw from our ancestors. Then globalization has the genetically selected rice and checks the earth to see if it is suitable for the new variety.

Yingrudee: Learning by doing in the future, people will not need to use trial and error, but just learn from the right things.

MH6: We don't know much. Not because of seeing them practice the good thing, but we need to study. Look at the theory. This day it is easy to find the information you want, just search for any information you want.

Yingrudee: Does the cuisine and massage come from the palace or not? Such as the Thai traditional massage?

MH6: That is right. Massaging is the Thai touch and good food with Thai taste recipes also come from the palace, as well as the recipes for the sweets. There is a book about the Royal Thai cuisine.

Yingrudee: If it comes from the Palace in the case of culture, do you have anything to add?

MH6: Did you not read about the British Ambassador to Thailand in the Bangkok Post recently? He said, Thai people have nothing that belongs to them, they just copy

it. We have selected what is good for us, and then adapt it, but he still spoke like that (and comes back many times because he loves Thailand). There is a refutation, and so on. This point you need to make homework. We can do everything and must do it because we are great. I like what we're doing. Thais are good at it. Our students go to compete abroad and got the gold medal. I would like to ask if it is possible and have the opportunity to make the special school for the gifted students. Then take the children who received the gold medal to teach them, because their current teachers do not know how to make them understand it. If we know how the gold medal winners study, then he can answer it. The government must sponsor this kind of school, do you agree with me?

Yingrudee: What are some of the factors you see about Thainess in providing the world class service?

MH6: 60 years of dedicated service at a world class hotel. Many people from around the world admire The Oriental hotel, specifically attitude, personality, diplomacy, politeness, and patience.

Overall, the Thai people's habits which are suitable for the service can be summarized as follows.

1. Thai people have compassion for others.
2. Thais are very forgiving.
3. Thais like delight.
4. Thais are unique to it, they smile from their heart.
5. The Thai *wai* is unique.
6. Thais are very humble and submissive. They don't like to argue.
7. Thai people like to praise one another better.
8. Thais believe in the rules of karma, what goes around comes around.
9. Thai people are generous. They love to help others.
10. Thai are optimistic and always smile first.
11. Thai people believe in the patronage, taking care and serving the senior, and protecting the junior members of society.

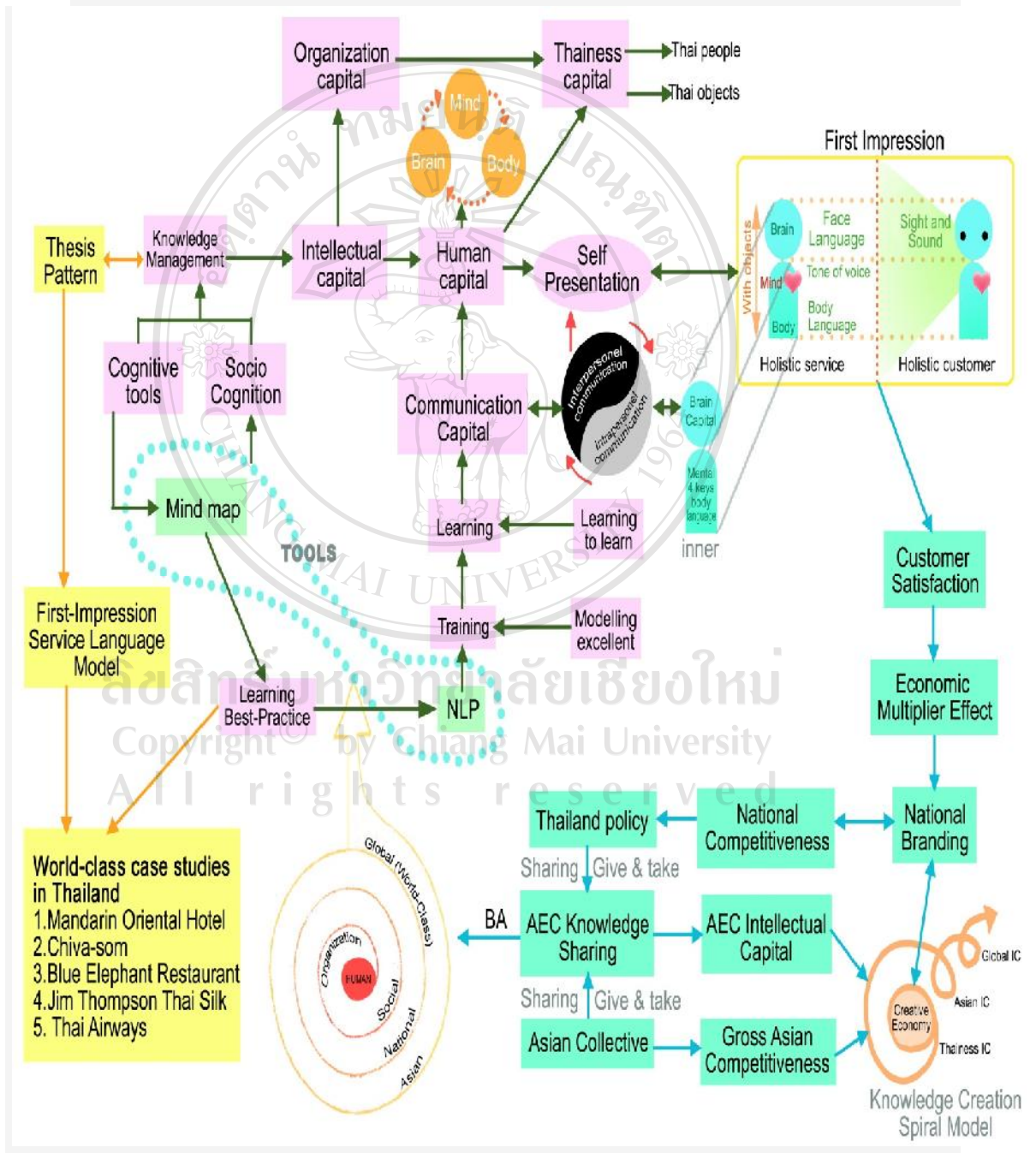
12. Thai people are adaptable, they adapt more easily with others and society.
13. Thai people have patience.
14. Thais believe in supporting their relatives and kin, and like to refer to the others as their relatives.
15. Thais like to welcome the stranger. To welcome them no matter who.



ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่
Copyright© by Chiang Mai University
All rights reserved

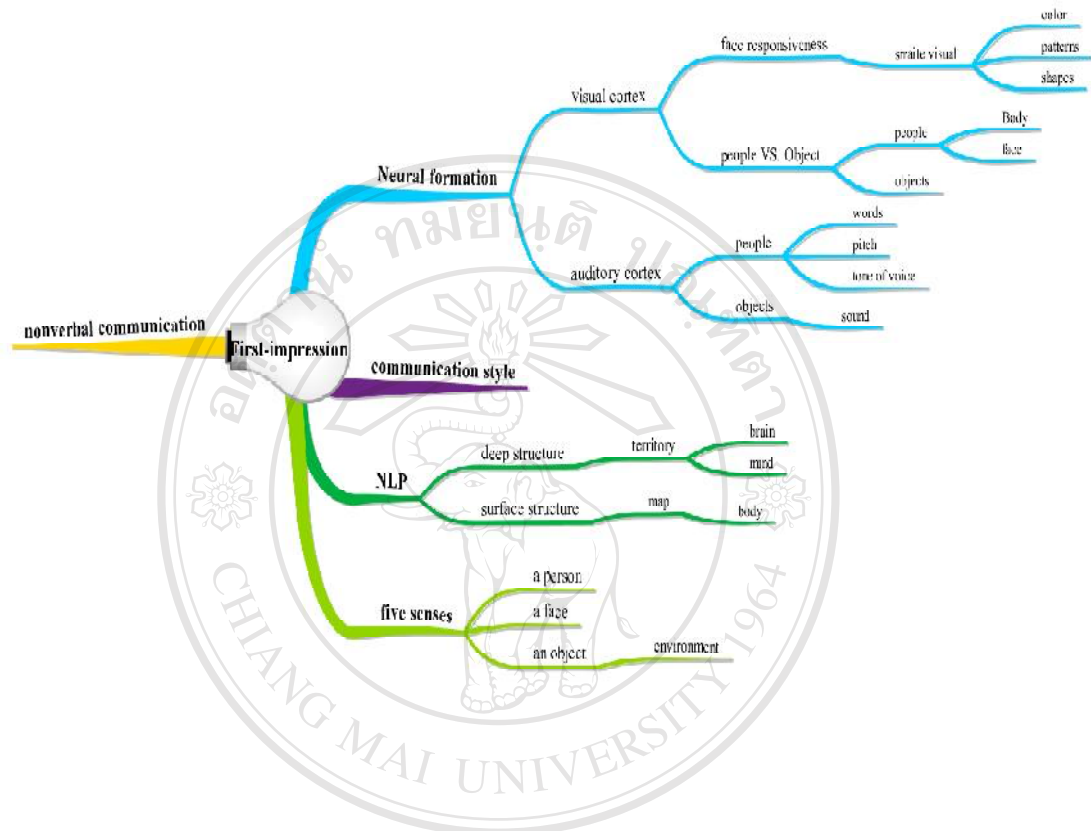
Appendix D

**Figures represents the utilization for the development of First-Impression as
New Service Language Knowledge Creation**



Appendix E

Figure represents First-Impression Formation Mind Map



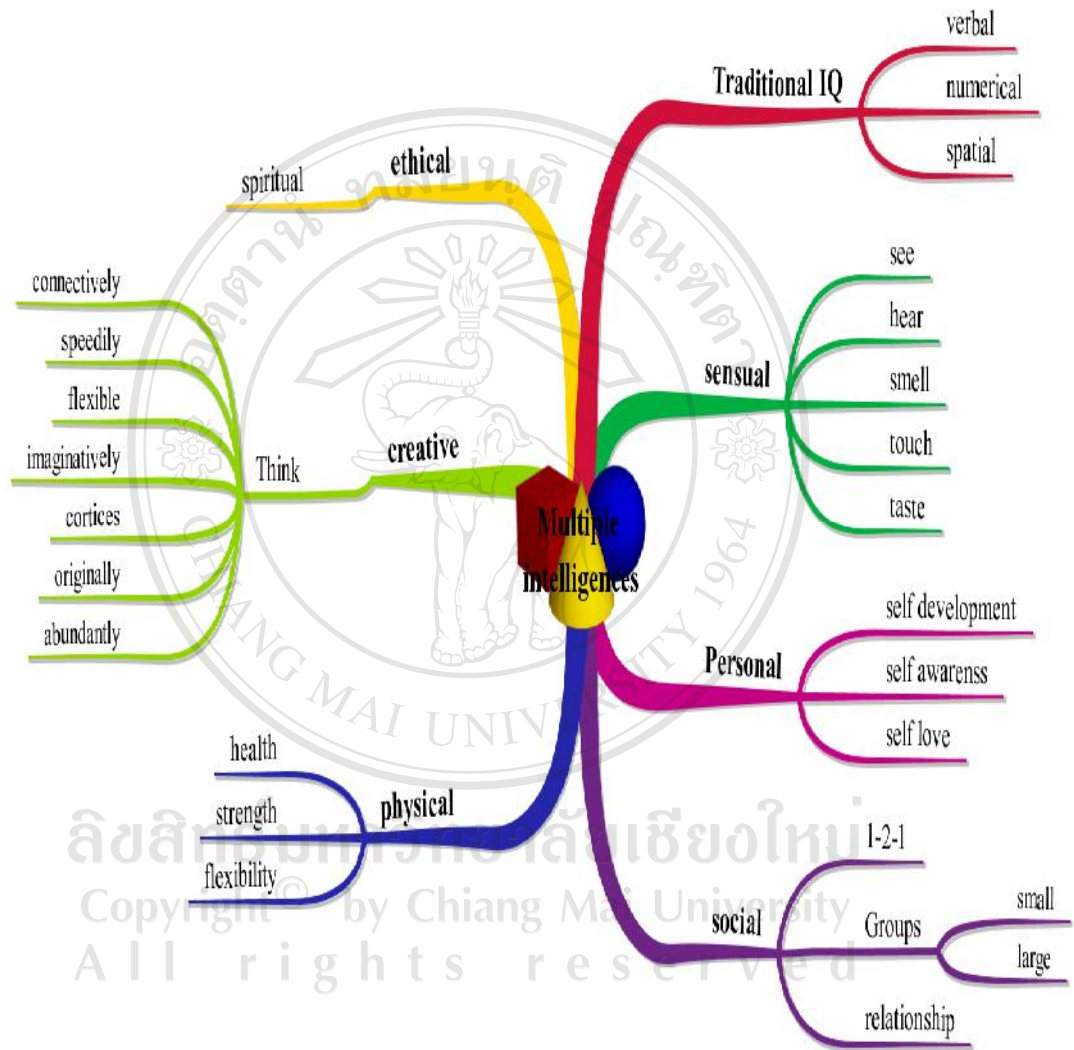
ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่

Copyright© by Chiang Mai University

All rights reserved

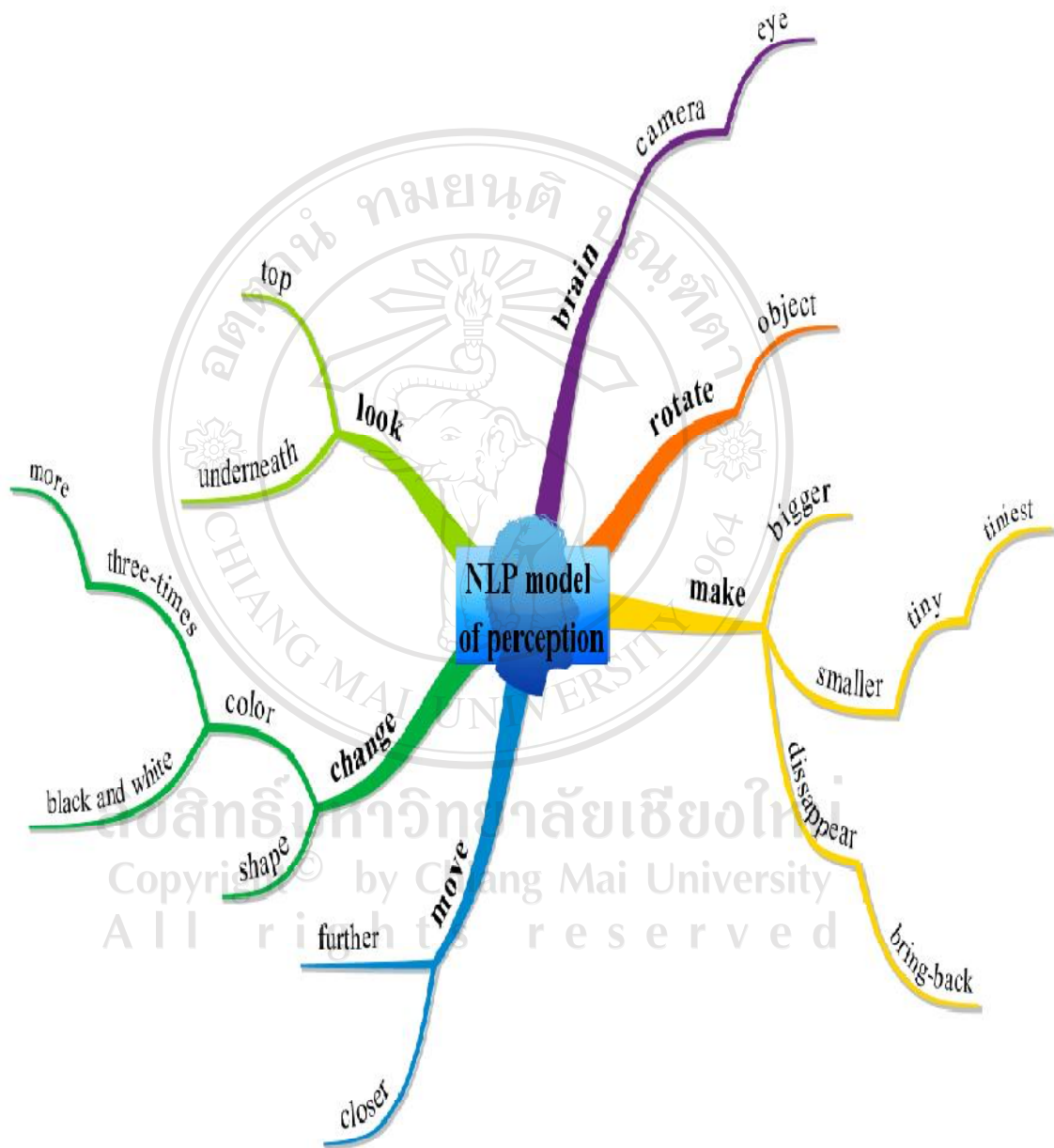
Appendix F

Figure represents Buzan's Multiple Intelligence Mind Map



Appendix G

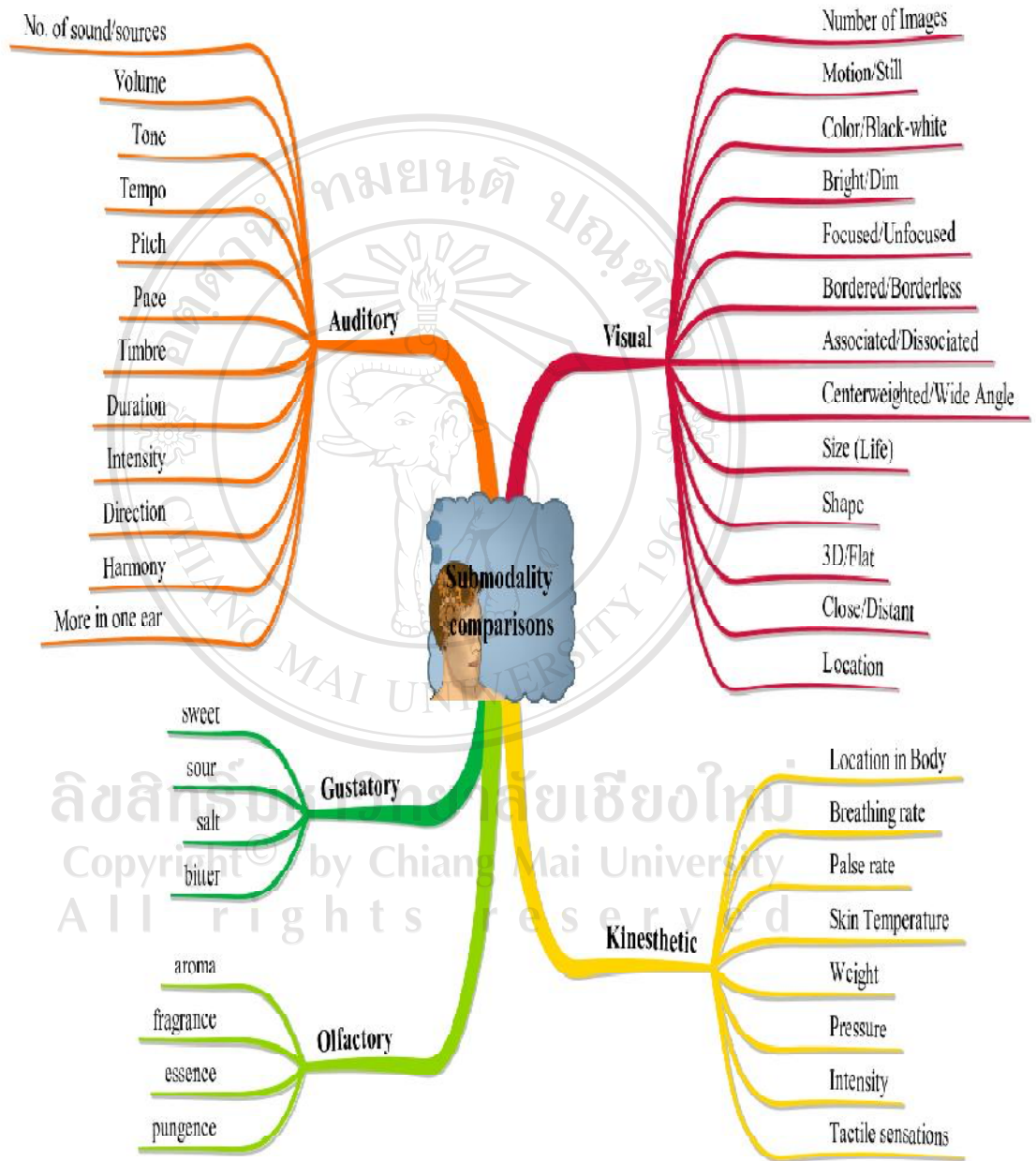
Figure represents Neuro Linguistic Programming (NLP) Modes of Perception



ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่
Copyright © by Chiang Mai University
All rights reserved

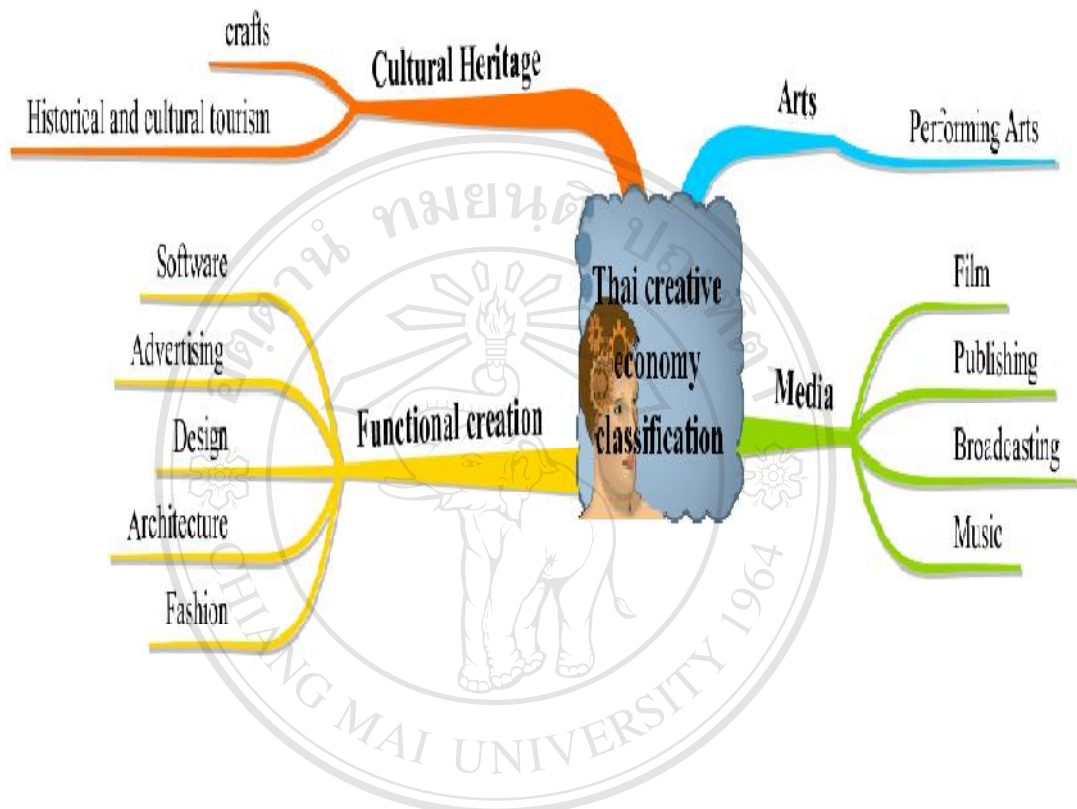
Appendix H

Figure represents Submodality Comparisons Mind Map



Appendix I

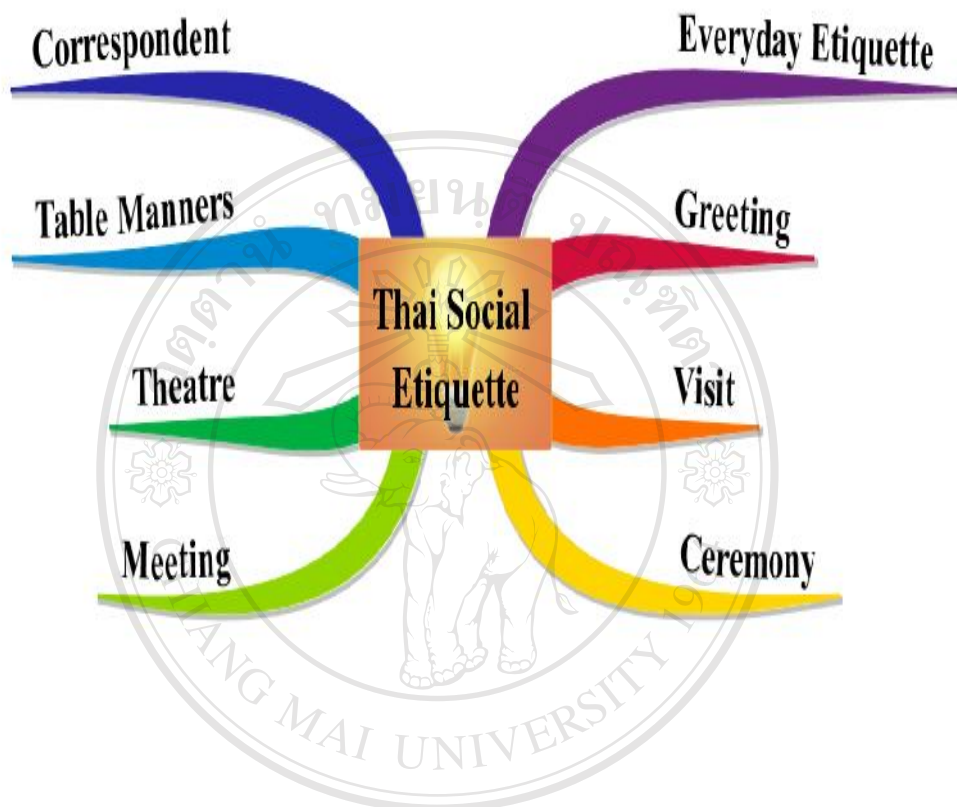
Figure represents Thai Creative Economy Classification Mind Map



ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่
Copyright © by Chiang Mai University
All rights reserved

Appendix J

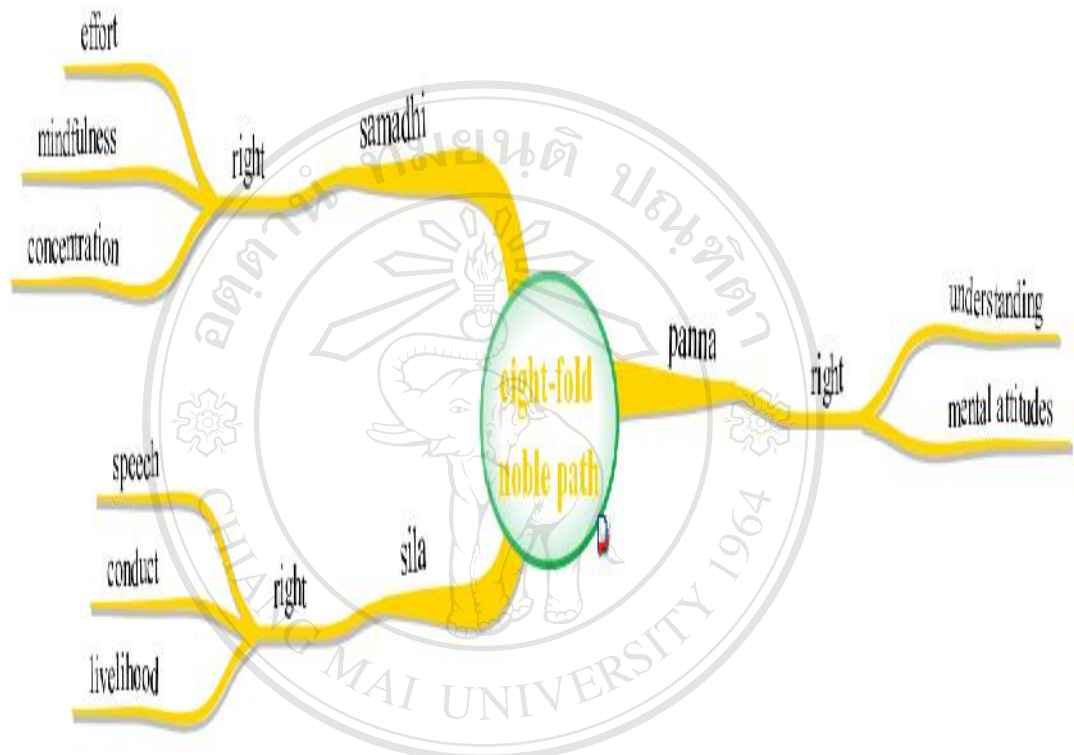
Figure represents Mind Map of Thai Social Etiquette Classification



ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่
Copyright© by Chiang Mai University
All rights reserved

Appendix K

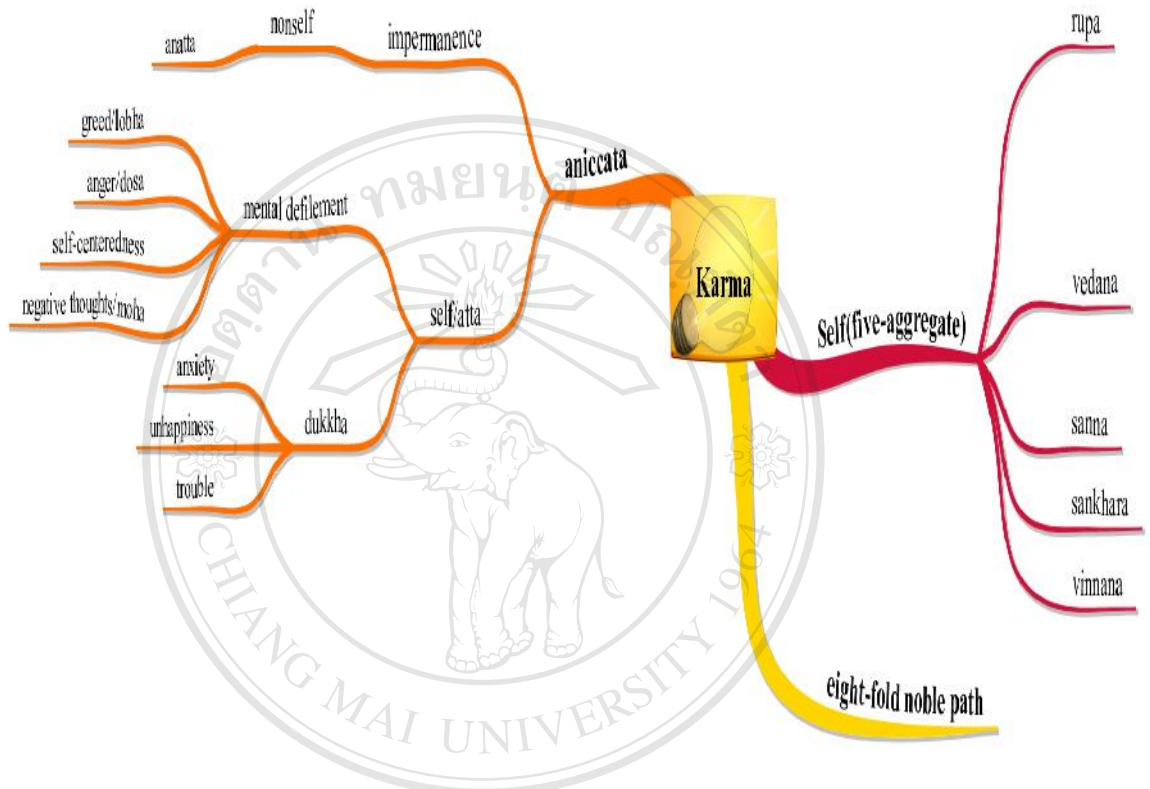
Figure represents Buddhism Eight-fold Noble Path as Thai ways of self-presentation.



ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่
Copyright© by Chiang Mai University
All rights reserved

Appendix L

Figure represents Karma as a thinking and learning tool Mind Map

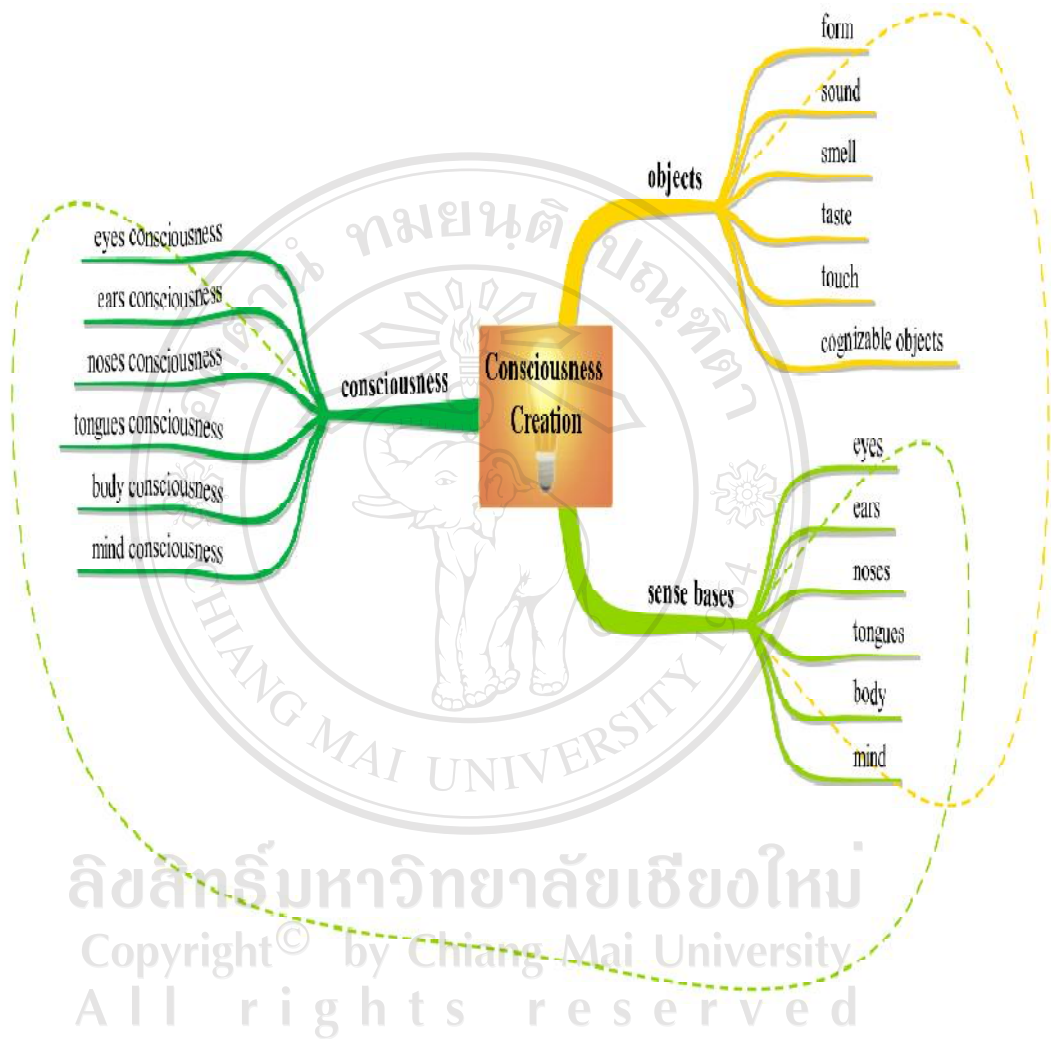


ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่

Copyright© by Chiang Mai University
All rights reserved

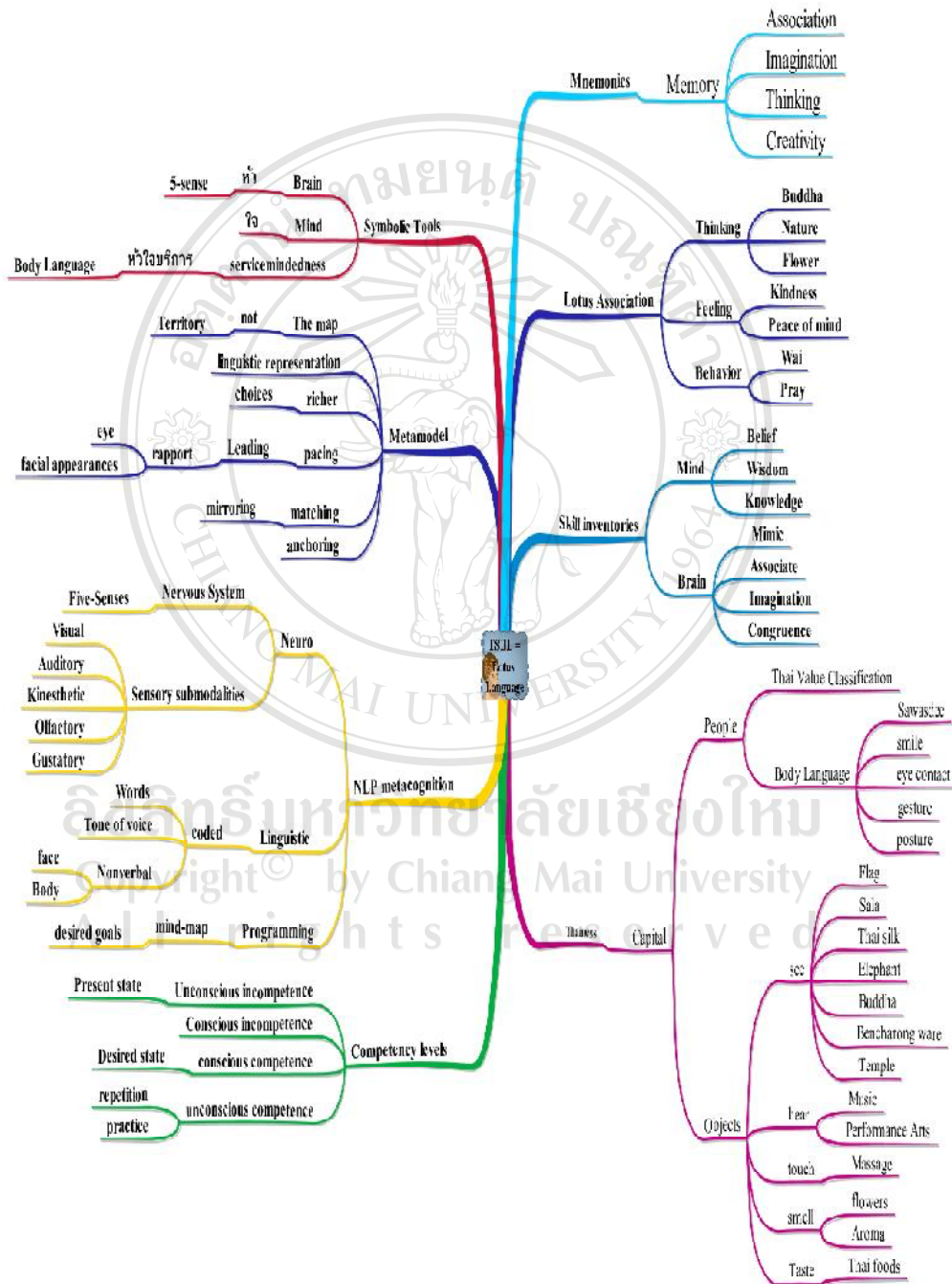
Appendix M

Figure represents Consciousness Creation Mind Map



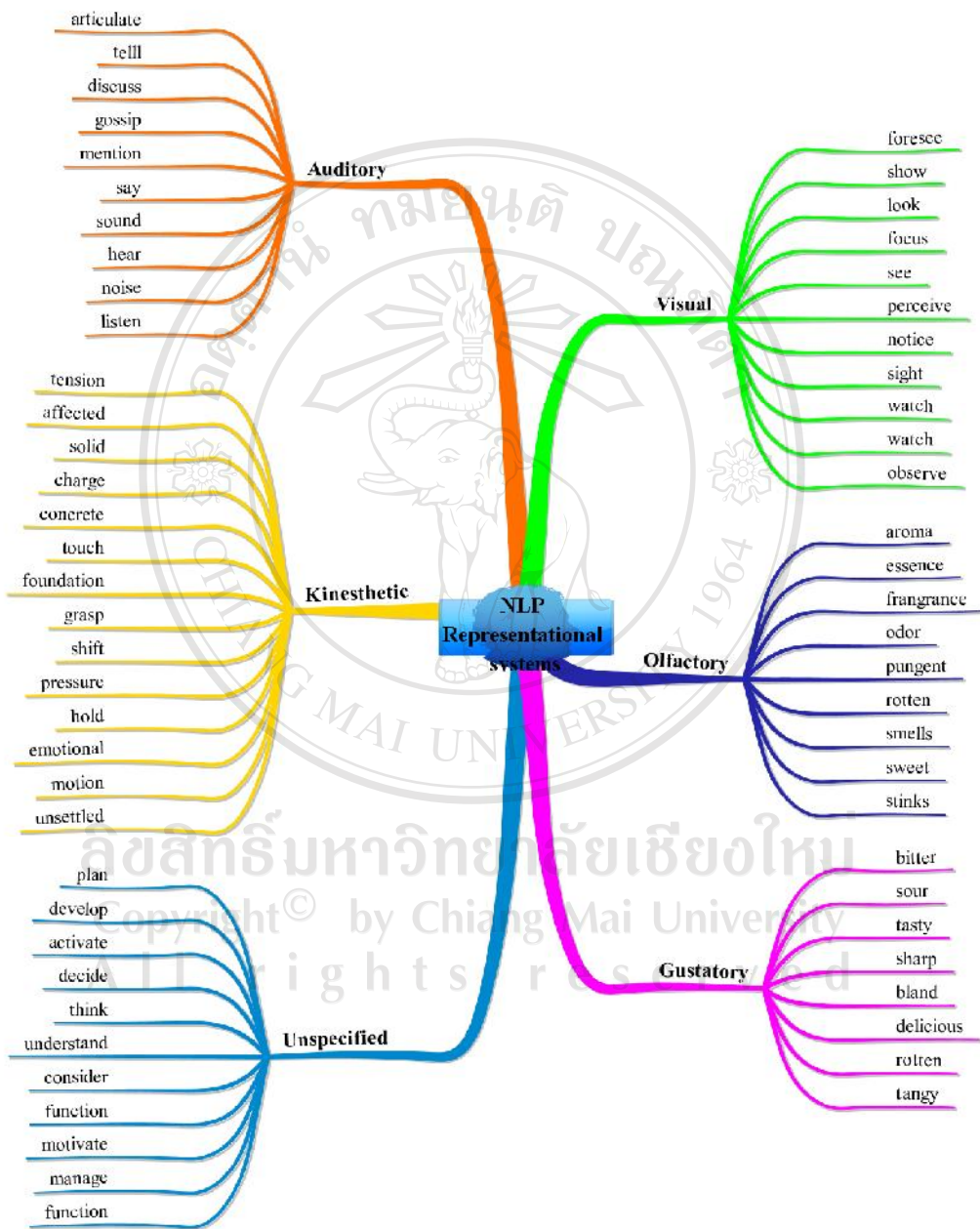
Appendix N

Figure represents the Development of Service Process Capital Modeling Mind Map



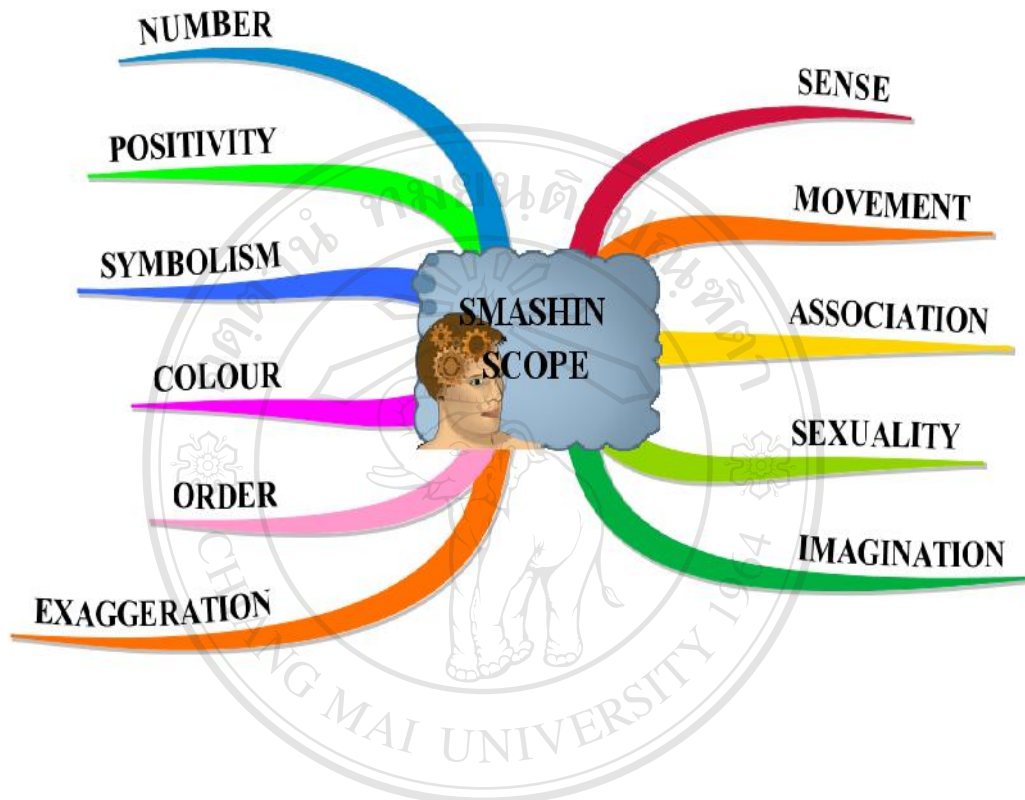
Appendix O

Figure represents NLP representations system Mind Map



Appendix P

Figure represents Buzan's Smashin Scope Model Mind Map

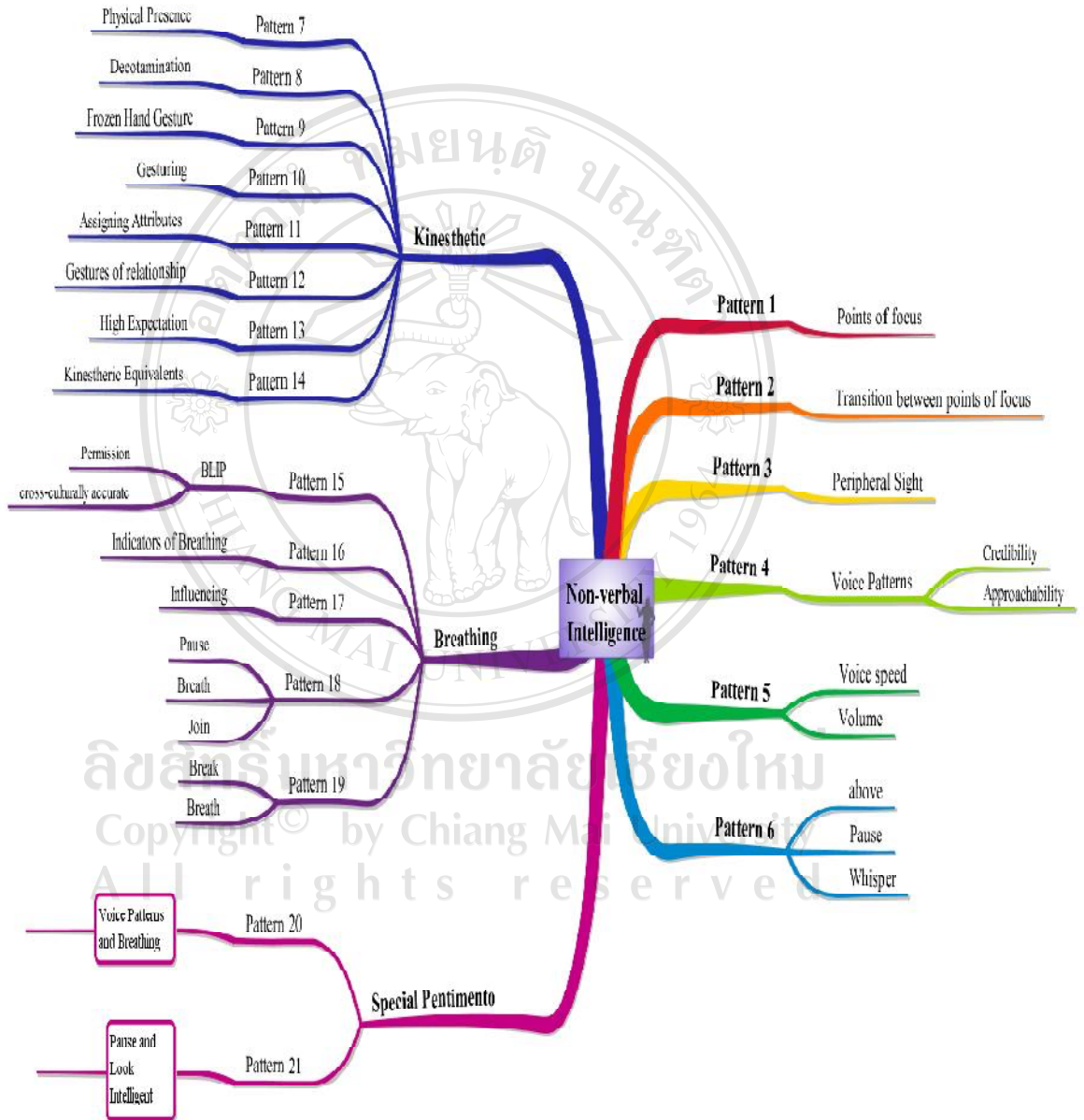


ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่

Copyright© by Chiang Mai University
All rights reserved

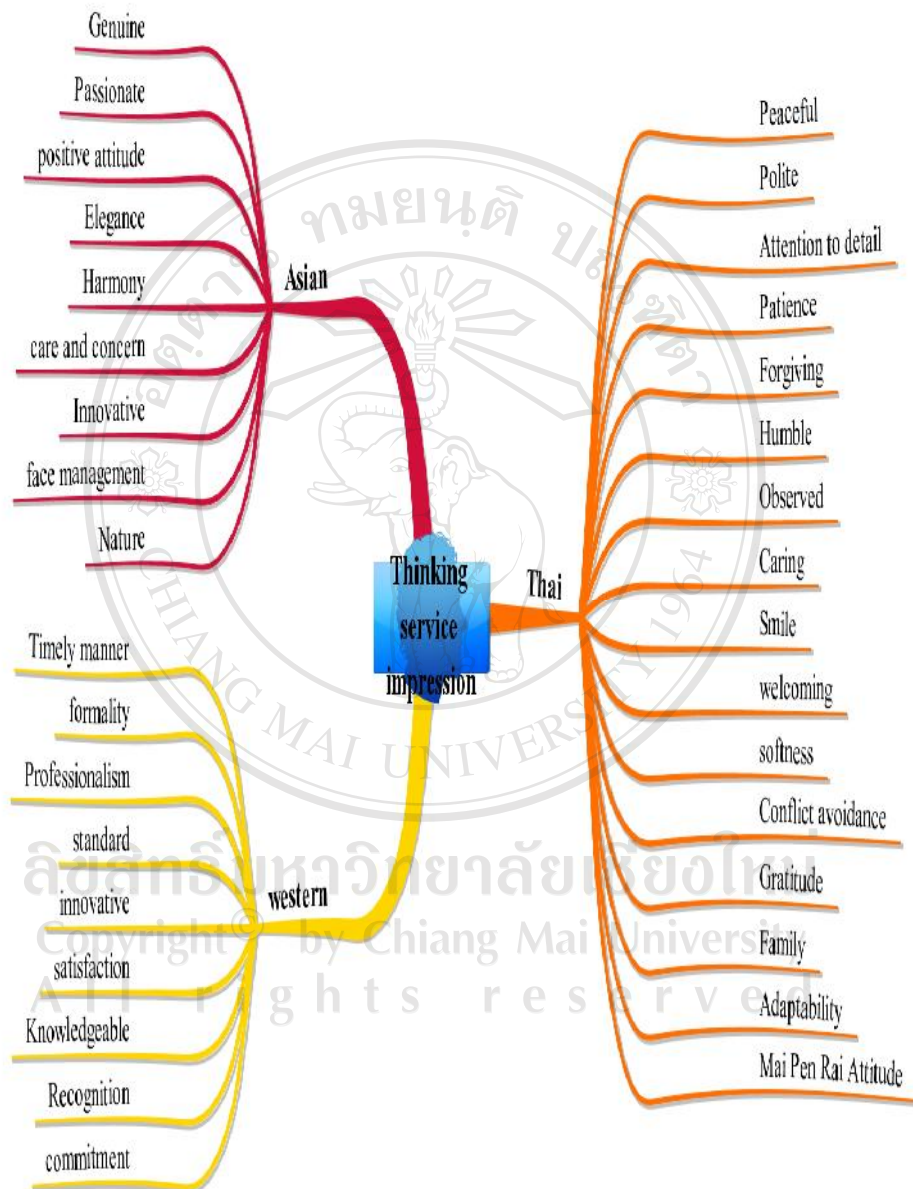
Appendix Q

Figure represents Grinder Pentimento Nonverbal Intelligence Development
Mind map



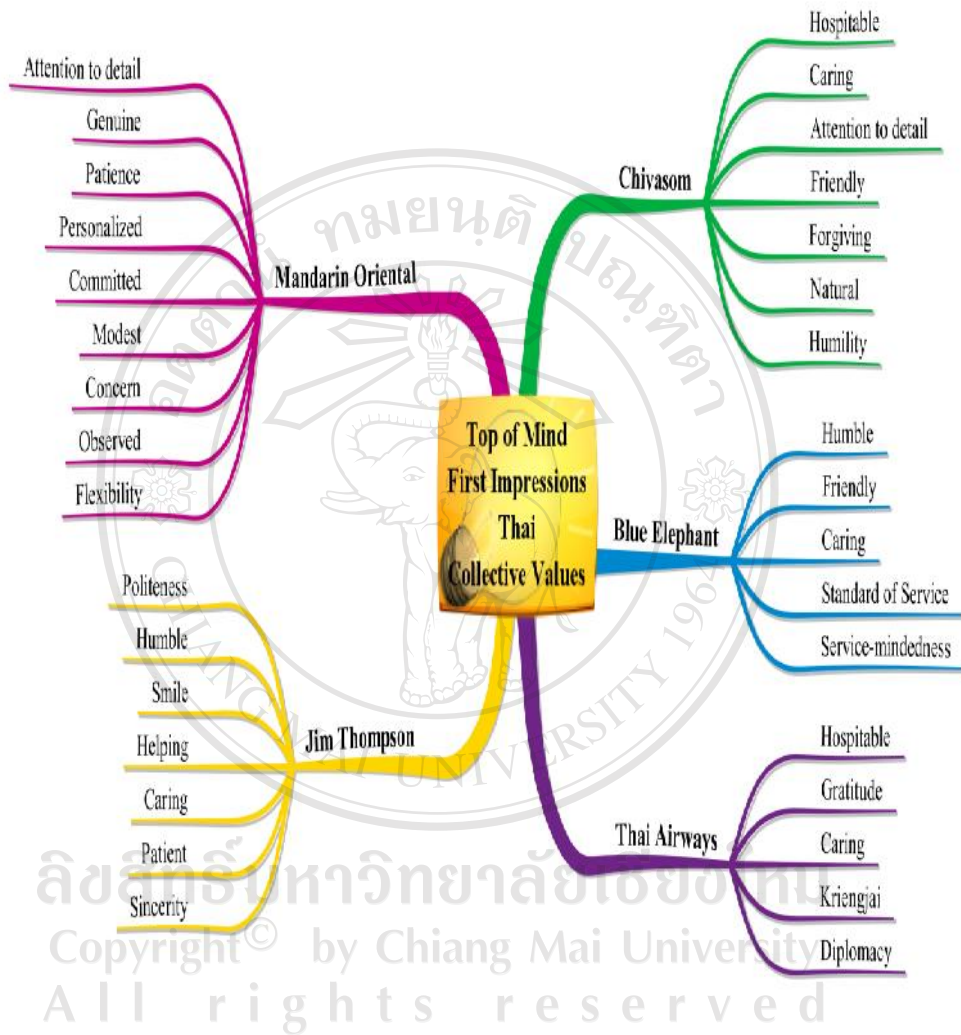
Appendix R

Figure represents Initiative Collective Values Comparison Mind Map



Appendix S

Figure represents Case-studies first impression collective values Mind Map



CURRICULUM VITAE

Name Miss Yingrudee Bhumisiriratanavadi

Date of Birth 22nd September 1973

Educational Background & Awards

- **MA in Marketing and Communication, Highest Distinction, DePaul University, Chicago**
- **Diploma in Integrated Direct Marketing Professional, Full-Awarded 1 year scholarship, The Direct Marketing Association of Chicago**
- **BA in Economics, First class Honors, Thammasat University, Thailand (Awarded full scholarship from Thammasat Economics Association)**
- **Won Bangkok Bank Scholarship (1995) for higher education in Master of Science in Economics and Finance, Warwick University, England. (Declined due to personal objective to pursue business study in America)**

Certified Training Programs

- **Certified Thinkbuzan Training-the-trainer development: creativity, thinking, innovation and learning, Cardiff, September 2010**
- **Certified NLP Master Training, Dr Richard Bandler: London, October 2010**
- **Certified NLP Practitioner, Brain Train Academy, Eidenbergh, October 2010**

- Certified Training-the-trainer for International Business Etiquette and Protocol, Minding Manners: London, October 2010

Professional Training and Development

- 1st THAI- ASEAN Economic Community (AEC), King Prajadhipok's Institute
- Personality and Image Development Program, John Robert Powers
- Professional Business Presentations, John Robert Powers
- Successful Corporate Presentations, The Princeton Review Thailand
- Personality Development and Public Speaking, Chulalongkorn University
- Modern Sales Management, Continuing Education Chulalongkorn University
- Effective Communications & Human Relations, Dale Carnegie Training
- Cross-cultural Business negotiation, Nation Educational Services
- Corporate Social Responsibility Training, Matichon Group
- Coach for Leadership, Marshall Goldsmith Training

Professional Work Experience

- **Prim Media Co.,Ltd.** 2002-Present
- **Prim Servicemind Asia Co.,Ltd.**
Managing Director Present
- **Future Creative Network Co.Ltd.**
Managing Director 2002-2003
- **Siam Studio Co.,Ltd. Special project**
Manager for Television Production
and Event Organizer 2001-2002

- **Leo Burnett, Co.,Ltd., Thailand**
Account Executive 2000-2001
- **Scavia, Milano Shop Manager**
and Diamond Consultant: 1999-2000
- **Euro Creations Co.,Ltd.**
Marketing Manager 1998-1999
- **National Telephone and**
Communication, Los Angeles, USA.
Area Marketing Manager 1997-1998
- **Crystal Symphony Co.,Ltd., Thailand**
Assistant Marketing and Sales Manager 1995-1996
- **Universal Cable TV Network PCL.**
Marketing Coordinator 1994-1995
- **Human Resources Institute,**
Thammasat University
HRD Research Assistant 1992-1994