



SERVICE DESIGN FOR MICE UNSERVED NEEDS IN CHAENGWATTANA
AREA A CASE STUDY OF STARRY HOTEL



By
MISS Saranpat SUWANNAKUL

A Thesis Submitted in partial Fulfillment of Requirements
for Master of Fine Arts (DESIGN INNOVATION AND HOTEL AND REAL
ESTATE MANAGEMENT)

Graduate School, Silpakorn University
Academic Year 2017

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ลิขสิทธิ์ของบัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร

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Advisor Attama Boonpalit

Graduate School Silpakorn University in Partial Fulfillment of the
Requirements
for the Master of Fine Arts

..... Dean of graduate school
(Assoc. Prof. Panjai Tantatsanawong, Ph.D.)

Approved by

..... Chair person
(Nuchnapang Keonil , Ph.D.)

..... Advisor
(Attama Boonpalit , Ph.D.)

..... Co Advisor
(Assistant Professor Police Captain Anucha Pangkesorn , Ph.D.)

..... External Examiner
(Assistant Professor Chumporn Moorapun , Ph.D.)



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MISS SARANPAT SUWANNAKUL : SERVICE DESIGN FOR MICE UNSERVED NEEDS IN CHAENGWATTANA AREA A CASE STUDY OF STARRY HOTEL THESIS ADVISOR : ATTAMA BOONPALIT, PH.D.

Exhibition at IMPACT Muang Thong Thani, Chaengwattana Area is one of the MICE industries that is a stimulus to Thailand's economy as a whole. There are a number of accommodations surrounding Muang Thong Thani that can serve all exhibitors and attendance from large, medium and small scale. In addition, Chaengwattana Area especially Muang Thong Thani is high in competition because there are many projects and competitors in this area called as Red Ocean. A study aimed to create an unserved needs services guideline for business hotel in Chaengwattana area and used a concept design that conform to a stained-glass company named STARRY. Moreover, instead of competing within Red Ocean with existing market leader of at IMPACT Muang Thong Thani, Chaengwattana Area, this research focusing on creating unique services design products and profiting from unserved needs market space used a Blue Ocean as a strategy such as create and capture new demand from new perspective also make the competition irrelevant. The objectives of this study are 1) to know the customer's insight and needs when choosing the accommodation in area of IMPACT Muang Thong Thani and Chaengwattana. Secondly 2) to create the service design programming of business hotels for unserved MICE exhibitors and customer around Chaengwattana area. The research also conducted by using qualitative methodology through literature review, questionnaires, indept interviews with participants and focus group and used service design process as a research framework. The research result has found that the unserved needs are 1) Logistic Consult 2) Office Supply such as co-working space 3) storage. However, the consumer behavior of exhibitors who come from other areas are quite different from those local exhibitors in many aspects. This is because they need to stay in the hotel for a long period of time due to the fact that most exhibition lasts for several days and sometimes more than a week. In the past, there was no study of the behavior of this particular group of consumers, especially on factors affecting the choice of accommodation and hotel. Moreover, shuttle bus transportation, the travelling time from the hotel to the exhibition venue should not exceed 30 minutes. Therefore, having a shuttle service available in the hotel is very satisfiability for them. Multifunction space or room is appropriate to earn extra income to the hotel. The conclusion and recommendations of this study are purpose to suggest the new service guideline for hotel in Chaengwattana area not only for exhibitor who come to IMPACT Muang Thong Thani, but also including people in Chaengwattana area who look for a new space that suitable for their life style.

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Chapter 1

Introduction and Background of the Research

1.1 Introduction and Background

The aim of this study started when the project owner, STARRY brand, has a piece of land located in Chaengwattana area. Therefore, the project is expected to study the possibility to build the hotel for the possible target group, and at the same time, benefit the STARRY to promote its brand reputation and product.

MICE Travelers are known in the tourism and hospitality industry as “big spenders” compared to the leisure tourists (Gurkina, 2013). According to Figure 1.1 and 1.2 below, number of MICE travelers and income gained from MICE industry in Thailand have been growing through years, which in the year 2559 has risen 5.64% and 9.57% from the previous year respectively (TCEB, 2015). MICE travelers are also considered as a big spender when compared to regular travelers. This is because they do not only spend their money on hotel and food, but they also spend money on the facilities and services according to their activities including meeting room, exhibition venue, event organizer etc. (Vuthipongse, 2001). When we take a closer look at each MICE activity, we can notice that exhibitors have different customer behavior than the others.

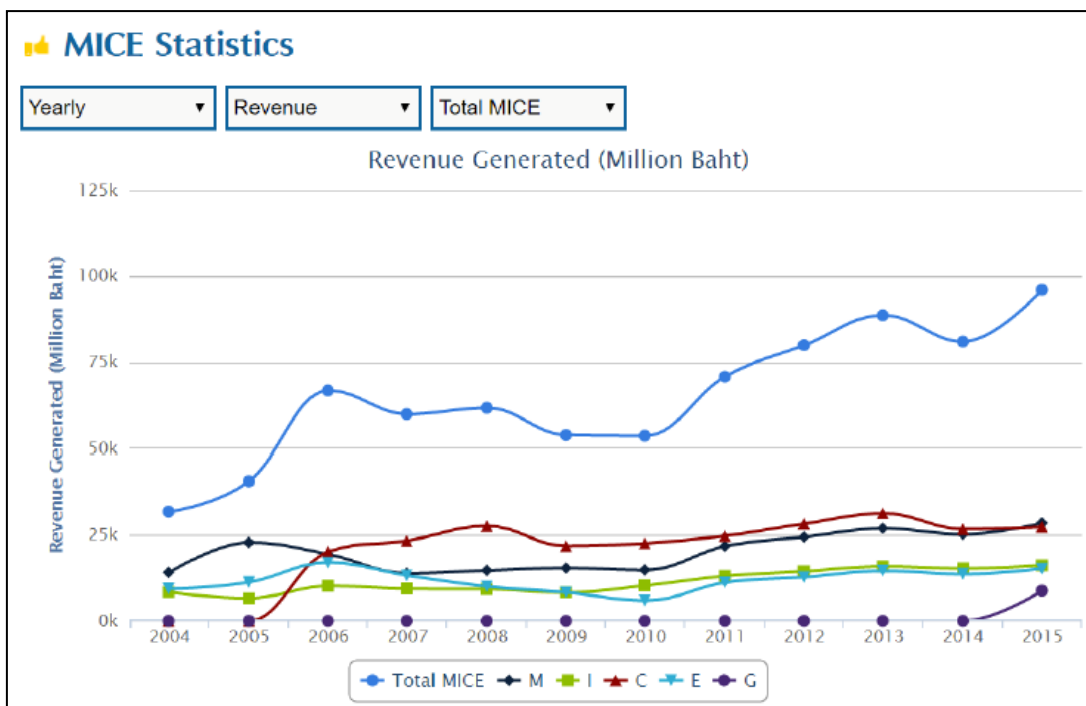


Figure 1.1: MICE Revenue Generated in Thailand (TCEB, 2015)



Figure 1.2: Number of MICE Traveler and Income Gained from MICE Industry in Thailand (SET, 2559)

Moreover, not only MICE travelers are the perspective customers for hotel in Muang Thong Thani and Chaengwattana area, but also university students or institute and people who live in this area are included. Nowadays, there are a number of accommodations surrounding Muang Thong Thani that can serve all exhibitors and attendance from large, medium and small scale. In addition, Chaengwattana Area especially Muang Thong Thani is high competitive because there are many projects and competitors in this area which can be called as Red Ocean.

Red Ocean strategy is a traditional strategy that compete in existing market space as well as exploit existing demand (Mauborgne, 2017). Especially in Chaengwattana Area, it is high competitive within the market share but still have opportunity to play by the reason that the area has many significant spaces such as IMPACT Muang Thong Thani. On the other hand, this research is using Blue Ocean Strategy as a marketing conceptual framework because Blue Ocean strategy creating a leap in value together with innovation both customer and business owner make more opportunity for hotel to get in-touch of what real customer needs.

However, creating a business hotel to serve the needs of MICE travelers in this project does not only need to concern about the design guideline, but it also needs to be allied with the intention of STARRY company. This could be challenging in terms of how to create the stained glass masterpiece display, and at the same time, balancing the service functions for unserved needs.

A study aims to create an unserved needs services guideline for business hotel in Chaengwattana area and uses a concept design that conform to a stained glass company named STARRY. Moreover, a study wants to identify facility and services design for future hotel project located near IMPACT Muang Thong Thani and Chaengwattana area as well. Instead of competing within Red Ocean with existing market leader of at IMPACT Muang Thong Thani, Chaengwattana Area, this research focuses on creating unique service design products and profiting from unserved needs market space using a Blue Ocean as a strategy such as create and capture new demand from new perspective that make the competition irrelevant. In

addition, the brand needed to understand consumer's attitudes, emotions customer needs (Curedale, R. A. , 2013).

1.2 Significance of Problem

From the growing demand of MICE industry in Chaengwattana area, there are still lack of required services and supplies needed for MICE travelers. Hence, providing unserved needs does not only help to differentiate the project from competitors, it also helps to increase customer satisfaction when their needs have been served. As for the project owner, STARRY wants to promote itself to be more well known in the new business by using stained glass to create new co-creation project out of the ordinary.

1.3 Objectives of the Research

1. To explore customer's insight and needs for the business hotel in Chaengwattana area.
2. To analyze the customer unserved needs while choose hotel to stay in Chaengwattana area.
3. To create service design guideline from unserved needs for business hotel in Chaengwattana area.
4. To develop a preliminary design architecture and corporate brand design for business hotel in Chaengwattana area that conform to a stained glass company named STARRY.

1.4 Definition of Terms

1. Unserved Need is a customer demand that has not been served by the service provider (Reason, 2016)
2. Service Design is a service that performed according to the studied of user behavior (Hewitt, 2016).

3. MICE industry is a part of tourism industry consists of Meeting, Incentive, Convention, and Exhibition (TCEB, 2016).

1.5 Research Questions

The purpose is to investigate the following research questions;

1. What are the unserved needs of business hotel in Chaengwattana area?
2. What are the service design programming for unserved needs in Chaengwattana area?

1.6 Scope of the Research

1. MICE travelers and exhibitors are the focus group to study on their unserved needs because Chaengwattana area is considered as the biggest MICE market share in Thailand.
2. The study area is 5 kilometers around IMPACT venue in order to scope down the demand and supply that would have impacts on the project.
3. The research is conducted in qualitative method by interviewing MICE exhibitors as they have interesting customer journey and unserved needs to be studied.
4. The project identity and design guidelines are conformed to the project owner, STARRY.

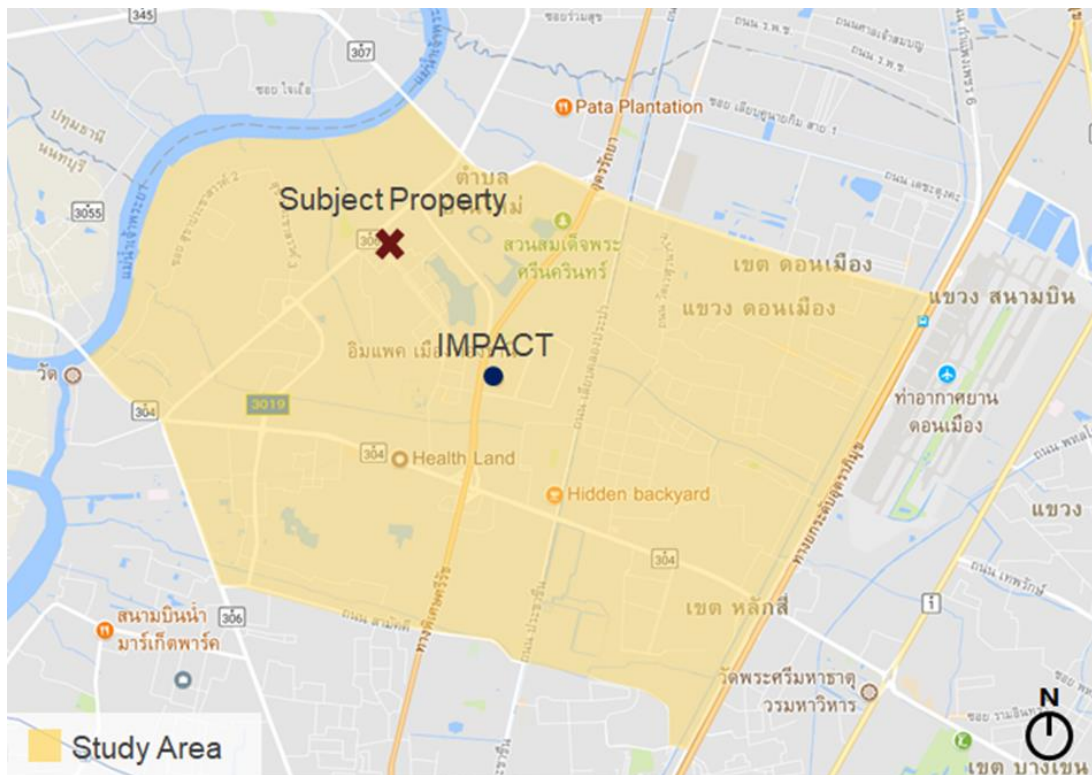


Figure 1.3: Study Area (Google, 2017)

1.7 Research Structure

The overall structure of this research comprised of 4 Chapters. Chapter 1 focuses on the introduction and backgrounds this research. This includes the introduction and backgrounds of the research, the statements of problems, objectives, keywords, limitations and delimitations and the significance of the research. Chapter 2 is the literature review of the studies where information is collected from different sources. Chapter 3 will explain in details on research methodology. Lastly, Chapter 4 includes summary of findings, conclusions and recommendations.

From the background and all aspects mentioned above, it is clear that there is a significant gap in the market where missing supplies are still unserved. This is because supplies around Changewattana area are mostly in small and big scale. Hence, the project sees the opportunity to place itself where “เล็กเกินกว่าที่ตัวใหญ่จะสนใจ ใหญ่เกินกว่าที่ตัวเล็กจะลงทุน” to serve these unserved needs.

Chapter 2

Literature Review

2.1 Introduction

After knowing the scope of the research, important topics are listed to study in the literature review in order to have a better understanding and gain beneficial sources for the project. There are significant 7 main topics that concerned to be studied in this project which are MICE industry, Red and Blue Ocean strategy, business and city hotel, unserved needs, service design, STARRY brand, and selected research location.

2.2 MICE Industry

MICE industry is a part of tourism industry that generates higher spending per head compared to leisure tourism. The Stock Exchange of Thailand claimed that MICE industry in Thailand has 6% market share and tend to grow to 9-10% in the future by the supports from related sectors (SET, 2559). MICE industry consists of four main groups which are Meeting, Incentive, Convention, and Exhibition. Meeting is a group of people gathering together to discuss or exchange information which can be seen in a small to large scale conference. Incentive includes leisure travels conducted to emphasize pleasure and excitement for employee in an organization, which it may or may not have the connection to business purpose. Convention is where the primary activity of the attendees is to participate in educational sessions, meetings, discussions, socialize, or attend other organized events. Exhibition is generally the presentations and sales of products and services to attendees (TCEB, 2016)

2.2.1 MICE Travelers

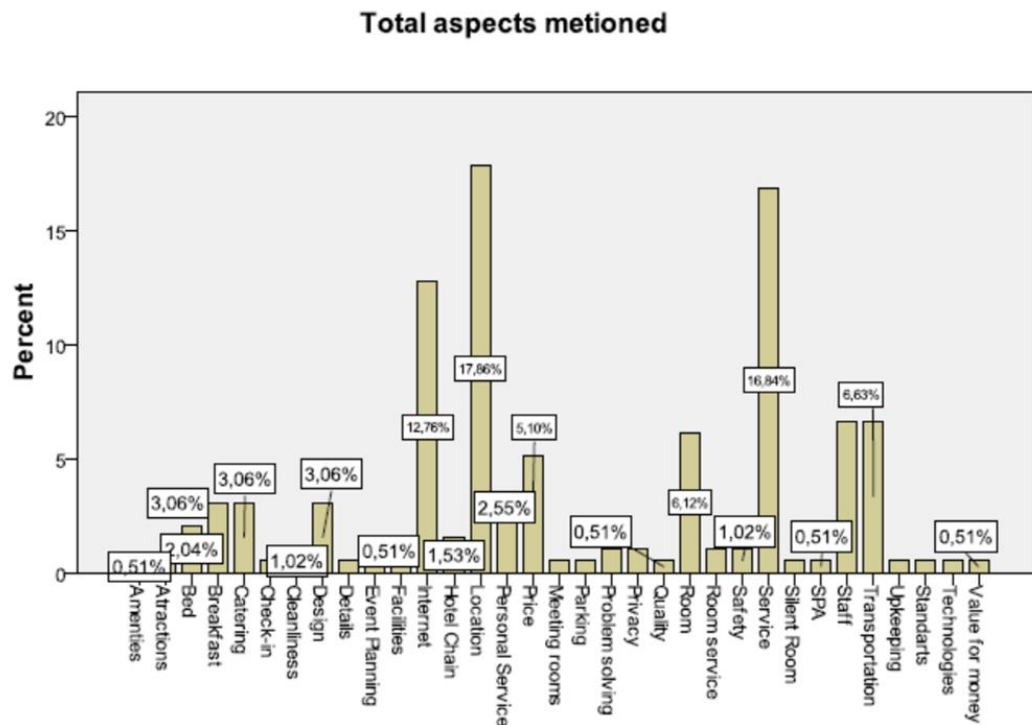


Figure 2.1: Aspects Affecting Hotel Choices for MICE Travelers (Gurkina, 2013)

From the literature review have found that MICE travelers concern for specific aspects when choosing a hotel to stay. This is because they travel for a business purpose, so their needs and wants are different from those who travel for a leisure purpose. The top three significant aspects mentioned by MICE are location, service and internet followed by transportation, staff, room, price, design, breakfast and catering respectively (Gurkina, 2013). It is clear that the hotel location plays a vital role for MICE travelers who concern for the distance they have to travel from hotel to MICE venue. MICE travelers also need some over standard services, whereas some standard services that offered in leisure hotel are not needed for them.

By knowing their requirements, hotel would be able to maximize their resources, and at the same time increase customers satisfaction by offering customer needs and wants. Other than the internet needed that might have become the

standard aspect for all group of customers, transportation also has an effect on MICE travelers' decision when choosing a hotel to stay. Staying for a long period of time to attend MICE activity, MICE travelers need to concern about the time and expense needed for transportation each day. Therefore, hotel with easy accessibility and more transportation choices available are more likely to be chosen by MICE travelers.

2.2.3 MICE Exhibitor

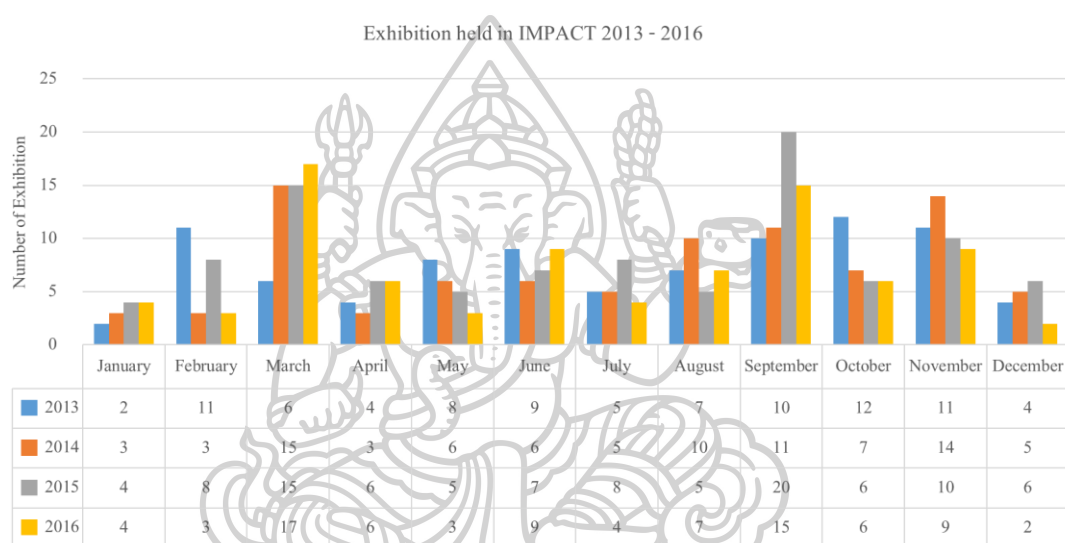


Figure 2.2: IMPACT Exhibition Statistic (IMPACT, 2016)

MICE Exhibitors refer to service providers who come to the event venue presenting and selling their products and services to attendees, which in this case is IMPACT venue, Chaengwattana. This research is interested in studying MICE exhibitors' behavior because they use some significant over standard needs and services that other groups of MICE do not require. We can notice from the statistic table that there are exhibitions held at IMPACT every month throughout the year, which most of them are repetitive events that schedule in advance during the same period every year (IMPACT, 2016). It means that the demand of repetitive exhibitions is definite, and the length of stay can be up to ten days. Other additional exhibitions can add up the MICE demand as well as gather more people who come to attend the events.

2.2.4 Chaengwattana Area

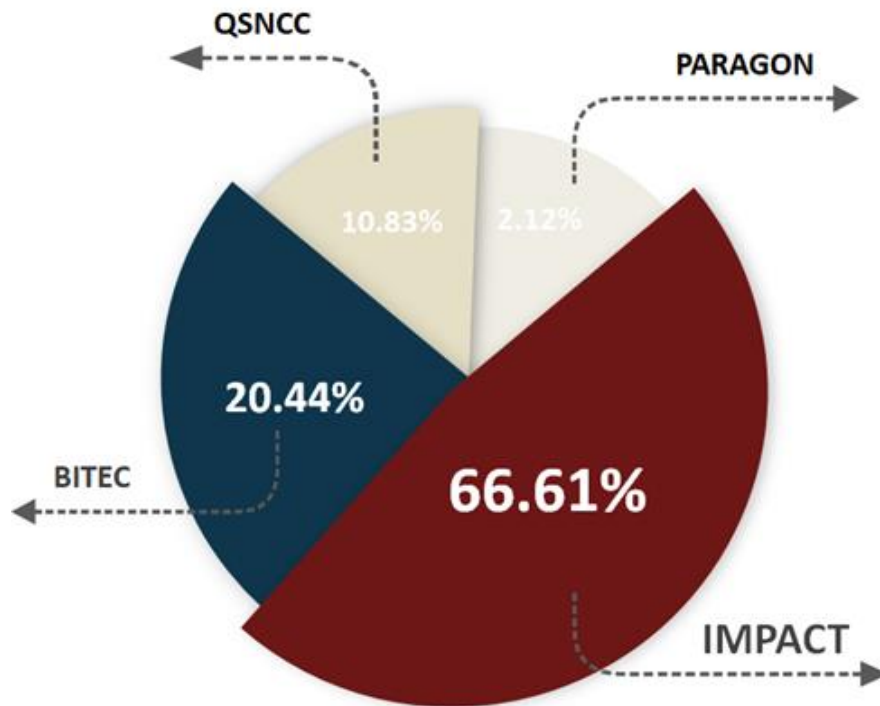


Figure 2.3: MICE Destination Market Share in Thailand (SET, 2559)

IMPACT Arena, located in Chaengwattana, is the biggest MICE activity venue in Thailand with 66.61% market share according to The Stock Exchange of Thailand (SET, 2559). In addition, Chaengwattana area does not only consist of MICE biggest center, it also has several government headquarter offices and institutions. Therefore, the area is very high in traffic and continuous growing in demand with the support of government and related sectors.

Name	Rooms	Price Baht
Ibis	587	1,870
Novotel	380	3,880
TK Palace	180	1,600
MIDA Airport Hotel	128	2,000
Miracle Grand	270	4,800
Centra by Centara	204	1,900

Figure 2.4: Competitors in Chaegwattana Area (Agoda, 2017)

The business hotel market in Chaengwattana area are studied to acknowledge the supply available in the catchment area, which there are six competitors with 1,749 rooms in total. The average price range is varied from THB1,600 to THB4,800 per room per night depending on the market positioning. However, when we take a closer look at the market positioning of competitors listed in Figure 2.4, Ibis and TK palace would be considered as direct competitors for the project due to the price and target customer. Thus, we can notice from the Figure 2.4 that the room supply available for MICE travelers is still short when compared to the growing demand of MICE arriving in Chaengwattana area.

2.3 Red and Blue Ocean Strategy

2.3.1 Red Ocean Strategy

Red Ocean strategy is a traditional strategy represents the competition in the existing market space where the profit and growth are reduced through time because product are price are highly competitive (Mauborgne, 2017).

2.3.2 Blue Ocean Strategy

Blue Ocean strategy is to find a new market space where demand is created or unserved. In this case, the first comer could benefit from setting the market rules and price to prevent new comers from entering into the market (Mauborgne, 2017).

2.4 Business and City Hotel

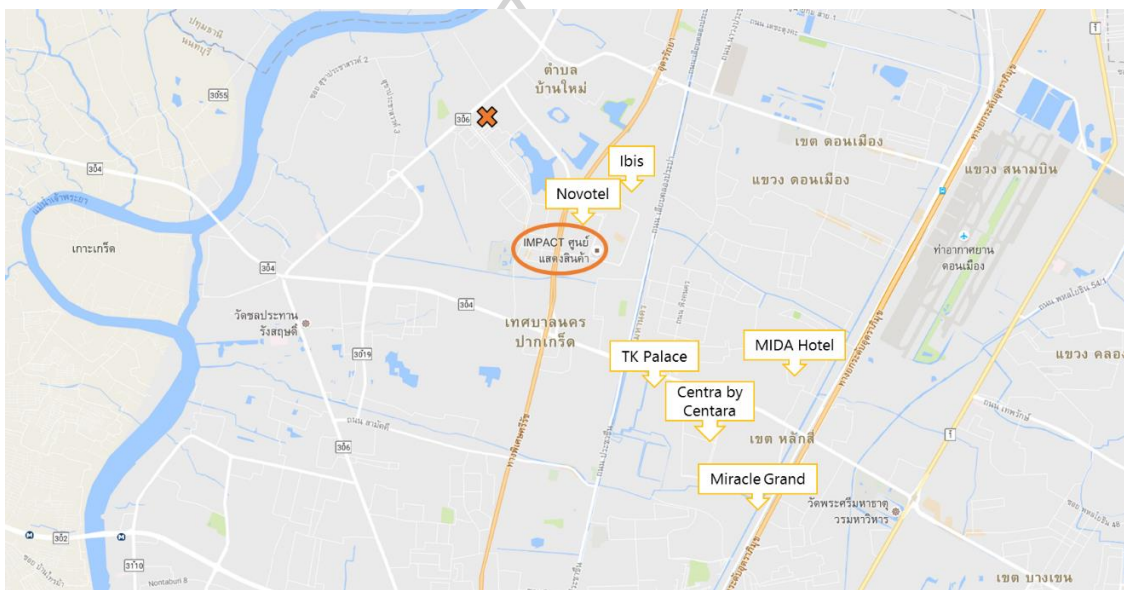


Figure 2.5: Map of Business Hotel in Chaegwattana Area (Google, 2017)

Business and city hotel are usually located in downtown area or near business area, which the main target group is to serve business travelers, small business group, individual travelers etc. There are several business and city hotels that can be considered as a case study for the research.

2.4.1 Novotel

Novotel is located next to IMPACT venue with 380 rooms available in different sizes and room types. It has most of the services and facilities to serve business customers. The average price for Novotel starts at 3,880 Thai Baht per night (Novotel, 2017a)

2.4.2 Ibis

Ibis is newly opened near IMPACT venue with 587 rooms available. The room size is 20 square meters with the average price start at 1,870 Thai Baht per night. It provides standard services and facilities, but with some rooms available to serve guests with reduced mobility (Novotel, 2017b).

2.4.3 TK Palace

TK Palace is well known for the convention venue for MICE. It has 180 rooms with the average price start at 1,600 Thai Baht per night. It is located near government departments, so it gains a lot of convention customers for its venue (Palace, 2017).

2.4.4 Centra by Centara

Centara is a well-known Thai hotel chain. Its hotel, Centra, is located inside the government departments in Chaengwattana area. It has 204 rooms available with the average price start at 1,900 Thai Baht per night. Because Centra is located in the government area, it gains a lot of meeting events from those group of customers (Centara, 2017).

2.4.5 Miracle Grand

Miracle Grand is located along Vibhavadi road. It is well known for convention and wedding venue. It has 270 rooms available with the average price range at 4,800 Thai Baht per night (Grand, 2017).

2.4.6 MIDA Airport Hotel

MIDA hotel is located near Vibhavadi road. It has 128 rooms available with the average price at 2,000 Thai Baht per night. The target customer for

the hotel is travelers who wants a night to stay near Don Muang airport. In addition, the hotel also offers shuttle bus service to deliver guest to the airport (MIDA, 2017).

2.5 Unserved Needs

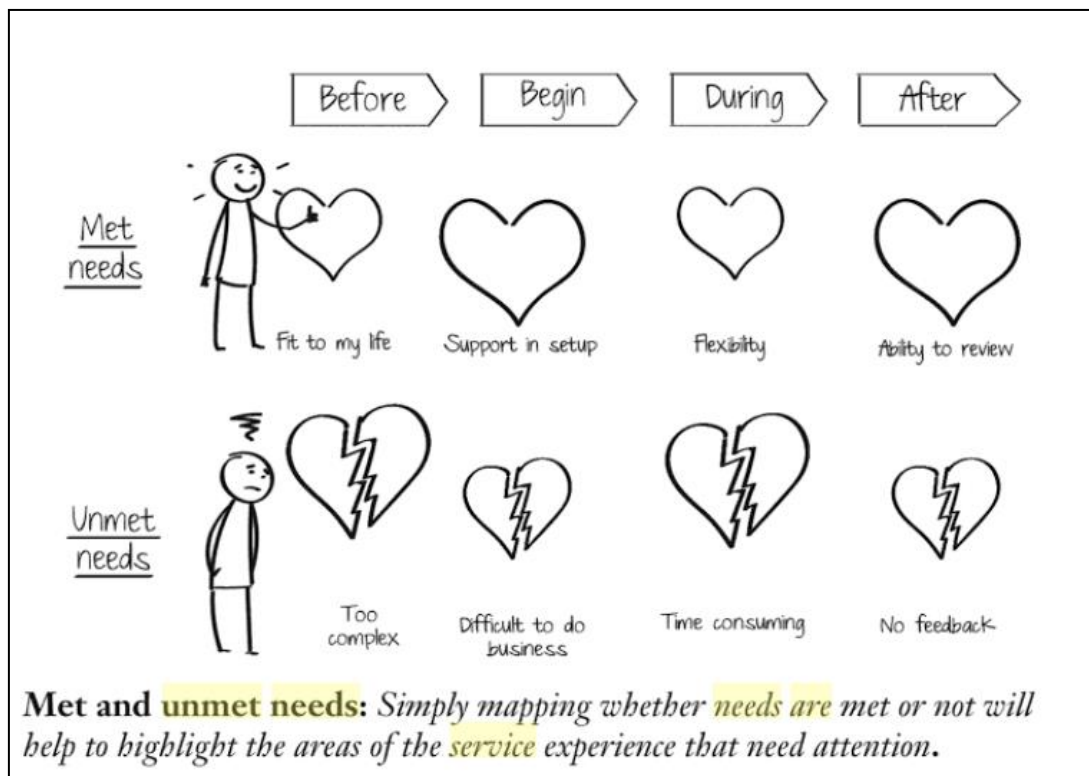


Figure 2.6: (Reason, B., Løvlie, L., & Flu, M. B., 2016)

Unserved needs are studied to determine the ways to optimize customer satisfaction. When customer journey has been studied to recognize customer behavior, list of needs could be identified to see whether they are served by the service provider or not. In case service provider does not have attention on their needs, it is believed to decrease their satisfaction and affect customer experience as a whole (Reason, 2016). Therefore, finding unserved needs in this research would benefit the project in terms of increasing in business rivalry and placing itself in the Blue ocean.

2.6 Service Design

Service design is an approach that starts with the understanding of customer's needs in order to improve customer experience while interacting with the service provider (Andy Polaine, 2013). With a suitable service design performed for the specific group of customers, the expected outcome is to deliver quality as a key value of success (Council, 2013). Service design in this research aims to find a service design for the project's primary customer, MICE, and secondary customers.

2.7 STARRY Brand

Right Trading Company Limited was established by Mr. Sittichai Suwannakul in 27th March 2003. It is the first company that imports Stained Glass and Art Glass from China, that later changed the housing market trends in Thailand since then. After the company launched its products at the house fair exhibition in Muang Thong Thani in the year 2003, well-known modern trades like Home Pro and Home Work invited Starry to become a business partner and sell Starry products at their venues. Later, the company then became a business partner with other well-known modern trades around Thailand such as Boonthavorn, Homex, Homehub, Siri Home, Home Sukkapan, Taichieng Homemax (SCG group) and so on. In order to expand the customer base, increase market share and increase customers' satisfaction, the company offers more various choices of product under the brand "STARRY", with the slogan of "Quality Beyond Price". Due to the high quality of products and services offered to its customers, the company has gained trust and good reputation, resulting in having more than a thousand of dealers and modern trades all over Thailand who sell Starry products.

2.8 Selected Research Location

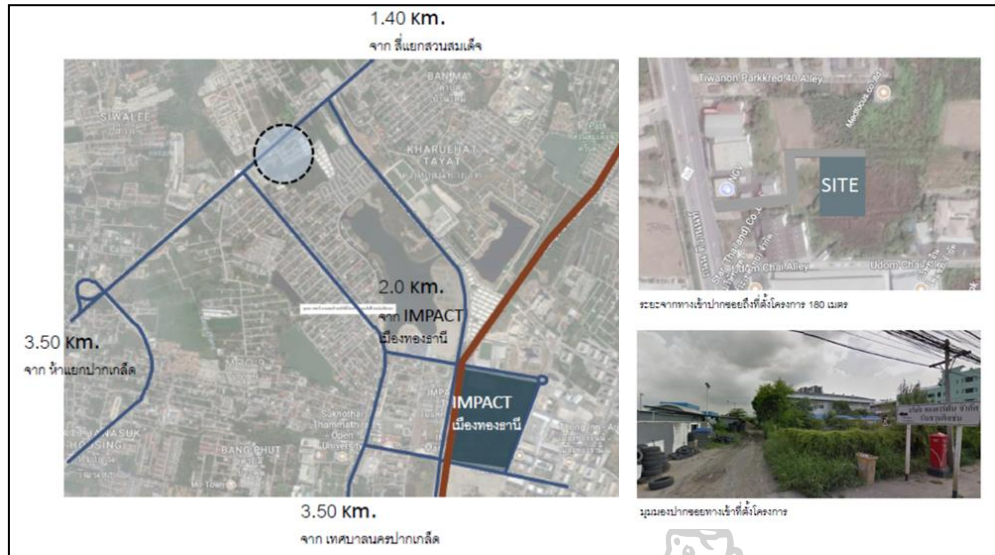


Figure 7.2: Site Map (Google, 2017)

The subject property is located near Tiwanon road, which is only 2 kilometers away from IMPACT. The site location can be accessible by numerous choices of transportation. After studying the potential of the subject property, it is suitable to develop for the project concerning MICE travelers arriving at IMPACT and other related target groups.

Chapter 3

Research Methodology

3.1 Introduction

This chapter explains what and how the methodology is used to gain insight information for the research. Content explained in this chapter includes research methodology framework, research methodology approach, service design process, target population and sampling, and conclusion.

3.2 Research Methodology Framework

This research used service design process to find the unserved needs. This research framework is mainly divided into two parts which are business and design. For business part, business research needs to be collected from stakeholder interview, competitive analysis and other requirement gathering. Those data collection can be useful in terms of setting business model and market strategy for the project (Pipatpol, 2014). On the other hand, the most important aspect for the design part is to find the identity of the project. This is because it helps to incorporate the design for brand archetype, brand personality and brand positioning, which in this case, the brand identity has been developed from the stained-glass company of the project owner. Hence, the expected outcomes are the design of architecture, interior and brand of the project. All in all, the research outcomes from both business and design parts are combined to create the branding for business hotel that serve the target customer needs (Lockwood, 2009).

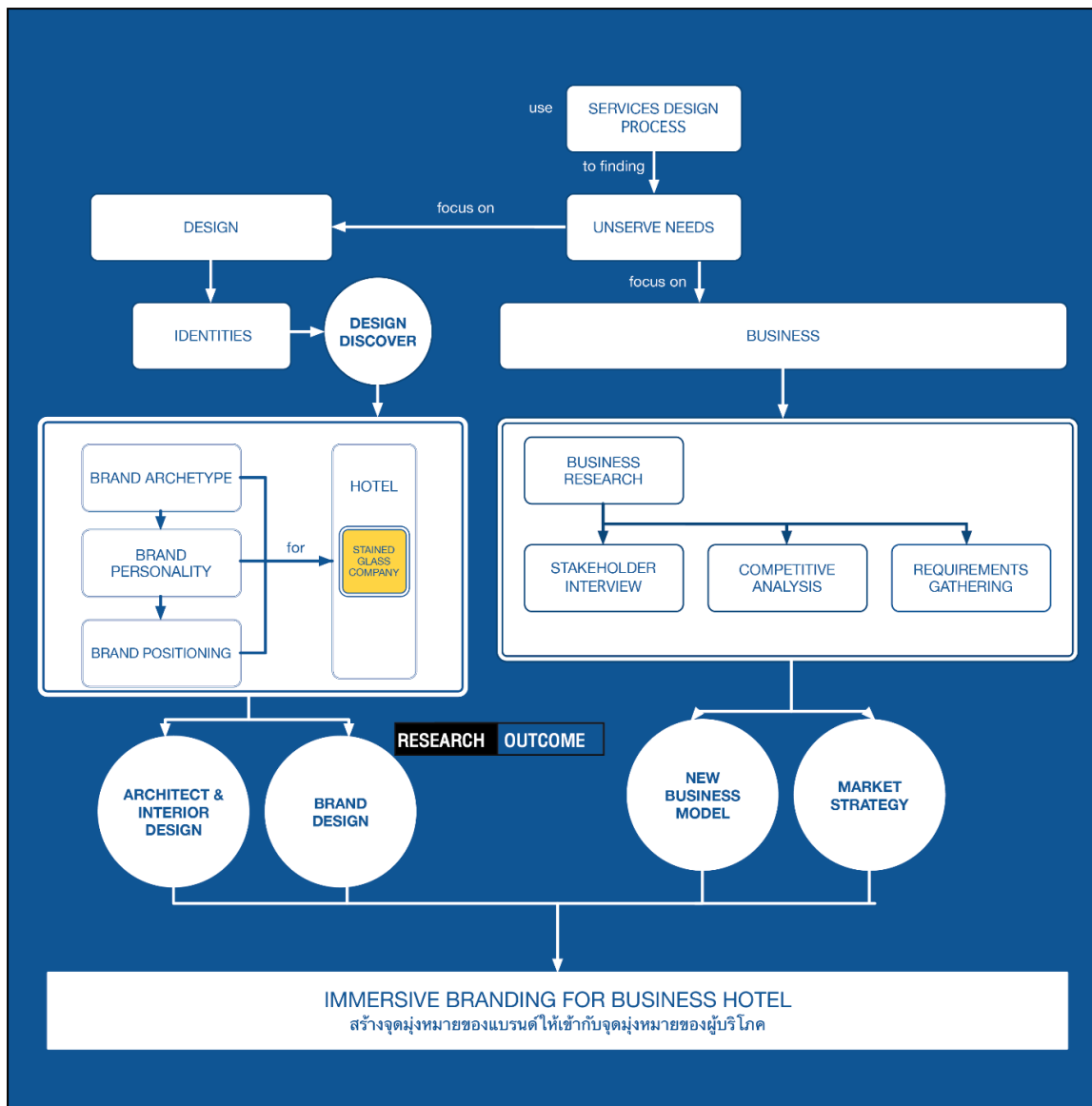


Figure 3.1: Research framework

3.2.1 Qualitative Research

Qualitative research is designed to find insight information for specific topics or issues. It can be conducted by using in-depth interviews of small groups of participants to align with the construction of hypotheses, which the results of this kind of research are more descriptive than predictive. Qualitative research also gives the research opportunity to observe, record and interpret non-verbal communication during the interview.

The researcher conducted several in depth interviews with MICE travelers who attend IMPACT exhibitions. The data gained from the interview appears to be equivalent to the data gained from literature review. Interviewees claimed that location and transportation are ones of the main aspects that they concern when choosing a hotel to stay. In case the location might not be the nearest choice, but with having a daily shuttle service is also preferable for them for the tradeoff. In addition, interviewees normally have difficulties with keeping their goods and belongings during the exhibition due to the fact that IMPACT does not offer space and service to deposit their things. Thus, this unserved need can be served by offering a warehouse or self-storage in the hotel space for rent. Price is another important aspect as it is the main expense that MICE travelers need to spend on their trip. Some MICE travelers prefer the cheapest price with standard service in order to save cost. On the other hand, some prefer service over price meaning that even the price might be higher, but as long as it covers all the service and facility that they need in one place, then they are willing to pay. Interviewees also mentioned that if the hotel offer them a special discount for a long-stay, it could affect their decision making as they feel more value for money and are likely to return for their next stays, as well as becoming a brand loyalty for the hotel.

3.3 The Research Methodology Approach

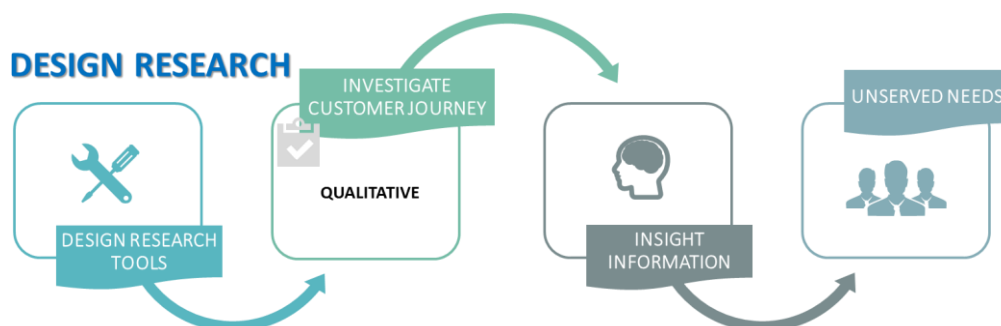


Figure 3.2: Research Methodology

This research is based on qualitative method using structured interview by asking the same set of questions and open-ended questions to get as much useful information as possible. Suitable design research tools are used to investigate customer journey in order to find insight information from the interviewees. Questions being asked to interviewees contain topics like 1) Where are they from? 2) What are their satisfaction and dissatisfaction on the hotel they are staying? 3) What aspects do they concern on choosing a hotel to stay? 4) How long do they stay? 5) How do they travel from the hotel to IMPACT venue? 6) What are their customer journey before, during and after the event? 7) What are other services and facilities they need to use other than hotel room? 8) What other services and facilities do they expect to receive from the hotel they are staying? and so on. Thus, the insight information gained from the interview can be generated to identify the unserved needs.

3.3.1 Service Design Process

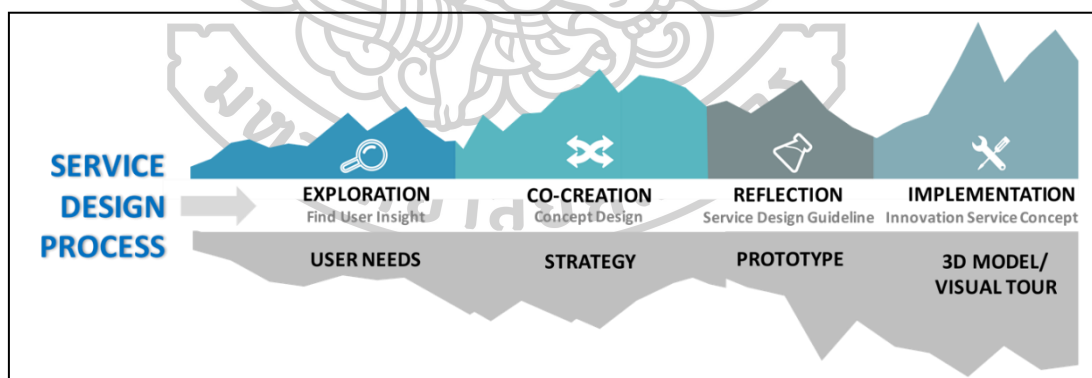
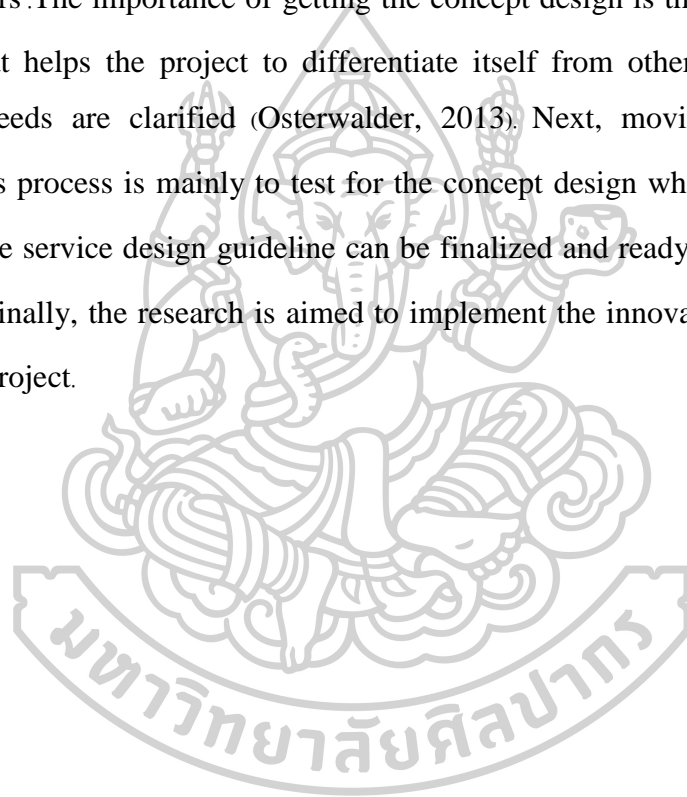


Figure 3.3: Service Design Process Overview

Tools used in this research are the tools from the theory of Service Design, which is the concept of the combination between participatory design and User-Centered Design and connecting to the science of product, environment, experience and interaction (Marc Stickdorn, 2012). The research process is divided

into four main steps which are exploration, co-creation, reflection and implementation. Exploration is to find a real problem, which in this case the researcher began by exploring Chaengwattana area .After several in depth interviews with exhibitors in the area, researcher was able to obtain some significant user insights which at the end lead to the finding of unserved needs that have not been provided by the other players in the market yet .After knowing their unserved needs, the co-creation can continue the process by using information gathered to generate and create concept design for specific users .The importance of getting the concept design is that it can become the strategy that helps the project to differentiate itself from other competitors as the unserved needs are clarified (Osterwalder, 2013). Next, moving on to reflection process, this process is mainly to test for the concept design whether it's accurate or not .Then the service design guideline can be finalized and ready to perform with the prototype .Finally, the research is aimed to implement the innovation service concept in the real project.



3.4 Target Customer Segment

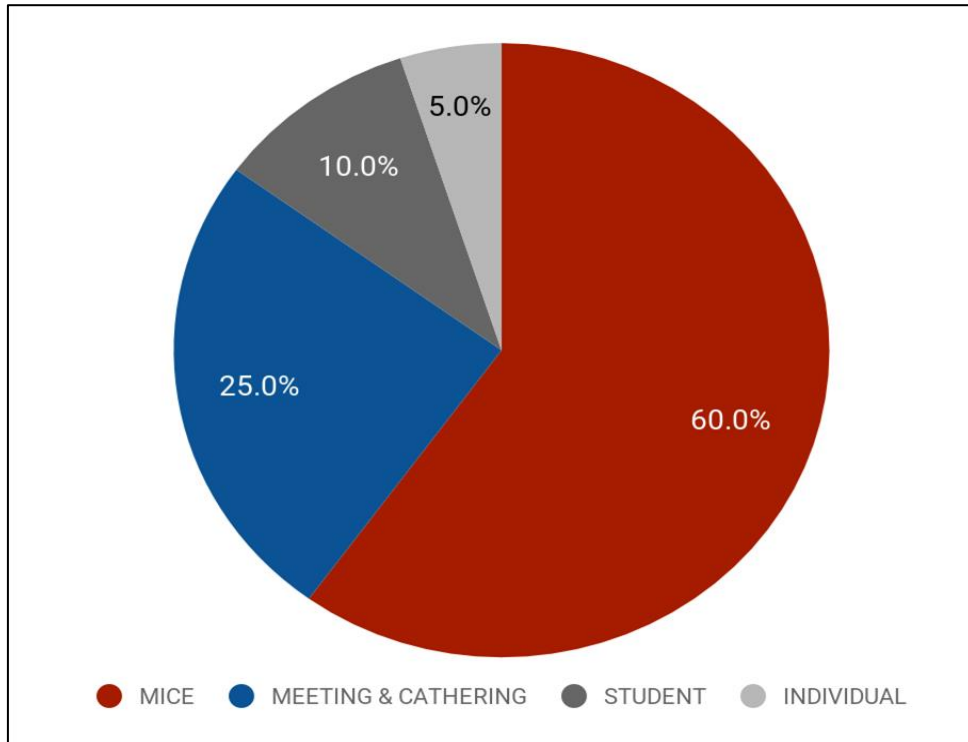


Figure .34: Customer Segment

The main customer segment for the project is MICE travelers as they are the biggest potential target group that has been studied for the unserved needs by this research. Apart from having MICE as the main target customer at 60% market share, this research also analyzes for secondary groups of customers in order to strengthen the possibility of the project, and as well increase more income with less investment needed as possible. Secondary target groups that have been raised into topic are meeting and catering at 25%, student at 10% and other individual group of customer at 5%. Because after the researcher studied customer behavior of both groups, they tend to have similarities on activities and service needs that can be shared with MICE customers along the processes of their customer journey. In addition, new Silpakorn university city campus has just newly opened in IMPACT, Chaengwattana area, meaning that more supply is needed to serve the growing demand (Paiwithayasiritham, 2013).

Insight information are expected to be found during the research methodology process, and therefore, helps to achieve the finding of unserved needs, as well as complete in the final outcomes of service design processes.

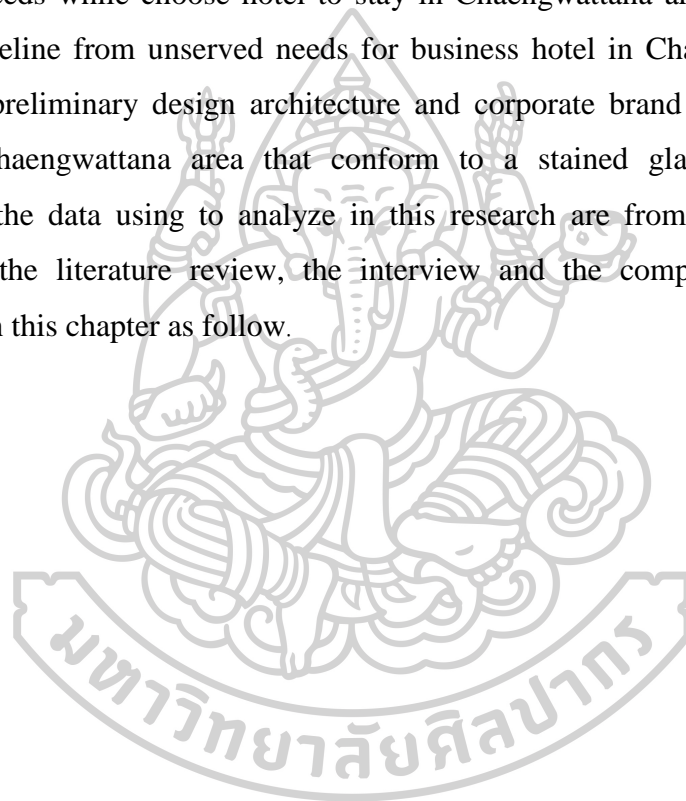


Chapter 4

Summary of Findings, Conclusions and Recommendations

4.1 Introduction

Achieving the research objectives; to explore customer's insight and needs for the business hotel in Chaengwattana area, to analyze the customer unserved needs while choose hotel to stay in Chaengwattana area, to create service design guideline from unserved needs for business hotel in Chaengwattana area, to develop a preliminary design architecture and corporate brand design for business hotel in Chaengwattana area that conform to a stained glass company named STARRY, the data using to analyze in this research are from three main sources which are the literature review, the interview and the competitors that will be explained in this chapter as follow.



4.2 Users Insight and Needs Analysis

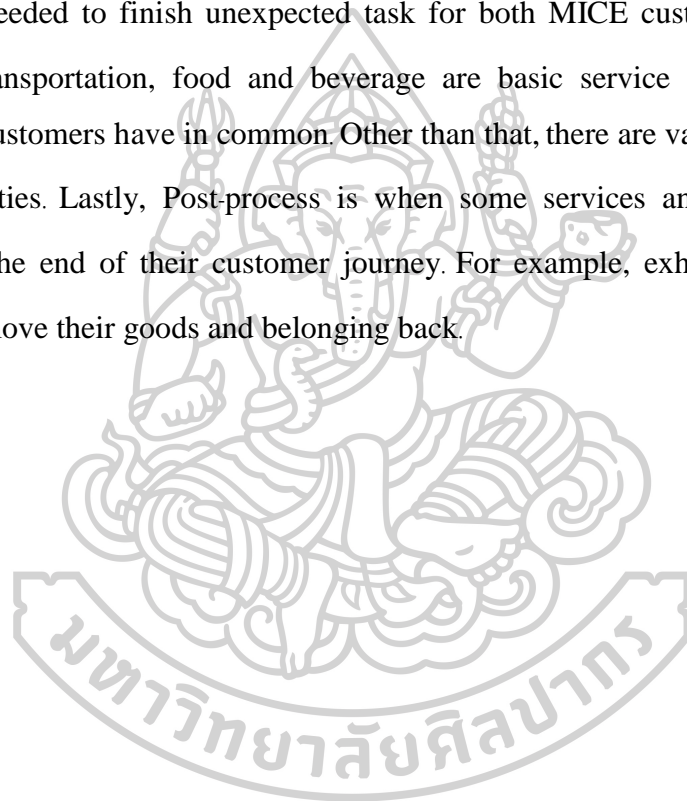
	 MICE	 Student	 Meeting & Catering
Pre-Process	BOOKING <ul style="list-style-type: none"> • Room • Logistic Service • Meeting Room • Event Organizer 	FINDING <ul style="list-style-type: none"> • Working Space • Reading Space • Small Group Meeting • Free WiFi 	BOOKING <ul style="list-style-type: none"> • Event Space • Meeting Space • Room
Process	<ul style="list-style-type: none"> • Storage (สินค้า, ของแจก, ของมีมูลค่า, ของสด) • Transportation • Small Meeting • Food & Beverage • Laundry Service • Office Supply • Parking 	<ul style="list-style-type: none"> • Meeting Room • Tuition Room • Office Supply • Food & Beverage • Transportation • Parking 	<ul style="list-style-type: none"> • Room • Event Room • Storage • Food & Beverage • Transportation • Parking
Post-Process	<ul style="list-style-type: none"> • Clear up booth • Logistic Service • Transportation 	<ul style="list-style-type: none"> • Transportation • Storage 	<ul style="list-style-type: none"> • Transportation

Figure 1.4: Customer Journey Analysis

After knowing the customer segments, customer journey of each segment is studied to identify the differences and similarities of service and activities that are shared among each group in the next chapter.

According to the table of customer journey, pre-process is when customers are searching for the products and services that they need to use. MICE customer does not only look for hotel room to stay, but for Exhibitor, they also need logistic service to move their products and belongings to display at the exhibition venue, especially for those who are travelling from other provinces. According to the interview, some exhibitors prefer to pay for extra service to event organizer to set up their booth display even though it might cost more expense than doing by themselves because it is more convenient and less time consuming. Pre-process for student mainly is to find a place to study with high speed internet and food available. On the other

hand, meeting and catering mainly search for a space and room which the subject property can handle small group of guests. Next is the process where customers are using the product and service at the hotel. As mentioned earlier in the interview, significant needs for MICE are storage to keep their goods and belongings during the exhibition period, as well as convenient transportation to travel to MICE venue. Furthermore, interviewees claimed that there are possibilities that they need to have small business meeting with their team or even with the customers each day. Office supply is needed to finish unexpected task for both MICE customers and students. Parking, transportation, food and beverage are basic service and facility that all groups of customers have in common. Other than that, there are vary according to their main activities. Lastly, Post-process is when some services and facilities are still needed at the end of their customer journey. For example, exhibitors need logistic service to move their goods and belonging back.



4.3 Customer Unserved Needs Analysis

Standard Facility	Ibis	Novotel	TK Palace	MIDA	Miracle Grand	Centra
Rooms	587	380	180	128	270	204
Free WIFI	Y	Y	Y	Y	Y	Y
Meeting Room	N	Y	Y	Y	Y	Y
Wedding	N	Y	Y	Y	Y	Y
Parking	Y	Y	Y	Y	Y	Y
Business Center	Y	Y	Y	Y	N	N
Fitness	N	Y	N	Y	Y	Y
Spa	N	Y	N	N	Y	N
Swimming Pool	N	Y	N	Y	Y	N
Restaurant	Y	Y	Y	Y	Y	Y
Coffee Shop & Bakery	N	Y	Y	Y	Y	Y
Over Standard Service	Ibis	Novotel	TK Palace	MIDA	Miracle Grand	Centra
Flower Shop	N	N	Y	N	N	N
Money Exchange	Y	N	Y	N	N	Y
Safety Deposit Box	N	N	N	N	N	N
Reduced Mobility Facilities & Rooms	Y	N	N	N	N	N
Airport Shuttle Service	N	N	N	Y	Y	Y
IMPACT Shuttle Service	N	N	N	N	N	N
Warehouse / Self Storage	N	N	N	N	N	N
Logistic Service	N	N	N	N	N	N
Co-Working Space	N	N	N	N	N	N

Figure 2.4: Supply Analysis

In figure 16 above, it shows the comparison of the standard facility and over standard service among hotels in Chaengwattana area. It helps to identify the significant facility that most competitors have in availability, meaning that the project should have those as well. In contrast, over standard services mentioned by the research and interviewees are clearly not served by most of the competitors even

though there are demand in the market, which in this case, can be considered as the unserved needs.

Room size	20-35 sqm
Price range (Willing to pay)	1,500-1,800 Baht/Night
Facility	<ul style="list-style-type: none"> • Room • Meeting Room / Event Room • Parking • Transportation • Food & Beverage
Over standard service	<ul style="list-style-type: none"> • Logistic Consult • Shuttle Bus Service • Office Supply • Self Storage

Figure 4.3: Customer Requirements

After studying the literature review and obtaining unserved needs from the interview, supply analysis from the competitors also needs to be compared with the findings in order to know the missing supply that has not been provided yet. It is clear that standard service and facility such as rooms, internet, parking and restaurant are provided by all competitors. Hence, other over standard service and facility namely co-working space, self-storage and shuttle bus service can help to create the competitive advantage for the project. In contrast, some function and service that the project cannot provide by itself such as logistic service, it still can offer logistic consult for customers, benefiting from STARRY company's connection with all logistic companies all over Thailand. To short, the project has service as its core competency when it can deliver both standard requirements altogether with the unserved needs.

4.4 Service Design Guidelines

01

Room

Designing for flexibility and ease of **future adaptation** and for the service life of components and assemblies.

- Hotel Room
- Dorm
- Service Apartment

02

Business Center

A **creative co-working** platform.

Designing spaces that foster community and collaboration such as University Student, Start-Up, MICE.

03

Glass House

Multipurpose function space

Morning:

- F&B
- Hotel Buffet

Afternoon:

- Tea house
- Catering

Evening

- Private Dining
- Event & Party

04

Self Storage

From the size of a locker to the size of rooms.

Whether customer need short-term or long-term storage.

24-hour access to business storage units and offices.

Logistics and transport services

Figure 4.4: Project Functions

Service design guideline for the project can be concluded up into four main functions which are rooms, business center, glass house and self-storage. Rooms designed for MICE travelers should be compatible with customer behavior, and at the same time, should be flexible and adaptable in case the rooms need to be transformed into dormitory or service apartment for future circumstances. Next, business center uses a creative co-working space platform so that the space could be able to serve all groups of target users that the project focuses on, which in this place are MICE, university students and start-ups who want to find a place for small meeting. Glass house is generally a space where STARRY can use its profession in stained glass to create architectural design. Another outstanding point about glass house is that, it maximizes the use of limited space and facility for all-day multipurpose functions. Morning function is mainly breakfast venue for hotel guest. Afternoon function will be set up as tea house and catering. Evening function can be either private dining or event & party according to the customer booking request of that day. Lastly, self-storage is the function that has been developed from warehouse, one of the unserved needs collected from the interview. Due to the fact that the project has limited land and space as mentioned earlier, providing a warehouse for MICE customers would use up a lot of space from other functions. Therefore, the project

decided to replace warehouse service with self-storage service that is smaller in size but has similar function.

4.5 Project Analysis

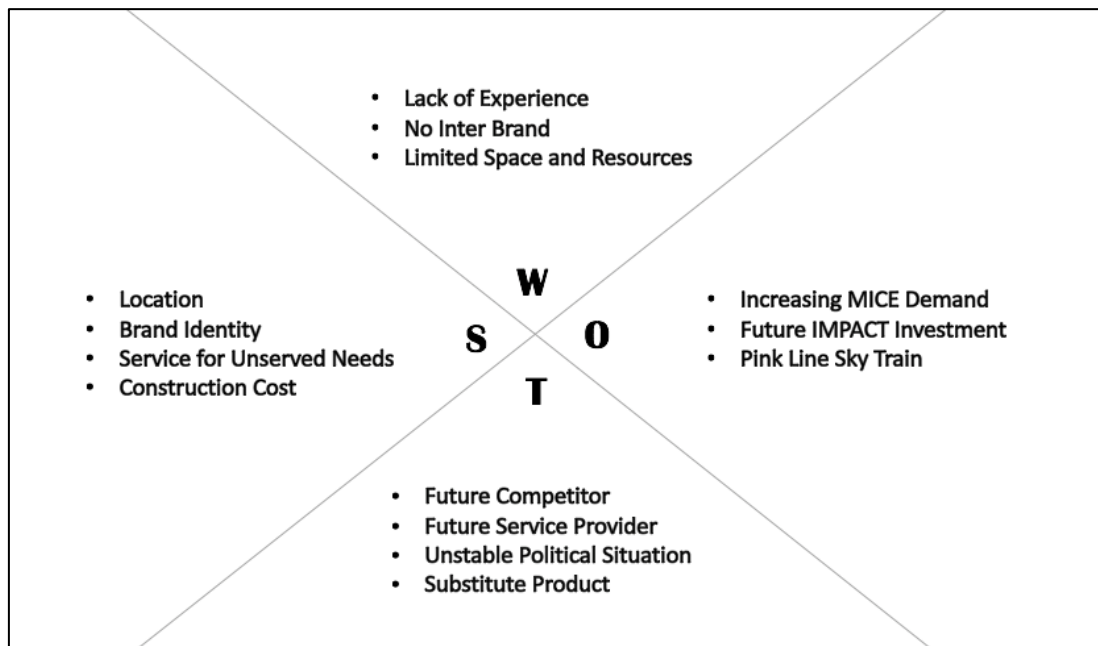


Figure 4.5: Project's SWOT Analysis

After doing customer and competitor analysis, doing SWOT analysis is also important to know the strength and opportunity which can become the competitive advantages for the project, as well as knowing the weakness and treat to help the project finds the prevention or the best solution out of it.

The strength of the project is location. This is because, according to the literature review, location is one of the main aspects that MICE travelers concern when they are choosing a hotel to stay. Hence, the subject property of this project can be considered nearer to the MICE venue than several competitors mentioned. Not only the brand identity that makes the project outstanding because of its story, but also the potential to use stained glass in the hotel design would help reducing construction cost as it's the owner capability.

One of the weakness is that the project owner doesn't have any experience in hotel business and doesn't plan to have an inter brand to manage the hotel, meaning that the project would have to take more time and investment on essential resources in order to be able to compete with existing competitor such as Ibis and Novotel. In addition, due to the fact that the subject property has limited land and space, so some customer needs that require large space like warehouse could not be served to those group of customers.

Increasing in MICE demand can be the future opportunity for the project. This is because as the demand is growing, the supply has to be well prepared to meet the needs and wants of customers as well. IMPACT venue is also in the progress of investment to improve the services and facilities served to the growing MICE travelers. Lastly, the future pink line sky train would bring more people to Chaengwattana area as it is more convenient for both MICE travelers and attendees.

Threats of the project are those future competitors and service providers who see the opportunity of growing demand and interested in entering the market. Not only the competitors are need to be concerned, but also substitute products available for customer choices could also be a threat for the project when customers can find a better solution for those services and facilities. Finally, external factor like unstable political situation is believed to affect the number of MICE coming to the venue as well.

4.5.1 Site Analysis

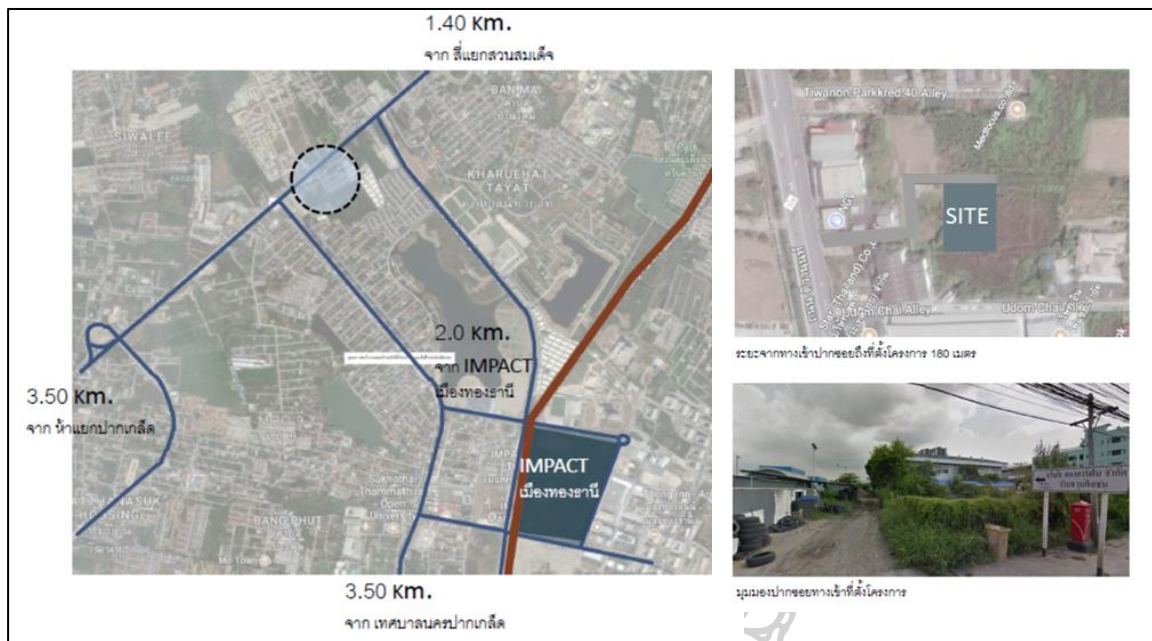


Figure 4.6: Site Analysis (Google, 2017)

The subject property is located near Tiwanon road, which is only 2 kilometers away from IMPACT. The site location can be accessible by numerous choices of transportation. After studying the potential of the subject property, it is suitable to develop for the project concerning MICE travelers arriving at IMPACT and other related target groups in Chaengwattana area such as universities, institutions and government sectors.

4.5.2 Shuttle Bus Analysis

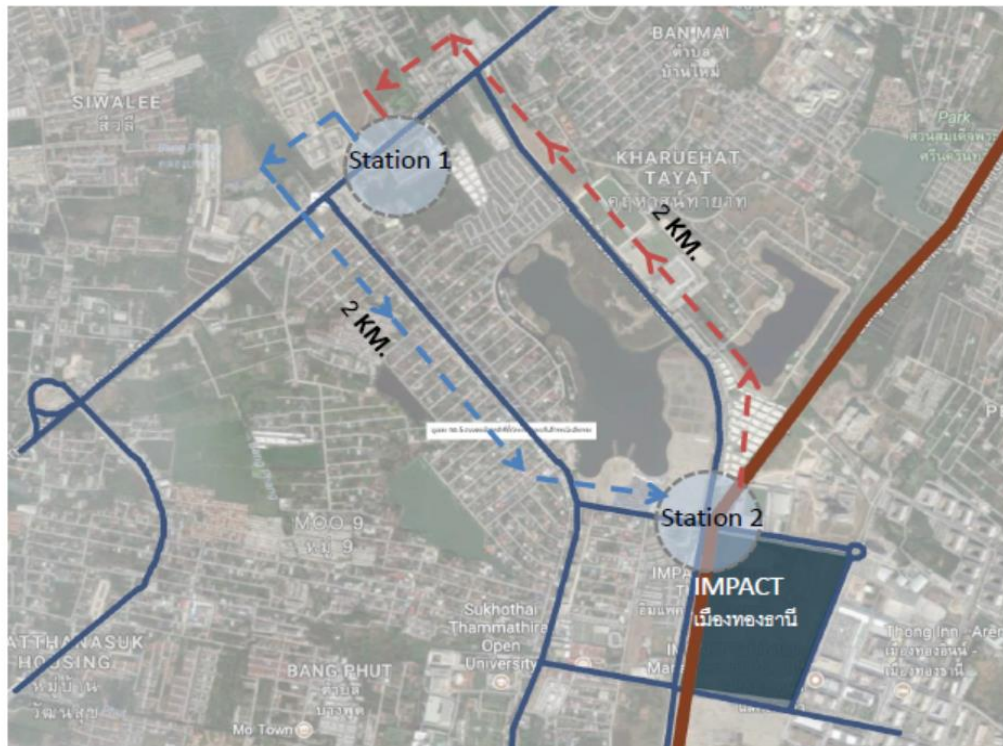


Figure 4.7: Shuttle Bus Service Route (Google, 2017)

The route of shuttle bus service, which is one of the required service mentioned by customers, is studied to find the possible shortest pick up and delivery route for customers. As you can see in the map, start and return route from subject property to IMPACT venue are both only 2 kilometers in distance which is convenient and less time consuming for customers.

4.6 Concept Design

The concept design is based on the research result of unserved needs of customers in Chaengwattana area together with the needs of STARRY company to promote stained glass work. Hence, those two combinations of needs are merged together in every detail of the project function space and design.

4.6.1 Architecture

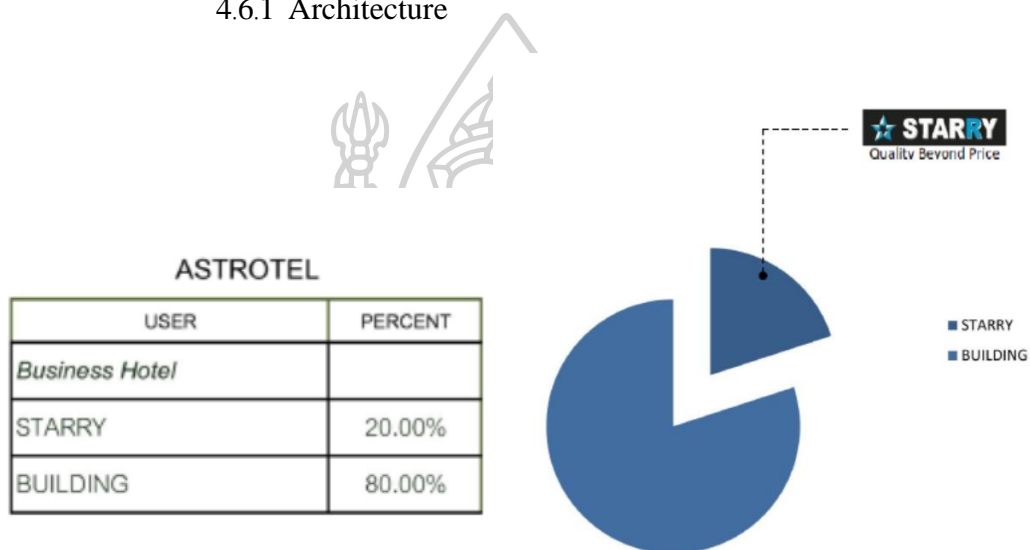


Figure 4.8: STARRY Usage Proportion

The project is designed to use stained glass as a part of architecture and interior in the proportion of 20% to achieve the intention of STARRY brand, promoting the beautifulness of stained glass and making it more well known in the variety of usage.

4.6.2 Mood and Tone



Figure 4.9: Mood and Tone Reference

Mood and tone that use in the interior design are based on the corporate color of the brand, which will be explained later in the chapter. Business hotel room, function and facility references are collected for the project to convey a clearer picture of how the actual project would be in the final stage of service design process mentioned in Chapter 3.

4.6.3 Project Preliminary Design

The project preliminary has concluded up according to the unserved needs studied by the research, as well as the limitations of the project itself. Planned functions and facilities are listed to see the proportion used for each section, especially the additional functions for unserved needs.

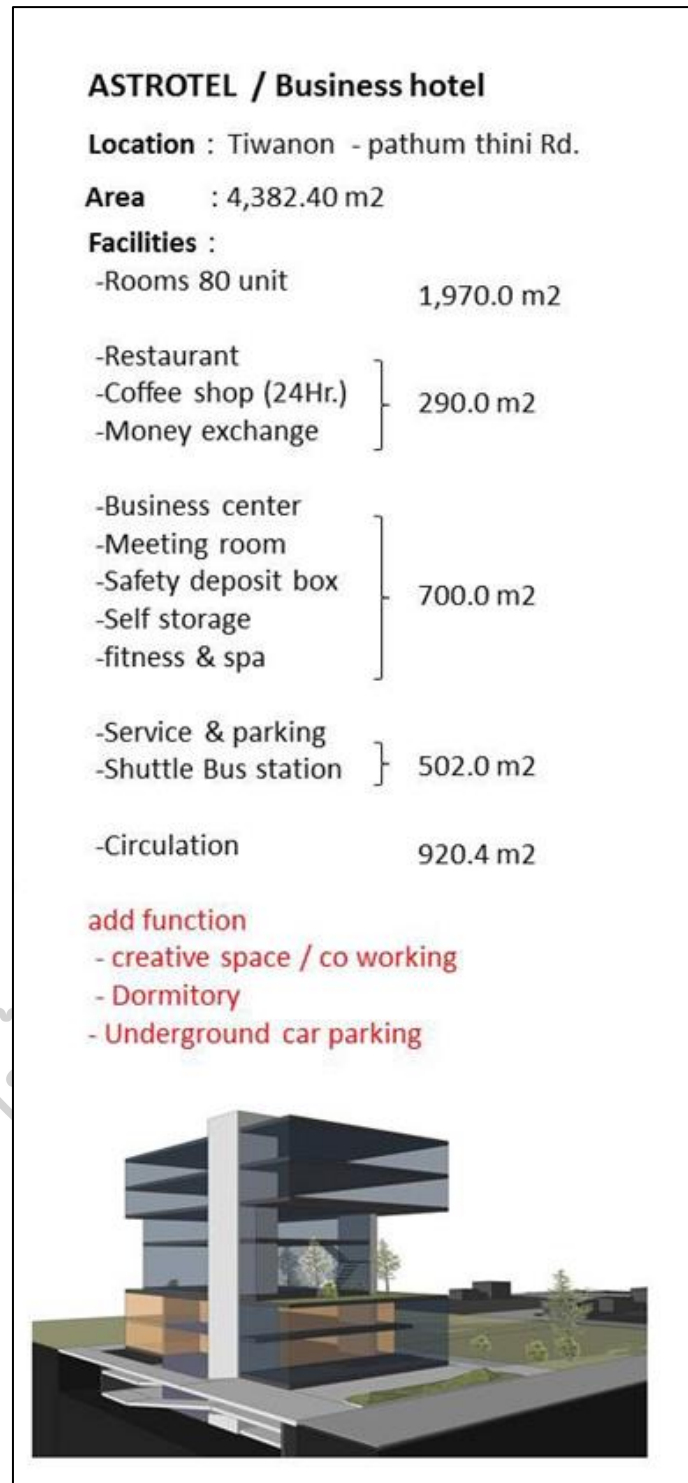


Figure 4.10: Project Information

4.6.4 Zoning Design

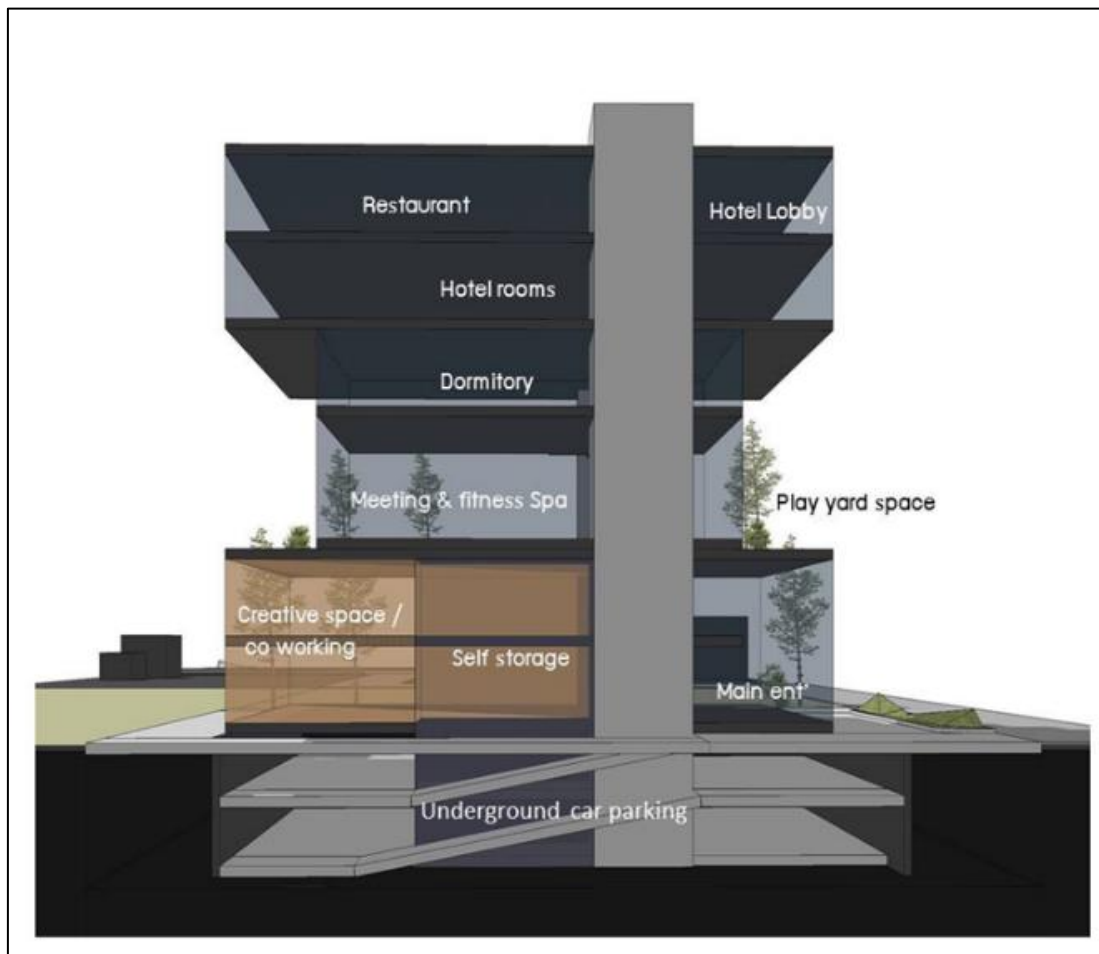


Figure 4.11. Hotel Zoning

Zoning design mainly concerns about the priority of the customers who come to use the services and facilities. Co-working space, self-storage, meeting room, business lounge and restaurant are listed to be a semi-private zoning as they need to be paid and authorized to get accessibility to those area, meaning that secondary customer groups such as university students and business people can get access when they pay for the service as well. On the other hand, hotel rooms are design to be on high floors in order to give the privacy for hotel guests. Because the subject property has limited space, car park is managed to be in the underground of hotel building in order to maximize the space usage and offer as much parking for customers as possible.

4.7 Brand Design

The project brand design is influenced by STARRY and customer target groups altogether to become the corporate color chosen for the project, and most importantly, the corporate name and identity.

4.7.1 Corporate Color

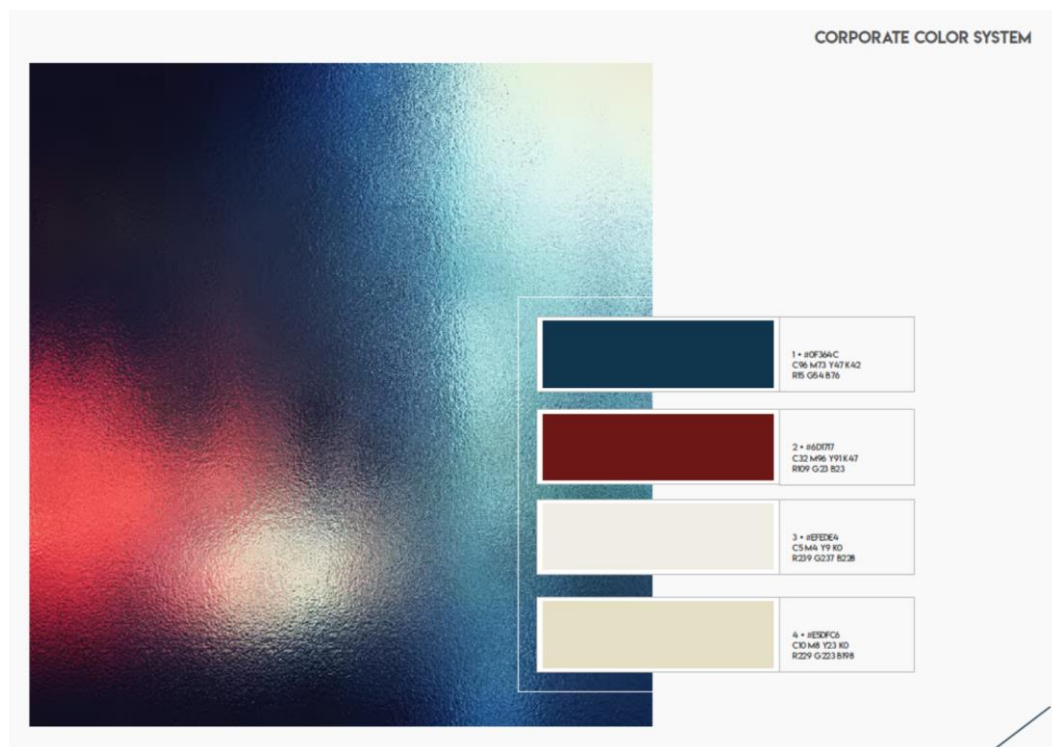


Figure 4.12: Corporate Color

Corporate color of Astrotel is developed from the original STARRY brand. The original brand color is compound of black, white and blue. Astrotel wants to refer to the original brand by using darker blue corporates with red and other lighter colors in order to give a formal image for business hotel.

4.7.2 Corporate Name and Identity

The name Astrotel is chosen to represent the identity of the project owner, stained glass company with a concept of stars. Brand corporate identity and preliminary design are perfectly portrayed the brand value, and at the same time,

answered unserved needs for users. Figures showed below represent mockups of room amenity, stationary and logo using the corporate color in each design.

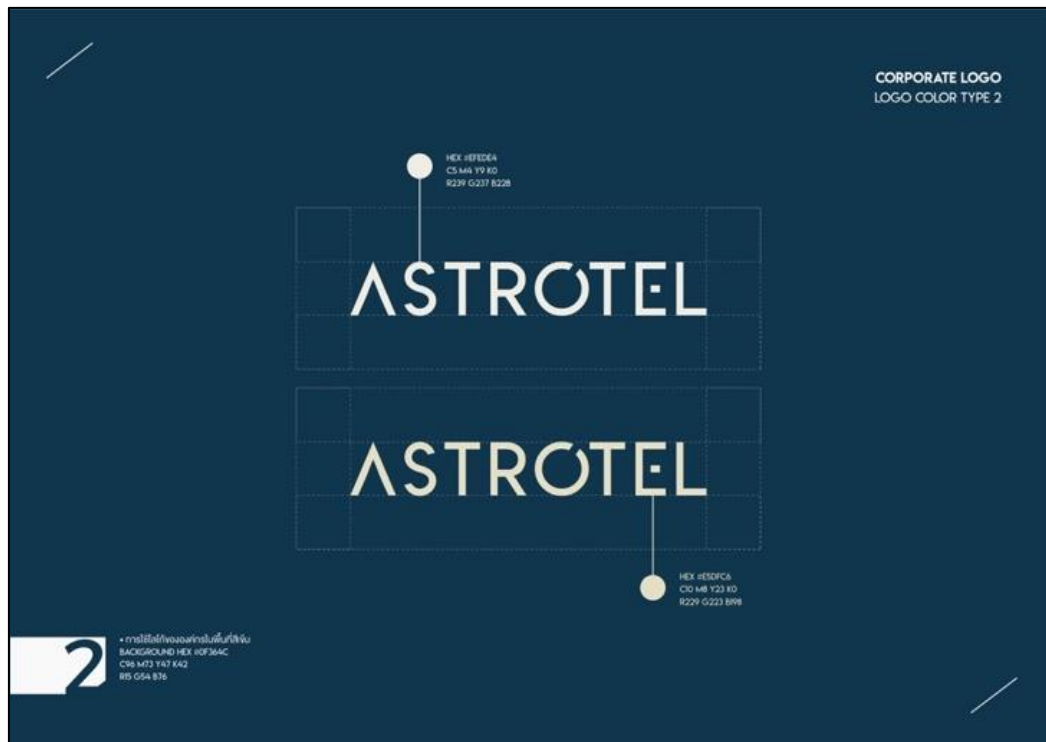


Figure 4.13: Corporate Logo Design (1)



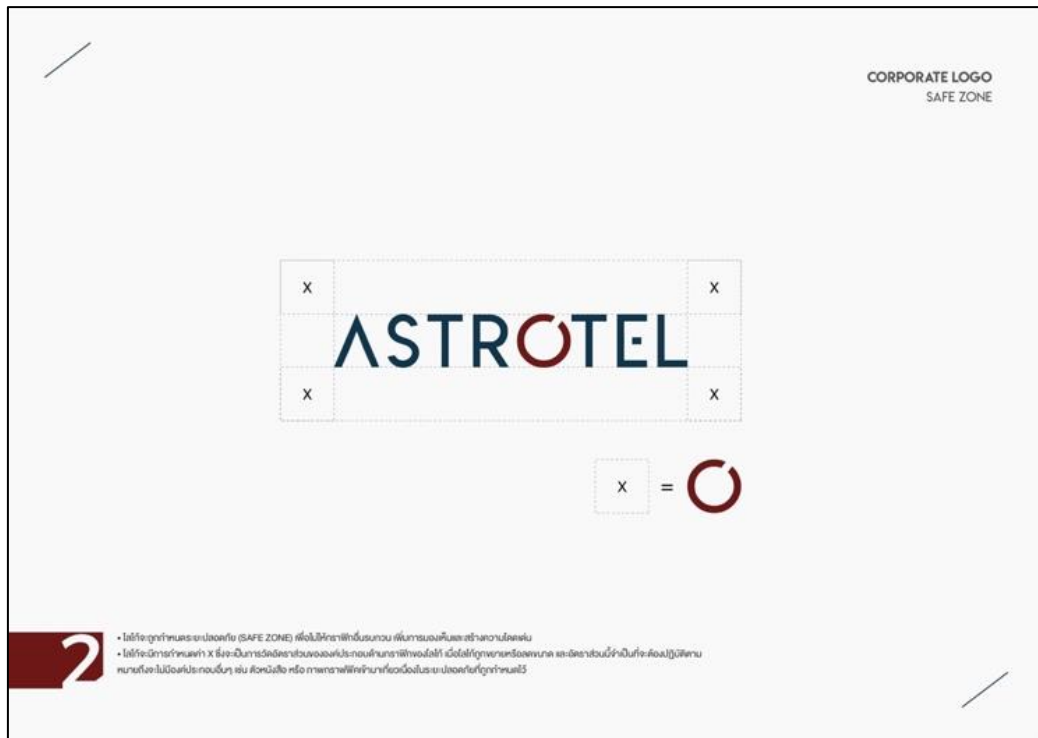


Figure 4.14: Corporate Logo Design (2)



Figure 4.15: Hotel Room Amenity Design



Figure 4.16: Hotel Stationery Design

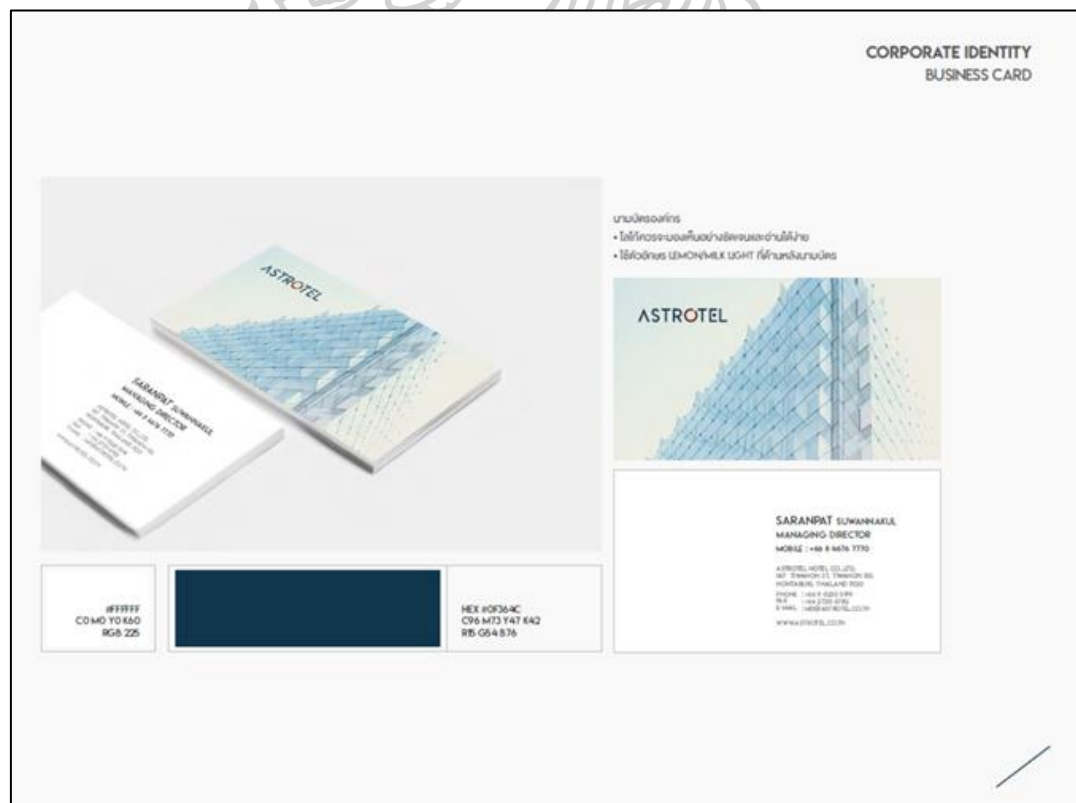


Figure 4.17: Hotel Business Card Design



Figure 4.18: Hotel Signage (1)



Figure 4.19: Hotel Signage (2)



Figure 4.20: Hotel Shuttle Bus Design

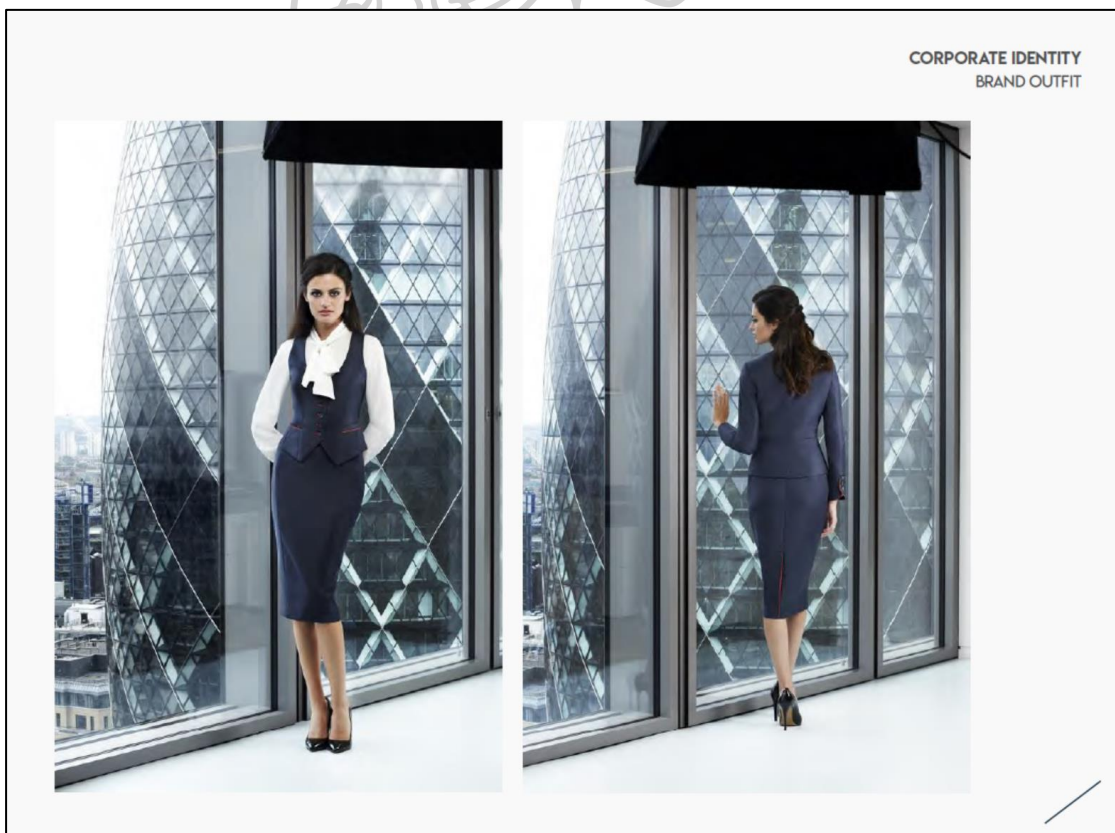


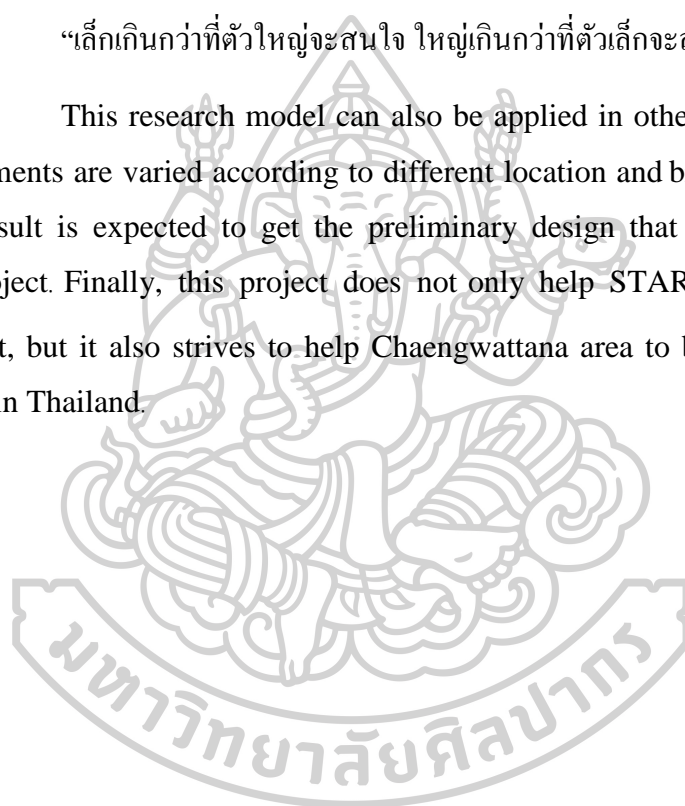
Figure 4.21: Brand Outfit Design

4.8 Conclusion and Recommendation

From the study of the research, it is clear that unserved needs in Chaengwattana area are business center with co-working space platform, self-storage service, shuttle bus service and logistic service. The outcomes of unserved needs are valuable for the project final design guideline to place itself in the Blue ocean strategy where there is no competitor playing in the market yet because “it is too small for big investors to be interested, but too big for small investors to be invested.”

“เล็กเกินกว่าที่ตัวใหญ่จะสนใจ ใหญ่เกินกว่าที่ตัวเล็กจะลงทุน”

This research model can also be applied in other future cases where the key elements are varied according to different location and brand requirement, so the final result is expected to get the preliminary design that is suitable for each specific project. Finally, this project does not only help STARRY to complete its achievement, but it also strives to help Chaengwattana area to become a top MICE destination in Thailand.



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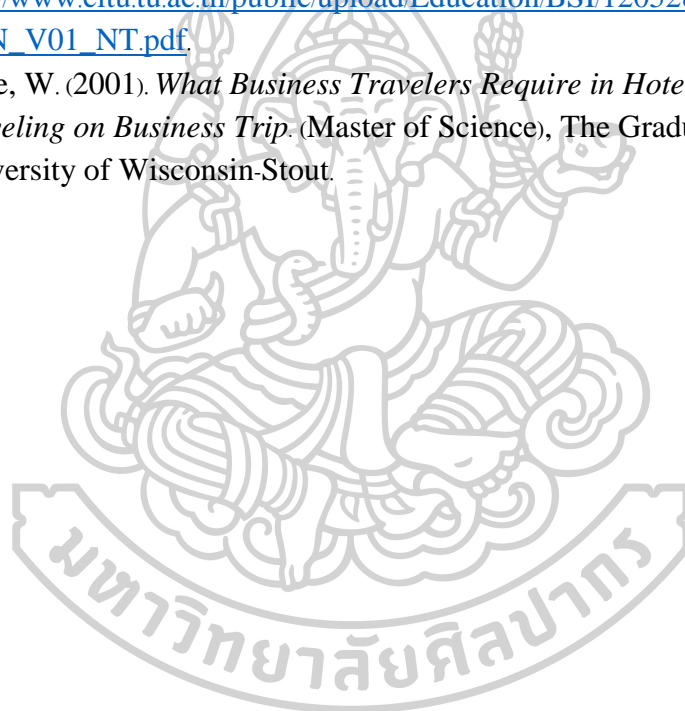
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VITA

NAME Saranpat Suwannakul
DATE OF BIRTH 27 May 1991
PLACE OF BIRTH Ratchaburi
INSTITUTIONS ATTENDED Mahidol University International College

