

**SUSTAINABLE LEADERSHIP OF LUXURY HOTELS  
OF HACO GROUP**



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## **SUSTAINABLE LEADERSHIP OF LUXURY HOTELS OF HACO GROUP**

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### **ABSTRACT**

The purpose of this paper is to study how the hotels of HACO group can sustainable leadership in hospitality business in financial crisis. Qualitative question to collect information from the sample are work at hotels of HACO group. As a result, hotels of HAGO group performances find 20 practice out of 23 practice of Honeybee theory with no surprised that developing people, Trust, Knowledge sharing, long-term perspective, team-orientation and quality are the most important to this industry as it is a kind of service industry. Recommendations are given to the one who is interested in this industry and may go further to secondary research from this present study.

**KEY WORDS:** Sustainability Leadership/ Honeybee Leadership / Sustainability in Hospitality/ Business Sustainability

66 pages

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## CHAPTER I

### INTRODUCTION

Sustainable leadership has been widely discussed among corporate leaders and scholars in the present day. Although it is important issue, only a few approaches to corporate sustainability have been examined in the Thai hospitality field.

The present study therefore adopts Avery and Bergsteiner's Sustainable leadership concept that has been supported by previous studies as a relevant approach to corporate sustainability in Thailand. The study examines the relationship between practices of organization in Hotel of HACO group, their corporate sustainability performance outcomes and find the weakness of the organization.

HACO Group was established in 1973 firstly as an importer of specialized chemical products. As a result of tremendous development of Thai economy over the past two decades, HACO Group has steady growth and expansion by diversifying to specialize in the import and distribution of sanitary fittings, furnishings, imported tiles and hotels. For the hotels of HACO group are the luxury hotel that consist of 2 hotels in Khaolak, Phang-nga (Laflora, Khaolak and Casa De La Flora, Khaolak) (<http://www.haco.co.th/about/>)

For the hotels of HACO group had a difference design, customer target group and activity inside each hotel.

Laflora Khaolak was established in 2005 with the concept of happiness and privacy when the customers come rest with the hotel. Laflora Khaolak had use contemporary art for design hotel and add completely facility (valley ball field, table tennis, swimming pool, water sport activity, fattiness, Yoga class, adventure tour, Art class, etc.) to make the customers of the hotel can enjoy when they rest at hotel. For accommodation of Laflora Khaolak had consist of 138 rooms by separate into 6 rooms type, 1. Deluxe room (85 rooms), 2. Studio room (12 rooms), 3. Pool access room (38 rooms), 4. Garden Villas (7 villas), 5. Beachfront villas (4 villas), 6. Jacuzzi villas (2 villas). For the location of hotel are locate nearly to Khaolak port, Khaolak and Khao-Sok nation part and old town Phang-nga. For the reward of the hotel had consist of 1.

Guest review award winner 2015, 2. Tripadvisor 2015 certificate of excellent, 3. Venere award 2013, 4. Holiday check 2012, 5. World luxury award winner 2010, 2011 and 2012 and 6. World luxury award finalist 2009.

Casa De La flora was established in 2010 with the concept to make the customer feel warm, privacy, service, facilities and amenities like stay at home and for the design of hotel is new design that Thai peoples never seen before by using cutting-edge technique and abstract to design the hotel. For the strength points of Casa De La Flora to make the customer impression in the hotel beside high quality of service and design of the hotel are food that made from 3-star chef Michelin, have a longest private beach in khaolak (1 Kilometers), location is nearly to port, Khaolak and Khao-Sok nation part and old town Phang-nga and high technology inside accommodation. Casa De La Flora consist 39 contemporary slate-grey pool villas covering eight different categories, ranging from studio pool villa to the president. For the room type of Casa De La Flora has consist of studio pool villa (8 rooms), duplex pool villa (8 rooms), duplex grand pool villa (11 rooms), beachfront pool villa (4 rooms), beachfront suite pool villa (5 rooms) beachfront grand pool villa (1 room), casa pool suite (1 room) and casa presidential suite (1 room). For the award of Casa De la Flora have consist of Conde Nast Traveler's Hot List 2012, best new hotel, World Travel Awards Thailand's Leading new resort 2012-Nominate, Hotel of the year 2012-Nominated, Trip advisor Travelers' choice Winner 2013 award, Telegraph UK's Top 5 hotels in Thailand, Five of the luxury honeymoon hotels.

To determine the relationship, the literature on Sustainable Leadership in business and tourism are reviewed in Chapter 2. In Chapter 3, the methodology used to test the Sustainable Leadership concept is explained. This includes how to collect and analyze data. Chapter 4 presents findings, while Chapter 5 discusses the findings and concludes the study with practical recommendations to enhance the prospect of corporate sustainability for HACO group.

## CHAPTER II

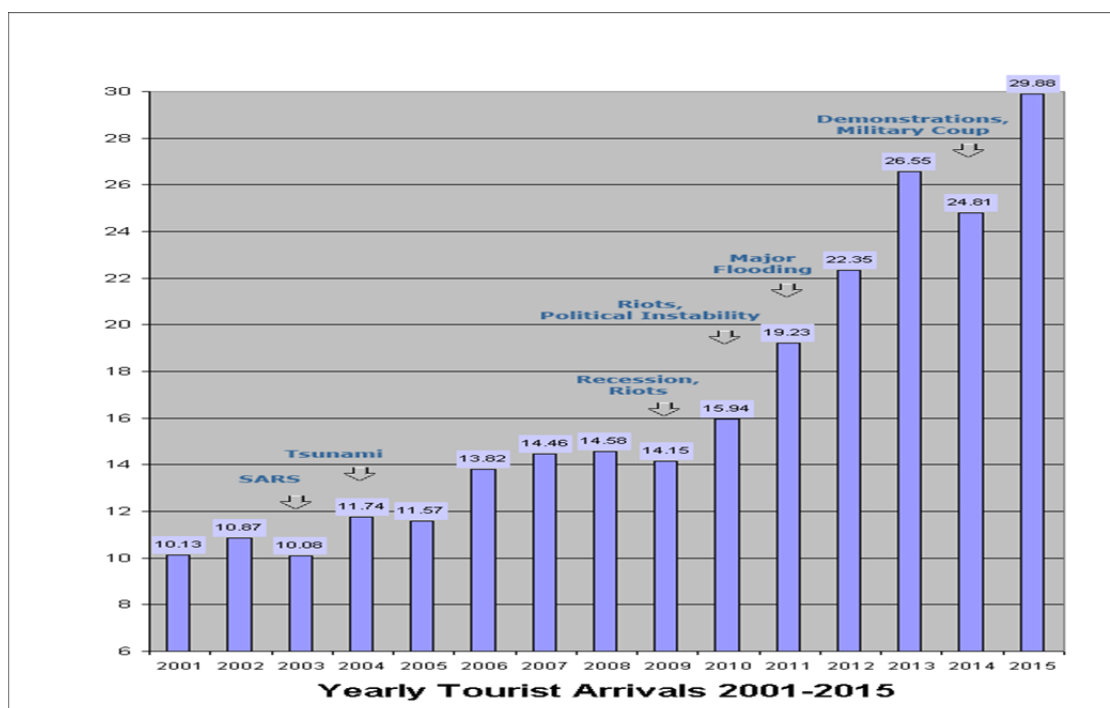
### LITERATURE REVIEW

In the present day, Thailand and Global had got a financial crisis and from this cause made every business field had a problem about financial decrease and some of business had face of bankrupt crisis, especially in hospitality field that have a lot of competitor in the business and from these cause make every business worry about sustainability of the firm's that make them can stand for financial crisis situation in the modern day.

From the academic research had show number of tourism had continued increase in each year since 2001 and number of Thailand tourism had over 20 million people in year 2012 and still grow up to year 2015 and the future number of tourism in Thailand still grow up because of policy of Thai government to support tourism market for attractive foreigner to travel in Thailand. For the detail about number of tourism in Thailand had shown in figure 1. (<http://www.thaiwebsites.com/tourism.asp>) but situation of hospitality business is not good because in last 8 years, hotel in Thailand have a large number of new hotels are open in each year, especial in year 2008 to 2010 and year 2010 to 2012 had change 112 percent and 82 percent and the number of hotels have increase rapidly are become a main cause of competitive for market share in the market. Detail about growth of hospitality in Thailand, please see in Table no. 1. (<http://service.nso.go.th/nso/web/survey/surbus4-4-2.html>)

**Table 2.1 Growth rate of hotels in Thailand**

Year	2008	2010	2012	2014
Number of Hotel in Thailand	2,550	5,420	9,865	10,018
Change	-	+112.54%	+82.01%	+1.55%



**Figure 2.1 Number of tourism in Thailand since 2001 to 2015**

The new hotels have an advantage for attract customer for purchase the room because of new hotels had design by the current want and need of the customer but for the old hotels had design by the old want and need of the customer. So, the old hotels need to invest their money for enhance their potential and design of their hotels to the same level of the new hotel.

Follow the information that mention above is the cause that why every hotel is more concern about their sustainability in business and make their business can live in the long run than concern about generate more profit because in the present day have many competitors in the market and number of competitor still grow in each year.

For this paper will focus on study how luxury hotel business of HACO group can sustainable leadership in hospitability business in financial crisis period by using Honeybee and Locust theory (Avery, Bergsteiner, 2011) to approach hotel business of HACO group for study structure, system, culture and process of hotel in HACO group and include investigate error of structure, system and process of hotel.

Hotel of HACO Group have reputation in design and decollation hotel include high quality of product and service for serve to the customer. For the customer focus group of hotels are focus on both Thai and Foreigner traveler by status of the

customer are medium to high income rate, like to stay in peaceful place for avoid the discomposure from peoples and like to stay in the private beach of hotel because of hotels of HACO group are design for support customer who want to living in private place and live to stay like their home by designer who design each hotel will design each room type of each hotel can make customer feeling stay at their home and make customer feel private when stay at hotels of HACO group.

For the reason to choose hotels of HACO group for a case study because research about sustainable leadership in Hospitality business in Thailand and South East Asia had a few research and hard to find information. So, I am think this case study will help peoples who had relative to hospitality business or any academics use this case study to apply in their work or develop the knowledge for benefit of society.

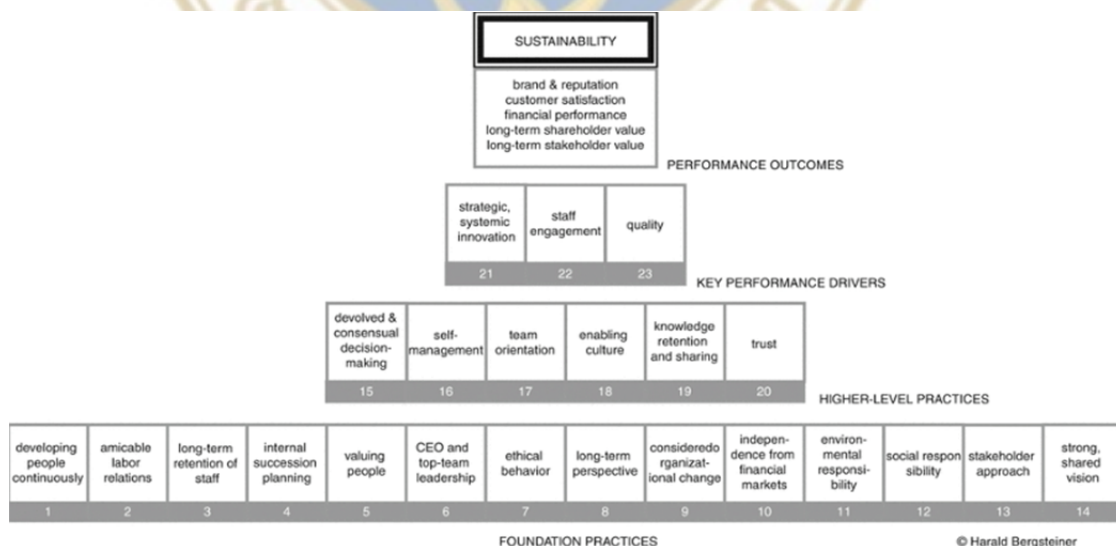
Many academics and owner business thought how to make corporate or firm's can sustainable in financial crisis situation by business should focus on make corporate generate more profit by maximize shareholder value or shareholder-first approach is improvement decision ability to shareholder for create strategy and decisions to increase efficient for firms to generate more profit include increase efficient in management and operation system to make corporate sustainability in short-term. (Avery, Bergsteiner, 2011, Grant Thornton) this theory has demonstrative prevails in the Anglo/US world. For shareholder-first approach, many academics who well-regards management research had say to this theory is received heavy criticism (Kantabutra & Saratun, 2013) because shareholder-first approach only look at shareholder and their focus on short-term profits discourages long-term thinking, investing, and planning. (Avery, Bergsteiner, Albert, 2011) for the true purpose of a business should look forward profit to a higher level purpose of business corporate and researcher turn to focus on how to make the business sustainability and live longer by organization should look at an interdependent in part of a community that consists of multiple stakeholders as a system of long-term cooperative relationships in transparent and ethical ways.

In 2005, Avery had introduced Rhineland leadership business model to describe the “coordinated Market Economic” (CME) (Bart Verbrugge, 2012) and approach concept of cooperation, consensus, social justice and serving multiple stakeholder for long-term sustainability of organization and in next 5 years, Avery and Bergsteiner had identify and investigate Six core elements set of practices consistent with 19 sustainable

leadership practices for Rhineland to expand list of 4 more added and named it as Honeybee leadership practices (23 practices) which is among the first few comprehensive frameworks in the sustainable

leadership literature (Avery, 2010) Honeybee leadership is the plan to keep business are corporate sustainability over the lift time and ensure the business can generates social capital needed to weather downturn (Avery, 2010)

For honeybee leadership practices can categorized into 3 main groups that including foundation practices, high-level practices and key performance drivers. first main group are improvement of foundations. For example, employees and environments. For the first main group is first priority to consider and consist of 14 practices. Second, high-level practices are consisting of 6 practices, for these group have to specified the cooperation and specialized in corporate knowledge area responsibility with consensual and trust. Third is a key performance to drive cooperate from top to bottom for making corporate sustainable in the long run. For those three practice can bring the 5 outcomes performance that can develop integrity of brand and reputation and increase customer satisfaction, solid operational finances. Yet, it helps to drive share holder value both long-term and short-term success. Here is the referred table of sustainability of Honey Bee.



**Figure 2.2 Sustainability leadership pyramid**

**Source:** Avery & Bergsteiner, 2010

Rhineland and Honey bee leadership are overlapping each other, as the last studying in Thailand revealed that among overall practice Rhineland and Honeybee about sustainable leadership, we found 6 cases in the evidence of Rhineland, yet 2 cases were Honeybee leadership.

Referred from the studies of Thai cultural aspect, I found that Thai culture was high of PD (power distance) (Hofstede, 1991). They respect people regarding to age and status in social. Therefore, even in organization there are heavily of hierarchy which resulted CEO practice of Thai organization is still inconsistent. However, previous research reveals the close relationship which fit with Thai organization practice. Sustainable leadership can be applicable to ensure corporate sustainability in Thailand from this evidence.

For theory of Honeybee is focus on organizational culture, systems and process that access to 23 criteria practices to create and maintain self-sustaining enterprise underpinned by a strong social core (Suparak, Avery, 2014) that make academics and peoples who interest in hospitality field to more understand stakeholder clearly and in this paper will use Honeybee theory for creating contentment to any group or individual who can affect or is affected by the achievement of the organizations object (Freeman, 1984, Kantabutra, 2011) to create sustainability for corporate, especially in hotel business because in the business must concern to the feeling and idea of stakeholder to maintain and develop business in the long-run.

For the all theory that mention above, maximize shareholder value is a good theory for motivate business to generate a good financial for the firm but maximize shareholder value theory can use in the short-run because theory focus on shareholder vision and decision making only, without care the stakeholder opinion, satisfaction and relation between shareholder and from this cause, it will become a root cause of corporate and let the corporate face off a problem of sustainability for corporate in long-run. So, this paper will only focus on Avery theory to study hotel of HACO group group can sustainable leadership in long-run, for the honey bee theory, this theory is the best for any business, especial in hotel business that must concern in many stakeholders in term of satisfaction, relationship between stakeholder and corporate working for maintain the business. So, honey bee theory is good theory to apply in the hotel business because honey bee theory focus on the structure and culture of organization, give the important

in the relationship within stakeholder, system and process to make corporate can sustainable in long-run include create good strong social within corporate.

Luxury Hotel: For the definition of luxury hotel is hotel that completely in foundation level until to high quality in service to the customer and include high quality of product for service to the customer that higher than another the standard hotel. (hostabilityeducator.com, 2012)





## CHAPTER III

### RESEARCH METHODOLOGY

For finding answer, how the hotels of HACO groups can sustainable leadership in financial crisis by using honeybee and locust theory. In this paper will provide the qualitative research approach with 23 questionnaires based on the honeybee leadership theory. The samples are peoples who work in hotels of HACO groups and guest who ever rest at hotels of HACO. For the sample can divide into 4 groups, first is top management, second is middle management, third is employee and fourth is guest of this research are peoples who work in hotels of HACO groups.

For the list of samples are consist of one top management, 2 middle management, one employees and two guest. For the detail of samples, please see in table no.2

**Table 3.1 Sample details**

Position	Name
Top management	1. Ms. Prapaporn Osiri (Director)
Middle Management	1. Mr. Pratheep Sarndaeng (Senior Sale Manager) 2. Ms. Varistha Thonglim (Group Human resource manager)
Employee	1. Ms. Suntharee Sri-aram (Sale coordinator)
Guest	1. Ms. Praewpun Pornpratatt 2. Ms. Montinee Padungwittayakorn

From the previous studies (Kantabutra & Avery, 2013, Kantabutra & Saratun, 2013), Honeybee leadership is adopted as the framework to collect and analyze the data. (need to find more information and reference)

For the honeybee leadership practices were categorized into three groups with 23 elements: foundation practices, higher-level practices and key performance drivers. From all the three levels collectively drive five outcomes that are enhanced

integrity of brand and reputation, enhanced customer satisfaction, solid operational finances, enhanced long-term owner/shareholder value and enhanced long-term value for multiple stakeholder in long run return. Please see the table no.3 below, which clearly shows the 23 elements related to sustainability performance of the Honeybee organization compared with short-term emphasized of the Locust organization

**Table 3.2 Honeybee Leadership Framework**

Leadership Elements		Sustainable Leadership "Honeybee" Philosophy	Shareholder-first "Locust" Philosophy
		Sophisticated, stakeholder, social, sharing	Tough, ruthless, asocial, profit-at-any-cost
<i>Foundation Practices</i>			
1	Developing People	Develops everyone continuously	Develops people selectively
2	Labor relations	Seeks cooperation	Acts antagonistically
3	Retaining staff	Values long tenure at all levels	Accepts high staff turnover
4	Succession planning	Promotes from within wherever possible	Appoints from outside wherever possible
5	Valuing staff	Is concerned about employees' welfare	Treats people as interchangeable and a cost
6	CEO and top team	CEO works as top team member or speaker	CEO is decision maker, hero
7	Ethical behavior	"Doing-the-right thing" as an explicit core value	Ambivalent, negotiable, an assessable risk
8	Long- or short-term perspective	Prefers the long-term over the short-term	Short-term profits and growth prevail
9	Organizational change	Change is an evolving and considered process	Change is fast adjustment, volatile, can be ad hoc
10	Financial markets orientation	Seeks maximum independence from others	Follows its master's will, often slavishly
11	Responsibility for environment	Protects the environment	Is prepared to exploit the environment
12	Social responsibility (CSR)	Values people and the community	Exploits people and the community
13	Stakeholders	Everyone matters	Only shareholder matters
14	Vision's role in the business	Shared view of future is essential strategic tool	The future does not necessarily drive the business

**Table 3.2 Honeybee Leadership Framework (cont.)**

Leadership Elements		Sustainable Leadership "Honeybee" Philosophy	Shareholder-first "Locust" Philosophy
		Sophisticated, stakeholder, social, sharing	Tough, ruthless, asocial, profit-at-any-cost
	<i>Higher level practices</i>		
15	Decision making	Is consensual and devolved	Is primarily manager-centered
16	Self-management	Staff are mostly self-managing	Managers manage
17	Team orientation	Teams are extensive and empowered	Teams are limited and manager-centered
18	Culture	Fosters and enabling, widely-shared culture	Culture is weak except for a focus on short-term-results that may or may not be shared
19	Knowledge sharing and retention	Spreads throughout the organization	Limits knowledge to a few "gatekeepers"
20	Trust	High trust through relationships and goodwill	Control and monitoring compensate for low trust
	<i>Key performance drivers</i>		
21	Innovation	Strong, systematic, strategic innovation evident at all levels	Innovation is limited and selective; buys in expertise
22	Staff engagement	Values emotionally committed staff and the resulting commitment	Financial reward suffice as motivators, no emotional commitment expected
23	Quality	Is embedded in the culture	Is a matter of control

**Source:** Avery and Bergsteiner (2010, pp. 36-37)

The questions that use in qualitative research approach are open question that base on honeybee leadership practice that use for collect information about idea, feeling and solution of each sample. For the question detail, please see in table no. 3.3

**Table 3.3 Question detail**

<b>Number</b>	<b>Practice</b>	<b>Objective</b>	<b>Question</b>	<b>Target Group</b>
1	Developing people	Want to know about developing peoples in organization are affect on sustainable leadership to the firm or not and How the firm manage developing people in organization and there focus on every employee or not?	What do you think about developing people are important thing to your firm? and How your organization developing people?	Top management Middle Management Employee
2	Labor relations	Relation between employee or employee with management level are affect on sustainable leadership to firm or not and pattern of relationship between employee or employee with management level inside organization	What do you thing about relation between employee or employee with management level are affect to working system? and what kind of relationship in your organization?	Middle Management Employee
3	Retaining staff	Want to know how the firm retaining employee , affect from retaining to sustainable leadership of the firm and result of their solution.	How the firm retain employee for work with the firm? and how about the result of retaining your employees?	Top management Middle Management
4	Succession planning	Want to know how the firm promote or motivate to employees and affective to sustainable leadership to the firm.	how the firm make employees happy by promote or motivate and what the affective from promote or motivate?	Top management Middle Management
5	Valuing staff	Want to know how the firm take care and approach to employees and what is the result of there solution.	How the firm take care and approach to employees about their welfare? and what is the result of your solution?	Top management
6	CEO and top team	Want to know what kind of management and decision style of firm CEO	What is the management and decision style of your CEO?	Top management

**Table 3.3 Question detail (cont.)**

<b>Number</b>	<b>Practice</b>	<b>Objective</b>	<b>Question</b>	<b>Target Group</b>
7	Ethical behavior	Want to know how the firm promote ethical to the work place and how the firm respond to ethical.	How the firm promote and respond ethical in workplace? what is your ethical in working place and the result of your solution? (addition question)	Middle Management
8	Long- or short-term perspective	Want to know business strategy of the firm are short term or long term	What is your Business strategy of your firm are focus on long term or short term?	Top management
9	Organizational change	Want to know what is organization change for financial crisis and for sustainable leadership	Are you change anything in organization for face off financial crisis and for sustainable leadership of firm?	Top management
10	Financial markets orientation	Want to know about financial of the firm are strong or not	How about financial of the firm?	Top management
11	Responsibility for environment	Want to know about activity of the firm for responsible to environment.	What is the activity of your firm that responsible to environment?	Middle Management Employee
12	Social responsibility (CSR)	Want to know about activity of the firm for responsible to social and affective to the firm.	What is the activity of your firm that responsible to social?	Middle Management Guest
13	Stakeholders	Want to know, how the firm take care and approach to customer and supplier.	How do you take care and approach to customer and supplier? (for middle management and employee) How do you feel about service from hotel? (for guest)	Middle Management Employee Guest

**Table 3.3 Question detail (cont.)**

<b>Number</b>	<b>Practice</b>	<b>Objective</b>	<b>Question</b>	<b>Target Group</b>
14	Vision's role in the business	Want to know, how the firm share vision to all level employee.	How the organization can share business vision to all level employee?	Middle Management
15	Decision making	Want to know, which level have authority to decision making	What is the position in your firm have authority to decision making in business activity?	Top management Middle Management Employee
16	Self-management	Want to know, management system of the firm?	How about management system of organization?	Middle Management Employee
17	Team orientation	Want to know about working system of the firm are team work or individual and the affect of working system to sustainable leadership of the firm.	How about working system of the firm?	Middle Management Employee
18	Culture	Want to know about the culture of the firm.	What is the culture of the firm?	Middle Management
19	Knowledge sharing and retention	Want to know about organization have sharing information or knowledge between department or not and how to share information.	How your organization have sharing information and knowledge between department ?and how to share information and knowledge?	Middle Management
20	Trust	Want to know about loyalty and trust of employees on the firm.	Can you trust in your employee or not?	Middle Management
21	Innovation	Want to know about the firm are interest in the innovation or not and what is the affective from innovation to sustainable leadership to the firm.	How your organization are interest in the innovation? and for the innovation have any affect to the firm ?	Top management
22	Staff engagement	Want to know about the thing that make peoples want to work with the firm	What is the thing to motivate people and your employees want to work with your organization?	Middle Management

**Table 3.3 Question detail (cont.)**

Number	Practice	Objective	Question	Target Group
23	Quality	Want to know about the strength point of the firm that can beat competitor.	What is the strength point of your firm that can beat competitor?	Top management Middle Management Employee Guest

From the question in table 3 will be test in hotels of HACO groups because in the present day, Thailand and global have face off a problem about economic crisis and still don't know when the economic of Thailand and global will be better and another problem for hospitability business is many new luxury hotels opened in past few years and will more open in each year. From this cause, it makes more completive in the market. So, hotel business should concern about corporate sustainability to make corporate can stay longer in the business.

After qualitative research approach, all information will be analyzed to find the answer how the hotels of HACO groups can sustainable leadership in economic.

## CHAPTER IV

### FINDING

Since this paper aim to find the answer, how the hotels of HACO group can sustainable leadership in financial crisis by using question that base on 23 practice of honeybee theory on chapter 3. After qualitative approach process was found the interesting information about idea, system of organization, process, culture, innovation and changing in organization for apply to financial situation in the present day from the sample.

For the detail and information from qualitative research (interview) was shown in each question below.

**Table 4.1 Question 1**

Question	Position	Information
What do you think about developing people are important thing to your firm? and How your organization developing people?	Top management Middle Management Employee	<p><b>Top Management:</b> developing people is the very important thing because our business is about service. So, everybody in our team need to develop ability for take care our customer and maintain our service quality to customer. The solution for developing peoples is study from feedback of customer and develop solution for service customer, training program every 6 months (service mind, language) and sending staff to study service of 5-star hotel outside country. (depend on department of hotel)</p> <p><b>Middle management 1:</b> it very important because many new hotels were open and make more competition in hospitality business. From this point our company need to always develop our peoples (every position in company) for keep our standard in service, gain more customer satisfaction and make a good customer experience to customer. The solution for developing peoples is study from feedback of customer and develop solution</p>



**Table 4.1 Question 1 (cont.)**

Question	Position	Information
		<p>for service customer, training program every 6 months and sending staff to study service of 5-star hotel outside country.</p> <p><b>Middle Management 2:</b> it important because our business is service. So, our team (every one) need to develop our self for make a better potential in service to the customer. The solution for developing peoples is study from feedback of customer and develop solution for service customer, training program every 6 months and sending staff to study service of 5-star hotel outside country.</p> <p><b>Employee:</b> I think t very important because I am always to approach customer and customer always have a new need. So, I need to develop myself for better knowledge and ability to service a customer. The solution for developing peoples is study from feedback of customer and develop solution for service customer, training program every 6 months and sending staff to study service of 5-star hotel outside country.</p>

In this question, during interview each sample had show same idea, feeling and use a little time to answer my question to the question.

**Table 4.2 Question 2**

Question	Position	Information
<p>What do you thing about relation between employee or employee with management level are affect to working system? and what kind of relationship in your organization?</p>	<p>Middle Management Employee</p>	<p><b>Middle management 1:</b> yes, it affects to organization because if the organization don't have a good relation in organization, it will make communication in organization will be lost (didn't listen each other even thought speaker are higher position than listener, slow respond) and team work within organization will be lost too by each employee have interest only their responsible but don't care another peoples in team. For the relation of my organization is family, respect each other, transparency, help each other and love each other like their one of my family.</p>

**Table 4.2 Question 2 (cont.)**

Question	Position	Information
What do you think about relation between employee or employee with management level are affect to working system? and what kind of relationship in your organization?	Middle Management Employee	<p><b>Middle management 2:</b> yes, it affects because our organization work in team, no secret to each other and we respect everyone in organization like own family if we have a problem about relation it will affect to task of the organization.</p> <p><b>Employee:</b> yes, if me organization don't have good relationship between employee or manager. It makes us work very hard because of culture of me organization are family business, team work and sharing information. So, if anyone don't have a good relation to someone it makes environment in working space are bad and make working process not continuous because there are need someone to be a middle to connect between bad relation pair and help them work. So, the middle will have lost in working potential of their own.</p>

In this question, middle management and employee are having a same idea about relationship in organization are important and also answer with the confident.

**Table 4.3 Question 3**

Question	Position	Information
How the firm retain employee for work with the firm? and how about the result of retaining your employees?	Top management Middle Management	<p><b>Top management:</b> for my organization using corporate culture and rotate position to make a employee to enjoy working and happy to stay with us for long time. For corporate culture is we work together and help each other like own family, we will share everything and don't hide anything and for rotate position, for my organization have a policy to rotate position of each employees or manager who want to find new challenge or boring to do their job to change their position without evaluate process from HR or Top management and from this point my employees feel very happy to work with organization. For another thing is extrinsic factor to motivate my employees to work with organization in long time. For extrinsic factor are high salary rate when compare with our competitor, intensive and permanent funds. For the result is very success because we have very low turnover rate. You can see my staff in Thai Tiew Thai exhibition never change since 4 year ago.</p>

**Table 4.3 Question 3 (cont.)**

Question	Position	Information
How the firm retain employee for work with the firm? and how about the result of retaining your employees?	Top management Middle Management	<p><b>Middle management 1:</b> working system and corporate culture because we work as a team and like family and for another thing is we don't any secret to each other and from this points, it makes good atmosphere within organization and it can create happiness for working of employees. For the result is very success because since I am working here, I saw 2 peoples resign from company one is my sale coordinate, she resigns for married and another one is CSR of organization who want to do the graphic design.</p> <p><b>Middle management 2:</b> corporate culture that make everyone in organization become a real family. (we help each other and share everything we know to other) from this point it must create good atmosphere for working and make employees want to stay with organization in long time. For the result, it very success because since the organization had establish we have a low turnover rate.</p>

According to the question, every sample have a same idea about how to retain their staff and don't use much time to answer the question.

**Table 4.4 Question 4**

Question	Position	Information
how the firm make employees happy by promote or motivate and what the affective from promote or motivate?	Top management Middle Management	<p><b>Top management:</b> our firm don't focus on promote or motive employees, we only focus on create a good relationship within organization. (work in team, we are one family, transparency)</p> <p><b>Middle management 1:</b> we don't have any promote or motivate because any employees who have year experience equal policy of organization their will be automation promote to next level. For example, employees who just joint with organization and they will work with organization for 3 yeas they will be promote to manager.</p> <p><b>Middle management 2:</b> we don't focus about promote or motive. We only focus only happiness during work by create a good relation between employee, team work, family to make our employees happy for working with the organization</p>

According to the information, every sample had answered in same direction that hotels of HACO group don't focus on promote or motivate employees. for this question every sample have answer with the confident and use time to though.

**Table 4.5 Question 5**

Question	Position	Information
How the firm take care and approach to employees about their welfare?	Top management	<b>Top management:</b> for take caring employees welfare of our organization is stay in standard like another company is give 6 day holiday to 12 days depend on position, permanent funds, group insurance (health insurance) and subvention for family of employees or cousin of employees in term of funeral. For another thing that our organization take care our employees is control number of task in organization because our company don't want any employees feeling stress to much of work. (if employees stress to much, it will make good atmosphere of organization damage)

In this question, Top management is answer with confident that organization of them had take care their employees in standard level when compare with another competitor.

**Table 4.6 Question 6**

Question	Position	Information
What is the management and decision style of your CEO?	Top management	<b>Top management:</b> for me, management style of me is manage high priority task first then to lower priority by I am header and assign responsible to each employees and I will always monitor each employees when they do the task if they have problem I will help them immediately. For decision style, I am a fast decision but before I am decision to do something, I must brainstorm with my employees for collect suggest, idea and then I will decision.

In this question, Top management had spoke about their working style and show confident about decision style of Top management aren't come from only leader but come form brainstorm of every employee in their team.

**Table 4.7 Question 7**

<b>Question</b>	<b>Position</b>	<b>Information</b>
How the firm promote and respond ethical in workplace? what is your ethical in working place and the result of your solution? (addition question)	Middle Management	<b>Middle management 2:</b> We have morning brief for everyday. So, we use this time to announcement news, vision of organization, tell success story, policy of organization, task and tell the success story of our employees, competitor, important peoples. For another thing is create public relations in organization, sport days, welcome first year employees, birthday party of employees in each months  For the ethical of organization is in team, no secret, don't work late. For the result, everyone in organization had follow our instruction.

For this question, I choose to ask Middle management who have knowledge about public relation of organization answer (middle management 2) and for the answer, she is answer with doubt about question. So, I need to explain about objective of this question is I want to understand your company about how you promote the ethical to your employees or how you make them understand what is your ethical of your company. For ethical is good thing for making business.

**Table 4.8 Question 8**

<b>Question</b>	<b>Position</b>	<b>Information</b>
What is your Business strategy of your firm are focus on long term or short term?	Top management	<b>Top Management:</b> for our business we will focus on long-term because we want to make our hotel become on top mine of the customer and leader in market.

For this question, Top management have very confident to answer about there business strategy are focus on long term.

**Table 4.9 Question 9**

Question	Position	Information
Are you change anything in organization for face off financial crisis and for sustainable leadership of firm?	Top management	<b>Top management:</b> We had change a little bit by more saving cost for office supply, maintenance equipment instead of buy the new one and stop plan for increase number of employees but don't increase responsible to existence employees.

In this question, Top management using time to think and answer the question.

**Table 4.10 Question 10**

Question	Position	Information
How about financial of the firm?	Top management	<b>Top management:</b> for our financial is very strong, you can ask anyone in our organization or competitor, we don't have a problem about pay salary, intensity, commission, hotels of our organization had always renovate in every years and our company have plan to open new hotels in one and half year but don't tell you where are locate but I tell you only you must feel wow when see it and I am very confident this hotel will be become top ten in best hotel in Thailand.

For this information, Top management very confident about financial of the firm are very strong.

**Table 4.11 Question 11**

Question	Position	Information
What is the activity of your firm that responsible to environment?	Middle Management	<b>Middle management 2:</b> We focus only create new place for driving, snorkel and save coral in deep sea. For another we help sometime when organization about environment request.

For this question, I choose Middle management 2 to answer this question because her know about the activity for environment of the firm and when she

answers, she had answered with disappoint that her company don't care to much about environment.

**Table 4.12 Question 12**

Question	Position	Information
What is the activity of your firm that responsible to social?	Middle Management	<b>Middle management 2:</b> For social respond we focus on helping victim from tsunami.

For this question, I choose Middle management 2 to answer this question because her know about social respond of her company and she still feel disappoint when answer this question because her know, her company don't do to much about social respond.

**Table 4.13 Question 13**

Question	Position	Information
How do you take care and approach to customer and supplier? (for middle management and employee)  How do you feel about service from hotel? (for guest)	Middle Management Employee Guest	<b>Middle management 1:</b> for supplier, we give a reward to supplier who had reach the target and set program training about each hotel to supplier. For customer, we have program for customer who return to the hotel again (for example, second time free one dinner, third time free wind and one-hour massage), email greeting and say hi to customer and when the customer come to rest at hotel every staff will take care customer in highest quality service. (For example, remember the name of customer and every time that pass the customer, we will be greeting customer with his or her name and another example is try to understand what is the customer who come to rest like or not like and create activity or special thing for customer such as customer like red wine. So, our hotel will prepare a surprise by give a best red wine to customer when they arrive the hotel room for free.) <b>Employee 1:</b> for supplier, we give the reward to supplier when they reach the target of company and visit program (visit supplier office for update information). For customer we will take care every customer who come to rest with our hotels in same standard is high quality of service (For example we check information in each customer who come to rest with us in each date for find what is the customer like and our team will prepare a surprise to customer such as customer like coconut water, when customer arrive hotel we will serve

Table 4.13 Question 13 (cont.)

Question	Position	Information
		<p>coconut water for welcome drink to the customer) and give reward to customer who return to our hotels. (For example, give discount to customer, give free dinner or massage, surprise (give the thing that customer doesn't expect to receive from hotel such as birthday cake, special dinner on private boat)</p> <p><b>Guest 1:</b> I am very happy about service of the hotel because they take care me like the queen. For example, I need to eat chili crab on midnight, the font of the hotel will find it for me and for another that I like is staff of hotel very interest to take care me such as I am go to swimming pool and drop dirty dress on bed and when room service come to clean my room their bring my dirty dress to washing for me.</p> <p><b>Guest 2:</b> for the service of this hotel is very good, I am very happy with the staff of this hotel (Casa de la flora) since I am book the hotel, reception give all information that I want to know such as tourism location, how to go to tourism location and what the thing that I should prepare for travel on the date that I book. When I arrive the hotel, font hotel gives me a surprise by give me a chocolate lava and rose tea for welcome drink, it makes me very impressive with this hotel and along I am rest on hotel all staff of hotel always take care me very well such as greeting, keep asking for do something for me. After I am back from hotel, the hotel had sent a surprise post card to me and for postcard have a picture of me smile when I am do activity at the hotel, it make me want to come back to the hotel again.</p>

In this question, every sample is happy to answer because when they answer they are smiling.

Table 4.14 Question 14

Question	Position	Information
How the organization can share business vision to all level employee?	Middle Management	<p><b>Middle management 2:</b> We use morning brief to repeat our vision and target of our company to our employee and I think this activity is very successful because we can do everyday and it become encourage activity to our employee follow company vision because when Top manager had spoken about vision of company, he will give some success story to make the employees think and have emotion to connect with story and they will keep attitude, idea and vision to principle when they working. Example for the story that our employees like is Jiro the sushi maker who didn't stop develop skill in making sushi because he want a better sushi in everyday.</p>



For this question, I am choosing middle management 2 because she is a starter this strategy to pass vision of company to every employee in organization.

**Table 4.15 Question 15**

Question	Position	Information
What is the position in your firm have authority to decision making in business activity?	Middle Management	<b>Middle management 1:</b> for my organization, every employees have specific responsible and they have a power to decision maker on their responsible. For example, me have responsible to take care customer who come to rest with my hotels in year Jan 2012-Dec 2013 and corporate customer in south of Thailand. So, I can decision which customer should have any discount or should have some special thing from hotel( almost I a m give it to all customer) by anyone come in interrupt my decision but before I make discussion I will share information to all of my team and ask their suggestion from employees or manager of me.

In this question, I choose middle management 1 because his team have impact a lot to customer and supplier. So, I think it better to ask him because he will understand Cleary about decision system on the corporate.

**Table 4.16 Question 16**

Question	Position	Information
How about management system of organization?	Middle Management Employee	<b>Middle management 1:</b> like the answer of last question because every employee in organization have own responsible and have a power to decision on their responsible but before do something or decision something we will share information to another and need suggestion from another before decision and when anyone need another help, anyone who free or don't have must jobs their will come to help immediately. <b>Employee:</b> my organization have management and decision system depend on style of each employee because every employees have specific responsible and power to decision on their responsible but we still work like team because to do something, we will take to everyone in team for get information, suggestion and then we will bring this information to decision later.

For this question, every sample feel confuses with the question because they don't understand the question meaning. So, I will explain about he objects of this question is I want to know your employees have authority to manage work by their own or decision by they own.

**Table 4.17 Question 17**

Question	Position	Information
How about working system of the firm?	Middle Management Employee	<p><b>Middle management 1:</b> according to every employee of my organization have specific responsible and power to decision on their responsible. So, working system of my organization is we use morning brief to share our information, task and brainstorm for get idea or information to every employee to decision on their responsible. When anyone have problem, we will help each other to solve the problem.</p> <p><b>Employee:</b> for our working system is work like the team and help each other to achieve the task. For example, I have sale target in this month for 2 million baht and in the current I don't have any customer on hand. So, I will bring this problem to tell everyone in my team include manager and top manager then we help together to find the solution and for the solution after brainstorm, I got 200 thousand baht from revenue of my sale manager and 400 thousand baht from top manager. For another thing that I got is customer account from my teammate.</p>

In this question, every sample still confuse from last question. So, I must explain the object of this question is I want to know the working system style of your company and how the working system work. After I explain the objective finish my samples look boring about the question.

**Table 4.18 Question 18**

Question	Position	Information
What is the culture of the firm?	Middle Management	<p><b>Middle management 2:</b> for the culture of my company is family, we help each other, love each other and take care each other. So, everyone in the organization is one big one family.</p>

According to the question, my sample very confident to answer this question and when she answers she had smiled to me and use a short time to answer this question.

**Table 4.19 Question 19**

Question	Position	Information
How your organization have sharing information and knowledge between department ?and how to share information and knowledge?	Middle Management	<b>Middle management 1:</b> yes, my organization have sharing information and knowledge to another department and our department. For our department we use morning brief, group line and weekly meeting. For other department is weekly department and property conference. For sharing ability from one employee to other employees, we have a program every 6 month for training every ability that need in the business. For example, English and Chines language, management training, customer service, hotel management, etc.

In this question, I choose middle management 1 because he has a center of each department because he has a top sale of the organization. So, he need to manage many things to make customer satisfaction.

**Table 4.20 Question 20**

Question	Position	Information
Can you trust in your employee or not?	Middle Management	<b>Middle management 1:</b> yes, I can trust everyone in my organization because we are family and we have a same vision and target. <b>Middle management 2:</b> yes, we are family. We have share everything to each other, has no secret between our employee.

In this question, I am very surprise when I ask this question to the sample because every sample have answer immediately and answer in the same direction. For their face of every sample look very confident about their employees.

**Table 4.21 Question 21**

<b>Question</b>	<b>Position</b>	<b>Information</b>
How your organization are interest in the innovation? and for the innovation have any affect to the firm ?	Top management	<b>Top management:</b> Yes, my organization very interest in innovation because our brand image is creative, luxury and innovation. So, we always need to update innovation to our hotel. (depend on suitable to the hotel and cost) For example, in the present day, people like to watch movie online. So, our hotel will provide movie database(storage that keep a lot of movie) for customer can choose the movie that they want to watch when they come to rest on my hotel and our will provide download system in computer at customer room for download any movie doesn't in the list of storage.

For this question, Top management very clear answer to this question and very confident about innovation of his hotel.

**Table 4.22 Question 22**

<b>Question</b>	<b>Position</b>	<b>Information</b>
What is the thing to motivate people and your employees want to work with your organization?	Middle Management	<b>Middle management 2:</b> for the thing to motivate people want to joint our company is brand image of our hotels, reputation of our hotels and our hotels had always open new hotel every 7-8 years and for another thing is my organization have a high salary rate than another competitor in hospitability business.

In this question, Top management use a time to thing and he answer doesn't confident like another question.

**Table 4.23 Question 23**

<b>Question</b>	<b>Position</b>	<b>Information</b>
What is the strength point of your firm that can beat competitor?	Top management Middle Management Guest	<b>Top Management:</b> for the strength of our hotels are design hotel, innovation, beautiful accommodation, high quality of service and have 3-star Michelin to create new menu for our restaurant and we always check our standard in term of quality that over our competitor and always upgrade our standard.

**Table 4.23 Question 23 (cont.)**

Question	Position	Information
What is the strength point of your firm that can beat competitor?	Top management Middle Management Guest	<p><b>Middle Management 1:</b> for the strength of our hotels are high quality of service, beautiful accommodation with high technology and good food.</p> <p><b>Guest 1:</b> Design of hotel, good service, good food, private environment and price are more valuable</p> <p><b>Guest 2:</b> Design of hotel, facility of hotel, private environment, good food and nice customer service.</p>

For this question, every samples can answer the question clearly and in the same direction about strength point of the hotels.

After finish qualitative approach (interview) follow 23 question that base on 23 practice of honeybee theory to the samples. I can collect information enough to answer how the hotels of HACO groups can sustainable leadership in financial crisis period. For the next chapter (chapter 5) I will analyze the information from samples to find the answer of how the hotels of HACO group can sustainable leadership.

## CHAPTER V

### DISCUSSION

In this chapter are analyze information from chapter 4 on subject How the hotels of HACO group can sustainable leadership in financial crisis period by using honeybee and locust theory. The result of analyze will be the answer of how the hotels of HACO group can success in sustainable their business in financial crisis base on honeybee and locust theory. for the analyzing, in this paper are analyze in each information from sample follow the question 1 to 23.

#### **Question 1**

**Question:** What do you think about developing people are important thing to your firm? and How your organization developing people?

**Information: Top Management:** developing people is the very important thing because our business is about service. So, everybody in our team need to be developed their ability for take care our customer and maintain our service quality to customer. The solution for developing peoples is study from feedback of customer and develop solution for service customer, training program every 6 months (service mind, language) and sending staff to study service of 5-star hotel outside country. (depend on department of hotel)

**Middle management 1:** it is very important because many new hotels were opened and high competition in hospitality business. From this point, our company need to always develop our peoples (every position in company) for keep our standard in service, gain more customer satisfaction and make a memorable experience to customer. The solution for developing peoples is study from feedback of customer and develop solution for service customer, training program every 6 months and sending staff to study service of 5-star hotel outside country.

**Middle Management 2:** it important because our business is service. So, our team (every one) need to develop ourselves for make a better potential in service to the customer. The solution for developing peoples is study from feedback of customer and develop solution for service customer, training program every 6 months and sending staff to study service of 5-star hotel outside country.

*Practice: Developing people*

According to the information of question 1, every samples had give information in the same direction and same information about developing people are very important to the organization because their business is about service and make customer satisfaction and from the information had shown the hotels of HACO group using strongly Honeybee theory in term of developing people in high level to make hotels of HACO group can sustainable leadership because when I am interview each sample, they will use a few second to think and answer my question, they were answered in same direction, activity (training program every 6 months, sending employees to study at 5-star hotel outside country and learning from mistake(feedback) and find the solution), they are keep develop everyone in organization (for example, language, service mind, negotiation (this information come from sample had explain to me after finish interview) and they are very confident when they are answer.

**Question 2**

Question: What do you think about relation between employee or employee with management level are affect to working system? and what kind of relationship in your organization?

Information: **Middle management 1:** yes, it affects to organization because if the organization don't have a good relation in organization, it will make communication in organization will be lost (didn't listen each other even though speaker are higher position than listener, slow respond) and team work within organization will be lost too by each employee have interest only their responsible but don't care another peoples in team. For the relation of my organization is family, respect each other,

transparency, help each other and love each other like their one of my family.

**Middle management 2:** yes, it affects because our organization work in team, no secret to each other and we respect everyone in organization like own family if we have a problem about relation it will affect to task of the organization.

**Employee:** yes, if me organization don't have good relationship between employee or manager. It makes us work very hard because of culture of me organization are family business, team work and sharing information. So, if anyone don't have a good relation to someone it makes environment in working space are bad and make working process not continuous because there are need someone to be a middle to connect between bad relation pair and help them work. So, the middle will have lost in working potential of their own.

*Practice: Labor relations*

According to the information, every sample have give information in same direction about hotels of HACO group give an important about relationship within organization. For employees of HACO group have a strong relation with each other employees and their manager because working style of them organization is team work, help each other and no secret to each other and for corporate culture of their family culture. From this information had shown hotels of HACO group had use Honeybee theory in labor relations in high level to make them organization can sustainability in business. For the evident that show they use Honeybee theory because every samples had said them organization are work in team, respect each other, no secret to each other and they want to avoid any conflict in working place and also they have family culture to maintain their relation in organization.



### Question 3

Question: How the firm retain employee for work with the firm? and how about the result of retaining your employees

Information: **Top management:** for my organization using corporate culture and rotate position to make a employee to enjoy working and happy to stay with us for long time. For corporate culture is we work together and help each other like own family, we will share everything and don't hide anything and for rotate position, for my organization have a policy to rotate position of each employees or manager who want to find new challenge or boring to do their job to change their position without evaluate process from HR or Top management and from this point my employees feel very happy to work with organization. For another thing is extrinsic factor to motivate my employees to work with organization in long time. For extrinsic factor are high salary rate when compare with our competitor, intensive and permanent funds. For the result is very success because we have very low turnover rate. You can see my staff in Thai Tiew Thai exhibition never change since 4 year ago.

**Middle management 1:** working system and corporate culture because we work as a team and like family and for another thing is we don't any secret to each other and from this points, it makes good atmosphere within organization and it can create happiness for working of employees. For the result is very success because since I am working here, I saw 2 peoples resign from company one is my sale coordinate, she resigns for married and another one is CSR of organization who want to do the graphic design.

**Middle management 2:** corporate culture that make everyone in organization become a real family. (we help each other and share everything we know to other) from this point it must create good atmosphere for working and make employees want to stay with organization in long time. For the result, it very success because since the organization had establish we have a low turnover rate.

*Practice: Retaining staff*

According to information, every samples had told the hotels of HACO group focus on using corporate culture and working style of organization to retain their employees for working with them for long term because their focus to make their employees happy when they work, don't worry to the task because we are same team, family. So, we will help each other to make the task success and for their solution to retaining staff is very success because every samples had told in same detail about turnover rate of they organization had a low rate and give some number of peoples who resign from the organization. from this information had refer to hotels of HACO group use Honeybee theory in term of retaining staff in high level to make them organization can sustainable leadership in market.

**Question 4**

Question: How the firm make employees happy by promote or motivate and what the affective from promote or motivate?

Information: **Top management:** our firm don't focus on promote or motive employees, we only focus on create a good relationship within organization. (work in team, we are one family, transparency)

**Middle management 1:** we don't have any promote or motivate because any employees who have year experience equal policy of organization their will be automation promote to next level. For example, employees who just joint with organization and they will work with organization for 3 yeas they will be promote to manager.

**Middle management 2:** we don't focus about promote or motive. We only focus only happiness during work by create a good relation between employee, team work, family to make our employees happy for working with the organization

*Practice: Success plaining*

According to the information, every sample had answered in same direction that hotels of HACO group don't focus on promote or motivate employees because they have policy to promote their employees by evaluate from from years' experience

to work for the company (information from top management during interview) and they only focus on make a good atmosphere in organization, relation and working style to make their employees happy for working with organization. From the information had show hotels of HACO group use Honeybee theory in term of success plaining in middle level for promote or motive their employees and make organization can sustainability in the market.

### Question 5

Question: How the firm take care and approach to employees about their welfare? and what is the result of your solution?

Information: **Top management:** for take caring employees welfare of our organization is stay in standard like another company is give 6 day holiday to 12 days depend on position, permanent funds, group insurance (health insurance) and subvention for family of employees or cousin of employees in term of funeral. For another thing that our organization take care our employees is control number of task in organization because our company don't want any employees feeling stress to much of work. (if employees stress to much, it will make good atmosphere of organization damage)

#### *Practice: Valuing staff*

According to the information, the hotels of HACO group had give a normal welfare to their employees but their have care about feeling, number of task of each employees and take care each other that refer to hotels of HACO group use Honeybee in term of valuing staff in middle level for take care their employees in term of avoid stress in working place, employees upset and keep their employees feel happiness for working with organization. For the evident that show the hotel of HACO group use Honeybee theory is the information from top management that she said, the organization had give a standard welfare to the employees and they control the number of task of each employees for avoid stress.

### Question 6

Question: What is the management and decision style of your CEO?

Information: **Top management:** for me, management style of me is manage high priority task first then to lower priority by I am header and assign responsible to each employees and I will always monitor each employees when they do the task if they have problem I will help them immediately. For decision style, I am a fast decision but before I am decision to do something, I must brainstorm with my employees for collect suggest, idea and then I will decision.

*Practice: CEO and top team*

According to the information, top management of hotels of HACO group have do follow the Honeybee theory in CEO and top team practice for make corporate can sustainable leadership because when top management decision to do something, they will must share information to their team and brainstorm to find a information or solution before decision and when team member have a problem everyone in the team will help each other for solving problem.

### Question 7

Question: How the firm promote and respond ethical in workplace?

Information: **Middle management 2:** We have morning brief for everyday. So, we use this time to announcement news, vision of organization, tell success story, policy of organization, task and tell the success story of our employees, competitor, important peoples. For another thing is create public relations in organization, sport days, welcome first year employees, birthday party of employees in each months

For the ethical of organization is in team, no secret, don't work late. For the result, everyone in organization had follow our instruction.

*Practice: Ethical behavior*

According to the information, middle management of hotels of HACO group just only explain how they promote ethical in work place by using morning brief, welcome

first year employees and birthday part of employees in each month to promote their ethical but they didn't explain about the result of their solution. (During the interview, I have asked more information about what is ethical of your organization and the result of your solution) so, this information isn't enough to identify which theory are matched to the solution of HACO group are promote their ethical because when I am interview middle management 2 and ask more information, they only explain about the result is everyone in our organization listen everything and they do follow instruction. For the ethical of their company work in team, have no secret to each other and come to work on time.

### Question 8

Question: What is your Business strategy of your firm are focus on long term or short term?

Information: Top Management: for our business we will focus on long-term because we want to make our hotel become on top mind of the customer and leader in market

*Practice: Long or short term perspective*

According to the information, the hotels of HACO group have focus on long-term business that match to Honeybee in term of long or short term practice because answer of top management have told about focus on long term business for create reputation of hotels to become top mind of the customer and become a leader in the business.

### Question 9

Question: Are you change anything in organization for face off financial crisis and for sustainable leadership of firm?

Information: Top management: We had change a little bit by more saving cost for office supply, maintenance equipment instead of buy the new one and stop plan for increase number of employees but don't increase responsible to existence employees.

*Practice: Organization change*

According to the information, the hotels of HACO group had change a little bit for face of financial crisis by reduce cost of operation such as office supply, maintenance program for equipment in hotel room instead of buy new one. For the people, hotels stop plan to increase number of employee but they don't give more responsible to existence employees. for the information had refer to Locust theory because they are facing problem in short term not long-term. for example, they reduce cost of office supply, stop recruited new employees in the financial period.

**Question 10**

Question: How about financial of the firm?

Information: Top management: for our financial is very strong, you can ask anyone in our organization or competitor, we don't have a problem about pay salary, intensity, commission, hotels of our organization had always renovate in every years and our company have plan to open new hotels in one and half year but don't tell you where are locate but I tell you only you must feel wow when see it and I am very confident this hotel will be become top ten in best hotel in Thailand.

*Practice: Financial markets orientation*

According to the information, Top management look pound in they organization and very confident when they answer the question that their organization is very strong financial because their organization never pay salary, intensive, commission late to our employees, our hotels always renovate every year and the important thing is our hotels group have a plane to open new hotels in next one and half year. For all of this evident, hotels of HACO group use Honeybee theory in term of financial markets orientation practice to make their hotels can sustainable leadership in the market.

### Question 11

Question: What is the activity of your firm that responsible to environment?

Information: **Middle management 2:** We focus only create new place for driving, snorkel and save coral in deep sea. For another we help sometime when organization about environment request.

*Practice: Responsibility to environment*

According to the information, hotels of HACO group had responsible to environment only saving coral in deep sea, create new place for diving and another activity follow nature conversation request to our hotels. From the information had shown hotels of HACO group use Honeybee theory in term of responsibility to environment but they are don't focus to much on responsibility to environment.

### Question 12

Question: What is the activity of your firm that responsible to social?

Information: Middle management 2: For social respond we focus on helping victim from tsunami.

*Practice: Social responsibility (CSR)*

According to the information, Hotels of HACO group had only help victims from tsunami and for another activity they didn't do anything else. So, from the evident that hotels of HACO group help victims from tsunami is refer to hotels of HACO group use Honeybee theory in term of social responsibility (CSR) to make a good thing to the social and use for sustainability of hotels.

### Question 13

Question: How do you take care and approach to customer and supplier? (for middle management and employee)

How do you feel about service from hotel?  
(for guest)

Information: **Middle management 1:** for supplier, we give a reward to supplier who had reach the target and set program training about each hotel to supplier. For customer, we have program for customer who return to the hotel again (for example, second time free one dinner, third time free wind and one-hour massage), email greeting and say hi to customer and when the customer come to rest at hotel every staff will take care customer in highest quality service. (For example, remember the name of customer and every time that pass the customer, we will be greeting customer with his or her name and another example is try to understand what is the customer who come to rest like or not like and create activity or special thing for customer such as customer like red wine. So, our hotel will prepare a surprise by give a best red wine to customer when they arrive the hotel room for free.)

**Employee 1:** for supplier, we give the reward to supplier when they reach the target of company and visit program (visit supplier office for update information). For customer we will take care every customer who come to rest with our hotels in same standard is high quality of service (For example we check information in each customer who come to rest with us in each date for find what is the customer like and our team will prepare a surprise to customer such as customer like coconut water, when customer arrive hotel we will serve coconut water for welcome drink to the customer) and give reward to customer who return to our hotels. (For example, give discount to customer, give free dinner or massage, surprise (give the thing that customer doesn't expect to receive from hotel such as birthday cake, special dinner on private boat)

**Guest 1:** I am very happy about service of the hotel because they take care me like the queen. For example, I need to eat chili crab on midnight, the front of the hotel will find it for me and for another that I like is staff of hotel very interest to take care me such as I am go to swimming pool and drop dirty dress on bed and when room service come to clean my room their bring my dirty dress to washing for me.



**Guest 2:** for the service of this hotel is very good, I am very happy with the staff of this hotel (Casa de la flora) since I am book the hotel, reception give all information that I want to know such as tourism location, how to go to tourism location and what the thing that I should prepare for travel on the date that I book. When I arrive the hotel, front hotel gives me a surprise by give me a chocolate lava and rose tea for welcome drink, it makes me very impressive with this hotel and along I am rest on hotel all staff of hotel always take care me very well such as greeting, keep asking for do something for me. After I am back from hotel, the hotel had sent a surprise post card to me and for postcard have a picture of me smile when I am do activity at the hotel, it make me want to come back to the hotel again.

*Practice: Stakeholders*

According to the information, Hotels of HACO group had take care all stakeholder by they focus on customer more than supplier, for the evident that make hotels of HACO group look take care customer than supplier is when I interview samples from hotels of HACO group they try to explain how they take care customer and they look happy when talk about activity that they do for customer and from information they just mention about supplier a little bit and they only a standard benefit that give to supplier is reward for sale reach target, coaching program about information of hotel and how to sale. Follow the information that I am mention before hotels of HACO groups had use Honeybee theory in term of stakeholders in medium level because they take care all of stakeholder but in different. From the evident that they had mention about supplier are to different from customer. For the information about hotels of HACO group had take care in high quality of service, I have an evident from interview guest who ever rest at hotels of HACO group at least 2 hotels and they had approved the service of hotel are very good. All the staff of hotel had take care very best. For example, greeting, make a surprise to customer when they arrive hotel (guest 2 information) and when back from hotel by sending postcard that have a picture of guest (guest 2 information)

### Question 14

Question: How the organization can share business vision to all level employee?

Information: **Middle management 2:** We use morning brief to repeat our vision and target of our company to our employee and I think this activity is very successful because we can do everyday and it become encourage activity to our employee follow company vision because when Top manager had spoken about vision of company, he will give some success story to make the employees think and have emotion to connect with story and they will keep attitude, idea and vision to principle when they working. Example for the story that our employees like is Jiro the sushi maker who didn't stop develop skill in making sushi because he want a better sushi in everyday.

*Practice: Vision's role in the business*

According to the information, hotels of HACO group had give an important about share vision, update information and create a good attitude to the employees by using morning brief. For the morning brief, everyone in the team must had to share information about there activity of yesterday and task for today and before everyone had share their information, top management will update information to everyone first then tell the target of the organization and the tell shot story about success peoples and after success story they will let everyone share information. (this information come from interview) for the result of using morning brief to share the vision is success because everyone had brought the idea, information, attitude for apply to themselves. (this information come from interview middle management and they explain about success for share vision to the customer). For the all information, hotel of HACO group had use Honeybee theory in term of vision role to business in high level because they focus on create attitude, idea and make vision of every employee like the vision of the corporate by using morning meet to repeat their vision to employees and give a story for make employees have an idea, attitude and motivate them have a power to do the task.

### Question 15

Question: What is the position in your firm have authority to decision making in business activity?

Information: **Middle management 1:** for my organization, every employees have specific responsible and they have a power to decision maker on their responsible. For example, me have responsible to take care customer who come to rest with my hotels in year Jan 2012- Dec 2013 and corporate customer in south of Thailand. So, I can decision which customer should have any discount or should have some special thing from hotel( almost I a m give it to all customer) by no one come in interrupt my decision but before I make discussion I will share information to all of my team and ask their suggestion from employees or manager of me.

*Practice: Decision making*

According to the information, everyone in hotels of HACO have power to decision maker because everyone in the organization have own responsibility. So, when they do own responsible they have duty to decision on the task but before they decision, they must share information to other person in the team and brainstorm in the team and finish brainstorm in the team, they will decision making. For all the information that I mention before, I can conclude hotels of HACO use Honeybee theory in term of decision making for give authorize to anyone in corporate have a power to decision but it not full power because they must share information and brainstorm with other before they can decision. For the evident that middle management 1 had said in the interview for my organization, every employees have specific responsible and they have a power to decision on their responsible but before they can decision they must share information to other peoples in the team for get suggestion from other employees and manager.

### Question 16

Question: How about management system of organization?

Information: **Middle management 1:** like the answer of last question because every employee in organization have own responsible and have a power to decision on their responsible but before do something or decision something we will share information to another and need suggestion from another before decision and when anyone need another help, anyone who free or don't have must jobs their will come to help immediately.

**Employee:** my organization have management and decision system depend on style of each employee because every employees have specific responsible and power to decision on their responsible but we still work like team because to do something, we will take to everyone in team for get information, suggestion and then we will bring this information to decision later.

*Practice: Self-management*

According to the information, employees of HACO group have own specific responsible and they have power to decision and manage their tasks by themselves but they don't have a fully power to decision and manage because when do anything, they must to brainstorm with another employees and manager for get more information, suggest or solution then they have fully power to decision and manage their tasks. For the above mention has refer that hotels of HACO group had use honeybee theory for make them can sustainable leadership in term of self-management practice. For the evident is information from middle management 1 and employee were said in the interview, everyone in hotels of HACO group have authorize to decision and manage their task but before decision or manage anything, they must share information and brainstorm first for get suggestion and solution from another employees and manager.

### Question 17

Question: How about working system of the firm?

Information: **Middle management 1:** according to every employee of my organization have For example, I have sale target in this month for 2 million baht and in the current I don't have any customer on hand. So, I will bring this problem to tell everyone in my team include manager and top manager then we help together to find the solution and for the solution after brainstorm, I got 200 thousand baht from revenue of my sale manager and 400 thousand baht from top manager. For another thing that I got is customer account from my teammate. specific responsible and power to decision on their responsible. So, working system of my organization is we use morning brief to share our information, task and brainstorm for get idea or information to every employee to decision on their responsible. When anyone have problem, we will help each other to solve the problem.

**Employee:** for our working system is work like the team and help each other to achieve the task.

#### *Practice: Team-orientation*

According to the information, hotels of HACO group had working in team, help each other and their working system be kind to work as a team. For example, every morning they have morning brief for sharing information and discussion about the problem of the employees. so, from this point everyone in the team have part of each other by give some suggestion and when anyone in the team have a problem everyone in the team will help team member who have a problem. For the evident that show hotels of HACO group had work in team is the example from employee that have a problem about no customer on hand and can't achieve target on time. So, in the morning brief they help together to find the solution for help the employee that have a problem and they success by top manager and sale manger had satisfy their revenue to employee who have a problem and another team member had satisfied their customer account to employees who have a problem. From the above mention, hotels of HACO group had

use honeybee theory in term of team-orientation in high level for make their organization can sustainable leadership.

### Question 18

Question: What is the culture of the firm?

Information: **Middle management 2:** for the culture of my company is family, we help each other, love each other, no secret to each other and take care each other. So, everyone in the organization is one big one family.

#### *Practice: Culture*

According to the information, employees of hotels of HACO group have a very strong culture because they have a very strong corporate culture and working system to make their employees become one of the corporate for help each other, love each other, take care each other and no secret to each other. For the another information to encourage hotels of HACO group have a very strong culture within organization is information from question 3, 4 and 5 that said employees of HACO group have to share information to each other before decision, help each other to achieve the target of the firm and love everyone like their own family. (information from question 3,4 and 5) for the all evident had shown the hotels of HACO group had used Honeybee theory in term of Culture in high level to make their company can sustainable leadership.

### Question 19

Question: How your organization have sharing information and knowledge between department? And how to share information and knowledge?

Information: Middle management 1: yes, my organization have sharing information and knowledge to another department and our department. For our department we use morning brief, group line and weekly meeting. For other department is weekly department and property conference. For sharing ability from one employee to other employees, we have a program every 6 month for training every ability that need in the business. For example, English and Chines language, management training, customer service, hotel management, etc.

*Practice: Knowledge sharing and retention*

According to the information, hotels of HACO group always share knowledge and information to everyone in organization and within the department by using morning brief (within department), group line (within department and all organization), weekly department meeting (within department) and monthly property conference (all department). For transfer ability to employees, hotels of HACO group have a training program for everyone in organization to developing themselves and share ability to other employees. for the evident is the information from middle management 1 that said in question 19, we have sharing information and knowledge to another department and within department. For another evident is information on question 1 that all management of hotels of HACO group said about the important of developing peoples and mention about training program to their employees. for above mention has show the hotels of HACO group had used Honeybee theory in term of knowledge sharing and retention in high level for make organization can sustainable leadership.

**Question 20**

Question: Can you trust in your employee or not?

Information: **Middle management 1:** yes, I can trust everyone in my organization because we are family and we have the same vision and target.

**Middle management 2:** yes, we are family. We have share everything to each other, has no secret between our employee.

*Practice: Trust*

According to the information, middle management 1 and 2 had said with the confident about their employees can trust because they organization have a strong corporate culture, working system and love each other like own family. (for evident is information in the question 18 (culture) and sharing information before decision making in question 25 (decision making)) from this point had show relationship within organization of hotels of HACO are very strong and trustable. From above mention, had show hotels of HACO group had use Honeybee theory in term of trust in high level for make they organization can sustainable leadership.

### Question 21

Question: How your organization are interest in the innovation? and for the innovation have any affect to the firm ?

Information: Top management: Yes, my organization is very interesting in innovation because our brand image is creative, luxury and innovation. So, we always need to update innovation to our hotel. (depend on suitable to the hotel and cost) For example, in the present day, people like to watch movie online. So, our hotel will provide movie database (storage that keep a lot of movie) for customer can choose the movie that they want to watch when they come to rest on my hotel and our will provide download system in computer at customer room for download any movie doesn't in the list of storage.

#### *Practice: Innovation*

According to the information, hotels of HACO group had very interested in innovation because their hotels is a design hotel and luxury hotels with the innovation. From the information that top management said we always update innovation and apply to our hotels depend on suitable to each hotels and cost of technology. From above mention refer to hotels of HACO group had used Honeybee theory in term of innovation to make their hotels can sustainable leadership but in the middle level because they focus on hotel but didn't focus on office technology or operation technology.

### Question 22

Question: What is the thing to motivate people and your employees want to work with your organization?

Information: **Middle management 2:** for the thing to motivate people want to joint our company is brand image of our hotels, reputation of our hotels and our hotels had always open new hotel every 7-8 years and for another thing is my organization have a high salary rate than another competitor in hospitality business.



*Practice: Staff engagement*

According to the information, hotels of HACO group use brand image, reputation and higher salary rate than another competitor to motivate peoples from outside want to join their company. from above mention, hotels of HACO group has use Locust theory for low level in term of staff engagement for motivate peoples want to join they organization and make them organization can sustainable leadership.

**Question 23**

Question: What is the strength point of your firm that can beat competitor?

Information: **Top Management:** for the strength of our hotels are design hotel, innovation, beautiful accommodation, high quality of service and have 3-star Michelin to create new menu for our restaurant and we always check our standard in term of quality that over our competitor and always upgrade our standard.

**Middle Management 1:** for the strength of our hotels are high quality of service, beautiful accommodation with high technology and good food.

**Guest 1:** Design of hotel, good service, good food, private environmental and price are more valuable

**Guest 2:** Design of hotel, facility of hotel, private environmental, good food and nice customer service.

*Practice: Quality*

According to the information, hotels of HACO group have a strength point about design, innovation hotel with high quality of service and their always check and upgrade their quality of hotels. (information from top management during interview) from above mention, hotels of HACO group had used Honeybee theory in term of quality in high level because hotels of HACP group have a concept, vision and brand image of their hotel is luxury and design hotel with high quality of service.

After finish analyze all information follow 23 practice of Honey theory, I am concluding The hotels of HACO had used a lot of practices of Honeybee theory

and some of Locust theory to make they organization can sustainable leader in financial crisis period for the detail is in table 5.1.

For the interesting information, I was found the interesting in management system of organization to manage their employees become one family and update information system of hotels of HACO group are very perfect because they have activity for update their information in everyday, week, month and every employee have to join and share their information to other peoples.



Table 5.1 Information Analyze

Question	Practice	Honeybee Theory	Locust Theory	No show	Low	Medium	High	Evident
1	Developing peoples	X					X	when I am interview each sample, they will use a few second to think and answer my question, they were answered in same direction, activity (training program every 6 months, sending employees to study at 5-star hotel outside country and learning from mistake(feedback) and find the solution), they are keep develop everyone in organization (for example, language, service mind, negotiation (this information come from sample had explain to me after finish interview) and they are very confident when they are answer.
2	Labor relations	X					X	every samples had said them organization are work in team, respect each other, no secret to each other and they want to avoid any conflict in working place and also they have family culture to maintain their relation in organization.
3	Retaining staff	X					X	the hotels of HACO group focus on using corporate culture and working style of organization to retain their employees for working with them for long term because their focus to make their employees happy
4	Succession planning	X				X		every sample had answered in same direction that hotels of HACO group don't focus on promote or motivate employees because they have policy to promote their employees by evaluate from from years' experience to work for the company (information from top management during interview)

Table 5.1 Information Analyze (cont.)

Question	Practice	Honeybee Theory	Locust Theory	No show	Low	Medium	High	Evident
5	Valuing staff	✗				✗		The information from top management that she said, the organization had give a standard welfare to the employees and they control the number of task of each employees for avoid stress.
6	CEO and top team	✗					✗	When top management have decision to do something, they will must share information to their team and brainstorm to find an information or solution before decision and when team member have a problem everyone in the team will help each other for solving problem.
7	Ethical behavior			✗				middle management of hotels of HACO group just only explain how they promote ethical in work place by using morning brief, welcome first year employees and birthday part of employees in each month to promote their ethical but they didn't explain about the result of they solution.(During the interview, I have ask more information about what is ethical of your organization and the result of your solution)
8	Long- or short-term perspective	✗					✗	top management have told about focus on long term business for create reputation of hotels to become top mind of the customer and become a leader in the business.
9	Organizational change		✗			✗		the hotels of HACO group had change a little bit for face of financial crisis by reduce cost of operation such as office supply, maintenance program for equipment in hotel room instead of buy new one. For the people, hotels stop plan to increase number of employee but they don't give more responsible to existence employees.

Table 5.1 Information Analyze (cont.)

Question	Practice	Honeybee Theory	Locust Theory	No show	Low	Medium	High	Evident
10	Financial markets orientation	✗					✗	Top management look pound and confident that their organization never pay salary, intensive, commission to their employees late and their have a plan for open new hotel in next one and half year.
11	Responsibility to environment	✗			✗			Hoteles of HACO group only saving coral in deep sea, create new place for diving and another activity follow nature conversation request to our hotels.
12	Responsibility to social (CSR)	✗			✗			Hoteles of HACO group only help victim from Tsunami
13	Stakeholders	✗				✗		Hoteles of HACO had take care customer and supplier by customer they focus on high quality of service and make customer satisfaction. For part of supplier they will focus on reward if supplier can reach the sale target and they give a coaching session to supplier for information of the hotels and how to sale.
14	Vision's role in the business	✗					✗	From the information of middle management said in the interview that hotels of HAGO have morning brief everyday for update information, repeat vision, tell the target of corporate and top management tell success story to create motivation to the employees.

Table 5.1 Information Analyze (cont.)

Question	Practice	Honeybee Theory	Locust Theory	No show	Low	Medium	High	Evident
15	Decision making	✘				✘		middle management 1 had said in the interview for my organization, every employees have specific responsible and they have a power to decision on their responsible but before they can decision they must share information to other peoples in the team for get suggestion from other employees and manager.
16	Self-management	✘				✘		middle management 1 and employee were said in the interview, everyone in hotels of HACO group have authorize to decision and manage their task but before decision or manage anything, they must share information and brainstorm first for get suggestion and solution from another employees and manager.
17	Team-orientation	✘					✘	The example of employee that show process of working of hotels of HACO group are working in team. (For example, I have sale target in this month for 2 million baht and in the current I don't have any customer on hand. So, I will bring this problem to tell everyone in my team include manager and top manager then we help together to find the solution and for the solution after brainstorm, I got 200 thousand baht from revenue of my sale manager and 400 thousand baht from top manager. For another thing that I got is customer account from my teammate.)
18	Culture	✘					✘	Employees of hotels of HACO group had share information to another person in the team for brainstorm and get more information before decision, help each other when someone have a problem, love each other like their own family.

**Table 5.1 Information Analyze (cont.)**

Question	Practice	Honeybee Theory	Locust Theory	No show	Low	Medium	High	Evident
19	Knowledge sharing and retention	X					X	middle management had said, we have sharing information and knowledge to another department and within department. For another evident is information on question 1 that all management of hotels of HACO group said about the important of developing peoples and mention about training program to their employees
20	Trust	X					X	Hotels of HACO group have a strong relationship within organization and they have share information to everyone in organization (information from question 15 and 18)
21	Innovation	X				X		Top management had said in question 21 about update technology to the hotels by always update new technology to hotels by evaluate technology from suitable and cost.
22	Staff-engagement		X		X			Hotels of HACO group use brand image, reputation and high salary rate than competitor for motivate people from outside to join their organization.
23	Quality	X					X	From the information of top management had said our hotels always check and upgrade our hotel.

Follow the detail in table had shown hotels of HACO group was focus on sustainable leadership in long term because they use 20 from 23 practice of Honeybee theory to make their hotels can sustainable leadership in hospitality field by hotels of HACO groups can divide in 2 low-level practice (Responsibility to environment and Responsibility to social (CSR)) because hotels of HACO group didn't focus on responsibility to environment and social to much but they still did it follow the request from organization that want hotels of HACO group support, 6 middle-level (Succession planning, Valuing staff, Organizational change, Stakeholders, Decision making, Self-management and Innovation) because hotels of HACO group had good respond on those practice but they don't give a fully authority to their employees in decision and do something, take care their distributor, benefit to their customer, innovation to their employees and they change their business activity by depend on business situation, 11 in high-level. (Developing peoples, Labor relations, retaining staff, CEO and Top team, Long term or Short term perspective, Financial market orientation, Vision's role in business, Team orientation, Culture, Knowledge sharing and retention, Trust and Quality) because all this practices, hotels of HACO group had fully did follow principle of honeybee theory. For example, Trust, every employee in HACO group can talk everything to each other and every tasks in each department they will help together in brainstorm, suggestion and share every information to another employee in the team. For another example is developing peoples, hotels of HACO group had focus on developing their employee too much because they business is about service to the customer and in each year want and need of customers had always change, many new hotels are open. So, hotels of HACO group will always develop their employee always for save service their standard and develop their quality of service for over competitors.

For another practice is locust theory and identify theory by locust theory have consist of Organization change in middle-level because their change business activity when business stay on financial crisis period but when situation back to normal they will change to the normal business activity and Self-engagement in low-level because they use brand image, reputation and high salary rate than another competitor to motivate people to join their organization than use core value of organization, culture inside organization and another from inside organization to motivate peoples come to join their organization.



For the identify theory is Ethical behavior, the hotels of HACO group didn't focus on mention what is a good thing for do the business or mention what is the bad thing for do the business. So, this practice, I can't identify which theory are match to hotels of HACO group.

For the next chapter (chapter 6) are talk about the suggestion to the hotels of HACO group. The suggestion in the chapter 6 is the opinion of writer about how to improve the weak point in management of hotels of HACO group to be more strong.



## CHAPTER VI

### SUGGESTION

Hotel is in the service business which emphasizes mainly on quality to attract customers. But in the long run, hotel should consider that business will be sustained must consist of many factors not only customers and profits.

The suggestion would started rely on honeybee leadership framework which the only two elements that in the sustainable leadership framework fell into low attempting, responsible for environment and social.

After interviewed, the results showed that the management team and staffs did not real understand the important of this issue since it was emerged the world intention but here still. Hotel mains to say that they are innovative style but meanwhile they could be better with this issue with some campaign. All hotels in the world, they offer free cleaning services but there is a way to ask for help from customers. The paper tags would be hanged around in the bathroom on the bed and the working desk to remind customers that "every drop counts" "200liters of water to wash one towel" "please turn off the faucet during your brushing" and maybe offer something in return such as "if you stay more than 1 night and would not need cleaning service, please hanging DND tag to get free bottle of mineral water."

From the campaign hotel launched, the results of doing campaign must be shown to all staffs and customers maybe in the lobby area or in front of the hotel that each month hotel could reduce the environmental consumption which affects to better world and everyone is a part of this helpfulness. To let everyone knows that the campaign mainly emphasis on the responsibility to environment. According to this, the cost was reduced, hotel would consider this cost as responsibility to social. The money from this reduction would return in infinite frame which hotel return to society. For example, hotel" to let everyone knows on the same page that hotel cares and in return there will be more fish, better sea environmental, more travelers and the final outcomes would be on the people in the community. The yearly tracking data must be announced to

public and make it as hotel's yearly routine. From those two examples, they could be correlated to each other that once you reduced cost and save the world, hotel is attempting to create better place from those amount of money not for only hotel's profits. This could help the hotel sustain in long term for the people perception.

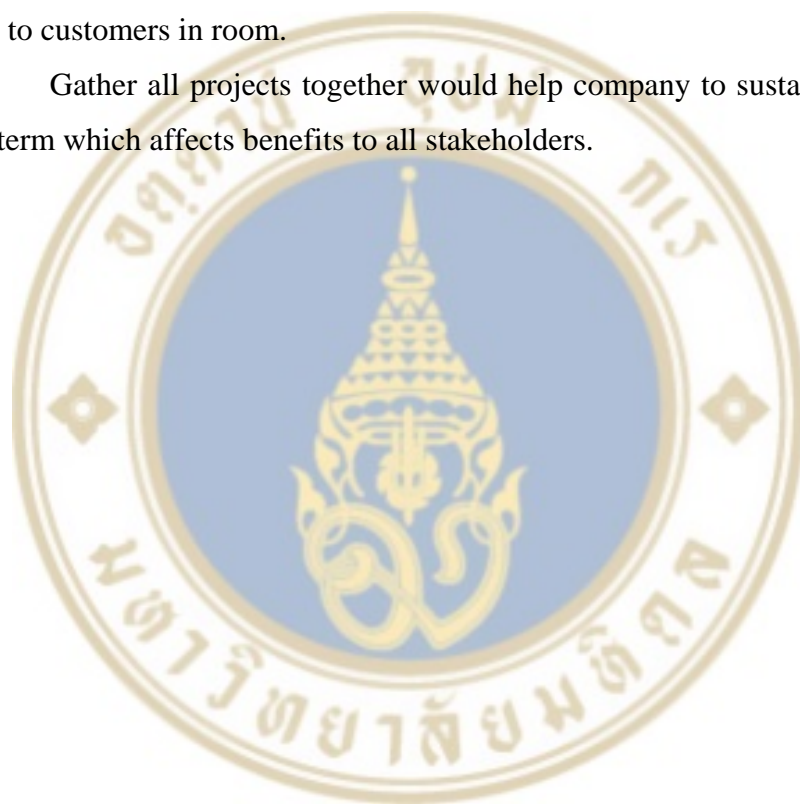
Furthermore, there are 6 elements of sustainable leadership that fell into medium rank. For the better outcomes, hotel should consider those as the improvement area which will help business sustainable in long term. Succession plan and valuing staffs are important. Even they said that they are working and close to one another like family but there are still some gaps that, during the interview, interviewers expressed their point of view to the company. There are rules and if everyone reached the expected working year with company they will be promoted but anyhow only one position. If the position dose not available, the one in line cannot be promoted. Hotel may try to figure this problem out as promote the senior to another position that higher and let them gain more responsibility then the one in line can take place if they are qualified.

By doing this, hotel shall put on more regulation and evaluation to also increase in valuing people. If they are qualified, they must be promoted and if they are not, they must try harder to be accepted. They are all need to be at the company by the qualified time and then go training and evaluation period take place during the checking time. To ensure that company will get the right and qualified one in the position and also encourage the valuing people elements that if you are the right one, you will absolutely be notified.

Decision making is also fell into medium level which hotel shall encourage group consensus by weekly meeting. This meeting will also ensure that everyone in the same loop and updating the problems for each week they had confronted. The suggestion from each staffs who are in the situation will also help hotel to improve their business and give the value to staffs. Training and give full power for decision making shall also have included to let staffs gain more knowledge for their decision skills to bring their best out. After this improvement, it also helps company to improve self-management element which also fell into medium range. Training would help them to gain more knowledge and weekly meeting would help them to gain more experiences. The better outcome for these two projects will increase the three elements to raise to high range of sustainable leadership. For stakeholder, hotels of HACO group

should give more value to stakeholder by visit program in every month, sale training and increase promotion and benefit when they can sell the hotel room, from this point hotels will get royalty from the stakeholder and gain more revenue from this project. Lastly, innovation that also not reach the high level would be improved by those two projects and come out with the innovative way as MK restaurant did so well in the service industry. The high innovative equipment's were put into the service process. Hotel shall also try to figure out the innovative items which will help company to improve the service quality not just only emphasize on the items to give pleasure and comfort to customers in room.

Gather all projects together would help company to sustain their business in long term which affects benefits to all stakeholders.



## CHAPTER VII

### CONCLUSION

After interview and analyze information from interview was found interesting information about how the hotels of HACO group maintain their sustainability leadership in hotels market by hotels of HACO had focused to do business in long term more and concern about their operation process, developing people and make all employees become one family for create their trust and teamwork inside organization. From this point had shown had shown Honeybee Leadership as an approach to ensure whether the hotels of HACO groups is alighted well with the sustainability leadership with 23 practice, which collect information from peoples who work for hotels of HACO group by qualitative approach and analysis information from interviewees by use to test the 23 practices that adopted from Avery and Bergsteiner (2010). For the result had shown 20 practice are match to sustainable leadership of Honeybee theory and 3 are not match to Honeybee theory.

In conclusion, the important thing that make hotel business can sustainable leader in the hotel market is making business in the long run by focus to create vision of organization that focus on do business in long term by create strong organization culture and process to promote organization culture to the employees for motivate the employees feel become one of the organization, always developing people in organization for prepare changing want and need of the customer, create trust between employees for create good teamwork and productivity in the business, working system like family to eliminate hierarchy inside organization and focus in quality of service stay in high standard all the time.

From this study, future research for the management team or anyone who interested in this industry performance in Thailand may go through the details or secondary research and go deeply to each point and find the way to improve the industry for the more business sustainability.

## 7.1 Managerial Implication

After study How the hotels of HACO group can sustainable Leadership in financial crisis period base on Honeybee theory that make this paper had collected important information about How the hotels of HACO management their business for sustainable leadership in hospitality field by information in this paper, peoples who work in hospitality field, owner of hotel and academics who are study about hospitality business can be use or apply information in this paper to management their business, information for academic research and prototype to start the business.

For the important information from study hotels of HACO group that owner of hotel, peoples who work in hospitality field and academic should focus in this paper are Developing people, Long-term perspective, Team-orientation, Knowledge sharing and Quality.

Developing people is one of important factor to make business can sustainable because technology, knowledge and want of customer always change that make employee in organization must prepare for changing. Especially in hospitality field that provide high quality of service for the customer. So, peoples who work in hospitality field should developing their skill always for respond for changing of customer want and need.

Long-term perspective, this practice is very important for doing business because any business are focus in long-term business have different idea to manage their business from any business that have short-term perspective by long-term are focus to make their organization are strong from inside to outside and their organization must have a life time in business in long run but short term perspective are focus on how to generate income or profit by don't care secure of organization for doing business and structure inside the organization are good or bad.

Team-orientation are the key factor to make organization have a good atmosphere, relationship and increase productivity because this practice can help management level to design working process in organization to make their employees help each other to achieve their target and create culture of organization to help each other and love each other like family.

Knowledge sharing, good organization should have this practice because sharing information and knowledge to another peoples are help organization to manage their workforce because they always share information to each other when one them missing another peoples can handle instead of who missing because they know information of each other.

Quality are very important practice in hospitality to make business can sustainable leadership and make customer satisfaction because in hospitality business quality are telling about level of the business and brand awareness of the organization. So, in this practice should more focus to make the business are stay in high quality of service.



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