

**KIMPTON MAA-LAI, A CASE STUDY:
“HOW TO SUCCESSFULLY OPEN A LUXURY HOTEL
DURING A PANDEMIC”**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2022**

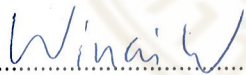
COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic paper
entitled
**KIMPTON MAA-LAI, A CASE STUDY: “HOW TO
SUCCESSFULLY OPEN A LUXURY HOTEL DURING A
PANDEMIC”**

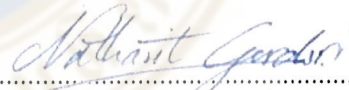
was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
September 4, 2022



.....
Mr. Alessandro Mathieu
Candidate



.....
Assoc. Prof. Winai Wongsurawat,
Ph.D.
Advisor



.....
Assoc. Prof. Nathasit Gerdstri,
Ph.D.
Chairperson



.....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University



.....
Pabhawan Suttiprasit,
Ph.D.
Committee member

ACKNOWLEDGEMENTS

I would like to take this opportunity to express my appreciation to the College of Management Mahidol University (CMMU), all its professors and assistants who made it possible for me to earn such valuable knowledge and skills towards my whole experience in this school. Most importantly, I would like to thank my research advisor for this paper, Associate Professor Winai Wongsurawat Ph.D. He has been assisting me towards the creation of this case study from top to bottom. His help and support have been extremely valuable to me, always inspiring my work and pushing me to achieve the best possible outcome.

The people who made my experience at CMMU possible are my family, who have been supporting my journey until the very end. For this reason, I would like to truly thank them. Their help and support made all this possible and I would have not achieved any of this without them.

Lastly, I would like to thank all the people involved in this case study who have been extremely crucial in gathering the information needed. Thanks to their time and cooperation it was possible for me to create this study

Alessandro Mathieu

KIMPTON MAA-LAI, A CASE STUDY: “HOW TO SUCCESSFULLY OPEN A LUXURY HOTEL DURING A PANDEMIC”

ALESSANDRO MATHIEU 6349092

M.M. (MARKETING AND MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. WINAI WONGSURAWAT, Ph.D., ASSOC. PROF. NATHASIT GERDSRI, Ph.D., PABHAWAN SUTTIPRASIT, Ph.D.

ABSTRACT

The past two and a half years have been putting the world on its knees and most industries have been extremely affected by the pandemic of Covid-19. Among the most affected, the hospitality industry is among the ones who stand out the most. Thailand, just like most countries, has been trying to protect the country by adopting various preventive measures including preventing international arrivals. This attempt of preventing the spread of the disease in the Kingdom, led to an even stronger impact on hospitality and related businesses which saw the international arrival drop to figures close to zero.

While most hotels in Thailand were struggling to survive and keep their operation running, a new player decided, against all odds, to open for business in Bangkok, that was Kimpton Maa-Lai.

In this case study, the writer will analyse Kimpton Maa-Lai opening strategy and what made them succeed in one of the most difficult times of our recent history. The hotel, managed during the past 2 years, to become one of the most successful and glamorous hotels in Bangkok. This paper aims to find out the how and the why of their success.

KEY WORDS: Hospitality, Leadership/ Social Status/ Domestic Tourism (in Thailand post Pandemic)/ Brand Awareness/ Collective Business Creativity

33 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
CHAPTER I INTRODUCTION	1
1.1 Hospitality background of Thailand	1
1.2 Impact of Covid-19 on the hospitality industry	2
1.3 Kimpton Maa-Lai Bangkok	2
1.4 Expected Benefits of this research	3
1.5 The Objectives	4
1.6 Main events during the pandemic concerning Thai tourism	4
CHAPTER II LITERATURE REVIEW	6
2.1 Keywords	6
2.1.1 Hospitality	6
2.1.2 Leadership	7
2.1.3 Social Status	7
2.1.4 Domestic Tourism (in Thailand post Pandemic)	8
2.1.5 Brand Awareness	8
2.1.6 Collective Business Creativity	9
2.2 A Marketing & Strategic Management Insight	9
CHAPTER III RESEARCH METHODOLOGY	12
3.1 Sample and Interviews	12
3.2 Questionnaire	13
3.3 Secondary Data	14

CONTENTS (cont.)

	Page
CHAPTER IV FINDINGS (DATA ANALYSIS)	16
4.1 Interviews Extracts	16
4.2 Interviews conclusion: highlights & common points	21
4.3 Limitation of the findings	22
CHAPTER V CONCLUSION / RECOMMENDATION	23
5.1 Conclusion	23
5.2 Key Lessons	25
5.3 Limitations of the Study	26
REFERENCES	27
APPENDICES	31
BIOGRAPHY	33

LIST OF TABLES

Table		Page
1.1	Total of international arrivals in Thailand	2
1.2	The main events during the pandemic concerning Thai tourism	4
3.1	Interviewees Information	13



CHAPTER I

INTRODUCTION

In this chapter there will be an overview of the hospitality industry of Thailand during the pre-pandemic followed by a brief analysis of the general impact that COVID-19 had on it. Then an introduction of Kimpton Maa-Lai, who they are and what they do. Lastly, the expectations and objectives of this case study.

1.1 Hospitality background of Thailand

Thailand, with nearly 40 million international arrivals in 2019 (Statista, 2021) has been for many years one of the most popular destinations for holidays and international tourism around the world. This popularity has made the hospitality industry one of the main sources of direct or indirect income for a considerable part of the population. At the end of 2019, the tourism industry in fact, counted for 18.4% of the total GDP of the country (Thaiwebsite, Apr. 2022). The consistency with which the tourist's number has been growing over the years consequently led to an increasing number of hotels, resorts and various types of accommodation but also several services which rotated around the tourism industry.

In recent years, the convenience of travelling reached an unprecedented level giving access to more social classes to travel. This development widely contributed to boost even more the international arrivals on the Thai ground. However, despite the great demand for rooms, Thailand was experiencing a surplus in the offer for luxury hotels with an average of 815 additional rooms every year since 2015 (Phoenix Property, 2020). While the offer during 2019 went up by 5.63% and the demand only increased by 3% with a total occupancy rate of 72% (Dechgitvigrom, W., & Taweewong, P., 2020).

1.2 Impact of Covid-19 on the hospitality industry

During the past 2 and a half years, starting from the beginning of 2020, our world changed completely and only very recently we started to go back to what we considered normal. Ever since the spread of this virus the international travel stopped almost completely and with it the demand for temporary accommodations. However, the offer remained the same, creating a discrepancy between demand and offer. As a consequence, a new equilibrium had to be found and created, this forced many hotels and resorts to shut down, some temporarily and some for good.

Table 1.1 Total of international arrivals in Thailand

2015	2016	2017	2018	2019	2020	2021
29.92 Mn	32.53 Mn	35.59 Mn	38.12 Mn	39.92 Mn	6.70 Mn	0.43 Mn

(Thaiwebsite, Apr. 2022)

Even after a partial opening of the country on November 1st, the arrivals remained low and, due the closure of the Chinese borders, Thailand was denied the main source of tourists. Chinese in fact, counted for more than a quarter of the total international tourists and up to this day (June 2022) the Chinese tourism has completely disappeared.

1.3 Kimpton Maa-Lai Bangkok

Kimpton Maa-Lai is part of the homonymous American chain Kimpton, which has been owned by the IHG Hotel & Resort group ever since 2015. Kimpton also counts another property in Thailand located in the popular Southern island of Koh Samui in the Thai Gulf. The hotel has a total of 362 rooms, 131 of which are serviced residences (1, 2 or 3 bedrooms), 4 F&B outlets and 8 events space (Kimpton Maa-Lai, 2022) The hotel offers various facilities such as pool, the spa or the gym but one of its most unique and distinguished traits is their pet-friendly policy, which was a quite new feature for a luxury hotel in Bangkok at the time of their opening. Kimpton does not put any

limitations on size, weight, breed or species (except for poisonous and dangerous animals) with no extra charge of any type.

The hotel is conveniently located in the heart of Bangkok in the area of Langsuan, walking distance from Ploenchit BTS station and the popular Lumpini Park. This small district has recently become one of the most glamorous and exclusive areas of the city, with popular restaurants in the Vela complex and other luxurious residences.

One more aspect that is worth mentioning when it comes to features of this hotel, is the frequent collaboration they have with a pretty wide range of organisations and brands. Lastly, all the amenities are from top brands and of the best quality available.

Restaurants

1. Bar.Yard: day club, rooftop oasis and bar. Located on the 40st floor, Bar.Yard is a skybar which offers a tiki bar experience and an American inspired tex-mex restaurant with a touch of Thai influence.

2. Ms. Jigger: a fine cosmopolitan restaurant with an Italian menu and wide variety of classic cocktails located on the 1st floor of the hotel

3. Stock.Room: a hybrid between restaurants and grocery market with a farm-to-plate way of thinking. It offers 6 different kitchens in one place from coffee and bakery to a butcher and pasta dishes.

4. CRAFT: an all-day, pet friendly café and bar. Craft offers different and selected locally sourced products in one of the most glamour coffee scenes of Bangkok. A blend of international and local all day menu with a good selection of craft beers and soothing background music.

1.4 Expected Benefits of this research

This paper aims to develop an understanding of the strategies and the elements that made possible for Kimpton Maa-Lai to coexist with the pandemic and the restrictions of international and domestic travel put into place by different governments around the world. The expectation is to find a blend of different factors, both internal and external, that combined together made this achievement possible.

1.5 The Objectives

1. Develop a theoretical understanding that could be used as a future guideline for hoteliers. Focus on how to deal with external hardship and unprecedented events.
2. Explore the leadership style used by the managers and the importance of the management team.
3. Understand the use of marketing and strategic management in the success of the hotel
4. Identifying which key elements made possible for Kimpton Maa-Lai to coexist with the pandemic, create a competitive advantage and overtake the competition.

1.6 Main events during the pandemic concerning Thai tourism

To better understand the situation that Kimpton Maa-Lai had to endure, down below there is a list of some of the events that most affected Thai tourism and consequently the hotel industry of the kingdom. The timeline starts at the beginning of the pandemic back in February 2020 and it ends on July 1st.

Table 1.2 The main events during the pandemic concerning Thai tourism

Year 2020 (2563 in Thai Solar Calendar)

Date	Event
19 th February	Thailand declared the Covid-19 spread as a pandemic
11 th March	The WHO announced that the spread of COVID-19 is a global pandemic (PHEIC)
18 th March	Thailand declared forced closure of all entertainment and crowded areas (E.g. malls and markets)
1 st June	International arrivals for tourist is not allowed
29 th September	Long term tourist are now allow to enter the Kingdom of Thailand

(Aljazeera, 2021) (Kraichat Tantrakarnapa, Mahidol University 2020) (Global monitoring, 2022)

Table 1.2 The main events during the pandemic concerning Thai tourism (cont.)**Year 2020 (2563 in Thai Solar Calendar)**

Date	Event
October	Kimpton Maa-Lai open its doors in Bangkok
19 th December	Thailand starts a lockdown
20 th December	Introduction of Certificate of entry (CEO) and government-approved isolation facilities (hotels)

Year 2021 (2564 in Thai Solar Calendar)

21 st May	Thailand reintroduce 14-days quarantine for international arrivals
1 st July	AirAsia cancel all domestic flights for 1 month
10 th July	Partial lockdown of 9 province of Thailand including Bangkok
2 nd August	Extension of the lockdown in Bangkok

Year 2022 (2565 in Thai Solar Calendar)

7 th January	Introduction of Test & Go
1 st May	PCR test upon arrival is no longer needed and quarantine is lifted for vaccinated people
1 st July	Thai pass will no longer be needed to enter Thailand

(Aljazeera, 2021)

(Kraichat Tantrakarnapa, Mahidol University 2020)

(Global monitoring, 2022)

CHAPTER II

LITERATURE REVIEW

2.1 Keywords

- Hospitality
- Leadership
- Social Status
- Domestic Tourism (in Thailand post Pandemic)
- Brand Awareness
- Collective Business Creativity

2.1.1 Hospitality

Hospitality consists of a blend and ensemble of various services who can provide accomodation (hotels, resorts, motels, etc...) but also food and beverages services and it represents the starting point for tourist to engage in activities in their destination (John J. Sanga, 2020). In other words, hospitality is the means that sustains the tourism industry.

Hospitality is a multi-layer social phenomenon which consists of a set of practices in human relationships, economic and cultural exchange taking place in hotels (P. Lynch, A. Mcintosh, P. Lugosi, J. G. Molz, C. Ong, 2021). However, talking of hotels alone is incomplete since hotels alone are not the only venues in which these practices are used, in fact, different types of accommodation and businesses are included in a broader definition of hospitality. For instance bars and restaurants are a non-hotel type of business who can still be considered part of hospitality as an industry. Another example is AirBnB, which despite non being a hotel service is definitely in the same industry.

The nature and the core of the commercial hospitality industry can be identified in the training of the staff because hospitality is eventually made of 2 main

elements: the staff and the guest. Training is then what can link these 2 elements together and create the base of the industry (K. M. Laerdal, C. Palmer & J. Lester, 2022).

2.1.2 Leadership

Leadership is a complex and multi dimensional concept interconnected with our changing dynamic environment. In order to be understood and analysed, must be contextualised in specific, operational scenarios. There is not then a single approach to understand leadership and its implications in a business environment and there are countless theories and frameworks which can be applied in different situations (Theo H. Veldsman & Andre J. Johnson 2016). Leaders must master a wide variety of skills in order to be successful, being resilient and with a problem solving mindset. These factors are crucial to overcome crisis, extraordinary events and protect all the stakeholders best interests (Wulffers, 2017). Different theories argue in different ways and factors needed in order to become good leaders and we don't have an absolute framework or answer for that. We can only conclude that there is not a single way to become a leader however, most theories and approaches agree in accepting as part of the process of developing self-awareness, developing our emotional intelligence (EQ) and of course, practice (Esther Cameron 2017).

2.1.3 Social Status

Social Status is a multilayer construct which describes one's ranking within a social group in terms of socioeconomic status, sociometric status and one's access to resources to promote financial success (D. Rahal, M. R. Fales, M. G. Haselton, G. M. Slavic & T. F. Robles, 2021). Peer relation and evaluation represent a key element in creating the social status of each individual, a factor which can be divided in two main forms: social preference and popularity (Palacios & Berger, 2022). The same paper explains how popularity can be described as a blend of reputation, visibility and prestige within a peer group which results in admiration, leadership and social control. On the other hand, social preference is an indicator of likeability and affection towards something. The combination of these two elements create peer influence.

Various sociology and management research papers have found that social status can be expressed in different forms including economic fortune, political power

and educational level (Liu, Dei, Liao & Wei, 2020). Our social status can be reinforced by appearing in certain venues and events which can be used as a means to show our preferences, connections and wealth. People tend to identify peers' social status on immediate appearances such as clothing, social group and location in which one's appearance.

2.1.4 Domestic Tourism (in Thailand Post Pandemic)

Ever since the beginning of the pandemic of COVID-19, Thailand, just like many other countries, has seen the international arrivals brought down to historical minimum. Domestic tourism has been then almost the only source of customers for most hospitality related businesses (Kevin Fuchs, 2022). During the pandemic period, international tourism worldwide has been reduced by 72% devastating the hospitality industry like never before in our history (F. Seytoglu, 2022). For this reason, in order to survive, hotels and tourism related industries had to reinvent their business model and rely on domestic tourism instead and other streams of revenue.

2.1.5 Brand Awareness

Brand awareness is the ability of a brand to be recognized by the buyers and associated with a certain product or service category. When the brand awareness component is strong, the brand naturally comes to mind when the consumer is in need of the product or service (N. A. Brabo, A. I. Karif, S. D. Lestari & A. Sriyanto, 2021). Several studies proved that brand awareness is one of the key elements to trigger purchase intention and these 2 dimensions are positively correlated, in other words, the stronger brand awareness is in the consumer, the higher the chance of a purchase (Vitor Azzari, Anderson Pelissari 2020).

An in-depth study from The Hospitality Tourism & Service (L. T. Phong, N. T. Ahn, N. T. K. Chi, 2021) about the hotel industry, identified how brand awareness can play a crucial role in this industry which is crowded with competitors from all over the world. In a world where service quality is losing its strength due to a low-cost war, brand awareness still gives a reason to hoteliers to invest in their operations. Consumer behaviour studies, identified how brand is still a very relevant factor for consumers when renting a hotel room.

2.1.6 Collective Business Creativity

Collective creativity is a concept which revolves around the idea that organisations develop products, services and solutions through an exchange of ideas in a collective space, the interaction between different members of the same organisation can result in ideas and strategies through dialogue, debate and even conflict (Stefano Cirella, 2016). The same paper argues that collective creativity can be intentionally managed in an organisation and systematically adapted resulting in a “*micro social system*” working together towards a common goal within an organisation. In several studies has been found a direct link between creativity and successful business and projects, being this personality trait the trigger in elaborating new ideas, it is crucial to overcome obstacles and to develop problem solving skills (P. P. Sanchez, 2020). In other words, creative teams have more chances to succeed during hardship and overcome difficulties. Moreover, creativity can also lead to a more positive leadership and a better attitude towards managing a team adding more creativity in projects and problem solving. Creativity is the starting point to become different and unique through innovation, which is one of the most common key business success factors (K. W. Cheng & Y. Chen, 2009). This means

2.2 A Marketing & Strategic Management Insight

As for most successful enterprises, success is mostly made from a blend of different factors rather than only one element, once combined together they can generate a positive outcome and lead to a solid and profitable company. Kimpton Maa-Lai is no exception and the positive results they have gotten so far are the results of team efforts and the application of different frameworks and theories of marketing and management. However, some elements seemed to have played a more relevant role in their operation and it is worth mentioning them but also to analyse them to fully understand what they are and their importance.

Customer relation management (CMR) is all about retaining customers, creating a positive relationship with them and benefit from a life-time value customer base rather than single-time buyers. In a market where single time buyers are simply not profitable enough in the long run, CRM comes into play in creating various strategies

to create a deeper connection between the company and the customer, aiming in obtaining a sense of loyalty but also differentiation. Moreover, during a period of virtually complete closure of the country and a drastically reduced customer base, returning customers have become more than ever an extremely valuable resource, making CRM a crucial tool for organisations such as hotels (Ajarn Randall Shannon 2021).

A good CRM can lead to returning customers but can also have other benefits for the company, positive word of mouth (WOM) for instance. Over the past year, positive and negative reviews have been exponentially becoming more relevant for a business and lately this got enhanced even further from the social media through various influencers and viral reels (Ajarn Randall Shannon 2021). Positive WOM should reflect and be consistent with the brand identity in order to be effective

Brand Identity is the means for the company to communicate who they are, what they are and what they stand for, it is what makes it recognizable and distinguished by the consumers. It represents the visible elements of the brand like colours, font or the design and the logo. Brand identity has not been mistaken with brand personality which represents the human characteristic the brand represents. For instance, a brand could be perceived as young or feminine or playful and childish (Ajarn Khanyapuss Punjaisri, 2022)

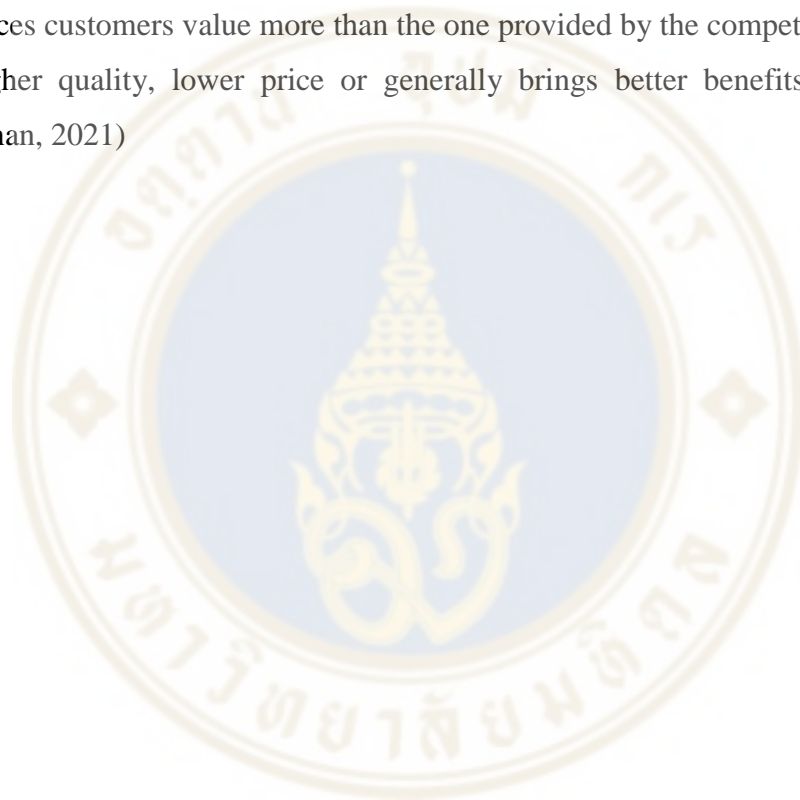
The AFI framework is a strategic management tools that aim to break down a new strategy in three main steps:

1. Analyse: the external and internal environment, the industry structure and competitive forces in the industry (E.g. Pestle, Swot or Porter's 5 Forces).
2. Formulate: an appropriate business and corporate strategy. The choice of differentiation strategy (E.g. cost leadership, innovation or superior quality) has to be consistent with the product and service provided, the location and the brand image.
3. Implement: the formulated strategy through structure, culture and control according to the previous two steps.

All these 3 elements are highly interdependent with each other and are meant to be developed simultaneously. The reason is simply because it would not be effective to formulate a strategy without a clue of how to implement it and at the same time, the environment both internal and external is constantly changing and adjustment may be

required. The aim of this framework is to create a competitive advantage for the firm and outperform the competition (Ajarn Ronald Vatananan, 2021).

Competitive Advantage is a relative concept and varies according to the industry but generally speaking, we can talk of competitive advantage when a company is able to outperform the rest of the industry using the resources at the company's disposal. If the firm is able to maintain this status over an extended period of time, it is called a sustainable competitive advantage, and puts the company in a very favourable position. The company can achieve this condition when it is able to produce either goods or services customers value more than the one provided by the competition. It could be due higher quality, lower price or generally brings better benefits (Ajarn Ronald Vatananan, 2021)



CHAPTER III

RESEARCH METHODOLOGY

Due to its exploratory purpose, this case study is based on a qualitative research method using both, primary and secondary data. The information collected for the creation of this case study have been sourced through semi-structured, one-on-one interviews conducted by the author and recorded (audio mp3 and PDF files) as a reference. Moreover, secondary data such as e-journals, articles and companies' reports were also used for the creation of this case study.

This type of data collection will allow us to build qualitative research, giving us more freedom in exploring answers on a deeper level compared to a questionnaire. This enables us to draw our conclusions through the direct answers of the interviewees with less personal assumptions and interpretation of the numbers. In other words, with this approach we are allowed to collect more in-depth information during the interview compared to what we could have achieved through quantitative research.

3.1 Sample and Interviews

The people selected for this research are all working in Kimpton Maa-Lai in Bangkok. The interviewees have been selected from different departments of the hotel in order to create a holistic understanding of the organisation collecting different points of views.

The questions asked were the same for all participants and were mostly open ended questions in order to give as much freedom as possible to the interviews to express their thoughts and include as much information as possible. As an interviewer, I aimed to limit myself in asking questions and not in any way force answers and push the interviewee in a specific direction.

The main objective of conducting these interviews was to identify and explore the key success factors for the hotel since the beginning of their activity. The interviews focus on past and present events without taking into consideration future actions and strategies. Due to the nature of the objectives for this case study, it was not necessary to dig in the future of the hotel.

In total, two people were selected for the interviews. The first interview was conducted in person, while the second one was conducted via email.

Criteria for the interviews selection:

- The interviewee is currently working at Kimpton Maa-lai
- The interviewee has been working for at least 1 year at Kimpton Maa-Lai
- The interviewee must be able to communicate in English

The names of the interviewees shall remain confidential and their names will not be disclosed in this paper. Instead they will be referred to as number interviewee 1 and 2 with the correspondent working position at Kimpton. Here below in the table, it is possible to have a summary of the interviewees.

Table 3.1 Interviewees Information

No.	Position	Years of work	Date of Interview	Location
1	Marketing Executive	1	12 June 2022	Kimpton Maa-Lai
2	Cluster Director of Sales & Marketing	3	25 July 2022	Via E-mail

3.2 Questionnaire

1. What is your position and main responsibilities?
2. How long have you been working for Kimpton?
3. What do you think are the core values of Kimpton Maa-Lai?
4. Kimpton Maa-Lai started their operations right at the beginning of the pandemics yet, the hotel managed to be successful and not only endure this situation but

also to become one of the most popular hotels in Bangkok. What were the main challenges for you and how did you overcome them?

5. How did you perceive the pandemic at work in terms of daily operations?

6. How important do you think the management team was during the pre-opening period and after that in order to get this far?

7. Granted that behind a success there is always a team effort, if you had to identify one department that maybe was the most crucial in all this which one would that be and why: HR, Marketing, Sales, Operations or top Management.

8. Considering that since the opening international tourists were completely absent: What has been the main target market for the hotel?

9. From my understanding Kimpton has 4 main sources of income:

- Hotel Rooms
- Residence (medium and long stay)
- F&B Outlets
- Events

Which one of them has provided the most consistent and reliable source of income so far?

10. Bangkok is a very competitive market for hotels, what do you think Kimpton does better than most 5 stars hotels in town?

11. The service of Kimpton's is exceptional but also quite different to most 5 stars hotels. You manage to be extremely professional and service oriented but at the same time you left behind some of the old school formalities. How much do you think this factor had to do with the popularity of the hotel?

12. Kimpton has become a popular destination for social gathering among young people in Bangkok. I see many people posting pic on their social media from here. Do you think that Kimpton has reached a point that can boost social status among people in Bangkok?

3.3 Secondary Data

The secondary data used for this case study were mostly collected from E-Journals and papers available from Mahidol University Library & knowledge Centre.

Other information was collected from various legitimate and reliable online sources including but not limited to: articles of various broadcasters, official websites and official reports of public and private companies. The main purpose of secondary data was to create the background analysis of this case found in the first chapter and to build the literature review.



CHAPTER IV

FINDINGS (DATA ANALYSIS)

In this chapter, the author will analyse in depth the interview described in the previous chapter. The aim is to try to find common points among the interviewees and recurrent themes that could be later on used to identify some guidelines based on their personal experience at Kimpton Maa-Lai during the pandemic. Each interview will be analysed singularly first and then, the information will be combined to find out and explore the key success factors.

4.1 Interviews Extracts

Interview number 1: Marketing Executive

The first person interviewed is responsible for the marketing of the bar and all the restaurants of the hotel including promotion and creation of offers and packages but also in dealing with suppliers.

When asked about the core values there isn't much hesitation in the answer: unique design, strong creativity and maintaining a solid brand identity. These seem to be among various factors who played an important role in creating what is now Kimpton Maa-Lai. Of course this alone is not enough but had to be combined with a great and convenient location (Luang Suan) and a very skilled and diverse pre-opening team. This last element seemed to have had a great importance for the success of the hotel. The pre-opening team was formed by a talented group of very creative people with very different backgrounds, creating a blend of very different ideas and approaches.

Working during a pandemic forced the whole team to develop their creative thinking in order to keep up with the always changing policies and regulation. Once again the original opening team was crucial in order to keep things running, being open minded, flexible and always ready to get involved in tasks that weren't theirs. On more than one occasion, various heads of departments went down working in operations as

well when it was needed, always maintaining a very humble mentality and a teamwork mindset. However, at the end of the day, hospitality is about service which is why the department who probably made the biggest impact was the operations (front office, F&B and housekeeping).

Considering the almost complete absence of international tourists the team had to come up with ideas for a new target market and the team realised that nobody was allowed to enter the country but at the same time nobody was also going out. As simple as it sounded, that pushed the hotel in trying to become a popular destination for Bangkokian looking for a staycation and answer their need of getting on a holiday, even without leaving town. Another strength of the hotel was to dedicate a part of their rooms for long term stays finding several tenants immediately. This allowed a pretty stable source of income from the rental agreement but also for their use of the F&B outlets since the opening.

Lastly, what seemed to have played a very important role was the type of service provided. Unlike many other 5 stars hotels which still offer pretty old school type of service, Kimpton brought some fresh air to the local scene with a more casual approach, *“less stiff and not so uptight”*. The atmosphere is friendly and more relaxed but always maintaining a very high level of service in fresh design. Personalization is one of their trademark and bringing this element to a next level definitely helped to shape Kimpton’s personality and the perception that people have of them. Often returning clients express their appreciation when finding their favourite snack waiting for them in their room, being called by name or having their preferred amenities in the room without having to ask.

(Record audio for reference)

Recurrent themes: creativity, small and strong team, great operation, design

Main take away:

1. Where there is a crisis there are also opportunities (staycations packages)
2. Even if you are in the top management, sometimes you need to get out of your office and go to the front line (operations).
3. New generations call for new wants and needs. Personalization and smart-casual service.

4. Diversification usually pays off (different source of income in the hotel)

Interview number 2: Cluster Director of Sales & marketing

1. What is your position and main responsibilities?

I am the Cluster Director of Sales & Marketing, my responsibilities are to lead the commercial activities for the property, as well as overall cohesiveness in all commercial functions. I directly overlook Sales, Marketing and Conference and Events - driving strategy and commercial effectiveness for both Kimpton Maa-Lai Bangkok and Sindhorn Midtown Hotel, Vignette Collection - an IHG Hotel.

2. How long have you been working for Kimpton Maa-Lai?

I was Employee number 4, and have been with Kimpton Maa-Lai Bangkok for 3 years on the 1st of August 2022. I was part of the pre-opening team.

3. What do you think are the core values of Kimpton Maa-Lai?

People, Design, Service, Luxury and Diversity and Inclusivity. Pet Programming is something we are also famous for.

4. Kimpton Maa-Lai started their operations right at the beginning of the pandemics yet, the hotel managed to be successful and not only endure this situation but also to become one of the most popular hotels in Bangkok. What were the main challenges for you and how did you overcome them?

For Kimpton Maa-Lai Bangkok, we were due to open in April 2020. Instead, what transpired was a global pandemic. So, we opened first CRAFT and our residences which is 30% of our inventory. This enabled us to target the local market as well as expat's here on projects. CRAFT's success has been a combination of pet-friendly areas, as well as a robust and changing menu, it's friendly and approachable. We then opened Bar.Yard maybe three weeks after, this is again to drive business from the local market and local expats. A friendly roof-top BBQ, it's a hit. The hotel itself (remainder 60%) opened in October, 6 months after the opening of the residences, and here we focused again on the local market as it's all we had. Moving through 2021, we made ground locally, and then in November 2021 in-line with Thai Pass etc, the hotel started to gain traction internationally. We are famous because we lead with heart, luxury with great conversation, luxury with great design. Positioning ourselves locally, gave us the household name, and then the ability to take the hotel on an international stage.

5. How did you perceive the pandemic at work in terms of daily operations?

Commercially, the pandemic became hard, with rules ever changing. For the hotel, we were fast to adapt. When we had to close restaurants, we moved to takeaway and delivery fast, with easy options for these services. We capitalized when we could and when we couldn't we pivoted. A hotel's ability to change and be pliable, is really I think our success.

6. How important do you think the management team was during the pre-opening period and after that in order to get this far?

Strong leadership is imperative to all hotel operations. We have strong leadership that inspires and spurs on the team to attain the results we do.

7. Granted that behind a success there is always a team effort, if you had to identify one department that maybe was the most crucial in all this which one would that be and why: HR, Marketing, Sales, Operations or top Management.

Hotels don't work that way. Solo efforts can't be drawn out like they could in a different industry, like a Physician who specializes in Cancer research or Diabetes - single star, for hotels, it's a constellation of stars. For Sales, we have to recruit the right people, which is HR, make sure they fit into the salary and expenses cap, Finance, that they can work with the other departments and can manage themselves accordingly, Food and Beverage, Housekeeping and Rooms Division etc. There are no shooting stars really in hotels, you need the whole constellation.

8. Considering that since the opening international tourists were completely absent: what has been the main target market for the hotel?

We've focused on the local market, and you should never forget the local market - because they become your biggest advocates and ambassadors.

9. From my understanding Kimpton has 4 main sources of income: Hotel Rooms, Residence (medium and long stay), F&B Outlets, Events. Which one of them has provided the most consistent and reliable source of income so far?

The sum of all parts makes for a well-oiled hotel machine, and all of them play their part. Cannot define one, because one doesn't work without another. Example. Breakfast doesn't get numbers without rooms, doesn't happen without housekeeping etc. It's Lego, and we have a big Food and Beverage operation, so it's difficult to square off what is dominant because so much relies on other revenue centers.

10. Bangkok is a very competitive market for hotels, what do you think Kimpton does better than most 5 stars hotels in town?

I don't think it's what we do better, or what other hotels do worse. We own certain spaces. Design Luxury Hotels, we own that space. Pet Friendly Hotels - we own that space. We've just won Travel + Leisure's best city hotel in Thailand, beating the Mandarin Oriental, Four Seasons and Capella - but we aren't often compared to those sorts of hotels, however the same people who read T+L stay there, so. It's not what we do better, but I think we are luxury and approachable. The team is exceptional - so many positive comments about our team members. Teamwork is so important, and strategy and direction alignment.

11. The service of Kimpton's is exceptional but also quite different to most 5 stars hotels. You manage to be extremely professional and service oriented but at the same time you left behind some of the old school formalities. How much do you think this factor had to do with the popularity of the hotel?

I think that this has made us famous, exhibiting that a lifestyle hotel can still be uber luxury. It shows that personality can be more tangible than OTT traditional luxury. I don't know how much this factor has been considered as 'winning' but it's opened the door for more hotels to explore this option. Before, a lifestyle hotel usually meant cutting corners of some description, but not Kimpton Maa-Lai Bangkok, quite the opposite.

12. Kimpton has become a popular destination for social gathering among young people in Bangkok. I see many people posting pictures on their social media from here. Do you think that Kimpton has reached a point that can boost social status among people in Bangkok?

This question is hard, because I don't know that any product elevates social status more than the circumstance surrounding it. For example, If we have a model come in, and they post, and it's not a paid KOL. IF they post, it elevates both us and them - because the hotel has some clout, but it's not the primary point. It also depends if it's a restaurant or the hotel etc.

(Emails for reference)

Recurrent themes: Teamwork, leadership, adaptation and design

Main take away:

1. Teamwork is not only important but is what makes the hotel working so well.
2. Each department is equally important and a key mechanism of the whole process.
3. It is not what you do but how you do it. Most elements that make Kimpton successful are nothing new to the industry. However, the way they decided to implement them is what makes them different.
4. Strong leadership is essential. It sets a strong foundation of the operations first and keeps inspiring the employees later.
5. Find a unique trait and make it yours (pet friendly cafe, design hotel)

4.2 Interviews conclusion: highlights & common points

During the interviews some common points stood out from the conversation and the answer given by the interviewees. Without a specific order the first element that will be discussed is the pre-opening team and their strong leadership.

For Kimpton Maa-Lai, the pre-opening team seemed to have had a strong impact on the success of the hotel. One of the factors that made it so effective was the diversity of the background of the members, different people with different types of knowledge and skills. Their collective business creativity and strong flexibility to ever changing situations led the hotel to find the right timing to implement different strategies with all the resources at their disposal. Creative thinking is of course always a valuable skill to master but it becomes a non-negotiable asset to have during this crisis. With the constantly changing regulations and policies, the team had to constantly adapt to them and adjust their business model accordingly and often think outside of the box. The pre-opening team showed over time a strong leadership which has proven to be setting the backbone of the hotel through good decisions, excellent guidance and consistency in their strategies. Their resilience and problem-solving skills made it possible to overcome the ongoing crisis that the pandemic brought on us and eventually led this journey towards the success that we know today. Most of that team is still working at the hotel up to this day and they keep being extremely important for all the daily operations.

The second aspect that employees seem to recognize as a key element is their service operation quality. Kimpton Maa-Lai has succeeded in making this one of their USPs, maintaining a very high standard service-oriented mentality but at the same time down to earth and approachable with a high degree of customization. This new approach of luxury service connected two different worlds of hospitality: lifestyle hotels and classic luxury hotels. The combination of these two segments resulted in a winning bet for Kimpton Maa-Lai which has made this one of their trademarks. They invest a lot of energy in developing their customer relationship management aiming to achieve a very customised service where every detail counts and it is used to improve the customer's experience. Their strong CRM helped Kimpton to shape their personality and brand identity, becoming who they are now. Moreover, it led to an increasing positive word of mouth among the satisfied customers.

The next and last element is the design. It seems to appear in fact that Kimpton Maa-Lai made the design one of the pillars of their brand identity which helped them shape their brand as whole and eventually increase the brand awareness among the consumers. In a highly competitive market such as the hospitality industry in Bangkok and with the lowest number of tourists the country has seen in decades, branding has played an important role. Even though it was not one element alone to make it possible, design (and their excellent service) seemed to have led the company to find their own brand identity and with it their market share.

4.3 Limitation of the findings

Due to the concern over disclosing sensitive and confidential information, some of the information provided during the interviews had to be filtered by the HR department. Kimpton Maa-Lai HR department takes this matter very seriously and does not wish to discuss certain topics on a deep and detailed level with outsiders.

CHAPTER V

CONCLUSION / RECOMMENDATION

The scope of this case study is to identify and analyse the key factors which have contributed in making Kimpton Maa-Lai successful despite having started their operation during the difficult time. In this last section, the findings collected during the interviews shown in chapter 4 will be combined with the theories covered in the literature review in chapter 2. This should allow the reader to understand on a deeper level the insight shared from the interviewees and the importance of certain key elements that contributed to the said success.

Following that, there will be a short reflection of the main lessons learned and how these may be useful as future references for hoteliers and entrepreneurs alike.

Lastly, some limitations of the study are explained. There are elements of this research that could be beneficial to further research. A deeper exploration through different theories and frameworks, which has not been done in this research, could also lead to a more extensive understanding of this topic.

5.1 Conclusion

Kimpton Maa-Lai has built a distinguished brand profile in a city crowded with luxury hotels, with its unique smart-casual design and a fusion between classic luxury and urban hotels. This has brought a sense of novelty to an industry that perhaps, for too long, was not renovating itself. Kimpton managed to reshape the idea of luxury hotel in its own terms, with a top of the game service and without carrying the weight of some of the old fashion formalities. Despite this old heritage still being highly appreciated around the world, new generations call for something fresher and with a different twist. There are new trends, wants and needs in the market and Kimpton Maa-Lai managed to successfully address this change. Kimpton Maa-Lai started its journey having to fight against the odds of success during one of the worst world crises in recent

history. However, the pre-opening team managed to find opportunities even during this time and perhaps, due to the circumstances, they have been forced to become more creative and open-minded.

From the research, there are 3 main elements in their success which are: 1. Excellent service operations 2. Strong leadership and 3. Unique design. Elements which will be now broken down.

The success of Kimpton Maa-Lai has proven that in a very conservative industry such as hospitality, some factors are still relevant today. Among them, the service definitely stands out. Hotels have been evolving and especially in the past years, the low cost market has been growing exponentially. The constantly decreasing prices came with a toll to pay and often, the service and its quality was the one to bear all the costs. The outstanding service of Kimpton Maa-Lai proved that excellent service is not only still needed and appreciated in this industry, but it can also be a key factor for the success of a hotel.

In a period where the local market was the only possible source of income, returning customers became more valuable than ever and the management team realised that. High level of CRM came into play as a main character and, as a natural extension of their excellent service, helped in creating a popular hub and a solid customer base among people living in Bangkok and domestic tourists. Through customization, responsiveness and attentive care, the team shaped the CRM and made it one of the distinctive traits of Kimpton's brand identity. A brand that gained awareness and strength very quickly and very effectively over the past 3 years. The word of mouth spread quickly online and offline among Bangkokian which did not take long to make Kimpton one of their favourite destinations.

Finding uniqueness through branding and diversification proved that there is always something missing in the market and with it, opportunities to take. Kimpton Maa-Lai identified certain spaces and dimensions making them their own and part of who they are. First with a fresh and urban design, creating and bringing something different and modern to the scene. Then becoming one of the very few upscale spaces in Bangkok who allows pets inside. Recently, there has been an increasing number of people who own pets and treat them as family members rather than just animals. This trend has been growing worldwide and Thailand is no exception. Kimpton Maa-Lai saw

this as an opportunity and went for it, needless to say that it paid off. It is enough to pay a quick visit to CRAFT, their lobby café and a get-together spot for in-house guests and visitors alike, any day of the week to witness such a successful result. This can be extended to the rooms and the residence too, considering how difficult it can be to find a pet-friendly accommodation, they managed to meet this need as well by providing a high-end pet-friendly solution.

The ability of the management team stood in their capacity to keep successfully analysing the situation, formulating new plans and strategies according to the changing environment and finally to implement those plans. By repeating these simple 3 step processes (AFI Framework) every time rules and regulations were updated, the hotel is able to adapt and overcome to be shaped in what is Kimpton Maa-Lai today.

These are the elements which contributed in creating the competitive advantage that Kimpton Maa-Lai needed to co-exist with the pandemic and overtake the already established competition in Bangkok. While many hotels were closing or struggling to survive, Kimpton Maa-Lai was thriving and growing as a brand and making its presence in the city more tangible. Kimpton Maa-Lai has not only been the change that this segment of hospitality needed but also successfully answered the new wants and needs of the consumers. The hotel managed to make a name for itself very quickly, winning several prestigious awards but most importantly becoming a very desired spot in town for locals. Kimpton Maa-Lai today is the place to be in Bangkok either for a coffee break surrounded by friendly pets, a dinner gathering with a stunning view or for a staycation in one of their extraordinary rooms.

5.2 Key Lessons

It is always important to keep up with new trends and evolve with the market but also never forget what built the foundation of the industry you operate, in this case, the service. Kimpton Maa-Lai took these elements, re-shaped them according to the market demand and made its own trademark.

Wants and needs are ever changing over time and new trends set the foundation for new opportunities. Even during a crisis, there are always opportunities

for those who can seize them. The ability of managers stands in finding them and turning them into ideas first and successful strategies later.

It is crucial to identify what your business's USP is, develop it and own that dimension, making it truly yours. Customised and top-class service, pet-friendly policy and unique design is what Kimpton Maa-Lai decided to own. Quality over quantity, there is no need to be the best in everything as long you can be the best in what is supposed to identify you as a brand.

5.3 Limitations of the Study

For this research paper, there has not been any research made to explore how Kimpton Maa-Lai is perceived from the customer's eyes but purely from internal people. It would be interesting to collect information of different customers to explore motivational factors and learn about how the hotel is perceived externally. There are different theories of consumer behaviour that could be implemented in this study and they would allow a more holistic understanding of the success of Kimpton Maa-Lai. Moreover, it would be worth understanding if and how social status is connected to the popularity of Kimpton Maa-Lai. Being associated with certain brands or locations can help people shape how they are perceived by their peers and with it, their social status in the community. In today's world, social status has a strong link with social media which often is one of the means used to communicate. We live in a time dominated by social media, these platforms are omnipresent in our life and become very relevant also in business operations. It would be interesting to do further research on social media and its effect on the success of doing business, which was not possible for this research paper due to time constraints.

REFERENCES

- Aljazeera (2021). Thailand bans gathering as COVID cases rise, deaths hit new record. <https://www.aljazeera.com/news/2021/7/17/thailand-bans-gatherings-as-covid-cases-deaths-hit-new>
- A Pelissari V. Azzari (2021). Does Brand Awareness Influence Purchase Intention? The Mediation Role of Brand Equity Dimensions. <https://eds-p-ebshost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=6a21cbb3-be8b-4edb-84b0-d3614fddd339%40redis>
- Dechgitvigrom, W., & Taweewong, P. (2020, September 3). 1H 2020 luxury Hotel Bangkok. <https://www2.colliers.com/en-th/research/research-report-1h-luxury-hotel-2020>
- D. Palacios, C. Berger (2022). Psykhe. Friends' Influence on Academic Performance Among Early Adolescents: the Role of Social Status. <https://eds-p-ebshost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=abe4a1b8-bbb7-42fe-96c9-ba0ec32436b9%40redis>
- D. Rahal, M. R. Fales, M. G. Haselton, G. M. Slavic, T. F. Robles (October 1, 2021). Evolutionary Psychology. Cues of Social Status: Association Between Attractiveness, Dominance & Status. <https://eds-p-ebshost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=070be335-65da-425d-9408-0c14c86f1c9b%40redis>
- Esther Cameron, Mike Green (2017). Koga Page. Essential Leadership: Develop Your Leadership Qualities Through Theories and Practices. https://eds-p-ebshost-com.ejournal.mahidol.ac.th/eds/ebookviewer/ebook/bmx_1YmtfXzE1MDc2NjlfX0FO0?sid=0bbe1d1f-b36e-4578-b71e-4aafecf3a32f@redis&vid=7&format=EB

REFERENCES (cont.)

- F. Seytoglu, S. Ivanov (2022). The "New Normal " in the (Post-) Viral Tourism: The Role of Technology. <https://eds-p-ebsohost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=5486c4d0-dbae-43e0-8bc0-86404d9212f9%40redis>
- N. A. Brabo, A. I. Karif, S. D. Lestari & A. Sriyanto (2021). GATR Journal of Management & Marketing Review. The Effect of Brand Page Commitment, Brand Awareness, Electronic Word of Mouth and Brand Image on Purchase Intention of Xiaomi Smartphone on Social Media. <https://eds-p-ebsohost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=ef329326-5709-4bbf-b78c-60bb256c6a93%40redis>
- Global Monitoring (2022). Covid-19 Pandemic Thailand. <https://global-monitoring.com/gm/page/events/epidemic-0001924.ISKF8fY1q3xs.html?lang=en>
- K. W. Cheng & Y. Chen (2009). Developing and Verifying a Business-Creativity Assessment Tool: A Nationwide Study in Taiwan. <https://eds-p-ebsohost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=998c4e40-d1f6-4ecc-a075-be237d18339d%40redis>
- K. Fuchs (2022). Small Tourism Business Adapting to the New Normal: Evidence from Thailand. <https://eds-p-ebsohost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=c6614e6b-95d1-4212-8a25-bce72afac32b%40redis>
- Khanyapuss Punjaisri (2022). Introduction to Branding. Mahidol CMMU, Course MGMG 585 Strategic Brand Management.
- Kimpton Hotel & Restaurant Group (2022). The Official Website. <https://www.kimptonmaalaibangkok.com/>

REFERENCES (cont.)

- K. M. Laerdal, C. Palmer, J. Lester (2022). Hospitality & Society Vol. 12 Number 1. Constructing and Performing Hotel Hospitality Culture. <https://eds-p-ebshost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=b4aae549-6fb6-42e6-a0a4-e27589c7894e%40redis>
- Kraichat Tantrakarnapa, Mahidol University (2020). Challenging the Spread of Covid-19 in Thailand. https://www.researchgate.net/publication/344680499_Challenging_the_spread_of_COVID-19_in_Thailand
- John J. Sanga (2020). Business Management Review Vol. 23, No. 2. Hospitality Employment Perceptions among Non-Hospitality Management Students and their Implications for Subsequent Job Hire in the Industry. <https://eds-p-ebshost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=47d2359f-ca6f-4b49-9603-3ae160c88205%40redis>
- P. P. Sanchez, J. R. Saura, A. Grilo & R. Robina Ramirez (2020). Creative Studies: How Attitude, Visions and Ability to Capture Opportunities Affect Startups Business Creativity. <https://eds-s-ebshost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=d2deb710-36cc-4fef-8867-ff085ac8e588%40redis>
- P. Lynch, A. McIntosh, P. Lugosi, J. G. Molz, C. Ong (2021). Hospitality & Society Vol. 11 Number 3. Critical Reflections on the Theorising of Hospitality. <https://eds-p-ebshost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=606a44fd-41b0-4474-b867-8394fe3b2a4a%40redis>
- Randall Shannon (2021). Customer Relationship Management, Data Mining & E-Commerce. Mahidol CMMU, Course MGMG 508: Strategic Marketing Management.
- Ronald Vatananan (2021). What is a Strategy? Mahidol CMMU, Course MGMG 509: Strategic Management.

REFERENCES (cont.)

- Statista (2021). Number of International Tourist Arrivals in Thailand from 2015 to 2020. <https://www.statista.com/statistics/994693/thailand-number-international-tourist-arrivals/>
- Stefano Cirella (2016). Organisational Variables for Developing Collective Creativity in Business: A Case from an Italian Fashion Design Company. <https://eds-p-ebshost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=96bc4a5b-d5bf-4599-9f7d-9eb24cb6037d%40redis>
- Surachet Kongcheep (2020, 11 March). The Phoenix Property Development and Consultancy: Bangkok Luxury Hotel Market 2019. <https://www.phoenixproperty.co.th/en/blogs/research/2925>
- Thai Website (2020, February). Tourism Statistics Thailand 2000-2020. <https://www.thaiwebsites.com/tourism.asp>
- Veldsman Theo H, Johnson Andre J. Mandonsela Thulisile Nomkhosi (2016). Leadership: Perspective from the Front Line <https://eds-p-ebshost-com.ejournal.mahidol.ac.th/eds/ebookviewer/ebook/bmxlYmtfXzEz NjU1MTRfX0FO0?sid=0bbe1d1f-b36e-4578-b71e-4aafecf3a32f@redis&vid=7&format=EB>
- Wulffers Tineke (2017). KR Publishing. Authentic Leadership Effectiveness for Individual and Teams: A Coaching Approach. <https://eds-p-ebshost-com.ejournal.mahidol.ac.th/eds/ebookviewer/ebook/bmxlYmtfXzE1OTUxNzhfX0FO0?sid=0bbe1d1f-b36e-4578-b71e4aafecf3a32f@redis&vid=7&format=EB>
- Y. Liu, W. Dei, M Liao, J. Wei (2020). Journal of Business Ethics. Social Status & Corporate Social Responsibility: Evidence from Chinese Privately Owned Firms. <https://eds-p-ebshost-com.ejournal.mahidol.ac.th/eds/pdfviewer/pdfviewer?vid=0&sid=cea08c7c-e747-4b12-a281-01f21f7edd75%40redis>



In the Google Drive folder will be possible to access:

- The audio record of Interview number 1
- The PDF file of the interview number 2 via email
- The additional source of information used provided by Kimpton Maa-Lai

Link to Google Drive:

<https://drive.google.com/drive/folders/1f4SiSJGmnumMQhiCbFk7glTWo-a4vyYO?usp=sharing>

