KEY SUCCESS FACTOR OF ANANTARA TRADITIONAL THAI HOTEL TO
ENTERING A NEW MARKET IN LUANG PRABANG LAOS

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ABSTRACT

Nowaday people have more travel needs to visit around the world. In many countries, tourism has been identified as a key economic factor to create the economic benefits and exchange the culture, help people understand each other and create a peaceful world together. When traveling most of people want a clean, comfort and luxury place for stay. Therefore, tourists have come to the hotel where everyone can meet their needs. In Thailand, one of the famous destination is the 5 star Traditional Thai Hotel Anantara. With hotel chains located everywhere from Cambodia, China, Indonesia, the Maldives, Mozambique, Thailand, the United Arab Emirates to Vietnam with a lot of positive feedback from customers. To continue the successful, this article will write about the key success factor of Anantara Thai Hotel to entering to the popular tourist city of Luang Prabang in Laos. Because the economic zones in Laos especially in Luang Prabang where be registered as world heritage by UNESCO have become a new magnet for foreign investors. The emerging markets such as Luang Phrabang will help Thai Hotels Anantara gain competitive advantage when Anantara is one of the earlier Thai hotel entering in this market. Many studies on Key success factor of Hotel to show the impact of many variable on the business successful such as Location (Lau et al., 2005), Price (Lewis & Shoemaker, 1997), Service quality (Suhaiza et al., 2006). The conclusion of this article is to prove there is a viable opportunity for Anantara Thai hotel to enter the market in Laos as well as introducing the culture of Thailand for all the tourists. There are 6 variables included: Location, Customer Service, Price, Hygiene and Facility, Ethic

Business, Product Differentiation, all have an impact on the key success factor of Anantara Thai Hotel on Laos market.

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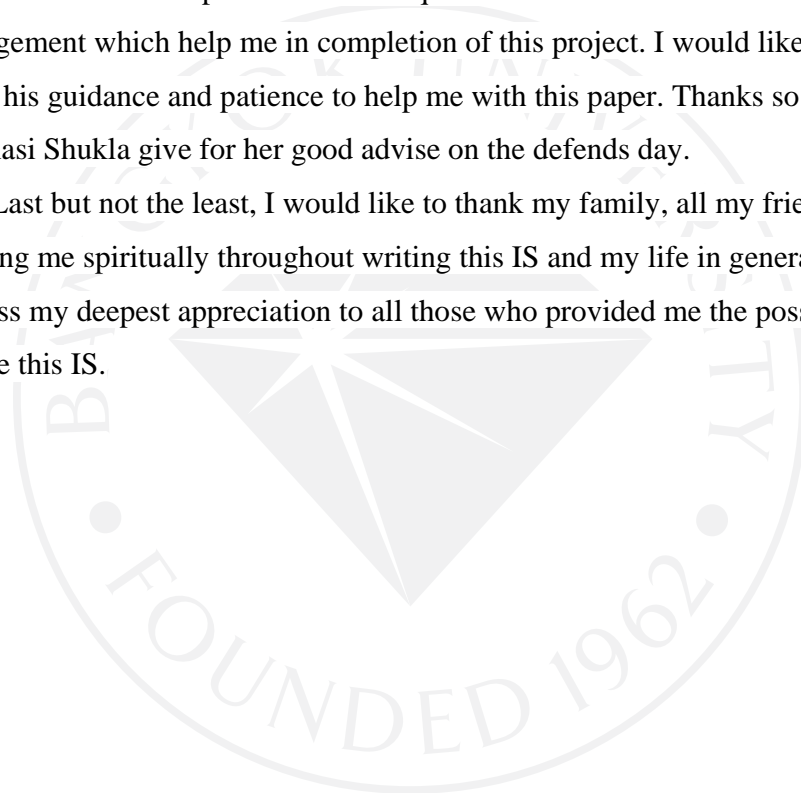
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CHAPTER 1

INTRODUCTION

1.1. Rationale and Problem Statement:

With the trend of globalization, businesses are facing a great opportunity to build and develop but also have to face with the potential risks. The biggest difference today is not only a national market for local firms compete, which is a global market with everyone competing against each other anywhere in the world (JackTrout, 2008).

The develop of international branded hotel chains in the late twentieth century happened as a phenomenon. When a firms reach maturity in their own markets they will expand abroad into new markets. That's why this article write about the Key Success Factor of Anantara Traditional Thai Hotel to entering a new market in Luang Prabang Laos. If the tourist want to travel abroad with beautiful landscape, delicious food, good service, the best choice is Laos. Especial Luang Prabang is the city Registered as world heritage by UNESCO, one of Southeast Asia's most charming cultural, where the natural still wild and pure enviroment that helps people can feel peaceful to relax. According to Lao National Tourism Administration and C9 Hotelworks Market Research Luang Prabang International Airport (LPQ) recorded 77,978 passenger arrivals in 2010 with growth of 14% over the previous year. By 2012, hotel supply was increase 16% compared to 2010 with 171 rooms entering Luang Prabang market. That really good place for invest a new style of Thai Hotel to exchange the culture and experience. Also it's well known that Laos has a cheap labor, which makes it convenient to run a new business as Ananatara Hotel.

The author believed that Anantara Traditional Thai Hotel with 5 star has financial resource strong enough to support this projects with 14 years experience to do hotel business in many countries around the world. They also have a good traditional intangible product as hotel design, activities and service to show the customer how to be close with Thai culture help them have a deep experience and memories with traditional Thai style

and creates brand loyalty among customers. The hypothesized that there are 6 factors include: Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation have impact on the Key success factor of Ananatara Hotel.

Besides, this article also analysis the hotel business from outside to inside to take the advantage of opportunities and promote strengths also find solutions to overcome the limitations and attract more customer in the future.

1.2. Objectives of Study:

From actual business activities of Anantara hotel, this article wants to research about the Key Success Factor of this Traditional Thai Hotel to expand the business in Laos market. Because the Key Success Factor very important to help Anantara Hotel can be success in a new country. By understanding what is high or low impact variables to continue improve their pros and reduce their cons. After that can find out the methods of propaganda, advertising to promote the brand name of hotel in the market as well as attracting customers in the future.

1.3. Scope of the study:

This research studied the tourism business environment in Luang Prabang, Laos. Current business of Anantara Hotel to prove the important success factors of this hotel can attract customer particularly Thai people and foreigner who would like to travel in Laos.

1.4. Research question:

Based on the problem discussion the following research questions were developed:

What are key success factors of Anantara Traditional Thai Hotel when it expand to Laos ?

What are the impact of Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation on the Hotel success?

What is the current business of Anantara Traditional Thai Hotel?

How about the hospitality business environment in Luang Prabang, Laos?

1.5. Significance of the Study:

Customers can readily switch to other brands if they are not satisfied with the product. The fact that which company has the ability to keep a large number of customers, they will have increased annual profits. This study give many valuable information that benefits for hotel industry by focus on key success factor that can meet customer demand and keep their brand loyalty. Also help the hotel business be more success and confident when they expand their brand to abroad with clear understanding about new market in new country. The information could be used to improve the hotel management style, help them be able to provide creative ideas into improving service quality, customer service or human resourses which can be a direction for future researches.

1.6. Definition of Terms:

1.6.1. Key Success Factor:

Key success factor is the term for elements necessary for an organization or project to achieve its mission. An organization's key success factors can be identified by applying business analytics. A company may use the key success factor method as a means for identifying the important elements of their success.

1.6.2. Introduction Laos

1.6.2.1.　　Laos Key Facts:

Official Name: Lao People's Democratic Republic (Lao PDR)

Area: 236,800 sq km

Population: 6,500,000 (2012 estimate)

Density: 27.5 people per sq km

Capital: Vientiane

Government: Communist one-party state

Population Growth Rate: 1.7% (2011 est.)

Currency: Kip (LAK)

Language: The official language is Lao

Religion: Buddhist 67%

Education: Literacy:73%

Life style: Kindness, patience quiet, self-effacing

Laos New Year: 14-16th April

1.6.2.2.Laos Economic

Tourism is a high growth area with arrivals increasing significantly every year. Tourism is the fastest growing industry in the economy and plays a vital role in the Laos economy. Rapidly growing, as the government began to decentralize control and encourage private enterprise. According to IMF World Economic Outlook, April 2014.

GDP   11.14 USD Billion

GDP Annual Growth Rate 7.5 %

GDP per capita : $3,285

GDP (purchasing power parity): $23 billion

Unemployment, at less than 1% of the labor force, stands as one of the lowest levels in the world. Many foreign investors are entering Laos so the number of expat and foreign tourists has continued to increase during the past few years and will stimulate growth over the next few years.

Figure 1.1: Breakdown of total foreign investment by sector in Laos from January 2000 to December 2012.
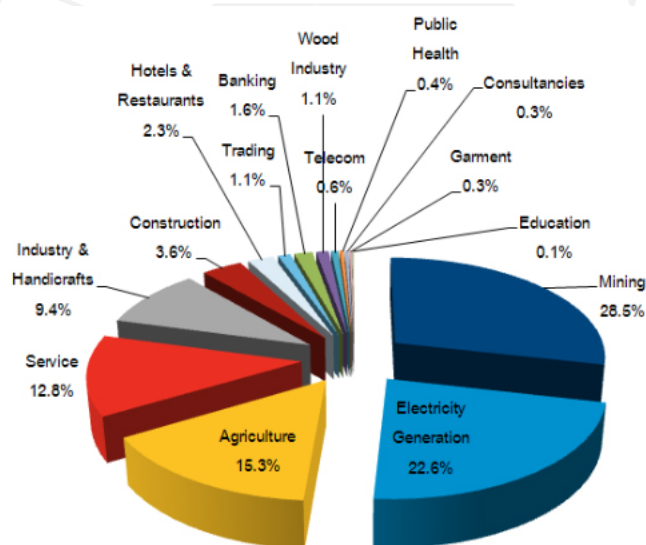
Source: Lang, C. (2007). *Fact sheet – Country profiles: Laos.* Retrieved from http://www.pulpmillwatch.org/media/pdf/Laos_profile.pdf.

1.6.2.3. Law & Regulation

Foreign firm may be wholly owned and operate a business in any promoted sector. Firmss must hire Laos people 90% of total. Government focus on the tourism

industry and make it in Economic and social development plan. Foreign firms cannot own a land; it must rent or get the concession only.

1.5.2.4 Luang Prabang

The ancient town of Luang Prabang situated in northern Laos, was designated a UNESCO World Heritage Site in 1995. Considered as being the heart of Laotian culture because it is rich in history and natural beauty.

Luang Prabang was the ancient royal Laos capital. The town's entire historical section is dedicated to tourism, with everything from former royal palaces to over 33 Wats (temples).

Sealed highways linking Luang Prabang with Thailand and China have turned the city into an important relay point for commerce between the three countries. Laos opened to tourism in 1989 has been well preserved. Although the city teems with travellers but still maintains its traditional by curfew at 11.30pm for the safety city.

The chart below show the Number of traveler visit Luang Prabang was increase 100% from 2006 to 2012.

Figure 1.2: Number of traveler visit Luang Prabang.
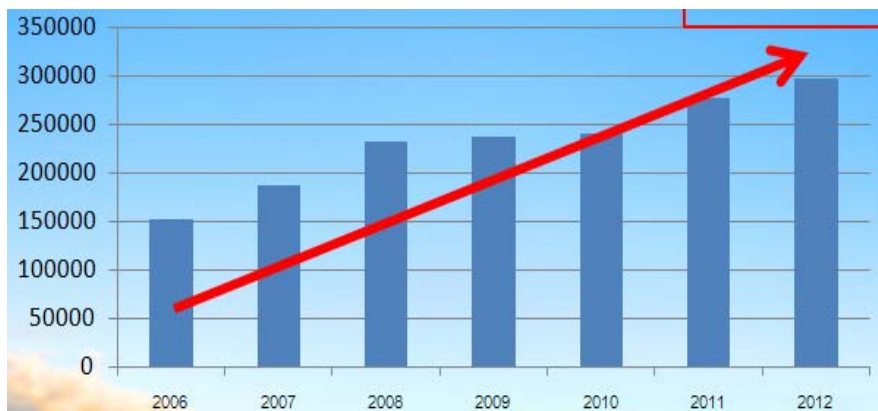
7

Source: Lang, C. (2007). *Fact sheet – Country profiles: Laos.* Retrieved from
   http://www.pulpmillwatch.org/media/pdf/Laos_profile.pdf.

   1.6.3.   Introduction Anantara Traditional Thai Hotel

   Anantara's brand symbol is two water jugs has roots from ancient Sanskrit. For hundreds of years ago in Thailand, people would leave a jar of water outside their house to provide beverage and welcome to the passing traveller. With this symbol Anantara wanna to show the welcome and ready to share for their customers Anantara in Sanskrit language means "without end" and freedom. This Hotel has a strength from the traditions and cultural, historic heritage, natural beauty and best service customer that nowhere better.

   The Anantara Hotel been establish in 2001, with the first launch is Anantara Resort in Hua Hin until now is 30 hotel branch been set up around the world.

In 2006, the Anantara hotel chain was expand global such as in Maldives, China, Cambodia, , Indonesia, Mozambique, United Arab Emirates, Thailand, and Vietnam, The hotel got many positive feedback from their guests worldwide because they providing customer with the opportunity to live the fantastic holiday by unique brand of laid-back luxury.

Figure 1.3: Hotel Chains in Asia and Middle East.

Source: Ellis, P. (2000). Social ties and foreign market entry. *Journal of International Business Studies*, *31* (3), 443-469.

They partnership with many famous Airline as Air France, Nippon Airways, Bangkok Air, British Airways, Cathay Pacific Asia, Emirates Skywards, Etihad Airways, Jet Airways, Lufthansa, Philippine Airlines, Qatar Airways, SAS EuroBonus, Singapore Airlines, South African Airways, Thai Airways. They offering great luxury 5 star hotel promotions in conjunction with customer preferred airline membership.

Anantara Lawana was named Asia's Most Romantic Resort with many award as:

Thailand's Leading Spa Resort in the World Travel Awards 2012.

2012 Sustainable Hotel Award by HICAP.

Conde Nast Traveler World Savers Award 2012.

2012-2013 Best Resort Award – Lifestyle Magazine.

'Best International Resort Hotel' at the International Hotel Awards 2012/2013.

World's Leading Green Resort at the World Travel Awards 2013.

Anantara Traditional Thai Hotel have the strong financial able to expand abroad to Laos.

Figure 1.4: Sale Income predict in Laos.
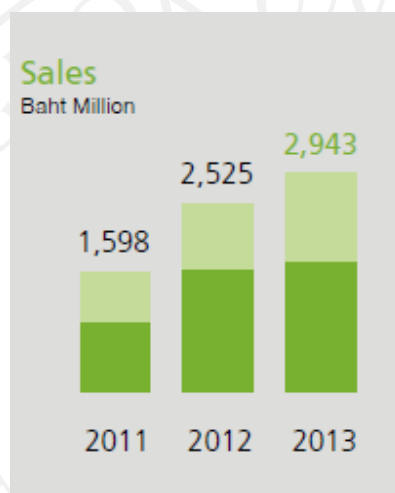
Source: Four Seasons CEO Sees Luxury Trajectory. (2009). *Hotel business*. United
    Kingdom: Elsevier.

Figure 1.5: Organization Chart of Hotel in Laos.
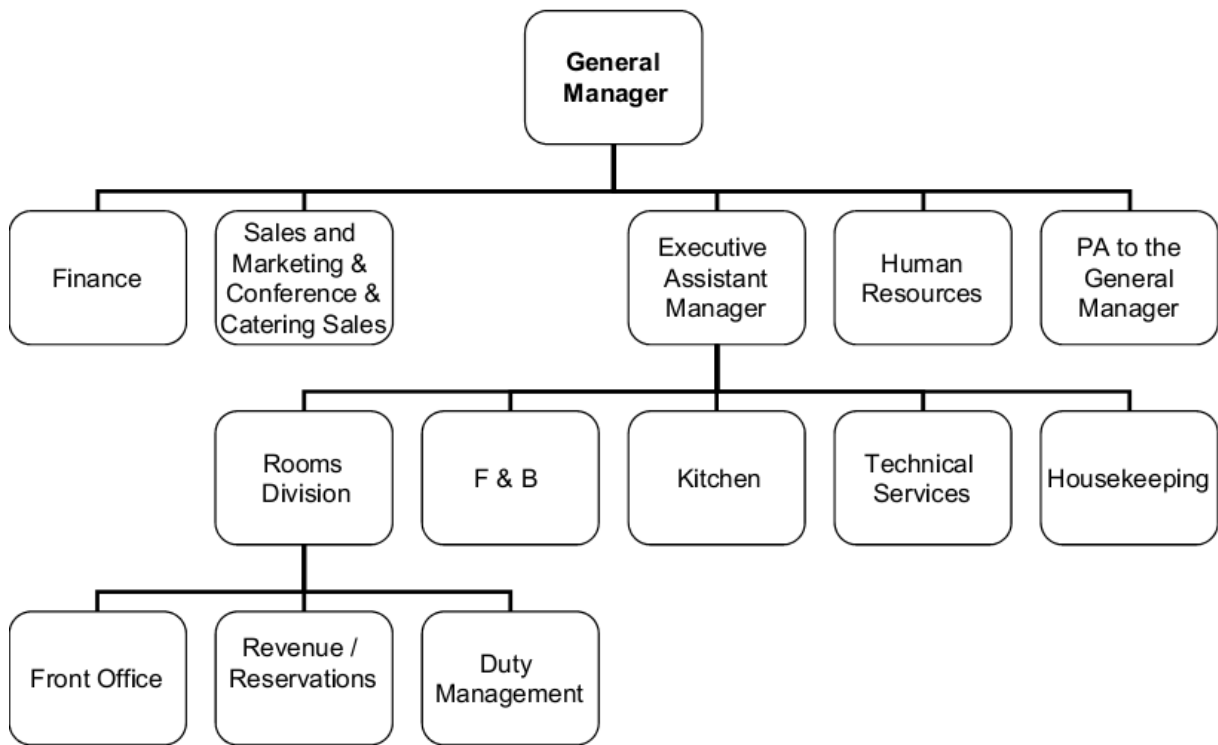
Source: Four Seasons CEO Sees Luxury Trajectory. (2009). *Hotel business*. United
Kingdom: Elsevier.

CHAPTER 2

LITERATURE REVIEW

This chapter discusses important theories associated with this study.

2.1.   Location

The duty of marketing is carrying the quality of service to meet the demand of customers at the right place and right time, and got the satisfaction of customers (Arto and Sample, 2005). Anantara decided to expand market in Luang Prabang Laos because according to Agoda website in LuangPrabang Laos always full of booking room from customer, its mean this place attracted many customer and that's a good place for expand market. Also Luang Prabang means "Royal Buddha Image" located in north central Laos,next to the Nam Khan river and Mekong River about 300 km north of Vientiane. This city has been registered as world heritage by UNESCO with pure nature that hardly to find from the other place. The population of the city is about 50,000. They are friendly, helpful and cheerful with beautiful traditions.

Distribution Channel that customer can choose such as:

Reserve directly to hotel's staff.

Reserve online through Hotel's Website.

Reserve through travel agent.

Buy travel package from Exhibition.

Figure 2.1: Hotel Supply In Selected Destinations By Year From 2003 to 2011
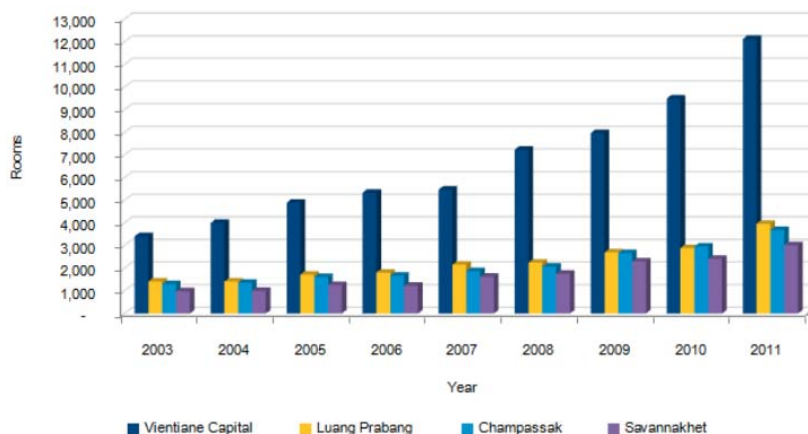
Source: World Bank. (2012). *World development indicators 2012*. Retrieved from
http://data.worldbank.org/data-catalog/world-development-indicators/wdi-2012.

The four most important destinations outside of Vientiane are Luang Prabang, a
UNESCO World Heritage City, where is the new place to investor with less competitor
than in the capital Vientiane.

2.2. Customer Service

To ensure successful business performance of the service industry, many
researches on service quality have been conducted (Suhaiza et al., 2006).

Issues such as the effect of service quality to an organization from management
perspectives are equally important from customer‟s point of view (Reynoso & Moores,
1995).

Customer service is the main goal of the hospitality industry. Every customer
wants to enjoy the best service, the best way to please the customer is service more than
their expectations. Only when we understand what customers want and meet their needs
to be able to bring complete satisfaction to them. Employees must always listen to the
customer and often ask for quality, satisfaction levels, as well as the upcoming needs.
Anantara Hotel with simple rules: "Treat every customer as special guests". A very

friendly hotel. Not only for the duke, but for customers who want to be served that way (Four Seasons, 2009).

Human resource management in the hotel is one of the important task manager of the hotel, Anantara Hotel have a staff training programs to learn then tested, evaluated in the making work. They must love all their work, and even the challenges to operating profitability in good times or unfavorable, always shown their professional in customer service. Characteristics of the luxury hotel is luxury. However, the luxury here is not only common sense, as we have seen in the interior design and exterior design, but "we decided to bring a new concept for the luxury sense Service "(Four Seasons, 2009).

2.3. Price

In hospitality industry, price is important for customers (Lewis & Shoemaker, 1997).

There are 10 hotels is 5 star in Luang phabang can be Anantara's competitor with the highest price 11.000 bth – 34 rooms is La Residence Phou Vao Hotel. The Rate of customer is : Super 9.2 based on 33 reviews but there is no reviews from Thai people. The lowest price 2.600 bth – 59 rooms is Le Palais Juliana Hotel with customer Rate is: Very Good 7.8 based on 82 reviews and only 4 reviews is Thai people. How about Anantara Hotel in Bangkok, they have totally 407 rooms with Rate of customer is Fantastic 8.5 based on 1814 reviews.

Figure 2.2: Customer Comments.

Source: Fornell, C. (1992). A national customer satisfaction barometer: The Swedish

eperience. *Journal of Marketing*, 56 (1), 6-21.

Anantara set up the price according to their luxury status with high price and provide the best service. The hotel market pricing been set up base on their competitor. Anantara hotel price from 3000 bath until 12000 bath/ night. All the other competitor price from 2600 bath to 11000 bath /night. Customer will have more reliable because the high price mean equal with super quality. Quality of service is the first priority and focused on single goal: to become the best hotels in each area with excellent quality.

Deluxe Room cost 3,000 THB/ night.

Junior Garden View Suite cost 5,000 THB/ night.

Premium Garden Suite 8,000 THB/ night.

Anatara Suite 12,000THB/night.

Figure 2.3: Product Line Pricing.

Source: Cunill, O.M. (2006). *Growth strategies of hotel chains: Best business practices by leading companies*. New York: The Haworth Press.

2.4. Ethic Business

Business ethics is more and more important to identify what it is right or wrong during the process of working or trading (Wheelen and Hunger, 2011). The companies do CSR to keep their reputations (*Utting, P, 2005*). Business ethics have many type such as ethics with customer, with social responsibility, with employee or with competition company. But in this study just research only about ethics with customer and social responsibility. many companies recognize that they have to obtain more respect and trust by the way increasing their corporate social responsibility (CSR), CSR become a business principle for marketing behaviors with the increased public awareness about the role of enterprises in assisting to promote and practice business ethics in society and environment.

Environics International recently surveyed 25,000 people in 23 countries; 50% said they "pay attention" to the social behavior of companies. One in five said they'd protested poor social performance by speaking out against the companies or refusing to buy their products.

The key success factor of a hotel occupancy rate, according to Crown Plaza Hotels and Resorts Standard Manual (2000) is by providing guests with an experience that truly satisfying.

Isadore Sharp is considered important business ethics. He was always in mind "golden rule" in business philosophy is "treat others the way you want them to treat you." (Four Seasons, 2009).

As one of the biggest hotel they also set up many CSR project to care for human and nature such as:Anantara was donated more than 3 million baht to help 6,720 disadvantaged children of the Raks Thai Foundation.

Joined in "Movember" to raise the awareness of Prostate Cancer .

Free lunch for the elderly at the resort.

The free clinic held in Thailand in cooperate with Chiang Mai University.

Cleans the Ocean and collected 2 tonnes of rubbish from the island.

The King's Cup Elephant Polo Tournament has got over US$600,000 to help the Thailand's elephants.

Earth Hour 2013 by switching off all the hotel lights for one hour and cleanup of Bophut Beach on Koh Samui.

2.5.   Hygiene and Facility

According to Ninemeier and Perdue (2005) the basic characteristics of hotel including well service, good security, cleanness and effectiveness. The key success factor in the hotel management included quality of service, pricing and fees, variety and quality of food, entertainment, facilities and location of the hotel (Lau et al., 2005).

2.6.   Product Differentiation

The biggest difference today is not only a national market for local firms compete, which is a global market with everyone competing against each other anywhere in the world. The best way to survive is to be different (JackTrout, 2008).

Critical Success Factors (CSFs) Model especially designed and developed for budget hotel operation's in UK on the basis of customer research and survey's. One of the model is as follows.

Figure 2.4: Critical Success Factors – Budget Hotel Operational Model.
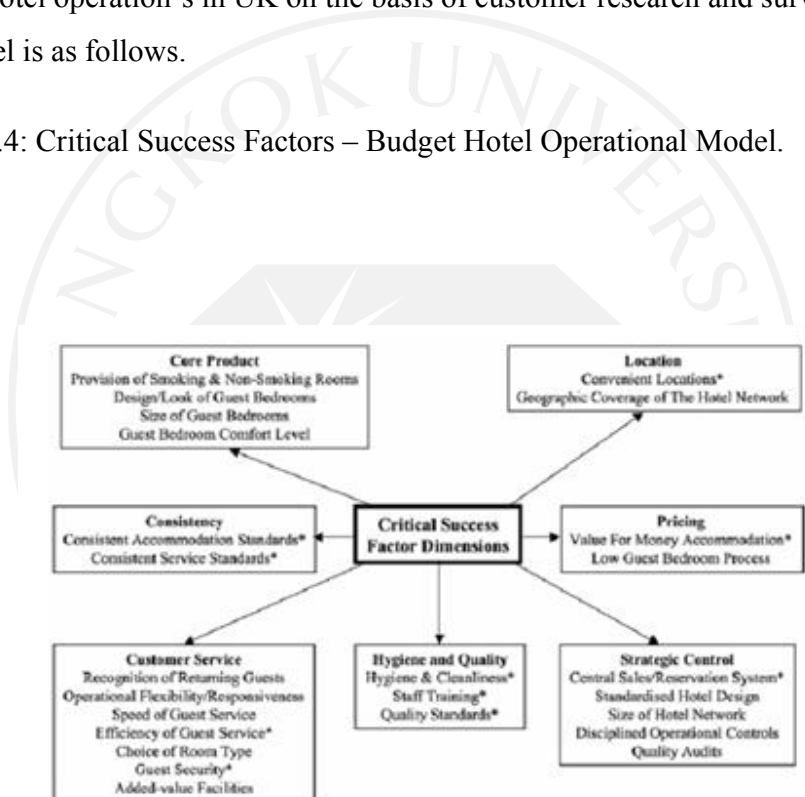
Source: Chen, J.J., & Dimou, I. (2005).Expansion strategy of international hotel firms. *Journal of Business Research*, 58(12), 1730-1740.

2.7.   Hypothesis

After considering the theories, the research problem and objectives for this study, these are the following hypotheses:

Hypothesis 1 (H1): There is an impact of Nature Location on the Key Success Factor of Anantara Hotel.

Ho: There is an impact of Center Location on the Key Success Factor of Anantara Hotel.

Hypothesis 2 (H2): There is an impact of Unique Customer Service on the Key Success Factor of Anantara Hotel.

Ho: There is an impact of Good Customer Service on the Key Success Factor of Anantara Hotel.

Hypothesis 3 (H3): There is an impact of Luxury Price on the Key Success Factor of Anantara Hotel.

Ho: There is an impact of Cheap Price on the Key Success Factor of Anantara Hotel.

Hypothesis 4 (H4): There is an impact of Ethic Business as CSR and ethic with customer on the Key Success Factor of Anantara Hotel.

Ho: There is an impact of Ethic Business as CSR only on the Key Success Factor of Anantara Hotel.

Hypothesis 5 (H5): There is an impact of excellent Hygiene and Facility on the Key Success Factor of Anantara Hotel.

Ho: There is an impact of Good Hygiene and Facility on the Key Success Factor of Anantara Hotel.

Hypothesis 6 (H6): There is an impact of Product Differentiation on the Key Success Factor of Anantara Hotel.

Ho: There is an impact of Good Product on the Key Success Factor of Anantara Hotel.

2.8. Theoretical Framework.

Figure 2.5: Conceptual Framework of the hypothesized relationships.
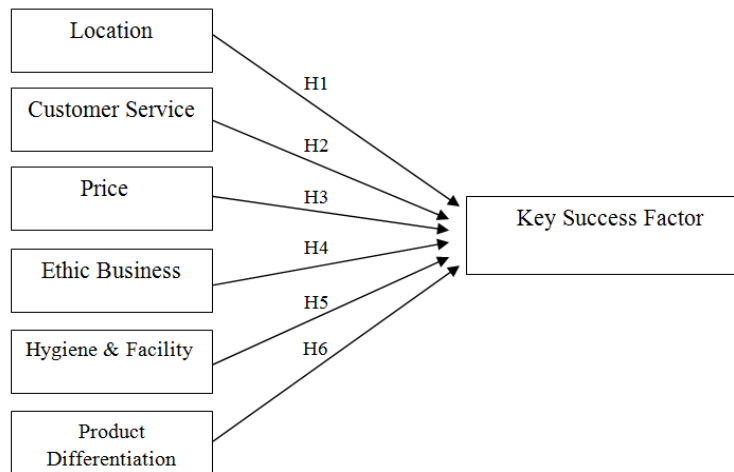
CHAPTER 3

METHODOLOGY

This chapter presents the research methodology used in conducting the study. With he specific instruments used to collect the data, including the methods implemented to examine the validity and reliability of the instruments.

3.1.   Research Design

A survey was designed and developed based on the goals of the research. A sample of questionnaire was adopted from the work of Nor Azah (2010) and Suhaizaetal.(2006) which was then altered and adapted to suit the researcher's needs to study. This study used a survey research with 400 people by distributing the questionnaires. To check the reliability statistics with the first test is 30 people. When the reliability statistics of the survey is high enough will open the second time to distribute the questionnaires for respondents until complete 400 people.

In this research, the survey questionnaire be conducted in February 2015, to got accurate data is collected. The surveys questionnaire will be answered by the respondents who live in Bangkok can be Thai or Foreign around office area, market area also some people who like to travel that I met in BTS Asok. The reason to choose that way to collect data because its show the random effect will be better than make survey for people who work in Hotel business to avoid bias. Survey questionnaires will be distributed in English only because my target customer is high class so for sure they can speak english. The Questionaire can be viewed in Appendix.

The sample size was first determined by using the G*Power program (Faul, Erdfelder, Lang, & Buchner, 2007). Input parameters were specified as F- test; conventional effect size = .15; α = .05; power (1-β) = .95; and 6 group to analys . The G*Power program gave a suggested total sample size of N = 204.

In fact at the 2010 census, Bangkok had a population of 8.28 million, but there is many foreigner who live and travel in bangkok as Japanese, Chinese, European, Americas, Africans, Lao bringing the total population to 15 million nearly double so the with the actual data collection resulting in 400 responses. This sample size (N = 400) was used as it was higher than the suggested G*Power result (N=204).

3.2.   Research Instrument

SPSS (acronym of Statistical Package for the Social Sciences) is a computer program to serve the statistical analysis. For information about the consumer, the manufacturer must survey the market to collect information by questionnaire. Then statistically and grouped the answers to provide information for management decisions. To statistics the answers without the support of application software will take a lot of time and not accuracy. The user easy to determine the frequency of each variable without the use of complex command in excel to count the observed values. This is one of the advantages of SPSS in analyzing scientific data.

The other method of analysis is correlation. The correlation coefficient is scored between 0.00 - 1.00. A score of 1.00 would mean there is complete correlation between responses and scores. In this study the Sig number are 000 and Correlations = 1 mean there is a complete correlation and relationship between all the variable.

The study also use regression analysis to shows that Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation are indeed strongly related to key success factor. The firm can focus on all that variable to influence or control the key success factor. Also can predict with factor have more impact than the other factor.

3.3.   Instrument Pretest

The first 30 surveys be distributing to examined by the questionnaire. After that follow the compulsory changes and corrections to continue survey until 400 sample finish. The scale of research is often assessed through methods Cronbach alpha reliability

coefficient. Criteria for evaluating a standard scale is: Cronbach's Alpha analysis: $\alpha > 0.6$, the correlation coefficient of the total variable> 0.3 (Nunnally & Bernstein, 1994). For this research study the reliability is equal to 0.884 for these variables: Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation. Which is acceptable since it is greater than 0.6.

Table 3.1: Case Processing Summary

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Table 3.2: Reliability Statistics

Reliability Statistics

Cronbach's Alpha	N of Items
.884	19

CHAPTER 4

DATA ANALYSIS AND FINDINGS

In this chapter, it shows the results from the data analysis by SPSS program according to the research methodology discussed in Chapter 3. The data was collected from the survey questionnaire about Key Success Factor of Anantara Hoteland all variable have impact on Key Success Factor as Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation. 400 surveys were sent to Thai people or Foreigner in Bangkok. With 400 answer returned , the response rate is 100 %. There is 3 part of survey :

4.1.   Part I : Exploratory Factor Ananlysis

4.2.   Part II: Cronbach's Alpha for all variables

4.3.   Part III: Personal data

4.4.   Part IV: Impact of Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation on Key Success Factor

4.5.   Part V: Regression

      4.4.1.   The impact of Location on the Market success of Anantara Hotel

      4.4.2.   The impact of Customer Service on the Market success of Anantara Hotel

      4.4.3.   The impact of Price on the Market success of Anantara Hotel

      4.4.4.   The impact of Hygiene and Facility on the Market success of Anantara Hotel

      4.4.5.   The impact of Ethic Business on the Market success of Anantara Hotel

      4.4.6.   The impact of Product Differentiation on the Market success of Anantara Hotel

Part I: Exploratory Factor Ananlysis

According Hair & ctg (1998), factor analysis is a statistical analyze method used to shortened a set of many variable to a group and make it more meaningful but still contains most of the information content the original variable

Factor Loading > 0,5

0,5 < KMO < 1

Bartlett's Test with Sig < 0,05

Total Varicance Explained > 50%

Eigenvalue > 1

With Independent variable as Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation. First table factor analysis.

Table 4.1: KMO and Bartlett's Test.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.845
Bartlett's Test of Sphericity	Approx. Chi-Square	3882.457
	df	66
	Sig.	.000

In this case, 0,5< KMO = 0,845 < 1 mean factor analysis is appropriate with the data. (Bartlett's Test)Sig = 0,000 <0,05 demonstrate the observed variables are correlated with each other in the overall.

Table 4.2: Total Variance Explained.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.829	56.911	56.911	6.829	56.911	56.911	5.724	47.703	47.703
2	1.299	10.822	67.733	1.299	10.822	67.733	2.404	20.030	67.733
3	.906	7.550	75.282						
4	.760	6.333	81.615						
5	.637	5.306	86.921						
6	.404	3.369	90.290						
7	.304	2.532	92.822						
8	.252	2.096	94.918						
9	.213	1.772	96.690						
10	.166	1.387	98.078						
11	.145	1.211	99.289						
12	.085	.711	100.000						

Extraction Method: Principal Component Analysis.

This table shows the actual factors that were extracted. There were two factors with eigenvalues greater than 1 mean that factors have the best summary data. Also Rotation Sums of Squared Loadings (cumulative%) is 67,773% >50% proved 67,773% of the data variance is explained by 6 factors.

Table 4.3: Rotated Component Matrix.

Rotated Component Matrix[a]

	Component	
	1	2
Question12	.872	
Question13	.821	
Question11	.811	
Question14	.803	
Question15	.781	
Question6	.725	
Question9	.694	
Question16	.693	.503
Question17	.641	
Question7		.742
Question8		.730
Question10	.546	.664

Extraction Method: Principal
Component Analysis.
 Rotation Method: Varimax with Kaiser
Normalization.
a. Rotation converged in 3 iterations.

Rotation makes the interpretation of the analysis easier. The loading factor of variable Question 16 and Question 10 interpretation for 2 factors, also the gradient <0.3 can't not determine it explain which factors so need to remove out of the table. Also remove question 17, 7,8 because < 3.

Final table factor analysis.

Table 4.4: KMO and Bartlett's Test.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.855
Bartlett's Test of Sphericity	Approx. Chi-Square	2139.973
	df	21
	Sig.	.000

In this case, 0,5< KMO = 0,855 < 1 mean factor analysis is appropriate with (Bartlett's Test)Sig = 0,000 <0,05 demonstrate the observed variables are correlated with each other in the overall.

Table 4.5: Total Variance Explained.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.770	68.148	68.148	4.770	68.148	68.148
2	.688	9.831	77.979			
3	.633	9.044	87.024			
4	.331	4.727	91.750			
5	.247	3.530	95.281			
6	.195	2.781	98.062			
7	.136	1.938	100.000			

Extraction Method: Principal Component Analysis.

This table shows the actual factors that were extracted. Only 1 factors with eigenvalues greater than 1 mean that factors have the best summary data. Also Rotation Sums of Squared Loadings (cumulative%) is 68,148 % >50% proved 68,148 % of the data variance is explained by 6 factors.

Table 4.6: Rotated Component Matrix.

Rotated Component Matrix^a

a. Only one component was
extracted. The solution cannot be
rotated.

In this case, after the performing factor analysis only one component was extracted by 7 question mean it's satisfy and convergence so no need to remove any question.

Table 4.7: Name Factor Analysis.

FACTOR	VARIABLE		NAME
X1	Question12	How you think about the Facility of Anantara Hotel	Product Quality Feedback
	Question13	How you think about the Hotel condition cleanliness of Anantara Hotel?	
	Question11	Would you come back to pay this service if it is your first experience?	
	Question14	How respect customer of Anantara Hotel for customer	
	Question15	Please rate the business ethic of Anantara Hotel for corporate social responsibility	
	Question6	Do you think Anantara Hotel choose a good Location in Luang Prabang Laos?	
	Question9	Do you satisfy with our customer service?	

With Dependent variable is Key Success Factor. First table factor analysis.

Table 4.8: KMO and Bartlett's Test.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.841
Bartlett's Test of Sphericity	Approx. Chi-Square	1176.896
	df	21
	Sig.	.000

In this case, 0,5< KMO = 0,841 < 1 mean factor analysis is appropriate with the data. (Bartlett's Test)Sig = 0,000 <0,05 demonstrate the observed variables are correlated with each other in the overall.

Table 4.9: Total Variance Explained.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.628	51.832	51.832	3.628	51.832	51.832	3.470	49.568	49.568
2	1.039	14.850	66.682	1.039	14.850	66.682	1.198	17.114	66.682
3	.770	11.004	77.685						
4	.564	8.053	85.738						
5	.469	6.699	92.437						
6	.328	4.682	97.119						
7	.202	2.881	100.000						

Extraction Method: Principal Component Analysis.

This table shows the actual factors that were extracted. There were two factors with eigenvalues greater than 1 mean that factors have the best summary data. Also Rotation Sums of Squared Loadings (cumulative%) is 66,682 % >50% proved 66,682 % of the data variance is explained by 1 factor.

Table 4.10: Rotated Component Matrix.

Rotated Component Matrix[a]

	Component	
	1	2
Question20	.859	
Question19	.858	
Question21	.845	
Question23	.762	
Question22	.689	
Question24		.928
Question18		.501

Extraction Method: Principal

Component Analysis.

 Rotation Method: Varimax with Kaiser

Normalization.

a. Rotation converged in 3 iterations.

In this case need to remove question 24, 18 because < 3

Final table factor analysis.

Table 4.11: KMO and Bartlett's Test.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.827
Bartlett's Test of Sphericity	Approx. Chi-Square	1042.835
	df	10
	Sig.	.000

In this case, 0,5< KMO = 0,827 < 1 mean factor analysis is appropriate with the data. (Bartlett's Test)Sig = 0,000 <0,05 demonstrate the observed variables are correlated with each other in the overall.

Table 4.12: Total Variance Explained.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.336	66.718	66.718	3.336	66.718	66.718
2	.581	11.611	78.330			
3	.542	10.843	89.173			
4	.339	6.775	95.947			
5	.203	4.053	100.000			

Extraction Method: Principal Component Analysis.

This table shows the actual factors that were extracted. Only 1 factors with eigenvalues greater than 1 mean that factors have the best summary data. Also Rotation Sums of Squared Loadings (cumulative%) is 66,718 % >50% proved 66,718 % of the data variance is explained by 1 factor.

Table 4.13: Rotated Component Matrix.

Rotated Component Matrixa

a. Only one component was extracted. The solution cannot be rotated.

In this case, after the performing factor analysis only one component was extracted by 5 questions mean it's satisfy and convergence so no need to remove any question.

Table 4.14: Name Factor Analysis.

FACTOR	VARIABLE		NAME
X1	Question20	How would you rate for Anantara Hotel ?	KEY SUCCESS FACTOR
	Question19	Do you think Luang Prabang is interesting place to travel?	
	Question21	How about Anantara Hotel service compare with other Hotel?	
	Question23	How you will recommend this Hotel to others?	
	Question22	How do you think about the existing Thai Anantara Hotel successful or not?	

Part II: Cronbach's Alpha for all variables

Cronbach's Alpha analysis: $\alpha > 0.6$.

Table 4.15: Reliability Statistics For Location.

Reliability Statistics

Cronbach's Alpha	N of Items
.742	2

For Location variable the reliability is equal to 0.742.

Table 4.16: Reliability Statistics For Customer Service.

Reliability Statistics

Cronbach's Alpha	N of Items
.682	2

For Customer Service variable the reliability is equal to 0.682.

Table 4.17: Reliability Statistics For Price.

Reliability Statistics

Cronbach's Alpha	N of Items
.687	2

For Price variable the reliability is equal to 0.687.

Table 4.18: Reliability Statistics For Hygiene and Facility.

Reliability Statistics

Cronbach's Alpha	N of Items
.911	2

For Hygiene and Facility variable the reliability is equal to 0.911.

Table 4.19: Reliability Statistics For Ethic Business.

Reliability Statistics

Cronbach's Alpha	N of Items
.770	2

For Ethic Business variable the reliability is equal to 0.770

Table 4.20: Reliability Statistics For Product Differentiation.

Reliability Statistics

Cronbach's Alpha	N of Items
.649	2

For Product Differentiation variable the reliability is equal to 0.649.

Table 4.21: Reliability Statistics For Key Success Factor.

Reliability Statistics

Cronbach's Alpha	N of Items
.819	7

For Key success factor variable the reliability is equal to 0.819.

Part III: Personal data

For the first part is personal data, the respondents were asked about their background such as nationality, gender, and age, salary in Thailand, Have you ever been to Laos?.

Table 4.22: Percentage of Nationality

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Thai	270	67.5	67.5	67.5
	Foreigner	130	32.5	32.5	100.0
	Total	400	100.0	100.0	

According to the information shown in Table 1, most of the responders are Thai with amount is 270 people, it equals to 67.5 %.

Table 4.23: Percentage of Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	146	36.5	36.5	36.5
	Female	254	63.5	63.5	100.0
	Total	400	100.0	100.0	

According to the information shown in Table 2, most of the responders are Female with amount is 254 people, it equals to 63.5 %.

Table 4.24: Percentage of Age

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 25	42	10.5	10.5	10.5
	26 - 35	174	43.5	43.5	54.0
	36 - 45	66	16.5	16.5	70.5
	46 - 65	64	16.0	16.0	86.5
	More than 65	54	13.5	13.5	100.0
	Total	400	100.0	100.0	

According to the information shown in Table 3, most of the responders are from 26 – 35 with amount is 174 people, it equals to 43.5 %.

Table 4.25: Percentage of Salary

Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15000 or less	39	9.8	9.8	9.8
	15001 - 25000	155	38.8	38.8	48.5
	25001 - 35000	129	32.3	32.3	80.8
	35001 - 45000	65	16.3	16.3	97.0
	45001 or up	12	3.0	3.0	100.0
	Total	400	100.0	100.0	

According to the information shown in Table 4, most of salary around 15001 – 25000 with amount is 155 people, it equals to 38.8 %.

Table 4.26: Percentage of People want to Travel in Laos

Question: Do you want to travel in Laos?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	259	64.8	64.8	64.8
	No	141	35.3	35.3	100.0
	Total	400	100.0	100.0	

According to the information shown in Table 5, most of people want to travel in Laos with amount is 259 people, it equals to 64.8 %.

Part IV: Impact of Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation on Key Success Factor.

Table 4.27: Correlation

Correlations

		Age	Salary	Location	CustomerService	Price	HygieneFacility	EthicBusiness	ProductDifferentiation	Keysuccessfactor
Age	Pearson Correlation	1	-.188**	.221**	-.064	.378**	.354**	.308**	.263**	.112*
	Sig. (2-tailed)		.000	.000	.201	.000	.000	.000	.000	.025
	N	400	400	400	400	400	400	400	400	400
Salary	Pearson Correlation	-.188**	1	.128*	.074	.263**	.198**	.250**	.128*	.135**
	Sig. (2-tailed)	.000		.011	.141	.000	.000	.000	.011	.007
	N	400	400	400	400	400	400	400	400	400
Location	Pearson Correlation	.221**	.128*	1	.691**	.658**	.714**	.719**	.723**	.753**
	Sig. (2-tailed)	.000	.011		.000	.000	.000	.000	.000	.000
	N	400	400	400	400	400	400	400	400	400
CustomerService	Pearson Correlation	-.064	.074	.691**	1	.532**	.532**	.609**	.517**	.464**
	Sig. (2-tailed)	.201	.141	.000		.000	.000	.000	.000	.000
	N	400	400	400	400	400	400	400	400	400
Price	Pearson Correlation	.378**	.263**	.658**	.532**	1	.825**	.817**	.666**	.681**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000
	N	400	400	400	400	400	400	400	400	400
HygieneFacility	Pearson Correlation	.354**	.198**	.714**	.532**	.825**	1	.775**	.765**	.741**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000
	N	400	400	400	400	400	400	400	400	400
EthicBusiness	Pearson Correlation	.308**	.250**	.719**	.609**	.817**	.775**	1	.742**	.608**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	400	400	400	400	400	400	400	400	400
ProductDifferentiation	Pearson Correlation	.263**	.128*	.723**	.517**	.666**	.765**	.742**	1	.584**
	Sig. (2-tailed)	.000	.011	.000	.000	.000	.000	.000		.000
	N	400	400	400	400	400	400	400	400	400
Keysuccessfactor	Pearson Correlation	.112*	.135**	.753**	.464**	.681**	.741**	.608**	.584**	1
	Sig. (2-tailed)	.025	.007	.000	.000	.000	.000	.000	.000	
	N	400	400	400	400	400	400	400	400	400

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

In all the table the Sig number are 000 and Correlations = 1 mean there is a relationship between all the variable. It show that when the Hotel take care good for Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation they will have Key Success Factor to entering new market in laos.

Table 4.28: Statistics.

Statistics

		Location	Customer Service	Price	Hygiene Facility	Ethic Business	Product Differentiation	Key Success factor
N	Valid	400	400	400	400	400	400	400
	Missing	0	0	0	0	0	0	0
Mean		4.0100	3.9050	3.8925	3.9550	4.0475	4.1325	3.3661
Std. Deviation		.84212	.76890	.83902	1.15924	.96505	.83468	.71010

Mean: is the arithmetic mean value of a variable, calculated as the sum of the observed value divided by the number of observations. According to this result the highest is 4.1325 and lowest is 3.3661, that is High level to confirm this model is fit with data because Mean from 3:41 to 4:20 = Agree / Satisfied / Important. Also mean all the variables is important.

Standard Deviation (Standard deviation): Another tool used for measuring the dispersion of the data around the mean value of it. The standard deviation is calculated by the square root of the variance.

Part V: Regression:

Table 4.29: Model Summary.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.828[a]	.685	.680	.40145

a. Predictors: (Constant), ProductDifferentiation, CustomerService, Price, Location, EthicBusiness, HygieneFacility

R-squared is a statistical measure of how close the data are to the fitted regression line. The higher the R-squared, the better the model fits to data Brooks (2008). In this

case R Square = 0.685 and Adjusted R Square = 0.680. They all > 50% mean the model
is fit to the data.

Table 4.30: Anova.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.856	6	22.976	142.564	.000[b]
	Residual	63.337	393	.161		
	Total	201.193	399			

a. Dependent Variable: Keysuccessfactor

b. Predictors: (Constant), ProductDifferentiation, CustomerService, Price, Location,
EthicBusiness, HygieneFacility

The ANOVA (Analysis Of Variance) test is used to determine the impact
independent variables have on the dependent variable in a regression analysis. To test the
suitability of linear regression models we use the F value in ANOVA analysis. The value
of Sig (P-value) of the F in ANOVA table used to assess the suitability (N) model. In this
case Sig very small value (typically <5%), the model exists and fit with the data.

Table 4.31: Coefficients.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.994	.132		7.551	.000
	Location	.519	.043	.616	12.070	.000
	CustomerService	-.126	.037	-.137	-3.387	.001
	Price	.188	.049	.222	3.822	.000
	HygieneFacility	.257	.036	.419	7.049	.000
	EthicBusiness	-.106	.043	-.145	-2.486	.013
	ProductDifferentiation	-.129	.042	-.152	-3.051	.002

a. Dependent Variable: Keysuccessfactor

Sig small value (typically <5%), the model exists. Beta coefficient was used to compare the independent variables are not the same units of measurement. The Hypothesis 2,5,6 about the impact of Customer Service, Ethic Business, Product Differentiation on Key Success Factor – was not supported, in this case maybe need to collected more data or need to adjust the hypothesis in the future research. But also the Hypothesis 1,3,4 was supported mean Nature Location, Luxury Price, Excellent Hygiene & Facility really meaning for Key Success factor. Especially the Natural Location is the most important thing need to focus to get the hotel business success.
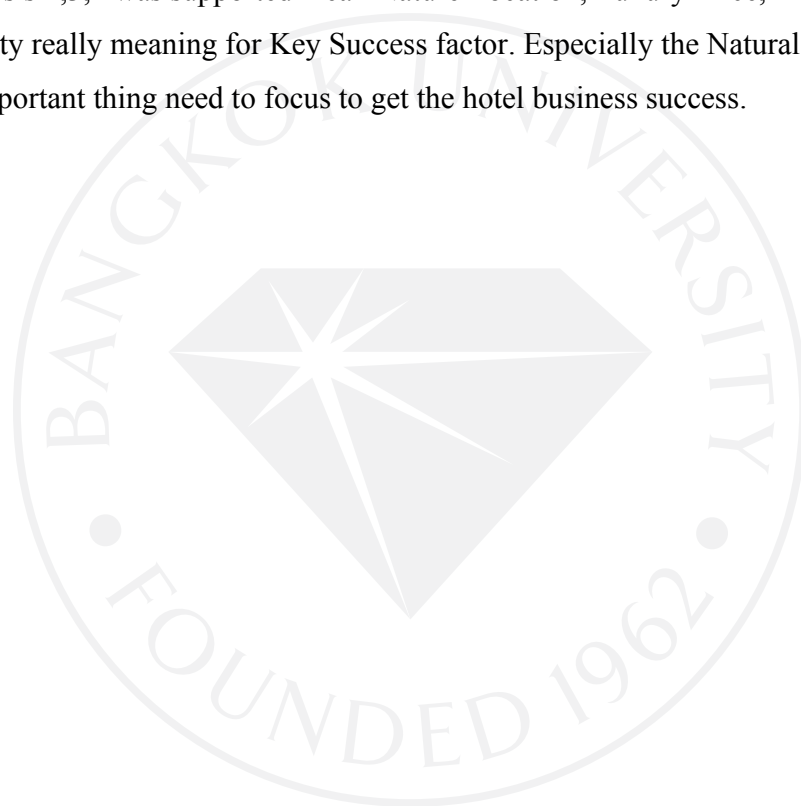
CHAPTER 5

DISCUSSION

In this chapter, it presents the discussion and summary of the whole process also analysis of the data findings based upon the data presentation presented in Chapter 4. Moreover, this chapter will summarize and conclude the key findings from the study in order to answer the hypothesis stated in Chapters 1 and 2 as the relationship between Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation and the impact of them on Key success factor. The conclusions and recommendations in this chapter to answer the research questions stated in Chapter 1.

5.1. Hypothesis Summary

SPSS program is used to study the findings of these hypotheses with the reliability is 0.884 . The results the hypothesis depicts that there are available the relationship between Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation with the Key Success Factor. R Square = 0.685 and Adjusted R Square = 0.680 all> 50% mean the data fitted regression line. According to Mean results the highest is 4.1325 and lowest is 3.3661, its Hight level to confirm this model is fit with data. Show that the customer was satisfy with Anantara Hotel. It mean if Anantara focus on Location, Price, Hygiene and Facility, they will have opportunity to expand their business in Luang Prabang Laos market successfully. But also need to collect more data to support the variable as Customer Service, Ethic Business, Product Differentiation have an impact on key success factor. Maybe can explain when customer choose 5 star Hotel normaly all the customer service, Ethic Bussiness and Product Differentiation will be good so they not really care more than Location - where they can enjoy their holiday or Price and how much Hygiene and Facility.

The report was analyze hotel's services from the viewpoint of customer with outside thinking to know what is the customer want and looking for by the questionnaire.

5.2.   Discussion

My paper shows that there is a potential market for Anantara Hotel expand in Luang Prabang Laos by the way focus on Location, Price, Hygiene and Facility to get the market success and building brand awareness.

The competitive advantage of Anantara Hotel is Thai traditional Hotel style that makes difference with other competitor. Especially the destination in Luang Prabang is the new place to investor with less competitor than in the capital Vientiane, also Hygiene and Facility one of the most important factor for customer interesting been rate 8.8/10 on agoda website with 1814 reviews. Especialy for luxury industry the more hight price the more customer believe that's good hotel to stay. So with all of that competitive advantage relly help Anantara Hotel can be success in the new market. According to all the feedback from customer around the world and this artical to proof more about the reputation of luxury Hotel that not only luxury from design but also luxury in the service.

"Right place, right time and right person" can makes the business success. Luang Prabang Laos is a good place, Anantara Hotel have strong finance that been collected after 14 years experience world wide that's why they can expand more their brand in Laos in the right time. Also their staff is profesional in service customer that satisfy many mean this business open for "right" person, those who working and who enjoy it.
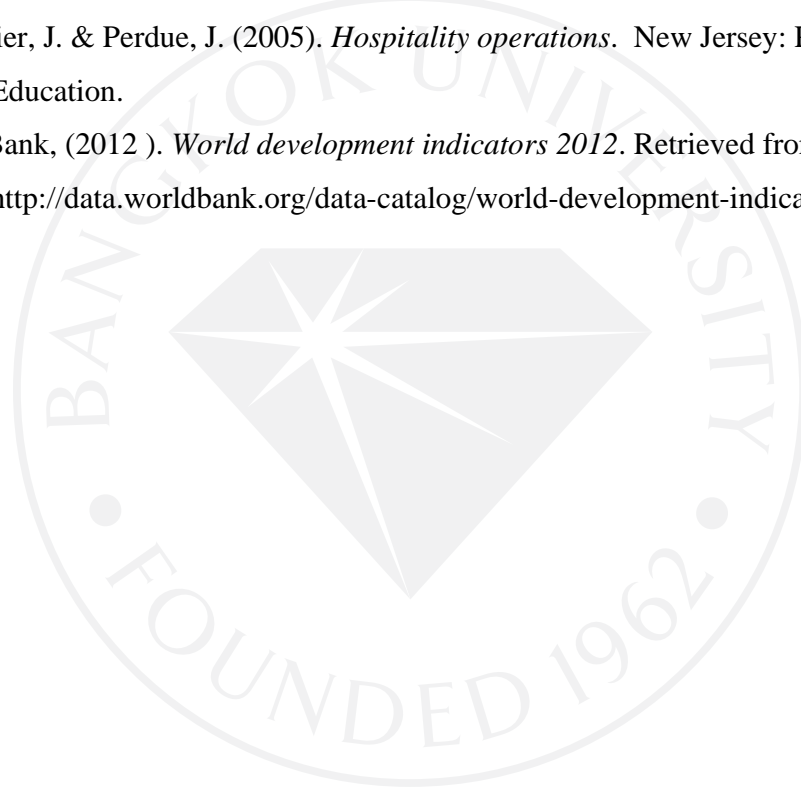
5.3.   Recommendation for further application

This paper focuses on the impacts Location, Customer Service, Price, Hygiene and Facility, Ethic Business, Product Differentiation on the Key success Factor. The study was limited in Bangkok city only so many people not yet go to travel in Laos or not yet stay in Anantara Hotel so dont have enough data to support all the hypothesis. The future research can be Marketing Plan or Human Resource Management for the Hospitality of international business.

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APPENDIX

APPENDIX

KEY SUCCESS FACTOR OF ANANTARA THAI HOTEL TO ENTERING A NEW
MARKET IN LUANG PRABANG LAOS

SURVEY QUESTIONNAIRE

Part 1:   Personal data

1/ Nationality: ☐ 1-Thai   ☐ 2-Foreigner

2/ Gender: ☐ 1- Male   ☐ 2- Female

3/ Age: 1. ☐ 18- 25   2. ☐ 26- 35

                           3. ☐ 36- 45   4. ☐ 46-65   5.☐ More than 65

4/ Total monthly income (Salary and SC, Baht):

1☐ 15,000 or less   2☐ 15,001-25,000   3☐ 25,001 -35.000

4☐ 35,001-45.000   5☐ 45,001 up

5/ Do you want to travel in Laos?

☐ Yes   ☐ No

Part 2: Effect of Location, Customer Service , Price, Hygiene and Facility, Ethic Business, Product Differentiation on Market Success

Effect of Location on Market success

6/ Do you think Anantara Hotel choose a good Location in Luang Prabang Laos?

1) Disagree, 2) Almost disagree, 3) Moderate, 4) Almost agree, 5) Agree

7/ Do you agree to stay in Thai Hotel if you travel to Laos?

1) Disagree, 2) Almost disagree, 3) Moderate, 4) Almost agree, 5) Agree

Effect of Customer Service on Market success?

8/ Do you think the staff proffesional and kind with customer?

1) Disagree, 2) Almost disagree, 3) Moderate, 4) Almost agree, 5) Agree

9/ Do you satisfy with our customer service?

1) Disagree, 2) Almost disagree, 3) Moderate, 4) Almost agree, 5) Agree

Effect of Price on Key Success Factor

10/ How interested would you be to pay for this service?

 Definitely Not   2. Probably Not   3. Might or Might Not

4. Probably   5. Definitely

 11 / Would you come back to pay this service if it is your first experience?

Definitely Not   2. Probably Not   3. Might or Might Not

4. Probably   5. Definitely

Effect of Hygiene and Facility on Key Success Factor

12/ How you think about the Facility of Anantara Hotel

Very Poor 2) Poor, 3)Acceptable, 4) Good 5) Exccelent

13/ How you think about the Hotel condition cleanliness of Anantara Hotel?

Very Poor 2) Poor, 3)Acceptable, 4) Good 5) Exccelent

Effect of Ethic Business on Key Success Factor

14/ How respect customer of Anantara Hotel for customer

1.Definitely Not   2. Probably Not   3. Might or Might Not

4. Probably   5. Definitely

15/ Please rate the business ethic of Anantara Hotel for corporate social responsibility

Very Poor 2) Poor, 3)Acceptable, 4) Good 5) Exccelent

Effect of Product Differentiation on Key Success Factor

16/ How you feel different between Anantara Hotel and other Hotel?

 Definitely Not   2. Probably Not   3. Might or Might Not

4. Probably   5. Definitely

17/ Do you think that Thai traditional hotel type will attracted customer?

1) Disagree, 2) Almost disagree, 3) Moderate, 4) Almost agree, 5) Agree

Key Success Factor

Please indicate the extent of your agreement with the following statements, from

1)Very Poor 2) Poor, 3)Acceptable, 4) Good 5) Excellent

Opinions	Very Poor	Poor	Acceptable	Good	Excellent
Do you satisfy with Anantara Hotel?					
Do you think Luang Prabang is interesting place to travel?					
How would you rate for Anantara Hotel ?					
How about Anantara Hotel service compare with other Hotel?					
How you will recommend this Hotel to others??					

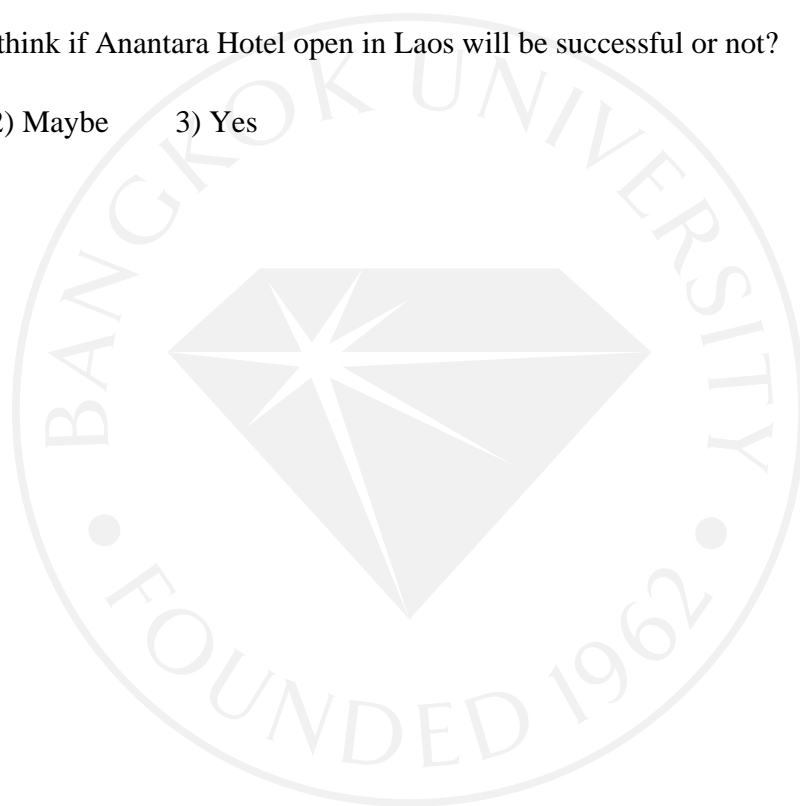|					

23/ How do you think about the existing Thai Anantara Hotel successful or not?

No   2) Maybe   3) Yes

24/ Do you think if Anantara Hotel open in Laos will be successful or not?

No   2) Maybe   3) Yes

Thank you

BIODATA

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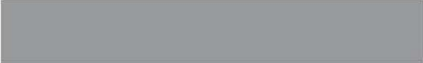**Key Success Factor Of Anantara Traditional Thai Hotel To Entering A New Market In Luang Prabang Laos (..pp)**

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