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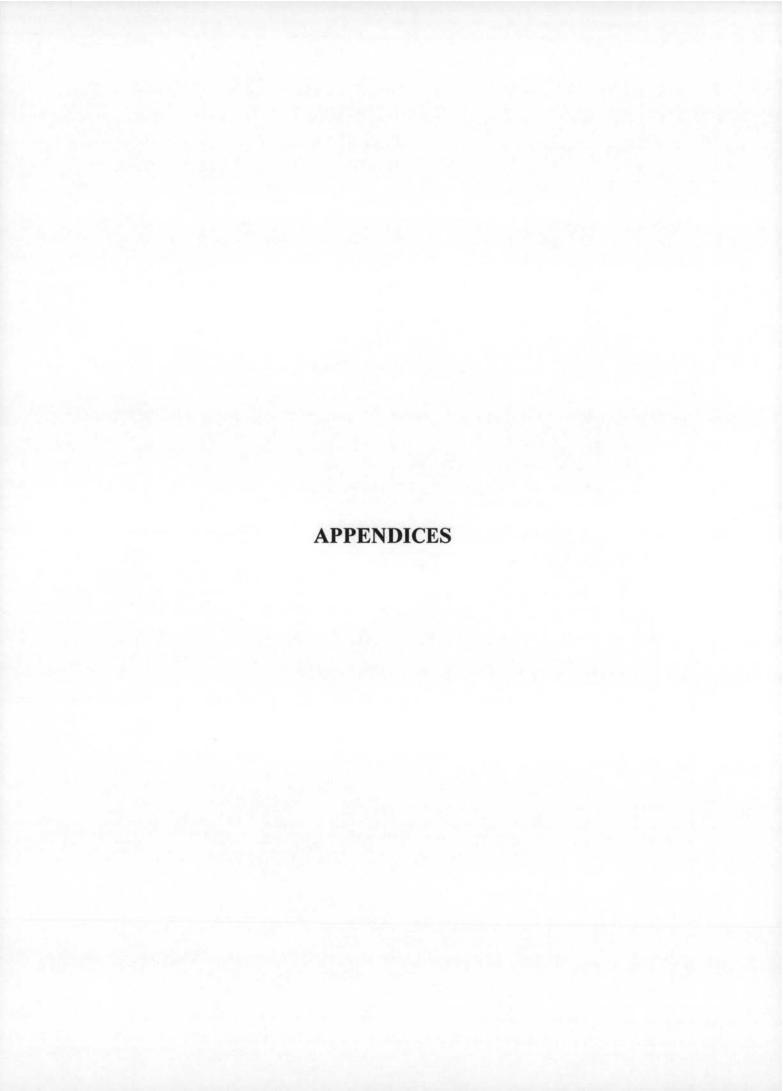
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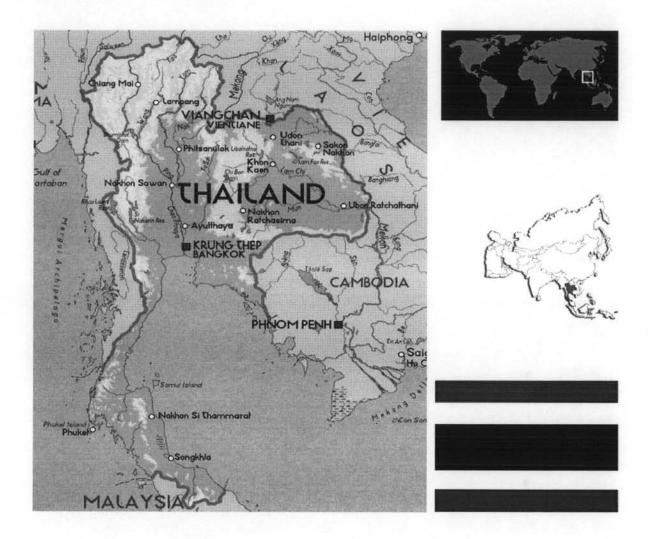
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APPENDIX A: THAILAND AT A GLANCE

Exhibit A: Thailand at a Glance



Geography:

Thailand has a land area of 513,115 sq.km.(approx. 127,008 acres) bordered by Malaysia (South), Myanmar (West & North), Laos (North & East) and Cambodia (Southeast). The country's east coast borders the Gulf of Thailand and the west coast abuts the Andaman Sea. The country is divided geographically into four main zonesthe fertile central plains, dominated by the Chao Phraya River; the 300-metre-high northeast plateau, the kingdom's most barren region; the mountainous North; and the tropical southern peninsula.

Main Provinces

Population in million (local administration departments-December 2006)

Bangkok (Metropolitan; capital) 5.68

Chiang Mai 1.59

Nakhon Ratchasima 2.54

Nakhorn Srithammarat 1.52

Ubon Ratchathani 1.77

Udon Thani 1.52

12 other Thai provinces have populations in excess of 1m

Climate:

The temperature varies from 38°C to 19°C with the annual average at about 29°C. The

humidity is from 66% to 82.8%.

Seasons:

There are three seasons in Northern, Northeastern and Central Thailand; hot (March to May), rainy (June to October), and cool (November to February). And there are two seasons in the South; rainy (April to November) and hot (December to March). In the North and Northeast in winter, the temperatures are much lower during night time, especially on the mountains, with temperatures lower than 10°C.

Population:

Total 63,079,765 (end 2003), about 31.1M males and 31.6M females. Of the total, 9.2% live in Bangkok.

People:

75% Thais, 11% Chinese, 3.5% Malays, and others are Mons, Khmers, Burmese, Laotians, Indians and a variety of hill tribes.

Language:

Thai is the national language. English is widely understood in Bangkok and big cities.

Religion:

Buddhists 94.2%, Muslims 4.6%, Christians 0.8%, others 0.4%.

Government:

Thailand is a constitutional monarchy headed by King Bhumibol Adulyadej or King Rama IX. The country comprises 76 provinces, each sub-divided into amphoe (county), tambon (district) and muban (village).

Time:

Seven hours ahead of GMT

Weights &

The metric system is officially used. For local Dealings, traditional units are used:

Measures:

1 pikul = 60 kg

1 wah = 2 metres

1 rai = 1,600 sq m

1 tang = 20 litres

1 tical or baht (jeweller's measure) = 15.24 grams

Currency unit: 1 baht (Bt) = 100 satang

Avg. exchange rates in 2005:

Avg. exchange rates in 2006:

Bt40.22 = US\$1

Bt38.20 = US\$1

Bt73.10 = £1

Bt71.80 = £1

Public holidays

January 1st (New Year's Day)

2007:

March 3rd (Makhabuja-regulated by Buddhist calendar)

April 6th (Chakri Memorial Day)

April 13th-15th (Songkran Festival Days)

May 1st (Labour Day)

May 5th (Coronation Day)

May 10th (Royal Ploughing Ceremony Day)

May 31st (Visakhabuja-regulated by Buddhist calendar)

July 29th (Asarnhabuja-regulated by Buddhist calendar)

July 30th (Beginning of Buddhist Lent-regulated by Buddhist calendar)

August 14th (Mother's Day-the Queen's Birthday)

October 23rd (Chulalongkorn Memorial Day)

October 26th (End of Buddhist Lent-regulated by Buddhist calendar)

December 5th (Father's Day-the King's Birthday)

December 10th (Constitution Day)

December 31st (New Year's Eve)

Source: Pocket Thailand in Figures (Alpha Research, 2007)

APPENDIX B: TOURISM IN THAILAND

Exhibit B-1: Number of Tourist in Thailand (International)

		THE WILL	In	International										
Year	Tou	rist	Average	Average Exp	enditure	Revenue								
	Number (Million)	Change (%)	Length of stay (Days)	/person/day (Baht)	Change (%)	Million (Baht)	Change (%)							
1999/1	7.19	+3.46	8.23	3,706	+0.34	219,364	+14.99							
$2000^{/1}$	7.22	+0.41	8.33	3,672	-0.92	220,754	+0.63							
$2001^{/1}$	7.76	+7.53	8.40	3,713	+1.12	242,177	+9.70							
$2002^{/1}$	8.58	+10.50	7.96	3,705	-0.23	253,018	+4.48							
2003/1	9.51	+10.82	7.77	3,861	+4.23	285,272	+12.75							
$2004^{/1}$	10.06	+5.82	7.93	3,748	-2.93	299,047	+4.83							
2005^{1}	10.80	+7.33	7.98	3,754	+0.16	323,484	+8.17							
2006/2	10.00	-7.36	8.19	3,774	+0.55	309,269	-4.39							
2007/2	12.00	+19.95	8.00	4,000	+5.97	384,000	+24.16							
2008/2	13.38	+11.50	8.10	4,150	+3.75	450,000	+17.19							

Note: /1 = Actual
/2 = Tourism Strategy of the Ministry of Tourism and Sports

Exhibit B-2: Number of Tourist in Thailand (Domestic)

		Domestic										
Year	Tou	rist	Average	Average Exp	enditure	Revenue						
Ital	Number (Million)	Change (%)	Length of stay (Days)	/person/day (Baht)	Change (%)	Million (Baht)	Change (%)					
$1999^{/1}$	52.47	+0.40	2.22	1,314	+6.41	157,323	+6.20					
$2000^{/1}$	52.05	-0.78	2.31	1,466	+11.58	180,388	+14.66					
$2001^{/1}$	51.68	-0.72	2.37	1,513	+3.18	187,898	+4.16					
$2002^{/1}$	53.62	+3.02	2.43	1,523	+2.26	203,179	+7.42					
$2003^{/1}$	54.74	+2.08	2.48	1,718	+12.79	210,516	+3.61					
$2004^{/1}$	58.62	+7.09	2.51	1,703	-0.89	223,732	+6.28					
$2005^{/1}$	61.82	+5.45	2.55	1,690	-0.77	235,337	+5.19					
2006^{2}	69.36	+12.20	2.61	1,824	+7.98	289,987	+23.22					
2007^{2}	73.18	+5.51	2.65	1,895	+3.87	332,300	+11.14					
2008/2	76.25	+4.19	2.65	1,965	+3.69	347,300	+7.76					

Note: ^{/1} = Actual ^{/2} = Tourism Strategy of the Ministry of Tourism and Sports

Exhibit B-3: International Tourists Arrival by Nationality

January - December 2006 2005										
Country of Residence					Δ (%)					
East Asia	Number 5,776,358	Share (%) 57.29	Number 6,236,246	Share (%) 57.36	-7.3					
ASEAN	2,504,231	24.84	2,474,523	22.76	+1.2					
Brunei	8,863	0.09	10,129	0.10	-12.5					
Cambodia	65,502	0.65	70,187	0.66	-6.6					
Indonesia	168,568	1.67	164,645	1.51	+2.3					
Laos	100,747	1.01	90,717	0.83	+11.0					
Malaysia	1,354,295	13.43	1,332,355	12.25	+1.6					
Myanmar	32,702	0.32	36,111	0.33	-9.4					
Philippines	140,371	1.39	139,364	1.28	+0.7					
Singapore Vietnam	515,630	5.11 1.17	546,796	5.03	-5.7					
China	117,553 606,635	6.02	84,219 797,976	0.77 7.34	+39.5					
Hong Kong	411,242	4.08	335,816	3.09	+22.4					
Japan	1,042,349	10.34	1,239,421	11.40	-15.5					
Korea	695,313	6.89	704,649	6.48	-1.3					
Taiwan	501,573	4.97	674,366	6.20	-25.6					
Others	15,015	0.15	9,495	0.09	+58.1					
Europe	2,517,197	24.97	2,650,992	24.38	-5.0					
Austria	53,646	0.53	54,020	0.49	-0.0					
Belgium	52,052	0.52	56,865	0.52	-8.4					
Denmark	82,828	0.82	90,480	0.83	-8.4					
Finland	66,513	0.66	66,772	0.61	-0.3					
France	237,690	2.36	271,395	2.50	-12.4					
Germany	386,532	3.83	411,049	3.78	-5.9					
Italy	97,526	0.97	129,293	1.19	-24.5					
Netherlands Norway	138,839	1.38	150,138	1.38	-7.5					
Russia	71,885 89,329	0.71 0.89	74,607 70,692	0.69	-3.6 +26.3					
Spain	31,526	0.31	47,431	0.65 0.44	-33.5					
Sweden	204,002	2.02	215,894	1.99	-5.5					
Switzerland	107,896	1.07	118,827	1.09	-9.2					
United Kingdom	736,520	7.31	704,416	6.48	+4.5					
East Europe	62,983	0.62	72,893	0.67	-13.6					
Others	97,430	0.97	116,220	1.07	-16.1					
The Americas	679,210	6.74	730,402	6.72	-7.0					
Argentina	2,348	0.02	3,398	0.03	-30.9					
Brazil	6,784	0.07	8,960	0.08	-24.2					
Canada	137,963	1.37	135,668	1.25	+1.6					
U.S.A.	514,863	5.11	555,353	5.11	-7.2					
Others	17,252	0.17	27,023	0.25	-36.1					
South Asia	407,041	4.04	410,206	3.77	-0.7					
Bangladesh	53,421	0.53	35,928	0.33	+48.6					
India	253,752	2.52	280,641	2.58	-9.5					
Nepal	19,909	0.20	19,933	0.18	-0.1					
Pakistan	31,315	0.31	31,246	0.29	+0.2					
Sri Lanka	38,483	0.38	31,649	0.29	+21.5					
Others	10,161	0.10	10,809	0.10	-6.0					
Oceania	362,733	3.60	427,109	3.93	-15.0					
Australia	291,872	2.90	351,508	3.23	-16.9					
New Zealand	69,387	0.69	73,710	0.68	-5.8					
Others	1,474	0.01	1,891	0.02	-22.0					
Middle East	187,629	1.86	245,822	2.26	-23.0					
Egypt	5,264	0.05	7,719	0.08	-31.8					
srael Kuwait	69,837	0.69	98,691	0.91	-29.2					
Saudi Arabia	19,977 4,849	0.20 0.05	25,251 6,886	0.23 0.06	-20.8 -29.5					
U.A.E.	22,914	0.03	26,565	0.06	-29.3					
Others	64,788	0.64	80,710	0.74	-19.7					
Africa	74,285	0.74	98,290	0.90	-24.4					
S. Africa	35,560	0.35	39,262	0.36	-9.4					
Others	38,725	0.39	59,028	0.54	-34.4					
Sub Total	10,004,453	99.24	10,799,067	99.32	-7					
Overseas Thai	77,656	0.76	73,909	0.68	+5.0					
Grand Total	10,082,109	100.00	10,872,976	100.00	-7.					

Exhibit B-4: International Tourists Arrival by Sex

January – December 2006 Sex									
Country of Residence	Male	Δ(%)	Female	Δ (%)					
East Asia	3,708,278	-1.93	2,458,182	-10.6					
ASEAN	1,658,480	+4.29	987,523	-3.5					
Brunei	10,852	+31.00	6,392	+16.8					
Cambodia	46,260	-4.39	27,608	-10.4					
Indonesia	90,243	+3.22	77,171	-0.5					
Laos	67,331	+21.19	37,137	-3.5					
Malaysia	881,398	+8.04	457,226	-4.8					
Myanmar	26,559	-15.24	10,621	-2.8					
Philippines	67,857	+0.45	75,158	-0.3					
Singapore	392,304	-6.71	236,799	-9.8					
Vietnam	75,676	+36.42	59,411	+39.7					
China	360,416	-14.80	263,798	-22.4					
Hong Kong	324,845	+20.82	325,075	+26.					
Japan	683,634	-10.29	330,879	-28.					
Korea	389,402	+1.15	304,938	-8.0					
Taiwan	283,814	-17.82	238,127	-27.4					
Others	7,687	+13.33	7,842	-3.6					
Europe	1,407,175	-4.52	848,985	-13.					
Austria	28,519	-1.38	18,198	-4.					
Belgium	33,545	-6.51	17,227	-15.					
Denmark	46,113	-2.56	32,474	-12.					
Finland	35,188	-0.64	27,321	-4.0					
France	144,115	-8.64	75,112	-21					
Germany	245,868	-2.31	132,774	-12					
Italy	63,467	-19.01	29,189	-39.					
Netherlands	79,424	-3.94	49,787	-14					
Norway	43,496	-4.53	27,198	-7.					
Russia	46,870	+39.67	43,795	+23.0					
Spain	19,845	-27.03	12,005	-43.0					
Sweden	117,758	-4.76	91,686	-5.					
Switzerland	71,720	-8.23	41,861	-12.9					
United Kingdom	349,412	-1.43	195,588	-9.					
East Europe	31,813	-5.31	26,172	-17.0					
Others	50,022	-16.12	28,598	-27.					
The Americas	372,185	-8.03	204,404	-13.					
Argentina	907	-38.26	678	-25					
Brazil	2,981	-11.28	1,675	-22.					
Canada	59,383	-2.71	38,233	-5.					
U.S.A.	301,339	-7.91	158,523	-13.					
Others	7,575	-34.65	5,295	-43.					
South Asia	288,335	+1.52	102,000	-4.					
Bangladesh	43,236	+47.33	14,415	+22.					
India	169,836	-7.21	60,480	-13.					
Nepal	16,001	-3.86	6,396	-0.					
Pakistan	24,646	+6.04	6,248	-6.					
Sri Lanka	27,033	+13.82	11,276	+29.					
Others	7,583	-5.41	3,185	+1.					
Oceania	207,876	-13.73	136,038	-25.					
Australia	171,042	-15.66	110,319	-27.					
New Zealand	35,086	-2.20	24,919	-13.					
Others	1,748	-23.23	800	-13.					
Middle East	147,301	-22.89	56,577	-30.					
Egypt	4,218	-24.12	991	-48.					
srael	42,233	-29.79	22,417	-41.					
Cuwait	16,025	-27.37	5,239	-17.					
Saudi Arabia	7,926	-31.03	1,960	-29.					
J.A.E.	27,605	-7.27	11,712	-15.					
Others	49,294	-20.49	14,258	-13.					
	THE RESIDENCE PROPERTY.								
Africa	37,973	-25.65	29,144	-24.					
S. Africa	18,133	-2.07	16,389	-14.					
Others	19,840	-39.05	12,755	-33.					
Grand Total	6,169,123	-4.01	3835,330	-12,					

Exhibit B-5: International Tourists Arrival by Purpose of Visit

January – December 2006 Country of Type of Purpose												
Country of Residence	TT - 1' 1	A (0/)	D	A (0/)			066-1-1	A (0/)	041	A (0/)		
	Holiday	Δ (%)	Business	Δ (%)	Convention	Δ (%)	Official	Δ (%)	Others	Δ (%)		
East Asia	5,434,297	-6.94	523,253	+6.28	57,839	-18.56	28,185	+7.41	122,886	+20.2		
ASEAN Brunei	2,251,577 13,339	+0.40 +19.65	254,735 1,189	+7.87 +66.29	38,764 642	-23.80 +113.29	22,273 310	+16.05 +65.78	78,654 1,764	+19.43		
Cambodia	63,111	-9.90	2,329	-7.80	438	-83.16	2,549	+75.79	5,441	+109.5		
Indonesia	140,299	-0.99	14,646	+16.64	4,160	+5.56	1,324	-12.84	6,985	+32.3		
Laos	85,059	+33.04	1,853	-59.75	1,951	-75.12	10,952	+18.97	4,653	-45.0		
Malaysia	1,209,618	+1.58	86,084	+27.23	13,726	-9.85	3,418	+18.02	25,778	+31.7		
Myanmar	24,789	-12.25	7,438	-8.20	269	-24.23	653	+0.62	4,031	-17.9		
Philippines	108,261	-1.55	18,689	+10.05	5,868	-25.16	953	-9.58	9,244	+30.2		
Singapore	496,265	-9.78	108,666	-2.64	8,172	-0.27	1,191	-2.78	14,809	+21.1		
Vietnam	110,836	+44.47	13,841	+21.44	3,538	-22.62	923	-8.25	5,949	+38.3		
China	576,382	-19.67	31,788	+5.28	4,852	-1.38	1,782	-31.78	9,410	+18.5		
Hong Kong	602,956	+25.69	39,564	-0.43	3,405	-13.60	363	-3.71	3,632	+53.1		
Japan	866,054	-19.99	122,644	+4.69	5,142	+3.21	1,960	-16.52	18,713	+21.3		
Korea	641,203	-4.20	41,064	+13.97	3,333	-13.50	1,270	+28.93	7,470	+13.0		
Taiwan	481,629	-24.07	33,100	+1.27	2,128	-3.88	357	-42.14	4,727	+24.4		
Others	14,496	+3.51	358	-8.67	215	-9.66	180	+63.64	280	+41.4		
Europe	2,064,006	-8.82	143,595	+0.69	9,396	-18.66	3,330	+16.43	35,833	+19.1		
Austria	43,236	-2.13	2,669	-15.27	260	-0.76	56	+43.59	496	+12.9		
Belgium	44,493	-10.24	4,827	+1.77	286	-60.33	173	+121.79	993	-6.8.		
Denmark	71,088	-8.83	6,143	+17.26	153	+13.33	59	-22.37	1,144	-4.3		
Finland	58,135	-3.43	3,229	+11.46	168	-26.96	41	+5.13	936	+25.3		
France	193,486	-15.56	19,691	+7.30	896	-43.61	348	-36.26	4,806	+25.5		
Germany Italy	344,650	-7.34	27,445	+8.40	1,361	-3.34	290	-46.00	4,896	+21.4		
Netherlands	81,943 116,751	-28.17 -10.14	8,428 8,999	-6.58 +3.63	617 618	-52.76 +94.95	283 110	+9.69 -41.80	1,385 2,733	-11.3 +47.5		
Norway	66,451	-6.12	2,894	+0.94	177	-46.85	75	+97.37	1,097	+47.3		
Russia	87,770	+31.45	1,643	+11.24	222	-18.08	595	+568.54	435	+17.8		
Spain	27,245	-38.41	3,692	+11.54	478	-1.04	34	+70.00	401	-9.8		
Sweden	199,951	-5.29	6,830	-6.97	429	-48.06	171	+19.58	2,063	+44.3		
Switzerland	102,507	-12.00	8,048	+6.67	696	+52.97	284	-5.02	2,046	+42.4		
United Kingdom	501,411	-4.69	30,691	-8.08	2,323	+25.36	491	+299.19	10,084	+20.4		
East Europe	53,622	-11.11	2,931	-6.39	240	-55.22	157	-28.31	1,035	-10.0		
Others	71,267	-21.66	5,435	-11.60	472	-42.86	163	-2.40	1,283	+4.4		
The Americas	470,470	-12.69	66,120	-0.44	6,585	-12.35	3,805	+5.69	29,609	+24.5		
Argentina	1,196	-34.96	237	-16.55	35	-61.11	0	-100.00	117	-10.0		
Brazil	3,728	-19.60	477	+13.03	268	-25.56	12	-25.00	171	+71.0		
Canada	85,325	-4.60	8,158	-1.35	753	-19.72	208	+35.06	3,172	+23.4		
U.S.A.	369,025	-13.07	56,485	+0.73	5,215	-4.92	3,552	+5.71	25,585	+25.2		
Others	11,196	-39.33	763	-43.86	314	-50.94	33	+0.00	564	+6.2		
South Asia	310,550	-2.66	46,901	+10.13	6,349	-13.85	7,220	+17.44	19,315	+23.7		
Bangladesh	50,333	+43.27	3,780	+18.24	304	-26.92	672	+64.30	2,562	+28.6		
India	183,150	-13.25	29,446	+10.21	4,383	-17.08	4,049	+43.28	9,288	+29.6		
Nepal	16,252	-2.54	2,761	+2.37	525	+0.38	493	-48.54	2,366	+10.1		
Pakistan	23,434	-2.05	4,656	+18.14	676	+27.55	569	+6.16	1,559	+60.5		
Sri Lanka	31,328	+22.28	4,193	+3.35	304	-39.08	474	+2.16	2,010	+11.5		
Others	6,053	-7.91	2,065	+4.50	157	+35.34	963	+0.84	1,530	+0.2		
Oceania	286,125	-21.98	39,209	+0.13	5,154	-26.05	815	+64.65	12,611	+24.3		
Australia	233,953	-23.98	32,852	-1.52	4,257	-26.87	606	+29.76	9,693	+19.5		
New Zealand	50,479	-10.89	5,962	+10.74	673	-18.82	148	+0.00	2,743	+43.6		
Others	1,693	-26.87	395	-4.59	224	-30.00	61	+117.86	175	+41.1		
Middle East	174,586	-27.58	21,684	-14.20	1,420	+7.82	592	-20.86	5,596	+27.6		
Egypt	4,172	-30.11	624	-37.54	176	-30.43	18	-53.85	219	-4.3		
Israel	56,438	-37.59	6,299	-9.45	534	+103.82	164	-19.61	1,215	+56.3		
Kuwait	19,728	-25.01	775	-42.08	55	-60.71	36	-10.00	670	+7.7		
Saudi Arabia	7,646	-33.20	1,825	-25.81	62	-37.37	0	-100.00	353	+51.5		
U.A.E.	34,057	-13.28	3,714	+11.40	163	-8.43	147	+65.17	1,236	+82.8		
Others	52,545	-22.34	8,447	-17.06	430	+11.69	227	-36.94	1,903	+3.0		
Africa	52,118	-25.24	12,732	-23.34	596	-46.35	181	-53.71	1,490	-8.4		
S. Africa	29,407	-9.18	4,154	+4.48	288	-61.45	0	-100.00	673	+18.2		
Others	22,711	-39.16	8,578	-32.09	308	-15.38	181	-47.23	817	-22.7		
Grand Total	8,792,152	-8.79	853,494	+3.46	87,339	-18.26	44,128	+9.00	227,340	+21.0		

Exhibit B-6: International Tourists Arrival by Occupation

			•	January -	- Decembe	pation				
Country of Residence	Pro- fessional	Δ (%)	Admin.	Δ (%)	Com- mercial	Δ (%)	Labourers	Δ (%)	Govern-	Δ (%)
East Asia	709,495	+9.00	699,391	+8.31	1,245,979	+0.74	1,220,822	+7.87	ment 66,461	+12.55
ASEAN	353,551	+10.75	347,852	+22.26	444,392	+24.79	329,916	+29.72	32,833	+20.03
Brunei	3,818	+21.28	1,941	+76.13	2,654	+14.20	1,732	+8.39	825	+50.00
Cambodia	7,922	-40.30	4,839	+48.66	14,128	+53.13	10,694	-0.40	2,984	+89.40
Indonesia	18,221	+20.61	11,220	+32.34	20,489	+12.69	33,563	+28.91	1,687	+9.19
Laos	9,894	-28.50	2,645	-28.51	8,545	+40.61	13,427	+143.77	14,246	+12.21
Malaysia	140,757	+36.32	145,041	+44.83	242,628	+45.46	129,842	+34.12	5,768	+51.33
Myanmar	8,471	+3.25	4,996	+3.46	10,305	-5.03	4,452	+0.93	203	-28.77
Philippines Singapore	26,565 114,099	+1.15	14,122 142,075	+4.29 +2.61	26,445 96,592	+2.72	32,131 77,011	+12.31 +15.08	540 4,103	-2.5. -18.7.
Vietnam	23,804	+21.55	20,973	+90.37	22,606	+14.23	27,064	+97.48	2,477	+91.8
China	56,596	+4.94	75,036	-14.86	55,309	+8.73	280,503	-11.66	2,207	+25.04
Hong Kong	90,116	+19.75	87,858	+23.71	170,878	+20.59	88,414	+61.70	4,817	+28.2
Japan	107,610	-5.21	136,783	-11.42	163,321	-20.15	313,919	+1.65	20,782	-6.32
Korea	69,711	+17.58	25,280	+35.12	178,827	+7.98	151,309	+2.21	4,770	+58.47
Taiwan	29,764	+7.95	25,280	-9.04	228,311	-27.06	55,090	+16.40	749	+6.2
Others	2,147	+1.80	1,302	+13.61	4,941	-1.69	1,671	+58.84	303	+11.8
Europe	562,224	-3.91	347,720	+4.53	243,076	-4.06	466,497	+8.18	12,128	+4.9:
Austria	11,727	-1.48	6,402	+4.30	4,459	+1.59	11,011	+13.06	264	+7.70
Belgium	10,471	-14.88	7,301	+6.88	4,547	+1.93	15,577	-2.53	405	+40.63
Denmark	17,582	-3.39	12,275	+4.67	8,739	+8.63	14,056	+3.97	258	+7.50
Finland	13,205	-5.33	10,637	+6.74	7,231	+20.50	13,330	+16.66	255	+138.32
France	54,714	+0.43	31,240	+5.42	27,075	-5.66	43,500	+0.96	933	+0.11
Germany Italy	101,620 18,849	+2.67	47,995 12,584	+5.63	39,736 13,076	-0.90 -20.48	84,729 26,107	+10.94	2,107 393	+9.00
Netherlands	30,719	+1.15	24,193	+8.83	11,544	-9.93	25,576	+9.88	736	-15.40
Norway	16,852	-1.46	10,006	+1.67	6,669	+4.83	14,294	+12.98	196	-32.65
Russia	18,103	+20.84	21,602	+38.80	11,904	+21.67	14,983	+96.86	418	+263.48
Spain	10,112	-36.42	4,336	-20.15	5,526	-25.63	5,215	-31.27	120	-4.76
Sweden	43,638	-0.80	26,657	-1.49	22,235	-2.90	48,944	+17.70	567	+18.87
Switzerland	29,032	-2.59	17,246	+0.40	12,648	-9.26	24,058	+7.20	443	-6.74
United Kingdom	148,378	-2.63	92,567	+6.04	50,953	+0.22	100,780	+11.43	4,248	-3.91
East Europe	14,798	-10.13	12,149	+19.33	6,616	-17.23	9,563	+18.88	126	-39.42
Others	22,424	-21.32	10,530	-19.72	10,118	-23.11	14,774	-4.28	659	+62.32
The Americas	167,492 592	-4.67	71,744	-3.82	71,078	-9.73	94,025	+11.47	4,210	-13.98
Argentina Brazil	1,796	-27.98 -18.55	218 494	+246.03 +2.49	138 359	-60.23 -21.62	239 619	-50.21 +4.38	0 40	-100.00 +233.33
Canada	26,937	-1.76	10,895	+4.68	12,635	-6.44	16,286	+12.78	515	+1.78
U.S.A.	134,255	-3.73	59,084	-4.47	56,438	-8.58	74,808	+13.54	3,543	-17.99
Others	3,912	-32.34	1,053	-41.11	1,508	-44.07	2,073	-29.82	112	+229.4
South Asia	45,321	+11.64	24,273	+17.39	146,386	+4.84	59,662	+27.70	3,879	-27.47
Bangladesh	5,450	+37.90	3,103	+60.20	21,309	+43.00	9,898	+139.14	550	-37.2
India	24,041	+5.33	10,997	+4.17	89,333	-2.20	37,664	+14.26	1,183	-33.50
Nepal	3,276	+3.80	943	+10.16	7,540	+6.41	3,915	+6.82	513	-34.73
Pakistan	4,439	+41.64	1,813	+28.40	14,567	+3.81	2,963	+17.07	203	-38.48
Sri Lanka	6,782	+12.42	7,019	+30.03	10,895	+16.09	3,035	+59.07	252	+165.20
Others	1,333	-10.84	398	-23.17	2,742	-4.69	2,187	+44.55	1,178	-20.5
Oceania	90,977	-9.55	65,114	-9.75	34,708	-24.30	60,823	-5.37	1,932	-21.4.
Australia	72,166	-11.83	53,385	-11.52	29,570	-25.21	51,194	-6.60	1,756	-16.9
New Zealand	18,008	+1.40	11,395	+2.80	4,639	-21.86	9,280	+1.59	151	-34.6.
Others	803	-17.13	334	-54.31	499	+32.01	349	+8.05	25	-77.8
Middle East	39,381	-20.18	17,104	-19.28	34,653	-21.28	42,282	-17.45	541	-45.3
Egypt	1,905	-13.01	567	-41.12	836	-0.24	572	-43.65	0	-100.00
Israel	16,127	-29.03	6,461	-34.57	7,921	-30.54	9,097	-19.40	61	-81.68
Kuwait Saudi Arabia	2,793	-13.10	1,041	-20.17	1,315	-26.37	8,253	-20.29	0	-100.0
U.A.E.	2,529 5,826	-22.18 +1.02	860 3,888	-10.04 +9.55	2,170 5,872	-39.27 +0.24	1,798 9,794	-36.67 -7.05	18	-78.0.
Others	10,201	-16.32	4,287	-5.66	16,539	-19.56	12,768	-15.93	68 394	-71.70 +53.9
Africa	12,592	-21.81	9,224	-14.25	18,778	-23.64	8,474	-12.48	305	-63.6
S. Africa	7,534	-14.51	6,189	-8.28	5,127	-3.54	5,057	+12.13	99	+62.30
Others	5,058	-30.63	3,035	-24.30	13,651	-3.34	3,417	-33.93	206	-73.49
Grand Total	1,627,482	+0.57	1,234,570	+4.82	1,794,658	-1.56	1,952,585	+7.33	89,456	+5.0

Source: Tourism Authority of Thailand (TAT), 2007

APPENDIX C: ABC HOTEL'S SALES REPORT

Exhibit C-1a: Total Accommodations Sales between July 2005 and June2007 (by month)

		Self Booking	Corporate	Travel Agent	Total Sale	Total Reservation	Total Cancellation	Total Cancellation (%)	Occupancy (%)
	Jul'05	2,460	1,478	983	4,921	5,516	595	12.1	42.2
	Aug'05	2,606	1,564	1,041	5,211	5,847	636	12.2	44.7
	Sep'05	3,380	2,029	1,350	6,759	7,590	831	12.3	57.9
	Oct'05	3,529	2,089	1,418	7,036	7,908	872	12.4	60.3
	Nov'05	3,906	2,401	1,606	7,913	9,140	1,227	15.5	67.8
	Dec'05	4,459	2,611	1,740	8,810	10,352	1,542	17.5	75.5
	Jan'06	4,278	2,559	1,687	8,524	10,109	1,585	18.6	73.0
	Feb'06	3,881	2,359	1,505	7,745	8,884	1,139	14.7	66.4
불	Mar'06	3,409	2,044	1,356	6,809	7,817	1,008	14.8	58.3
Segmentation by Month	Apr'06	3,671	2,243	1,465	7,379	8,478	1,099	14.9	63.2
2	May'06	2,896	1,734	1,151	5,781	6,475	694	12.0	49.5
1 2	Jun'06	2,692	1,647	1,022	5,361	6,010	649	12.1	45.9
atic	Jul'06	2,330	1,402	917	4,649	5,249	600	12.9	39.8
l t	Aug'06	2,571	1,513	1,015	5,099	5,747	648	12.7	43.7
I ii	Sep'06	3,410	2,084	1,348	6,842	7,697	855	12.5	58.6
Seg	Oct'06	3,727	2,224	1,475	7,426	8,176	750	10.1	63.6
	Nov'06	4,279	2,564	1,704	8,547	9,333	786	9.2	73.2
	Dec'06	4,851	2,879	1,946	9,676	10,527	851	8.8	82.9
	Jan'07	4,647	2,791	1,846	9,284	9,999	715	7.7	79.6
	Feb'07	4,185	2,509	1,664	8,358	8,985	627	7.5	71.6
	Mar'07	3,751	2,257	1,485	7,493	8,047	554	7.4	64.2
	Apr'07	4,059	2,451	1,617	8,127	8,769	642	7.9	69.6
	May'07	3,199	1,924	1,273	6,396	6,863	467	7.3	54.8
	Jun'07	2,941	1,761	1,151	5,853	6,269	416	7.1	50.2

Courtesy of: Sales and Marketing Department of the ABC Hotel, 2007

Exhibit C-1b: Total Accommodations Sales between July 2005 and June2007 (by quarter)

		Self Booking	Corporate	Travel Agent	Total Sale	Total Reservation	Total Cancellation	Total Cancellation (%)	Occupancy (%)
	Q3/05	8,446	5,071	3,374	16,891	18,953	2,062	12.2	48.2
by	Q4/05	11,894	7,101	4,764	23,759	27,400	3,641	15.1	67.9
r r	Q1/06	11,568	6,962	4,538	23,078	26,810	3,732	16.0	65.9
Segmentation Quarter	Q2/06	9,259	5,624	3,638	18,521	20,963	2,442	13.0	52.9
ent)	Q3/06	8,311	4,999	3,280	16,590	18,693	2,103	12.7	47.4
mg O	Q4/06	12,857	7,667	5,125	25,649	28,036	2,387	9.4	73.3
Se	Q1/07	12,583	7,557	4,995	25,135	27,031	1,896	7.5	71.8
	Q2/07	10,199	6,136	4,041	20,376	21,901	1,525	7.4	58.2

Courtesy of: Sales and Marketing Department of the ABC Hotel, 2007

Exhibit C-2: Total Reservation before and after Implementation Divided by Channels (Jul'05-Jun'07)

				Re	eservation (Channels		
		Walk-In	Tele- phone	Fax	E-Mail	Mail & Others	Online	Total Reservation
	Jul'05	548	2,958	315	1,597	98	n/a	5,516
	Aug'05	612	3,257	454	1,481	43	n/a	5,847
	Sep'05	601	4,701	518	1,684	86	n/a	7,590
	Oct'05	541	4,894	591	1,778	104	n/a	7,908
	Nov'05	509	5,977	614	1,912	128	n/a	9,140
100	Dec'05	444	7,150	493	2,152	113	n/a	10,352
	Jan'06	694	6,676	601	2,001	137	n/a	10,109
	Feb'06	841	5,401	743	1,780	119	n/a	8,884
uth	Mar'06	698	4,437	707	1,874	101	n/a	7,817
Month	Apr'06	627	4,952	716	2,110	73	n/a	8,478
by N	May'06	749	3,038	491	2,148	49	n/a	6,475
	Jun'06	568	3,128	485	1,763	66	n/a	6,010
ıtio	Jul'06	618	1,263	311	1,154	54	1,849	5,249
Segmentation	Aug'06	487	1,500	384	971	91	2,314	5,747
me	Sep'06	462	3,209	392	918	69	2,647	7,697
Seg	Oct'06	419	2,462	289	749	106	4,151	8,176
	Nov'06	598	2,121	347	728	145	5,394	9,333
	Dec'06	545	2,050	364	710	77	6,781	10,527
	Jan'07	519	3,326	411	698	74	4,971	9,999
	Feb'07	399	2,122	402	801	68	5,193	8,985
	Mar'07	461	1,263	316	653	87	5,267	8,047
	Apr'07	489	3,196	263	492	65	4,264	8,769
	May'07	423	1,670	290	511	59	3,910	6,863
	Jun'07	390	1,193	318	457	62	3,849	6,269

Courtesy of: Sales and Marketing Department of the ABC Hotel, 2007

Exhibit C-3a: Self Booking vs. Total Reservation (by month)

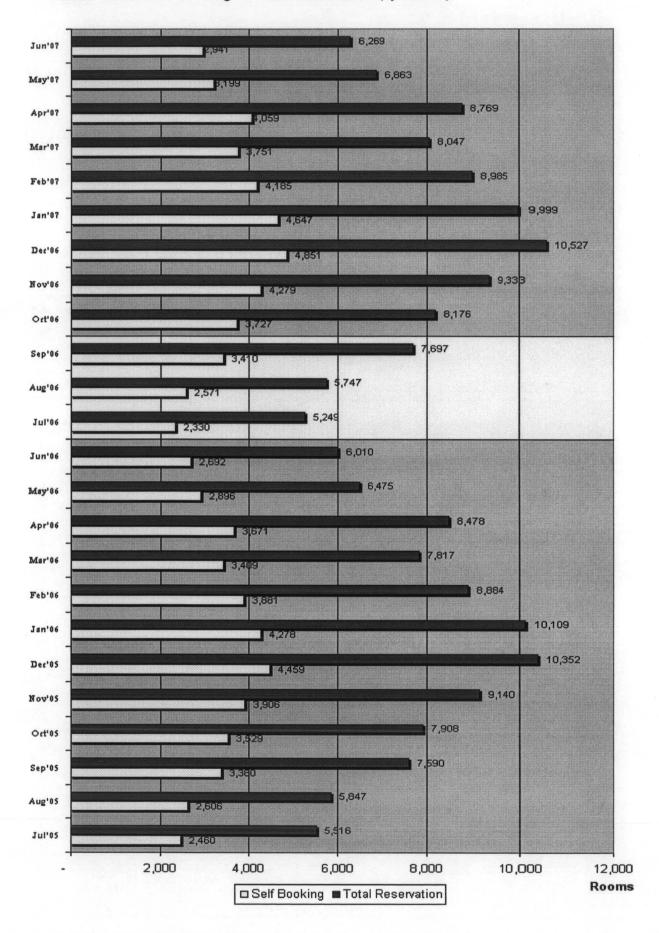
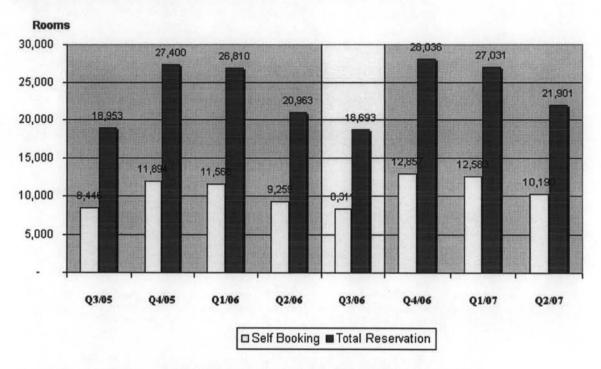


Exhibit C-3b: Self Booking vs. Total Reservation (by quarter)



Courtesy of: Sales and Marketing Department of the ABC Hotel, 2007

APPENDIX D: QUESTIONNAIRES

Exhibit D-1: Questionnaire for Employee



REGIONAL CENTRE FOR MANUFACTURING SYSTEMS ENGINEERING Faculty of Engineering, Chulalongkorn University Phayathai Road, Bangkok 10330, Thailand Tel: (662) 2186803, 2186804 Fax (662) 2186805

10 October 2006

Dear all staffs,

Asking for Your Cooperation to Fill the Questionnaire

This questionnaire is the instrument used in partial fulfilment of the research study for on "Reservation System Improvement for Hotel Industry" by Mr. Panurak Ngamchitrungruang, a student of: Chulalongkorn University, Thailand; and University of Warwick, United Kingdom.

Purpose of this questionnaire is to evaluate the critical success factors on computerised reservation system for ABC hotel. There are three parts of questionnaire, which are the personnel information, general data, and hotel reservation system. You can be assured that your information will be combined with the data from other employees to get only a comprehensive picture. Data collected will be treated strictly confidentially and will be used only for the purpose of research. The survey has no legal significance binding on any body involved. Therefore, researcher would be very appreciated for your co-operation and kindness to complete the questionnaire.

Please do not hesitate to contact the researcher if you have any queries. The contact telephone numbers are +66 (0) 8 9227 5222 (mobile), +66 (0) 2730 6827 (landline) and/or e-mail: panurak.n@student.chula.ac.th; p.ngamchitrungruang@warwick.ac.uk.

Yours sincerely,

Panurak Ngamchitrungruang Researcher

Part 1: Respondent's Personnel Information

Direction: Please complete the following information about yourself by making a checkmark (\checkmark) in the box relating to your own profile. It is necessary to gather this data for the usefulness of research analysis.

1.	Gende	r
		Male
		Female
2.	Highe	st level of education
		High school
		Diploma
		Bachelor degree
		Master degree or higher
3.	Job po	sition
٥.	П	
	_	Reservation manager
		Reservation assistant manager
		Reservation supervisor
		Reservation clerk
4.	Length	n of working period
		Lower than 1 year
		1-2 years
		3-4 years
		More than 4 years

Part 2: General Data

Direction: Please complete the following information about yourself by making a checkmark (\checkmark) in the box relating to your own data. It is necessary to gather this data for the usefulness of research analysis.

5.	Have you ever faced any problems from traditional reservation system?						
		Yes					
6.	What	types of the problems that you faced? (Can choose more than one choice)					
		Poor quality in working system					
		Always failed and lost documenting customer's requests					
		The complexity of reservation procedures					
		The obstacles in job description at the beginning					
		Lack of communication among the employees					
		Low respond and record inconsistent customer information					
		Others (please specify)					

Part 3: Hotel's Reservation System

Direction: Please select the one appropriated scale in each statement by making a circle (O) about factor of ABC hotel's computerised reservation system described the best of your opinion and feeling about. Each statement will base on the following scale.

5 = Excellent

4 = Very Good

3 = Good

2 = Fair

1 = Poor

	Factor	Rating Scale					
Inte	ractive						
7.	Training programme can help you to improve an interaction between you and customer.	5	4	3	2	1	
8.	You had understood the job description and procedures in short term period.	5	4	3	2	1	
9.	The new reservation model can help you to work better than previous one.	5	4	3	2	1	
Syst	tematic/Automation						
10	Training programme can assist you to develop the systematically work.	5	4	3	2	1	
11.	You can manage your job description and function easily.	5	4	3	2	1	
12.	After reservation model was implemented, you know how to prioritise the first and last things to do.	5	4	3	2	1	
Qua	ality of Employee						
13.	Your working performance is improved after training programme was implemented.	5	4	3	2	1	
14.	All job description and procedures can help you to identify what the high-quality supervision is.	5	4	3	2	1	
15.	The new reservation model can help you to improve your work rather than the previous.	5	4	3	2	1	
Atm	nosphere						
16.	Training programme can lead all employees to work as a unity.	5	4	3	2	1	
17.	Job description and procedures can support you to realise the coordinating work.	5	4	3	2	1	
18.	All employees have more logical activities rather than the previous system.	5	4	3	2	1	
Con	nmunication/Synergy				-in'		
19.	Training programme provides more communication among all rather than previous one.	5	4	3	2	1	

20.	You have to synergise tasks and information with colleagues more than the previous.	5	4	3	2	1
21.	If the system runs irregularly, you always know who could provide an appropriate answer.	5	4	3	2	1
Sati	sfaction					
22.	You have satisfied the improvement by using computerised reservation system.	5	4	3	2	1

****You have reached the end of the questionnaire****

THANK YOU FOR YOUR CO-OPERATION



REGIONAL CENTRE FOR MANUFACTURING SYSTEMS ENGINEERING Faculty of Engineering, Chulalongkorn University Phayathai Road, Bangkok 10330, Thailand Tel: (662) 2186803, 2186804 Fax (662) 2186805

10 October 2006

Dear Sirs/Madams,

Asking for Your Cooperation to Fill the Questionnaire

This questionnaire is the instrument used in partial fulfilment of the research study for on "Reservation System Improvement for Hotel Industry" by Mr. Panurak Ngamchitrungruang, a student of: Chulalongkorn University, Thailand; and University of Warwick, United Kingdom.

Purpose of this questionnaire is finding the factors associated with the customer satisfaction on the online reservation Website for ABC hotel. There are three parts of questionnaire, which are the personnel information, buying behaviour, and hotel's online reservation Website. You can be assured that your information will be combined with the data from other customers to get only a comprehensive picture. Data collected will be treated strictly confidentially and will be used only for the purpose of research. The survey has no legal significance binding on any body involved. Therefore, researcher would be very appreciated for your co-operation and kindness to complete the questionnaire.

Please do not hesitate to contact the researcher if you have any queries. The contact telephone numbers are +66 (0) 8 9227 5222 (mobile), +66 (0) 2730 6827 (landline) and/or e-mail: panurak.n@student.chula.ac.th; p.ngamchitrungruang@warwick.ac.uk.

Yours sincerely,

Panurak Ngamchitrungruang Researcher

Part 1: Respondent's Personnel Information

Direction: Please complete the following information about yourself by making a checkmark (\checkmark) in the box relating to your own profile. It is necessary to gather this data for the usefulness of research analysis.

1.	Gende	er		
		Male		Female
2.	Nation	nality		
		Thai		Foreigner
3.	Age			
		20 years or below		21-30 years
		31-40 years		41-50 years
		51 years or above		
4.	Highe	st level of education		
		High school		Diploma
		Bachelor degree		Master degree or higher
5.	Month	aly Income		
		Below THB 20,000 (US\$500))	
		THB 20,000-50,000 (US\$50	1- 1,250	0)
		THB 50,001-100,000 (US\$1	,251-2,	500)
		Above THB 100,000 (US\$2.	501)	

Part	2:	Buvin	g Beh	aviour

Direction: Please complete the following information about yourself by making a checkmark (\checkmark) in the box relating to your own data. It is necessary to gather this data for the usefulness of research analysis.

6.	How	often do you travel?		
		Once a year		2-5 times/ year
		6-10 times/ year		More than 10 times/ year
7.	How	did you get to know about the	ABC h	notel?
		Acquaintance		Advertising
		Travel agency or catalogue		Internet
		Others (please specify)		
8.	Purpo	se of your visit?		
		Business		
		Conference		
		Leisure		
		Others (please specify)		
9.	Why o	do you use the ABC's online r	eservati	ion service?
		Convenience		
		Accessibility		
		Creditability		
		Cost advantage		
		Immediately feedback		
		Information availability		

Part 3: Hotel Reservation Website

Direction: Please select the one appropriated scale in each statement by making a circle (O) about factor of ABC hotel's reservation Website described the best of your opinion and feeling about. Each statement will base on the following scale.

5 = Excellent

4 = Very Good

3 = Good

2 = Fair

1 = Poor

	Factor	Rating Scale					
Cor	venience						
10.	You always easily access to the hotel's Website wherever you serve the Internet.	5	4	3	2	1	
11.	At all times, you can make a room booking as fast as possible.	5	4	3	2	1	
12.	Online reservation constantly assists you to facilitate the booking requirements.	5	4	3	2	1	
Acc	essibility						
13.	The hotel's network and Website can be connected very easy.	5	4	3	2	1	
14.	The information input can be uploaded as fast as possible.	5	4	3	2	1	
15.	There are no any connection errors during processing the online reservation.	5	4	3	2	1	
Cre	ditability				8.		
16.	The information that you retrieve from the hotel's Website, is the same as the hotel's service.	5	4	3	2	1	
17.	You information inputs are always kept as privacy and confidential.	5	4	3	2	1	
18.	The information in reservation online is always accuracy.	5	4	3	2	1	

Cos	t Advantage					
19.	The price for processing the online reservation is cheaper than direct reservation.	5	4	3	2	1
20.	You feel that the online reservations can reduce the cost of reservation procedure.	5	4	3	2	1
Imn	nediately Feedback					T.
21.	You always receive the reservation result immediately.	5	4	3	2	1
22.	The feedback from online reservation is faster than direct reservation.	5	4	3	2	1
Info	rmation Availability					
23.	You always get the new updated information from hotel's Website.	5	4	3	2	1
24.	There is all information that you need in hotel's Website.	5	4	3	2	1
25.	When you asked additional information, you received responded answers all the time.	5	4	3	2	1
Sati	sfaction					
26.	In term of online reservation, you perceived its quality rather than direct reservation.	5	4	3	2	1

*****You have reached the end of the questionnaire****

Khop Khun Krap



Thank you very much for taking your time answering this questionnaire.

Have a nice day hoping your stay and travels will give you

smiles and happy memories.



APPENDIX E: QUESTIONNAIRES' RESULTS

Exhibit E-1: Statistic Results from Employee's Questionnaire

Exhibit E-1a: Frequency Tables

Gender		Frequency	Percentage	Valid Percentage	HE HER HER BETTER THE STEEL ST	
Valid	Male	7 50	50.0	50.0	50.0	
	Female	7	50.0	50.0	100.0	
	Total	14	100.0	100.0		

Education		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Diploma	1	7.1	7.1	7.1
	Bachelor degree	9	64.3	64.3	71.4
	Master degree or higher	4	28.6	28.6	100.0
	Total	14	100.0	100.0	

Job Position		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Manager	1	7.1	7.1	7.1
	Assistant manager	1	7.1	7.1	14.3
	Supervisor	4	28.6	28.6	42.9
	Clerk	8	57.1	57.1	100.0
	Total	14	100.0	100.0	(5) (5) (5)

	Length of Work	Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Lower than 1 year	2	14.3	14.3	14.3
	1-2 years	7	50.0	50.0	64.3
	3-4 years	4	28.6	28.6	92.9
	More than 4 years	1	7.1	7.1	100.0
	Total	14	100.0	100.0	

Have you ever faced and any problems from tradition reservation system?	Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid Yes	14	100.0	100.0	100.0

Problem – Poor quality in working system	Frequency	Percentage	Valid Percentage	Cumulative percentage	
Valid Yes	14	100.0	100.0	100.0	

Problem – Always failed and lost documenting customer's requests		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Yes	12	85.7	85.7	85.7
	No	2	14.3	14.3	100.0
	Total	14	100.0	100.0	

Problem – The complexity of reservation procedures		Frequency	Percentage	Valid Percentage	Cumulative percentage	
Valid	Yes	2	14.3	14.3	14.3	
	No	12	85.7	85.7	100.0	
	Total	14	100.0	100.0		

Problem - The obstacles in job description at the beginning		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid Yes		3	21.4	21.4	21.4
No		11	78.6	78.6	100.0
Total		14	100.0	100.0	

Problem – Lack of communication among the employees		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Yes	8	57.1	57.1	57.1
	No	6	42.9	42.9	100.0
	Total	14	100.0	100.0	

Problem – Low respond and record inconsistent customer information		- RPAGNAPOVII		Valid Percentage	Cumulative percentage	
Valid	Yes	12	85.7	85.7	85.7	
	No	2	14.3	14.3	100.0	
	Total	14	100.0	100.0		

Problem – Others	Frequency	Percentage	Valid Percentage	Cumulative percentage	
Valid No	14	100.0	100.0	100.0	

Exhibit E-1b: Descriptive Statistic Tables

Training Programme	N	Min	Max	MEAN	Standard Deviation
Training programme can help you to improve an interaction between you and customer.	14	1	5	3.50	1.454
Training programme can assist you to develop the systematically work.	14	2	5	4.14	1.027
Your working performance is improved after training programme was implemented.	14	2	5	3.64	1.008
Training programme can lead all employees to work as a unity.	14	1	5	3.79	1.051
Training programme provides more communication among all rather than previous one.	14	3	5	4.07	0.730
Valid N (listwise)	14				AND DESCRIPTION OF

Job Descriptions & Procedures	N	Min	Max	MEAN	Standard Deviation
You had understood the job description and procedures in short term period.	14	1	5	3.36	1.277
You can manage your job description and function easily.	14	3	5	4.64	0.633
All job description and procedures can help you to identify what the high-quality supervision is.	14	1	5	3.71	1.204
Job description and procedures can support you to realise the coordinating work.	14	3	5	4.00	0.679
You have to synergise tasks and information with colleagues more than the previous.	14	3	5	4.29	0.611
Valid N (listwise)	14			MCHISTER TO THE	massisment and the

New Reservation Model	N	Min	Max	MEAN	Standard Deviation
The new reservation model can help you to work better than previous one.	14	1	5	2.79	0.802
After reservation model was implemented, you know how to prioritise the first and last things to do.	14	2	5	4.00	1.109
The new reservation model can help you to improve your work rather than the previous.	14	1	5	3.64	1.598
All employees have more logical activities rather than the previous system.	14	3	5	4.14	0.663
If the system runs irregularly, you always know who could provide an appropriate answer.	14	4	5	4.29	0.469
Valid N (listwise)	14				PHONE SHAPE

Satisfaction		Min	Max	MEAN	Standard Deviation
You have satisfied the improvement by using computerised reservation system.	14	1	5	3.93	
Valid N (listwise)	14				

Exhibit E-1c: Cross Tabulation Tables

	"	You Satis Compute	fy the Improverised Reserva	ement by Usi ition System	ing ,	
		Poor	Good	Very Good	Excellent	Total
Job position	Manager	0	0	0	1	1
	Assistant manager	0	0	1	0	1
	Supervisor	0	0	3	1	4
	Clerk	1	1	5	1	8
	Total	1	1	9	3	14

	"		fy the Improverised Reserva			
		Poor	Good	Very Good	Excellent	Total
Length of	Lower than 1 year	0	0	1	- 1	2
work	1-2 years	1	1	5	0	7
	3-4 years	0	0	3	1	4
	More than 4 years	0	0	0	i	1
	Total	1	1	9	3	14

	Cases								
Case Processing Summary		Valid	Missing		Total				
	N	Percentage	N	Percentage	N	Percentage			
Job position									
You satisfy the improvement by using computerised reservation system	14	100.0	0	0.000	14	100.0			
Length of work					2. 1				
You satisfy the improvement by using computerised reservation system	14	100.0	0	0.000	14	100.0			

Exhibit E-1d: One-Sample Statistic Table

Factor	N	MEAN	Standard Deviation	Standard Error MEAN
Interactive	14	3.2143	1.08295	0.28943
Systematic/Automation	14	4.2619	0.70624	0.18875
Quality of employee	14	3.6667	1.15470	0.30861
Atmosphere	14	3.9762	0.51415	0.13741
Communication	14	4.2143	0.42582	0.11380

Exhibit E-1d: One Sample t-Test Table

					Tes	t Value = 2
Factor	t	df	Sig. (2-Tailed)	MEAN Difference	95% Confiden of the	ce Interval Difference
			(2-Taneu)	Difference	Lower	Upper
Interactive	4.195	13	0.001	1.2143	0.5890	1.8396
Systematic/Automation	11.984	13	0.000	2.2619	1.8541	2.6697
Quality of employee	5.401	13	0.000	1.6667	1.0000	2.3334
Atmosphere	14.382	13	0.000	1.9762	1.6793	2.2730
Communication	19.457	13	0.000	2.2143	1.9684	2.4601

Exhibit E-2: Statistic Results from Customer's Questionnaire

Exhibit E-2a: Frequency Tables

Gender		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid 1	Male	126	52.5	52.5	52.5
]	Female	114	47.5		100.0
	Total	240		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	

Nationality		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Thai	163	67.9	67.9	67.9
	Foreigner	77	32.1	32.1	100.0
	Total	240	100.0	100.0	

	Age	Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	20 years or below	35	14.6	14.6	14.6
	21-30 years	69	28.8	28.8	43.3
	31-40 years	111	46.3	46.3	89.6
	41-50 years	17	7.1	7.1	96.7
	51 years or above	8	3.3	3.3	100.0
	Total	240	100.0	100.0	

	Education	Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	High school	6	2.5	2.5	2.5
	Diploma	33	13.8	13.8	16.3
	Bachelor degree	186	77.5	77.5	93.8
	Master degree or higher	15	6.3	6.3	100.0
	Total	240	100.0	100.0	

	Monthly Income	Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Below THB 20,000	84	35.0	35.0	35.0
	THB 20,000-50,000	103	42.9	42.9	77.9
	THB 50,001-100,000	50	20.8	20.8	98.7
	Above THB 100,000	3	1.3	1.3	100.0
	Total	240	100.0	100.0	

How often do you travel?		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Once a year	193	80.4	80.4	80.4
	2-5 times/year	35	14.6	14.6	95.0
	6-10 times/year	7	2.9	2.9	97.9
	More than 10 times/year	5	2.1	2.1	100.0
	Total	240	100.0	100.0	

How did you get to know about the ABC hotel?		I H MOOIIONOW LONGOW to co		Valid Percentage	Cumulative percentage	
Valid	Acquaintance	4	1.7	1.7	1.7	
	Advertising	18	7.5	7.5	9.2	
	Travel agency/catalogue	67	27.9	27.9	37.1	
	Internet	151	62.9	62.9	100.0	
	Total	240	100.0	100.0		

Purpose of your visit?		Frequency	Frequency Percentage		Cumulative percentage	
Valid	Business	78	32.5	32.5	32.5	
	Conference	84	35.0	35.0	67.5	
	Leisure	78	32.5	32.5	100.0	
	Total	240	100.0	100.0		

Why do you use the ABC's online reservation service?		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Convenience	60	25.0	25.0	25.0
	Accessibility	50	20.8	20.8	45.8
	Creditability	34	14.2	14.2	60.0
	Cost advantage	21	8.8	8.8	68.8
	Immediate feedback	46	19.2	19.2	87.9
	Information availability	29	12.1	12.1	100.0
	Total	240	100.0	100.0	

Exhibit E-2b: One-Sample Statistic Tables

Factor	N	MEAN	Standard Deviation	Standard Error MEAN
Convenience	240	3.1542	0.75670	0.04884
Information availability	240	3.2528	0.70989	0.04582
Creditability	240	3.2819	0.70176	0.04530
Cost advantage	240	3.3000	0.71855	0.04638
Immediate feedback	240	3.4229	0.67787	0.04376
Accessibility	240	3.3014	0.59862	0.03864

Satisfaction	N	MEAN	Standard Deviation	Standard Error MEAN	
In term of online reservation, you perceived its quality rather than direct reservation.	240	3.77	1.091	0.070	

Exhibit E-2c: One Sample t-Test Tables

					Test	Value = 2	
Factor	t	df	Sig. (2-Tailed)	MEAN Difference	95% Confidence Interval of the Difference		
			(2-1 alleu)	Difference	Lower	Upper	
Convenience	23.629	239	0.000	1.1542	1.0579	1.2504	
Information availability	27.339	239	0.000	1.2528	1.1625	1.3430	
Creditability	28.300	239	0.000	1.2819	1.1927	1.3712	
Cost advantage	28.028	239	0.000	1.3000	1.2086	1.3914	
Immediate feedback	35.519	239	0.000	1.4229	1.3367	1.5091	
Accessibility	33.679	239	0.000	1.3014	1.2253	1.3775	

					Test	Value = 2
Satisfaction	t di	df	Sig.	MEAN Difference	95% Confidence Interval of the Difference	
			(2-Taneu)	Difference	Lower	Upper
In term of online reservation, you perceived its quality rather than direct reservation.	25.149	239	0.000	1.77	1.63	1.91

Exhibit E-2d: Regression Table

Model	Variables Entered	Variables Removed	Method
1	Accessibility; Convenience; Cost advantage; Immediate feedback; Information availability; Creditability. ^a	-	Enter

- a. All requested variables entered.
- b. Dependent variable: In term of online reservation, you perceived its quality rather than direct reservation.

Model Summary							
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate			
1	0.449^{a}	0.201	0.181	0.987			

 a. - Predictors: (Constant), Accessibility, Convenience, Cost advantage, Immediate feedback, Information availability, Creditability.

Exhibit E-2e: ANOVA Table

	ANOVA ^b							
	Model	Sum of Squares	df	MEAN Square	F	Sig.		
1	Regression	57.240	6	9.540	9.785	0.000^{a}		
	Residual	227.156	233	0.975				
	Total	284.396	239					

- a. Predictors: (Constant), Accessibility, Convenience, Cost advantage, Immediate feedback, Information availability, Creditability.
- b. Dependent variable: In term of online reservation, you perceived its quality rather than direct reservation.

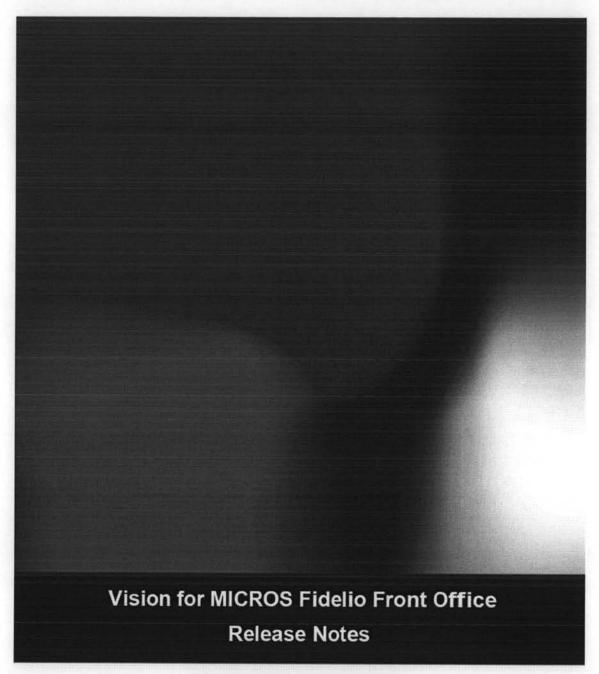
Exhibit E-2f: Coefficients Table

	Coefficients ^a								
No.		Unstandardised Coefficients		Standardised Coefficients		G:			
	Model	Model B Standard Error		Beta		Sig.			
1	(Constant)	1.205	0.398		3.031	0.003			
	Convenience	0.055	0.114	0.038	0.483	0.630			
	Information availability	-0.293	0.129	-0.190	-2.273	0.024			
	Creditability	0.411	0.142	0.264	2.899	0.004			
	Cost advantage	0.058	0.135	0.038	0.431	0.667			
	Immediate feedback	0.386	0.126	0.240	3.058	0.002			
	Accessibility	0.146	0.166	0.080	0.880	0.380			

a. – Dependent variable: In term of online reservation, you perceived its quality rather than direct reservation.

APPENDIX F: VISION FOR MICROS FIDELIO FRONT OFFICE RELEASE NOTES

Exhibit F: Vision for MICROS Fidelio Front Office Release Notes





Vision for MICROS Fidelio Front Office Release Notes

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Vision for MICROS Fidelio Front Office Release Notes

Release Information

Release History

Serduct Version Number	Minimum Vision Version	Release Date
02.004	6.1.2	February 2006
02.003	6.1.2	August 2005
02.002	6.1.2	March 2005
02.001	6.1.2	October 2004

Distribution

- Systems Union
- MICROS Inc.

MICROS FIDELIO FRONT OFFICE Support

MICROS FIDELIO FRONT OFFICE Versions

6.10 - 6.25

7.10 - 7.13

MICROS FIDELIO FRONT OFFICE Applications

PMS Xbase Only (not V7 Oracle)

Database Platforms

Xbase

Languages

English



Vision for MICROS Fidelio Front Office Release Notes



New Features 2.4 (February 2006)

- New tools have been provided to facilitate detection of and recovery from problems in the Product Task SNG (also known as 'overnight processing').
 - These tools can also be used to create denormalised data offline for merging with the main database, and to import, export, regenerate or purge denormalised data for any specified date range.
 - Vision for Fidelio now uses copies of the archive files GAUF and GLOLD (refreshed nightly), instead of the originals, to avoid file locking problems with other applications.
 - There is a User Option which can be used to suppress messages on login which
 refer to problems in overnight processing this is intended for users who will not be
 extracting statistical data directly from reservations.
 - There is a mechanism to notify a designated person by email of the success or failure of overnight processing each night.
 - There is a 'Recover' button, to stabilise the database after the failure of overnight processing and allow a re-try – without deleting any valid data.
 - The two files formerly used to hold de-normalised data (LasAgPPC.dbf and LasAgPPH.dbf) have been combined into one (LasAgPPB.dbf), to speed up the denormalisation process by eliminating the need for cross-checking. Data already existing in the older files can be migrated using an 'Import Legacy Data' button.
 - Checks have been added to detect certain kinds of corruption in the Fidelio data.
 - The new tools provide an interface to the setup parameters stored in LasAgPar.dbf, and supercede the advice on 'How to edit LasAgPar entries' given in the notes on release 02.002 (below).
- References in package formulae to fields in the form 'rs->[fieldname]' are now supported.
- Functionality depending on the 'original register' of account postings has been extended to work with Fidelio v.7 (previously, it only worked with Fidelio v.6)
- Field KUSNR has been exposed in table GRES2 (Reservations and In-House Guests), under the name of "Vch/PO (billing approval)".
- Fields in the City Ledger table (GZAHL) have been organised into groups.

New Features 2.3 (August 2005)

- Access to Accounts Receivable data has been improved
- The initialisation process has been speeded up (especially for hotels with large numbers of rate codes).
- Membership levels are now available in the Profile table 'GAESTEST'.
- Clipper-style dotted logical operators (namely, '.and.', '.or.' and '.not.') are now supported in package formulae.

- Multiple package records sharing the same package code (e.g., several different tax schedules implemented as packages with the code 'TAX') are now supported in calculations of future revenue.
- · Detailed revenue reporting for past reservations with null rate codes is now supported.
- More joins are now available from the posting tables, (GLGAST, GLGOLD and POSTINGS) to their respective reservation tables (GRES2, GAUF and ALL RESV)
- The folio number has been exposed in the City Ledger table, GZAHL.
- The Product Task SNG has been modified, so that it no longer creates partial (occupancy only) records for past dates for which historical posting (GLOLD) data is no longer available. This has the effect of reducing the time required by the task after its first few executions.

New Features 2.2 (March 2005)

- Yet again, much of the development completed for this release will not be apparent to the user.
- This serduct release was completed for the purpose of adding the Blocks & Allotments
 functionality. This allows the reporting of current and future Block & Allotment utilisation.
 Historical reporting for this module is currently performed via RSV Reservations although
 there are plans to include the table BLKHIST in the next release.
- The Product Task SNG Create and Update Extra Indices and other information from Archive Tables is required to be run at every site where installed on a nightly basis via Vision Alert. It should also be run once when Vision is first installed, before the first night audit. This task populates several tables allowing for rapid and accurate data extraction. This task was changed to allow better performance.
- Various Revenue figures were previously inaccurate when taken from pre-summarised tables when using a report period. This has been overcome by Vision calculating revenues for Rooms, F&B, Other etc from GLGAST and GLOLD. This means that the recently added fields, F&B revenue, Other Revenue are all hidden for databases which lack both GLOLD.REGISTER and GLOLD.ORG_REGIST (including the standard 7.12 demo database).
- The Report Window sum fields should not be output in the same query as a non-Report-Window sum field. A warning dialog has been added. The Business Date (Output Only) field is treated the same as the Report Window sum field.
- Revenue for the current business date and future dates is always reported in the currency in which rates are quoted, and not in the hotel's base currency (where different). For past dates it is quoted in the hotel's base currency.
- Should you be reporting from 2 different database installations (i.e. fo_data directories)
 with different structures and/or versions, you will have to start a separate Vision session
 for reporting from each data set/property.

Overview of non-room revenue functionality in 02.002

- · We look at which fields are available in GLOLD.
- If GLOLD has no direct link back to GAUF by REGISTER, then the new 02.002 functionality for revenue reporting is simply disabled. The only revenue available across the report window is lodging revenue, and that is as calculated from rate code and packages, not as reported from account postings.

- If GLOLD has a REGISTER, but not an ORG_REGIST, then the past revenue will be
 reported 'by payer', not 'by stayer', i.e., much of the revenue will be ascribed to posting
 master reservations, not to individual guests. This is not ideal, because it makes it
 difficult to link the revenue with the occupancy (which is assigned to the guests, not to
 the posting masters). Revenue for the current business date and for future dates will
 still be calculated, 'by stayer', based on rate codes and packages.
- If GLOLD has an ORG_REGIST, whether or not it also has a REGISTER, then past
 revenue will be reported 'by stayer'. Revenue for today and future will still be calculated
 as above. This is the best scenario.

Backfill / Preparation of Historical data

- · This refers to the Product Task "SNG".
- LasAgPar is a Vision-created DBF file that can contain parameter records pertaining to the SNG task.
- If there exists a row in LasAgPar where VARIABLE = 'LasAgSNG1' and FLAG is True, then the task SNG will use the number found in the NumPar column as the number of backfill days for SNG. Otherwise, it will default to 60 days.

Identifying Tax Department Codes

- If there exists a row in LasAgPar where VARIABLE = 'LasAgTax' and FLAG is True, then
 the denormalisation process will interpret the string found in the StringPar column as a
 comma-separated list of terms to be used in identifying a tax account.
- The serduct finds 'whole words only' (so it won't, for example, mistake 'taxi' for 'tax'), and
 it will handle a package as tax if any of the words in this list in LasAgPar occurs as a
 whole word in the description of the corresponding Department Code (alias account
 code). The search is NOT case-sensitive. Please check your naming conventions for
 Department Codes and more specifically, for non-English language databases.
- If nothing is found in LasAgPar then the search will default to 'Tax'.
- If there's a LasAgTax record in LasAgPar with a null StringPar and FLAG = TRUE, then
 this will mean that no packages will be recognised as tax packages.

How to Edit LasAgPar entries

- You can't manipulate this through the Fidelio GUI, but you can get at it from the command line, as follows:
- · Change directory to the Front Office database directory.

```
Fbase (Do not use WINDBX - Fbase/Folip Only)
use LasAgPar
go bot
brow
[down arrow]
Type in the record.
[ctrl]-[end] to commit it.
q (to quite fbase).
```

New Features 2.1 (October 2004)

The main purpose of this release is to enhance functionality and more importantly, the
performance of the serduct. Although this required major changes to be made, much of
this will not be apparent to the user via the user interface.

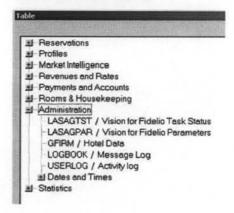
Please Note: The minimum Vision version for this serduct release is 6.1.2.

- PX Room types data such as Room Nights and Room Revenue is now included in statistical output from Reservations. This can be filtered out of the extraction as well.
- The addition of the statistical tables allows for more reporting from pre-summarised data.
- Mandatory filters have been added to all tables that did not already show such filters.
 This was done to provide easy to use logical filters and to assist in eliminating the opportunity to run large, un-restricted queries. The tables in question are
 - All Corrections & Adjustments
 - Hurdle Rates
 - Market Statistics
 - Period Statistics
 - Turnaway Statistics
 - Market Statistics (Revenue)
 - Company / Agent Source Profile budget
- Arrival and Departure dates are no longer mandatory filters for the Reservations table.
 Report Window Start and End are mandatory and of course, Arrival and Departure date filters can still be added as required.
- A new field in the Vision serduct called Business date (output only) has been added. As
 the label suggests it does not actually exist in the database and can be used for output
 only not for filtering. This will benefit those reports that extract data by say market Code
 by Date where previously this required multiple Summary Links and now can be a
 Summary Report using one query instead of many.



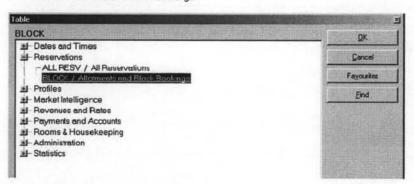
Added Tables 2.4 (February 2006)

- LASAGPAR Vision for Fidelio Parameters
- LASAGTST Vision for Fidelio Task Status log



Added Tables 2.2 (March 2005)

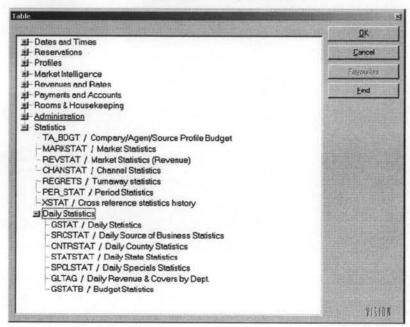
BLOCK Allotments and Block Bookings

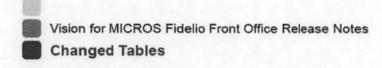


Added Tables 2.1 (October 2004)

- MARKSTAT
- -Market Statistics
- REVSTAT
- Market Statistics (Revenue)

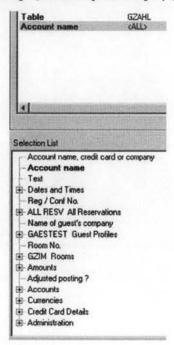
Vision for MICROS Fidelio Front Office Release Notes February 2006 XSTAT - Cross reference statistics history
 PERSTAT - Period Statistics
 SRCSTAT - Daily Statistics -> Daily Source of Business Statistics
 CNTRSTAT - Daily Statistics -> Daily Country Statistics
 STATSTAT - Daily Statistics -> Daily State Statistics
 SPCLSTAT - Daily Statistics -> Daily Specials Statistics



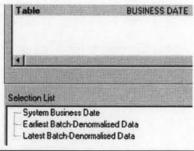


Changed Tables 2.4 (February 2006)

GZAHL - City Ledger (fields now organised into groups)

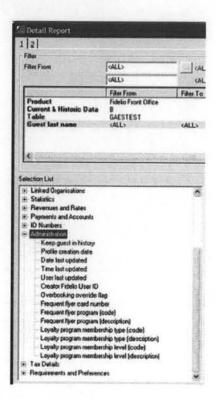


BUSINESS DATE - new fields showing earliest & latest batch-denormalised data.



Changed Tables 2.3 (August 2005)

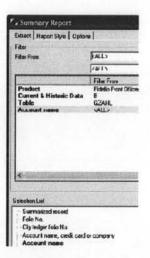
- GAESTEST Guest Profiles
- Loyalty program membership level (code)
- Loyalty program membership level (description)



- POSTINGS All Account Postings
- [join to] All Reservations

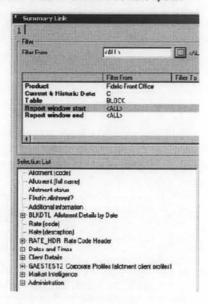


- GZAHL City Ledger & Credit Card Payments
- Folio No.

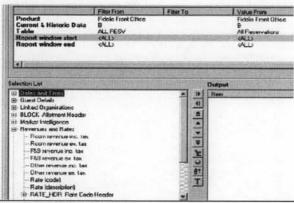


Changed Tables 2.2 (March 2005)

- BLOCK Allotments and Block Bookings
- . Table join from BLOCK to BLKDTL Allotment Details by Date



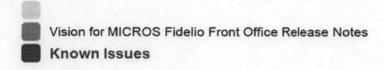
• Additional fields available for Reservations (Current) and All Reservations under the Revenue and Rates Group. These are F&B Revenue Excl. Tax, Other Revenue Excl. Tax and Total Tax. These fields are populated from actual postings from GLGAST for current and GLOLD for historical. Please note that the appearance of these additional fields depends on the version of Fidelio Front Office that you have installed. The versions must be populating either the REGISTER field or the ORG_REGIST field in the database for these output items to appear.



Vision for MICROS Fidelio Front Office Release Notes February 2006

Changed Tables 2.1 (October 2004)

- . GLGAST Posting Journal (Current) Posting Date now range
- GRES2 Reservations Fixed Rate field added.
- GRES2 Reservations Arrival and Departure date no longer mandatory filters.
- BLOCK Allotment and Block Bookings Person Nights field removed as data not available.
- All tables using Room Types now have a valid lookup for Room Types
- ALL RESV All Reservations Copied the lookup from the field in GAESTEST to the
 equivalent field in ALL RESV. Using a real (non-demo) database, this lookup should
 only be used if the first character or two, followed by '%', are typed into the filter before
 the lookup dialog is invoked; otherwise, the dialog will take some time to populate.



Known Issues 2.3 (July 2005)

No known issues.

Known Issues 2.2 (March 2005)

- The Exclude Data if True issue noted in the previous release has been corrected in Vision version 6.2.1.
- The Business Date issues noted below has been corrected in this release, 02.002, of the serduct; a warning dialog is now displayed.

Known Issues 2.1 (October 2004)

- When outputting Business Date, Vision multiplies the Length of Stay (Nights) by the number of Business Dates, giving an incorrect total. For example, if a guest stays for 3 nights from 19/01/2003 to 22/01/2003, 4 business dates will be output (19/01/2003, 20/01/2003, 21/01/2003 and 22/01/2003). Vision multiplies the number of business dates by the length of stay (nights), to give an incorrect total of 12 instead of 3. Business Date, like the Report Window sum fields such as Room Nights, should not be output in the same query as a non-report-window sum field. A proper warning dialog will be added in a future release.
- There is an issue in "Exclude data if true" format of UDO where Vision will not extract all
 records. This is a Vision engine anomaly in that the first time the engine identifies a row
 to be excluded by UDO, it stops calling the post-processing script, so the report is
 truncated at that point. This will be corrected in Vision 6.2.1 due for release in December
 2004.



Vision for MICROS Fidelio Front Office Release Notes

Fidelio Front Office Database

Objects Created in the Fidelio Front Office Database

The follow table outlines objects created in the Fidelio Front Office database:

Object	Description	
LASAGLST.dbf LASAGLST.ntx LASAGLS2.ntx	This is used by Vision to split or separate out comma separated fields within various tables	
LASAGMT.dbf	This is a small Dummy table used internally by Vision for Fidelio.	
LASAGPAR.dbf	This table may be used to store setup parameters for use by the serduct.	
LASAGPPB.dbf LASAGPPB.ntx	This table holds a day-by-day breakdown of reservation data, both from GRES2 and from GAUF.	
LASAGPPH.sem	These temporary files act as semaphores to prevent resource conflicts in some of the serduct's processes. They are only present while certain processes are running.	
LASAGGAB.ntx LASAGGAN.ntx LASAGGAN.ntx LASAGGAR.ntx LASAGGAX.ntx LASAGGOD.ntx LASAGGOD.ntx	Indices created by Product Task SNG on GAUF and GLOLD. Vision uses these indices to improve performance.	
LASAGRD1.ntx LASAGRD2.ntx LASAGRD3.ntx LASAGRD4.ntx	Indices on RATE_DET created by Product Task LST	
LASAGTST.dbf	This table holds a log of Vision for Fidelio's overnight processing.	
LASAGGF.dbf	This table is a duplicate of GAUF.dbf, to be refreshed nightly. It exists to minimise the risk of contention with other applications for control of GAUF.dbf	
LASAGGL.dbf	This table is a duplicate of GLOLD.dbf. See LasAgGF.dbf, above.	

Note: The Product Task SNG creates the LASAGPPB.dbf as well as a number of indices. This is a time consuming task over a large database. For this reason the task and LASAG table initially will not cover the start date to current date but will actually defaults to 10 day blocks beginning with yesterday's date and moving backwards to the date of the earliest postings available in GLOLD. See the Installation Addendum for more information about this.

Note: The files LasAgTax.dbf and LasAgTax.ntx, which were created by earlier versions of the serduct, are no longer required from version 02.003 onward. (Their data is now held in memory structures instead, for performance reasons)

The files LasAgPPC.dbf, LasAgPPC.nyx, LasAgPPH.dbf and LasAgPPH.ntx are now obsolete; data in them may be migrated to the new files, LasAgPPB.dbf and LasAgPPB.ntx (see the Installation Addendum for details).

BIOGRAPHY

Panurak Ngamchitrungruang was born on November 12th, 1981 in Bangkok, Thailand. He graduated the Twinning Engineering Programme from the University of Nottingham, United Kingdom with a Bachelor's Degree in Manufacturing Engineering and Management in July 2003; and a Bachelor's Degree in Industrial Engineering from Thammasat University, Thailand in August 2004.

Later on with the aspiration to acquire managerial skills in the field of engineering, he enrolled his postgraduate study as a part-time student in the Programme of Master of Engineering Management jointly offered by Chulalongkorn University and University of Warwick at the Regional Centre for Manufacturing Systems Engineering, Thailand from June, 2004 to July, 2008.