Stakeholders Engagement Analysis: A case study of Oceanfront Beach Resort

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การวิเคราะห์ผู้มีส่วนได้ส่วนเสีย ในกรณีศึกษาโรงแรมโอเชียนฟรอนต์ บีช รีสอร์ท

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พลอย อรรถพรพิศาล : การวิเคราะห์ผู้มีส่วนได้ส่วนเสีย ในกรณีศึกษาโรงแรมโอเชียนฟรอนต์ บีช รีสอร์ท. (Stakeholders Engagement Analysis: A case study of Oceanfront Beach Resort) อ.ที่ปรึกษาหลัก : ดร.กติกา ทิพยาลัย

การแพร่ระบาดของเชื้อไวรัสโคโรนา 2019 ส่งผลกระทบอย่างรุนแรงต่อภาคการท่องเที่ยวซึ่งเป็นส่วนสำคัญของเศรษฐกิจไทย เนื่องด้วยมาตรการป้องกันการแพร่ระบาดต่าง ๆ ส่งผลให้จำนวนลูกค้าหรือนักท่องเที่ยวที่เข้าพักตามโรงแรมปรับลดลงอย่างมีนัยสำคัญ ถึงแม้ภาครัฐจะออกมาตรการส่งเสริมการท่องเที่ยว เพื่อกระตุ้นเศรษฐกิจ โรงแรมหลายแห่งปรับรูปแบบธุรกิจมาเป็นการรับจัดเลี้ยง หรือร่วมมือกับโรงพยาบาลเปิดเป็นสถานที่กักตัวสำหรับผู้ติดเชื้อ หรือสำหรับบุคคลที่เดินทางจากต่างประเทศ เพื่อหารายได้เสริม โรงแรมหลายแห่งก็ยังคงต้องปรับลดจำนวนห้องพัก หรือแม้กระทั่งปิดตัวลงชั่วคราวเพื่อรักษาสภาพคล่องทางการเงิน เหตุการณ์ดังกล่าวส่งผลกระทบต่อผู้มีส่วนได้ส่วนเสียของธุรกิจท่องเที่ยวและโรงแรมทุกภาคส่วน และเนื่องจากธุรกิจโรงแรมเป็นธุรกิจในภาคบริการ ผู้มีส่วนได้ส่วนเสียจึงเป็นหนึ่งในปัจจัยสำคัญที่ต้องพิจารณาเพื่อบรรลุเป้าหมายในการดำเนินงาน จากแนวทางการวิเคราะห์ผู้มีส่วนได้ส่วนเสียซึ่งประกอบไปด้วย การบ่งชี้ผู้มีส่วนได้ส่วนเสีย การแบ่งกลุ่มและกำหนดความสำคัญของกลุ่มผู้มีส่วนได้ส่วนเสีย เพื่อนำไปสู่การวางแผนการดำเนินงาน งานวิจัยนี้จึงมีจุดประสงค์เพื่อที่จะวิเคราะห์ผู้มีส่วนได้ส่วนเสีย ของโรงแรมไทยในจังหวัดภูเก็ต ในกรณีศึกษาของโรงแรมโอเชี่ยน ฟรอนต์ บีช รีสอร์ท เพื่อศึกษาความแตกต่างของผู้มีส่วนได้ส่วนเสีย ก่อนและหลังจากที่โรงแรมได้รับผลกระทบจากการแพร่ระบาดของเชื้อไวรัสโคโรนา 2019 รวมถึงกำหนดแผนการเข้าถึงผู้มีส่วนได้ส่วนเสียแต่ละกลุ่ม

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The Thai tourism sector which is a major contributor to Thailand’s economy was strongly affected by the spread of covid-19. Once the sector was impacted by the pandemic restrictions, obviously a decrease in customers was presented. Even though there are the stimulus packages from the government regulators with an intention to boost up the tourism sector and many hotels change their business to be catering or partner with the hospital and turn their business to be a quarantine place. Many hotels still need to reduce their operation or even shut down to secure the cash flow. All stakeholders of hotel businesses were impacted. As the hotel business has been sold the intangible service. Stakeholders would be one of the important factors that need to be considered to gain a competitive in business and to further plan the business strategy (Yilmaz, 2008). According to the stakeholder analysis which develops a framework for identifying the stakeholders of the hotel business, categorizing, and prioritizing the importance of the group of stakeholders. This study going to conduct a case study of the five-star independent hotel in Phuket, Thailand, Oceanfront beach resort and spa. This study aims to determine how Thai hotel business stakeholders were affected by the covid-19 crisis and compare the difference in stakeholder engagement before and after the spread of the pandemic. Categorize the hotel stakeholder by using power – interest grid model. Also, determine a possible stakeholder engagement plan.

Field of Study:	Business and Managerial Economics	Student's Signature ....
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1. Introduction

International tourism is a major contributor to Thailand’s economy. In 2019, Thailand was eighth-ranked in terms of international tourist arrivals globally, with China being the main source market. In 2019, Thailand recorded a high of 40 million visitors. Unfortunately, the coronavirus disease 2019 (COVID-19) hit the tourism sector particularly hard, tourists from international flights to Thailand dropped by 95 percent in September 2021, compared to the previous year. Currently, hotel capacity is only filled by 9 percent. Thailand has deployed various measures to compensate for the loss of inbound tourism. The Thai government's attempt to boost domestic travel provided subsidies for hotel stays and flights for travelers (We travel together project). The government also rolled out measures to stimulate international travel to Thailand, beginning with Phuket the beach destination (Phuket Sand Box project) (Mckinsey, 2021). Not only the government sector, but the private sector also needs to be adaptable and resilient during the period of crisis.

In order to run the business, the owner needs to interact with various groups of stakeholders. The Stakeholders are theoretically defined as groups or individuals who have a relation to the business, both influenced and influenced by the business goal of the organization (Freeman, 1984). Stakeholder engagement has become increasingly important for businesses in recent years, with a growing emphasis on CSR and sustainability. The concept of stakeholder engagement encompasses a wide range of activities, including communication, consultation, collaboration, and participation (Bourne et al., 2019). From the Thai tourism sector perspective, stakeholders may include the government responsible for planning and supporting the tourism industry, private sectors including all related parties responsible for managing the tourism business, non-profit organizations, local residents who leave in tourist attractions areas, and tourists who temporary travel from his or her area including domestic and oversea (Soonsan, 2017) or could be identified as internal stakeholder which is owners, managers and employee and external stakeholder which are customers, competitors, suppliers, activist group, financial intermediaries the media, government agencies and local communities (Ivanona, 2011). In hotel businesses which are a part of the tourism sector, where services that are intangible products have been sold to the customer, stakeholders should be an important factor to consider. Stakeholder management could be an important part of strategic management in gaining a competitive advantage to achieve the success of the business (Yilmaz, 2008).

This study going to focus on the stakeholder engagement of Oceanfront Beach Resort Phuket. The hotel is a family business hotel, which has the advantage of lower hierarchical and decision-making layers compared to the chain hotel business. These allow the hotel’s owner to create a strategic plan suitable for them in the crisis. Otherwise, the chain hotel businesses manage with standard provide along the company which made chain hotels able to offer a consistent value proposition with guaranteed quality and access to different amenities, plus standard services to satisfy customers from different cultural backgrounds and could bring more international demand especially if the brand is an international brand. Oceanfront Beach Resort Phuket hotel located in Patong Phuket, has many sea-view rooms, a free-form pool beachfront restaurant, and bars. The hotel just began its operation shortly before the spread of COVID-19 and force to be temporally closed during the lockdown. They return to their operation at the same time as the Phuket sandbox project. This study aims to analyze the chain of stakeholder engagement after Thailand's tourism sector was severely affected by COVID-19.

2. Data Methodology

2.1 Stakeholder analysis.

Stakeholder analysis is the process of collecting data which is a key step to understanding individuals or groups which affect and influence the business as well as who is influenced by the business. After understanding all stakeholders of the business, the owner could prioritize the needs and expectations of each party which could help to plan the type of input required, what kind of communication might need to engage, and more to engage all important parties. As every stakeholder has a unique view of the business and different perception of the business, it is important to plan different strategies and choose the suitable type of communication to engage with them based on the priority of each stakeholder to be more productive, as the owner could plan where to allocate time and effort and address potential risk.

Stakeholder analysis consists of main three parts which are stakeholder identification, categorization, and prioritizing stakeholder expectations.

Step 1: Identify all stakeholder and their relevant information such as roll, interests, and expectations related to the business. Recosising the uqiqueness of the busienss’s context also the business goal to identify the specific stakeholders.

Step 2: categorize the stakeholder or identify the potential impact or support each stakeholder could contribute to the business. As there are several classification models used for categorizing the stakeholder.

- Power/influence grid: this model is based on the level of power and influence ability of a stakeholder.
- Influence/impact grid: this model is based on stakeholder involvement or influence and their ability to change the business execution.
- Salience model: this addresses the power of stakeholders or ability to pass on their will, the urgency of needs for attention, and legitimate involvement in the business.

Step 3: To prioritize the expectation of stakeholders to enhance their support and mitigate potential risk or negative impact. (Seithikurippu, 2015)

2.2 Power Interest Grid

The power interest grid is a model used to categorize stakeholders based on their power or influence and interest in the business after the process of stakeholder identification. This model was originally published by Freeman and there is the research published by Colin Eden and Fran Ackermann using this model to categorize specific, unique, and significant stakeholders with the intention to enable the proactive of management to manage their stakeholders. Thus, who the stakeholders are, is related to the nature of the demand they could make on the business or the organization. Rather than the stakeholder's identity and their demand which need to be addressed, the previous study also has a specific focus on "How top management team could use the result to manage their stakeholder effectively so as to realize the business goal". Since typically the top management team is the one who crafts an organization's strategy, it therefore also needs to attend to the strategic management of stakeholders if it wants to ensure the strategy's robustness. Paying attention to and managing a specific set of stakeholders seems likely to have a powerful effect on the feasibility of an organization achieving its strategic goal and helping assure its long-term growth. Among many stakeholder management types of research, the dimensions of power and interest as being significant (Ackermann, 2011). Power-interest grid was suggested to use for assist in balancing the need to take a broad definition of stakeholders whilst still yielding manageable numbers. (Freeman, 1984) There is also a suggestion from previous research regarding this model; It was clear that for the model to be applied successfully more emphasis on disaggregation was required in order to make the process be more useful. When the management team became more specific about stakeholders, identifying in detail those that could be more easily and directly managed.

Categorizing the stakeholder allows the business owner to develop a stakeholder management strategy effectively. With a power interest grid, project professionals can analyze and sort project stakeholders to make sure that each invested party receives the deliverables they expect in a timely manner The stakeholder with high power and high interest will need to be engaged regularly, whereas stakeholder with lower power and lower interest might not require the regular and details. There is the previous study of Hafez Atiehzasan insurance industry using the power-interest grid to categorize the stakeholder and plan the stakeholder management plan to kept on the margins at the average profit level by beware of the stakeholder. (Hadi Raeis Abdollahi,2019)

The Power interest grid is a grid with X and Y axes, Y-axis labeled "Power" and X-axis labeled "Interest". A high-power stakeholder is mention of stakeholder who could change the business or even stop it, while low-power stakeholders may have some influence but could not change the project directly. A high-interest stakeholder is a stakeholder whom the business directly impacted them. If the business has a slight or indirect impact, that group is categorized as a low-interest stakeholder. The power interest grid will categorize the stakeholder into four types:

- High power, high interest
- High power, low interest
- Low power, high interest
- Low power, low interest

The grid is split into four quadrants which are defining four categories of stakeholders, together with their labels which made sense to the top management team to define their strategy to due with each category of stakeholder. The four quadrants consist of:

- Top right: Categorize as "regularly engage", in this section, include stakeholders with a high degree of power to support or to sabotage the business strategies while also having high interest.

- Top left: Categorize as “Actively consult”, Here you can add those who have a high degree of power over the future of the business and are particularly low in terms of interest.
- Bottom right: Categorize as “Maintain interest” In this area, include stakeholders that have a low degree of power while a high degree of interest.
- Bottom left: Categorize as “Keep informed” In this section, including those that have a low degree of power to influence strategy outcomes and low interest.

With the power-interest grid, all these quadrants with four category labels could lead the management to then manage to develop appropriate stakeholder management strategies. Some businesses have larger numbers of stakeholders than other, to avoid the problem of using the same term refer to the previous studies recommendation is to focus on those who are most significant.

(Improvement service, 2023 & Revolution learning, 2023 & Every, 2020 & Ackermann, 2011)

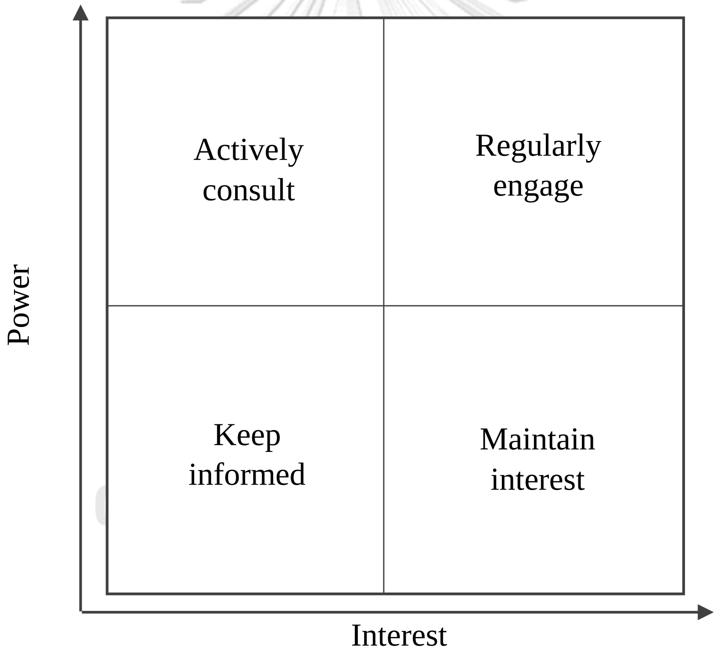

Figure 1: Power interest grid.

2.3 Hotel business characteristics and impact of COVID-19 on hotel business.

The hospitality and tourism sector are made up of so many careers or professions, and this is the largest and fastest growing sector grouping globally. Hotel businesses are businesses that are open 24 hours a day and run 365 days a year. The services sector like the hotel business provides employment opportunities for many people who help make reservations and greet, assist, and serve guests in hospitality along with the security and cleaning operations of varied sizes. (Walker, 2014)

According to Statista research, Thailand is a pleasant destination for tourists, attracting millions of visitors from around the world. Previously, Thailand had seen a rising influx of visitor arrivals since 2015. Hence, the hotel industry has benefitted from the increase in visitors. The number of hotel room records in the year 2021, Thailand altogether had almost 800 thousand hotel rooms ranging from budget to luxury hotels; the southern region accommodated. Foreign visitors are key contributors to the hotel industry in Thailand. (Statista, 2023) covid-19 is more complex than the situation which has been examined before in the hospitality industry covid -19 exhibits complexity and severity from what began as a local situation of public health in China soon turned into global economic fallout, leading to large numbers of job losses, and leading to economic recession affecting all major economic countries. For the hospitality business sector, the uncertain economy, and the measure to reduce the number of infected have to reduce the spending on the tourism sector for both business-to-business (B2B) and Business to customer (B2C) (Canhoto, 2021). In previous years, 30 percent is the average proportion of international tourists who stayed in travel accommodations in Thailand, which was a significant decrease during the covid -19 pandemic. (Statista, 2023)

Thailand's tourism sector has been heavily impacted by the pandemic restriction. The airport was closed thus, tourists from international flights to Thailand dropped by 95 percent in September 2021, compared to the previous year. There are only 9 percent of the hotel's capacity was filled. Together with the increasing number of unemployment rate in tourism sectors and there are large variations of employment rates observed between regions and population groups. Employment declined in urban areas and the capital city as well as Phuket which is a scenery town, while it increased in rural areas and the northern province of Thailand. Since there are many of tthose employeeswho were layoff and lost their job due to the pandemic returned to agriculture in their hometown (The World Bank, 2021). But there have been continual stimulus packages, and measures to support returning international demand with the beginning of the "Phuket sandbox" which is the government's efforts to boost domestic and international travel. Thailand launched the "Phuket Sandbox" in July 2021, an effort by the government and private sector in Phuket to recapture demand from international travelers. The initiative offered fully vaccinated travelers (between 14 days and one year before their travel date) exemption from quarantine only in the Phuket area, provided they remained in Phuket for at least 14 days before traveling to other parts of Thailand. (Tourism Authority of Thailand, 2021) Additionally, travelers' stay in Phuket was required to accommodate establishments that have been certified by the Safety & Health Administration of the Thai government or SHA+ hotel. Visitors staying in Phuket for less than 14 days were allowed to leave Phuket only if their destination was outside of Thailand. Following with others reopening plans including the "Samul plus" and "Andaman sandbox". In the initial phase of Phuket Sandbox, the economic uplift from the was moderate. In the period from July 1 to August 31, there are estimated spent from visitors at least $48.8 million from the stay of 26,400 visitors which welcomed to Phuket (Bangkok post, 2021)

After the vaccinated international travelers from 63 low-risk countries were welcome to Thailand, there is an eye on the new market. Previously, China was one of the key customers in Thailand's tourism sector but during the sandbox program, the top

10 countries by the number of visitors to Thailand consist of the United States, Germany, United Kingdom, Japan, South Korea, Russia, Switzerland, Sweden, France, and United Arab Emirate. (McKinsey, 2021)

2.4 Identify Stakeholders of a Thai hotel business

Stakeholder analysis is a tool used to identify and prioritize the interests and concerns of different groups that are affected by an organization's activities. In the context of the hotel industry in Thailand, the key stakeholders include customers, employees, shareholders, suppliers, competitors, local communities, government regulators, and environmental groups.

Employee which is one of the important internal stakeholders. Since customer satisfaction is the most important in the service sector and the employee is the one who has direct contact with customers. Employees play an essential role in creating positive customer experiences and service quality evaluations (Jung, 2021). In the analysis of the internal stakeholder, the point which should be taken into consideration are the different points of view, from which the internal stakeholders may be examined. Generally, for the independent hotel the relationship between owner-employees is closer compared to chain hotels which managers act as intermediaries. But the relationship mostly takes the formal character through labor agreements between them. (Ivanova, 2021). The previous studies indicate that during the spread of covid-19 higher perception of job insecurity by employees induces lower job engagement and consequently a negative state of mind and this shows a dominant impact on generation Y than on generation X. (Jung, 2021).

Local communities are also important stakeholders for hotels in Thailand. Hotels need to ensure that their operations do not have a negative impact on the local environment or community and that they contribute to the local economy through employment and other activities. As the hotels have the opportunity to partner with small businesses such as boutique stores, tour guides and restaurants, which could help ensure that they have continued income throughout the tourist season and beyond.

Supplier is a company organization or a person that supplies necessary to run the business. The hotel could contact supplier both international and Local suppliers depending on their suitability. The hit of covid-19 on the hotel business forced hotels to reduce their operation or even shut down their business, supplier is one of the stakeholders who got a direct impact.

Government regulators also play a key role in the hotel industry, as they set the rules and regulations that hotels must follow to operate in Thailand. During the covid-19 situation, the government attempted to boost the tourism sector. They deployed various efforts to bounce back the demand by regulating various stimulus programs such as We travel together, the Amazing Thailand Safety and Health Administration (SHA) followed by SHA+ and SHA extra+ and the program which plays an important part in the reopening of Oceanfront Beach Resort Phuket. (Mckinsey, 2021) (SHA,2022)

Environmental groups are a growing stakeholder group, as hotels must consider their impact on the environment and take steps to reduce their carbon footprint.

Competitors in the hotel business could be other hotels that could offer the same or similar service. The competitors of the hotel could be defined by location, positioning, price, and product. The hotels that are close in geography and even offer slightly different experiences could consider competitors. Positioning refers to the product or experiences the hotel offer to their customer. Price, it is obvious that the hotel with a similar pricing structure going to count as a competitor.

The intermediaries are very specific stakeholders of the hotel business, which is usually related to customers. After the internet and the opportunity for immediate confirmation of booking are easier to access allow customers to ignore the intermediaries and book direct to the hotel to avoid the extra charge. There are changes in intermediaries' business, especially after the spread of covid-19 customers need to manage the uncertain situation they are more likely to book the hotel directly or through an online platform.

Customers are key stakeholders for hotels, as they provide revenue and drive business success. Therefore, hotels need to ensure that their services meet the needs and expectations of their customers. (Soonsan, 2017) (Invanova, 2021) In the case of Oceanfront Beach Resort Phuket, after the reopening, their target customer changed to be more from The United Arab Emirates (UAE), India and at the very beginning of the sandbox program, there are a lot from the United States of America. Not only does customer nationality change but the purpose of stay and group size also change. Some customers stay in a quarantine place before going back home to other provinces rather than stay for vacation. During the covid-10 situation, it seemed that hygiene come more important for hotels registered in SHA to get certified. They feel that this can help customers gain trust in their services, offering a high standard of safety and hygiene policy (Thanapotivirat, 2021). This study going to examine customer needs before and after the covid-19 situation by using secondary data from online booking platform reviews.

2.5 Prioritize stakeholders.

The power-interest grid model categorizes all stakeholder to be in four groups including two main axis which is the power and interest of stakeholder. For Thai independent hotels or in the case of Oceanfront beach resort. By applying related data from previous studies regarding the stakeholder of the hospitality industry during the covid-19 (Dolnicar, S., 2002) (Ana Isabel Canhoto,2021)

Employees consider "High power and High interest" since employees are directly in touch with customers, they are the ones who could create positive customer experiences being a key factor in customer satisfaction (Jung, 2021). Meanwhile, the employee put a high interest since any action of the business/hotel could affect their livelihood or affect their income even harder during the covid situation which all business is shutting down and there are not many opening positions in other hotels, but the interest might decrease after the reopening of the country and hotels are back on their operation. Moreover, there are some employees or hotel staffs which have been layoff during the shutdown when back to their hometowns in rural areas returned to work in agriculture sector. (World Bank, 2021)

Suppliers consider "High power and Low interest" It depends on the size of the supplier and the type of goods they supply to the hotel. Generally, assume that the hotel in this case study is not a large size hotel or a chain hotel, which has a large amount of consumption or creates a chance to get another contract in the chain. So, it is categorized as Low interest. On the other hand, a hotel is a service business in which the satisfaction of customers is important. So, consider that the quality of goods used in the hotel is important. That led suppliers to be in the high-power category. Unfortunately, during the covid-19 situation in which all business secures their source of income, the small contract could be important so this might increase the interest of the supplier.

Government regulators consider a "High power and Low interest" group. Government considers having an impact on the hotel business. During the normal situation, they impact in term of who regulate the related laws, raises or lowers business tax, and offer an incentive to help the hotel. Especially in the unnormal situation or the crisis, regulators have a high impact on all businesses as they could regulate to shut the business down or provide a stimulus package to help businesses.

Environmental groups consider "Low power and Low interest" the coming of sustainable trend, there is a growing of environmental group stakeholders. Currently, this group of stakeholders considers being most impacted by the listed companies with the investor. This case study is a small independent hotel. So, consider being low power and low-interest group.

Competitors consider "Low power and Low interest" generally competitors would not have a direct relation to the business but need to be monitored as competitors could impact the business by knowledge, in other words, they could impact by improving or adjusting their own business strategy. During the spread of the covid-19 or at the beginning of the reopening phase, competitors consider impacting the business more than normal situations. Since many well-known hotels normally have different price ranges, they lower their rate to draw the attention of customers during the crisis.

The intermediaries consider "Low power and High interest" previously a lot of tourists booked the hotel through the intermediaries because of convenience. But after it was easier to access the hotel and made a booking online. Especially, during the covid-19 situation which is always uncertain to made online bookings might be the better choice for the customer. Another factor might be the change in the way people travel, most customers come with a smaller group or a single-family group. So, it might easier to do online booking rather than the intermediaries.

Local communities consider "Low power and low interest". In this case, Oceanfront beach resort is not a large-scale hotel, and they don't have any partner projects with the community around them. The community could be affected by the business from noise and waste from the hotel if it is not in good management. Otherwise, hotel customers could be a factor to generate income for the community around the hotel.

Customers consider "High power and Low interest" since the customer is who provides the revenue to the hotel business. It's important for the hotel to meet customer needs and expect to gain more revenue. On the others hand, the customer gets slightly impacted or influenced by the hotel. Since there are many similar hotels in similar geographic and rate of prices be their choice of stay. Furthermore, customers could consider having a higher power to the hotel after they are severely hit by the covid-19. Since during the crisis, there are fewer customers and it is highly important the secure the cash flow to further run the business.

Before the spread of covid-19. Power- interest grid of Thai independent hotels is plotted below.

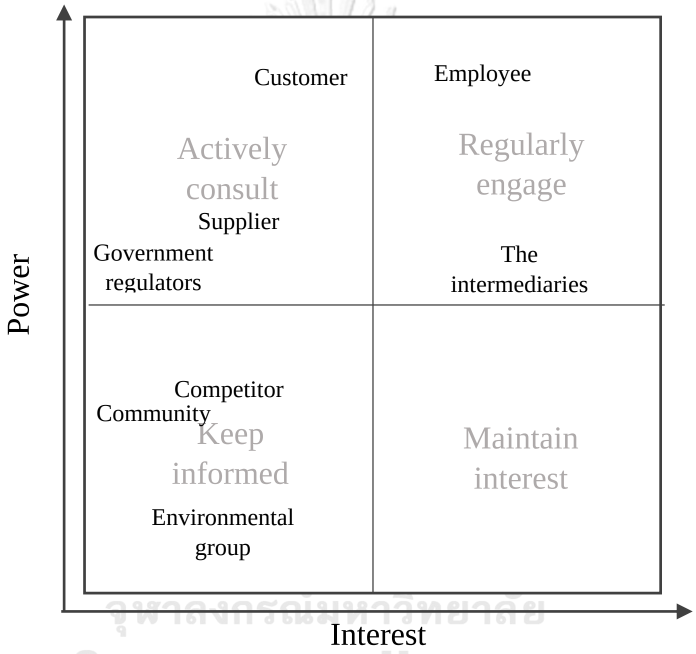
Customer
Employee
Actively consult
Regularly engage
Supplier
Government regulators
The intermediaries
Power
Competitor
Community
Keep informed
Maintain interest
Environmental group
Interest

Figure 2: Power interest grid of Thai hotel business before the spread of covid-19

After the spread of covid-19, the study expected that there are some changes in the power-interest grid.

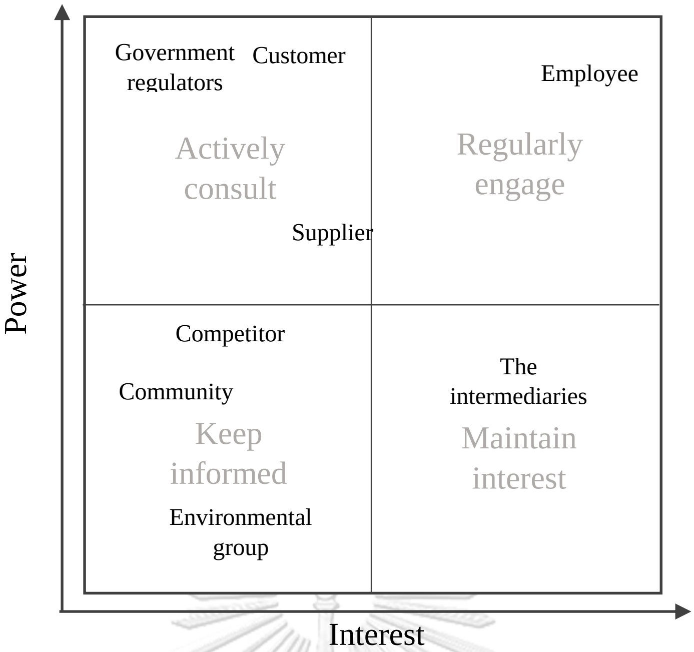

Figure 3: Power interest grid of Thai hotel business After the spread of covid-19

From the power interest grid, the Key player stakeholder that the hotel needs to manage closely, engage on a regular basis, and work to maintain the relationship is an employee. For other groups whom the hotel has a lower interest or less influence to them, the hotel is still required to meet their need to maintain the level of their interest and actively consult is consist of government regulator, suppliers, and customers. The other group that the hotel needs to maintain interest, make use of interest through involvement consult on their area of interest can be a supporter is the intermediaries. The last group with lower priority but also need to keep informed as generally communicate and might aim to move them to the right of the grid is the competitor and environmental group.

2.6 Identify stakeholder needs and expectations.

It is an important step to discovering and understanding the expectation of stakeholders, especially key stakeholders. Without an understanding of stakeholder expectations, businesses would not be able to create stakeholder management with optimum results. Stakeholders’ interests may vary even stakeholders from the same group, there may be conflicting concerns. To understand the stakeholder expectation in detail, businesses could be done by various methods such as Brainstorm, consulting with organizations that either are or have been involved in similar efforts or that work with the population or in the area of concern, getting more ideas from stakeholders, or could use the combination of the media such as newsletters, social media, targeted emails, announcements by leaders at meetings and religious gatherings, and word of mouth to get the word out (The Community Tool Box, 2023) Since there is a limit condition regarding the data, In this study going to focus on one of high power or key stakeholder which is customers.

2.7 Data collection

Oceanfront Beach Resort Phuket has its online platform including a page on Facebook, their website which is mainly for booking and customers could access to chat on messenger. Hotel customers could also access the booking through online booking platforms such as Agoda, Booking.com, and Traveloka. The online booking platform has provided a space for customers to write an online customer review and give a rating to the hotel this is one of customer communication that could determine customer satisfaction and lead to a strategic improvement to gain customer engagement which is one of the components leads to success in business. There is the previous study found that online review not only shows customer satisfaction but could lead to a decrease in or increase in future booking. It is found that the negativity effect is more important than other features in predicting consumers' booking intentions, as the "negativity effect was present only for experience products". In the hotel industry, products are intangible attributes that cannot be known until purchase, and the performance could be verified only by sensory experience. In addition, to review valence, comprehensiveness significantly influences people's online booking intentions. found that hotels with higher star ratings would receive more online bookings. (Zhao, 2014)

The study is designed to collect data from online booking platform reviews which are reviews from hotel customers that proceed with their booking through each platform. The study will be carried out from reviews of Oceanfront Beach Resort Phuket from Booking.com. The data collected consist of the rating where each statement is rated on a ten-point (1 – 10) scale with a high score of 10 indicating the most satisfied, the comment support their review which includes both positive and negative statement, the date and time of booking, number of nights booking and the country which customer came from. This study going to collect only the reviews with ratings and comment. The data set going to be divided into two sets, the first set is the data before Phuket was hit by covid-19 or in the period before April 2020, and the second set going to be the data after July 2021 which the hotel reopened after the lockdown or in the similar period of Phuket sandbox model. Each set of data going to consist of random 54 reviews.

2.8 **Customer needs and expectations.**

From the data collected, customer comments from the reviews were distributed to the topic they were concerned about and categorized whether it is positive or negative comments. (Appendix A) The key topics that are mentioned as concerns consist of 12 main topics

Breakfast and food: mention about test and variety of the breakfast also comment mention about the dinner in a restaurant in Oceanfront beach resort.

Location: mainly means of the location of the hotel, convenient to reach the beach area and other tourist attraction areas.

Cleanness: the cleanliness of the hotel in the overall picture, the breakfast and dining area, and the cleanness of the room.

Room: mostly mention the size of the room and the layout of the room.

Service: the welcome of the hotel’s staff, the service mind of the hotel’s staff, fast of the service, and how the hotel due to solving the problem for their customer.

Facility: availability of the facilities in the hotel. Also, mean the convenience and suitability of the facilities in the hotel.

Lack of staff problem: there are numbers of customers who mentioned the lack of staff problem that they found which led to the slower service they got and some of them found that the staff was responsible for various duties and worked for a too long period of time. As some of the customers mention that they found some staff working in the breakfast area also serving them room service orders in the evening.

Shuttle bus service: the shuttle bus service that the hotel provided for their customer to go to Patong beach and the airport.

Construction sound: Since the hotel was not fully open and there are some areas was under construction.

New building: new of the room and overall hotel.

View: views of the hotel mostly mention the view of the room and the pool.

Worth of the price: the worthiness of the price and compared in terms of being a 5-star hotel rating.

As shown in figure 4, the data split into two groups which are before covid-19 impacted the hotel and after July 2021 which is the time that the hotel reopens again. The data include both positive and negative comments to measure the concern or expectations of customers which could be related to their satisfaction. It is obviously shown that there are no significant differences in the percentage of customer concern before and after the impact of covid-19. The most concern of customers for both groups is service which is 20% of reviews mention. The other key concern is breakfast and food, cleanness, room, and facility. After July 2021 the data showed that there are two new topics of concern which are Lack of staff and Worth of the price there are some comments “never enough staff on hand and have to always have to wait” (Oceanfront beach resort Phuket, Booking.com reviews, 2023) These might because the hotel was temporally close, and after they reopened they need to hire all new staff so, the staff might need more train and experience also might plus with the result from management plan of the hotel to secure the cashflow.

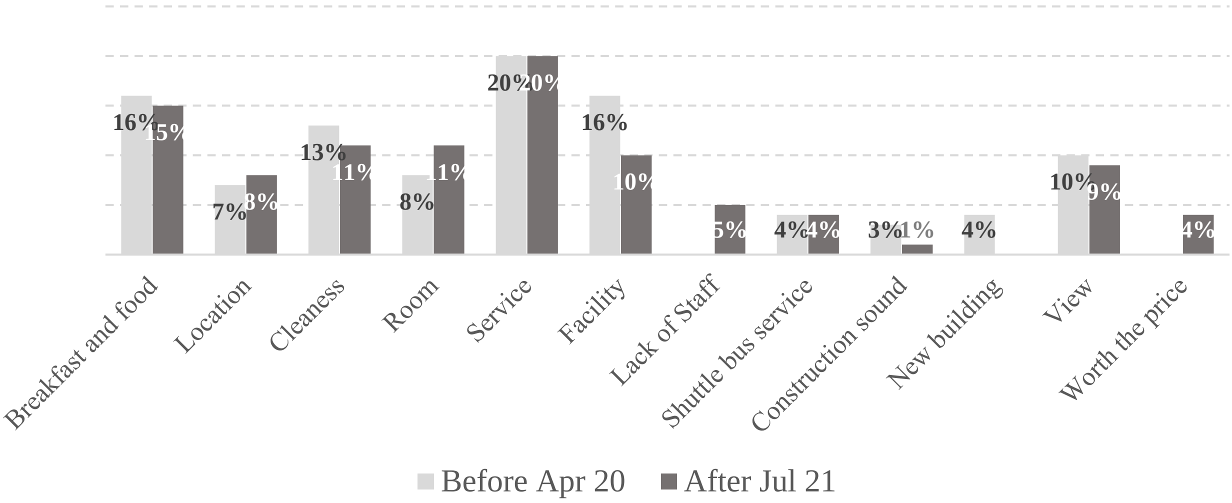

Figure 4: the topic of customer concern in percentage.

(Oceanfront beach resort Phuket, Booking.com reviews, Mar 2023)

The review from customers before April 2020 and after July 2021, in terms of the frequency of negative and positive reviews on each topic are shown in figure 5 and figure 6. According to the data, customers which booked the hotel after July 2021 tend to write reviews on more than one topic leading to more frequency of data even if there is the same number of samples collected also there is an extensive portion of negative reviews on the reviews after July 2021. It might be because people tend to write negative reviews than positive ones. Since one bad experience usually wins out in the customer's mind over one good experience. Moreover, a negative review not only implies the previous customer's bad experience but also could lead to a lower rate of future booking through that online channel (Zhao, 2014). So, this key topic which has a large portion of negative reviews needs deliberate improvement from the management. It is obviously shown in figure 5 that the largest number of negative reviews showed dissatisfaction of customers on the topic of the service followed by the cleanness. As stated in figure 5, significantly shows the contentment of customers with rooms and views of the hotel which could be kept as distinctive points of the hotel and further manage the limited facility to improve others' concern topic to create more satisfaction of customers.

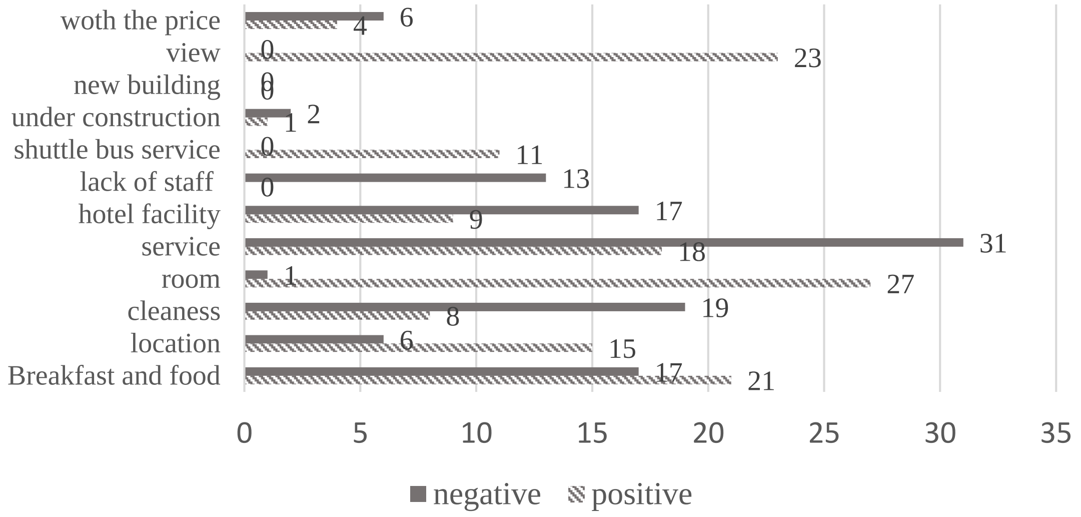

Figure 5: Frequency of customer concern after July 2021 categorized into positive and negative comments.

(Oceanfront beach resort Phuket, Booking.com reviews, Mar 2023)

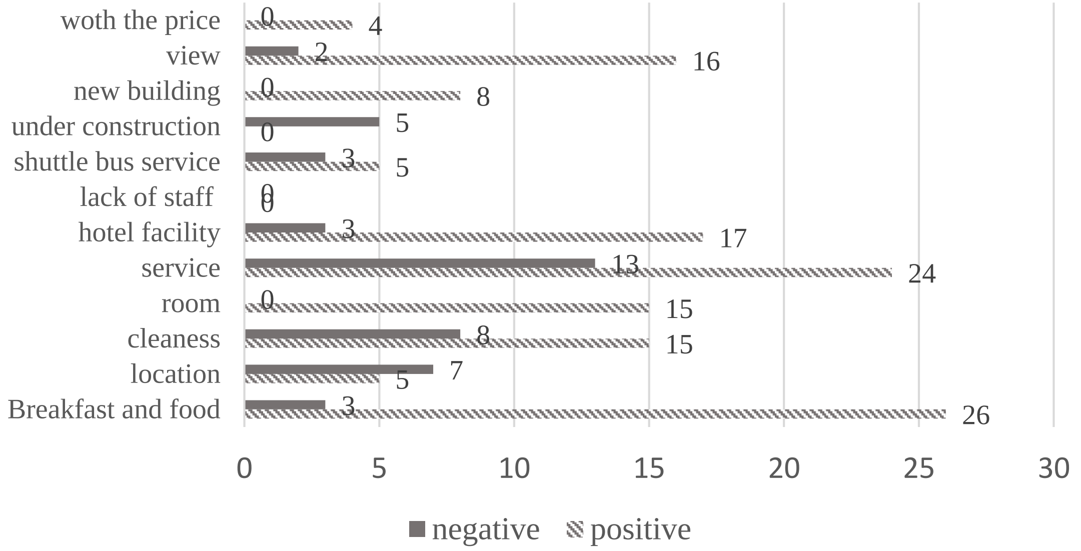

Figure 6: Frequency of customer concern before April 2020, categorized into positive and negative comments.

(Oceanfront beach resort Phuket, Booking.com reviews, Mar 2023)

In the part of rating score that customers give to the hotel on Booking.com, the rating is rated on a ten-point (1 – 10) scale with a high score of 10 indicating the most satisfied. The average rating of Oceanfront beach resort Phuket is shown on Booking.com is 8.3 (Booking.com, Mar 2023). According to the average rating score from the sample collected, the data from customers who booked the hotel before April 2020 have an average score of 8.8 which is obviously higher than 6.3 (Appendix A) which is an average rating from customers who booked the hotel after July 2021. This could imply that the larger number of negative reviews or negative comments in figure 5 is related to the lower rating the hotel got from their customer and could lead to lower in future bookings as the online rating and review influence people who consider making a booking through the online platform. Otherwise, the rating score might have some discrepancy since this study sample the data only from those who both give the rating and write the comments, and customers with a negative experience are more likely to write a comment than those who have a positive experience or are feeling indifferent.

In addition, the customer who travels with different purposes could have different needs and expectations of the service provided by the hotel. from the sample data of both customers who booked the hotel before the impact of covid-19 and after the hotel impact by covid-19, the largest group of customers visited the Oceanfront beach resort hotel as a couple this group of customer account for more than fifty percent of the sample followed by those who visited as a group which accounts around twenty percent of customers. The hotel could improve or remodel its service to be more support those group of customer's needs.

3. Discussion and Conclusion

As stated in the stakeholder categorization using the "Power–Interest grid model" there are four groups of stakeholders. The stakeholder with high power and a high amount of interest in the hotel categorized as a Regularly engaged group is employees. The other group with high power and low interest is categorized as an actively consult group consisting of Government regulators, customers, and suppliers. Maintain interest, which is the group with low power, but high interest consists of the intermediaries. The last group with low power and low interest is categorized as a Keep informed group consisting of the Environmental group, Local Communities, and competitors. The study shows a slight change in the oceanfront stakeholder's categorization before and after the hotel impact of covid-19. Hence, previously the intermediary group have higher power and was categorized as a regularly engaged group but changed to a maintained interest group after covid-19 impact since there are changes in customer behavior.

To effectively meet the expectation of each stakeholder. The stakeholder engagement strategy is divided into three levels of essential stakeholder engagement which are informing, consulting, and collaborating. The difference is the level of engagement required to do each one effectively so that you meet the expectations of each stakeholder (Tractivity, 2023)

Informing and updating stakeholders: Low-power and low-interest groups which are environmental group, local communities, and competitors are the group that needs a minimum level of engagement. The hotel could not ignore this group of stakeholders but just need to push the relevant information where they know where to find it. As well as keep updating their information.

Consulting stakeholder: High-power and the low-interest group or the intermediary of the hotel should be connected to everything you're doing for the low-Interest/low-influence group as a starter. Beyond that, some additional consulting resources need to be added. The hotel might need to demonstrate consideration for its high level of interest regardless of its lack of power to influence the hotel. For high-power and low-interest group of stakeholders which is government, the customer, and the supplier this level should get everything mentioned before, plus a more intimate consulting level of engagement. The consulting could conduct in various ways depending on the suitability of each stakeholder. The hotel may share the issue with these groups of stakeholders to get their feedback, ask these groups of stakeholders for a review, or target them with personalized communication. Oceanfront could use the highlight of being an independent hotel that the owner is in direct contact with customers and hotel staff to add more value on this point.

According to the customer's expectation, the study gets from online reviews. With the limited resource of the hotel, investing in the improvement of service, cleanness, and food quality would be the most impact on the needs and expectations of Oceanfront beach resort customers. As well as retaining the satisfaction regarding the room and views which is one of the most concerning topics to maintain the level of customer satisfaction.

Collaborating stakeholder: the collaboration process involves the high-power and high-interest group which is the employee of the hotel. The employee must be treated as part of a team by sharing the necessary information.

According to the customer reviews data, managing the lack of staff might need in order to improve customer satisfaction since there is five percent of the sample customer who booked the hotel after July 2021 write a review state that they are concerning this problem. The hotel could work with their employee to manage the shift and workload to reduce this mentioned problem or could apply an information technology system to improve on managing the shift and workload. Oceanfront beach resort could improve this problem by apply its unique point in which the employee could account for more than one duty in the hotel which made the shift management be more flexible. However, balancing the workload would be an important point, since the exhaustion of employees could apparently reflex on their service which is the most important factor that creates customer satisfaction. Employee training could be the other way to improve this mentioned problem. Furthermore, employee competency is one of the important points, some comments mention of hotel staff's language skills, which mainly about the English skill of staff, if the hotel could manage to have various language skills in a shifts would be plus for Oceanfront beach resort.

4. Appendix A

Sample of customer review data form customer who booking the hotel

(Oceanfront beach resort Phuket, Booking.com reviews, Mar 2023)

No.	Date of stay	Night of stay	Country	Type of customer	Rating	Comment	breakfast, food,		location		cleanliness		room		service		hotel facility		lack of staff		shuttle bus service		hotel under construction		new building		view		worth the price	
							+	-	+	-	+	-	+	-	+	-	+	-	+	-	+	-	+	-	+	-	+	-	+	-
1	Feb-20	2	rance	group	8.8	โรงแรมสวย ไม่เก่ามาก เพราะยังมีปาร์ตี้อยู่... แต่ไม่มีเสียงรบกวน! สระว่ายน้ำน่าว่าย ชอบห้องที่กว้างและมีอุปกรณ์ครบครัน! ฉันแนะนำเพราะอาหารเช้าดีมากมีบางอย่างสำหรับทุกคน ... ไปเที่ยวหรือนอนหนึ่งคืนในเมืองเก่าของภูเก็ต มันยอดเยี่ยมมากและฉันก็เสียใจที่ไม่ได้ค้างคืนที่นั่น! สิ่งที่ไม่ชอบ · ไกลจากทุกสิ่งและใช้เวลา 200 ถึง 300 บาทต่อเที่ยวเพื่อไปที่หาดพยอง...				1			1				1								1		1			
2	Feb-20	5	United of Kingdom	Couple	4.2	I like the room layout I thought the hotel wasn't ready it was very dirty this was meant to be for a honeymoon we book for five days and only ended up staying two nights. We had stayed in a hotel up the road from this one for a few nights as well but as soon as they arrive to this one we were covered in mosquito bites. Rooms are filthy. On our balcony we had building work going on across the road they started work at 6am Couldn't sleep. We went for dinner one evening which was a disaster the waiter kept getting everything wrong asked my husband what he wanted 3 times they brung my dinner out 20 minutes before his, I had to eat mine then sat and watched him eat after. This was meant to be our honeymoon and I hated every minute of it we ended up moving back to another hotel in patong up the road which was lovely. we paid for bread and breakfast and one morning we wasn't too hungry we wanted to grab a coffee in the breakfast area and a few croissants and take back to the room as we were walking back to the room they told us no we had to sit at the table and was not allowed to take it to our room, For a five star hotel not letting us take a coffee and a croissant to the room is hardly five star.						1	1			1								1						
3	Feb-20	3	Italy	Family	9	Like: The breakfast is fantastic, the view from the room is super, the pools big and beautiful and the staff very nice Dislike: · It is away from Patong Town and away from the swimming beach. The sea is in front of the hotel but with rocks, in short, not usable, not even for a walk. There is a shuttle every half hour to the center but it finishes at 21. Sometimes getting it back can be difficult, so you have to take a taxi for 300 baht each time.	1			1					1		1													
4	Feb-20	8	Switzerland	Family	10	like: Tile Swimming Pool. Great view. Large room. Extremely friendly staff. Dislike: Cleanliness still needs improvement...						1			1		1													
5	Feb-20	2	France	Couple	10	like: Super establishment very clean and pleasant staff dislike· Small water leak in the room but nothing dramatic					1				1			1												
6	Feb-20	3	Australia	Couple	4	Like: Room Dislike: Lady at counter							1			1														
7	Feb-20	8	Netherland	group	9	Like: Delicious breakfast, always friendly staff. Lovely swimming pool Dislike: Water from the shower went away slowly, reported this to the reception but nothing was done about it.										1		1									1			
8	Feb-20	1	France	Family	9	Like: The breakfast was very good and varied. The hotel is a bit far from the center of Patong but there are shuttles. The swimming pools are very nice and the view magnificent. The restaurant is good and not more	1									1					1									

						expensive than elsewhere. The rooms are very spacious and the bed comfortable. Dislike: It was a bit long at the reception because the rooms were not ready.																								
9	Mar-20	2	Spain	Couple	10	Everything																								
10	Mar-20	2	France	group	9.2	The breakfast is really very good, the staff is attentive and very pleasant.	1								1															
11	Feb-20	5	Slovakia	Couple	8	Like · Breakfast, pool Dislike · Menu on thai restaurant is "working version" (I got this information from vaiters) so from that reason they don't know which food is spicy and which not. I got to spicy fish on dinner 29.2.2020 but the vaiters bring me just glass of wather and didn't change the dish. Case which is not normal for 5-star hotel.	1									1	1									1				
12	Jan-20	3	Saudi arabia	Couple	9.2	สิ่งที่ไม่ชอบ · ตารางรถบัสไม่แน่นอน อาจเป็นเพราะฉันมาตอนเพิ่งเปิด																1								
13	Mar-20	5	USA	Couple	8	Like: · Ocean view, clean and modern resort, staff was very friendly and helpful. Nam kept our room very clean. Wonderful breakfast. Dislike: · Walking in street to get places, busy roads. Power Lines across view of ocean. Dropped off by shuttle but unable to find shuttle to return to resort, had to take taxi.					1				1							1					1	1		
14	Mar-20	2	German	Couple	10	Like: Everything was perfect. We extended another 2 days because we liked it so much. The breakfast in particular was so varied and good. The staff very attentive. It has probably only been open for 3 months and is in a quiet development phase, but you don't notice anything of that. Top 5 stars Dislike: Nothing	1								1										1					
15	Feb-20	4	France	Family	7	Like: Nice swimming pool View on the sea The decent breakfast Dislike: Lack of maintenance, cleaning not done well, a lot of dust. And some staff was neither smiling nor welcoming.	1					1				1											1			
16	Feb-20	1	Singapore	Family	4.2	Like: Clean Hygienic Dislike: Far from the beach. Not a good location. Heavy traffic road between the hotel n Sea so sea view is no fun. No bathroom slippers provided				1	1							1												
17	Feb-20	6	Isaral	Couple	8	สิ่งที่ชอบ · สรุปแล้วเราสนุกกับมัน พนักงานที่ดีที่โรงแรม ห้องอาหารในล็อบบี้ที่ดีเยี่ยม โรงแรมค่อนข้างใหม่ดังนั้นทุกอย่างจึงสะอาดมาก ห้องพักสวยและกว้าง เตียงนอนสบายมาก สระว่ายน้ำแสนสนุก ขับรถไปป่าตองประมาณ 8 นาที ยอดเยี่ยมมาก! แนะนำ..สิ่งที่ไม่ชอบ · การทำความสะอาดห้องไม่มาเมื่อมีการร้องขอและบางครั้งรอเป็นเวลานานเพื่อให้พวกเขามาทำความสะอาด ไม่มีน้ำแข็งในรูมเซอร์วิส	1		1		1		1			1	1													
18	Feb-20	4	Finland	Couple	9	What I liked · I had an ocean view, I really liked the view of the room. The bed was wonderfully big and comfortable, modern and in good condition. The staff are absolutely wonderful. They ordered me food for the pool from outside the house via foodpanda. What I don't like · Bacon should have been at breakfast. The air conditioning in the room was too loud. The corridors of the hotel need sweeping and cleaning.		1				1			1		1	1									1			
19	Mar-20	2	Thai	Couple	10	สิ่งที่ชอบ · ห้องพักและสระว่ายน้ำที่เงียบสงบและสะอาด พนักงานก็ใจดีเช่นกัน! สิ่งที่ไม่ชอบ · ไม่มีสปา					1				1			1												
20	Mar-20	7	USA	Couple	8.8	Brand new, modern hotel. Clean rooms. Great breakfast with lots of choices. Dislike: Stuff needs training and basic English knowledge	1				1					1									1					
21	Mar-02	4	Spain	Couple	10	the pool was amazing																					1			
22	Mar-20	3	German	Couple	10	Like: Room very very clean! The system is technically up to date! Breakfast was world class, there was something for everyone and everything was very, very fresh. Prices in the hotel of course a bit higher than outside on the street but everything is legitimate. The location of the hotel is okay, relatively far out, but the shuttle isn't a problem! All employees very friendly and courteous. By far the best hotel we have ever had and that of a young couple who have been to the Maldives and travel 4-5 times a year! We really had nothing to complain about. 5 stars are more than deserved here. If we come back to phuket then immediately come here. Dislike: Nothing to complain about, everything was fine	1		1		1				1		1				1								1	

23	Mar-20	4	Tunisia	Family	8	1. The friendliness and professionalism of the staff. 2. The comfort of the room. 3. Pool cleanliness. 4. The right restoration. 5. View of mother from bedroom and infinity pool. 6. Free pick up from hotel to Patong Beach every 30 mins and the trip takes 10-30 mins depending on traffic. 7. Absolute calm. 8. Book and negotiate your excursions directly in Patong. I got the rates at half price. Dislike 1. Impossible to swim in the beach in front of the hotel. The mother can deep with sharp rocks and dead corals. You have to go at least 1.5 km to find a good beach. 2. The hotel is 3 km from Patong Beach with climbs and descents. 3. Last free transfer to Patong is at 9pm. So if you want to spend the evening in Patong, you have to go back to Tok Tok and it will cost you around 300 Baht (8.50 €) for the group. Don't forget to negotiate prices. 4. The restaurant prices are a little expensive compared to Phuket (it's normal it's a 5 star hotel) but the food is refined. 5. The electric poles spoil the view of the mother (This is a general problem in Phuket). 6. Mosquitoes (General problem in Phuket). Get yourself a good mosquito repellent.				1	1		1		1			1			1						1			
24	Mar-20	2	USA	Couple	9	ทันสมัย ล่าสุด สะอาด กว้างขวาง อาหารเช้าเต็มรูปแบบที่ดี	1				1		1												1					
25	Mar-20	4	France	group	9.2	Like: Great hotel, the swimming pool at the top, the rooms are spacious. Dislike: Forced to take a shuttle to town 10 min. But the hotel provides one.							1									1								
26	Mar-20	2	German	Couple	10	The nice and welcoming staff and variety of food at the breakfast. The staff was very friendly and even for special arrangements everything was planned to comfort our stay.	1								1															
27	Mar-20	3	Uinited kingdom	Couple	10	Like: Where do you start? I have stayed in some great hotels in my time but this one has got it just about spot on! Staff greeted us by name as soon as we set foot inside the lobby. Breakfast catered for all different possible tastes! The bed I didn't want to get out of! Best I have ever slept in! The studio was immaculately clean and kept so by an amazing maid called Tawlek! What an asset to your team! The pools were all exceptionally clean and tidy. I literally didn't want to leave. Dislike: If I was being slightly picky! The electricity cables spoil the view from the infinity pool a little.	1				1				1		1											1		
28	Mar-20	14	France	Couple	9.6	Very welcoming staff, new hotel, magnificent swimming pool, clean room, very hearty breakfast, nothing to complain about.	1				1				1										1		1			
29	Mar-20	10	France	Family	9.6	The hotel is new and very well located 5 minutes from the center of patong, the staff and very friendly small creative workshop for children at the swimming pool, the property and nickel I hope it will last over time , the breakfast and very complete, the room was very good bath shower wc very clean bedding 5 * with sea view and swimming pool, 3 swimming pools including 1 for children overflow sea view what a good time thank you for this stay	1		1				1		1		1								1					
30	Mar-20	15	Ukraine	Couple	10	ขอบคุณเป็นพิเศษ ฉันชอบทุกอย่าง!																					1			
31	Mar-20	4	France	group	10	ทุกอย่างสมบูรณ์แบบ โรงแรมที่สวยงามและไร้ที่ติอย่างแน่นอน ฉันขอแนะนำอย่างยิ่ง																								
32	Mar-20	7	France	group	9.6	สิ่งที่ชอบ・พนักงานช่วยเหลือดีมาก ที่พักดีมาก มีอาหารเช้าที่ดี	1								1															
33	Feb-20	2	Poland	Couple	8	A great hotel with a nice swimming pool and a great breakfast. The high standard of the room and a beautiful view of the bay.	1						1														1			
34	Mar-20	8	Estonia	Couple	9	Like: New, spacious, modern minimalist design and with large well-designed pool area, very good breakfast (but very poor coffee - instant coffee). Spacious room with king bed.	1					1				1	1	1						1						

						High speed internet. Capsule coffee machine in room, so you can drink drinkable morning coffee in room (breakfast coffee was very bad) Dislike: Several minor problems, but the overall impression was still positive. Too new - construction works are not yet complete. Lots of finish defects, paint and cement stains (but as common in Asia, it probably stays that way). New staff do not understand properly what exactly they must do and are not yet able to carry out their tasks. Poor room service. Sloppy cleaning and they did not change sheets or towels during the 8 night stay. The floor was extremely dirty, and the floor washing had to order extra from administrator. Bathroom products were not added when they finished. When something ran out, you always had to ask it extra, the housekeeper did not add anything himself. The air conditioner made noise and the fan's slowest mode blew anyway too loud. There were ants on the balcony, but they were not visible in the room. Very small fridge, there is not space for your staff. There are no shelves in the wardrobe. There was a strong smell of naphthalene in the breakfast restaurant and in the pool area. It is on the coast, but the local beach is not suitable for swimming. Beach, shopping and nightlife are approx. 5-10 minutes drive.																								
35	Mar-20	4	าธารณรัฐเช็ก	group	1	What I don't like · The first night I got a room next to the road where there was terrible noise and it was impossible to sleep after a 15-hour flight, so they wanted to change it for an extra 200 usd. In the end, they gave me another room in a quiet place, but the bathroom was so dirty that I was afraid to take a disgusting bath there. On the third day, the new shift at the reception managed to change the room to the pool, and there it was fine except for the fact that the overhead shower did not work. Overall, when I demanded a refund, that I would find another hotel, the arrogant manager told me that there was no reason. Overall, the manager at the reception was arrogant and rude. You can't eat anything for breakfast except eggs, it's disgusting and disgusting. They took a deposit of 1000thb which they did not return to my account until now and they said they had it within 3 days. I have never encountered such behavior in the whole world and I never want to experience it. There is no beach at the hotel, you have to commute several kilometers to Patong Beach. It is also far from the center and there is nothing around the hotel. I ate in the hotel restaurant on the first day and it was disgusting, I preferred to take a taxi to the center where there was a choice of food. The hotel does not have a level, so think in advance if you would like this. No wonder it's empty too.		1		1		1				1		1												
36	Mar-20	5	German	Couple	10	Everything was as it should be. Very satisfied! Breakfast was very extensive and good!	1																							
37	Mar-20	5	German	Couple	9	Modern hotel, great facilities, very courteous staff. Excellent breakfast, very nice staff, tasteful decor. Very round thing!	1								1		1													
38	Mar-20	2	German	Couple	9	A very beautiful, open and well-kept hotel complex with a great pool area. The breakfast was one of the best on our trip to Thailand. It is a bit off Patong Beach, which we found very pleasant, if you want the hustle and bustle you can use the free shuttle from the hotel. We would definitely book this hotel again.	1														1						1			
39	Mar-20	2	German	Couple	10	Top modern everything very clean Everything perfect					1																			
40	Mar-20	10	Hungary	Couple	10	The hotel staff was excellent and helpful. The room is spacious and the brain is very comfortable. The hotel is in the wind of Patong, but with the hotel transer bus we easily reached the center or the beach. The pools are excellent, they satisfy everything, as well as the buffet breakfast. I can only suggest that if we can, we will definitely come back.	1						1		1		1				1									
41	Mar-20	8	German	single	9	Like: It was an all round great stay! Clean, fresh delicious breakfast, super nice and helpful staff! Any time! Even when I needed help because of the corona flight crisis, the staff asked me every day if they could help me or organize something for me or make calls. Excellent! The location is also good, you can walk everywhere quickly or take the daily free shuttle bus from the	1		1		1				1															

						hotel to Patong city or to the beach! The room was wiped every day, the bed was made and there were fresh towels every day! At the pool there were enough sun loungers for everyone and a large bath towel free of charge! No animals or other troublemakers in the room or in the entire hotel!																								
42	Mar-20	5	Sweden	Couple	10	The breakfast gets 3 out of 5 points. Could have been a little fresher.		1																						
43	Mar-20	6	Russia	group	10	Like: The best hotel ever! New, clean, the pools are just amazing, the staff is friendly, the breakfasts are like in a restaurant: sooo delicious and a lot of variety. Dislike: The air conditioners in the room are too cold even when set to high temperature.	1				1				1												1			
44	Mar-20	1	Urukwai	Couple	9	Like: Very good level of facilities, all new, comfortable, modern, spacious and luxurious. Dislike: Although the location seems to be close to Patong Beach and although they have a shuttle to the beach, the hotel is far from it, and the beach in front of it is rocky. Additionally, the staff is slow, they don't speak English very well and they don't care to help you with very simple things. Likewise, it is a highly recommended hotel if you are not a very stressed person.				1						1	1													
45	Mar-20	9	Sweden	Couple	10	What I liked · Everything was superb! Dislikes · The only negative was the beach as you had to walk on the side of the road about 500m. But if you were careful, it went well!				1																				
46	Mar-20	4	Italy	group	9.2	Like: New, beautiful building. Gorgeous swimming pool with bar. Very helpful and kind staff. Super breakfast. Dislike: a busy road.									1										1		1			
47	Mar-20	9	France	Couple	10	I would like someone who speaks French at least one person in the hotel												1												
48	Mar-20	1	German	group	9	The breakfast was wonderful. We were perfectly happy. A large selection, including drinks. And could have breakfast with a view of the sea. The beds were almost the highlight, really soooo comfortable! The rooms are really big and modern. Dislike: There was a shuttle into town but somehow not back, however it is easy to find taxis in town. We also thought the hotel was right on the beach with access to the beach. The hotel is located directly on the sea, but there is a main road in between, where there is no real sandy beach.	1						1				1													
49	Mar-20	3	Thai	single	7	Like: The service attitude is very good, and the hotel manager is very good. Special praise to Mr. Kong, this is a serious and excellent hotel manager. I was going to give the hotel a bad review because I was pissed off when there was damage to property during my stay. Mr Kong is very responsible, has a good attitude, acts quickly, and compensated me reasonably. Let me go from dissatisfied to satisfied with the attitude of this hotel. This hotel is relatively new, the facilities are clean and hygienic, and the breakfast is rich.	1								1															
50	Mar-20	3	Natheland	Couple	9	Like: They had a very hospitable welcome, offered us a free cold drink and fresh wet towels that we really appreciated, since we had come a long way and it was very hot. - The pool was awesome, had a perfect view, with the pool bar, and the chairs around it, it was just superb. It was a beautiful spot. - You could change the wet towels instantly at the pool, at that towel reception they had, we appreciated that. - The lighting in the room was very good and modern - They had great facilities; a nice gym, but also a squash room, had a billiard table... - Breakfast was superb. They had EVERYTHING. really great. Dislike: The bathroom floor and the floor of the room were not cleaned well one day, but besides that day every other day it was cleaned well. - If they had put some music in the roof pool area, it would have created an even superb atmoshphere. We do recommend it. - The receiving of pool towels and registering each time for every towel, was just toooooooo bureaucratic, and too much hassle for pool towels. We had taken the towels to our room one day, and they came to our door for them, as if they were precious jewels or something. Didn't give a nice						1	1		1	1	1							1						

						feeling. You really had to register for getting towels every time you went for a swim and it was frustrating. - We had a sea view room, but we recommend the pool view rooms. The view was not that visible... so pool view was better. - They were still working on the building, still under construction. Also the design of the hallways in the hotel were too narrow and dark, it felt suffocating. - Entrance to the hotel by car was difficult to catch. If we searched the hotel on GPS you found the hotel but it was already too late to enter the little street to enter the hotel parking. Also you were on a high speed street and you had to suddenly turn to a street where the hotel was, it was a real strange manouver. Hotel needs to put some signs about 100m before, and also maybe do something about their entrance road or something.																								
51	Mar-20	5	German	Couple	9	Like: The hotel is very good if you want to be close to Patong but not in the middle of it. The hotel is one of the larger ones in the area. You can see that it was newly built and it is therefore also very modern. The room and large bathroom were great and very clean. The hotel has its own scooter rental service, and there is also the option of booking other excursions directly at the hotel. There is a regular transfer into the city. The breakfast is a dream. There really is something for everyone. Dislike: Unfortunately, there was still a lot of construction noise right above our room, which started in the morning (about 8:30 a.m.). The air conditioning was quite noisy, but that's not unusual.					1		1											1	1					
52	Mar-20	5	France	Couple	8	like: Recent hotel very nice swimming pool and good self-catering breakfast and nice modern room Dislike: Hotel not finished so spa and hammam not available and we were not aware during our surprise reservation when arriving at the hotel	1						1		1			1									1			
53	Mar-20	2	France	group	10	Perfect Staff, room, facility: 10/10 The swimming pool is extra and the gym is at the height of the hotel. Special mention to the hotel manager							1		1		1													
54	Mar-20	3	Natheland	Couple	9	Like: They had a very hospitable welcome, offered us a free cold drink and fresh wet towels that we really appreciated, since we had come a long way and it was very hot. - The pool was awesome, had a perfect view, with the pool bar, and the chairs around it, it was just superb. It was a beautiful spot. - You could change the wet towels instantly at the pool, at that towel reception they had, we appreciated that. - The lighting in the room was very good and modern - They had great facilities; a nice gym, but also a squash room, had a billiard table... - Breakfast was superb. They had EVERYTHING. really great. Dislike: The bathroom floor and the floor of the room were not cleaned well one day, but besides that day every other day it was cleaned well. - If they had put some music in the roof pool area, it would have created an even superb atmoshphere. We do recommend it. - The receiving of pool towels and registering each time for every towel, was just toooooooo bureaucratic, and too much hassle for pool towels. We had taken the towels to our room one day, and they came to our door for them, as if they were precious jewels or something. Didn't give a nice feeling. You really had to register for getting towels every time you went for a swim and it was frustrating. - We had a sea view room, but we recommend the pool view rooms. The view was not that visible... so pool view was better. - They were still working on the building, still under construction. Also the design of the hallways in the hotel were too narrow and dark, it felt suffocating. - Entrance to the hotel by car was difficult to catch. If we searched the hotel on GPS you found the hotel but it was already too late to enter the little street to enter the hotel parking. Also you were on a high speed street and you had to suddenly turn to a street where the hotel was, it was a real strange			1			1				1	1							1			1			

						manouver. Hotel needs to put some signs about 100m before, and also maybe do something about their entrance road or something.																								
				Avg. score	8.8	Total	26	3	5	7	15	8	15	0	24	13	17	3	0	0	5	3	0	5	8	0	16	2		
							29		12		23		15		37		29		0		8		5		8		18			
						Percentage	16%		7%		13%		8%		20%		16%		0%		4%		3%		4%		10%		0%	

Sample of customer review data form customer who booking the hotel after July 2021

(Oceanfront beach resort Phuket, Booking.com reviews, Mar 2023)

No.	Date of stay	Night of stay	Country	Type of customer	Rating	Comment	breakfast, food,		location		cleaniness		room		service		hotel facility		lack of staff		shuttle bus service		hotel under construction		new building		view		worth the price	
							+	-	+	-	+	-	+	-	+	-	+	-	+	-	+	-	+	-	+	-	+	-	+	-
1	Jul-21	1	UAE	group	10	Hotel staff is very friendly especially Sarah 100% will book again									1															
2	21-Aug	14	France	Family	5	สิ่งที่ชอบ・อาหารเช้าไม่หลากหลายพอ บริการตามสั่งแต่พนักงานบริการช้ามาก และเหนือสิ่งอื่นใดไม่เข้าใจสิ่งที่พวกเขาขอ แบกคนไม่เยอะ สถานประกอบการตั้งอยู่ในทำเลดีมาก แต่ที่สุด จุดลบคือการทำความสะอาดห้อง ฉันจะไม่ให้มากกว่า 3 ดาว สิ่งที่ไม่ชอบ・ความสะอาดในห้องพักและพื้นที่ส่วนกลางเป็นสิ่งที่ต้องการ บริการอาหารเช้าช้ามาก		1	1			1				1														
3	21-Aug	14	USA	single	8	Like: The facilities for quarantine were exceptional snd helped the days pass quickly. I was sad it had to end! Breakfast great 😊 Dislike: The desk staff could have been a little more helpful but the manager was amazing	1									1														
4	21-Sep	1	philipine	single	8	Like: The room was huge, bathroom and was clean, and the bed was comfortable. I like how the tv was a smart tv as well. They have good amenities like snooker, squash and a gym. I hoped that the library was open so I can do my work there. Food was decently priced and location was super near the beach. The pool area is huge and had plenty of spaces to chill. Dislike The beach in front is not swimmable but the pool is enjoyable nevertheless. I think they just need to find a way to make the place look alive. The pool area gets a bit busy during sundown, having the bar open and music playing would've induced more people to stay in the area and buy food/drinks. Also, I don't know how many working staff they have but when I ordered room service it took them an hour to bring my food. It would be nice if they can also offer massage in the room as well			1		1		1			1	1													
5	21-Oct	14	France	Couple	9	Like: Excellent hotel, cleanliness, friendliness of the staff, beauty of the hotel, top breakfast and even the hotel restaurant is excellent … in short really very good BUT: - cleaning is done between 5 and 7 p.m., so too late for us - The scooter rental company is not up to the hotel: dangerous equipment and dishonest rental company, without a contract so no proof in the end... - last bad surprise, which is a detail: we drop off the laundry at the reception, no weighing and when checking out, the bill is almost double… Other than that, very good hotel	1				1				1	1											1			
6	21-Sep	15	China	Couple	10	Like: The resort is in a really good location next to Patong (about 5 mins by motorbike/car). The rooms are big and clean, the staff are friendly and super helpful, and you just get so much bang for your buck. The staff remembered us and would make our preferred drinks in advance as soon as they saw us coming down for breakfast. The best part for us was the pool area with its lovely swimming pools, palm trees, and infinity pool overlooking Patong Bay. I highly recommend this place.		1	1		1		1		1												1			

						Dislike: The breakfast buffet could've been mixed up a little bit. We got a little bit bored of the food after 1 month. But if you're there for 2 weeks then it's not an issue.																										
7	21-Oct	4	Thai	Family	8	Like: The breakfast is good , many choices available during my stay and it was very enjoyable for my family. The location is indeed convenient and I think this is one of the best to select in the future providing the prices maintain the same. Dislike: overall hotel looks nice but some portions are not finished the construction yet. I think this was due to the Covid effect , but does not matter at all. However, few comments i could make during my stay is the bell button in front of the room does not work, neither my kids room as well. The wooden floor has too much wax on top and this make some uncomfortable feeling when you stepped on it.	1		1									1						1						
8	21-Sep	5	Belgium	group	9	Like: Breakfast was good, hotel/room was clean, great pool! Staff was SUPER! Friendly, helpful… TOP Dislike: Only downside: sometimes very long wait for coffee during breakfast	1				1				1	1														
9	21-Nov	9	Maldive	single	10	Like: Really friendly staff and amazing food. Room was cleaned daily Room service was exceptional with a huge variety of foods to choose from Like the shuttle service to patong beach Dislike: Check-in was a bit confusing since it took about 15 minutes for a receptionist to acknowledge that I was there and no welcome drinks were offered. Breakfast orders during two days were missed. Clearance request one day from room were missed. Then again the hotel services did makeup for the shortcomings and I will be back soon.		1							1	1														
10	21-Nov	1	United of Kingdom	Couple	9	Like: Hotel looks lovely online but in person actually exceeds expectations. Pool is bigger than expected and really nice. We stayed in ocean comfy room and loved it. Room itself was big, plenty of storage space. Bathroom lovely and modern. Sea view was perfect too. Refill of drinking water everyday which was a bonus. Location is a little bit of a distance from bangla road but you can walk there in 35 minutes, get taxi for 150Baht or like we did hired a motorcycle for a few days to drive around the island. Good parking facilities in the hotel too. Sat at the pool bar and watched sunset a few nights which was nice. Food is very reasonably priced and it’s the same price for room service too! Dislike: Breakfast was lovely but sometimes the food wasn’t very hot. The fresh eggs and smoothies were amazing though.	1	1					1														1		1	
11	21-Nov	7	USA	Family	8	Like: Great value. Ocean grand rooms have great view of the sea. Nice big fitness center with lots of equipment. Very nice pool. Breakfast buffet was very solid. Dislike: You can tell this property was half built and then sat vacant and then sort of hastily finished to get it into condition so it could open. Lots of things are unfinished and it shows. AC in the fitness center needs to be fixed! Wifi in the fitness center area does not work. Need to hire or train English speakers for front desk.	1						1				1	1					1				1		1	
12	21-Nov	7	Estonia	Couple	7	Like: Hotel was spacious and it was near to Patong. Party noise from Patong was not too loud. View was also great from Ocean view room. Dislike: There were stains on the walls, on the bed linen and also on the bathrobe. Most probably they were clean but just with the stains. Stuff were friendly but really slow. In the morning we waiting breakfast quite long and after we finished with food in the room then plates and leftovers stayed in the coridor sometimes almost 2 days. So in general slow service. Hotel is also next to the road so if you want really quiet and resting vacation then i recommend some smaller place and directly on the beach.		1	1			1				1											1			
13	21-Dec	3	Oman	single	6	สิ่งที่ชอบ ทำเลที่ตั้งอยู่ใกล้กับหาดป๊ตนอกและใกล้กับร้านอาหารฮาลาลห้องที่ฉันพักนั้นยอดเยี่ยมในแง่ของความกว้างขวาง สิ่งอำนวยความสะดวก และวิวมีเครื่องชงกาแฟเอสเปรสโซซึ่งเป็นสิ่งสำคัญสำหรับคนรักกาแฟอย่างฉัน สิ่งที่ไม่ชอบ • พวกเขาไม่ทำความสะอาดทุกวันเว้นแต่ฉันจะโทรหาพวกเขา นี่คือสิ่งที่เกิดขึ้นกับฉันระหว่างที่ฉันเข้าพัก แม้ว่าฉันจะกดปุ่มเพื่อทำความ			1			1	1			1	1													

						สะอาดห้องก่อนออกจากที่พัก และการตอบสนองต่อโทรศัพท์ก็อ่อนมาก โดยเฉพาะในตอนเช้า เนื่องจากคุณอาจโทรหาหลายครั้งโดยไม่ได้รับการตอบกลับ นอกจากนั้น คุณต้องรอนานจึงจะทำตามที่ฉันถามได้ นี่คือสิ่งที่เกิดขึ้นกับฉันเมื่อฉันขอทำความสะอาด และเมื่อฉันขอให้เปลี่ยนเครื่อง เครื่องชงกาแฟเนื่องจากทำงานผิดปกติ																								
14	21-Dec	6	German	Couple	8	สิ่งที่ชอบ・ห้องวิวทะเลและสระว่ายน้ำสวยมาก ห้องพักทันสมัยและเตียงนอนสบายมาก พนักงานเป็นกันเองและช่วยเหลือดีมาก สิ่งที่ไม่ชอบ・อย่างไรก็ตาม รู้สึกเหมือนมีพนักงานไม่เพียงพอ นี่เป็นเพราะสถานการณ์โคโรนาในปัจจุบันอย่างแน่นอน							1		1					1							1			
15	21-Dec	14	German	Couple	5	- Well-equipped gym with squash court - Rooms are large and bright - Plenty of comfortable seating in the lobby to linger - Reasonably fast and reliable wifi - Free parking for scooters and cars in the small parking garage behind the hotel - keep in the direction of the lobby - Free shuttle service to Patong Beach Dislike: Cleanliness, especially in public areas, leaves a lot to be desired; Garbage has been lying around by the pool for several days, the floor under the counter in the breakfast area is completely black and dirty, glasses are only washed with clear water and by hand and reused, many seating areas in the breakfast area are soiled by bird droppings, but are not cleaned either, so Be careful when leaning - Air conditioning in the room very loud and thermostat not working, i.e. it rattled through the whole night - staff mostly friendly, but felt completely haphazard or overwhelmed; Orders take forever or are completely forgotten or mixed up, if the beer runs out in the pool bar, the fridge is generously refilled with 2 cans after 15 minutes - Room cleaning could be improved, partly only late in the evening and not completely (minibar not refilled, trash can not emptied, second room card was simply taken) - The word spa in the name of the hotel is wrong there, there are neither massages nor a spa area nor anything of the sort						1	1				1	1		1	1									
16	21-Dec	5	Australia	group	7	Like Room great, lovely view. Clean and tidy. Location was quiet and only 5 mins from town. Facilities were good. Cleaning staff were good Dislike· Breakfast ok, decent choice although a little slow replacing empty food warmers. Shuttle service good although wouldnt wait. Desk staff more interested in chatting than customer service. Breakfast staff apart from one gentleman were totally uninterested. Waited ages for coffee and shakes as only one staff, sometimes no one		1			1		1				1			1							1			
17	21-Dec	7	United of Kingdom	Couple	8	Like: This hotel had the feel of a 5 star, but without the price tag of one. The rooms were amazing, better than the photos! Very clean, spacious and modern. Breakfast was great, don't understand all the bad reviews about it. You can have a buffet with everything you could want, continental, fruit, cereal, barista made coffee, and and option to order items such as eggs benny, omelette or Thai options too. Location is out of town which we wanted, the infinity pool is amazing and balcony great for sunset. They do a free shuttle but you need to have a local number in order to call them to come pick you up, and can be very slow sometimes. Dislike The staff didn't speak very good English, so when we had an issue it was quite an effort to try get it sorted. Also very slow, you would be stood at the desk for 10 minutes with no other customers there and they won't serve you until they're ready. Like I said, 5 star, without the price, the staff is probably where they get let down a little, but as long as you don't mind waiting and being patient with them it's lovely really.	1				1		1			1					1						1			
18	21-Dec	2	Iland	Couple	7	Like: the room was beautiful and hotel added a very nice touch for our anniversary trip. loved the bath and separate shower and spacious bedroom. Dislike: we called reception who confirmed breakfast started at 6.30 but when we got there, staff turned us away until 7. the breakfast staff were not very well trained or friendly except one very nice guy. so he was, of course, very busy. check in was also very slow and inefficient and I was left waiting							1			1				1										

						for my key with four staff behind empty counter. very strange. but maybe this is mostly due to retraining needed after reopening following covid.																								
19	22-Jan	4	United of Kingdom	group	2	Like: swimming pool area nice Dislike: never enough staff on hand and have to always have to wait did not clean bedroom well. eg blood on bedsheets hotel manager did not address complaint when requested of him not worth the money says on beach front but it is not. you cannot go into that beach paid for ocean view room and have a building obstructing my view. I have photo evidence				1		1								1							1			
20	22-Jan	4	France	Couple	1	Like: · nothing Dislike: zero service. value for money is not up to 5 stars the staff is exhausted, two to three people to serve everyone at breakfast. very far from the center, the shuttle to return to the hotel is difficult to manage. to reach the reception from the room is almost impossible. the coffee machines in the room did not work. the repair of the room is not done in the morning. very disappointed...										1		1												1
21	22-Jan	5	Australia	Couple	5	LikeL The view in the Ocean View room, the breakfast, and the gym and squash room. Dislike· The property is new and has teething problems with not enough staff, the foyer on arrival is empty and then the check-in lobby is on another floor, nobody to greet you, air conditioning in Ocean View room not working on 2 nights. Not enough general staff for guests in a 4-5 star hotel, a bit too far out of town.	1											1		1									1	
22	21-Dec	21	German	single	1	Like: wifi and free shuttle to Patong Sarah at the reception is very nice and helpful, unlike others. Dislike · The hotel is listed as a beachfront spa-holiday resort, you'd think you'll just get out of the hotel and go take a swim when you book it. NO BEACH. It's all rocks. And the spa is not working. So forget about getting a massage and getting relaxed at the spa. You need to take a 15 minutes ride for those things. It's also near a busy road, very noisy in the room late at night due to very poor sound insulation. You can also hear it each time your next-door neighbor flushes. The Breakfast: Horrible. The cheapest of everything. There is no order in the breakfast hall, nobody asks your room number or gets you seated, you just walk in and survive on your own. Very poor Mediterranean options. There's everything you don't need but cheese. Sat and Sun were worst as some items were not fresh and leftovers from the previous day. Breakfast menus are thrown here and there, but it's a hard task to find one, and then to find someone to ask for an omelet that will come wrong every time. Nobody is informed about those menus and that they can ask for items from there. One has to figure out everything alone. The staff will ignore you to meet their ongoing tasks. Never saw the coffee machine cleaned during my 3-week stay and it looked awfully dirty. Staff: Clearly not trained in hospitality. They don't understand English well. They just assume what you meant, bow their heads, and do what they thought you meant. The male staff are poorly dressed, not groomed, and overworked because the hotel is short-staffed. Cleanliness: I don't know what SHA extra + is supposed to mean and I'm so curious what criteria a hotel has to meet to get it. Room cleaning sweeps the floors with a PALM LEAVE. There was a dead cockroach on my bathroom floor which stayed there a good 15 days unnoticed by the cleaner. Stained bed linens are the norm. Staff don't warn people to wear masks or gloves at the open buffet.		1		1					1	1		1		1										
23	21-Dec	7	Turkey	Family	10	Like: Very good facilities, view, room, breakfast. Pools are perfect with a very nice seaview. Room size 60 m2 is enormous. Room is really comfortable with a very big bed, a big size bathroom with both shower and bathtub. We had a nice partial seaview without any complain. It was located on the other side of the pool which benefit us with quite atmosphere. The staff are very kind and very hardworking. They even serve us hot breakfast at 12:00 without any complain. They take order for egg and juices even though there is a high variety of food available for self-service. Breakfast is over expectations. They supply tuktuk service to Patong for free upon request. In general, close to perfect hotel to stay.	1						1		1		1			1							1			

						Dislike: I would not put as did not like but for sure the hotel is understaff due to the covid restrictions. Same guys are serving the breakfast and still bring your food to your room at 22:00. I pity the staff and do not like the local guy at reception who seems like the owner or partner of the hotel. First arrogant Thai person I ever met. If he is the decision maker for staff working more than 14 hours, I even hate him more.																								
24	21-Dec	4	Isaral	Couple	3	Like: the room was big and everything was clean and nice, the pool is amazing with nice view. Dislike: the staff were terrible, didn't help with anything, the beach in front of the hotel is rocky and it's not possible to get in the water. half of the things at the gym are not working.				1	1		1			1		1									1			
25	21-Dec	2	UAE	Family	1	In fact, nothing was nice about this property. I arrived at the airport and the hotel transportation that I paid for wasn't arranged, I had to wait with the family until they arranged a car for me. Reached the hotel at 10:30pm and there was only 1 person in the entire hotel sitting at the reception, the room that I paid for was occupied!!! The whole family was in the main lobby till 12:30am (next day) until they gave us the room. The room is smaller than normal/advertised, wasn't clean at all and everything was very dirty, toilet was terrible and everything from previous guest was still there (dirty wc, underwear, dirty/torn room flip flops, etc…) I tried to call the reception but no one answered, I had to go down and complained about the whole situation but in fact there were no cleaners in the hotel and they went the security and technician to clean!!!!! Resturant: I had the breakfast included but I don't recommend anyone to eat there. the counters were so dirty and not safe to eat. Note: the hotel offered me complimentary dinner during my stay but I declined it as the place is not safe to eat in. Location: It was not clear that it's across the road and not directly on the beach, having family with children this means a lot. Room: and was very dirty as they didn't clean before check in Pool: water was very cold and there heater wasn't working This property is far from beingg rated 5 stars and not the level of hostels.		1				1		1		1				1										1
26	22-Jan	2	German	group	4	Disappointing. Unfortunately not again. Like · The location is good, but there is a street between the hotel and the beach which was not a bathing beach. But there is a shuttle that shuttles between a bathing beach and the hotel every hour. Rooms are spacious and well equipped. Coffee and espresso are complimentary. Great pool area with bar. The view of the sea from there is phenomenal. Breakfast was good. Dislike: Wanted to book an airport shuttle. This required 3 emails. The first 2 were probably overlooked. There was then a confirmation, but without a personal salutation, just a link to pay. I found it rather unfriendly. Ordered drinks at the pool bar. 2 Singha, 1 Pinacolada, 1 Mai Thai. After 30 minutes still no service. Demand was not possible because I was ignored. The staff was obviously completely overwhelmed. Then ordered various drinks and food in the restaurant. Unfortunately didn't get what we ordered. The next night it took more than 30 minutes at the restaurant to get our drinks. On the 2nd day we got to the hotel at 6pm and the room wasn't made up. And it wasn't made anymore. The cleanliness of the rooms was ok, the cleanliness of the corridors and the breakfast room left a lot to be desired. Thick dust bunnies and bird droppings. My conclusion: the management is overwhelmed. I will definitely not book this hotel again.	1		1			1	1			1					1						1			
27	21-Dec	4	Russia	Couple	2	The hotel is not ready to host guests Like: · The hotel is new. We had a big and comfortable room, pool is really nice. Dislike: The price does not match the quality at all. The hotel is not ready to host guests, definitely it's not SHA+ as staff doesn't check your PCR tests, QRs, etc. The staff is rude, it is almost impossible to find a bartender in the bar, housekeeping is terrible - room is really very dirty. This is definitely not what you expect from a 5* hotel.						1	1			1											1			
28	23-Feb	4	Russia	Couple	10	Like: · Beautiful rooms and pool area, excellent breakfasts, beautiful view from the window at high tide. Dislike The work of the staff is disgusting, each time I had to go to the reception to bring water or a	1						1			1				1							1			

						missing towel. The bathrobes that should have been in the room were never brought. We took a room with a sea view in front of the balcony there was still a ledge covering the terrace of the lower floor, it was covered in cigarette butts. The inhabitants of the upper floors simply threw them down. On the very first day of arrival, I asked to remove them, but until the end of the holiday, no one bothered to do this.																								
29	23-Feb	4	Natheland	Couple	8	Beautiful view in a quiet location Like: · This hotel has a very nice location, outside the super busy center of Pantong and with a beautiful view. You do have to rent a scooter, otherwise you are dependent on the free shuttle bus from the hotel (which will go when you want, but you have to wait a little longer for the pick-up and can also call the hotel) or you have to go along the side of the road to walk. That is done a lot but is not very pleasant with the busy traffic because it rushes past you. If you rent a scooter, anywhere, you have to hand in your passport! We were on honeymoon and had indicated this. The room was supposed to be decorated but this was not done upon arrival. As compensation, we were offered dinner at the hotel's restaurant. This was super sweet and thoughtful. Very friendly staff at the reception. The fruit shakes at breakfast (prepared for you on the spot) were really delicious, hadn't seen this before in other hotels. Beautiful swimming pool. All buildings together look a bit gray blocks and a new coat of paint here and there wouldn't go amiss, but the rooms, reception and breakfast restaurant look modern and beautiful. Dislike:· A map of the accommodation was missing. There are 14 buildings and at times it seemed like a maze, especially if you wanted to take the stairs instead of the elevator.			1						1			1			1						1			
30	23-Jan	4	Russia	Couple	5	Like: View from the room Dislike Everything is very dirty, glass, walls, floor. Although the hotel is new, it is not very well maintained. The staff is completely indifferent.						1				1														
31	23-Feb	4	United of Kingdom	Couple	3	Like: Clean and tidy Dislike· After checking out and being told that there was nothing to pay and questioning this was told that it would be taken from my credit card. I was later contacted by the hotel asking for why I had not checked out or made payment. Would have good if I was told the correct information					1					1														
32	23-Jan	4	United of Kingdom	Couple	8	Like: Location was excellent, breakfast was amazing especially the smoothies. Rooms were clean and spacious. Dislike: Under staffed, they couldn’t clean around the pool during the day due to this issue. Pool bar was poor, music was heavy rap with a lot of swearing. No Bottle opener in the room	1		1				1							1										
33	23-Jan	3	Natheland	Couple	9	Super comfortable resort with great pools not far from Patong. Like: The rooms and the swimming pools. Dislike: · The breakfast is sub-par for a resort of this class, in particular the coffee. The reception staff are very friendly and try their best, but some could not help because of their very limited English skill on average or lack of knowledge. Many of them looked very young and appear not to be employed long-term.		1	1						1	1				1										
34	Jam 23	3	Korea	group	8	Like: There was a free shuttle to Patong, so moving was convenient. There is a juice bar for breakfast, and it was nice to have various kinds of fruit juices and coffee free of charge. Dislike: The fitness room in the hotel was in the basement and there was only one mat, so it felt like it was not well maintained. The water depth of the shallowest pool is around 150 cm, so it felt unsuitable for small children or small children. There was also a shallow pool, but it seemed to be poorly maintained. Also, depending on the location of the room, the elevator was very far away, so there was some inconvenience in moving.	1											1			1									
35	22-Dec	7	Australia	group	1	Like: No hot water for the entire trip. Rooms not serviced properly. Drinks by the pool took a very long time and most of the bars were not open. Room service didn’t come. The layout of the hotel is like an maze very confusing and a very long walk to rooms. I would not recommend to stay here.										1		1												1

						Definitely not 5 star. Dislike:· As above.																								
36	23-Jan	1	Italy	Couple	2	A horrible hotel. I share the photos of the dirty conditions of the hotel because it is unacceptable. The hot water did not come out in the shower. They were under construction and from 8 in the morning the noise was unbearable.						1						1						1						
37	23-Jan	4	south affrica	Couple	4	Like: The location of the hotel is ideal and the property itself is quite stunning. The rooms are large and spacious as well just takes a while to get there due to the nature of the layout but we didn't mind a walk. Dislike: We were quite shocked by the service at this hotel. The day we checked in we went down to the pool area to lay out and when we got there we were told we needed blue towels which we could get in the room. We went to the room and they were not there so we called to request them which took another two calls and almost an hour to be brought to us. When we got to the pool area we sat on loungers that had not yet been cleaned and had used cups, empty cans and baby diapers. The general pool area around the loungers were messy and upon looking around there were no staff around the pool area maintaining it. We went to the swim up bar and there was only one bar tender (Pat) who was up to his eyeballs in patrons and no one there to help him. He had to do everything himself (was glasses, make cocktails, clean the area) and he was quite rightly flustered. The bar eventually ran out of beers and then we there were some they were hot from the weather. The staff at reception were not helpful at all. Everytime we requested scooters they said they were sold out and to come back tomorrow. Understandable but we asked them to let us know when one became available but never did. There was also loads of info on tours on the 'tour desk' and when we asked which one was recommended they told us to go into town and just book one as they couldn't help us?! You could tell the hotel was massively understaffed as even at breakfast there was long lines by the egg station as on the two occasions that we went to breakfast there was only one chef preparing this. The only staff that were helpful were the porters and the cleaners who did a great job.			1			1	1			1		1												
38	22-Dec	6	Norway	group	5	Pretty hotell, but we were not happy about the service and the cleaning of the rooms Like: The hotell was fancy Dislike : Bad service, breakfast had many options, but it didn't taste very well. The cleaning of the rooms seemed to be very rushed, and we were not happy with the standard of cleaning that was performed. Also, they didn't restock the fridge, and didn't replace robes and all of the towels after washing them.		1				1				1		1												
39	22-Dec	6	German	Couple	6	Was okay for our stay, but next time we would prefer to try a different hotel Like: Pool and the size of the room was good, also breakfast was good and diversified. Dislike: Room was more dirty than tidy, water didn't drain in the shower and lavatory, room wasn't made every day and when we came back after our tour the door of the room wasn't closed - this doesn't made us feel so good, rubbish was at the pool in the morning, breakfast room wasn't very clean.	1					1	1			1											1			
40	22-Dec	2	Singapore	Couple	6	Like 1.Shutter Bus 🚌 Good...The Shuttle Bus Staff Very Good Friendly,Services... 2.Reception Staff Very Friendly ..Some Cannot Understand English.. 3.The Room Big Space..Design Also Nice..Air-conditioning Is Good Dislike · 1.Blue Ocean Restaurant For Berakfast.The Staff Serving Food(Egg Counter) is Very Rude..If Not Understand English Is Ok ..The Next Day For Berakfast Also Hv Problem Wt The Same Staff Serving Egg Counter Wt Others .... 2.For Dinner At Hotel Restaurant TRAMONTO ..Order Food ..Waited Almost 40min..For The Food.. 3.We Hv Very Bad Experience At Tis Oceanfront Beach Resort... 4.My Room Washbasin Water Cannot Clear is Block Underneath.. 5.Breakfast Totally Out...Start 0700am...Not Yet Ready..Waited For Them To Arrange The Food,Never Place The Food Name ..Until Point Out The Complain ..Then Only They Place The Name..On Next Day For Berakfast Also Same...Ratings 0		1					1		1	1														

41	22-Nov	4	Poland	Couple	8	Like: Friendly and helpful staff, huge, comfortable room overlooking the sea, beautiful swimming pool and various amenities: squash room, snooker, very good restaurant at affordable prices. room designed in a very comfortable way. Free transportation to Patong Beach from and to the hotel. Dislike: The room was not thoroughly and thoroughly cleaned before our arrival, there were smudges, the bathtub was not cleaned properly. Location on Google maps and booking wrongly marked, indicates a direct descent to the beach, and it turned out that there is still a busy street between the beach and the hotel.				1		1	1		1		1				1						1			
42	22-Oct	3	Korea	Couple	5	Like: The swimming pool was large and there were not many people, so it was quiet. There is a free shuttle to Patong. Room is spacious. Dislike: Breakfast: Even if the food is exhausted, it is not refilled. If you go late, you won't have much to eat. Recycle yesterday's today (dumplings and steamed buns) Room cleaning: Not tidy. Dust piled up everywhere. Cleaning is done only upon request without a set time. I had to wait in the lobby with a stinky smell. It was a resort I chose because of the good reviews. Now that I've come to a cheaper and better resort, the cost performance is also not good. breakfast is good People who post good reviews about the resort? why did you do that??		1				1					1				1									1
43	22-Sep	3	apan	Family	1	Scam and NOT EVEN 1 STAR !!! Like: NOTHING . lobby is splendid and elegant breakfast : too many variations, and you can enjoy in ocean view from the cafeteria rooms : spacious and its new , so that amenities are still clean You can enjoy all day ocean giant wave with a beautiful view| Staffs are rude overall except 2 ash color t shirt staffs all are rude . and they need proper trainining MOLD and dirty in corridor (see the photos i attached) Dislike: Well where should I start Check in : this hotel is waiting for you milking all day, we booked an airport shuttle through the hotel , its a toyota fortuner. Hotel charged us 1200 THB , in the evening i asked the central patong official to rent a car , they told me it only 700 THB. so hotels make a profit from just a shuttle even though its the same car, the same company we reached at 12:30 PM, and they said room is not ready, we are ok with that, Requested for upper floor rooms and receptionist was told me that they will room ready it by 2 pm went for lunch in hotel G floor restaurant, too spicy and all items are bald and unbelievable distaste, 2 curry, 2 rice and 2 water bottle cost 1230 THB !!! after that went for check-in, hotel gave us 2nd floor room, totally disagree that they will give us upper-floor room. The previ day in the evening , i told to reception twice and the restaurant waiter that tomorrow we will have phi phi island pick up from 7 am, so please give us some kind of light breakfast at 6:30 am Next day breakfast: we went to the restaurant, nothing was there and all staffs are totally upset that why we are there before 7 am, nobody gave us any answer and in 6:45 am, i got bread by myself > make the toaster ON > asking for butter for next 20 mins > nobody (there are 6 staffs in the restaurant) listening to us, then i left that restaurant angrily. My 70s years old parents were left hungry till lunch on that day although the breakfast is 350 THB per person per day 2nd,3rd day : after that incident, nothing happened but they were cordial check out : in every 5-star hotel, they gave u some complimentary snacks and water in room. if its not free, they will give u a price list In Ocean front room, there is no price chart for Evian and kit kat	1	1							1	1											1			

						i drank 2 evian, 3 snacks (kit kat, sneaker etc) It costs me 500 THB !! can you ever imagine how pathetic and money sucker they are !! for 2 rooms, we gave 1000 plus THB for these snacks and water .																								
44	22-Sep	3	Indoniesia	Couple	10	Everything. Properties are good outside and inside the room. We booked the ocean view room and it’s spacious. Although bathub faucet had an issue once but the staff handled it quite ok. Location is ok since we didn’t want to stay in a hectic or heartbeat Patong area. Breakfast was great with lot of buffet options.	1					1		1																
45	22-Sep	3	United of Kingdom	group	4	Great view, poor service Like: The view from the room was amazing. Also, the swimming pools were nice. There were lots of choices for breakfast. Dislike: The room service was very poor. We requested an iron to be sent to our room 3 times and didn’t end up receiving it at all. The staff at the reception were not attentive at all! The whole place felt very lifeless and big, there wasn’t much happening. The bars were all closed around the swimming pool area. The food from the restaurant was mediocre. The service was extremely poor.	1	1							1											1			
46	22-Aug	1	Natheland	Family	7	Good price, certainly not 5 star hotel. Like: Staff was very nice. Breakfast was ok but not a 5 star hotel worthy. Although the room was big and the price was low, we would not book it again. Dislike: Clean hotel but also very clinical. Not much atmosphere because of almost no decorations. My room was very humid and dampy as Airco system would cool but not take out the moisture.					1	1		1			1												1
47	22-Aug	7	United of Kingdom	Family	8	great hotel lousy chefs Like: beautiful hotel spacious rooms comfortable beds overlooking sea lovely staff except for chefs Dislike: Quality of food; chefs could not produce a decent half boiled egg. usually overcooked in dirty water until they exploded. tried fried eggs sunny side up and also overcooked. Attitude was couldn’t care less what they produced. you have to cross busy road to get to beach so this hotel is not on the beach		1		1		1	1		1											1			
48	22-Jul	4	malaysia	Couple	10	Excellent Like:· 1.Great location which is not very far from the city but with a peaceful environment. 2. Value for the money 2.The ocean view from the room 3.The swimming pool 4.The shuttle service between the hotel and Patong area is amazing. 5.Great breakfast. 6. Friendly staffs Dislike 1. The grand ocean room's view that stayed by me was blocked by the electrical post. If you wish to have a better unblock view. Better request for a higher floor. 2. Water dispenser is not provided in the hotel area	1		1						1			1			1						1		1	
49	22-Jul	5	Singapore	Couple	7	Good location and spacious rooms, value for money Like: The location of the hotel was good, very close to Patong Beach but not walking distance to the market area. The view of the ocean from the hotel, especially the swimming pool was very nice. The Pool access room and bathroom were spacious, although not a 100% clean but it was still good. The hotel property itself was decently sized, not big enough that there is a long walk between the lobby and rooms. The hotel shuttle to Patong market area was convenient. Dislike: The breakfast could have been much better, there was not too much variety and it was repetitive across the days. The food which arrived in the room service was a big let-down as it was not up to the standard you would expect from a hotel. There were also no lunch or dinner restaurant premises at the hotel property, only room service was allowed. But given the location of the hotel		1	1							1					1						1			

						close to Patong area, we mostly ate lunch and dinner outside. The hotel shuttle schedule could be made at fixed timings, to reduce the waiting time for shuttle to arrive.																								
50	22-May	5	Kata	Couple	9	Overall a good stay and I understand the hotel is reviving due to pandemic Like:· Location was great, not too far from town but quiet enough for a good night’s sleep. The room we stayed in was really good. Great pool, facilities are good, tried the squash court and the pool table. The staff are so helpful and friendly, all very polite. Dislike: The bed felt damp on the first day though, probably because it hasn’t been used in a while due to the pandemic. My partner said he felt a bit hot even though the AC was on 18 degrees, he had to put it on 15 degrees to make it cool. I slept fine though.			1						1		1	1												
51	22-May	2	สาธารณรัฐเช็ก	Couple	2	Dirty hotel, incompetent staff, terrible location. Like· Spacious rooms, shuttle to Patong Dislike:· Dirty and stinky pool, unfriendly staff, incompetent staff, instant coffee for breakfast, the whole breakfast is a joke. I don't know what is the reason but the hotel staff is completely ignorant. One person greeted us back. Others just ignore you. Overall, the condition of the hotel is just dirty. You sit in the pool bar when you'll notice a lot of dirt, rocks, etc in the pool, all walls are just green and then you take a peak behind the counter of the pool bar. Just disgusting. This was our biggest mistake to come to this hotel. And just fyi, the Oceanfront beach in the name means that you can see the ocean from the hotel and the shuttle will take you to the beach in just 15 minutes... What a joke.		1		1		1	1			1					1									
52	22-Feb	7	Finland	group	9	A great hotel in a quiet location! What I liked · The breakfast was varied. Good fruit and the staff also made special coffees and smoothies upon request. The room with pool access was perfect, it was wonderful to start and end the day swimming directly from the room. A large pool area, where you can also find a cool jacuzzi. The room was also really spacious and was cleaned every day. We also got a free ride to the beach several times and even a test&go PCR test. What I don't like · The wardrobe door in our room fell down in the first few days, but this was fixed the next day. The staff's language skills were quite poor, and we were not told any information about the hotel's services, such as the gym.	1						1			1		1			1									
53	22-Mar	1	Estonia	Couple	9	Like Room was specious. Good breakfast. Pretty nice view, location is about 7 min to walk from the Patong beach. Amazing rooftop pools with the view. Comfortable bed. Dislike Floors were dusty. Bed sheets were not so white anymore, quite old. 5 star hotel could offer a ride to the beach, but they didn't.	1		1			1	1														1			1
54	22-Mar	7	United of Kingdom	Family	6	Very understaffed Like: Pool and breakfast room were nice. Rooms large and clean. Dislike :The hotel is totally understaffed. Staff are overworked and basic things like checking in and out take a long time (they are doing their best, buy management need to get more people). Apparently there are only 3 people doing cleaning for the whole hotel. It is also really badly laid out, with room numbers and locations not matching their floor numbers which is confusing for no good reason. This hotel should be great but its actually a bit of a mess.	1						1			1				1										
				Avg. score	6.3	Total	21	17	15	6	8	19	27	1	18	31	9	17	0	13	11	0	1	2	0	0	23	0	4	6
							38		21		27		28		49		26		13		11		3		0		23		10	
						Percentage	15%		8%		11%		11%		20%		10%		5%		4%		1%		0%		9%		4%	

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