ISSN 2822-0323 (Online) July - December 2026

Management Guidelines for Hotels: A Case Study of Chaba Hotel Group in Thailand

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ABSTRACT

Objectives: This article proposes practical management guidelines for hotels, using the Chaba Group Hotel in Thailand as a case study to examine effective management practices, operational strategies, and approaches to enhancing service quality and organizational performance.

Methods: This study employs a mixed-method. The quantitative study employs descriptive analysis, and the qualitative study employs observations and content analysis.

Results: The management approach of hotels under the Chaba Group brand integrates human resource development, the establishment of standardized operational systems, the use of key performance indicators for evaluating efficiency, and the effective management of resources. The primary goal is to enhance service quality, achieve maximum customer satisfaction, and foster sustainable organizational growth amid the competitive landscape of today's hotel industry.

Conclusions: Hotel management under the Chaba Group brand focuses on systematic organizational development, emphasizing "people, operations, key performance indicators, and efficiency" to establish high-quality operational standards and maintain sustainable competitiveness in the service industry. This management approach combines modern management principles with real-world hotel business experience to ensure continuous organizational development across personnel, operations, and service quality.

Keywords: hotel management, hotel services, hospitality, Chaba Group, service quality

1. INTRODUCTION

The development of the hotel business has benefited from digitalization, leading to more efficient distribution of hotel products. Digital technologies enable hotel operators to ensure adaptability and flexibility in their operations during crises, which are highly sensitive to reductions in economic activity. The share of the Information and Communication Technology (ICT) sector in the gross value added of economies directly influences hotel occupancy levels, i.e., demand for services in the hospitality industry. In the post-crisis period, the development of the temporary accommodation industry increases the importance of digitization for hospitality firms. The hotel and hospitality industry has been digitizing information and digitizing individual guest service operations. The hotel and hospitality business was forced to adopt digital technology to remain flexible in its operations. The degree of digitization capability of the hospitality industry and hotel corporations before the coronavirus crisis. The most crucial factors in the formation of competitive advantages in hotel operations are social media marketing, websites for promoting hotel services, technology for managing customer relationships, and online advertising. Experience with the application of digital technologies demonstrates their growing importance in implementing various organizational business tasks (Pereguda & Kryvoberets, 2026).

The hotel sector is increasingly adopting digital innovations to boost operational efficiency, enhance guest experiences, and improve sustainability. Smart energy management systems, AI-powered customer service, mobile check-ins, and automated resource monitoring are among the technologies contributing to reduced environmental impact, more efficient resource management, and improved sustainability practices. But these advances carry ecological dangers, including more electronic waste, greater energy use, and resource-intensive production. Digital advances in the hotel business include ecological benefits and potential concerns; risks can be mitigated by adopting renewable energy sources, implementing ethical e-waste management practices, and adopting smart building technologies. By balancing technological innovation with sustainability goals, the hotel business can reduce its ecological footprint and contribute to long-term environmental preservation. It could be useful for hotel industry experts, researchers, policymakers, technology suppliers, environmental organizations, and customers by giving insights into the ecological benefits and potential hazards linked with digital advancements in the hospitality sector (Tovmasyan & Stepanyan, 2026).

The formation of managerial trust in AI applications in the hotel industry and other industries. There is a need for specialized education and training in digital skills for managers in the hospitality industry to overcome hurdles to AI adoption and improve implementation techniques. It could help towards a more socially responsible digital transformation by emphasizing the importance of building trust in AI technologies and the role of cultural and demographic factors in the adoption process. AI application and resistance in the hotel sector and provides a framework on AI use in the hotel service industry (Tul-Krzyszczuk & Stańczak, 2026).

Technology has grown more significant in the hotel sector. Increased competition is pushing hotels to seek benefits in management efficiency, operations, and guest experience by using

technology. The technological components in the hospitality business include hotel technology, electronic service quality, satisfaction, and visitor experience. A strategy for leveraging technology to enhance the guest experience in the hotel industry includes four important components: technology employed in the hotel, technology in hospitality, e-service quality, and satisfaction. However, the practical application of the proposed model depends on the specific capacity, setting, characteristics, and culture of each hotel's organization (Suksutdhi, 2026).

Electronic customer relationship management (e-CRM) is crucial for operational efficiency and customer engagement. The adoption of e-CRM affects customer retention and revenue management, and the hotel sector faces obstacles to its adoption. Adoption of e-CRM improves the quality of service and pricing strategy, and enhances their effectiveness. Stakeholders should address the challenge and recommend that future studies focus on enhancing e-CRM through AI, IoT, and big data (Vijayalakshmi et al., 2026).

Successful hotel management is a combination of well-trained, courteous staff, efficient operational systems, and a relentless devotion to cleanliness and comfort throughout the property. Consistently meeting or exceeding guest expectations, providing individualized service, and responding rapidly and effectively to feedback and issues all contribute to customer satisfaction. Hotels need to forge memorable experiences that set their brands apart from competitors, establish emotional bonds through thoughtful gestures and loyalty programs, and keep communication lines open so guests feel appreciated and understood, thereby promoting long-term loyalty. Hotels that incorporate these essential elements can guarantee repeat visits and favorable word-of-mouth, leading to long-term success in a competitive industry. Social media marketing and e-CRM can help increase customer engagement and service quality. Digitalization can help increase hotel adaptability and efficiency, especially in a crisis. Smart systems and AI can enhance operations and sustainability, but they can pose environmental dangers. Integration of AI, IoT, and big data can enhance technology acceptance, but managers need to be trusted and possess digital skills.

2. LITERATURE REVIEW

2.1 Hotel Services, Customer Satisfaction, and Loyalty

Perceived service quality has a positive and significant impact on customer loyalty, satisfaction, and trust. The impact of customer satisfaction and trust on loyalty was large and beneficial. Moreover, the perceived service quality and customer loyalty were significantly mediated by customer satisfaction and trust. Offers hotel management vital information and substantial insight into the basic psychological processes underpinning client loyalty (Ayele & Tilahun, 2026).

The quality of the customer experience is a crucial driver of perceived value and satisfaction, which, in turn, influences relationship quality and loyalty outcomes. Price fairness is an important but under-explored antecedent, especially in the luxury hotel context. Pricing fairness and a closer examination of the emotional characteristics of perceived value for luxury hotel operators, such as

the systematic management of experiences, transparent pricing strategies, and the development of targeted loyalty programs, are crucial (Bin Abd Majid et al., 2026).

There is a significant relationship between green practices and customer satisfaction, providing evidence of the impact of environmental measures, both directly and indirectly through customer satisfaction, on repurchase intention and word of mouth (WOM) among hotel visitors. The relationship between hotel "green practices" and customer satisfaction is moderated by trip purpose. These findings underscore the importance of adopting sustainable practices to meet customer expectations and foster favorable repurchase intentions (Adeniran et al., 2026).

Customer satisfaction is the condition in which customers' aspirations, expectations, and demands are met. It is an important feature, always on the radar of product sellers and service providers. There is a relationship among loyalty, trust, and digital customer service in achieving customer satisfaction among Homestay consumers. Loyalty, trust, and digital customer service are strongly and positively associated with customer satisfaction (Esa et al., 2026).

Service quality and price fairness have a positive and significant effect on customer satisfaction and customer loyalty. Customer satisfaction also has a strong positive impact on customer loyalty and partially mediates the impact of service quality and price fairness on customer loyalty. These results show the importance of consumer happiness in converting service performance and price fairness into long-term loyalty. From a managerial and educational perspective, businesses should improve service quality through ongoing staff training, service-learning methods, and human capital development, thereby enhancing employees' service skills. Moreover, fair pricing tactics, bolstered by clear communication and customer-centric education, are crucial to building trust and sustainable consumer loyalty in competitive service sectors (Rahmawati & Wiwoho, 2026).

The quality and diversity of services in the hotel are the main factors of client pleasure, which directly influence customer loyalty. When guests encounter attentive staff, clean rooms, seamless check-in/check-out processes, and thoughtful extras such as a complimentary breakfast or personalized suggestions, their perceptions of the hotel are positively affected. It's not just about the physical qualities of a stay, but also about how well the hotel caters to individual needs, solves problems quickly, and exceeds expectations, making guests feel valued. This positive experience leads to repeat visits and fosters loyalty, as happy visitors are more likely to return and recommend the hotel to others. Not only do loyal customers provide a consistent income stream, but they also act as brand ambassadors, enhancing the hotel's image through WOM and online reviews. In the current cutthroat hospitality sector, hotels that provide great service and focus on guest satisfaction are more likely to build lasting relationships, retain customers, and achieve long-term success. Customer satisfaction mediates the relationship between perceived service quality, customer loyalty, satisfaction, and trust. Great customer experiences, fair pricing, and green practices, boost satisfaction and loyalty. Attentive service, cleanliness, and personalized touches also boost guest enjoyment, resulting in return visits and excellent recommendations. Ultimately, hotels that prioritize service quality and customer satisfaction are more likely to foster long-term customer relationships and thrive in a competitive market.

2.2 Digital Platforms and Hotels' Strategic Management

Property attributes are major predictors of consumer satisfaction. The district's quality is the most significant predictor, followed by property size and the number of amenities. Adding marketing variables considerably increases explanatory power, with the quality of visual presentation having the strongest marketing effect. Moreover, property attributes linked with marketing positioning (luxury properties with premium pricing, budget properties with value messaging) lead to much higher satisfaction than misaligned configurations. Luxury visitors are concerned with experiential aspects, whereas budget travelers are concerned with utilitarian attributes and location convenience (Hassan & Saleh, 2026).

Digital marketing tactics can boost consumer engagement and drive bookings, enhancing the evolving digital marketplace for travel and lodging companies. As companies in this industry seek to stay competitive, the move from traditional to digital marketing is critical. Key methods such as content marketing, social media, email campaigns, and reputation management through online reviews and pay-per-click (PPC) advertising are analyzed using current trends and real-world case studies. It also covers the integration of emerging technologies such as artificial intelligence (AI), virtual reality (VR), and augmented reality (AR), which together enhance digital engagement through immersive and personalized experiences. Effective use of social platforms such as Facebook, Instagram, and TikTok; the importance of email automation for nurturing leads; the impact of online reviews on consumer choice; and active reputation management, underscoring PPC as an affordable, quantifiable approach to targeted marketing. Useful insights for travel businesses to boost exposure and conversion rates, while highlighting the social relevance of trust-building via user-generated content and legitimate reviews. It provides a forward-looking framework that industry practitioners, researchers, and travel marketers can use to navigate and flourish in the changing digital landscape (Choudhary et al., 2026).

Digital transformation is improving operational efficiency, quality of service, and communication between departments. It requires personnel to continuously improve skills and adapt. At the same time, participants raised concerns about job security, increased workload during technology transitions, and the need for appropriate organizational support. Digital transformation, when conducted in a human-centered way, may help support workforce sustainability (Alnaemat et al., 2026). Furthermore, technological progress, evolving customer expectations, and worldwide competitive pressures are transforming the tourism and hospitality business at a rapid pace. Current trends in the tourism and hospitality sector, with emphasis on the application of digital technologies, sustainable practices, and customer-centric service models. Role of AI, Big Data Analytics, Smart Tourism Systems, and Contactless Services in improving operational efficiency and consumer experience. Sustainability-oriented innovations, such as eco-friendly operations and responsible tourism practices, play an important role in driving long-term competitiveness. Adoption of innovation. Companies that embrace technology and organizational innovation are more resilient, more able to personalize services, and better positioned in the market. However, limited implementation, skills gaps, and change management issues remain significant hurdles.

Key recommendations for industry stakeholders to promote innovation-led growth and sustainable development in the tourist and hospitality industry (Ulugbekovich, 2026).

The impact of digital strategy on the environmental and social performance of star-rated hotels, in the context of global sustainability imperatives and increasing digitization, with a focus on the mediating role of green intellectual capital. Digital strategy does not directly improve environmental performance or social performance but greatly develops the elements of green intellectual capital, including green people capital, green structural capital, and green relational capital. Digital strategy has an indirect effect on sustainability outcomes via green intellectual capital, particularly green relational capital, on social performance. The importance of green structural capital in predicting performance and the restriction of digital strategy without mediation of green intellectual capital (Yang et al., 2026).

Digital platforms have drastically changed the strategic management of hotels, prompting a rethinking of how they acquire, engage, and retain clients. Digital intermediaries such as Online Travel Agencies (OTAs), review sites, and meta-search engines play a significant role in connecting hotels and customers, impacting pricing, visibility, and brand reputation. Effective strategic management means hotels need to balance direct bookings with partnerships on these platforms, enhance their online presence through dynamic pricing and tailored marketing, and proactively manage digital reviews. With data analytics and digital tools, hotels may gain a deeper understanding of guest preferences, improve their service offerings, and stay ahead of the competition in a highly connected hospitality market. Today, hotels are strategically managing their businesses by creating direct interactions with guests and building brand loyalty using digital platforms such as hotel websites, mobile applications, and social media channels. Hotels can use these platforms to provide customized experiences, targeted promotions, and streamlined booking processes, eliminating the need for middlemen. Digital touchpoints enable the collection of data and consumer feedback, which management can use to adapt services, improve visitor satisfaction, and adjust strategy in real time. “Having a strong digital presence is key for hotels to stand out, encourage direct bookings, and adapt quickly to changing trends in the market.

2.3 Social Media Marketing and Social Influence in Hotel Services

Social media has revolutionized tourism marketing. Tourism businesses recognize the importance of a social media marketing strategy. Cultural context is an important factor in shaping strategic approaches. The emergence of tactics, a sign of instability in the tourism industry and the rapid expansion of digital platforms. There are significant implications for strategic management in tourism, demonstrating that traditional strategic frameworks require adaptation in social media environments, both theoretically and practically (Pahor Zvanut & Zabukovec Baruca, 2026).

The rapid development of digital technology and social media platforms has significantly influenced marketing practice in the tourism and hospitality sector. Social media influencers (SMIs) influence tourism decision-making and hotel booking behavior. The research examines the notion and role of influencers, the emergence of influencer marketing as a sub-discipline in the

tourism industry, and its impact on destination image building, travel intentions, and hotel selection. Influencer credibility, authenticity, communication style, and brand fit are important in shaping consumer perceptions and interest, especially among Millennials and Generation Z, whereas platform-specific and psychological variables are emotional connection and fear of missing out (FOMO), which also increase travel motivation. However, price, location, and online reviews still affect booking choices. Transparent, strategically structured, and value-compliant influencer collaborations are required to boost tourism demand, hotel reservations, and sustained competitive advantage (Kumar et al., 2026).

In the digital age, social media influencers (SMIs) are powerful individuals who influence consumer behavior in the hospitality industry, particularly in online hotel booking. This research analyzes how the perceived power of SMIs with attractive and expert traits, especially their informative influence, affects user parasocial interaction (PSI) in online hotel booking. It extends Social Impact Theory to analyze the relationships among informational social impact, the credibility of the information source, and PSI among social media users. The implemented survey is based on a dual-channel approach, providing two methods: data collection in online travel communities through Facebook and data collection in Vietnamese hotels where OTAs have agreements. Structural equation modeling was used on a sample of 739 respondents who had followed at least one SMI and booked accommodations online in the past six months. The conclusions show that SMIs are important in informational trust and emotional bonds, which then influence consumers' involvement and decision-making in digital hotel bookings (Nguyen, 2026).

Perceived ease of use, perceived usefulness, cost-effectiveness, institutional pressure, and structural assurance are factors in hotels' adoption of social media marketing. Hotels' acceptance of social media marketing greatly enhances their performance (Khaki & Khan, 2026).

The digital technology revolution in the global hospitality industry, especially the use of the latest technologies and applications, is transforming how hotels operate, market themselves, and engage in sustainability initiatives to ensure individualized guest experiences, real-time decision-making, and operational effectiveness. Digital transformation offers benefits, such as greater consumer connection, brand loyalty, and competitive advantage, but also challenges, such as technical integration and delivering human-centered service. It also discusses the next trend in hospitality marketing, which includes AI-generated content, social commerce, and immersive technologies. It can be successful in a more consumer-driven hotel business through technological efficiency and traditional service standards (Harini & Gigi, 2026).

Social media marketing is a fluid strategy that uses popular digital platforms such as Instagram, Facebook, X (formerly Twitter), and TikTok to promote products, services, or companies to a large and diverse audience. A key ingredient in its effectiveness is social influence. Social influence refers to the effect that individuals or groups, commonly called influencers, have on the beliefs, attitudes, and behaviors of others in their network. Brands partner with these influencers because they generate authentic content and have built trust with their audiences, which can impact customer perceptions and purchasing decisions more effectively than traditional

advertising. This strategy not only boosts brand awareness and engagement, but it also enables individualized interactions and instant feedback from followers. Through social influence, social media marketing enables companies to develop powerful digital communities, build loyalty, and adapt swiftly to shifting market trends, making it an integral part of current marketing strategy.

3. METHODOLOGY

This study employed a mixed method. The details are as follows. The research employs a quantitative methodology as its primary approach to analyze the hotel market and competitive landscape in the Srinakarin area. Data were systematically collected from multiple OTA platforms (such as Agoda, Booking.com, and Expedia) to map price ranges, occupancy rates, and market segmentation across budget, midscale, and upscale hotels. A structured comparison was conducted using price distribution graphs and ADR trends to assess Chaba Inn's positioning and competitiveness relative to local competitors. Financial projections and revenue estimates were developed based on historical booking data, room inventory, and dynamic pricing patterns observed in the market. Key performance indicators, including Average Daily Rate (ADR), Occupancy Rate, and Revenue per Available Room (RevPAR), were calculated and benchmarked to evaluate the financial potential and efficiency of the hotel's operating model.

Alongside quantitative analysis, qualitative methods were utilized to gain deeper insights into organizational strategy and operational best practices. A SWOT analysis was performed to identify the strengths, weaknesses, opportunities, and threats facing the hotel, drawing on management interviews and internal policy reviews. Moreover, the study also reviewed standard operating procedures (SOPs) for core hotel departments, such as Front Office and Housekeeping, and analyzed employee policies and workflow documentation to assess service quality and operational consistency. In addition, industry frameworks such as the Balanced Scorecard, Management by Objectives (MBO), and the Blue Ocean Strategy were applied to evaluate strategic planning, revenue management, and brand positioning. Through triangulation of OTA analytics, internal hotel records, and qualitative stakeholder input, the research ensures comprehensive, data-driven, and contextually relevant findings that inform practical recommendations for sustainable business growth and operational excellence.

4. RESULTS

4.1 Background of Chaba Hotel Group

"Chaba" was born out of over 10 years of experience and dedication in the hotel business, beginning as a staff member at a hotel. This initial step was crucial in understanding operational systems and truly grasping the context of the hotel industry. Over the years, there were opportunities to develop skills and knowledge across various positions, including managing different hotel departments, such as customer service, operations, and internal management. These experiences fostered a deep understanding of service standards and effective hotel business management. Driven by a commitment to continuous self-development, the journey progressed

into management roles, accumulating multi-dimensional experience in hotel management. Ultimately, this knowledge, understanding, and experience were leveraged to independently establish and run a hotel business. “Chaba” now aspires to grow into “Chaba Group.” Chaba Inn is not just a place for travelers to stay; it also reflects the experience, intention, and attention to detail in service, aiming to provide every guest with comfort, warmth, and high service standards.

“Chaba” or “Hibiscus” is a flower with symbolic meaning in Thai culture, representing beauty, brightness, and friendliness. This reflects the unique Thai service style that is warm and sincere. Choosing the name “Chaba” is not only for its pleasant sound and easy recall, but also to embody the hotel’s identity, which emphasizes simplicity, warmth, and friendliness for every guest.

The hibiscus, a flower commonly found in Thailand, serves as a fitting symbol for Chaba by capturing the hotel’s essence of natural beauty, vibrancy, and authentic Thai warmth. This flower represents the hotel’s simple yet charming atmosphere, the energetic and friendly welcome from the team, and the unique hospitality Thailand is renowned for. As the brand’s emblem, the hibiscus conveys a sense of welcome, like presenting a flower to a guest, while its vivid colors create a memorable first impression, and its simple elegance mirrors the comfortable, friendly environment that defines the Chaba experience.

Figure 1. Brand Image of Chaba Hotel Group
Source: Authors’ elaboration

Figure 1 illustrates that the brand image of the "Chaba Hotel Group" is built around four core concepts: (1) Warm Hospitality, which emphasizes providing warm, personalized, and attentive service that responds to each guest's needs; (2) Comfortable Stay, which focuses on creating a homelike and comfortable experience; (3) Friendly and Trustworthy, which reflects an approachable and welcoming atmosphere that fosters connections and builds trust with guests; and (4) Pet-Friendly Lifestyle, which reflects Chaba Hotel's commitment to welcoming travelers who wish to bring their pets. Through its pet-friendly policy, the hotel enables guests to travel and relax without being separated from their beloved companions. Collectively, these concepts represent the Chaba Group's brand identity, symbolized by a blooming hibiscus flower that welcomes every traveler—including tourists, families, and guests traveling with pets—with a warm and simple atmosphere and attentive service. This integrated approach aims to ensure that every guest enjoys a comfortable, meaningful, and memorable stay.

4.2 Hotel Management Structure under the Chaba Group Brand

Chaba Inn Srinakarin Branch is located at 42 Soi Supapong 1 Yaek 6, Nong Bon Subdistrict, Prawet District, in the Srinakarin area. It is about 2 kilometers from Seacon Square and Paradise Park. Nearby are several community markets, such as Yong Charoen Market, Ping Marche Park Market, and Train Market, as well as many convenience stores. Tourist attractions in the area include Suan Luang Rama IX Park, the Birdwatching Tower, Srinakhon Khuean Khan Park, Wat Mahabut, and Jurassic World: The Experience Bangkok.

Transport and Accessibility

The hotel benefits from convenient access to several public transportation networks and major travel hubs. It is located approximately 850 meters from Suan Luang Rama IX Station on the Yellow Line, 1.7 kilometers from Srinuch Station, and 2.2 kilometers from Sri Udom Station. It is also approximately 5 kilometers from Bang Na Station on the Green Line and 4.7 kilometers from Hua Mak Station on the Red Line. In terms of air transportation, the hotel is approximately 18 kilometers from Suvarnabhumi Airport and 38 kilometers from Don Mueang Airport, providing convenient access for both domestic and international travelers.

Building Structure and Facilities

The Chaba @CBP Chiang Mai Hotel is designed to provide a range of facilities and accommodations that support guest comfort and convenience. The first floor comprises the main lobby, reception, and waiting area, along with in-house shops, a parking area, a multipurpose space, and a dining area. The second to seventh floors accommodate the hotel's guest rooms. The hotel offers 30 guest rooms, consisting of 11 Deluxe King-Size Bed rooms, 13 Superior Twin-Bed rooms, and 6 Junior Suites. This layout integrates essential guest services and amenities with comfortable accommodation facilities, supporting guests' efficient and convenient experiences.

4.3 Hotel Management Philosophy

4.3.1 Vision

The hotel's vision is guided by three core principles: Excellence in Service, Sustainability and Value, and Uniqueness and Recognition. First, the hotel strives to be a leading hotel brand that delivers outstanding service experiences, ensuring that every guest receives attentive, high-quality service and leaves with a lasting and memorable impression. Second, it aims to operate sustainably by balancing business growth, guest satisfaction, and responsibility toward society and the environment while creating long-term value for stakeholders. Finally, the hotel seeks to establish a distinctive and internationally recognized brand through exceptional service and unique hospitality experiences that create meaningful and memorable experiences for every guest.

4.3.2 Core Values

Chaba Group emphasizes building a shared foundation among management and staff. The organization values creating opportunities, promoting equality, and respecting diversity within the workplace. Chaba Group encourages freedom of expression and the ability for everyone to fully embrace their individuality, especially through the acceptance and equal treatment of all communities, including LGBTQ+, ensuring a safe, warm, and genuinely respectful environment for all. Chaba Group is committed to being an organization rooted in compassion, guided by the belief: "Love yourself enough and learn to be kind to all living beings." This philosophy of equality and kindness is a fundamental pillar of Chaba Group's identity and culture, aiming to foster a beautiful, warm, and truly respectful working environment that values every life.

4.3.3 Chaba Group Central Kitchen Project

One of Chaba Hotel's key initiatives is its social responsibility project focused on helping stray animals across the country. This project was born of a desire to alleviate food shortages and inadequate nutrition among stray dogs—a group that often lacks adequate care and regular access to nutritious meals. Chaba recognizes that quality food is essential to animal health, especially for strays living in harsh environments. When these animals fall ill or become weak, they cannot communicate their suffering. Therefore, providing proper, nutritious food is a basic way to help prevent disease, reduce health issues, and improve the quality of life for stray animals. Driven by compassion and a spirit of sharing, the "Chaba Group Central Kitchen" project was established to serve as a hub for preparing and distributing high-quality food to stray dogs in various areas across the country. The goal is to create a "warehouse of care" to ensure that stray dogs receive sufficient, nutritious food on a regular basis.

Beyond its social mission, this concept is also integrated into the hotel's management model, giving guests the opportunity to contribute to society. For every room booking at Chaba Hotel, 10 baht is allocated to a fund to purchase and provide food for stray dogs. This project is not just a corporate social responsibility activity, but a way to connect guests' goodwill with the mission of

spreading kindness to stray animals. The initiative has received positive feedback from many guests, as every stay at Chaba Hotel is not only a journey of relaxation but also a way to help improve society and the lives of stray animals.

4.4 Hotel Industry Analysis

The hotel industry in Bangkok is highly competitive, particularly in the Bang Na and Srinakarin areas. These districts are home to shopping centers, convention centers, and major transportation routes such as Sukhumvit Road and Srinakarin Road, which drive strong demand for accommodation from both business travelers and tourists.

4.5 Market Analysis

Segment	Price Range
Budget Hotel	600 – 850 THB
Lower Midscale Hotel	850 – 1,050 THB
Midscale Hotel	1,050 – 1,500 THB
Upper Scale Hotel	1,800 THB or over

4.6 Competitor Analysis

There are 35 hotels in the list of competitors.

4.7 OTA Price Analysis

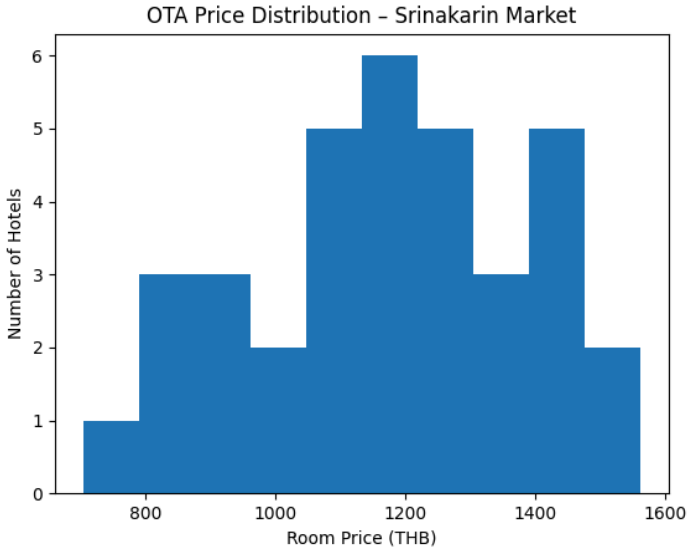

Figure 2. Graph showing the distribution of room prices in the Srinakarin hotel market.
Source: Authors' elaboration

Figure 2 shows the distribution of room prices in the Srinakarin hotel market. The histogram illustrates that most hotels in the Srinakarin market have room prices between 1,000 and 1,400 THB, with the largest cluster around 1,100–1,200 THB. Fewer hotels offer rooms below 900 THB or above 1,500 THB. This suggests that the majority of hotels in this area are priced within a mid-range segment, with relatively few outliers at the lowest and highest price points.

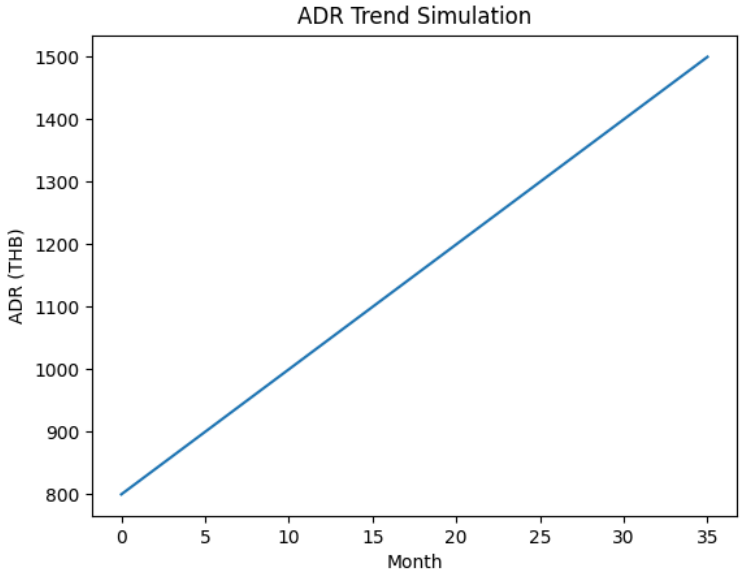

Figure 3. Simulated ADR Trend of the Hotel
Source: Authors' elaboration

Figure 3 displays a simulated trend of Average Daily Rate (ADR) in THB over a period of 36 months. The graph shows a steady, linear increase in ADR, starting at 800 THB in the first month and rising to 1,500 THB by the 36th month. This indicates a consistent upward pricing trend, suggesting expectations of growing room rates over the next three years.

4.5 SWOT Analysis

Category	Analysis
Strengths	Srinakarin location, close to business areas, competitive pricing
Weaknesses	Brand is not as well-known as major hotels
Opportunities	Growing OTA market, increasing number of tourists
Threats	Price competition in the budget hotel market

The property's main strengths are its location, which is close to business areas, and its competitive pricing. However, a key weakness is that the brand is not as well known as major hotel brands. There are opportunities in the growing OTA market and an increasing number of tourists. On the other hand, the biggest threat is intensifying price competition in the budget hotel segment.

4.6 Three-Year Strategic Plan

1st Year: Market Penetration

Improve ranking on OTAs
Increase customer reviews
Launch Flash Sale promotions
Target occupancy rate: 75%

2nd Year: Brand Development

Develop the hotel website
Expand direct booking channels
Implement digital marketing

3rd Year: Revenue Expansion

Add additional services, such as a café
Expand into the corporate market
Increase total revenue by 30%

In the first year, the focus will be on market penetration by improving OTA rankings, increasing customer reviews, launching flash sale promotions, and targeting a 75% occupancy rate. The second year will focus on brand development by creating a hotel website, expanding direct booking channels, and implementing digital marketing initiatives. In the third year, the strategy will emphasize revenue expansion by adding new services such as a café, targeting the corporate market, and aiming to increase total revenue by 30%.

4.7 Financial Projection

Year	ADR	Estimated Revenue (THB)
2026	890	14,600,000
2027	980	16,800,000
2028	1100	19,500,000

The financial projection anticipates a steady increase in both Average Daily Rate (ADR) and estimated revenue over three years, with ADR rising from 890 THB in 2026 to 1,100 THB in 2028. Correspondingly, estimated revenue is expected to grow from 14,600,000 THB in 2026 to 16,800,000 THB in 2027, reaching 19,500,000 THB by 2028.

Further strategic analysis on long-term hotel business development, including revenue management, sales channel management, and hotel brand building. A hotel management organizational chart refers to the arrangement of positions and departments within the hotel to ensure clear administration, command, and responsibility for each division.

Table 1. Revenue structure for room-only operations.

Revenue Source	Proportion
Room Revenue	100%

Source: Authors' elaboration

Therefore, hotel management must focus on three main aspects: Increasing the occupancy rate; Raising the average daily rate (ADR); and Boosting revenue per available room (RevPAR). For room-only operations, 100% of revenue comes from room sales, making it essential for hotel management to focus on increasing the occupancy rate, raising the average daily rate (ADR), and boosting revenue per available room (RevPAR) to maximize overall income.

4.8 Effectively Manage Revenue from Room-Only Operations

Increasing Occupancy Rate: The typical hotel target is 70–85% per year.

Implementation Methods: Expand Sales Channels: Essential channels include OTAs such as Agoda, Booking, Expedia, Google Hotel, the hotel's own website, and walk-ins.

Guidelines:

List rooms on at least 3 OTA platforms
Use high-quality room photos
Update promotions every month

To achieve a typical annual occupancy rate target of 70–85%, hotels should expand their sales channels by listing rooms on key OTAs such as Agoda, Booking, Expedia, and Google Hotel, as well as on their own website, and by accepting walk-ins. Effective implementation includes ensuring the property is listed on at least three OTA platforms, using high-quality room photos, and updating promotions every month to attract more bookings.

Table 2. Run promotions during the low season

Promotions	Details
Stay 2 Pay 1	Stay 2 nights, pay for 1 night
Last Minute Deal	20% discount.
Early Bird	Book in advance, get 15% off.

Source: Authors' elaboration.

Table 2 shows run promotions during the low season; To boost occupancy during the low season, hotels can run targeted promotions such as a Stay 2 Pay 1 offer (guests stay two nights but pay for only one), a Last Minute Deal with a 20% discount for late bookings, and an Early Bird promotion that provides 15% off for guests who book in advance. These strategies help attract price-sensitive travelers and increase bookings during slower periods.

4.9 Increasing Average Daily Rate (ADR)

ADR refers to the average room rate sold. Ways to increase ADR:

Adjust prices based on periods (Dynamic Pricing)
Example:

Day	Price
Monday–Thursday	750 THB
Friday	850 THB
Saturday	950 THB

Add room types
Example:

Room Type	Price
Standard	850 THB
Deluxe	950 THB

These methods help increase the per-room sales value. To increase the Average Daily Rate (ADR), which represents the average room rate sold, hotels can implement dynamic pricing by adjusting room rates based on the day of the week; charging lower prices on weekdays and higher rates on weekends; and offering different room types such as standard and deluxe at varying price points. These strategies help maximize the sales value per room and boost overall revenue.

Upselling at Check-In
Example: Standard room at 850 THB—
offer an upgrade to Deluxe for just an additional 100 THB.

Another way to increase revenue is through upselling at check-in, such as offering guests who booked a standard room for 850 THB the option to upgrade to a deluxe room for only an additional 100 THB. This strategy encourages guests to spend more, increasing the average revenue per booking with minimal additional effort.

4.10 Increasing RevPAR (Revenue per Available Room)

RevPAR is a key indicator of a hotel's revenue.

Formula:
Superior room price 650 THB with 29 rooms equals 18,850 THB.
Deluxe room price 750 THB with 31 rooms equals 23,250 THB.
18,850 + 23,250 = 42,100 ÷ 60 = 701.66 THB

RevPAR = Average Room Rate × Occupancy Rate

Example:
Average room rate is 702 THB
Occupancy is 75%
RevPAR = 526.50 THB

To increase modern hotel room revenue, hotels should focus on online marketing through key channels like Facebook, Instagram, and TikTok, posting engaging content such as room photos, hotel views, customer reviews, and promotions. Improving review scores—aiming for a target of 8.5 or higher—by asking for reviews at check-out, responding to every review, and quickly resolving customer issues can significantly boost bookings. Lastly, creating a variety of room packages can help attract diverse customer segments and maximize revenue opportunities.

Examples:

Package	Price
Room Only	750
Long Stay	600
Weekend Package	650

Sample hotel revenue goal (60 rooms):
Assume:
Number of rooms = 60
Occupancy = 75%
Average room rate = 702 THB
Revenue calculation:
60 × 75% × 702 = 31,590 THB/day
Monthly revenue ≈ 947,700 THB

Setting “competitive pricing” is based on hotels in the Srinakarin area, serving as a reference for Chaba Inn’s pricing strategy to outperform competitors.

Examples of room packages include a Room Only rate of 750 THB, a Long Stay package of 600 THB, and a Weekend Package of 650 THB. For a hotel with 60 rooms, an assumed 75% occupancy rate, and an average room rate of 702 THB, the projected revenue is 31,590 THB per day or approximately 947,700 THB per month. Competitive pricing should be set relative to other hotels in the area, enabling Chaba Inn to develop strategies to outperform local competitors.

Examples of competing hotels (codings) in the area include:

- MHS (mid-range) with prices around 1,400–1,600 THB
- CVBS with prices around 1,000–1,200 THB
- DBS with prices around 900–1,200 THB
- B2BPH with prices around 700–900 THB
- TPNS (high-end) with prices around 2,000–2,800 THB
- DPSH (4-star) with prices around 2,500–3,500 THB

Competing hotels in the area include MHS (THB 1,400–1,600), CVBS (THB 1,000–1,200), DBS (THB 900–1,200), and B2BPH (THB 700–900). Higher-end competitors include TPNS (THB 2,000–2,800) and DPSH, a 4-star property with rates of approximately THB 2,500–3,500.

Accommodation prices in this area can be divided into three main segments:

- **Budget Hotel:** 600–900 THB
- **Mid-range:** 900–1,400 THB
- **Premium:** 1,800–3,000 THB

Current room rates at Chaba Inn on OTAs are approximately THB 1,000 per night, with rates ranging from THB 900–1,100. Chaba Inn is positioned as a mid-budget hotel. To outperform competitors, a competitive pricing strategy typically sets room rates approximately 5–15% below those of comparable hotels. Based on this guideline, a lower rate within the competitive range is recommended to enhance the hotel’s market position and attract price-sensitive customers.

Recommended Pricing Periods:

- **Low Season:** 600–700 THB
- **Normal Season:** 700–850 THB
- **High Season:** 950–1,150 THB

Reasons:

- Cheaper than mid-range hotels
- Close to budget pricing
- Makes customers feel they are getting better value

Winning Pricing Strategy on OTAs:

1. **Dynamic Pricing**
   Adjust prices based on the day of the week

Day	Price
Monday–Thursday	700 THB
Friday	850 THB
Saturday	850 THB
Sunday	850 THB

2. **Effective OTA Promotions**

Promotion	Discount
Flash Sale	20% off
Last Minute	15% off
Early Bird	10% off

The recommended room rates for Chaba Inn are 600–700 THB during the low season, 700–850 THB in the normal season, and 950–1,150 THB in the high season, positioning the hotel below mid-range competitors and close to budget pricing to offer better value to customers. To create a winning pricing strategy on OTAs, Chaba Inn should implement dynamic pricing—charging 700 THB from Monday to Thursday and 850 THB on Friday to Sunday—along with effective promotions such as a 20% discount for Flash Sales, 15% off for Last Minute bookings, and 10% off for Early Bird reservations. A strategy against competitors is not just about lower pricing, but about offering a Value Strategy. For example, a hotel may set its price at 990 THB and include added benefits such as free late check-out, free room upgrades, and complimentary coffee. This approach makes guests feel they are receiving better value compared to a hotel priced at 1,100 THB, even if the difference in price is small.

Hotels in Bangkok commonly use two main strategies: setting prices 5–10% lower than competitors (price undercutting) and improving their OTA rankings on platforms like Agoda and Booking. To boost rankings, they regularly launch flash sales, respond to customer reviews, and update their photos on these platforms. For long stays, the pricing is set at 990 THB for 1 night, 890 THB per night for 3 nights, and 790 THB per night for 7 nights. The most important strategy used by revenue managers is to set winning prices by offering rates 5–10% lower than competitors; for example, if a competitor charges 1,100 THB, the hotel would set the price at 990 THB. Additionally, upselling at check-in is practiced, such as offering guests who book a standard room at 1,000 THB an upgrade to a deluxe room for just 300 THB more.

4.11 Chaba Hotel's Management

General Manager and Strategic Management

The General Manager (GM) is the highest-ranking executive in a hotel, responsible for overseeing all operations, setting policies and strategic plans, managing the budget, and ensuring high service

standards across departments. Key duties include defining the hotel's vision and business goals, creating annual business plans, developing room sales and revenue strategies, building the hotel brand, and analyzing the market and competitors; for example, by increasing OTA bookings, boosting meeting room revenue, and improving guest review scores. The GM also manages financial control, preparing annual budgets, monitoring departmental expenses, verifying room revenue, analyzing operating costs, and reviewing monthly financial reports, with important KPIs being occupancy rate, ADR, and RevPAR. Service quality management involves setting service standards, inspecting room quality and cleanliness, monitoring guest reviews, resolving complaints, and using modern tools such as property management systems, online review platforms, and guest satisfaction scores to ensure excellent guest experiences and repeat business.

Leadership and Management Team

In terms of leadership and department management, the GM is responsible for leading each department's management team, with key departments reporting directly to the GM, including Front Office, Housekeeping, Sales & Marketing, Finance, Engineering, and Human Resources (HR). The GM's essential duties involve holding weekly management meetings, monitoring operational performance, resolving interdepartmental issues, and developing team capabilities. Due to the growth of the CHABA brand under the "CHABA GROUP," the hotel has adopted a corporate management structure that clearly defines the roles of top executives and establishes an organized management hierarchy.

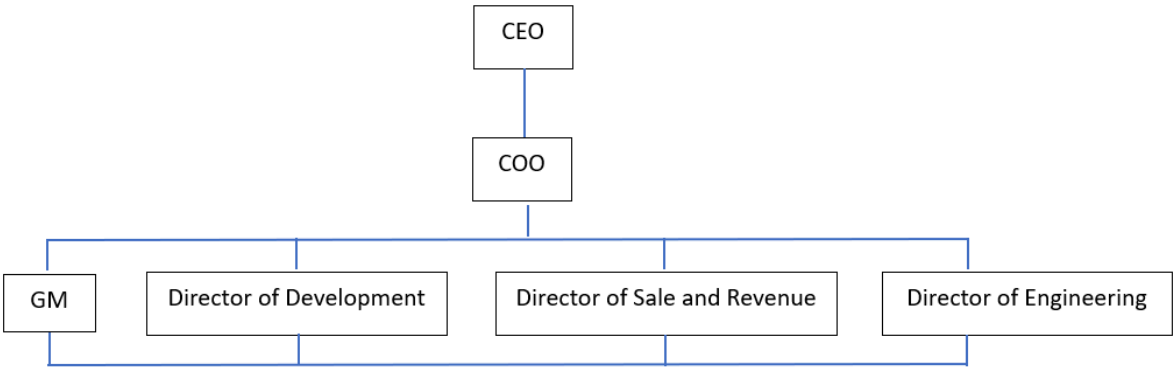

Figure 4. Chaba Hotel's Organizational Chart
Source: Authors' elaboration

As presented in Figure 4, this organizational chart shows a corporate management structure with the CEO at the top, followed by the COO, who oversees key executives including the GM, Director of Development, Director of Sales and Revenue, and Director of Engineering. Each of these roles is responsible for their respective areas and reports directly to the COO, enabling streamlined decision-making and clear lines of authority within the hotel organization.

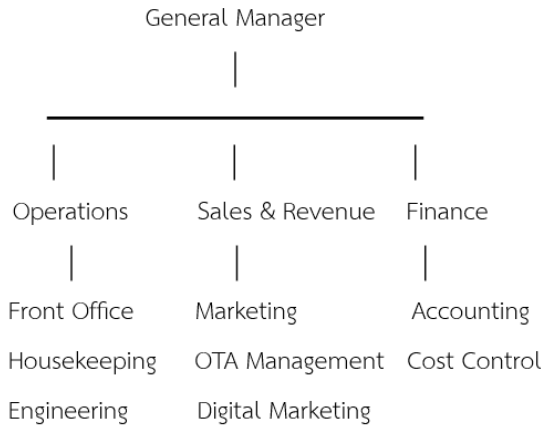

Figure 5. Modern Hotel Management
Source: Authors' elaboration

This organizational chart illustrates that the General Manager oversees three main divisions: Operations, Sales & Revenue, and Finance. Within Operations, the key departments include Front Office, Housekeeping, and Engineering. The Sales & Revenue division encompasses Marketing, OTA Management, and Digital Marketing, while the Finance division is responsible for Accounting and Cost Control. This structure ensures that all critical hotel functions are managed efficiently under the supervision of the General Manager.

The main hotel departments include the Front Office, responsible for guest services from reservation to check-out, with roles such as front office manager, receptionist, reservation staff, and concierge. The Housekeeping Department handles the cleanliness of rooms and public areas, staffed by housekeeping managers, room attendants, public area attendants, and laundry staff. The Food & Beverage Department oversees dining services and restaurant operations, including F&B managers, restaurant managers, chefs, and servers. The Sales & Marketing Department manages room sales, promotions, and marketing, with positions like sales manager, marketing manager, and OTA specialists. The Accounting & Finance Department is in charge of financial operations, revenue, expenses, and budget control, employing finance managers, accountants, and income auditors. The Engineering & Maintenance Department maintains electrical, plumbing, and facility repairs, led by chief engineers and maintenance technicians. Lastly, the Human Resources Department manages recruitment, training, and employee welfare, with HR managers and staff ensuring smooth personnel operations.

A simplified organizational structure for a hotel typically places the GM at the top, overseeing essential departments such as Front Office, Housekeeping, Food & Beverage, Sales & Marketing, Accounting & Finance, Engineering & Maintenance, and Human Resources. For "Chaba," a medium-to-small hotel brand, the management structure has been adapted to include only the most essential departments and personnel necessary for efficient operations and business growth.

Chaba's approach features two possible management models, each tailored to ensure the hotel can remain agile and effective while meeting operational needs with a lean team.

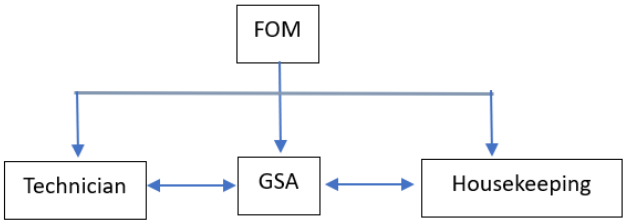

Figure 6. Small Hotel Management Structure
Source: Authors' elaboration

For small hotels with fewer than 30 rooms, the management structure is streamlined, focusing only on the most essential departments to ensure efficient operations. This often means that staff members may take on multiple roles, with key functions such as front office, housekeeping, maintenance, and basic accounting and administration being prioritized to effectively support daily hotel operations. Figure 6 shows an organizational chart for a small hotel, where the Front Office Manager (FOM) oversees three main roles: Technician, Guest Service Agent (GSA), and Housekeeping. The GSA acts as a central point of coordination, working closely with both the technician and housekeeping to ensure smooth daily operations, while all three positions report directly to the FOM. This setup reflects the streamlined approach typical of hotels with fewer staff, where departments collaborate closely to cover all essential functions.

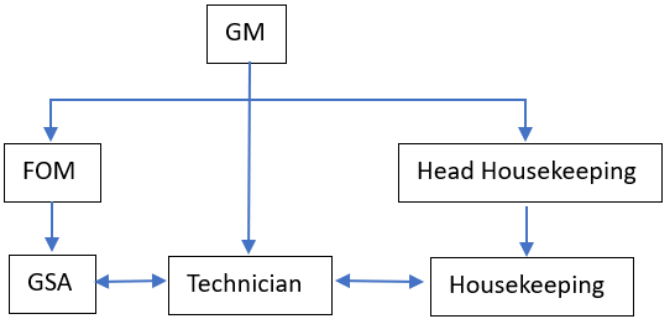

Figure 7. Medium Hotel Management Structure
Source: Authors' elaboration

For medium-sized hotels with 30 or more rooms, the management structure is more formalized and departmentalized than in smaller hotels. This typically involves having dedicated managers or supervisors for key areas such as the front office, housekeeping, engineering, and other essential departments. Each department operates with more specialized staff, allowing for a clearer division of responsibilities and more efficient handling of guest services, facility maintenance, and overall hotel operations. Figure 7 shows the organizational chart, which illustrates the structure of a medium-sized hotel, where the GM oversees the Front Office Manager (FOM), Head of Housekeeping, and Technician. The FOM supervises the Guest Service Agent (GSA), while the Head of Housekeeping manages the housekeeping staff. Technicians work closely with both the front office and housekeeping teams to ensure smooth operations. This structure enables clear delegation of responsibilities and improved coordination between departments, supporting efficient hotel management as the property grows.

From the organizational charts, it is clear that structural adjustments depend on the number of rooms, with multiple departments often combined as needed. The success of hotel management doesn't rely on the number of staff, departments, or the hotel's size, but rather on having enough people to handle the workload and ensuring operations run systematically. Chaba Group uses Hoteliers.Guru as its hotel operations management system, a modern platform designed to support hotels of various sizes. It streamlines room management, online sales, and real-time data integration, enhancing organizational efficiency and elevating the guest experience.

In general, an efficient hotel management system should include at least three main components: a Channel Manager (CM), a Property Management System (PMS), and a Booking Engine (BE), each playing a distinct and important role.

1. CM: This tool manages online room distribution channels by connecting the hotel's room inventory to various online booking platforms or OTAs such as Agoda and Booking.com, and Expedia. The system updates room availability (allotment), prices, and promotions in real time, helping reduce booking errors such as overbooking and improving the efficiency of distributing rooms to the online market.
2. PMS: This is the "back office" system for managing hotel operations, covering key processes such as reservations, check-ins and check-outs, room status management, guest information recording, and coordination between hotel departments. It ensures systematic operations and enables efficient data tracking and management.
3. BE: This is the hotel's direct online booking system, typically integrated into the hotel's website or social media. It allows customers to check room availability, view prices, and make reservations in real time. This system helps increase direct bookings, reduces reliance on online agents, and boosts the hotel's net revenue in the long run.

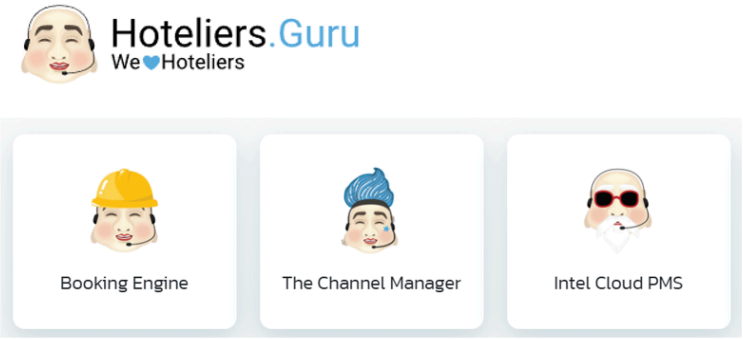

Figure 8. Hoteliers.Guru Platform
Source: Authors' elaboration

Figure 8 presents Hoteliers.a modern hotel management platform that offers three key solutions: the Booking Engine for direct online reservations, the Channel Manager for distributing room availability and rates across multiple OTAs, and the Intel Cloud PMS for managing all back-office hotel operations. Together, these tools help hotels streamline their operations, maximize online sales, and improve the guest experience through real-time data integration and efficient workflow management. Currently, the Hoteliers.Guru; The Guru system can connect to and display results from 37 different channels, allowing hotels to efficiently manage room distribution and availability across a wide range of online platforms.

ชื่อช่องทาง	สถานะ
Agoda	
Agoda Home	
AIC Travel Group (Towers)	
Airbnb	
AsiaYo	
Booking.com	
Booking.com Home	
DidaTravel	
Expedia	
Explore.com	
Flight Centre Travel Group	
G2 Travel	
Getaroom	
Goibibo & Makemytrip	
Heytrip	
HomeAway (Expedia Group)	

Figure 9. Hoteliers.Guru Platform's Connections
Source: Authors' elaboration

Figure 9 presents the online booking and distribution channels connected to the Hoteliers.Guru system. These include major platforms such as Agoda, Booking.com, Expedia, and HomeAway, as well as other travel and accommodation websites. Integration with these platforms enables hotels to efficiently manage room availability, rates, and bookings across multiple channels, thereby increasing online visibility and expanding booking opportunities.

Human Resource Management

Human resource management is a crucial factor in driving an organization toward sustainable success. Having quality personnel who share a unified attitude and are willing to work together toward the organization's goals is at the heart of stable organizational development. At Chaba Group, the emphasis is placed on the "value of individuals" rather than just their abilities, believing that motivated, open-to-learning employees who are eager to develop themselves can grow efficiently alongside the company. Chaba Group's approach to recruitment focuses on finding individuals with a positive attitude, a sense of responsibility, and a readiness to continually improve their own skills. The organization believes that fostering a culture of learning helps staff adapt to change and enhance work performance. Additionally, Chaba Group values setting clear organizational objectives and positions, adopting creative management principles, welcoming new ideas, and applying modern management technologies and practices to increase operational efficiency. Internal operations planning is systematic, with clear procedures and proactive assessment of possible impacts and risks, ensuring careful and effective execution. Through experience dealing with various problems, obstacles, and challenges, the organization has continuously improved its management approach across departments, developing standardized processes that align with today's business environment. Chaba Group remains committed to ongoing organizational growth, enhancing management efficiency, and consistently delivering the best quality service. Another key element of organizational management is the internal documentation and information system, which Chaba Group prioritizes as a tool to support each department's workflow. The organization has developed standardized documents, report formats, and data storage systems that are formal and well-organized, ensuring traceability. These documents not only boost operational efficiency but also reflect the organization's professionalism and management standards.

The Front Office Standard Operating Procedure (SOP) is designed to standardize operations and ensure consistently professional guest service. Key responsibilities include welcoming guests, managing reservations across all channels (including OTAs), handling check-ins and check-outs, verifying payments, coordinating with other departments, providing phone and chat support, addressing complaints, and completing daily reports. Staff must follow detailed checklists at the start and end of each shift, including checking uniforms, front-desk cleanliness, system readiness, and cash float. Reservations require careful verification of guest details, dates, room types, rates, payment methods, and special requests, with all information recorded in the PMS. Payment

monitoring involves confirming payments and handling any extra charges or deposits during check-in and check-out. SOPs also cover walk-in bookings, telephone and chat etiquette, complaint resolution using the L.E.A.R.N. method, lost-and-found procedures, cash handling, and comprehensive shift handovers. Key performance indicators include 100% payment accuracy, fast and error-free check-ins and check-outs, and complete documentation.

The Housekeeping SOP ensures cleanliness, safety, and guest satisfaction through structured routines, including an opening shift checklist (uniform, master key, cleaning supplies, linen count, and room assignments), systematic room cleaning protocols (knocking, announcing, inspecting, cleaning, and final checks), daily linen control, scheduled public area cleaning, strict lost and found procedures, laundry tracking, and special protocols for pet-friendly rooms. At shift end, staff must update room status, hand over keys, and submit reports. The Employee Policy outlines expectations for service (courteous and professional conduct), appearance (complete uniform, name tag, proper hygiene), punctuality, appropriate mobile phone and social media use, confidentiality (especially regarding guest data), accurate cash handling, ethical behavior around gifts, responsible use of company property, workplace cleanliness, adherence to safety guidelines, correct handling of pet-friendly rooms, nondisclosure of guest information, restrictions on smoking and alcohol, clear disciplinary procedures, and upholding values of integrity, teamwork, respect, service orientation, and professionalism.

5. DISCUSSIONS

Effective hotel management today requires integrating advanced systems such as a Channel Manager, PMS, and Booking Engine to streamline operations and enhance the guest experience, as demonstrated by platforms like Hoteliers.Guru. Organizational structures should be scalable, with departments adapting to business size and needs, while a people-oriented approach to management prioritizes hiring individuals with positive attitudes and promoting continuous learning. Standardized SOPs across all departments ensure service consistency, minimize errors, and support smooth collaboration, while clear KPIs drive accountability and ongoing improvement. Resource efficiency, cost control, and sustainable development are crucial for long-term success, as seen in Chaba Group’s systematic focus on people, processes, performance, and technology. Additionally, robust documentation and data management foster professionalism and efficiency, and adapting to industry changes through technology and modern management practices ensures ongoing competitiveness in the hospitality sector.

5.1 Digital Intelligence in Hotel Management

Digital intelligence in hotel management is the smart use of data, analytics, and digital technologies to improve every area of hotel operations, from the guest experience to revenue management. It comprises integrated systems such as a Property Management System (PMS), Channel Manager, and Booking Engine; real-time data analysis; automated workflows; and AI-powered tools to customize services, forecast demand, improve decision-making, and expedite

procedures. Digital intelligence may help hotels increase operational efficiency, drive profitability, and deliver a smooth, high-quality experience that meets the growing demands of today's traveler.

5.2 Digital Leadership in Hotel Management

Digital leadership in hotel management refers to the use of technology and data-driven tactics to improve the guest experience, optimize operations, and drive business growth. Good digital leaders in hospitality are leveraging new tools such as property management systems, digital marketing, and AI-driven customer service to stay ahead of the competition. They create a culture of agility and constant learning among their people, preparing teams to leverage new technology. Digital transformation may help hotel management achieve greater efficiency, deliver more personalized services, respond faster to changing market needs, and ultimately create higher value for guests and stakeholders.

5.3 AI Chatbots in Hotel Management and Services

AI chatbots are changing the way hotels are managed and the services they offer, giving guests fast, tailored help and making operations smoother for staff. These chatbots can assist you 24 hours a day with reservations, check-in and check-out, frequently asked questions, and tips about the surrounding area. AI chatbots enable hotels to automate repetitive processes, enhancing customer satisfaction, reducing operational costs, and freeing up human personnel to focus on delivering outstanding service, thereby improving the overall guest experience.

5.4 Hotel Management Guidelines

Effective hotel management means, above all, maintaining high levels of customer service, cleanliness, and safety in all areas of the property, managing staff efficiently, and meeting all legal and regulatory obligations. Guest pleasure should be highly emphasized through prompt, courteous service, well-kept amenities, and attention to detail. Clear operational procedures, ongoing staff training, and quality improvement are also critical to generating revenue, securing repeat business, and protecting the hotel's brand. Strategic management based on digital intelligence, digital leadership, digital marketing, and continuous operational analysis could inform strategic policies, missions, and visions, and shape service quality that affects customer satisfaction, customer loyalty, employee satisfaction, employee loyalty, and sustainable organizational performance.

6. CONCLUSIONS

Summary of Hotel Management Approaches under the Chaba Group Brand

Hotel management under the Chaba Group brand focuses on systematic organizational development, emphasizing people, processes, key performance indicators (KPIs), and efficiency to establish high operational standards and achieve sustainable competitiveness in the

hospitality industry. The management approach combines modern management principles with real-world hotel experience to support continuous improvement in personnel, operations, and service quality.

1. **People-Oriented Management:**

   Chaba Group considers human resources the "heart of the organization," believing that organizational effectiveness stems from the quality of its people and a culture of collaboration. The company prioritizes hiring individuals with positive attitudes, responsibility, and a willingness to learn and grow, rather than focusing solely on skills or experience. This approach includes continuous skill development, motivation, opportunities for staff input, and the promotion of equality and respect for diversity, creating a work environment conducive to team stability and performance.

2. **Process-Oriented Management:**
   The organization values clear, standardized, and auditable work systems and implements Standard Operating Procedures (SOPs) in each department to ensure systematic operations, minimize errors, and increase efficiency. Chaba Group also encourages interdepartmental collaboration to respond quickly and effectively to customer needs and leverages technology and hotel management systems to ensure data accuracy and support strategic planning.

3. **Performance & KPI Management:**
   Chaba Group uses KPIs as vital tools for organizational evaluation and development, setting indicators aligned with departmental and organizational goals—such as service quality, operational timelines, customer satisfaction, occupancy rates, average room revenue, and cost efficiency. KPI assessment allows the organization to identify strengths and areas for improvement, plan development strategies, foster accountability, and reinforce a results- and quality-oriented culture.

4. **Efficiency & Sustainable Management:**
   The company is committed to resource efficiency—optimizing HR, budgets, time, and internal assets—by minimizing unnecessary costs, increasing operational efficiency, and maintaining service standards. Chaba Group also emphasizes long-term sustainability by cultivating a learning culture, developing employee capabilities, and adapting to changes in the tourism and hospitality sector, ensuring stable growth over time.

CHABA: Progress and Achievements

CHABA reaffirms its quality standards through extensive experience and expertise in hotel management. Over the years, CHABA has accumulated knowledge and skills, upholding quality service standards, efficient management systems, and consistently excellent guest experiences. Its

recognized success has led to the opening of a second location, Chaba @ CBP Chiang Mai, reflecting the organization's growth and readiness for expansion.

Additionally, CHABA has been trusted as a consultant and co-developer of hotel management systems for several leading establishments, such as Baan Bangsarey Hotel, Tara Garden Hotel, Summit Pavilion Hotel, Constancy Jomtien Pattaya Hotel, and At115 by Rompo Hotel. This trust from business partners testifies to CHABA's management standards, professionalism, and vision for sustainable results in operations, personnel development, service quality, and competitive advantage in the hotel sector. With its foundation of experience, expertise, and a continuous improvement mindset, CHABA is well-prepared to expand its hotel network nationwide and aims to become a leading organization in hotel management and development—trusted by operators, investors, and guests alike for the long term.

> "CHABA — Building Quality, Creating Trust, Growing Sustainable Hospitality."
> "CHABA — Setting quality standards, building trust, and achieving sustainable growth in the hospitality industry."

The Chaba Group's hotel management approach combines human resource development, standardized work systems, performance measurement, and efficient resource management. The ultimate goal is to elevate service quality, maximize customer satisfaction, and foster sustainable organizational growth in today's competitive hotel industry.

7. IMPLICATIONS

Digitalization of hotel operations enhances adaptability and efficiency, especially during crises, leading to better service delivery and greater flexibility in the hospitality industry. Using technology-driven tools such as social media marketing, customer relationship management systems, and online advertising can help hotels gain a competitive advantage by increasing customer engagement and promoting their services more effectively. The adoption of digital innovations, such as smart energy management systems, AI-powered customer service, mobile check-ins, and automated resource monitoring, directly improves operational efficiency, enhances guest experiences, and promotes sustainable practices, even though these advancements pose environmental risks. Building managerial trust in AI applications, combined with specialized education and digital skills training for hospitality managers, is critical for successfully adopting new technologies and achieving socially responsible digital transformation. Furthermore, electronic customer relationship management (e-CRM) systems play an important role in increasing customer retention, optimizing revenue management, and improving service quality, with further advancements expected from the integration of AI, IoT, and big data technologies.

A hotel's digital marketing policies are the set of rules that govern the hotel's representation and marketing across all digital media. These standards ensure brand consistency, as all online material, advertisements, and communications must fit with the hotel's stated identity and values.

They guide website management techniques, such as regular updates, mobile optimization, and integration with booking engines, to improve the guest experience and boost conversions. They are very careful with social media activities to keep things professional, limit the frequency of posts, and set rules for responding to feedback or emergencies. The regulations also include best practices on digital advertising, particularly through partnerships with online travel agencies and sponsored media such as search and display advertising. Content creation standards include high-quality, honest, and interesting photographs, videos, and blog postings. Reputation management standards specify requirements for monitoring and responding to reviews on platforms such as TripAdvisor and Google. It prioritizes visitor data privacy and security, ensuring compliance with requirements such as GDPR and the responsible processing of guest information. Email marketing rules include ethical collection of email addresses, responsible campaign management, and compliance with unsubscribe requests. Lastly, these policies cover influencer relationships, assuring transparency and alignment with the hotel's brand, and mandate regular analytics and reporting to measure digital marketing performance and encourage continual enhancement. Overall, these policies provide hotels with the tools to develop a credible, compelling, and legally acceptable digital presence that may help grow their business.

The hotel sector, including the Chaba Group, continues to face challenges from market competition, rapidly changing customer expectations, and the need for ongoing innovation to improve service quality. Some of the important trends driving the sector include the use of digital technologies for operations and guest experiences, a greater focus on environmentally friendly procedures, and incorporation of key performance indicators to monitor efficiency and effectiveness. The sector is also investing more and more in developing human resources to create competent teams that can provide outstanding service, while managing challenges such as labor shortages, changing market demand, and the effects of global events on travel and tourism.

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