

Baan Dusit Thani – A New Normal in A New Home

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Received: October 23, 2020 Revised: October 15, 2020 Accepted: November 20, 2020

Abstract

Baan Dusit Thani is located in Saladaeng area, in which is still the same area as the original Dusit Thani hotel's location. It is a large ancient 100-year-old house called "Baan Sala Daeng" back to the pre-World War II. The owner of the house has preserved every corner of the traditional house carefully. Dusit Thani Group have considered bringing the popular restaurant of Dusit Thani Hotel to Baan Dusit Thani project, so that customers can still return and experience to use the same restaurant service. Restaurants that customers can use in Baan Dusit Thani are Benjarong Restaurant, Dusit Gourmet, Thien Duong Restaurant and also Dancing Hall, Pool Bar. Dusit Thani Group hope that Baan Dusit Thani will be a place to connect their existed customers to their new project that is being built.

Due to the impact of COVID-19, the newly opened Baan Dusit Thani has faced a lot of administrative problems. With the vision and hard work of the team, Baan Dusit Thani's business has survived with the least impact. In addition, it is able to retain Dusit Thani staff employed. It is; therefore, very interesting to see how Baan Dusit Thai can adapt their business as a model to other businesses to survive with the least hurt.

Keywords: New Normal, COVID-19, Dusit Thani, Standalone Restaurant

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บ้านดุสิตธานี – ความปกติใหม่ในบ้านหลังใหม่

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บทคัดย่อ

บ้านดุสิตธานี ตั้งอยู่บริเวณศาลาแดง ซึ่งยังคงเป็นพื้นที่ใจกลางเมืองแถบเดียวกับโรงแรมดุสิตธานีเดิม โดยได้เข้าบ้านเก่าทรงโบราณหลังใหญ่ที่มีอายุถึง 100 ปี ที่มีชื่อว่า “บ้านศาลาแดง” เป็นสถาปัตยกรรมของตระกูลเก่าแก่ที่มีมาตั้งแต่ยุคก่อนสงครามโลกครั้งที่ 2 และเจ้าของบ้านยังคงอนุรักษ์รักษาทุกมุมของบ้านแบบดั้งเดิมเอาไว้ได้อย่างประณีต ซึ่งกลุ่มดุสิตธานีได้พิจารณานำห้องอาหารที่เป็นที่นิยมของโรงแรมดุสิตธานีมาไว้ในโครงการบ้านดุสิตธานี เพื่อให้ลูกค้ายังสามารถกลับมาสัมผัสและใช้บริการห้องอาหารได้เช่นเดิม โดยห้องอาหารที่ลูกค้าสามารถมาใช้บริการในบ้านดุสิตธานีได้นั้นคือ ห้องอาหารเบญจรงค์ ห้องอาหารเทียนดอง Dusit Gourmet และยังมี Dancing Hall, Pool Bar โดยกลุ่มดุสิตธานีมีความคาดหวังว่าบ้านดุสิตธานีจะเป็นสถานที่ที่จะเชื่อมความรู้สึกของลูกค้าจากโลกเก่าไปยังโลกใหม่ คือ โรงแรมดุสิตธานีที่กำลังสร้างขึ้น

ด้วยผลกระทบจากโรค COVID-19 ทำให้บ้านดุสิตธานีที่เพิ่งเปิดให้บริการได้ไม่นานต้องประสบกับปัญหาในการบริหารงานเป็นอย่างมาก แต่ด้วยวิสัยทัศน์และการทำงานอย่างหนักของทีมงานทำให้ธุรกิจบ้านดุสิตธานีอยู่รอดมาได้แบบกระทบกระเทือนน้อยที่สุด อีกทั้งยังสามารถรักษาพนักงานดุสิตธานีให้ยังมีงานทำและมีรายได้ ไม่ถูกเลิกจ้าง จึงนับว่าเป็นสิ่งที่น่าสนใจเป็นอย่างมากว่าธุรกิจนี้มีการปรับตัวอย่างไรที่ธุรกิจอื่น ๆ จะสามารถนำมาปรับใช้เพื่อให้ธุรกิจตัวเองอยู่รอดไปได้แบบเจ็บตัวน้อยที่สุด

คำสำคัญ: ความปกติใหม่ โควิด-19 ดุสิตธานี ร้านอาหารนอกห้างสรรพสินค้า

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Introduction

Thailand is a country that has many potential businesses especially tourism which generates a great income to the country (Liu & Parkpian, 2018) because it is considered as one of the most popular destinations for tourists from all over the world (Bansiddhi et al., 2019; Chavarria & Phakdee-auksorn, 2017; Nitivattananon & Srinonil, 2019). Dusit Thani Group (DTG) led by Than-Phuying (Lady) Chanut Piyaoui, a leading pioneer of Thailand's hospitality industry and founder of Dusit International, saw the potential of this business, she began the establishment of Dusit Thani brand during the 1970s and there were improvements and development continuously of the operations to meet the needs of different groups of customer.

Business visions of DTG are being proud of Thainess, delivering a service from heart within, creating a worldwide impression, and another goal of operating a business is creating experiences that go beyond expectations all the time. The main business of DTG is a hotel that meets the needs of all levels of customers from upscale to midscale prices under the brands namely: Dusit Thani, Dusit Devarana, DusitD2 and Dusit Princess. It can be seen that in an age where the advancement of technology has made the impetus for change in order to correspond to customer behavior and needs that change over time, business groups under Dusit Thani are not complacent. They constantly change and adapt themselves whether to develop or expand the service scope to cover all targeted markets to create more diversified experiences in choosing the service from customers. This is an inspiration to drive the further sustainable steps of DTG.

DTG have a great experience and expertise in the hotel business for more than 70 years. With the founder of Than-Phuying Chanut Piyaoui, who established and built the Princess Hotel on Charoen Krung Road in 1948 and became the very first hotel in Bangkok provided swimming pool, air-conditioner, and modern facilities (Srisakun, 2018). She also put her effort to push hotel business in Thailand to be successful as international standard along with trying to put the details of the décor to blend in with the charming and unique Thai culture. Thus, it reflects her vision very well. Until the year 1970, she has opened Dusit Thani Hotel Bangkok, which is

the beginning of the Thai hospitality legend (Bancoro, 2020). It was the tallest building in the country and met world class hotel standards. It has; therefore, become the model of a 5-star hotel in Bangkok and was a symbol of luxury. It is a point that creates attractiveness from tourists and the official identity called, “Thai-style service that impresses people all over the world.”

DTG do not only focus on hotel business, but they also look into the business in other areas that will be able to respond to the needs of different customer groups (Ragmai, et al., 2019). They are; hence, initiated businesses that cover 5 services:

- 1) Hotel business: DTG have taken the hotel business as its core business and have a vision “to meet the needs of all types of travelers”. They try to respond the satisfaction of all guest levers resulting in many properties under DTG such as Dusit Thani, Dusit Devarana, Dusit D2, and Dusit Princess. And in today’s age where advances in technology are driving consumers’ behavior and needs, DTG have recently launched a new brand hotel that is different from the previous brand named “ASAI”, a lifestyle hotel with high quality but cheap targeting the Millennials.
- 2) Educational business: It has started with the vision, “*We produce quality personnel for the Dusit Group and the industry as a whole.*” This evidences from the problem of labor shortage with knowledge, skill and understanding in the service business. As a result, DTG want to produce quality tourism and hospitality personnel into the industry. Therefore, Dusit Thani College was established to teach tourism and hotel subjects. Its vision is to be the world’s largest institution offering academic tourism and hospitality programs which are able to meet the needs of today’s international tourism industry.
- 3) Real estate business: When customers’ need is changed, adaptation is important. DTG seek to create sustainable value for the future customer group. They; therefore, built a large-scale project called “Dusit Central Park”, that cooperate with many leading real estate entrepreneurs in Thailand and can also extend from existing businesses to make a stable

income. This project is expected to be completed and opened for service in 2023.

- 4) Other related service businesses: Most of them are business groups that built on experience and expertise in their core businesses to add value to the organization such as spas, restaurants, accommodations, condos, housekeeping service, etc. Most of these businesses are provided during the construction of Dusit Central Park in order to maintain customers and give the opportunity to staff to have a job, it also keeps Dusit Thani's name on the market during the new project construction.
- 5) Food business: this is an extension of existing business and expertise in the field of catering service. It causes investment in food business which focuses on food production, restaurant opening and high quality of Thai food products to target foreign markets to cover the standard of cooking, consistent flavors, cost control, international sales of food products. Its aim is to provide quality service according to its vision, "Bringing Asia to the eyes of the world."

From the business operation of DTG, it can be seen that there are three main strategies for business operation which are balance, growth and risk diversification. They focus on the balance of income from both domestic and international including a balance in hotel management and self-owned hotel. They aim to increase more rooms than before and expand the business to cover all forms of accommodation services to have at least 10% of the total income.

Baan Dusit Thani is considered a significant change and development of DTG. Miss Suphajee Suthumpun, Group CEO of Dusit International, has cooperated with Central Pattana Public Company Limited and established Vimarn Suriya Company Limited to develop the historic area of Dusit Thani Hotel Bangkok and transformed into "Dusit Central Park."

With the fact that Dusit Thani Bangkok has been serving for a long time, their unique rooms and very well-known restaurants such as "Benjarong (traditional

Thai five basic colors style pottery)” has stayed with Dusit Thani Bangkok for 50 years, “Thien Dong Restaurant” - one of the first Vietnamese restaurants to be opened in hotel and has been with Dusit Thani Bangkok for 30 years, “The Pavilion”, an international restaurant serving the seafood buffet, as well as “May Flower”- a Chinese restaurant with a blend of perfected-match Chinese and European décor, Dusit Gourmet, the famous café. And what DTG have always considered is how to keep these restaurants from being forgotten while the new project is being constructed. Then, DTG have therefore figured out a way to keep these restaurants from disappearing, they started Baan Dusit Thani project.

Restaurant Business in Thailand

In the past, food and beverage service of the Thai people was a kind of generous giving as a result of customs Thai traditions and culture that expresses kindness to the guests (Muangasame & Park, 2019). Food and beverage business began to enter Thailand probably from the popularity of Thai people cooking their own meals. There was a tradition that welcomes visitors by providing accommodation and food. In addition, it is also popular to make food for merit making to monks and catering in various ceremonies (Tangtatswas, Sornsaruht, & Pimdee, 2019). Later, it has been developed according to economic, social and technological conditions in order to respond to the needs of customers who use the service to be more comfortable. The value of the restaurant business market in Thailand in 2017-2018 is more than 400 billion baht and is likely to continue to grow combining with the profitability of the business increased every year (Chavarria & Phakdee-auksorn, 2017). These are all important factors that attract new entrepreneurs continuously operate the restaurant business in response to the behavior of consumers to live their lives and want the convenience and speed of service.

Restaurant business is one of the businesses linked to tourism (Kvach, Koval, & Hrymaliuk, 2018). A study of Choonhavejsakul & Na Pathum (2019) found that tourists spent on food and beverage ranked third after accommodation and transportation service when they travel together with a good promotion of tourism. Therefore, the restaurant business in the tourist area will be sensitive if the tourism

situation is interrupted and slowed down. A new form of food to gain market share and consumer behavior is very competitive. Most people prefer to eat outside rather than cook their own meals. It is a consequence of consumer behavior that requires comfort, brings technology to help facilitate the convenience and accesses to more restaurants. Hence, the market value of food delivery business in Thailand has grown rapidly including Thai street food is a unique that foreigners and local people must taste.

Although the main revenue of the hotel business comes from the rooms, dining and beverage service is another source of income that helps to attract customers to use the services of the hotel. In addition, the restaurant is a part of the hotel that creates uniqueness through the dishes and communicates to consumers (Thosuwonchinda, 2017). Every hotel in general will have a restaurant to serve their customers especially 5-star hotels where often have several restaurant outlets to serve their in-house and walk-in guests.

According to Kiatakarapol and Chaipoopirutana (2018), whether it is a full service restaurant or a restaurant serving international food, it will focus on the targeted customers. They have structured management and staff who serve in the international style. There is a 24-hour serviced coffee shop where food and beverage prices are often lower than other restaurants, as well as bars and lounges that focus on serving drinks and snacks. Another form of the hotel's food and beverage service is a room service where guests can order food and beverages to eat in their room. As a result, many hotels nowadays begin to open the area for the famous restaurant in order to reduce the cost problem.

Dusit Thani Staff

During the time that Dusit Thani Hotel is closed to rebuild the new project, DTG were not reluctant to take responsibility for the hundreds of staff during its closure. Although the determination to maintain and retain Dusit Thani Hotel staff and to expand the business will cost lots of expenses, DTG were able to cope with this situation by expediting to expand their investment into new businesses such as

food, other types of service, etc. Their staffs are rotated to work with other businesses of DTG according to their skills and expertise. As of this, DTG have divided its staff into different businesses as follows:

- 1) Dusit Suites: it was born from the purchase of a hotel on Rajdamri Road so that around 90 staff from room division can work in this part.
- 2) Dusit on Demand: it is a service in the field of housekeeping and technician. It is realized that in housekeepers and technicians will interact with customers. A well-trained and professional housekeepers and technicians will be able to provide great services because they are guaranteed by Dusit Thani.
- 3) Dusit Catering: it is an offside catering service by using food and beverage department to handle. It has a good feedback because customers are confident that it is from Dusit Thani.
- 4) Baan Dusit Thani: it is opened to support the restaurants that have been moved from Dusit Thani Hotel such as Benjarong, Thien Dong Restaurant, Dusit Gourmet to serve customers, but the concept is changed to be standalone restaurant instead.

Despite the opening of the new form of business, DTG do not neglect the matter of service quality. It aims to provide the identity of Dusit Thani's ancient heritage in the concept, *"Proud of our Thai heritage, uniquely delivering gracious hospitality to the world."* This is a unique and warm service style that creates an impression because DTG believe that good service will make an impression and can create recognition for customers where their staff will be able to build these things through the service under the mission, *"We empower our people to exceed expectation always."* Furthermore, it also promotes Thai hospitality to foreigners through the service of Dusit Thani Hotels around the world.

On the matter of the engagement between staff and Dusit Thani, it is found that the staffs engage with the organization and they are ready to cope with the changing situations. These staffs will be moved back to the hotel when

the new project is over, unfortunately some staff chose to retire and resign before the construction is completed.

The Concept of Baan Dusit Thani

A challenge of Baan Dusit Thani is a matter of the engagement between the hotel executives, customers and staff. DTG are looking for a way to open the restaurant during the construction of Dusit Central Park, thus they came up with a large ancient house located on Saladaeng Soi 1, where has been closed for more than 40 years, but every corner of the house is still traditionally well-preserved. This house is “Baan Sala Daeng”, it is about 7,200 square meters. When looking at the area of Baan Sala Daeng, it is a green area that can be used as a recreation area, a pool bar, and can also see the golden spire which is recognized as the identity of the Dusit Thani Hotel. DTG therefore rented this house for 5 years to develop and renovate into a restaurant. In the beginning, all buildings had to be restored to be a good condition and nearly the same as the original ones. At the same time, it must be decorated beautifully to express the identity of Dusit Thani. Many valuable artworks from the Dusit Thani Hotel have been used in the dining room in Baan Dusit Thani. For example, on the two pillars of the big tree (Sao Ek) in the Benjarong restaurant, there will be a Thai pattern of Mr.Phaibun Suwan, which has been changed to wallpaper for decoration of crockery and carved teak cabinet and many more artworks exhibited to decorate the Benjarong restaurant. Moreover, they are preserved for decoration in the new Dusit Thani hotel in the next 4 years. Food of Baan Dusit Thani still has a good standard unique because every menu is created by the same chefs. Thus, the customers are ensured with the taste and cleanliness. At the same time, the decoration of food plates has also been developed to look modern, added even more excitement, and also adjusted the menu to attract more customers as well.

Inside Baan Dusit Thani, front of the house is *Dusit Gourmet*, Dusit Thani’s famous café known for its bakery. The interior is decorated to have a comfortable atmosphere like sitting at a peaceful home. The aroma of coffee and bakery roasted all day long. There is a greenhouse zone to enjoying shade of the trees in the afternoon.

Afternoon tea is a homemade dessert and small sandwiches served with tea. In the evening, the area is changed into a bar serving alcoholic beverages to customers. In the middle is a large white house that has been renovated to look contemporary and shady with the landscape of western style gardens surrounded.

DTG use as the location of the Benjarong Restaurant, where is very famous Thai restaurant through a design that is elegant and refined in detail. The Thai-pattern orchids on a large column painting on the wall are unique under the concept of heritage reimagined that offers a restaurant with a memorable history (King & Tang, 2020).

Thien Dong Restaurant is located behind the house, where is adjusted from the warehouse of Ya Tam Jai (Aspirin) of the Osatanukor family. DTG have renovated this warehouse to be modern and can be reached more customers. It has a vibe of the co-rule of Vietnam and France. It is believed Thien Dong is the first Vietnamese restaurant to be imported into the Dusit Thani Hotel for more than 30 years. Its decoration is a painting, the staff wear the dark green Vietnamese national costume, called “Ao Dai.” The food will be studied by the team of chefs how the original Vietnamese cuisine looks like, and then brought to adapt to suit Thai customers. This makes the restaurant is famous for many customers (Chopthamdee, 2019).

There is also a dancing hall that looks like a multipurpose wooden house which can arrange meetings. And finally, the pool bar is the area around the pool that is open for drinks during the night and has live music to create a good night’s atmosphere.

The area of Baan Dusit Thani is surrounded by lawns, a variety of large trees both original and newly-planted. Another interesting point is the middle of the lawn, there are sculptures of Chalawan (the fearsome Crocodile lord of local legends and lore) and Krai Thong (a merchant who seeks to kill Chalawan) in the middle of a lotus pond. In the past during World War II, this area was once a bunker and at the end of the war the bunker was closed. At first, DTG had an idea to use as a storage room and wine tasting room, but it was cancelled (Klongsungson & Samphanwattanachai, 2019).

The customers who come to Baan Dusit Thani, the Dusit Thani executives would like to make customers feel like they are at home which can accommodate all groups of customers, genders and ages. For example, middle-aged groups can go for a walk, take pictures, and get a fresh air, children can play around the lawn.

At present, Dusit Gourmet and the surrounding yard allow the customer to bring their pets with staff to take care of and also there are food menus for pets as well. Therefore, using the service at Baan Dusit Thani is not just about dining, but the customers can enjoy the atmosphere of both Dusit Thani and the history of the house.

What drive Baan Dusit Thani success?

Baan Dusit Thani has changed from an expensive hotel restaurant with excellent service to a standalone restaurant. It continues to prioritize Dusit Thani's 5-star full service hotel while the price side has dropped 20-30%. Another important feature is when customers use Baan Dusit Thani's service, they can order food from every outlet there without the need to sit in any particular outlet.

Originally, DTG have a contract to lease a house for 5 years, but it has been extending the contract for another 5 years. In the future direction, Baan Dusit Thani will try to meet the lifestyle of customers such as organic food for wellness customers, a food truck service to sell smoothie in Baan Dusit Thani. During the night, there will be ongoing activities from morning until late at night using the concept of co-working and co-living where customers can come to work or enjoy life. Customers can also rent the entire house for their private party or activity. It also concerns with sustainability by creating a corporate social responsibility (CSR) activity for the community with efforts to consume the resources efficiently. Moreover, it will promote environmentally friendly operations in order to have positive impacts on both society and the environment in every area where the business operates.

Dusit Thani executives would like Dusit Thani to act as a bridge connecting the existing Dusit Thani Hotel to the ongoing project. In addition, Baan Dusit Thani can also create an original ambience for customers who miss Dusit Thani Hotel by incorporating the existing and adding new things. Baan Dusit Thani is considered as another channel that can be a source of information using to manage the upcoming new project in the future. Even the new project is completed and open, the management will try to remain Baan Dusit Thani.

In the future, DTG will focus on the balance, create growth, and diversify business risks. It aims to build and expand the hotel brand to be recognized around the world including creating a balance of domestic and foreign income sources as well as the balance of investment, clear organization of work processes with a strong foundation of business operations with the idea that people are capital or important asset to maintain and diversify other business to be different but relevant to the core business because the behavior of the customer is constantly changed due to technological, social, or environmental stimuli. That means customers constantly want to find new things.

In terms of business models, DTC try to address three concerns: convenience, impressive experience, and value. Moreover, there must be a hygiene standard in the future that requires more attention including social distancing, cleanliness, hygiene, touch points reduction becoming “*Dusit Care.*”

A strategy at Baan Dusit Thani uses to differentiate itself from other restaurants is to create a customer experience that will be memorable for customers and make Baan Dusit Thani House win the hearts of all customers.

When DTG have chosen 3 restaurants; Benjarong Restaurant, Thien Dong Restaurant, and Dusit Gourmet serving the customers at Baan Dusit Thani, they began to find someone to work as Operation Manager. Eventually, they got Miss Chayada Damrongkiatpattana or Khun Oh, who is suitable, qualified to undertake this role. In the past, Khun Oh used to work in the food and beverage field with an international chain hotel, where she was a bartender, restaurant manager, and food and beverage manager, respectively. Khun Oh is a new generation staff and has

a vision of working to make a difference but still remain the uniqueness of Dusit Thani. This is in line with Baan Dusit Thani project that needs a change. It needs a person who helps to design the service to be efficient and different to remember.

Khun Oh starts working since the beginning of the project including exploring, improving, and developing the house and the surrounding area. Khun Oh said that before starting the project, she must record and take a photo every single corner of the house, every tree in order to be proved by the homeowners who love and cherish Baan Saladaeng very much, and asks for permission to hire an architect to design and consider the décor that brings a touch of the original Dusit vibe merging with the decoration to create the feeling for customers as if they are still in the restaurants at Dusit Thani Hotel. Next, Khun Oh has to pay attention to the work system and staff which are considered important since the kitchen staff and service staff moved from Dusit Thani Hotel. The team work systematically and staff are accustomed to working in the traditional way. But the arrival of Khun Oh, causes many changes that may be difficult to adapt.

What's next for Baan Dusit Thani? : A Case Study from COVID-19

The COVID-19 epidemic has had a broad and severe impact to all industries, especially tourism around the world. This results the announcement of travel restrictions such as the closure of the airport and the closure of the border, which significantly reduced the number of tourist arrivals. For Thailand, the government has temporarily banned aircraft from flying into Thailand in order to prevent the spread of COVID-19, as well as other operators in the tourism industry. DTC was directly impacted by the COVID-19 outbreak, as well as the temporary closure of hotels and educational institutions according to the government's order. Moreover, dining at restaurants can only be made in the form of takeout. During this time, Baan Dusit Thani did not refrain from action, it was constantly adapted and followed the news from the government. It has returned to a full service since the beginning of May after adjusting the service model to be a delivery service during the lockdown.

During the COVID-19 epidemic, restaurants had to be closed for eating-in. That is a catalyst in the food delivery business becoming popular. The street food business is the first choice of consumers to choose because the price is not expensive and is in an easy accessible location. Online media is being used to create more interest and reach to consumers. Consumers can also order and be delivered products through food ordering applications such as Food Panda, Line Man, Grab Food. Another growing types of restaurants are restaurants with branches which are often a large entrepreneur that expand their service to different areas and make in a variety of formats such as standalone or community mall, as well as street food stalls. These restaurants have brought technology to help in management of the business such as marketing, work system planning, etc.

It is undeniable that technology is now an integral part of business operations. Baan Dusit Thani now changes their business model from hotel restaurant to be a standalone which needed to adjust a lot. Khun Oh has tried to advertise the service via every channel in order to connect the customer groups both old customers and new customers by creating a Facebook Page inviting old customers to like to get information, news, or promotions. Also, she created a line group with both old and new customers. In these channels, customers can order food, reserve a table.

Khun Oh would like Baan Dusit Thani to be well-known and tries to bring old customers back to use the service, while finds new customers. Therefore, promotions have been made to attract customers by focusing on sales volume of both the number of customers who come to use the service and the number of dishes that can be sold without thinking of the profit. Even with the COVID-19 outbreak, it has to be changed quite a lot at some points including making Baan Dusit Thani famous, but from the COVID-19 this caused the number of customers to decline and the shutdown of sit-in restaurants according to government measures. To survive the business, Khun Oh has therefore started to adjust to sell bento boxes and donate to those who get the COVID-19 impact. In addition, *Food for Heroes Program* is initiated to provide services for customers who wish to support and encourage doctors and nurses who are taking of patients. Also, when all three restaurants are

no longer in the hotel, Khun Oh planned a food price strategy; therefore, the price should be decreased in order to reach more customers by using the method of adjusting the quantity of food to be smaller size, but remain the taste and quality of Dusit Thani.

“We must admit that this is a critical period that we must overcome together and it is a time that all sectors; businesses or general public must adapt ourselves. Dusit Thani Group tries our hard to use strengths and brings out all our potential in this situation with hoping that the spread of the COVID-19 will be ended quickly and we; Dusit Thani Group, will be back to strength as soon as possible,” said Ms Suphajee Suthumpun, Group CEO, Dusit International.

No Pain, no gain: A lesson learned from a case

When a business has a rapid trend of changes from a severe impact, it affects to a business operations and lifestyle (Nagy, Oláh, Erdei, Máté, & Popp, 2018). This will also cause a company to adapt itself to keep pace with changing environments and should be ready to prepare coping with the changing.

As a result, a change can lead to a loss of organizational resources such as capital, skills, time, manpower and other resources, in which a management team must decide when a strategy should be adjusted to be consistent with that change (Weller, Hymer, Nyberg, & Ebert, 2019). The management team must turn this change as an opportunity for business adjustment, not a risk. A change management strategy must enable the operations of a business achieve its goals (Vidgen, Shaw, & Grant, 2017). This requires a mutual understanding of the change which requires the ability of management to make decisions, plan a guideline so that the business can move further. Management team must look ahead, set assumptions where the business will drive to, what negative factors will affect the business operation, and prepare the solution to handle with a problem may occur.

An operation of the modern organization, whether it is a private or public sector, must face the uncertain factors, especially a risk that may arise under

uncertain circumstances. Therefore, it is necessary to assess the risk of the business in advance to reduce the impact and damage to the organization. Risk management therefore plays an important role in the management process because it helps the business to continually operate or reduce the impact if there is a risk. Moreover, it becomes a guideline to continue business (Hopkin, 2018).

From a current situation, it is often heard the word “Business Continuity Plan (BCP)” which is a plan for dealing with unusual situations to keep the business going (Donthu & Gustafsson, 2020). It requires cooperation from people in the organization, both the management and the operations department to anticipate the situation that will result in business disruption, business fallback, including estimates of the damage and the effects that could actually occur if any crisis occurs (Madera, 2017). This information will firstly allow you to know what to plan and focus on step by step, and make a clear process to the person in charge when a crisis occurs. Finally, when this plan is laid out, a review process is however needed to update and always kept in a place that is easily accessible so that the business can still survive in every situation.

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