

**THE RELATIONSHIP STUDY OF SERVICE MARKETING MIX
THEORY AND CUSTOMER SATISFCATION OF THAIS
AND FOREIGNERS TOWARDS THE SPAS IN
CHATUCHAK AREA, BANGKOK**



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**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR, 2016**



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Title: The Relationship Study of Service Marketing Mix Theory and Customer Satisfaction of Thais and Foreigners towards the Spas in Chatuchak Area Bangkok.

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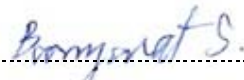
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Abstract

The Thai Ministries of Public Health and Tourism have identified Thai spas as an important resource of the country (Ministry of Public Health Thailand, 2014). Thailand is a popular destination for leisure as tourists spent more than 1,158 Billion THB in Thailand during 2015 (World Travel & Tourism Council, 2015). This represents 8.6% of the total GDP for the country.

Only 12.4 percent of these revenues comes from business spending while 87.6% was spent by tourists (World Travel & Tourism Council, 2015). The Ministry of Public Health of Thailand is trying to encourage the spa industry to move up to the next level of quality in 2016. The validity of the Service Marketing Mix (7Ps) is evaluated as a tool to helping managers of spas improve customer satisfaction of both tourist and Thai customers. Therefore, the purpose of this study is to understand which factors of the service marketing mix predict customer satisfaction.

The study was conducted in the Chatuchak area of Bangkok, Thailand. A total of 240 surveys were distributed to customers from six spas. The results from a linear regression analysis identified Process as the most important factor ($\beta=0.25$, $t=4.00$, $p<0.001$). Physical evidence followed closely as the second most important factor ($\beta=0.22$, $t=3.90$, $p<0.001$). People ($\beta=0.21$, $t=3.16$, $p=0.002$), and Products ($\beta=0.19$, $t=3.35$, $p=0.001$). These findings provide managers with useful information about factors that positively influence customer satisfaction in the spa industry. The theory was validated as a useful tool for improving quality in the industry.

Keywords: service marketing mix, Thai spas, customer satisfaction, tourists

ACKNOWLEDGMENT

I would like to show my gratitude to my research advisor Dr. Boonyarat Samphanwattanachai. She supported me in many ways and help me made this thesis a reality with her knowledged. I would like to show my gratitude to my cousin Mr. Khomsanti Khongseng who helps me with his encouragement and shared knowledge in support of my work. It is an honor for me to receive the knowledge from many great Professors during my MBA course. I would like to thank them all for the knowledge they shared and that I applied in my thesis. I would like to give a special thanks to Dr. Bradley Arthor Corbett who gave me great knowledge on his subject Data Analysis during the time I attend his class. This thesis would not have been possible without the cooperation of the supporters above and my family.

Annika Soontornchot

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CHAPTER 1

INTRODUCTION

1.1 Statement of the Problems

2015, the Department of Tourism for Thailand published information showing growth in foreign visitors arriving in Thailand from the months of January to October. Approximately 24,364,667 tourists arrived during this period. Tourism plays an important role in revenue for the country of Thailand. It was estimated that tourism brought 1,158,371.41 million THB to the country's economy in 2015 (Department of Tourism for Thailand, 2015).

When the figures are broken down the contribution from travel tourism to Thailand highlights the significant role of tourism to the economy. In 2014 tourism contributed 1,037.3 billion THB to the economy. This represents over eighth-and-a-half percent of the total GDP for the country. The GDP is calculated from total internal spending by netting out purchases made by different tourism industries, in 2015. It was estimated that tourism revenues would grow to approximately 1,072.6 billion THB, which equates to nearly three-and-a-half percent of growth to in tourism. Currently the economy is expected to grow by 6.7 percent per annum. At this rate, by 2025 it is anticipated the travel tourism is to increase to 2,045.0 billion THB or more than eleven-and-a-half percent of the Thai economy. The industry figures represent businesses such as travel agents, airlines, hotels, restaurants, recreation services and leisure industries. These figures exclude secondary markets such as commuter services which provide an additional contribution to the economy.

Looking at other key components contributing to the country additional money is being spent by foreign tourists. Data in 2014 shows Thailand generated 1.309 billion THB from visitor exports. This figure is expected to grow by 3.3 percent attracting 24,899,000 international tourists to the country. At the time of this study forecast projected Thailand would to continue to reach 51,121,000 international tourists by 2025. This level of tourist activity is expected to generate approximately 2,828.6 billion THB per year in revenues.

Additional money being spent by foreign visitors in the country is a key component of the direct contribution from travel and tourism. Leisure spending from tourist's use of recreation service hotels, restaurants and spas including some other services equates to eighty-seven-point six percent of tourism spending. Business travel represents the remaining twelve-point four percent from the spending sector (World Travel & Tourism Council, 2015). All this growth contributes to Thailand's position as a leading provider of wellness, health spa destinations. The country is often referred to as the Spa Capital of Asia. This designation from international travellers makes the country a preferred place to visit, primarily due to the unique way Thai people deliver and provide the services they offer.

In brief, Thailand can deliver a relaxing atmosphere to their client's warm hospitality with quality service, welcoming personalities, and wellness experiences. Visitors particularly enjoy the rejuvenating feeling after the provision of leading therapies in the spa industry. International visitors recognize Thailand for world class wellness health spa treatments. Spas provide tourists with a combination of health and leisure experiences and wellness spas in nearly every destination for Thai and international tourists alike.

The spa business in Thailand is moving forward to the next level in becoming a world class health destination. Thailand has focused on providing excellent infrastructure, maintaining excellent services combined with affordable treatment—including the world's best post medical experience. Services like spas retreats and massage centers have given Thailand a strong advantage over its competitors in this market. Thailand has now found its opportunity for developing medical spas. This new area is a key innovation, allowing tourists to absorb and indulge in sanctuary for health and wellbeing on their holiday.

A major problem in the Thai Spa business is the ever-increasing number of spas. In 2011 there was 1,463 registered spas, health spa, and beauty outlets. In addition to these were also many unregistered spas shop that were not registered with the Ministry of Public Health. Problems in developing and growing standards of service, treatment and development of personnel is an important issue that needs to be addressed.

The Thailand Ministry of Public Health provides spa shops licences to legally operate. Thai spa business owners are required to get a standard licence certificate; however, many small businesses do not comply with this regulation. In 2014 there were 1,609 registered spas, health shops and beauty outlets. These included 344 in Bangkok and 1,265 throughout other provinces, (Ministry of Public health Thailand, 2014).

The ministry has enthusiastically encouraged Thai spas to embrace certification to bring Thailand to the next step towards becoming a world class health destination. They have set out as a policy, bringing together several topics related to the spa industry in conjunction with the Tourist Authority of Thailand to encourage the Thai Spa businesses to improve the quality of their service and standards. The Ministry of Public Health of Thailand has stated there are too many unregistered spas that provide low quality service. They advocate the spa businesses need a set of standards to help improve the quality of service for low performing spa shops. Alternatively, quality assurance standards could be applied to the spa industry to help tourists and Thai people identify shops that meet high quality service standards.

In light of this issue this study aims to examine the utility of the Service Marketing Mix Theory as a possible tool that can help spa businesses improve the quality of service that is provided to customers. The service component of the Service Marketing Mix Theory was conceptualized by Boom & Biter (1980). The theory has gained popularity due to the useful application of factors that can improve business outcomes. These factors could potentially provide spa owners with important ideas that would, of statistically significant, provide some guidelines on how to improve the quality of service in the spa industry.

It is useful to study the marketing mix 7 P factors that influence Thai and foreign customers' satisfaction toward Thai Spas. Spa owners and managers can understand where to improve their core business activities through the identification of statistically significant factors that can be manipulated to help improve overall customer satisfaction. The literature review in Chapter Two will demonstrate the current state of research requires a quantitative analysis of the service marketing mix to test the validity, utility, and reliability of the theory regarding applicability to the spa industry. Once the utility of the Service Marketing Mix Theory is verified a population based study could be applied to ensure generalizability of the findings. The population based study is

outside of the scope of this study and is simply put forward as a recommendation for ‘next steps’ should the utility of the theory be demonstrated in this study.

1.2 Objectives

There were three primary objectives of this study. These include the following:

1. To identify the relationship between demographic factors—in terms of gender, age, income, education, and nationality—for customer satisfaction towards Thai spas.
2. To identify the relationship between the Service Marketing Mix (7Ps) factors and customer satisfaction. The Service Marketing Mix Factors (7Ps) include: place, price, product, promotion, people, process, and physical evidence.
3. To identify the differences between Thai and Foreigner levels of customer satisfaction.

1.3. Significance of the study

This study aims to test the 7 Ps Service marketing mix model. This is a model testing stage to verify the utility of this model prior to engaging in a large and expensive population based study. The findings from this study can be used to justify future a population based studies if the findings are positive.

The current study can also be used by spa managers, the Ministry of Public Health and The Ministry of Tourism as a tool that will help them reach their policy goals. The research will focus on identifying the statistical significance and strength of each of the factors of the Service Marketing Mix (7Ps) model. The factors in this model are: place, price, product, promotion, processes, people, and physical evidence.

This study is to uses the Service Marketing Mix (7Ps) model to identify factors that predict increased customer satisfaction. The identification of valid predictors that lead to improved customer satisfaction can be used by the Thai Government’s as standards that will improve the quality of spas in Thailand. This work supports the new strategy by providing quantitatively validated factors that increase customer satisfaction. Current studies have not quantitatively verified the validity and utility of these factors.

It is very useful to identify and validate factors quantitatively to identify which factors positively influence Thai and foreign customer satisfaction toward Thai spa services. The public health strategy is to improve quality over quantity by branding Thailand as a “Quality Leisure Destination.” Therefore; it is important to study the factors that have statistically significant influence on Thai and foreign customer’s satisfaction toward Thai Spa services.

The public health strategy is to improve quality will benefit individuals and as well as the spa businesses if the overall level of customer satisfaction is increased. Previous qualitative studies have identified how these factors could improve customer satisfaction but quantitative analysis is required to empirically validate the importance of each of the 7Ps in the model. This research aims to contribute knowledge towards a better understanding of how each of the 7Ps contributes to customer satisfaction. This concept could potentially be extended to understand Thai consumer’s decisions around repurchasing products and service in the spa industry.

This study uses the quantitative approach. This study will test the model using linear multiple regression analysis to analyze survey data. The study will provide a significant contribution towards understanding factors that influence customer satisfaction in the spa industry and will estimate the strength of the relationships between the dependent variable and independent variables. Quantitative analysis will allow for the quantification of the relationship between the dependent and independent variables; therefore, the seven Ps can be compared understand the strength and importance of the seven factors in the model.

Thai spas have two main types of customers: foreign tourists and Thai nationals. The Author would like to learn about and examine factors relating to the Service Marketing Mix that can increase the tourist satisfaction with spa services. This goal is tied directly to the strategic direction of the Public Health Department to provide ‘quality over quantity’ and ‘synergy for the best.’ These strategies are designed to bring Thai spas to the next level of global competitiveness.

Customer satisfaction is important for the repeat business of Thai consumers. Customer satisfaction is used in this study as a proxy indicator of quality. The satisfaction of the customers is important for spa business owners; however, the entire experience of the tourist is important for increasing tourism in the long-term. The

satisfaction of both groups is important but they contribute to different outcomes. Therefore, this study will also examine differences in the factors that predict customer satisfaction between foreign and Thai customers. The conclusions of the study will identify factors from the service marketing mix that are important for improving customer satisfaction. Spa managers can look to this study to help focus their efforts on the factors that will have the biggest impact on improving customer satisfaction.

1.4 Scope and the Limitation of the Study

This study focus on the Chatuchak area in Bangkok and is therefore limited to this small geographical area. The findings are intended primarily to test the validity of the Service Marketing Mix (7Ps) theory as a useful model for understanding ways to improve Thai and foreign customer's satisfaction toward Thai Spas. This study is not intended to be generalizable to others areas of Bangkok or Thailand. Future study may be developed as necessary to understand the population and differences between areas and regions in Thailand.

This study was limited to only Thai Spas in the Chatuchak area of Bangkok because the author wanted to control for geographic heterogeneity in Thailand. There are many differences between geographic areas in Bangkok and future studies should examine these differences. As a first step this study examines the usefulness of factors in the service marketing mix theory as a predictor of customers' satisfaction. This study is testing the theory of the marketing mix. This study does not represent a population framework and it should not be generalized to the population of Thailand.

After demonstrating the usefulness of the 7Ps of the Service Marketing Mix in this study the author recommends applying this model in a larger study that utilizes a population based approach. This study uses a convenience sample to test the theory of service marketing mix as a predictor of Thai and Foreign customer's satisfaction toward Thai Spas. The target population for this study is unknown and this study does not recommend the generalization of finding in this study.

This study was conducted with limited resources in an effort to determine the validity and utility of the model and the viability of using this model in a larger, more expensive population based study in the future. The aim of this current study is to test the theory against the outcomes using a linear multiple regression models. This

limitation is important because the research design does not require a representative, population based sample. A convenience sample that is sufficient for detecting differences between demographic variables is the only requirement.

1.5 Conceptual Framework

The current conceptual framework for the service marketing mix model has primarily been developed by Boom and Bitner (1980). A detailed description of the history of this theory can be found in Chapter Two. The objective of this research will be to investigate the seven factors (7 Ps) influencing Thai and foreign customer satisfaction towards Thai Spas. The framework below shows twelve independent variables (7P factors and 5 demographic variables). The figure below represents the conceptual framework for this study. The independent variables (IV) are shown as demographic variables and factors which predict the dependent variable (DV) customer service.

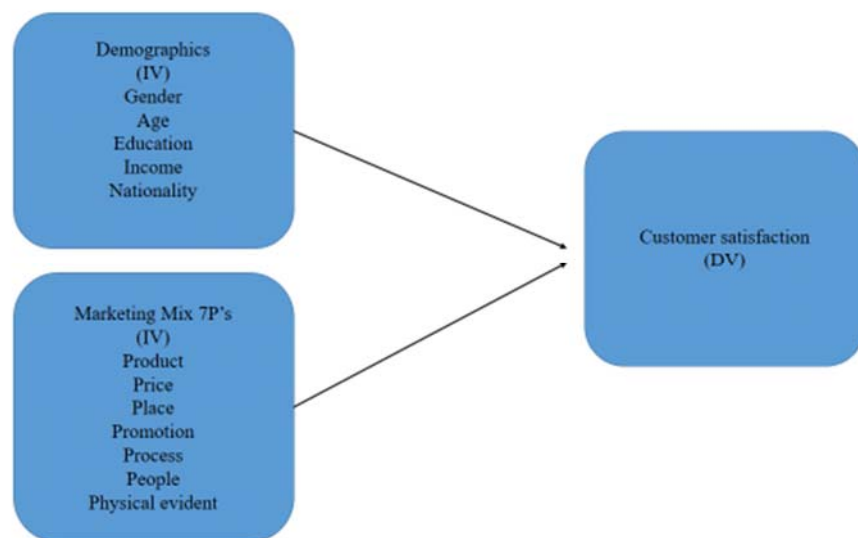


Figure 1.1: Conceptual Model of Demographic Variables and Service Marketing Mix Variables (7Ps) as Potential Predictors of Customer Satisfaction (DV)

1.6 Research Hypotheses

H1: There is a relationship between demographics in term of gender, age, education, income, and nationality in customer satisfactions toward Thai spas in Chatuchak, Bangkok.

H2: There is a relationship between marketing mix 7P's factors: Place, Price, Product, Promotion, People, Process, and Physical Evidence in customer satisfactions towards Thai spas in the Chatuchak, Bangkok.

1.7 Definition of Terms

Customer Satisfaction. Customer satisfaction is the result of a process evaluation of service and products. Individual customers expect a certain level of service performance. Individual customer perceptions of the experience offered by the organization create feelings of satisfaction or dissatisfaction that can be quantified. If the service has reached the customer's expectation the experience will be reflected in higher reported levels of customer satisfaction. (Schiffman & Karun 2004, p.14).

Foreign Tourists. Foreign tourists are foreign persons who have been admitted to Thailand under tourist visas (if required) for purposes of leisure, recreation, holiday, visits to friends or relatives, health or medical treatment, or religious pilgrimage. They must spend at least a night in a collective or private accommodation in the receiving country and their duration of stay must not surpass 12 months (United Nations, New York, 1998, Glossary). For the purposes of this study the term foreign tourist also includes foreigners who live or stay in Thailand that are not Thai citizens.

Service Marketing Mix (7Ps). The elements of the service marketing mix is sometimes called the seven Ps: the four Ps of the original marketing mix, plus three Ps of: people, physical evidence and process of the service assembly (McCarthy 1960). The product is a combination of goods and services that offer by the company or an organization to the customers (Kotler & Armstrong, 2010).

Spa. The ISPA gave the Spa definition of "professional spa treatment" to be based on authentic therapies practiced by qualified personnel. To improve general wellbeing through a variety of professional spa treatments programs to renew body, mind, and spirit health and wellbeing. (The International Spa Association, 2016).

Thai Spa. Thai way of ancient healing methods aim to prevent and heal illness. This knowledge has been passed from one generation to the next as Thai heritage. It is provided in for the Spa customer who would like to practice this healing art. They offer massages, steams, scrubs, masks, and baths. Using natural herbs for Thai-oriented wellness (Department of Trade and Negotiation, 2012).

Conclusion

The spa industry is important to Thailand and the Ministry of Public Health has challenged the industry to improve the quality of services to rise to world class standards. Rather than focusing on quantity of spas, improving the quality of service is the strategic objective. The goal of this study is to develop a model for evaluating factors that can improve customer satisfaction. The Service Marketing Mix has been employed to identify which factors—from the 7 Ps—influence customer satisfaction in the spa industry. The strength and statistical significance of each factor will be evaluated. The results will help spa service providers understand which factors are most important for improving customer satisfaction. The findings from this study should be examined to determine the utility and validity of the Service Marketing Mix theory and the potential of the 7Ps to provide useful guidelines for improving customer satisfaction. If the results are positive a population based study should be undertaken in the future to understand the findings in the context of Thailand's diverse population.

CHAPTER 2

LITERATURE REVIEWS

The present study investigates how factors from the service marketing mix theory influence Thai and foreign consumer satisfaction towards Thai spas. This study focuses on spas in the Chatuchak area of Bangkok. The research design is intended to control for improved heterogeneity of the sample. By limiting this study to a single geographic region in the city of Bangkok this study aims to control for differences between diverse neighborhoods with different characteristics and compositions. Related research and experimental finding are reviewed below to inform the reader about the current state of the literature. The review of the literature has been broken down into the following sections:

- 2.1. Background of Thai Spas
- 2.2. Concept and Theory of the Service Marketing Mix (7 Ps).
- 2.3. Concept and Theory of Demographics
- 2.4. Concept and Theory of Customer Satisfaction
- 2.5. Related Research

2.1 Background of Thai Spas

The spa business history was well established in the hotel industry during the 90s in Thailand. It served the purpose of leisure for high-end society in that time, mainly for guests in luxury hotels. Most of the guests that used hotel spa services during that time came from International Countries. Thai spas gained recognition and popularity to the point of receiving the UNESCO Memory of the World recognition for the Hermit Yoga Posture in Wat Pho. It is a foundation of traditional Thai Massage which uses the yoga techniques to strengthen the body. The Thai massage is the same as the yoga posture except a massage therapist stretches the body for the customer. In yoga, the individual stretches on their own.

Today spas can be found in Bangkok, Phuket, Chiang Mai, Hua-Hin, Pattaya. and many other places throughout Thailand. The Spa services was mainly designed for healthcare and medical care and more recently in the tourist industry for purposes of

leisure. Today spas in Thailand are popular for local Thai people, foreign tourists, and expatriates.

Thailand has well established a reputation as the spa capital of Asia. Thai Spas provide Holistic Health Care which helps relax the muscles and stimulate blood circulation. Thai spas are not only referenced in quantity but also by quality. Thai Spas have become world-famous for truly capturing the spirit of rejuvenation, which represents personal development and well-being as their objectives. A winning combination of natural herbs, traditional wisdoms, and a focus on combining beauty with health has placed Thai Spas on the world center stage.

Thailand has provided Asia's first internationally accredited hospital that offers a rehabilitation center that incorporates a spa and fitness center (Tourist Authority of Thailand, n.d). The Thai Spa menu may include traditional Thai massage, Swedish, Javanese and sports massage, feet reflexology, aromatherapy, ayurvedh, acupuncture, facial treatments, mud and body wraps, scrubs, treatments for hair, hydrotherapy, herbal steam rooms and floral baths. The Thai spa experience also comes with mind and body activities such as meditation, yoga, tai chi, stress management and holistic wellness, among a host of other things. Thailand has created a comprehensive variety of spa techniques and services offering numerous wellbeing treatments that go beyond the services of health and beauty salons (Juntavong, 2014).

Thai Spa consumers can be male or female that are concerned about their looks and health. Working class people who are tired from their work and want to relax and rewards themselves after working hard on day to day basis. They want to release the stress from work (Hirankitti, Mechinda, & Manjing, 2009). Moreover, Thai spas have four objectives: service-mind and pleasant personality (Thai smile); a unique Thai spa atmosphere Thai characteristic; Thai massage techniques are world famous, and exotic spa products such as herbal compress and Thai herbs (Thai herbs, 2007). Thai Spa businesses also provide the valuable healing power of the natural with herbs and plants that used for remedies and traditional practices like massages (Wetprasit, 2006).

The International Spa Association recognizes seven types of spas (ISPA, 2015): These spas types are defined as follows:

Club Spa A facility where customers enjoy exercising with equipment. The primary objective is fitness with professionally administered spa service daily (Michael J., 2011).

Day Spa Mainly located in large cities, offering client services on a day usage basis. These locations offer a variety of professionally administered spa service to clients (Miller, 1996).

Destination Spa Always located in a popular tourist attraction area destination spas are facilities where the primary objective is guiding individual spa visitors to develop a healthy lifestyle. Lifestyle transformation can be accomplished by providing a comprehensive internal program set for each client which includes spa service, physical fitness activities, wellness education healthful cuisine and special interest programming, including any other necessary consultation throughout the process (Hannelore R., 2003).

Cruise Ship Spa Cruise ships voyaging along the ocean or river with a spa located on-board the ship. Program services include: a variety of massage types, exercise, wellness, and a healthy lifestyle while on board (Hall, 2013).

Resort and Hotel Spa Resorts or hotels with spa facilities. These venues provide professionally administered spa service, fitness, a tranquil environment and wellness components all included within the facility (Gerry, 2008).

Mineral Springs Spa Located in a natural setting a spa offering an on-site natural source of mineral, thermal or seawater used in hydrotherapy treatment (Bullard, 2004).

Medical Spa Locations are overseen by an accredited Doctor of Medicine, certified by the American Medical Association. Every application is reviewed individually and international standards are considered when applicants from outside the U.S. apply for membership (Todd, 2012).

Out of thirty-seven prestigious countries that hold Joint Commission International (JCI) status, Thailand is now included in honorable group. The Public Health Ministry of Thailand and the tourist authority of Thailand have developed a vision for Thailand as a “medical hub” for world class health care. United States accredited hospitals in Thailand offer excellent medical service and the medical tourism industry was expected to make 100 Billion THB by 2015 (Medical tourism Association,

2014). Public health of Thailand and the Tourist Authority would like to keep their vision on global medical and wellness, focusing on International tourists while at the same time being aware of competitive Southeast Asian countries which include: Indonesia, Malaysia, and Maldives. Medical spas help clients maintain a youthful appearance, and at the same time, it is a popular option to treat a variety of medical conditions by specialists (David, 2013). This study will focus only on Day Spas in Chatuchak area in Bangkok.

The Tourism Authority of Thailand (TAT) promoting Thailand has finalized its marketing action plan for 2016 which will focus on promoting the kingdom as a "Quality Leisure Destination." Thai Spa business are moving towards the next level as a world class health destination. The TAT cited the plan as the start of a new era for Thailand tourism to work on the principles of the 3Rs: "Restructure, Rebalance and Reposition." The new strategy indicates an end to decades of focusing on "quantity" as measured by visitor arrivals, and a total shift to "quality" as measured by visitor expenditure, average length of stay, and the overall quality of the visitor experience.

Thailand is confident that in 2016, it shall remain in the top three ranking countries in the Asian region in terms of international tourism receipts. Targets have been set for 2016 which equate to around 2.3 trillion THB. Also, international, and domestic tourism is projected to be up by eight percent over the same period, which is above the growth projections for the overall Thai national economy for 2016 (The Government Public Relations Department, 2015).

Thailand formed the concept of Thai spas by folk wisdom that dates to a thousand-year-old tradition. The Thai massage is the art was once associated with spirituality in Buddhist temples. Delivering good health is a key sector of developed in Thailand. Traditional practices and products are being used to form part of good health by operators in the spa service industry. This approach is attractive to spa clients. Ingredients such as herbs and tropical products like coconut oil, sesame oil, and lemon grass oil are incorporated into the spa experience. These products capture the intense spa experience and enhance the perception of good health. Another famous therapy unique to Thailand involves the use fragrant therapeutic herbs wrapped in soft cotton, steamed, and then gently pressed on the body (Jaroon - Ek 2007).

International tourists are drawn to the Chatuchak area where there are several main attractions, including several spa shops. The area hosts the largest outdoor market in Thailand named the “Chatuchak Market.” The market offers an arrangement of interesting and unique products to consumers. It is a well-known hub for multiple services. In 2015 Chatuchak district focused on a vision to be known as, the “NICE CITY,” a one stopping destination for goods and services for local and international tourists (Chatuchak District Office, 2016). Thailand’s Government saw this strategic area in Chatuchak as a main attraction for international tourists. This concept became the reason and the driving force behind Thailand’s vision to become the medical hub of Asia. Therefore, this area is an ideal location for this study due to the concentration of spa locations and mix of Thai and foreign customers in the area.

2.2 The concept and theory of marketing mix 7 Ps

An early marketing concept of the marketing mix was based on the idea of action parameters presented in by Stackeberg (1939). The term ‘marketing mix’ is widely used in the field today thanks to Borden (1950). It was Cullinton (1948) who suggested an executive, like a baker, sometimes characterizing a mix of ingredients like a recipe to develop an effective way to market their product. As the stage is set through time the business adapts to use ingredients that are available and even finding alternative ingredients to improve the marketing of their product. This concept was further refined from Cullinton’s theory of marketing mix by Borden (1950) who conceptualized adapting the marketing mix to 12 elements: product planning, pricing, branding, channel of distribution, personal selling, advertising, promotions, packaging, display, servicing, physical handling, fact finding and analysis. MaCarthy, (1964) simplified the concept into 4Ps. The elements were: Product, Price, Promotion, and Place. During the 1980s the 4Ps formed the core of the Marketing Mix Theory for tangible products. The service industry adapted the theory of the 4Ps and incorporated three more factors to capture elements that are unique to the service industry.

The Reason behind the creation of a marketing mix was to design a powerful concept to make marketing easier to follow. Development from the service industry formed the 7Ps framework when Boom & Biter (1980) added 3Ps to the original 4Ps. The Service Marketing Mix approach gained widespread popularity with their

conceptual model, representing the uniqueness of the additional 3Ps: participants, physical evidence, and process (1981). Note in the late 70's it was widely acknowledged by marketer's that the marketing mix should be updated. It was in the 80's when this approach finally took place.

Today 7Ps model is still widely taught due to the fundamental logic being sound in the marketing environment. Marketer's abilities to adapt the marketing mix to include change in communication—such as social media—enhances the mediums by which businesses can be sell a product or service in a constantly changing commercial environment. There are several major reasons to use the marketing mix, which presents a product or brand offering to consumers. The theory is used to guide and manage marketing decisions. The tools or factors in the theory can be manipulated to obtain the response a manager wants to achieve in the target market.

The success of a company began to rely on this model of trial and error to determine how to manage the decisions of service. The innovative thinking behind the marketing mix model produced outstanding confidence among marketers. By helping them understanding the consumer when the 7ps where applied, they began to understand the influence from consumers and their buying needs. Managers now had two important tools-4P and 7P models-to allocate the available resources to maximize sales with the marketing mix formula.

Marketing consists of everything that influences the consumer's demand for the product. Marketing mix is the set of marketing tools that a company uses to pursue its marketing objective towards its target market (Greenrooms, 1994). The understanding of a changing market will see new changes and new formulas are implemented through time. One might even say education could play an important role within the Marketing Mix Theory's development, an ideas from the marketing mix are being discussed in contemporary times.

Thanks to a leading group of individuals we have a formula we can work with to achieve great results in the market place (Low & Tan, 1995). The concept of marketing mix design was to initiate a formula that would set out a strategy for companies to get better results with its brand or product reaching out to the consumer (Kotler & Achrol, 1999). The following sections provide a review of the literature for the seven factors of the service marketing mix. The findings are taken from the literature

in several fields of research as very little research in this area exists that connects the Service Marketing Mix and customer satisfaction in the spa industry.

Product

The company should have a purpose to create a valuable product for customers by understanding the core value of goods and services to benefit a customer's needs and wants. Product plays an important role in the marketing mix. It is the heart of the business on what we are going to do, or will do, to achieve a better outcome for customer's satisfaction. (Lamb, Hair, & MaDaniel, 2015).

The product can be viewed in at least four different ways: Intangibility Heterogeneity, Perishability, and Inseparability (Sasser, *et. al.*, 1978). For example, the massage service is an intangible product that involves a process to enhance the customer's experience. The consumer would benefit from the product by physically feeling the product, giving a sense of ownership, along with building the relationship they feel towards the product. It will enhance the consumer confidence from the product they are physically holding tangible goods with service. Also, offering tangible goods accompanied by one or more service to enhance the customers experience may be included. A fusion offering a combination of goods and services accompanying the intangible product are combined to benefit the consumer (Hirankitti, Mechinda, & Manjing, 2009). For example, the oil used during massage is a tangible product that can influence the spa experience.

According a study of Marketing Strategy implementation of Day spas, the top five offerings in terms of product and service are: aromatherapy, beauty, massage, Hydrotherapy, and reflex therapy (Hirankitti, Mechinda, & Manjing, 2009). This study will use the same conceptualization of products and services.

To understand research on the service marketing mix and customer perception research several studies were reviewed. The results show mixed findings regarding product and customer service in different service areas, and for different industries. A study in the banking industry found there was no statistically significant relationship between product and customer perception because customers should have their own reason for each transaction. Therefore, to put more products in the store increases the attraction for the customers (Mahmood & Khna, 2014). There were, however, associations in the mobile phone industry in Indonesia that showed a competitive

advantage related to products in the telecom company. A significant association with consumer's loyalty towards product destination was a key factor in customer's choices. Another key factor for customer's decision making is brand equity. Product significantly influenced brand equity (Rifai, 2016). In the same way, there was also statistical significance towards brand awareness (Dmour, Zu'bi & Kakeesh, 2013). Furthermore, there were two studies about the tourism industry which showed the product factor was a statistically significant factor which predicted the tourist's satisfaction (Sarker, Aimin & Begum, 2012; Muala & Qurneh, 2012).

In the Spa industry, there was statistical significance on product factors related to the spa service and improvement in health outcomes. Thai consumer attitudes toward Thai spa services in Thailand found that 55.5% of the people are happy with the product and service in Thai Spas in Thailand (Panadis & Phongvivat, 2011). Furthermore, a different study also found that the spa products met customer expectation by showing the highest mean score of the service satisfaction dimensions in their study (Chieochankitkan, 2013).

A study by Yasanallah & Vahid (2012) found that product ranked as the third most important of the seven factors related to marketing among cooperative management. The findings also indicated the cooperative should organize varieties product brands for the customers to be able to enjoy one stop shopping. The telephone company in Algeria used the 7 Ps marketing mix tool to find out which one of them has a relationship with customer loyalty. The product factor was positively associated with the outcome (Souar, Mahi, & Ameer, 2015).

A study of fast food chains in Taiwan found Product had the highest ranking among the 7Ps. The data was qualitative information gathered by experts in the fast food industry (Lin, 2011). Another study of the spa industry in Phuket found that products ranked sixth most important. Even though the ranking was low product was still important because Chinese customers admire the products used in Thai spas for a variety of treatments including holistic healing benefits (Barhey, 2012).

Two more studies of low cost airlines in Thailand found that product had a statistically positive relationship to customer satisfaction. It was ranked second most important for Thai consumers in Thailand. (Luo, Roach & Jiratchot, 2015; Charoensettasilp & Wu, 2013). Another study of the airline industry in Indonesia found

product is a core value for customers. Products of safety, re-scheduling, and special seat offers which resulted in a significant influence on customer loyalty (Gunawan, 2015). A study on the E-shopping found a variety of products should be offered to increase customers' satisfaction and customers' loyalty (Krisnanto & Khatrine, 2016).

A study of the tourism industry in India found that products like cultural goods and handicrafts were significant items that increased tourist satisfaction (Ray, Das, Kumar & Chakraborty, 2016). A study of the culinary tourism in Indonesia from the city of Bogor city found that product was not significant predictor of a customer's desire to buy fruit juice (Ulfah, Sumarwan & Nurrochmat, 2016). The study in the education field by using the service marketing to understand the customer's point of view on the education market found that education and management students have different points of view and show significance on the product and service factors as a core component for student satisfaction. Product in this study was defined as qualified teachers, an up-to-date curriculum, and a safe environment (Sehgal & Chawla, 2013).

The study of the Spa industry found that product was the fourth most important rank in their study (Pudpongan, 2013). The study mentioned that product standards were very important and the customers enjoyed a variety of aroma options. Another study on the spa industry found that product is a significant factor that contributes towards customer's decision to use the spa in Bangkok (Srathongma, 2014). A case study of the tourist industry in Hua Hin found the second most important rank was product (Atsawasupphachai, 2014). The study of the foreign tourist industry in Phuket found that product factors were the fourth most important rank on attitude toward the customer's satisfaction (Kleepklang, 2014).

Most of the studied found that product was important for many service industries. A few studies found the product factor was ranked low even though the respondents said the product factor was still important. Therefore, product is expected to be an important factor for the spa industry.

Price

A key factor towards customer perception in marketing strategy found price to be an important predictor that drives consumer buying behavior. Price is the dollar value set out by the company for the specific products or services offered to the consumers. A set of decisions are made when introducing a new product to the market.

Management is responsible for setting out the cost of the product or service. If the price outweighs the perceived benefit for a consumer the perceived value of the offering will be low. Alternatively, if the benefits are perceived to be greater than their cost the perceived of value will be higher (Lamb, Hair & MaDaniel, 2015).

Banking plays a significant role towards business creation and being complete in the market also giving the opportunity to an entrepreneur business start-up, or to survive in the competition with other players in the field with marketing activities. Using the 7p's service marketing mix, a study showed that the Bank price was strong positive and statistically significant with customer perceptions (Mahmood & Khna, 2014). Rifai, (2016) the study found that price by partially did not have a significant effect on customer based brand equity in Malang city. Another study by (Muala & Qurneh, 2012) mention that price was significant for tourist destination loyalty; and price was a significant process that impacted customer's satisfaction in Jordan. On the other hand, the study in tourism industry found price had no significant toward tourist satisfaction in East Lake in China because the expenses cost was high in the area if the organization would like to have some deducted cost between the daily open and weekend operation would make more sale (Sarker, Aimin, & Begum, 2012). Regarding on brand quality for the telecom industry found price significant and have positive relationship with service marketing mix Dmour, Zu'bi, & Kakeesh, (2013).

A study in the small hotel industry in Pattaya by Prapannetivuth, (2015) using the Qualitative approach to find the result outcome by using the service marketing mix of 7 Ps factors for an in-depth interview. The result on price was positive indicating guests were willing to stay in the small hotel rather than the luxury hotel if they could save money. In a study in spa services in Bangkok used the qualitative approach also found from the foreigner's respondents about the service in Thai spa and found price was reasonable and value for the money and they were satisfying with the Thai spa service in Bangkok (Juntavong, 2014). Another study in the Thai spa industry by Panadis & Phongvivat, (2011) found that 14.3% rated price as highly positive and 2.3% saying that price was not reasonable. Therefore, most of the customers agree that Thai Spa price suitable with products and service received. The study of spa industry strategy saying that price was significant towards the relationship of marketing strategy and operation performance (Hirankitti, Mechinda, & Manjing, 2009). Yasanallah & Vahid,

(2012) found that price ranked as the sixth important factor out of seven Ps related to marketing among cooperative management. The study on the telecom industry found that price was not significant and do not the one of the important element from the service marketing effect the customers' loyalty (Souar, Mahi, & Ameer, 2015). There was also a study of the consumer's decision regarding a Gym at Rasa tower in Bangkok. They used the service marketing mix to measure customer's satisfaction and price. Higher satisfaction was positively associated with a price discount when the consumer's decision to join the gym (Chawalitporn, 2006).

A study of the fast food industry found the price factor was the fourth important rank in the point of view of the experts (Lin, 2011). The spa business industry found that price is on the sixth most important ranking. The spa provided a clear price for services and it was a value for money. In addition, Thai Spas in Phuket have a variety of different packages and treatment options for different prices. Thai Spa service prices in Thailand are cheaper than spa services in other countries (Barhey, 2012).

In the airline industry price had a negative relationship with customer satisfaction (Luo, Roach & Jiratchot 2015). Another study from Airline Company found price has significant toward customer's loyalty. Price was valuable and had special package to offers for customers. (Gunawan, 2015). A third study of Thai low cost airlines found that price was the sixth highest rank for Thai customers' satisfaction (Charoensettasilp & Wu, 2013). It is obvious that the study of customer's loyalty has found price positive because customer had reached their satisfaction then price factor for royalty customer's nothing for them. The study of the tourism in India found that price like room cost and food cost have significance toward tourist's satisfaction (Ray, Das, Kumar, & Chakraborty, 2016).

A study in the culinary industry in the city of Bogor found that price has a significant influence on the decision of the customers to buy juices. The city is famous in the fruit juice business therefore the city has a lot of competition which is one of the causes significant finding (Ulfah, Sumarwan & Nurrochmat, 2016). A study in the education market found the outcomes that no significant outcomes in price were found from the student's perspective (Sehgal & Chawla, 2013). A study on E-shopping found price was the third highest score associate with customer satisfaction and loyalty. This

is because the prices they offered was similar to other competitors. Krisnanto & Khatrine, (2016).

The study of the spa industry showed that price was the third most important rank in their study. The correlation coefficient was 0.750 for the customer's decision toward using the spa. Price was clear and reasonable for the services. There were many programs with different price options for customers to select different items from the list of services (Pudpongan, 2013). The study found price was not significant. The results showed a statistical significance of 0.05 (Srathongma, 2014). The study in the Thai tourist industry showed the price factor was the third most important rank for Thai tourists in Hua Hin (Atsawasupphachai, 2014). A study of the tourist industry in Phuket found price was the third most important rank of foreign attitudes about customers' satisfaction. Price is a key aspect of business for products and services. Therefore, price should be reasonable and clearly understood by the customer (Kleepklang, 2014).

Most of the studies found that price was important for many service industries. Usually price affected customer satisfaction and brand loyalty. A few studies found the price factor was ranked low and insignificant. Therefore, price is expected to be an important factor for the spa industry study.

Place

Distribution plays an important role as a marketing strategy, place or channel distribution for the seller to the market providing their products for the consumers the distribution sector will determine by the nature of the service, by physical or electronic channels. It is becoming a key factor to consumer's delivery service for a place and time at the customer's convenience. Place plays an important role it can be the deciding decision for the purchase of many product across the categories of products located towards the place they are set out, this reference may also include any physical store as well as virtual stores on the Internet, (Lamb, Hair & MaDaniel, 2015).

The study in the spa industry in Bangkok referred that Thai spa service should be on the spot where it was easy to get access for the visitor would be one of the advantage for the business (Juntavong, 2014). Another study in the Thai spa industry by Panadis & Phongvivat, (2011) found that 48.2% rated place as one of the important factor in their study that the place should be convenient and easy to reach by the visitors. The consumer banking in Bangladesh mention that place has no significant impact on

customer perception. Because in the city of Khulna were very easy to get access by the public transportation but the location should be a concern for Bank Branch opened in others business areas by Mahmood & Khna, (2014). An empirical study in the mobile phone industry in Indonesia found place of residence did not affect customer brand equity because the Place variable did not have any significant effect on customer brand equity (Rifai, 2016). Dmour, Zu'bi, & Kakeesh, (2013) studied the mobile phone industry regarding brand quality and found place had no relationship with the Service Marketing Mix. One of the key roles shows services marketing mix as a key factor of the tourist's satisfaction related that place was not statistically significant in predicting customer's loyalty (Souar, Mahi, & Ameer, 2015). A study by (Muala & Qurneh, 2012; Sarker, Amin, & Begum, 2012) conducted research on tourist's satisfaction found place was significant between the relationship and loyalty towards tourist's satisfaction. A study of Yasanallah and Vahid (2012) found that place ranked as the fifth important factor related to marketing among cooperative management. The study of the spa industry strategy indicates that place has no significant influence towards the relationship of marketing strategy and operation performance (Hirankitti, Mechinda, & Manjing, 2009). The cleanliness of the place and the location of the Gym is satisfactory for customers at Lasa branch (Chawalitporn, 2006).

A study of the food industry in Taiwan found that place is the third ranked factor toward the fast food business with speed and convenience of location as the most important issue (Lin, 2011). The study of the Thai spa industry in Phuket found that place was the fifth most important ranking. The spa had many payment options and it was easy to get access through the Internet, phone, and tourist's agencies. The location of the spa establishments was easy to reach for Chinese's tourists (Barhey, 2012).

In an airline industry study place was not significantly associated with customer's satisfaction and customer's loyalty. Findings indicated the company offered the customers the best convenient places like check in from home and online booking (Luo, Roach & Jiratchot, 2015; Gunawan, 2015). The study on Thai low cost airline found that place was the highest ranking on their study (Charoensettasilp & Wu, 2013).

A tourist industry study found that place is a significant factor for customer satisfaction (Ray Das, Kumar & Chakraborty, 2016). The beverage business in Bogor city the study found that the outcome place factor had no significant for the fruit juices

buyer (Ulfah, Sumatran & Nurrochmat, 2016). The study in North Haryana in the education industry found there was no significant in the place factors between students point of view for location of the school and facilities expectation for both groups of students (Sehgal & Chawla, 2013). The study on the E-shopping found Place affected customer satisfaction and loyalty as the redemption counter is in the business center (Krisnanto & Khatrine, 2016).

The study of the spa industry found place was the least important rank in their study. The correlation coefficient was 0.50. Place should be easy to reach and easy to access the services through services like booking on line. Also, place was a statistically significant predictor of the decision to usage the spa (Pudpongan, 2013). The study of the tourist industry in Hua Hin found that place was highly important (Atsawasupphachai, 2014). The study on the tourist industry found place was on the second most important rank on customers' satisfaction in Phuket (Kleepklang, 2014). The majority of studies in the spa, bank, airline, mobile phone industry, and culinary industries found that place was not significant. Usually place did not affect customer satisfaction and customer loyalty. Some studies found the place factor was significant. These were in the retail industry and tourist industries. One study found the place factor was not significant. The main study was in the school industry. They believe a good a product will sell itself. Therefore, place is expected to be an important factor for the spa industry study because they belong to the retail and tourism industries.

Promotion

Promotion has four distinct components: advertising, public relationships, personal selling, and sales promotion. A certain amount of crossover occurs when promotion uses the four principle elements together. Staff members also play an important role in promotion of products. Sellers and buyers have an impact from consumer response when promotion is offered, this makes it essential in marketing—communicating the information to the sellers and buyers—and purely promotion is communication with important information to their sellers and buyers. Through communication companies benefit when educating customers about their products and services. Today they have a resource of tools enabling them to communicate through brochures, posters, magazines, websites, radio, and television. By using all the fundamental elements to increase strong awareness on the benefits of their products the

marketer uses communication tools available to them to target the segment (Lamb, Hair, & McDaniel, 2015).

Studies have shown an important significant effect of Promotion and brand equity in an empirical study (Rifai, 2016; Mahmood & Khna, 2014). Another study of the tourist industry in China showed that promotion had significant effect on tourist's satisfaction (Sarker, Aimin & Begum, 2012). The tourism industry in the Arabian Gulf is rolling out a service marketing strategy to measure expatriate tourism satisfaction in Jordan and the result of product promotion was high. The ministry of Jordanian tourism pays attention to the service industry by looking up the promotion method used for tourist strategy (Khasawneh, Jammal & Hasan, 2015).

A study of the Telecom industry results showed that promotion has a significant effect on customer loyalty in Algeria. The telecom industry need to maintain customer needs and wants to repurchase the service or product and sustain the positive position in the industry. One useful strategy was promotion (Souar, Mahi, & Ameer, 2015). The telecommunications industry found that the promotion factor had the most statistically significant relationship between customer and brand awareness (Dmour, Zu'bi & Kakeesh, 2013). Another mobile phone service industry study found that the promotion mix has a positive effect towards the mobile phone service on brand equity and mentioned that each business may use the promotion, such public relationship, sales promotion, direct sale marketing, and advertisement to affect brand equity. The promotion mix tool is designed to increase sales by using the communications channel tools or else they should be able to use the right mix for the business management (Karunanithy & Sivesan, 2013). A study of Yasanallah and Vahid, (2012) found that promotion ranked as the lowest factor related to marketing among cooperative management. Another study by Panadis & Phongvivat (2011) found that forty-one percent rated promotion as one of the important factors in their study. They found promotion should be attractive for an interesting campaign to attract visitors. The study of spa industry strategy indicates that web advertising helps the spa business grow significantly and influences the relationship of marketing strategy and operation performance (Hirankitti, Mechinda, & Manjing, 2009). The promotion factor was not significant in a study of a gym found attractive to bring more people in to the business

and less mean value but the customers were happy with the higher satisfaction at the Lasa branch (Chawalitporn, 2006).

A study of the fast food chain industry in Taiwan found that the promotion is ranked second because promotion factors is important to attract the customers' interests to their optional products in the chains of stores (Lin, 2011). A study of the spa industry in Phuket found that promotion is the third most important ranking, which is equal with the people factor on their results. The study found spa promotions should discount more during the low season to attract more customers. Also, rolling out attractive advertising for Thai spa to better promote the spa would be helpful (Barhey, 2012).

A study of the logistics industry showed Promotion had a statistically positive association with customer satisfaction (Luo Roach & Jiratchot, 2015). Another study confirmed that promotion was significant towards customer loyalty as it provided information via advertisement on Television, including airline websites, and newspapers. A study of the domestic airline in Chennai found promotion was significant in predicting customer satisfaction and loyalty (Gunawan, 2015; Ganesan & Babu, 2016). Another study in the low-cost airline business line in Thailand found that promotion was the lowest ranking factor among the 7Ps (Charoensettasilp & Wu, 2013).

A study of the tourism industry in India found promotion was significant to tourist satisfaction. Promotion should be printed with quality attractive photography such as brochures (Ray, Das, Kumar & Chakraborty, 2016). The study of the hospitality industry found that promotion factors have no significance on influencing the fruit drink buyer in Bogor City (Ulfah, Sumarwan & Nurrochmat, 2016). The study in the education field also found that there was no significant difference on the promotion factor in relation to the student's perception of the school. Students believe that the quality product will sell themselves. For example, word of mouth passes from one generation that had good experience with the institution and the good reputation will pass through to the next generation (Sehgal & Chawla, 2013). The study on retail e-shopping in Indonesia found that promotion was a significant predictor of customer satisfaction and customer loyalty. They have a creative way to get new memberships through promotion and customer loyalty programs (Krisnanto & Khatrine, 2016).

The study of the spa industry found Promotion was the second least important ranking factor in their study. Promotion affects the customer's decision to use the spa. The spa business was promoted through social media and gave attractive promotion deals for new customer memberships (Pudpongan, 2013). Another study in the Spa industry found Promotion significantly affect the customer's decisions to use the spa (Srathongma, 2014). The study in Thai tourist industry found that promotion was the least important factor in their study (Atsawasupphachai, 2014). The study of foreign tourists in Phuket showed promotion was the fifth most important rank in their study (Kleepklang, 2014).

Most of studies found that promotion was significant for drawing customer's attention to products and services when the company or organization offers a promotion to the target market. Usually promotion affects customer loyalty. One study found the promotion factor was not significant. The study was in the education industry and found students believe a good a product will sell itself. Therefore, promotion is expected to be a statistically significant factor that positively predicts customer satisfaction in the spa industry.

People

A key role in high customer services is to motivate employees to give their best potential. Making staff aware of the importance of customer service should start from their initial training. The goal of the training should be to convince them to give their best efforts towards customer service. Perception towards service quality comes from the interactions between the employee and the customers, which is referred to as the 'people' factor (Hartline & Ferrell, 1996). The service industry requires personal interaction between the company's employees and the customers. This makes the service industry different from the selling the products itself through a distribution channel (Kotler, 2000).

Information that was gained through applying the Service Marketing Mix (7Ps) found curative tourism in Jordan gained an advantage from using the theory. People was a significant factor for establishing decision making around destination (Muala & Qurneh, 2012). Other interesting information showed that the People factor did not have any effect on brand equity. The results showed that People did not have

significant effect on customer based brand equity (Rifai, 2016). It can be concluded that Factors of the Service Marketing Mix (7Ps) have a significant effect on customer based brand equity and destination loyalty. A study in the banking industry showed statistically significant results indicating the People factor has positive relationship on consumer perceptions in the Eastern Bank Limited (Mahmood & Khna, 2014).

In China, the study on the tourist satisfaction found that People were a statically significant factor and had positive relationship with tourist satisfaction (Sarker, Aimin, & Begum, 2012). The study of small hotels in Pattaya found the People factor in the hotel industry is very important for the business because staff influence the hotel's reputation and maintain guest relationships (Prapannetivuth, 2015). A study of the spa industry found that the people factor is very important in areas such as the therapist's skill in giving the massage or making the customers happy with the service and overall guest's experience. The study recommended communication should be more efficient and clear between customers and the staff members. A study of Thai spas showed that people should be trained to meet and serve customer expectations with service quality (Juntavong, 2014). Another study found that approximately half of the respondents agreed that spa employees matter for the best result of the standard service (Panadis & Phongvivat, 2011). Yet another study result recommended some improvement in operations such as training therapists to have a service mind and not only just provide the massage. Hirankitti, Mechinda & Manjing (2009) found Day Spas tend to care more about the people factor in marketing strategy but the hotel spa managers paid more attention to building the store image. The study also found that people factor has the stronger association with the growth rate in the revenue of spas. On the other hand, the study of the hospitality industry for non-star rate hotels found that people were not significant in predicting customers satisfaction (Mucal, Mbaeh, & Noor, 2013). A telecom service study shows the people factor was statistically significant towards brand awareness and brand quality. People need to be trained in the organization to have the sufficient knowledge to be able to interact with customers and retain the loyal customers. The study found there was a statistically significant People factor for telecommunications companies (Dmour, Zu'bi, & Kakeesh, 2013).

Yasanallah and Vahid (2012) found that People was the most important factor of the 7Ps that was related to marketing among cooperative management in Iran. The

study recommend that the people can be the best indicator of the 7Ps. The study of tourism satisfaction in Jordan mentioned that People had the high standard mean in their marketing strategy. Human input was the main indicator for the service industry. They aimed to educate and train their people to the right and best job position to gain high tourist satisfaction (Khasawneh, Jammal & Hasan, 2015). The telecommunications company found the employees do not contribute any significant benefit towards customer's loyalty (Souar, Mahi, & Ameer, 2015).

A study in the fast food industry in Taiwan found People was the most important factor in the marketing mix (Lin, 2011). The study uses the DEMATEL method which is a multiple decision making analysis. Participating companies included: McDonald's, Burger King, MOS Burger, and KFC. They found human resource and management should select the right people for the right job in the fast food service industry. This can be done by assessing techniques like MBTI test for recruitment of employees. Management should create standard operation procedures SOP to prepare and educate employees. People is the most important factor that will positively or negatively affect everything else in the business.

A study of the spa industry in Phuket Thailand regarding Chinese traveler's decisions to use spa services found that people were ranked as the third most important factor of their study and found that people, like the massage therapists, to have good skills and an appropriate manner (Barhey, 2012). A study of logistics on air freight found that people had a statistically positive relationship toward customer satisfaction (Luo, Roach & Jiratchot, 2015). Other studies on airlines in Indonesia indicated that the People factor made a significant impact towards brand loyalty (Gunawan, 2015).

Looking at the two studies on the airline companies shows customer satisfaction will lead to customer loyalty. A study of the low-cost airline industry used the tool of the service marketing mix to understand how satisfied customers were after Thai customers used the services. The study found that people were ranked third importance for customer satisfaction (Charoensettasilp & Wu, 2013). The study of the Service Marketing Mix (7 Ps) factors that influence customer to buy fruit beverage in Bogor city found the People factor has no significant influences on customer purchases of fruit juice in this city (Ulfah, Sumarwan & Nurrochmat, 2016).

The study on the institution of North Haryana found People has a significant influence on Education (Sehgal & Chawla, 2013). The study of online retail shopping in Indonesia found there was a significant relationship between the 7 Ps and customer satisfaction. They found the people factor was the second highest score relating to customer satisfaction. People in this industry handle complaints seriously and helping guests find a solution to their problems. This satisfaction will lead to customer loyalty as the study found it to be a significant outcome (Krisnanto & Khatri, 2016).

The study of the spa industry found that the people factor was ranked as the third least important in their study. Employees ability to communicate in many languages would be an important aspect. The skill of the therapists was also important (Pudpongan, 2013). The study in Phuket on the tourist industry shown that People was the sixth most important factor in ranked customer satisfactions (Kleppklang, 2014).

Most of the studies found that the People factors is very important to the service industry. Especially the fast food chain in Taiwan used the DEMATEL analysis method and found that People was a significant factor that will affect another business outcomes. Therefore; this study expects that the people factor can be viewed as an important factor for the spa service industry. It is expected that People will be a statistically significant factor that predicts customer satisfaction.

Process

The process and quality of service is an important structure of the business operations. Managing Process is consistent with high standards if it is to meet customer expectations. Performance of procedures creates a comfortable feeling among customers. A company could implement different processes for their service to improve the quality and consistency of the service delivery process (Hirankitti, Mechinda & Manjing, 2009).

A study from the banking industry in Bangladesh looked at the impact of the service marketing mix factors on customer perception. It found that there is no statistically significant relationship between process and customer perception. Findings indicate customers would have a better perception of the bank if they provided a one stop service in each branch (Mahmood, & Khna, 2014). A study of tourist in Jordan found that Process was not significant (Muala & Qurneh, 2012). A further study

examined the impact using the Marketing Mix tools on the Tourist Satisfaction and Process. The results indicated strategy should apply accuracy and efficiency at a high level for improved service performance outcomes (Khasawneh, Jammal & Hasan, 2015). There is, however, some evidence that process is important in some industries. A study showed that process has a significant effect on customer based brand equity for the mobile phone business in Malang City (Rifai, 2016). In China, Process factors were significant and positively related to tourist's satisfaction (Sarker, Aimin, & Begum, 2012). A study of Yasanallah & Vahid (2012), found that process was ranked fourth among the 7Ps in a member's cooperative management company in Iran. The study of the hospitality industry for non-star type of hotels in Kenya found Process had a statistically significant impact on customer satisfaction. Process could be a useful tool to test and predict what customers like and want in the future. Procedure in hotels was also found to be an important factor in order to sustain the competitiveness in the hotel industry (Mucai, Mbaeh & Noor, 2013). A study of the mobile phone industry found Process was the most important factor toward brand quality (Dmour, Zu'bi & Kakeesh, 2013). The study in telecommunications industry found that process of services, such as the process of paying bills, guest needs. Therefore, process was significant towards predicting consumer's loyalty (Souar, Mahi & Ameer, 2015).

A Taiwan fast food chain found that process factor is the sixth most important in ranking from the expert point of view (Lin, 2011). The study of Thai spas found the process factor was the second most important ranking in their results. They found customers felt safe and confident to use the Thai spa services. The employees were reliable, on time, and the services were provided smoothly (Barhey, 2012). In the study of the air freight industry Process was not significantly associated with customer satisfaction (Luo, Roach & Jiratchot, 2015). The Indonesia airline company study of Process found a significant influence on customer loyalty because they reached the highest standard. Customers trust in them to sustain customer trust. They should be persistent in the process related to their flight schedule, smooth handling of baggage and an easy check in process. The study on the airline industry in Thailand found that process, being on time or speed, was ranked fourth important among the 7 Ps for customer satisfaction (Charoensettasilp & Wu, 2013).

An empirical study of the 7 Ps marketing mix on tourists found Process did not have any significant influence toward tourist satisfaction (Ray, Das, Kumar & Chakraborty, 2016). The study of 7 Ps marketing mix for fruit beverage in Indonesia found that process has no significant influence on the buyer because the process of the service delivery towards the customers is good (Ulfah, Sumarwan & Nurrochmat, 2016).

The study of school institutions found there was a significant outcome related to Process between the education and management students in aspect like teaching session and teaching methodology (Sehgal & Chawla, 2013). The study of e-commerce found Process had the highest score among the 7P factors. Process of payment for the e-commerce is highly significant to customer satisfaction and loyalty (Krisnanto, & Khatri, 2016).

The study of the Spa industry in Samutprakran, Thailand found that Process has the highest correlation for the customers' decisions to use spa services. The study mentioned the process should flow and the operational procedure should run smoothly. The attendants should pay attention to the needs of the customer, and build trust through honest job performance (Pudponganan, 2013). A study of the tourist industry also showed Process was most the important factor for foreigner tourists in Phuket (Klepklang, 2014). Most of the studies found the process factor is important for customer's satisfaction especially in airline and tourist industry. Some of the studied found insignificant findings for process in the marketing mix 7Ps. This study expects to view process as an important factor for spa service industry.

Physical Evidence

Physical evidence can be a tangible aspect for the customers in the market for each store or promotion. On the floor area, it is important to have a comfortable feeling when viewing the premises in the physical place. Cleanliness also adds a sensational feeling when entering or viewing the premises (Rathmell, 1974). These sensations can be tangible in the emotional aspects. This is expected to be reflected positively with customer satisfaction in service experience (Rifig & Ahmed, 1995). Part of the improvement in health among consumers in Bangkok found a relationship between physical presentation and personal characteristics. Improving health in a study on

marketing mix found these relationship factors linked to positive customer experiences (Srisumsuk, 2013).

A study of the mobile phone industry found the significance of Physical Evidence showed a strong relationship to brand equity (Rifai, 2016). Also for the banking industry physical evidence has statistical significance and a positive impact on consumer perception (Mahmood & Khna, 2014). A study of the mobile industry found that the physical evidence was the third most important factor on brand awareness (Dmour, Zu'bi & Kakeesh, 2013). The study of the consumer cooperatives in Iran found that physical evidence was the second most important ranked factor that impacted the outcome. Physical Evidence can influence the shopper to spend more time and money in the business (Yasanallah & Vahid, 2012).

A hospitality industry study indicated that physical evidence has no significant influence on customer satisfaction for non-star rated hotels in Meru Municipality (Mucai, Mbaeh & Noor, 2013). Physical evidence has a positive relationship with tourist satisfaction and it was found to be statistically significant (Sarker, Aimin, & Begum, 2012). Another study found small hotels in Pattaya demonstrated physical evidence was an important factor for customers because it should create an atmosphere that welcomes guests and makes the guest feel relaxed through providing a nice, green environment. The study indicated that Physical Evidence is the most important factors in the small hotel industry in Pattaya (Prapannetivuth, 2015).

Another qualitative study using the service marketing mix to evaluate Thai Spas in Bangkok showed external factors such as the ease of access to the spa was an important issue. The hygienic environment also influenced spa customer's satisfaction levels. In the Spa industry, Physical Evidence is a very important. Details to show hospitality, such as decorating the place with Thai herbs and creating a relaxed atmosphere for the customer has a positive effect on the decision to buy services (Juntavong, 2014).

A fast food industry study found that Physical Evidence is the fifth ranking factor among the 7 Ps in the fast food chain industry, in Taiwan (Lin, 2011). The study of the Thai spa industry found that Chinese tourist pay the most interest to Physical Evidence as it is the most important issue driving Chinese tourist's decisions to use the spa service in Phuket. Customers appreciate cleanliness of the atmosphere in the rooms

and place. They also like the unique Thai decoration with Thai furniture, music, and herb drinks (Barley, 2012). A study from airlines industry found a positive statistical relationship between Physical Evidence, customer satisfaction and customer loyalty (Luo, Roach & Jiratchot, 2015; Gunawan, 2015). Another study of the airline industry in Thailand found that physical evidence was fifth ranking on their results from Thai passengers who used the low-cost airline services (Charoensettasilp & Wu, 2013).

A study of tourism in India found that Physical Evidence had a significant impact on tourist's satisfaction. Tourists like to stay in a nice relaxed atmosphere (Ray Das, Kumar & Chakraborty, 2016). The study of the 7Ps marketing mix for the fruit beverage industry in Indonesia found that physical evidence was an important predictor of the buyer's decisions to purchase the product or the service. Customers wanted a comfortable atmosphere and pleasant facilities (Ulfah, Sumarwan & Nurrochmat, 2016).

The study of the Service Marketing Mix in education found there was no difference in expectations regarding the Physical Evidence in a school (Sehgal & Chawla, 2013). The study on e-shopping found that physical evidence to redeem points was comfortable and, as a result, Physical Evidence was a significant factor that affected customer satisfaction and customer loyalty (Krisnanto & Khatrine, 2016).

The study of the Spa industry in a small district of Thailand found that physical evidence has the second highest correlation of all the 7 Ps. The correlation coefficient was 0.78 for the customer's decisions to use the spa service. The spa shop provided decorations to make the visual appearance appealing and a nice aroma in the spa to welcome guests with a place that looks and smells pleasant. The spa also provided a clean environment (Pudponganan, 2013). The study of the Phuket tourist industry found that physical evidence was ranked lowest in customer satisfaction (Kleepklang, 2014).

Most of the studies found that physical evidence leads to customer perception and brand awareness. The service industry views physical evidence as an important factor; therefore, it would be important for businesses like the spa industry and airline industry to address Physical Evidence issues. Physical Evidence has a positive relationship with customer satisfaction. Therefore, Physical Evidence is expected to be positively related to improved customer satisfaction.

2.3 Concept and Theory of Demographics

Age

There have been two studies which found different results in age groups including a study on Service Marketing Mix factors and relationships between personal characteristics and behaviors in Bangkok. Age was a statistically significant predictor of differences in the decision to use spa services to improve health among consumers (Srisumsuk, 2013). Results showed the age group from 25 years old to 34 years old are most likely to use the products. The study revealed there were no differences among the spa users and different age groups. The average time a consumer spent per visit ranged from 30 minutes to 1 hour. The study found that the age range of Thai customers was 25-28 years old for males and 29-32 for females.

Both genders have the same reason to visit Thai Spas. They want to look after themselves, they want to feel good about their appearance, and they want to relax after the long day at work (Panadis & Phongvivat, 2011). Another study in the spa industry found that the highest usage of spa services was among 25 and 44 year olds (Thai Spa Association, 2014; Khumsuwan, 2013). The study found males use spas the most in Mantra Spa shop (Pudponganon, 2013) while females used spas the most in Samutprakran, Province.

Gender

Panadis and Phongvivat (2011) found females used the spa more than males. The study found males and females have similar reasons to purchase the services in Spas—to look after themselves in ways such as relaxation and maintenance of their health. Another study showed males were not as frequently using the spa service as their female counterparts (Thai Spa Association, 2014). In the study of relationships between the genders highlighted no clear relationships between age and behavior in using the spa service to improve one's health (Srisumsuk, 2013). Khumsuwan (2013) found 41-50 years old used spas the most. Pudponganon, (2013) found 40-59 years olds used spas the most. Based on the findings in the literature there are indications that females use spa services more than males but there are no differences in their motivations to use the services.

Education Level Completed

Research on education level shows people who finished Bachelor's degree or above are more likely to use a spa service and purchase a product in the spa industry (Thai Spa association, 2014; Panadis & Phongvivat, 2011). Education level played a significant role in the purchasing of products in the spa industry. Individuals who have completed a Bachelor's Degree or higher were willing to spend more time and money in spas; however, Srisomsuk (2013) found people from difference education levels made different decisions on spa usage. Most respondents in this study finished a Bachelor Degree (Pudpongan, 2013; Khumsuwan, 2013). It is expected that the findings from this study will be similar as people with higher education tend to make more money and have more disposable income for spa services.

Income

Marketing Mix factors and relationships between personal characteristics and behaviors in using Spa Services to improve health among consumers in Bangkok and among income groups had revealed that there is a statistically significant difference in spa service users among incomes groups. More than half fifty-five percent of spa users had a monthly household income of 60,000 THB or higher (Stenden, 2014). A breakdown of consumer income groups showed that forty seven percent of people with an income of 10,000- 25,000 THB per month used spas. Their decision to use spa services was quite different when compared to those who earned a higher income in the range of 30,001 THB to 40,000 THB (Srisumsuk, 2013; Panadis & Phongvivat, 2011). Most guest's incomes were in the ranges of 30,001-40,000 THB (Pudpongan, 2013). The foreigner spa guests from Mantra shop at Central world earned between 40,001-60,000 BTH (Khumsuwan, 2013).

The related literature it can be summarized that male and females are Thai Spa customers. They visit Spas for the same reason which was for relaxation and maintenance of the good health. Females will use the Thai Spa service to maintain their beauty such as facial, skin care, and steam room as well. Thai and foreigners frequent Thai spas for similar reasons.

The ages of spa customers range from approximately 18 to 65 years of age and above. The education level was typically bachelor degree level or higher. The income rate for spa customers started from less than a 20,000 THB and above with people of

higher incomes using spa services more often. Incomes also made a difference in the places people go, with higher income people choosing better places when visiting a spa. Another related study by Juntavong, (2014) suggests several factors affect the satisfaction of foreign tourists who use Thai spa services in Bangkok. Further research on foreigner tourism is required before gaining an understanding of their satisfaction towards Thai spas.

Nationality

Khumsuwan, (2013) studied different nationalities to determine if they have different levels satisfaction. The results indicated no difference in satisfaction between nationalities like Asia, Europe, Africa, North America, South America, and Australia.

This current study will move this line of inquiry forward by looking at customer satisfaction between foreigner and Thai. This study aims to examine possible differences in satisfaction levels between Thai and foreign customers. Several studies indicated that age, gender, Income, education, and career aspects are significantly important predictors of spa customers' expectations but nationality does not seem to influence customer satisfaction levels (Khumsuwan, 2013; Pudponganan, 2013; Srathongma, 2014).

2.4 Concept of Customer Satisfaction

Consumers' satisfaction: According to Bergkvist and Rossiter (2007) the validity of a single-item and multiple-item measures of attitude toward brand, which are two of the most widely measured constructs in marketing, showed there is no difference between using multiple-items and single-items measures in predicting the hypothesis. Multiple-item measurements were used to predict the dependent variable of customer satisfaction in this study. An analysis will be concluded to determine if a single item or multiple item is most appropriate. A study of customer's satisfaction in Thai spas, in Pattaya, Thailand, used the Expectation-Disconfirmation Paradigm (EDP) to measure customer satisfaction. Multiple items were taken and the results showed a Cronbach's Alpha of 0.92 which indicates the respondents answer the questions in the same way 92% of the time (Chieochankitkan, 2013). She references several academics who used theory to determine customer's satisfaction on how happy they were about pre-purchase and post-purchase of services (Cardozo 1965; Olshavsky & Miller, 1972;

Anderson, 1973). The benefit of the leading marketing theory is it can be used to predict and define customer's satisfaction in the service industry (Oliver, 1977;1988).

Customer Satisfaction measures how people feel may feel satisfied or dissatisfied with a product or service. The national Business research institution used ten items to measure the questions in order to gain an understanding of how the customer feedback was positive or negative (NBRI, 2009). Arbor (2011) reported articles relating to Customer Satisfaction in the business management field numbered around 2,235 during the period of 1992 to 2011. Although multiple items can be used, the research indicates that there is little to no benefit to using more than a single item.

A research analysis of differentiation in the service industry showing the service quality dimension can be different within organizations in the same industry. Customer's reports of the organization were satisfied due the qualities that lead to Customer Satisfaction. Customers provided a higher percentage of satisfaction and a higher percentage of agreement in which the service sector provided quality service. Three sectors found positive results from Umea University, Customers ICA shops in Alidhem Centrum, and Forex Bank, in their studies.

An Umea University study showed a significant relationship towards the service qualities of customer satisfaction in term of service dimension of reliability, responsiveness, and assurance. The ICA customer results showed that empathy, responsive and tangible factors were significant with service quality and customer satisfaction, but reliability had no significant relationship toward customer satisfaction and service quality. Meanwhile, there was a significant relationship between customer satisfactions and service quality. The Forex bank paper showed that reliability and responsiveness, was significant towards customer satisfaction and service quality. Altogether the survey of 220 respondents showed their responsiveness, empathy, reliability was significant to service quality, reliability and empathy were significant to customer satisfaction. The results from this study will improve management's ability to understand the dimension of the service quality that should be provided for their customers.

Results of studies from three sectors showed: 1) service quality has significant relationship towards customer satisfaction; 2) accurate course material was important; and, 3) accurate service and time conscious staffs from the university was important

(Agbor, 2011). NBRI suggested possible dimension that one can use in measuring Customer Satisfaction. These include: pricing, speed of service, quality of service, innocently, complaint, trust in employee, positioning in the client's mind, types of service needed, and the closeness of the relationships with contacts in your firm. When a customer is content with either the product or service it is a form of Customer Satisfaction. It can also be expressed as a person's feeling of pleasure or disappointment that results from comparing a product's perceived performance compared to their expectations (Kotler & Keller, 2009). Satisfaction can be a pleasure derived from the consumption of goods or services offer by another person or organization. Satisfaction varies from one person to another because people have different taste or levels of satisfaction. It is hard to satisfy every individual and to analyze customer's needs and wants.

To define customer satisfaction using the NBRI approach one would attempt to measure the level of immediate pleasure the customer experiences after consuming the offer. The low content way of assessing this is to ask a single question to the customers to gain simple and immediate feedback from them (NBRI, 2009).

2.5 Related research

This study is unique because it applies the factors from the Service Marketing Mix (7 Ps) to the study of customer satisfaction in spa industry. Juntavong (2014) conducted a qualitative study of customer satisfaction using the Service Marketing Mix Theory (7 Ps). The study used the qualitative approach and qualitative interview methodology to determine consensus on opinions around consumer's satisfaction using the 7 Ps Marketing Mix Theory. This study will also examine the differences between Thai and foreign consumer satisfaction toward Thai Spas; however, this study uses the quantitative approach. The current study uses linear multiple regression analysis to analyze survey data. The study provides a significant improvement and contribution towards understanding factors that influence customer satisfaction in the spa industry. The quantitative approach allows for estimates of the relationship strengths between the 7 Ps and Customer satisfaction. Standardized coefficients and quantitative analysis

provides a means for comparing the relative strength of the seven factors of that make up the 7 Ps.

A study of ethnic groups of Malays, Chinese, and Indian found no difference between ethnic groups in a study that examined the 7Ps of the marketing mix (Chuan, Kai, Wan & Chen, 2012). The study examined the differences between Thai and foreigner customer satisfaction, with the notion that spas treat customers in the same manner for both groups. This study assumes there is no variance among the ethnic groups. This study will test for differences between Thai and foreigners who may have different backgrounds, diverse standards, values and expectations. This study uses the Marketing mix factors model to investigate several hypotheses by studying the outcome customer satisfactions and the 7 Ps of the Service Marketing Mix.

Thai and Foreign people may have different understandings and assessments of satisfaction towards Thai spa services. According to Briley (2007), individuals coming from different backgrounds have varied norms, values and expectations that shape and influence their decision, judgments, and subsequent behavior. An assumption of this study is that in the hospitality industry spas would treat individuals from different backgrounds in the same manner regardless of their ethnicity. This study also assumes there is no difference between ethnic groups that may be inherent within the foreigner group. This assumption is supported by another study that found no difference between ethnic groups in a study with a similar outcome (Chuan, Kai, Wan, & Chen, 2012). The ethnic groups studied were Malay, Chinese, and Indian.

In this study the Author examines the utility of the Service Marketing Mix Theory to predict Customer Satisfaction by using linear regression analysis to study the outcomes. A customer will be satisfied if the service meets their expectation. The customer will be dissatisfied if the service does not meet the expectation. No study to the knowledge of the Author has quantitatively assessed the 7 Ps of the Service Marketing Mix in a quantitative analysis of customer satisfaction in the Thai spa industry. The geographical area also makes this study unique because no study has focused on the Chatuchak area of Bangkok, Thailand.

Conclusion

The primary inspirations and most relevant work related to this study are presented in Table 2.1. These six studies used the Marketing Mix 7Ps in their respective fields of research. They also used regression analysis which is the analytical tool that was originally intended for the analysis of the findings from this theory. This study looks to apply the theory to the problem of Thai spas in the same manner that these studies have used the theory to build understanding.

Table 2.1 A summary of related research studies applying the Service Marketing Mix

Multiple regression	Product	Price	Promotion	Place	People	Process	Physical evidence
Author name							
Mahmood&Khan	-	+	+	-	+	-	+
Rifai	+	-	+	-	-	+	+
Muala&Qurneh	+	+		+	+	-	
Karunanithy			+				
Sarker	+	-	+	+	+	+	+
Dmour,Zu&Kakeesh	+	+	+	-	+	+	+

The literatures from the Table 1 presents the findings from the most relevant research that is related to the current study. The finding on people and process are clear. Six out of six studies found significant findings and the other study did not report significant findings (see Table 1 for a summary). The related studies in the table above use regression analysis, which is the one of the most popular and powerful analytical tools available to researchers. The findings indicate the most important, statistically significant factors, were Promotion, Physical Evidence, and Product.

Promotion is a way that customers can find value for money. One of the primary reasons people want to go to a spa is to relax and feel good. Physical Evidence plays an important role in customer satisfaction. People want to receive the best products or services from the Spa because good products or services help them to release stress. The experience also provides nourishment to improve their health. Place does not significantly influence the outcome. Price is not expected to be important because people are happy to pay for good products or services in a good physical environment with good value of money.

The cost of spa services in Thailand are also inexpensive compared to the process many foreigners are paying in their home country. Therefore, foreign customers are

expected to be satisfied because they feel like they are getting good value for money. Gunawan (2015) found that prices affected customer's loyalty. According of the two study above it is presumed that for the service industry price can be a factor that can predict customer satisfaction. It is expected that an increase in price will be related to a decrease in customer satisfaction. Lower customer satisfaction can lead to lower customer loyalty.

Customer satisfaction was founded to be related to the concept of value, which includes the dimension of price to perceived quality for money. Customer Satisfaction must be measured, therefore, with perceived value. The perceived quality for money leads to a feeling of satisfaction or dissatisfaction which is measured through Customer Satisfaction. There are also many peer-reviewed research studies that found service quality and customer satisfaction are related (Agbor, 2011; Ganesan & Babu, 2016; Krisnanto & Khatrine, 2016).

This current study aims to provide new information through the application of the Service Marketing Mix Theory (7 Ps) to Customer Satisfaction in the spa industry. The studies in the literature examine businesses in the service industry but none of them look specifically at the spa industry in Thailand. The results will contribute new information to the strategic plan of the Ministry of Health to promote quality over quantity in the spa industry.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

This study used a survey based design to examine the relationships between twelve quantitative variables. The dependent variable is Customer Satisfaction with Thai Spa services. The independent variables are: age, gender, income, highest education level completed, and foreign or Thai ethnicity and the Service Marketing Mix (7 Ps) factors. These include: Place, Price, Product, Promotion, Process, People, and Physical Evidence. This research uses the quantitative approach using a questionnaire to test factors of the Service Marketing Mix Theory as potential predictors of Customer Satisfaction with spa services. Analysis was done using SPSS Version 2.

3.2. Sample and Population

There are a vast range of approaches to determine the sample size, including applying a formula, imitating the sample size of similar studies, using a census of small populations, and using published tables from The Authority of Thailand (2015). This study utilizes a linear regression analysis and therefore sample size decisions were based on the recommended by Hair, Anderson, Tatham & Black (1995). The authors recommend a minimum of five cases for every independent variable in the regression model. Miller and Kunce (1973) recommended an approach of ten observations for more conservative approaches to sample size estimation. Furthermore, the author doubled the conservative estimate of Miller and Kunce to reach a target sample size of approximately 240 respondents.

There are 11 spa shops in the Chatachuck Area. Six shops agreed to collect survey data. Several shops on the list were closed or not interested in participating. The successfully collected 240 survey responses to meet the goal set out by the initial research protocol. There were twelve independent variables in the regression analysis: 5 control variables-age, gender, highest education level completed, income level and

ethnic background; and, 7 factors from the Service Marketing Mix (7 Ps). These include: Place, Price, Product, Promotion, People, Process, and Physical Evidence.

The researcher used the 11 spa shops in the Chatachuk area as the sampling frame. A convenience sampling approach was used to collect data from customers. As the goal of this study to test the marketing mix 7 Ps model with customer satisfaction as the outcome this approach is appropriate. In a convenience sample respondents are chosen based on their convenience and availability where the chance of selecting participants from the population into the sample are unknown (Bobbie, 1990). The goal of this study was to test the validity and utility of the Service Marketing Mix (7 Ps) Theory. A population based sampling approach is not necessary for model testing. Furthermore, the population of customers is unknown. The target group includes Thai and foreign customers 18 years of age and older.

3.3 Data collection

Survey research collects demographics which are age, gender, income, education level and ethnic background (Thai versus foreigner) and the 7 factors of the marketing mix 7P's which are Place, Price, Product, Promotion, Process, People, and Physical Evidence. To measure these independent variables, the researcher developed a questionnaire based on survey items and adapted from the items from pre-existing studies (Phongvivat & Panadis2011; Akroush, 2006; Dmour, 2013; Chieochankitkan & Sukpatch, 2014). Details of the survey items and the associated references are provided in Appendix A.

The questionnaire was developed in English and translated to Thai language at Chulalongkorn University. The survey in both languages can be found in Appendix A. The questionnaire contains three parts with twenty-nine items included. The items were measured on five point Likert scale ranging from strongly disagree to strongly agree. The responses were coded as 1=Strongly disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly agree. Each part is discussed in more detail below.

3.4 Data Analysis

Data were analyzed with statistical software, using linear multiple regression analysis to determine the relationship between the dependent variable and the independent variables which were: Product, Price, Promotion, Place, People, Process, and Physical Evidence and the five demographic variables. Analysis included t-tests and ANOVA for demographic variables and linear multiple regression for the Service Marketing Mix factors. The outcome variable was Customer Satisfaction, measured as a two-item measure on a Likert scale. Scores ranged from 1-5 for all measures.

Descriptive Statistics

The descriptive statistics are described frequencies, percentages, means, and standard deviations for analysis of the demographic variables such as age, gender, education, income, and nationality and the 7Ps factors of the Marketing Mix Theory.

Rating Scale of Analysis

Measurements of attitude can be assessed through a Likert scale (Likert, 1932). The Liker Scale technique was developed for statistic test to measure the level of agreement or disagreement for the survey item. The Service Marketing Mix (7 Ps) Theory is a measure of Thai and foreigner Customer Satisfaction towards Thai Spas.

The following approach was used to assess the level of agreement:

Level of Agreement	Weight of Rank Position
Strongly Agree	5
Agree	4
Neither Agree nor Disagree	3
Disagree	2
Strongly Disagree	1

By calculating average scores for each factor the level of agreement can be determined for each factor. The calculations are based on the following formula (Srisaarth, 1999; cited in Rianthong, 2013):

The width of the class interval = $\frac{\text{Highest} - \text{Lowest rates}}{\text{Ordinary Number}}$

$$= \frac{5 - 1}{5}$$

$$= 0.80$$

Therefore:

Average in the range 4.21 to 5.00 equals Strongly Agree

Average in the range 3.41 to 4.20 equals Agree

Average in the range 2.61 to 3.40 equals Neither Agree nor Disagree

Average in the range 1.81 to 2.60 equals Disagree

Average in the range 1.00 to 1.80 equals Strongly Disagree

Inferential Statistic for Hypothesis

The outcome of customer satisfaction will be treated as continuous variable and the responses were added together and divided by 3. This regression analysis will be used to explain variations in the dependent variable: Customer Satisfaction. The independent variables include: the five demographic variables and the 7Ps of the Service Marketing Mix.

Part 1: Demographic Items

The demographic section of the questionnaire includes four multiple choices questions on Age, Gender, Incomes, and Education Level completed. Part 1: The demographics question (Personal Information) was informed by Phongvivat and Panadis (2011).

Gender: A variable called *Female* was created from Item 1 in the questionnaire. *Female* is a dichotomous measure that was used to determine the gender of the respondent. The survey with the specific item is provided in Appendix A. Age: A variable called Age was used to determine the customer's age in years. Age was measured as a continuous variable. The data was created from Item 2 on the questionnaire and represents a person's age in years. The survey with specific items is provided in Appendix A.

Income :A variable called *Income* was used to measure income category .Five income categories were provided :1=0-25,000 THB; 2=25,001-30,000 THB; 3=30,001-35,000 THB; 4=35,001-40,000 THB; 5=40,001 THB and over .The data was created from Item 3 on the questionnaire. The survey with specific items is provided in Appendix A. Education: A variable called *Education* was used to determine

The customer's individual level of income. *Education* is a categorical variable where 1=Less than high school; 2=High school; 3=Diploma; 4=Undergraduate; 5=Masters;6=Doctoral. The data was collected from Item 4 on the questionnaire. The survey with specific items is provided in Appendix A.

Nationality: A variable called *Thai* was used to measure whether the customer was of Thai or foreigner ethnicity. Two options were used for this variable: The variable *Thai* was created from item 5 on the questionnaire. The survey with specific items is provided in Appendix A.

Part 2: The Service Marketing Mix Factors

The service marketing mix section are Place, Price, Product, Promotion, People, Process, Physical Evidence. To measure Thai and Foreign customer's satisfaction towards Thai Spas in Chatuchak the area in Bangkok. The participants were asked to rate their agreement with twenty-four statements using a 5-point Likert Scale coded as: 1=Strongly Disagree; 2=Disagree; 3=Neither agree nor Disagree; 4=Agree; 5=Strongly Agree. The items were added together and divided by three so the scores were continuous and ranged from 1 to 5.

Product and Service: A variable called *Product* was used to measure the factor service. Five categories were used to measure the respondent's agreement with the statements. The items for this factor were adapted from Phongvivat and Panadis (2011). The survey with specific items is provided in Appendix A.

Price: A variable called *Price* was used to measure the factor service. Five categories were used to measure the respondent's agreement with the statement. The items for this factor were adapted from Phongvivat and Panadis, (2011) and Juntavong (2014). The survey with specific items is provided in Appendix A.

Promotion :A variable called *Promotion* was used to measure the factor service .Five categories were used to measure the respondent's agreement with the statement.

The items for this factor were adapted from Phongvivat and Panadis, (2011) and Juntavong, (2014). The survey with specific items is provided in Appendix A.

Place: A variable called *Place* was used to measure the factor service. Five categories were used to measure the respondent's agreement with the statement. The items for this factor were adapted from Phongvivat and Panadis (2011), and Juntavong,

(2014). The survey with specific items is provided in Appendix A.

People: A variable called *People* was used to measure the factor service. Five categories were used to measure the respondent's agreement with the statement. The items for this factor were adapted from Akroush et al. (2006). Hani Al-Dmour (2013). The survey with specific items is provided in Appendix A.

Physical Evidence: A variable called *Physical* was used to measure the factor service. Five categories were used to measure the respondent's agreement with the statement. The items for this factor were adapted from Akroush et al. (2006). Hani Dmour (2013). The survey with specific items is provided in Appendix A.

Process: A variable called *Process* was used to measure the factor service. Five categories were used to measure the respondent's agreement with the statement, The items for this factor were adapted from Akroush et al. (2006) and Hani Dmour (2013). The survey with specific items is provided in Appendix A.

Part 3: Customer Satisfaction

A variable called *Satisfaction* was used to measure the factor service. It is comprised of two items. Five categories were used to measure the respondent's agreement with the statement. The items for this factor were adapted from Chieochankitkan and Sukpatch (2014). The survey with specific items is provided in Appendix A.

3.5 Data collection procedure

Data collection procedure included the collection of the primary data using a quantitative survey design. The survey contained three parts as discussed in the section above.

Survey Data

Survey data for the questionnaires was collected from Thai and foreign customers that purchased Spa services in one of the participating spa shops in the Chatuchak area of Bangkok. To understand which factors are the utmost important predictors of Customer Satisfaction when visiting a Thai Spa. This research will target

Thai and foreigners aged 18 years old upward. The questionnaire will be given to the respondents at the participating Spa shops in Chatuchak area Bangkok directly

after they received their treatment. Data was collected and inputted to into the statistical program for data analysis procedure.

A pilot test of the survey was conducted by collecting 30 surveys from one spa location prior to conducting the full survey. No problems were detected or reported. All the respondents replied appropriately to the items and minimal missing data was observed. The completion rate for the survey was better than expected with only two missing responses. Descriptive statistics were computed and reviewed with all of the items working as expected.

A Cronbach's alpha was conducted to determine the reliability of the measures for each of the 7Ps. Cronbach (1951) created a technique of common measurement, the correlation coefficient scale, as an internal reliability test. Many researchers suggest a Cronbach's alpha of 0.7-0.8 is a generally accepted value and a lower score indicates the measure is questionable (George & Mallery, 2003; Kline, 2000; DeVellis, 2012). Table 3.1 presents the standard guidelines that are typically associated with this measurement. Table 3.1 presents the results of the test.

Table 3.1 Cronbach's Alpha Scores

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

The Product and Service subscale of the Service Marketing Mix (7 Ps) has good internal consistency ($\alpha=0.80$). The Price subscale of the Service Marketing Mix (7 Ps) has good internal consistency ($\alpha=0.85$). The Place subscale of the Service Marketing Mix (7 Ps) has good internal consistency ($\alpha=0.92$). The People subscale of the Service Marketing Mix (7 Ps) has excellent internal consistency ($\alpha=0.94$). The Physical Evidence subscale of the Service Marketing Mix (7 Ps) has excellent internal

consistency ($\alpha=0.93$). The Process subscale of the Service Marketing Mix (7 Ps) appear to have good internal consistency ($\alpha=0.89$). The Promotion subscale of the Service Marketing Mix (7 Ps) has good internal consistency ($\alpha=0.85$). Table 3.2 presents the findings.

Table 3.2 Reliability of items test of survey

Subscale	Alpha	Number of items	Number of respondent
Product	0.80	3	30
Price	0.85	3	30
People	0.94	3	30
Physical evidence	0.93	3	30
Process	0.89	3	30
Promotion	0.85	3	30
Total	0.88		

CHAPTER 4

RESEARCH FINDINGS

This study collected data from a sample of spa shops in Chatuchak area of Bangkok, Thailand. A total of 11 spas in the Chatuchak area are registered with the Ministry of Public Health. Some shops have gone out of business while others were unable to participate in the survey. The six remaining spas agreed to participate by handing out surveys to their customers. A total of 240 customers completed the survey.

4.1 Descriptive Statistics

4.1.1 Frequency of Responses for Categorical Variables

Table 4 describes the descriptive statistics for Gender, Age, Income, Education, and Nationality. There were 68 males representing 28.33 percent of the sample and 172 females representing 71.67 percent of the sample. For age 74 people were between the ages of 18 to 30 years old. This represents 30.83 percent of the sample. The next age group was total 132 people between the ages of 31 to 60 years old. This represents 55.00 percent of the sample. The last age group 11 people were between the age of 60 years old and above. This represents 4.58 percent of the sample.

For income 53 people had an income of 25,000 THB or less. This represents 22.27 percent of the sample. The next income category between 25,001 and 30,000 THB had 51 people, representing 21.43 percent of the sample. The people in the category between 30,001 and 35,000 THB totaled 44 people. This represents 18.49 percent of the sample. The next one is the income categories between 35,001 and 40,000 THB contains 28 people representing 11.76 percent of the sample. Finally, the last category contains the income of 40,001 THB and above. There were 62 people with incomes in this category. The people represent 26.05 percent of the sample.

People with less than a high school education totaled 9 or 3.75 percent of the sample. High school educated people in the sample were 26 or 10.83 percent. Diploma holders in the group totaled 38 people or 15.83 percent of the sample. Those with an undergraduate degree were 118 people or 49.17 percent in the sample. A Master Degree in education was held by 41 people or 17.08 percent of the sample. Lastly, the doctoral degree category contains 8 people or 3.33 percent of the sample.

Nationality was divided into two groups. The first group of Thai nationality containing 167 people or 69.58 percent of the sample. The second group is foreigners containing 73 people or 30.42 percent of the sample.

Descriptive Statistics for Continuous Variables

Table 4.1 Frequency and percentage of Demographic Variables followed by age

Variable		Frequency	Percentages
Age	18 to 30	81	33.75
	31 to 60	148	61.67
	61 and older	11	4.58
Total		240	100.00

Table 4.2 Frequency and percentage of Demographic Variables followed by gender

Variable		Frequency	Percentages
Gender	Male	68	28.33
	Female	172	71.67
Total		240	100.00

Table 4.3 Frequency and percentage of Demographic Variables follow by income

Variables		Frequency	Percentages
Income	0-25,000 THB	53	22.27
	25,001-30,000	51	21.43
	30,001-35,000	44	18.49
	35,001-40,000	28	11.76
	40,001 above	61	25.63
	missing	3	0.42
Total		240	100.00

Variables		Frequency	Percentages
Education	Less than high school	9	3.75
	High school	26	10.83
	Diploma	38	15.83
	Undergraduate	118	49.17
	Master	41	17.08
	Doctoral	8	3.34
Total		240	100.00

Table 4.4 Frequency and percentage of Demographic Variables follow by education

Variable		Frequency	Percent
Nationality	Thai	167	69.58
	Foreigner	73	30.42
Total		240	100.00

Table 4.5 Frequency and percentage of Demographic Variables follow by nationality

The descriptive statistics are provided in Table 4.6, including: the number of responses, mean, standard deviation, and interpretation. Product scores ranged from 2.33 to 5.00. The mean Product and Service for the sample was 4.32 (s.d. =0.58). There were no missing responses for this variable. Price scores ranged from 2.33 to 5.00. The mean of price for the sample was 4.27 (s.d. =0.62). There were no missing responses for this variable. Place scores ranged from 2.67 to 5.00. The mean score of place for the sample was 4.32 (s.d. =0.59). There were no missing responses for the place variable. Promotion scores ranged from 2.00 to 5.00. The mean promotion for the sample was 4.05 (s.d. =0.07). People scores ranged from 0.67 to 5.00. The mean score of people for the sample was 4.34 (s.d. =0.67). There were no missing responses for this variable. Physical Evidence scores ranged from 1.67 to 5.00. The mean physical evidence score sample was 4.18 (s.d. =0.71). There were no missing responses for this variable. Process



scores ranged from 2.67 to 5.00. The mean score of process for the sample was 4.34 (s.d. =0.59). There was 1 missing response. Satisfaction scores ranged from 2.67 to 5.00. The mean satisfaction level for the sample was 4.41 (s.d. =0.59).

Table 4.6 Descriptive statistics for Service Marketing Mix (7 Ps) factors

Variables	mean	Std.	Interpretation
product	4.32	.58	Strongly agree
price	4.27	.62	Strongly agree
place	4.32	.59	Strongly agree
promotion	4.05	.70	Agree
people	4.34	.67	Strongly agree
physical evidence	4.18	.71	Agree
process	4.34	.59	Strongly agree
satisfaction	4.41	.59	Strongly agree

4.2 Inferential Statistics

This section employs t-tests, one-way ANOVA, and linear regression modeling to examine the hypotheses of this study. The findings of these tests are as follows:

H1: There is a relationship between demographics in term of gender, age, education, income, and nationality in customer satisfactions toward Thai spas in Chatuchak, Bangkok.

4.2.1. Is there a difference in Customer Satisfaction between genders?

An independent samples t-test was used to compare satisfaction scores between males and females. The mean score for males was 4.38 and the s.d. =0.63, with a group sample of 68. The female mean score was 4.42 points and the s.d. =0.57 with a group sample of 171. There were not any statistically significant differences between male and female Customer Satisfaction scores ($t(237) = -0.56, p = 0.57$).

Table 4.7 Analysis of differences in Customer Satisfaction between genders:t-test

Value	Variables	\bar{x}	S.D	T-test	Sig
0	Male	4.38	0.63	0.56	0.57
1	Female	4.42	0.57		

4.2.2. Is there a difference in Customer Satisfaction between income groups?

An independent samples one-way ANOVA was used to describe the statistically significant difference among groups of people with different income categories. The mean, s.d., p-value for dependent variable Customer Satisfaction are provided. There was statistically significant difference between income groups and Customer Satisfaction. Income category 1 had a mean Customer Satisfaction score of 4.33 (s.d. =0.61). Income category 2 had a mean customer satisfaction score of 4.54 (s.d. =0.54). Income category 3 had mean customer satisfaction scores of 4.56, (s.d. =0.57). Income category 4 had mean customer satisfaction scores of 4.36, (s.d. =0.62). Income category 5 had mean customer satisfaction score at of 4.27, (f(4,232) = 2.60, s.d.=0.56, p= <0.005).

Table 4.8 ANOVA for Customer Satisfaction between income groups

	SS	df	MS	F-test	Sig
Between Groups	3.47	4	0.87	2.60	0.04
Within Groups	77.48	232	0.33		
Total	80.95	236			

4.2.3. Is there a difference in Customer Satisfaction between education groups?

A one-way ANOVA was used to examine the difference among groups of people with different education level levels. The mean and standard deviation for the dependent variable Customer Satisfaction are provided for each group. Education category 1 had a mean customer satisfaction score of 4.22 (s.d. =0.62). Education category 2 had a mean customer satisfaction score of 4.55 (s.d. =0.56). Education category 3 had a mean customer satisfaction score of 4.30 (s.d. =0.63). Education category 4 had a mean customer satisfaction score of 4.41 (s.d. =0.58). Education category 5 had a mean customer satisfaction score of 4.46 (s.d. =0.59). Education category 6 had a mean customer satisfaction score of 4.46 (s.d. =0.47). There was not statistically significant difference between education group and customer satisfaction ($f(5, 233) = 0.84, p = >0.005$).

Table 4.9 ANOVA for Customer Satisfaction between education groups

	SS	df	MS	F-test	Sig
Between Groups	1.45	5	0.29	0.84	0.522
Within Groups	80.21	233	0.34		
Total	81.65	238			

4.2.4. Is there a difference in Customer Satisfaction between age groups?

A one-way ANOVA was used to test for difference among people with different age groups. The mean and standard deviation for the dependent variable Customer Satisfaction are provided for each group. Age category 1 had a mean Customer Satisfaction score of 4.43 (s.d. =0.55). Age category 2 had a mean customer satisfaction score of 4.40 (s.d. =0.62). Age category 3 had a mean customer satisfaction score of 4.21 (s.d. =0.54). There was not statistically significant difference between ages group and customer satisfaction ($f(2, 213) = 0.66, p = 0.517$).

	SS	df	MS	F-test	Sig
Between Groups	0.46	2	0.23	0.66	0.517
Within Groups	74.83	213	0.35		
Total	75.29	215			

Table 4.10. ANOVA for Customer Satisfaction between age groups

4.2.5 Is there a difference in Customer Satisfaction between Thai and foreigners?

An independent samples t-test was used to compare satisfaction scores between Thai and Foreigners. The mean scores for Thai Customer Satisfaction was 4.43 and s.d. =0.59, with 166 people in the group. The Foreigner group had a mean score of 4.37 and s.d. =0.57, with 73 people in the group. There were not any statistically significant differences between Thai and foreigner Customer Satisfaction scores ($t(237) = -0.73$, $p = 0.47$).

Table 4.11 Analysis of differences in Customer Satisfaction for nationality: t-test

Value	Variables	\bar{x}	S.D	T-test	Sig
0	Thai	4.43	0.59	-.73	.468
1	Foreigners	4.37	0.57		

4.3 Regression Model Results

A regression model was used to examine the relationship between the Independent variables of the Service Marketing Mix Theory and the dependent variable Customer Satisfaction. The regression model summary indicates 67 percent of the variance in satisfaction scores were explained by the model $R^2 = 0.67$, $F(19, 219) = 23.48$, $p = 0.000$. The results of this model indicate a good fit. The sections below describe the findings which are also provided in Table 4.12.

H2: There is a relationship between marketing mix 7Ps factors: Place, Price, Product, Promotion, People, Process, and Physical Evidence in customer satisfactions towards Thai spas in the Chatuchak, Bangkok.

4.3.1. Linear regression analysis

The model findings indicate there is a significant relationship between the Marketing Mix 7 Ps and Customer Satisfaction. Process was statistically significant ($\beta=0.25$, $t=4.00$, $p<0.001$). This finding indicates higher Process scores are related to higher Customer Satisfaction. Physical Evidence was statistically significant as a predictor of customer satisfaction ($\beta=0.22$, $t=3.90$, $p<0.001$). This finding indicates higher Physical Evidence scores are related to higher customer satisfaction. The People factor was statistically significant as a predictor of Customer Satisfaction ($\beta=0.21$, $t=3.16$, $p=0.002$). This finding indicates higher people scores are related to higher Customer Satisfaction. Product was a statistically significant indicator of Customer Satisfaction ($\beta=0.19$, $t=3.35$, $p=.001$). This finding indicates higher scores in Product and Service are related to increase Customer Satisfaction. Promotion was not statistically significant at a predictor of customer satisfaction ($\beta=0.07$, $t=1.38$, $p=0.169$). Price was not statistically significant at a predictor of customer satisfaction ($\beta=0.02$, $t=0.39$, $p=.695$). Place was also not statistically significant ($\beta=0.05$, $t=0.83$, $p=.410$).

Table 4.12 Regression analysis of Service Marketing Mix Factors and Customer Satisfaction

Note: $R^2 = 0.67$, $F(19, 219) = 23.48$, $p < 0.001$

The independent variable results above show that 1 out of 5 demographic variables were statistically significant. There were 5 independent variables in the demographics which are age, gender, income, education, and nationality. Income was an important predictor of customer satisfaction ($f(4,232) = 2.60$, $p < 0.005$). Age was not statistically significant for Customer Satisfaction in Thai Spas ($f(2,213) = 0.66$, $p = 0.517$). Gender was not statistically significant towards customer satisfaction ($f(237) = -0.56$, $p = 0.57$). Education level predicted the dependent variable showed statistically significant customer satisfaction ($f(5,233) = 0.84$, $p > 0.01$).

4.4 Result of Hypothesis Testing

Table 4.13 below shows a summary of results based on the hypothesis testing for each of the independent variables.

Table 4.13 Summary of Hypotheses Testing for H1 and H2

Variables	Standardized β	t-value	p-value
product	0.19	3.35	.001
price	0.02	0.39	.695
place	0.05	0.83	.410
people	0.21	3.16	.002
physical evidence	0.22	3.90	.000
process	0.25	4.00	.000
promotion	0.07	1.38	.169

Hypothesis	Hypothesis testing Results
Gender	Rejected
Income	Accepted
Education	Rejected
Age	Rejected
Nationality Thai	Rejected
Marketing Mix 7Ps	Accepted

Nationality between Thai and foreigner customers was not statistically significant for the Customer Satisfaction outcome ($t(237)=-0.73$, $p=0.47$).

The results above show that 4 Ps out of the 7 Ps were statistically significant. The standardized coefficient can be used to compare differences between independent variables. Process is the strongest factor ($\beta=0.25$). Physical evidence ($\beta=0.22$), People ($\beta=0.21$) and Product and Service ($\beta=0.19$) are the strongest factors of the 7 Ps that were statistically significant. Promotion ($\beta=0.07$), Place ($\beta=0.05$), and Price ($\beta=0.02$) were not statistically significant.

CHAPTER 5

SUMMARY, CONCLUSION & RECOMMENDATION

5.1 Introduction

This study examines the factors of the Service Marketing Mix, 7Ps Theory as a predictor of Thai and foreign Customer Satisfaction towards Thai spas. In this chapter the researcher will provide a summary, conclusion, and recommendations from the findings of this study. The research objectives were as follows:

1. To identify the relationship between demographic factors—in terms of gender, age, income, and education—for Customer Satisfaction towards Thai Spas.
2. To identify the relationship between the marketing mix 7 Ps factors of Place, Price, Product, Promotion, People, Process, and Physical Evidence for Thai and Foreign Customer Satisfaction towards Thai Spas.
3. To identify the differences between Thai and Foreigner levels of customer satisfaction.

The study used linear regression modeling to analyze which factors of the Service Marketing Mix (7 Ps) theory predict customer satisfaction toward Thai spas in the Chatuchak area of Bangkok, Thailand. The demographic factors were also included in the final model to determine if there was any statistically significant toward Customer Satisfaction.

5.2 Conclusion of Finding

Demographic Variables

The findings of the independent variables age, gender, incomes, and education, found only one statistically significant relationship in regard to differences in Customer Satisfaction. The highest income category demonstrated statistically significant differences in Customer Satisfaction when compared to the average income level. The detailed findings are presented in this section.

Age

The age variable results found there was not statistically significant finding related to Customer Satisfaction. This study used a one-way ANOVA analysis to test for differences in the outcome between age groups. There were no statistically significant differences in the outcome based of age.

Gender

The gender analysis found that there was not a statistically significant difference between the genders and Customer Satisfaction. The study used a t-test to analyze the outcome.

Education

The analysis of education differences found no statistically significant difference in customer satisfaction and various education levels. The study used one-way ANOVA to analyze the outcomes.

Income

The income variable found there was a statistically significant difference in Customer Satisfaction and income groups. The highest income group had a lower level of Customer Satisfaction compared to the average income group.

Nationality

There were no differences between Thai and foreign Customer Satisfaction scores. The study use a t-test analysis to test the outcome.

The Marketing Mix 7Ps

The Product variable was identified as a statistically significant predictor of Customer Satisfaction. The study used linear regression to predict the outcome. The Price variable was not a statistically significant predictor of Customer Satisfaction. The study used linear regression to analyze outcome. Place was not a statistically significant predictor of Customer Satisfaction. This study used linear regression to predict the outcome. The Promotion variable was not a statistically significant predictor of Customer Satisfaction. The study used linear regression to predict the outcome. The People variable in this study was a statistically significant predictor of Customer Satisfaction. The study used linear regression to predict the outcome. Process variable in this study was a statistically significant predictor of customer satisfaction. The study used linear regression to predict outcome. The Physical Evidence variable in this study

was a statistically significant predictor of customer satisfaction. The study used linear regression to predict the analyze outcome.

5.3 Discussion

5.3.1 Demographic Variables

The findings of the independent variables age, gender, incomes, and education, found only one statistically significant relationship in regard to differences in customer satisfaction. The highest income category demonstrated statistically significant differences in Customer Satisfaction when compared to the average income level. The detailed findings are presented in this section.

Age

The age variable results found there was not statistically significant finding related to Customer's Satisfaction. The results of this study were compared to the literature studies in the spa industry and other studies of the 7Ps. The age range that used spa services in the comparative studies was the 25-59 (Sirisumsuk, 2013; Panadis & Phongvivat, 2011; Khumsuwan, 2013, Pudpongan, 2013).

Most of the studies found that different age groups will not have any difference in the reason for visiting a spa. All age groups visit the spa because they want to experience the benefits Thai spa services provide. These benefits include relaxing, looking after their health, and improving their general wellbeing. They want to live happier in mind, body, and spirit (Sirisumsuk, 2013; Panadis & Phongvivat, 2011; Khumsuwan, 2013, Pudpongan, 2013).

This study found ages ranging from 18 to 73-years-old used spa services but most users of the spas ranged from 31 to 60 years old. This is may be different from other studies because it was conducted in a different geographical region with a different demographic.

Gender

The gender analysis found that there was not a statistically significant difference between the genders and Customer Satisfaction. The study use a t-test to analyze the outcome. The results of this study were the same as the other studies in the literature on the spa industry outcomes. Females used spa services more than males, although both gender have similar reasons for purchasing spa service (Pudpongan, 2013; Panadis

& Phongvivat, 2011; Thai Spa Association, 2014). The results of this study combined well with the other literature in the spa industry. Females clearly used spas more than males (Pudpongan, 2013; Panadis & Phongvivat, 2011; Thai Spa Association, 2014).

Education

The analysis of education differences found no statistically significant difference in Customer Satisfaction and various education levels. The study used a one-way ANOVA to analyze the outcomes. The results of this study were the same as the other studies in the literature on spa industry outcomes (Pudpongan, 2013; Panadis & Phongvivat, 2011; Thai Spa Association, 2014; Khumsuwan, 2013). Most of the customers finished a bachelor degree; therefore, spa customers generally have a higher education than the general population. The results of this study combined well with the other literature studies of spa industry (Pudpongan, 2013; Panadis & Phongvivat, 2011; Thai Spa Association, 2014; Khumsuwan, 2013).

Income

The income variable found there was a statistically significant difference in customer satisfaction and income groups. The highest income group had a mean customer satisfaction score of 4.27 compared to the mean score for the reference group that had an income of 25,001 to 30,000 THB. The reference group had a mean customer satisfaction score of 4.54. The study used a one-way ANOVA to predict the outcomes and found statistically significant differences between the groups.

The findings of this study were the same as the other studies in the literature on spa industry outcomes (Panadis & Phongvivat, 2011; Pudpongan, 2013) A study in Spa industry found most guest income were in the range of 30,001 to 40,000 THB. The foreigner spa guests earned 40,001 to 60,000 THB (Khumsuwan, 2013). The literature supports the finding from this study that income is a statistically significant predictor of Customer Satisfaction in the spa industry. This study found people in the highest income category reported a lower level of customer satisfaction than those who earned between 25,001 and 30,000 THB per month.

Nationality

This analysis found there was no statistically significant difference between Thai and foreigner Customer Satisfaction levels. The study use a t-test to examine the outcome. The literature also found that there was no difference in satisfaction between

nationalities like Asians, Europeans, Africans, North Americans, South American's and Australians (Khumsuwan, 2013). Another study of ethnic groups, Malay, Chinese, and Indians, found no difference between these ethnic groups. The study tested the Service Marketing Mix (7 Ps) Theory (Chuan, Kai, Wan, & Chen, 2012). This study aimed to test possible difference in satisfaction levels between Thai and foreigner customers. The results of this study show no statistically significant difference between groups.

5.3.2 Service Marketing Mix 7Ps Variables

The major finding from this study that there were only 4 Ps out of the 7 Ps in the Marketing Mix 7 Ps found statistically significant factors predict the customer satisfaction in Chatuchak area; Process, Physical evidence, People and Product.

Product

The product variable was identified as a statistically significant predictor of customer satisfaction. The study use linear regression to predict the outcome. Most of the related studies that used the service marketing mix 7 Ps tool found product was a significant predictor of the outcome. They used multiple regression analysis to find their outcomes as well.

The related studies of the tourist industry found the Products factor was a significant predictor of tourist satisfaction (Sarker, Aimin, Begum, 2012; Muala & Qurneh, 2012). The primary purpose of the spa industry is to provide an intangible service, however, products like creams and oils are tangible products that get incorporated into the service. A study of the spa industry in the literature demonstrated a mixture of product and services, offering a combination of goods to accompany the intangible product. For example, the oil used during massage is a tangible product that can influencing the spa experience and a variety of other treatments. These products may also include holistic healing benefits (Hirankitti, Michinda & Manjing, 2009; Panadis & Phongvivat, 2011; Chieochankitkan, 2013; Barhey, 2012; Pudpongpanan, 2013; Kleepklang, 2014).

Therefore, most of the results from the service industry found Product to be a statistically significant factor for customer's attitude. Additionally, Product had the highest mean scores of the service satisfaction dimension for spas. Therefore, this study found the Product factor was a statistically significant predictor of Customer

Satisfaction. Based on the findings from the literature and this study the Products factor will increase Customer Satisfaction and Customer loyalty (Krisnanto & Khatrine, 2016).

Price

The price variable was not a statistically significant predictor of customer satisfaction. The study used linear regression to predict the outcome. The related studies used the Service Marketing Mix (7 Ps) tools to predict relationships with the dependent variables in their studies. The results found Price gave a mixed outcome. The studies in the literature used the multiple regression analysis to test the outcomes.

A related study of the tourist industry found the Price factor was a significant predictor of tourist satisfaction (Sarker, Aimin & Begum, 2012). A study on the Thai spa industry in Thailand found price was not a significant factor and it was ranked low in their results. The price for spa services in Thailand is reasonable and a good value for the money compared to the spa service in other countries. Most of the studies in the literature found that price was important factor for service industries; however, price does not seem to influence customer satisfaction in this study (Barhey, 2012; Pudponganan, 2013; Panadis & Phongvivat, 2011).

Place

Place was not a statistically significant predictor of customer satisfaction. This study used linear regression to predict the outcome. Studies in the literature that used the Service Marketing Mix (7 Ps) to predict the relationship between Place and the outcome found mixed results. A related study in the tourist industry found that place was a significant predictor of Customer Satisfaction. (Sarker, Aimin & Begum, 2012; Muala & Qurneh, 2012). The study found place was significant in the tourist industry. People that buy a tour want to see beautiful places in popular locations. The literatures found place was not significant in spa, bank, airline, mobile phone, and culinary industries (Mahmood & Khna, 2014; Rifai, 2016; D'mour, Zu'bi & Kakeesh, 2013; Hirankitti, Mechinda, & Manijong, 2009; Luo, Roach & Jiratchot, 2015; Ulfah, Sumatran & Nurrochmat, 2016). Results for Place in this study found no statistically significant relationship with Customer Satisfaction. Place is very important factor but it was not significant in this study because spa business in Chatuchak are convenient and easy to reach. People come to spa not only the reason for place itself but also others

important of service aspects.

Promotion

The promotion variable was not a statistically significant predictor of Customer Satisfaction. The study used linear regression to predict the outcome. Related studies show that the Service Marketing Mix (7 Ps) was used to predict outcomes in the dependent variable. They found this factor to be predictive of the outcome (Sarker, Aimin & Begum, 2012; Mahmood & Khna, 2014; Karunanithy & Sivesan, 2013; Muala & Qurneh, 2012; Rifai, 2016; D'mour, Zu'bi, & Kakeesh, 2013). One study found promotion to be statistically significant by using the right promotion mix tool. Most of the studies in literature review found Promotion as a tool that attracts the customers and draws the customer's attention to purchase a product and service. This study found promotion was not statistically significant to Customer Satisfaction. The spa promotion was impacted by price and Price was not a significant factor in the current study. Since price was reasonable and not a statistically significant factor, Promotion would have little impact on Customer Satisfaction.

People

The people variable in this study was a statistically significant predictor of Customer Satisfaction. The study used linear regression to predict the outcome. The most related studies that used Service Marketing Mix (7 Ps) tools to predict their dependent variable found People was a significant predictor of Customer Satisfaction (Sarker, Aimin & Begum, 2012; Mahmood & Khna, 2014; Karunanithy & Sivesan, 2013; Muala & Qurneh, 2012; Rifai, 2016; D'mour, Zu'bi, & Kakeesh, 2013). Most of the studies in the literature found People factor was significant and very important to the service industry. This study agreed with the literature.

Process

The process variable in this study was a statistically significant predictor of Customer Satisfaction. The study used linear regression to predict the outcome. Most related studies used the Service Marketing Mix (7 Ps) to predict their dependent variable. The related study on tourist industry found that Process was a significant predictor of customer satisfaction (Rafai, 2016; Sarker, Aimin & Begum, 2012; Muala & Qurneh, 2012; D'mour, Zu'bi & Kakeesh, 2013). Most studies in the literature found Process was significant and very important to service industries like airlines, hotels and

tourism etc. This study found Process to be significant in the Service Marketing Mix (7 Ps). The spa industry is like other service industries like airlines and tourism, as it is a leisure business. When customer's purchase a spa service they are purchasing time—for example, a massage for 1 hour, for 300 THB. Every minute counts in the service industry and guests expect to have an easy process with no stress and professional behavior from the service providers.

Physical Evidence

The physical evidence variable in this study was a statistically significant predictor of Customer Satisfaction. The study used linear regression to predict the outcome. A related study on the tourist industry found that Physical Evidence was significant to Customer Satisfaction (Sarker, Aimin & Begum, 2012; Dmour, Zu'bi, & Kakeesh, 2013). Most of the studies in the literature found Physical Evidence was significant and very important to the service industries. This study agreed with other studies on the issue of Physical Evidence. Juntavong (2014) in a qualitative study found Physical Evidences influences customer satisfaction through the way the spa was decorated. For example, the use of Thai classical furniture, Thai herbal decorations, and a relaxed atmosphere were also important elements of physical evidence.

The original 4 Ps were used for selling products in the original Marketing Mix Theory. The Service Marketing Mix (7 Ps) Theory is extend by 3 Ps which are Process, People, and Physical Evidence. Many academic journals and researchers use 7 Ps for the service industries to predict outcomes. This study use the Service Marketing Mix (7 Ps) to predict customer satisfaction in spas in the Chatuchak area.

This study will benefit spa managers or spa owners by providing information on the factors that can improve customer service. This study found that the 7 Ps were very useful tools for predict Customer Satisfaction in spa industry, in Chatuchak area of Bangkok.

The ministry of Public Health and Ministry of tourism wants to improve the quality and reputation of Thai spas. Therefore, this study attempts to provide tools for improving Thai spas in the Chatuchak area. This study answers the hypothesis that there was a relationship between some of the Marketing Mix 7 Ps factors and Customer Satisfaction. The results found that Process, Physical Evidence, People and Product

were identified as statistically significant factors to predict positive changes in Customer Satisfaction in the spa industry.

Spa managers should pay more attention to these factors to improve customer satisfaction outcomes for the spa industry. This study was focused on a small geographical area. Future studies should expand this area to make sure the findings hold in other areas of Thailand.

Customers come to purchase the leisure spa because most of them want to relax and take time to look after their health. These factors that were significantly correlated should all be maintained so they work together to create a positive customer experience. Failure to perform in only one of these areas could potentially damage Customer Satisfaction.

There was not a relationship between price, promotion, and place in the Service Marketing Mix factors for customer satisfaction in this study. Most of the customers in Chatuchak area were happy with the price for the services received. This is also why there was not any significant finding for Promotion campaigns for the spas. Place was not significant as well because customers indicated they were happy with the way the spas shops were set up. Locations were easy to reach. Moreover, there was a relationship between income and Customer Satisfaction at a statistically significant level. The highest income level had a customer satisfaction score that was lower than the reference group. This means they were less satisfied than the 25,001 to 30,000 THB income reference group. It is expected that people, on average, who earn a higher level of income will have a higher average level of education. The descriptive statistics show an undergraduate degree was the most frequent level of education in the sample. However, there was not any statistically significant difference in education level, age, gender, and nationality. Females used spas more than males but there was no difference in their satisfaction levels on average. The age group of 30 to 60 years old used spas the most, compared with other age group in the study, but there was not a statistically significant difference between the groups when it comes to Customer Satisfaction.

5.4 Recommendations for Further Research

5.4.1. This study used the Service Marketing Mix 7Ps to predict the outcomes for spa in the Chatuchak area of Bangkok. The main purpose of this study was to test

the 7 Ps model to determine if the factors were statistically significant predictors of Customer Satisfaction. The study indicated the Theory is useful and valid as a predictor of this outcome. Now that the model has been validated there is evidence for investment into a larger scale study that would examine the issue with a population based study.

5.4.2. The current findings are limited to the sample of 240 respondents from the Chatuchak area of Bangkok. The sample size estimate is based on to Hair, Anderson, Tatham, & Back, 1995 which suggests there should be 5 cases for every independence variable for regression analysis. A more conservative approach suggests using a total of 10 cases for every independent variable (Miller & Kuncce, 1973; Halinski & Feldt, 1970). Future studies need to expand the geographic area beyond Chatuchak and Bangkok to generate population based findings that are more generalizable to the large population of the spa industry in Thailand.

5.4.3. A second recommendation for future analysis is to examine the moderation effect of demographic variables to determine if the relationship between the dependent and independent variables are different between groups. For example, the beta coefficient may be different for males and females when examining each of the seven Ps. A moderation effect or interaction may exist for different groups such as gender, age, education, income, or nationality.

5.4.4. A Third recommendation for future research is to do more qualitative research. Qualitative research provides a more in depth understanding of the issue in comparison to the quantitative approach of survey based research. Qualitative analysis such as interviews can inform different research questions, such as: What types of products should a spa use to improve customer service? The survey approach used in this study is designed to gather closed question answers for the purpose of applying statistical analysis to determine the frequency and average responses of the survey sample.

Quantitative research can also be used for model testing as it has been done in this study. Qualitative research can contribute to the improvement of this study by improving the items that are asked on the survey questionnaire. For example, the survey items could be more specific if a qualitative research was used to understand the full complement of possible responses to each item.

5.5 Recommendation for Management

The variable Place was not a statistically significant predictor of customer satisfaction. The mean score was high indicating most people were satisfied with the Place factors. Place measures convenience, ease of access and cleanliness. Managers should train staff to understand the regulations that have been set by the Ministry of Health (2011). These regulations are required for the spa business in Thailand. These issues include:

- 1) The provision of a safety locker for guests
- 2) A relaxation area
- 3) Reading area
- 4) A private consultant area
- 5) A divided reception area from treatment rooms
- 6) Cleanliness of the treatment rooms and spa equipment

The variable Price was not a statistically significant predictor of customer satisfaction. The mean score was high, indicating most people were satisfied with the price. Customers felt price was reasonable for the nature of the service received. Price should be a reasonable to maintain high customer satisfaction levels. Management could consider moderate price increases to improve and maintain the Ministry recommended guidelines, especially in for the factors that were statistically significant predictors of customer satisfaction. Customer satisfaction levels should be monitored to ensure these price changes are not negatively affecting Customer Satisfaction. The management should also monitor the number of customers to ensure price does not negatively impacting sales.

The variable Promotion was high but not as high as price and place. Promotion was not a statistically significant predictor of customer satisfaction. Promotion measures an attractive promotion campaign, combining a suitable variety and attractiveness of the promotion to purchase the service. Managers could differentiate themselves by providing promotions that would encourage customers to come to their shops. Most spas do not provide promotion because Thai customers promote good spa service by word of mouth.

Customers ranked product high and the score was statistically significant predictor of Customer Satisfaction. Higher the product satisfaction scores related to

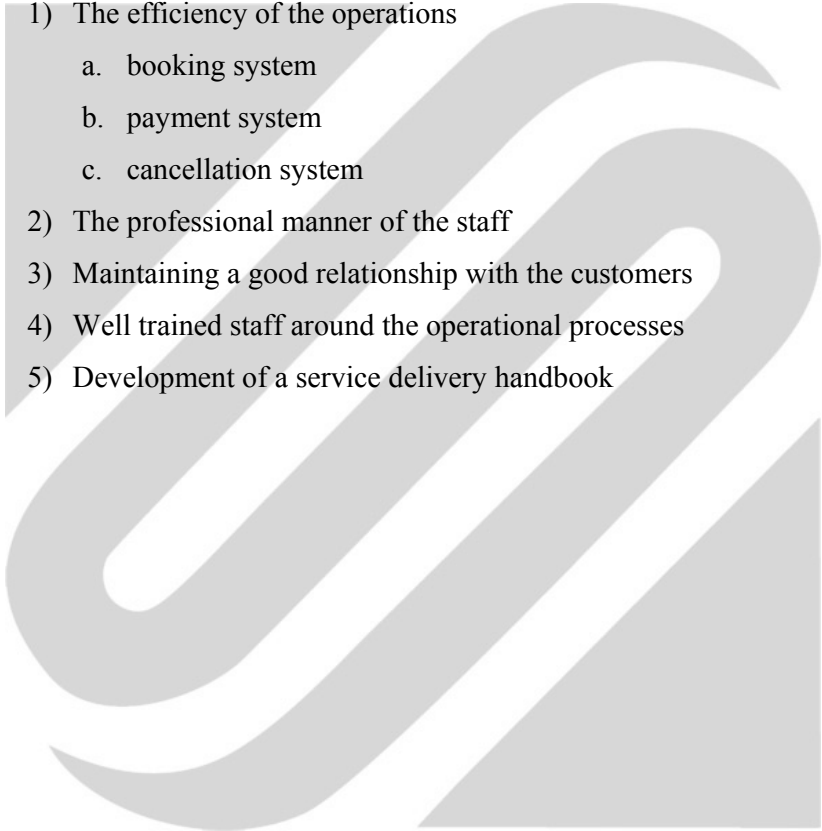
higher customer satisfaction. Product measures the quality of the products and services that meet the standards or expectations of the customer. Managers can provide staff with training that will improve the quality of services provided. They also should use high quality products such as the product should have clear documentation on how it will benefit the skin, and does not exaggerate the benefits (Ministry of Health, 2011). Product information should be clear on the facts while educating the customer. Product quality, such as Mangosteen, has been called the queen of fruit in south East Asia. In Thailand, it is called *mung kud*. Researchers found GM-1 is a Mangosteen extract that is an anti-bacteria, anti-inflammatory, anti-oxidant, and astringent. The products should provide customers with a certificate from the manufacturer and a certificate of free sale.

The People variable was a statistically significant predictor of customer satisfaction. A high score on the People variable related to a higher score on the Customer Satisfaction score. People relate to training of the staff, customer service, preparation, and readiness of the staff to provide services. Managers can improve customer service by training staff to ensure they know how to do their job properly. Staff should be well trained in customer service. Staff should also be instructed to be attentive to customers when they enter the shop.

Customers rated Physical Evidence highly but it was one of the lowest scoring variables. Physical Evidence was a statistically significant predictor of customer satisfaction. It was defined as a pleasant waiting room, having comfortable facilities and the overall atmosphere was comfortable. Managers should invest in improvements to the waiting area and rooms to improve customer satisfaction. Managers can also improve the comfort of the facilities by adding plants and other Thai decorations that make the customers feel relaxed when they are in the spa.

Customers identified Process as a highly important predictor of satisfaction. In general, the customers were very happy with the Process factor. Process is defined as delivering services as promised, ease of acquiring services and service delivery free of error. Managers should maintain their commitment to providing the services as they promise to their customers. The process for accessing the services should be easy for the customers. Staff should be well trained around the processes involved with service delivery.

The Process variable was identified as highly important factor related to Customer Satisfaction. In general, the customers in this study were very happy with process. Process is defined as delivery of service as promised, the ease of acquiring service and service delivery free of error. Managers should maintain their commitment to providing the service as they are promised to customers (Department of Trade Negotiations, 2011). The process for accessing the service should be easy for customer. This process includes:

- 1) The efficiency of the operations
 - a. booking system
 - b. payment system
 - c. cancellation system
 - 2) The professional manner of the staff
 - 3) Maintaining a good relationship with the customers
 - 4) Well trained staff around the operational processes
 - 5) Development of a service delivery handbook
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APPENDIX A
SURVEY QUESTIONNAIRE

Letter to Survey Respondents

Dear Sir/ Madam:

I am Annika from Stamford University, writing on behalf of the 'MBA student to collect the survey questionnaires for customer satisfaction'. Presently, I am conducting a short survey for the thesis on MBA program regarding the customer satisfaction towards Thai Spa in the Chatuchak area of Bangkok. I request you to kindly spend few minutes of your precious time to fill and complete this survey. Your participation in this survey would help us greatly understanding in which factor of the service marketing are influencing towards customer satisfaction, and your personal information will be kept confidential and thus, improving our future products and service industry to serve you better.

Please place the survey in the envelope that has been provided and seal it to protect the information you have provided. Return the envelope to me when you have finished filling out the survey.

Sincerely yours,
Annika Soontornchot

SURVEY QUESTIONNAIRE

This questionnaire is divided into 3 parts. Please select the answer that represents the best available response by placing a mark in the circle. Please provide only one response per question.

Part 1 Personal Information

1. What is your gender?

Male

Female

2. What is your age in years? _____

3. What is your income level?

0-BTH-BHT 25,000

25,001 BHT-BHT 30,000

30,001 BHT-BHT 35,000

35,001 BHT-BHT40, 000

40,001 BHT and above

4. What is the highest level of education you have received?

Less than high school

High school

Diploma

Undergraduate

Master

5. What is your nationality?

Thai

Foreigner

<p>How strongly do you agree with each of the following statement, (5 = Strongly agree, 1= Strongly disagree).</p> <p>Part 2. Service Marketing Mix</p>	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Product and service (5=Strongly Agree , 1= Strongly Disagree)					
1. The spa provided service that met my standard.	1	2	3	4	5
2. The spa used good quality products.	1	2	3	4	5
3. The service, you were served with the therapist.	1	2	3	4	5
Price (5=Strongly Agree , 1= Strongly Disagree)					
4. Price was reasonable compared to the service received.	1	2	3	4	5
5. The price are appropriate to the nature of the service.	1	2	3	4	5
6. The price attracted you to buy a service.	1	2	3	4	5
Place (5=Strongly Agree , 1= Strongly Disagree)					
7. The Spa is in a convenient place.	1	2	3	4	5
8. The Spa is easy to reach.	1	2	3	4	5

How strongly do you agree with each of the following statement, (5 = Strongly agree, 1= Strongly disagree).					
Part 2. Service Marketing Mix	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
9. The environment in the place is clean.	1	2	3	4	5
People (5=Strongly Agree , 1= Strongly Disagree)					
10. The staff member are well trained	1	2	3	4	5
11. The staff treated me as a valued customer.	1	2	3	4	5
12. The staff is willing and ready to deliver the service to me.	1	2	3	4	5
Physical evidence (5=Strongly Agree , 1= Strongly Disagree)					
13. The waiting area is pleasant.	1	2	3	4	5
14. The public facilities (waiting space, queuing arrangement, etc.) of the business are comfortable.	1	2	3	4	5
15. The overall atmosphere is comfortable.	1	2	3	4	5
Process (5=Strongly Agree , 1= Strongly Disagree)					
16. Spa provided delivery of service as promised.	1	2	3	4	5
17. The procedures to get the required service are easy.	1	2	3	4	5

<p>How strongly do you agree with each of the following statement, (5 = Strongly agree, 1= Strongly disagree).</p> <p>Part 2. Service Marketing Mix</p>	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
18. My service provider provides service to customer free of errors.	1	2	3	4	5
Promotion (5=Strongly Agree , 1= Strongly Disagree)					
19. Promotion campaign is attractive.	1	2	3	4	5
20. The program is suitable and variety.	1	2	3	4	5
21. The promotion attracted you to buy a service.	1	2	3	4	5
Part 3: Customers Satisfaction (5=Strongly Agree , 1= Strongly Disagree)					
22. You are satisfied with the service quality of your spa treatment overall	1	2	3	4	5
23. You are satisfied with the way staff handled your complaint.	1	2	3	4	5
24. You are satisfy with Thai spa service.	1	2	3	4	5

แบบสอบถามภาษาไทย

แบบสอบถามนี้แบ่งออกเป็น 3 ส่วน โปรดเลือกคำตอบที่แสดงการตอบกลับที่ดีที่สุดโดยการวางเครื่องหมายวงกลม โปรดระบุเพียงหนึ่งคำตอบต่อคำถามเท่านั้น

ส่วนที่ 1: ข้อมูลส่วนบุคคล

1. เพศของคุณ

- ชาย หญิง

2. อายุของคุณ _____.

3. ระดับรายได้

- 0 - 25,000 บาท 25,001 - 30,000 บาท
 30,001 - 35,000 บาท 35,000-40,000 บาท
 40,001 บาทขึ้นไป

4. ระดับการศึกษาสูงสุด

- ต่ำกว่ามัธยมปลาย มัธยมปลาย
 อนุปริญญา ปริญญาตรี
 ปริญญาตรี ปริญญาโท
 ปริญญาโท ปริญญาเอก

5. สัญชาติ

- ไทย ต่างชาติ

คุณเห็นด้วยกับข้อความต่อไปนี้ในระดับใด (5= เห็น ด้วยอย่างยิ่ง และ 1=ไม่เห็นด้วยอย่างยิ่ง) ส่วนที่ 2 ส่วนประสมการตลาดสำหรับการบริการ	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
สินค้าและบริการ (5= เห็นด้วยอย่างยิ่ง และ 1=ไม่เห็นด้วยอย่างยิ่ง)					
1. สป้าให้บริการที่ได้มาตรฐานที่ฉันคิดไว้	1	2	3	4	5
2. สป้าแห่งนี้ใช้ผลิตภัณฑ์ที่มีคุณภาพดี	1	2	3	4	5
3. ฉันได้รับบริการจากผู้เชี่ยวชาญ	1	2	3	4	5
ราคา (5= เห็นด้วยอย่างยิ่ง และ 1=ไม่เห็นด้วยอย่างยิ่ง)					
4. ราคาเหมาะสมกับการบริการที่ได้รับ	1	2	3	4	5
5. ราคาเหมาะสมกับลักษณะของบริการที่ได้รับ	1	2	3	4	5
6.ราคาดึงดูดใจให้ฉันซื้อบริการ	1	2	3	4	5
สถานที่ (5= เห็นด้วยอย่างยิ่ง และ 1=ไม่เห็นด้วยอย่างยิ่ง)					
7. สป้าอยู่ในทำเลที่สะดวก	1	2	3	4	5
8. สป้าเข้าถึงได้ง่าย	1	2	3	4	5
9. สภาพแวดล้อมภายในสปาสะอาด.	1	2	3	4	5
ผู้คน (5= เห็นด้วยอย่างยิ่ง และ 1=ไม่เห็นด้วยอย่างยิ่ง)					
10. เจ้าหน้าที่ได้รับการฝึกอบรมอย่างดี	1	2	3	4	5
11. เจ้าหน้าที่ปฏิบัติกับฉันเหมือนเป็นลูกค้าคนสำคัญ	1	2	3	4	5
12. เจ้าหน้าที่ให้บริการอย่างเตรียมพร้อมและเต็มใจ	1	2	3	4	5
13. บริเวณห้องนั่งรอน่าพอใจ	1	2	3	4	5
14. สิ่งอำนวยความสะดวกส่วนรวมสะดวกสบาย	1	2	3	4	5
15. บรรยากาศโดยรวมสะดวกสบาย	1	2	3	4	5
ขั้นตอน (5= เห็นด้วยอย่างยิ่ง และ 1=ไม่เห็นด้วยอย่างยิ่ง)					
16. สป้าให้การบริการได้ตามที่สัญญาไว้	1	2	3	4	5
17. ขั้นตอนเพื่อได้รับการบริการไม่ยุ่งยาก	1	2	3	4	5
18. ผู้ให้บริการของฉันสามารถให้บริการได้โดยไม่ผิดพลาด	1	2	3	4	5
รายการส่งเสริมการขาย (5= เห็นด้วยอย่างยิ่ง และ 1=ไม่เห็นด้วยอย่างยิ่ง)					

คุณเห็นด้วยกับข้อความต่อไปนี้ในระดับใด (5= เห็น ด้วยอย่างยิ่ง และ 1=ไม่เห็นด้วยอย่างยิ่ง)	ไม่เห็นด้วย	ไม่เห็นด้วย	เฉยๆ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
ส่วนที่ 2 ส่วนประสมการตลาดสำหรับการบริการ					
19. รายการส่งเสริมการขายน่าสนใจ	1	2	3	4	5
20. รายการส่งเสริมการขายเหมาะสมและหลากหลาย	1	2	3	4	5
21. รายการส่งเสริมการขายมีส่วนทำให้ฉันซื้อบริการ	1	2	3	4	5
ส่วนที่ 3: ความพึงพอใจของผู้ใช้บริการ (5= เห็นด้วยอย่างยิ่ง และ 1 =ไม่เห็นด้วยอย่างยิ่ง)					
22. คุณพอใจกับคุณภาพการให้บริการของทริทเมนต์ในสปาโดยรวม	1	2	3	4	5
23. คุณพอใจกับพนักงานวิธีการจัดการกับคำร้องเรียนของฉันอย่างจริงจัง	1	2	3	4	5
24. คุณพึงพอใจกับการบริการสปาไทย	1	2	3	4	5

This questionnaire was conducted for research about the service marketing mix factors influencing Thai and Foreign customer satisfaction towards Thai Spas. Your response will be helpful for this research and the researchers assure that this information would be confidential.

Part1: Personal Information

Part 2: Service Marketing Mix

Part3: Customers Satisfaction

First part of questionnaire is intended to collect the respondent's Demographic profile as personal information. There are 5 questions composed of Demographics are age, income, education level completed, gender, and Foreigner and Thai nationality. The authors employ these 5 demographic variables as a controlled variable in order to find out the grouping of customer result to analyzing with the Independent variables factors.

Second part of questionnaire is collect data about Customer satisfaction by using the 7 Ps of service marketing mix factors to obtain the outcome result. To understand that 1 out of the 7 factors of the service marketing mix that which one is the most signification influence toward Thai Spa customer satisfaction in Chatachak area in Bangkok.

Third part of questionnaire is to collect about the Customer satisfaction toward Thai Spa in Chatuchak area in Bangkok. This will develop service marketing mix model strategy in Thai Spa industry and to get the result outcomes to improve the quality of the service by understand what factors of the 7 Ps bring the out the most for Customer Satisfaction since the Author have collected customer satisfaction levels by using Likert scales from 1 to 5 scales to measure a range of scores from (5=strongly agree to 1=strongly disagree).

Reference and methodology summary for survey

Product and service (Phongvivat and Panadis, 2011):

1. The spa provided service that met my standard.
2. The Spa used good quality products.
3. The service, you were served with the therapist (Juntavong, 2014)

Price (Phongvivat and Panadis, 2011):

4. Price was reasonable compared to the service received.
5. The price are appropriate to the nature of the service (Juntavong, 2014).
6. The price attracted you to buy a service. (The author).

Promotion (Phongvivat and Panadis, 2011):

7. Promotion campaign is attractive.
8. The program is suitable and variety (Juntavong,2014).
9. The promotion attracted you to buy a service.

Place (Phongvivat and Panadis, 2011):

10. The Spa is in a convenient place.
11. The Spa is easy to reach.
12. The environment in the place is clean (Juntavong,2014).

People (Akroush et al., 2006; Hani Al-Dmour, 2013):

13. The staff members are well trained.
14. The staff treated me as a valued customer.
15. The staff is willing and ready to deliver the service to me.

Physical evidence (Akroush et al., 2006; Dmour, 2013):

16. The waiting area was pleasant.
17. The public facilities (waiting space, queuing arrangement, etc) of the business are comfortable.
18. The Overall atmosphere is comfortable.

Process (Akroush *et al.*, 2006; Dmour, 2013):

19. Spa provided delivery of service as promised.
20. The procedures to get the required service are easy
21. My service provider provides service to customer free of errors.

Part 3 Customer Satisfaction (Chieochankitkan & Sukpatch, 2014; Akroush *et al.*, 2006; Dmour, 2013).

22. I was satisfied with the service quality of spa treatment overall.
23. Provider handles my complaint seriously.
24. I was satisfied with Thai spa service.



APPENDIX B

THE CONSENT FORMS

Rama9 Campus.
16 Motorway Rd., Prawet, Bangkok
10250, Thailand
Tel: +66 2 7694000; Fax: +66 2 7894099

Asoke Campus Learning Center
Exchange Tower, G & L.G Floor 388
Sukhumvit, Klongtoey, Bangkok 10110
Tel: +662 769 4069

Hua Hin Campus.
1458 Petchkasem Rd., Cha-Am, Petchburi
76120, Thailand
Tel: +66 3 2442322; Fax: +66 3 2442324



Research Participants Informed Consent Form Stamford International University

Research Participants Informed Consent Form

Title of Study

Person(s) conducting the research	ANUSKA SOONTO RUCHOT
Program of study	
Address of lead researcher for correspondence	118 Supalai Park 3, Phaholyothin 21, Bangkok 10500
Telephone	09-86536153
E mail	
Description of the broad nature of the research	
Description of the involvement expected of participants including the broad nature of questions/topics to be answered or events to be observed or activities to be undertaken, and the expected time commitment	

Information obtained in this study, including this consent form will be kept strictly confidential (i.e. will not be passed to others) and anonymous (i.e. individuals and organizations will not be identified *unless this is expressly included in the details given above*).

Data obtained through this research may be reproduced and published in a variety of forms and for a variety of audiences related to the broad nature of the research detailed above. It will not be used for purposes other than those outlined above without your permission.

Participation is entirely voluntarily and participants may withdraw at any time.

By signing this consent form, you are indicating that you fully understand the above information and agree to participate in this study on the basis of the above information.

Participant's Name:

Participant's signature TANAPORN ROONFUSOJB Date _____

Researcher's signature [Signature] Date 25-10-2016

Rama9 Campus:
16 Motorway Rd., Prawet, Bangkok
10250, Thailand
Tel: +66 2 7894000; Fax: +66 2 7894099

Azoka Campus Learning Center
Exchange Tower, G & LG Floor 388
Sukhumvit, Klongtoey, Bangkok 10110
Tel: +662 789 4069

Hua Hin Campus:
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Address of lead researcher for correspondence
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Participant's Name:

[Handwritten signature]

Participant's signature

[Handwritten signature]

Date

Researcher's signature

[Handwritten signature]

Date

26-10-2016

Please keep one copy of this form for your own records

Rama9 Campus:
16 Motorway Rd., Prawet, Bangkok
10250, Thailand
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Asoka Campus Learning Center
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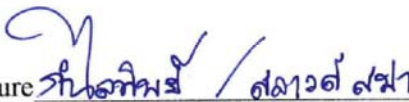
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Participant's Name:

Participant's signature  Date _____

Researcher's signature  Date 26-10-2016

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Participation is entirely voluntarily and participants may withdraw at any time.

By signing this consent form, you are indicating that you fully understand the above information and agree to participate in this study on the basis of the above information.

Participant's Name:

Participant's signature Spun life Doms Date 27-10-2016

Researcher's signature [Signature] Date 12-11-2016

Please keep one copy of this form for your own records

Rama9 Campus:
16 Motorway Rd., Prawet, Bangkok
10250, Thailand
Tel: +66 2 7694000, Fax: +66 2 7694099

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76120, Thailand
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5/11/16

Research Participants Informed Consent Form Stamford International University

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Program of study
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Telephone
E-mail
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Description of the involvement expected of participants including the broad nature of questions/topics to be answered or events to be observed or activities to be undertaken, and the expected time commitment

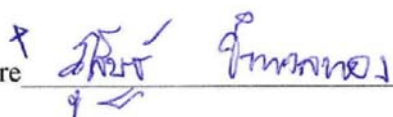
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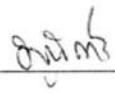
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By signing this consent form, you are indicating that you fully understand the above information and agree to participate in this study on the basis of the above information.

Participant's Name:

Participant's signature  Date _____

Researcher's signature  Date 26-10-2016

Please keep one copy of this form for your own records

BIOGRAPHY

NAME	Miss Annika Soontornchot
DATE OF BIRTH	22 July 1982
NATIONALITY	Thai
EDUCATION	
YEAR	Master of Business Administration Stamford International University Rama 9 Campus / Asoke Campus Learning Centre 2016
YEAR	Bachelor of Humanities, Ramkhamhaenge University.
HOME ADDRESS	1/333 Supalai Park3, Phaholyothin 21, Bangkok, 10900
WORKING ADDRESS	Same as above home-based business (Bakery)
POSITION	Proprietor
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