

**INTEGRATED MANAGEMENT MODEL
OF DAY SPAS IN THAILAND**


Pornphen Lalitnuntikul

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Integrated Tourism Management)
Graduate School of Tourism Management
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2014**


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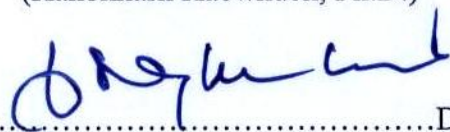
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ABSTRACT

Title of Dissertation	Integrated Management Model of Day Spas in Thailand
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Day spa as a business unit is capable of generating meaningful revenue if properly managed. This study was set out to study the contexts of day spa management in Thailand and to study the tourists' attitudes towards day spas in Thailand in order to develop an integrated management model for day spas in Thailand. The integrated management model is practical and efficient for day spas in Thailand to use for both return on investment and environmental concerns. It encompasses finance, training, new development, customers' satisfactions, quality of spa products, internal service procedures, staffs' welfare /benefits /satisfaction, alliance and collaboration with other businesses and sustainability. The researcher made use of both qualitative and quantitative research methodologies to obtain information and data from the day spa operators and day spa customers who participated in this study.

The findings in this research proposed that Sales & Marketing is the main focus of both the day spa operators and customers, followed by supply chain management, human resource management, quality management, and product management. Further findings also reveal that different ages' and nationalities' opinions are significantly different towards certain elements of day spa management. The correlation result also confirmed that all elements are significantly related.

The results from this study submits that The Proposed Integrated Management Model for Day Spas is efficient, practical and capable of transforming and repositioning day spa businesses to reduce cost, maintain high service consistency, surpass competitors, generate sustainable revenue and at the same time maintain environmental friendly business practices.

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TABLE OF CONTENTS

	Page
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	v
LIST OF TABLES	vii
LIST OF FIGURES	ix
CHAPTER 1 INTRODUCTION	1
1.1 Introduction and Background	1
1.2 Problem Identification	8
1.3 Research Objectives	14
1.4 Research Questions	14
1.5 Research Outcomes	15
1.6 Research Terminologies	15
CHAPTER 2 LITERATURE REVIEW	17
2.1 Introduction	17
2.2 Definitions of Spa	17
2.3 Definitions of Day Spa	18
2.4 Spa Standards in Foreign Countries	19
2.5 Spa Standard in Thailand	22
2.6 Essentials of Management: Management Models	29
2.7 Product Management	35
2.8 Quality Management	38
2.9 Human Resource Management	45
2.10 Supply Chain Management	59

2.11 Integrated Management System and Integrated Strategy	70
2.12 Other Related Studies	71
2.13 Theoretical Framework	73
CHAPTER 3 METHODOLOGY	76
3.1 Introduction	76
3.2 Research Populations and Samples	76
3.3 Sampling Techniques	78
3.4 Research Tools	79
3.5 Data Collection and Research Ethics	79
3.6 Pilot Test and Verification of Research Tools	80
3.7 Data Analysis	82
3.8 Research Framework	84
CHAPTER 4 FINDING AND RESULT	88
4.1 Introduction	88
4.2 Finding and result	88
CHAPTER 5 CONCLUSION, DISCUSSION, RECOMMENDATION AND CONTRIBUTION	169
5.1 Introduction	169
5.2 Conclusion	169
5.3 Discussion	174
5.4 Recommendation	185
5.5 Contribution	190
BIBLIOGRAPHY	192
APPENDICES	202
Appendix A Index of Item Objective Congruence (IOC) Analysis and Result	203
Appendix B Reliability Test Result	211
Appendix C Questionnaire	213
BIOGRAPHY	222

LIST OF TABLES

Tables	Page
1.1 Strengths and Weaknesses of Spa Business	10
1.2 Opportunities and Threats of Spa Business	11
2.1 Theoretical Framework	74
3.1 Number of Spa Business in Important Clusters and Bangkok	77
4.1 Frequencies and Percentages	111
4.2 Means and Standard Deviation of Respondents' Opinions toward Product Management	114
4.3 Means and Standard Deviation of Respondents' Opinions toward Quality Management	115
4.4 Means and Standard Deviation of Respondents' Opinions toward Human Resource Management	116
4.5 Means and Standard Deviation of Respondents' Opinions toward Supply Chain Management	118
4.6 Means and Standard Deviation of Respondents' Opinions toward Sales & Marketing	120
4.7 Average Mean of All Day Spa Management Elements	121
4.8 T-Test Differences between Male and Female Respondents	123
4.9 One-Way ANOVA Analysis of Differences among Respondents with Different Ages	127
4.10 One-Way ANOVA Analysis of Differences among Respondents with Different Nationalities	131
4.11 One-Way ANOVA Analysis of Differences among Respondents with Different Annual Income	134
4.12 One-Way ANOVA Analysis of Differences among Respondents with Different Expense per Visit	137
4.13 Factors Affecting Tourists' Attitudes towards the Elements of Day Spa Management	140

4.14 Correlations between Product Management and Quality Management	141
4.15 Correlations between Product Management and Human Resource Management	142
4.16 Correlations between Product Management and Supply Chain Management	143
4.17 Correlations between Product Management and Sales & Marketing	145
4.18 Correlations between Quality Management and Human Resource Management	146
4.19 Correlations between Quality Management and Supply Chain Management	148
4.20 Correlations between Quality Management and Sales & Marketing	150
4.21 Correlations between Human Resource Management and Supply Chain Management	151
4.22 Correlations between Human Resource Management and Sales & Marketing	153
4.23 Correlations between Supply Chain Management and Sales & Marketing	154
4.24 Average Mean of Each Element (From Objective 2 – Quantitative)	162

LIST OF FIGURES

Figures	Page
1.1 Percentage of Tourism's GDP in Thailand During 1996-2013	2
1.2 Type of Spa in Percentage	7
2.1 Sphere of Activity Model	30
2.2 Relationships between Key External Forces and an Organization	32
2.3 Porter's Value Chain Management Model	33
2.4 Ecotourism Management	34
2.5 Rewards from Good Jobs	55
2.6 Equity Theory	57
2.7 Buying Decision Process	69
3.1 Research Process	85
3.2 Research Framework	86
4.1 Components in the Sales & Marketing Element	92
4.2 Components in Supply Chain Management Element	96
4.3 Components in Human Resource Management	99
4.4 Components in Quality Management	102
4.5 Components in Product (Service) Management	107
4.6 Inter-Related Elements for Integrated Management Model for Day Spa	109
4.7 Important Elements for Integrated Management Model for Day Spas in Thailand	110
4.8 The Correlation Coefficient of All Elements	157
4.9 Integration of All Management Elements of Day Spa Management Model	159
4.10 Integrated Elements of Day Spa Management Model from Objective 1 & 2	161
4.11 Important Elements of Integrated Management Model for Day Spas in Thailand (From Objective 1 – Qualitative)	162

4.12 Process of Creating the Integrated Management Model for Day Spa in Thailand	163
4.13 Integrated Strategy	164
4.14 Integrated Management Model of Day Spas in Thailand	165

CHAPTER 1

INTRODUCTION

1.1 Introduction and Background

1.1.1 The Importance of Tourism Industry in Thailand

Tourism industry plays the significant role in Thailand's economic as it generates the highest revenue in the service industrial sector. Moreover it also supports to the related businesses such as hotels, restaurants, souvenir shops, domestic transportations and others which create the substantial employment as well as generate the revenue to communities. In year 2009, total income from the foreigner tourists was at 527,326 Million Thai Baht from the number of tourists of 14,149,841 which represented 5.8% of Thailand Gross Domestic Product (GDP); created around 2 million employs (Anonymous, 2013). The fact is unquestionable that the great flood that affected Thailand in 2011 was to hit the tourism sector negatively with an unprecedented income loses to both the small players and the big players in the tourism industry. On the other hand, Thailand's tourism sector has outplayed the negative effects of the flood by still being able to attract a large number of tourists to this beautiful land of smile (The Fiscal Policy Research Institute Foundation, 2013, p. 3). The Fiscal Policy Research Institute Foundation (2013, p. 3) report shows how swiftly Thailand's tourism sector has recovered from the effect of the flood. Amazingly, in less than a year after the flood, the growth rate of Thailand's tourism industry surpassed all expectation and skyrocketed to 6%.

In year 2013 total number of foreigner tourists arrived Thailand was at 26,546,725 (Ministry of Tourism and Sports, 2013), the tourism industry represented 10% of Thailand GDP which indicated the strengthen growth of this sector therefore government and banks correspondingly support this sector by launching various loan to be suitable for the small and medium size establishment which increase the credit line to 11% from previous year (Kasikornbank, 2014). Other information also

reinforced the important of tourism sector that this sector has the continue significant growth rate as a major driver of Thailand's economic; the growth rate of 14.7% compared with 10.5% in Bank sector, 3.9% in Real estate, 3.6% in Retail, 1.1% in Industrial and 0.9% in Agriculture sector in year 2013 (Fiscal Policy Office, 2014).

The Gross Domestic Product (GDP) in percentage of Tourism in Thailand financial year 1996 – 2013 as shown in Figure 1.1, the increasing trend of Tourism's GDP from year 1996 which was at 4.8% and year 2013 at 10% (Fiscal Policy Office, 2014; Kasikornbank, 2014). Even in some year the Tourism's GDP had been dropped a bit due some internal and external situations however the overall figure emphasizes the positive up trend of the Tourism sector in Thailand.

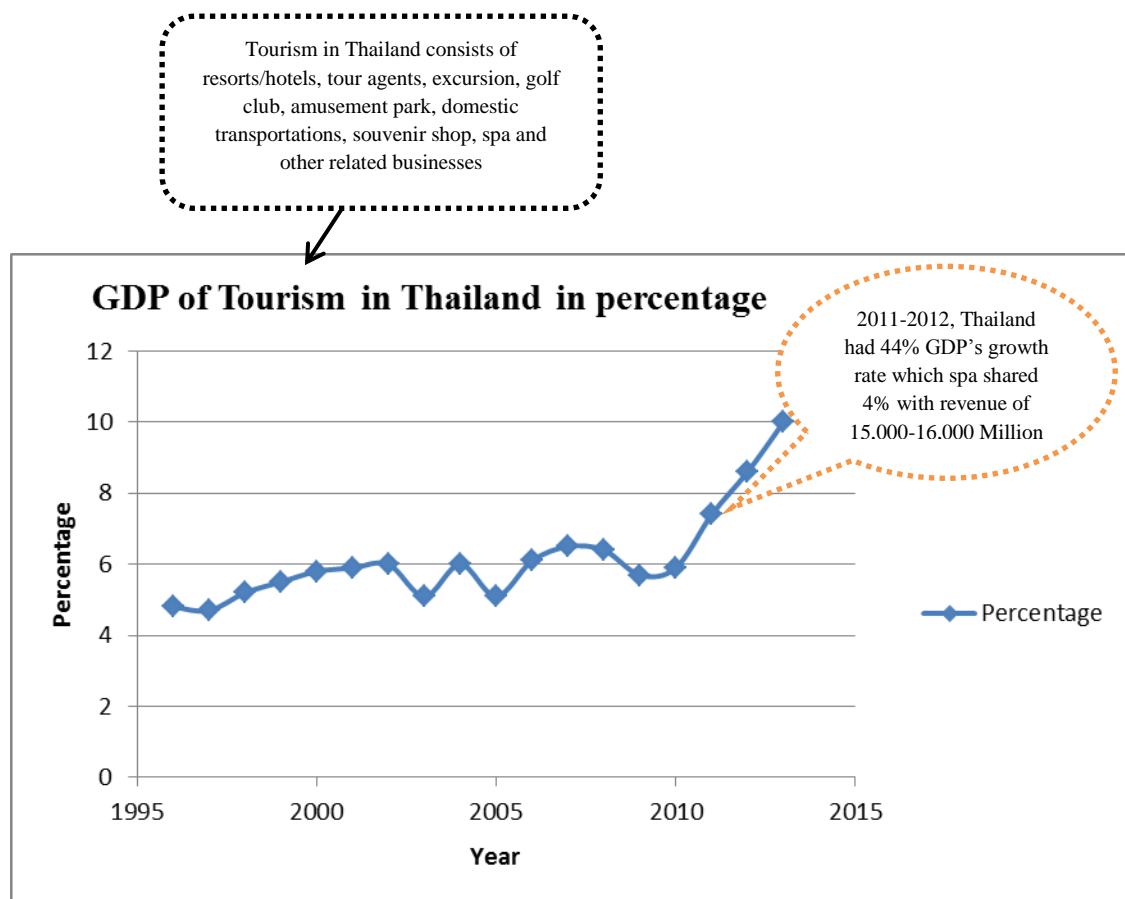


Figure 1.1 Percentage of Tourism's GDP in Thailand During 1996 - 2013

Source: Fiscal Policy Office, 2014; Kasikornbank, 2014.

Tourism industry consists with many sub-sectors such as resorts/ hotels, tour agents, excursion, golf club, amusement park, domestic transportations souvenir shops, spa and other related businesses which engaged 2.5 million direct employments and 2 million indirect employment in year 2011 (NationWeekend, 2012). The percentage of Tourism's GDP in Thailand during financial year 1996 – 2013 represented the continuous growth rate of Tourism sector which is considered as one the major driver in Thailand economics. Spa business also shared 4% of the total growth rate of 44% of Thailand's GDP in year 2012 with total revenue of 15,000 – 16,000 Million Thai Baht (Department of Business Development, 2013, p.14). World Tourism Organization (UNWTO) forecasts for the Tourism trend that in year 2020, total number of tourists in the world will be around 1,600 Million and the popular tourists' destinations are Eastern Asia and Pacific as well as South East Asia as new attractive destinations with the high continued growth rate (NationWeekend, 2012).

In response to this phenomenal growth, the Department of Tourism, has fashioned campaigns to promote this industry by boosting the capacity of each important tourist attraction in Thailand with the aim of not just attracting tourists to come to Thailand but with the view of giving tourists an unforgettable positive experience as they tour around Thailand. However, this has to be done concurrently with an eye on conservation values in order to promote sustainable tourism.

Suchawadee Srisuwannakarn (2013, p. 15) stated that sustainable tourism is the tourism that does not negatively affect the local community. These negative effects can be economically, socially and ecologically. Weeraphol Thongma and Prajet Amnaj (2004, p. 6) clearly depicted the negative effects that tourism can cause to local communities by stating that tourism, bringing enormous number of visitors to a local area, cause problems concerning the great amount of trash and the over-consumption of natural resources (ecological problems), problems concerning the local people's changing their ways of lives in order to support the tourism such as the change from an agricultural community into a tourism one which means the traditions and customs are lost (socio-cultural problems), and those concerning the decline of incomes because when tourism in a community is abloom, many locals will do the same or similar businesses in order to serve tourist, which will lead to the decline of the popularity of the place (tourists will find other tourist attractions) and the inability

to generate money of the locals (economic problems). These problems can occur all the time to tourist attractions that are not well managed.

Among various businesses included in the tourism industry, it is undeniable that spa is a business that is closely related and tied to tourism industry. The Thai Spa Center (2013) reported that many of Thailand Tourism Awards which are given to excellent entrepreneurs in Thailand whose businesses are related to Thailand's tourism industry have been given to spa businesses. In addition, it is also reported that spa business in Thailand has been popular since 2006 due to the fact that many tourists of different categories visiting Thailand do so with the primary aim of indulging themselves in the spa services which abound in Thailand. (The Thai Spa Center, 2013) Spa business is an important business in tourism industry and thus can be closely allied to sustainable tourism. Consequently, it is indispensable to zero in to just how important a spa business is.

1.1.2 The Importance of Spa Business

The spa industry is one of the largest leisure industries in the world (Cohen, & Bodeker, 2008, p. 21) and has become one of the standard facilities in luxury hotels and resorts (Cohen, & Bodeker, 2008, p. 22), as well as being considered one of the fastest growing business segments in the hospitality industry (as in 2008) with global spa revenues of USD 60.30 billion, according to a report at the Global spa summit 2007, in New York City, USA (Todd, 2008). Since Thailand is respected as one of the primary countries for spa and wellness tourism in Asia, the Ministry of Public Health (MOPH) and the Ministry of Commerce have worked side-by-side to establish Thailand as the "Health Tourism Hub of Asia" and the "Wellness Capital of Asia" (Johnston, Puczko, Smith, & Ellis, 2011, p. 9). Further information from Ministry of Public Health (2013) stated that Spa in Thailand is very well recognized and has been voted to be number one in Asia. International Spa Association (ISPA, 2006) also reinforced the importance of spa business in Thailand which generated substantial income, in year 2002 this sector created more than 4,000 employments with revenue of 85 Million USD. This led to MOPH developing specific guidelines, which endeavored to set out the high standards of quality for spa operators, based on global standards (Department of Trade Negotiations, 2011, p. 20).

Since the early 1990s, the spa industry in Thailand has seen a substantial increase, in all major tourist destinations, such as Bangkok, Phuket, Pattaya, Koh Samui, Chiang Mai and Hua-Hin, reportedly Intelligent Spa, during 2000 – 2002, where the growth rate was around 64% (Walden, 2003, p. 28).

Spa business in Thailand is well accepted by overseas clients and considered to be the most popular Spa in Asia. In overall, Thai Spa business has seen a significant customers growth rate of 20 – 30% of which 80% are foreign customers and 20% are Thai customers (Intelligent Spas Pte Ltd, 2015). In other words, the continued growth of spa business is due to the good economic environment, increasing number of tourists, and the support from the government sectors to promote Thailand as “The Wellness Capital of Asia”. All these factors have attracted a lot of investors to invest in Spa business in Thailand. According to the report of the financial year 2002 (Office of Small and Medium Enterprises Promotion, 2015), the total number of spa customers was 3.3 million of which 2.6 million were foreigners and 700,000 were Thais or local residents. Thus, representing a total revenue of 3,655 Million Thai Baht or 85 Million USD which was 20% higher than the previous year, and also created more than 4,000 employments. From Intelligent Spas Pte Ltd (2015), the demand of spa services from clients was higher than the previous 3 years at the rate of 64%, female customers was 59% while male customers was 41%. Most of the employments were fulltime. The most popular service was massage and most of the spas have average treatment rooms of 8.

In financial year 2003, spa businesses had a growth rate at 38.9% with market value at 5,000 Million Thai Baht, and then in year 2004 the growth rate increased to 40% with the market value of 7,000 Million Thai Baht. However, the Tsunami crisis in year 2004 had a negative effect on the Spa business which has led to about 25 spa businesses closing down (SMEs Sectors Analysis and Warning, 2012). Further information from Office of Small and Medium Enterprises Promotion (2015) indicated that in the year 2006 Thai government promoted of Thai Spa to be the “Wellness Capital of Asia”. The promotion program has significantly revitalized Thai spa businesses by a sky rocketing revenue of 8,500 Million Thai Baht and a growth rate of 71% from 13.3% in year 2005. Additional information from SMEs Sectors Analysis and Warning (SMEs Sectors Analysis and Warning, 2012), stated that market value of

health tourism in Thailand in the year 2011 generated a total revenue of 20,000 Million Baht to health tourism related sectors including spa businesses. In year 2012, Thailand had 44% GDP's growth rate which spa shared 4% in the proportion, the annual continuous growth rate of spa average at 5% - 6%, total revenue of 15,000 – 16,000 Million Thai Baht engaged with 160,000 employment. Since Thailand is considered as the center of the Tourism and connecting transportations in Asia, the advent of Asian Economic Community (AEC) also positively drive foreigner tourists to use spa facilities at the rate of 80% (Department of Business Development, 2013, p. 14).

1.1.3 The Importance of Day Spa Business

Day Spa is a type of spa setup to enhance the overall well-being of customers without providing any long or short term hotel styled accommodation. Customer can enjoy the spa facilities during the operation hours which vary from 30 minutes to several hours for relaxation as well as beauty purposes. Most of the clients are medium-end. Day spas are mostly located in the central or business areas which are easy to access by public transportations; the service procedures are not complicated as that of a hotel or resort spas. The increasing number of day spas is in accordance with the demand of local residents and tourists, due to the fact that spa is promoted with health conscious concept. Moreover, Day Spa offers the price that is lower than hotel/resort spas which mainly cater for high-end customers in the hotels/resorts. Consequently, the number of day spas is increasing as a concept of accessible luxury to accommodate the group of tourists and the generic clients who wish to use spa facilities (Anonymous, 2013). Further information also stated that the percentage of spa clients using day spas was at 68% meanwhile hotel/resort spas was at 28%, medical spas 3%, and destination spas at 1% (Department of Health Service Support, The Ministry of Public Health, 2008).

Additional information in regards to the increasing number of day spa in Thailand from the report of Thai Spa association indicated the percentage of each type of spa in conjunction with spa categories of International Spa Association is that, 27% are day spas, 14% are hotel and resort spas, 2% are medical spas and only 1% are destination spas. The percentage of day spa was rising which implied that this business sector is playing a significant role in overall spa business. Added information also stated that day spa in medium size has high growth percentage as the service

price is cheaper at around 30% -50% than the ones in hotel/resort spas which is very attractive to the medium-end customers (Office of Small and Medium Enterprises Promotion, 2015). Figure 1.2 is presented the percentage of each type of spa, which data gathered from the above-mentioned information.

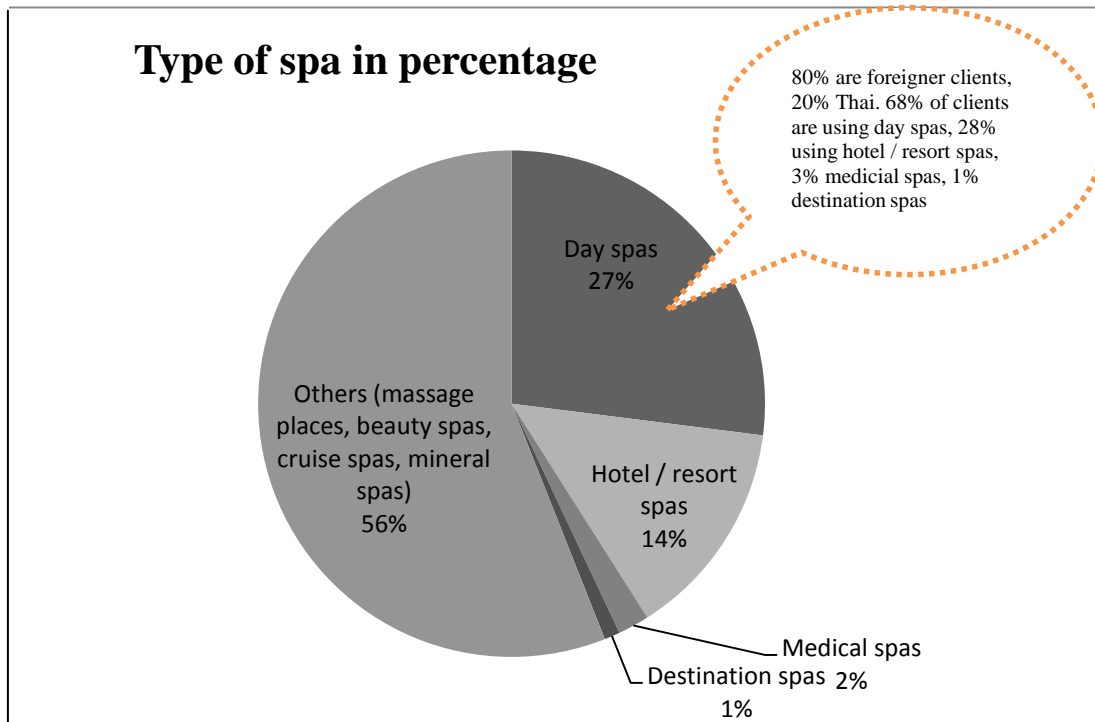


Figure 1.2 Type of Spa in Percentage

Source: Office of Small and Medium Enterprises Promotion, 2015.

Figure 1.2 shows the type of spa in percentage which represented the important of day spa in Thailand, the growth in day spa business due to the demand side of both local and oversea clients moreover the price of day spas are cheaper than hotel/ resort spas which mainly focus on high-ended customers.

Further research also stated that since 2002 the total number of spas has increased at a rate of 202%, during 2008 from 743 spas in Thailand, of which 46% are day spas and 54% are located in resorts, hotels, destination spas and other type of spas expected to approximate USD 275 million in revenue (Cohen, & Bodeker, 2008, p. 23). Therefore, Thailand has the uppermost numbers of spas in Asia (Cohen, & Bodeker,

2008, p. 23). This rapid growth also creates the highly competitive environment in terms of spa business, particularly in the stand-alone or day spa sectors, which do not have the same clientele support as resort or hotel spas. In order to maintain good service quality in such intense competition, proper strategic planning and management systems are considered to be the driving force.

Additionally, since 2005, worldwide businesses have been affected by the world economic crisis. Consequently, firms need to adapt their business practices to be more efficient, in order to ensure their capacity to survive. Many researchers focus on service improvement, service advantage, customer satisfaction, employee competency, competitive marketing and financial analysis. However, not so many research works emphasize on the relevancy of an integrated management model for day spa establishments, which could possibly be an effective strategy to improve, develop, adjust, and maintain the business, in order to survive in the current economic situation, as well as making a base for a solid and unswerving business in the future.

The need to survive in the current environs of tough economy, together with the promotion of sustainable tourism (Suchawadee Srisuwannakarn, 2013, p. 18), forces day spas in Thailand to focus on more aspects than just mere business operations and service provision. Sustainability is about environmental conservation, resource conservation, cultural asset maintenance, lifestyle protection, impact monitoring and limitation of change (Page, & Dowling, 2002, p. 55).

1.2 Problem Identification

Even though spa industry in Thailand is greatly prosperous as stated earlier, spas especially day spas, are facing many problems. One of the most precise problems is the lacking of professional therapists. As a result, it is very difficult for day spas to retain their good staff members even they offer considerably high wages because many therapists prefer working abroad than working in Thailand (Pavarana Atchariyabud, Jiraporn Prasarnkarn, & Khannita Tanawirattananit, 2005).

Further information from Office of Small and Medium Enterprises Promotion (2015) also stated that spa businesses lack standard in both staffs and establishments. The weaknesses of spa businesses consist of missing qualified staffs, no strategy to

proper manage the business, also the substantial increase during the past 3 years of spa businesses creating a high competitive environment. The supply of spa is more than the demand of internal market. Meanwhile, spas with high standard relevant to international standard are limited. Further information from SMEs (2012) stated the weaknesses of spa businesses such as lack of capable staffs, no management skills, limitation of marketing channels, quality of Thai herbal products, high cost of payrolls, limit of cash flows, no cooperation with other health related sectors and no collaboration with government sectors.

Vorawan Norasucha (2007) mentioned that service sector has different characteristics from manufacturing sector in various aspects therefore, it requires a unique approach to develop proper management elements in order to create the right strategy to suit the service business segment. The results from the research show that the value chain model for spa businesses which received the Spa Excellence Award (SEA), could be the reliable evidence for further study. This research presented Value Chain Model as an advantageous tool for spa operators/managers to design and manage all relevant elements or activities to run the business effectively and efficiently. Spa performance report from SMEs (2012) revealed that in year 2005 – 2008, the profit of spa business was deficit to -1.64%, -3.39%, -3.8% and -4.94%. This implication shows that spa business sector needs an effective management tool in order to develop the establishment to be more profitable and at the same time improve the competency and quality in all aspects.

In order to have clear picture of spa business in Thailand the Department of Business Development (2013, pp. 110-111) provided the SWOT Analysis for day spa sector which stated the strengths, weaknesses, opportunities and threats of spa business as follows:

Table 1.1 Strengths and Weaknesses of Spa Business

Strengths	Weaknesses
<ul style="list-style-type: none"> • Thai people have service minded and good personality that suit to service industry. • The increasing number of day spa in all big cities in Thailand in line with the support from government sectors as small medium size enterprises (SME) • Spa business ties up with health conscious concept with the high growth rate as government promoted Thailand as the “Health Tourism Hub of Asia” • Government promoted spa in Thailand in order to attract more tourists. • Thai massage techniques and benefits have long historical evidence in related to treat some health problems. 	<ul style="list-style-type: none"> • Spa operators lack of management officers who have experience in managing spa business in all management elements. • Due to increasing number of new spas created the insufficient of professional spa therapists. • Due to high operating cost and high competitive environment, spa operators couldn’t set the high selling price. • No integration with other related government sectors in term of rules & regulations and laws that spa has to comply with. • No application of law which can force spa to comply with the standard. • Some spas have sexual business involved which creates the bad image of Thai Spa.

Table 1.2 Opportunities and Threats of Spa Business

Opportunities	Threats
<ul style="list-style-type: none"> • Government promoted small & medium size enterprises, which facilitate the firm can easily get loan from Banks. • Working environment nowadays creates more stress hence employees need way to relax and release tension for better health. • The advent of the Asean Economic Community will help to drive more tourists coming to Thailand which will definitely positively impact to Tourism and related sectors. 	<ul style="list-style-type: none"> • Not easy to retain staffs as competitors can offer more benefits to attract the experience staffs. • Not good in level of English communication which can't accommodate the requirement of customers. • High competitive environment from foreigner investors which are benefits in term of communication and get more reliability from the foreign customers. • Some spa with sexual involved created the bad image to the real spa services.

The above information from the Department of Business Development reinforced the weaknesses of spa operators in regard to the management skills which are the essential elements to manage spa efficiency and effectively. As consequence the management model which is specifically designed for spa business, could be the significant guideline for spa operators to improve the overall performance in the sustainable manner and in line with the market trend as well as to create the competitiveness with appropriate profit to the organization.

Since day spa is a small business unit, therefore the organizational structure of spa is simple, flat, divided into departments, not sophisticated, and decision-making processes are straight-forward. The simple structure is coordinated by straight supervision, insignificantly elaborated and particularly centralized, which also allies with energetic environments and sturdy leaders, likely to be found in small or new organizations (Basu, & Wright, 2008, p. 106). In addition, spas need to have close

relations with their customers in order that customers will re-buy their services (Hoover, Eloranta, Holmstrom, & Huttunen, 2001, p. 73)

Besides, it is safe to say that, there is no business that is an island. Given the current state of business indices, it is disastrous and unpractical for any business to operate unaided without cooperation from other players in the business world such as the suppliers and alliances. Business cooperation and alliances as a way forward is also echoed by (Bowersox, Closs, Cooper, & Bowersox, 2013, p. 83), so it is interesting and essential for day spas to learn how to create collaboration and alliance with other businesses in order to boost their performances and create sustainable success. Thus, supply chain management for spa business should be an integrated part.

Such an integrated management model will be an effective tool that helps day spas improve their quality and competence in order to compete with hotel spas because it incorporates all the important aspects in Porter's value chain management model which includes market forecasting, human resource management, quality management and operation management (Chain Conveyor Design, 2011). Effective application of these aspects and activities will tremendously lead to the decreased costs and/or increased income. Since these activities enable day spas to adjust themselves to overcome the fluctuating market situations by forecasting of market trends and sales and to retain the quality, it will in turn enable day spas to keep their loyal customers. These attributes of day spas make the standardized value chain management model impractical. Thus, it is important that the model is adjusted to fit the particular attributes of the business (Chain Conveyor Design, 2011).

From the important aspect that day spas should consider stated previously, it is precise that the integrated model that is based on the value chain management model and adjusted to fit the natures of day spas will be a useful tool that helps day spas in Thailand compete favorably with hotel spas and generate a reasonable income for Thai entrepreneurs.

Concerning the matter of staff members, this study addresses three main points, i.e., the recruitment of compatible workers, the retention of such workers and the improvement for them. These factors are made possible and easily practical through human resource management techniques including human resource recruitment, selection, and motivation (Cooper, Robertson, & Tinline, 2005, p. 123; Werner & De Simone, 2006, p. 36; Greene, 2011, p. 201).

Furthermore, it is also stated that many foreigners, although loving Thai spa services, do not have confidence in Thai products such as aroma oils or herbal cosmetics, including services and supportive products. As a result, they just limit their purchase to the spa shops and service providers that they trust (Department of Trade Negotiations, 2011, p. 53).

The above mentioned issues will be addressed in this research as well as a suggestion for well tested practical solutions to tackle this problem which include product planning, quality management, and sustainable supply chain management. These elements will be put together in the seamless manner so that the best and most practical model to manage day spas will be obtained.

The negative factors that daily affect day spas in Thailand have attracted various researchers in the past that embarked on some researches with the aims of addressing all the relevant issues and finding ways to improve the overall quality and capacity of day spas. For instances, Prateep Wetprasit (2006, p. 39) concentrated on the retention of spa staffs through job satisfaction whilst Phapruke Ussahawanitchakit and Purit Pongpearchan (2010, p. 85) focused on the development of spas' human resource and the participation of spas' personnel in corporate social responsibility programs. Meanwhile, many other studies such as those conducted by Sasiwimon Deenonpho (2007) and Ponprawee Sirirak (2008) focused exclusively on factors that are related to customer satisfaction.

All the mentioned elements are imperative. However, the gap is that there have been few attempts to integrate these elements together in order to create a long term effective and practical model poised to propel a positive outlook for day spas in Thailand. Vorawan Norasucha (2007) presented a value chain management model for performance excellence of hotel spas in Bangkok as a novel value chain model for spa businesses as a high value added service industry. The researcher found that the corporate cultures for spa businesses are blended with achievement culture and adaptability culture. Organization needs to form the strategic planning in human resource management, system & process focus, customer satisfaction, employee satisfaction, and social responsibility. Hence, this research is grounded on Porter's value chain management model, aim at integrating all the elements that spa businesses and customers consider to be important in order to create an integrated management

model that day spas in Thailand can use as a tool to effectively and positively reposition their businesses for both profit and social gains.

1.3 Research Objectives

This study aims to develop an integrated management model for day spas in Thailand due to the fact that spa industry in Thailand has become one of the most attractive small business ventures, which generate substantial revenue to other inter-related sectors. By evaluating and studying all related elements of the existing management model of all concerned parties, this research is focused on various research methodologies, to ensure accurate information, which will be a useful data for developing greater efficiency, and being more effective, appropriate, competitive and more profitable for day spa establishments in Thailand, so as to maintain consistency and good service quality, in such a highly competitive environment.

Objective 1: To study the contexts of day spa management in Thailand

Objective 2: To study tourists' attitudes towards day spas in Thailand

Objective 3: To obtain an integrated management model for day spas in Thailand

1.4 Research Questions

Objective 1: To study the contexts of day spa management in Thailand

1) What are the existing management elements for overall spa operations?

2) In liaison with the elements mentioned above in spa operation, how to handle it proficiently?

3) What will happen if all the elements are not well connected to each other?

Objective 2: To study tourists' attitudes towards day spas in Thailand

1) What are tourists' attitudes towards the elements of day spa management?

2) Which demographic factors can affect tourists' attitudes towards the elements of day spa management?

3) What is the relation between each element of day spa management?

Objective 3: To obtain an integrated management model for day spas in Thailand

1) What does the spa management think about the elements proposed for integrated management model for day spas in Thailand towards sustainable Tourism?

2) What benefits will be obtained from the integrated management model to day spas in Thailand?

1.5 Research Outcomes

1) A more competitive management model for overall operations of day spa establishments.

2) A functional relevancy integrated management model for day spa establishments, which encompasses finance, training, new development, customer satisfaction, quality of spa products, internal / service procedures, staff welfare / benefits / satisfaction, alliance and collaboration with other businesses, and sustainability.

3) To be a management model for the government, in developing the right approach or policies, to support the spa business segment.

1.6 Research Terminologies

Day spa is a spa that offers a variety of professional spa services on a daily-use basis. This research solely focuses on day spas, which are registered and in accordance with the required standards of the Ministry of Public Health and are located in Thailand.

Integrated management model for the service industry/day spa establishments is an understanding of the effective direction of every aspect in the organization, in order to equally satisfy needs and expectations of all stakeholders by the best use of

all resources (Afuah, 2004, p. 24). In this research is lain on the study of the existing management model of day spas and desires to integrate an effective management model with various aspects of spa operations such as internal processes, training & development, quality of spa products, guests' satisfaction, finance and good quality service.

Supply chain management is the managerial scheme that includes all the aspects relevant to the production and distribution of a product and/or service such as product management, quality management, collaboration management and sustainability management. Supply chain management places the main focus on the coordination of all parties related to a company such as its suppliers and distributors in order to influence all of them to perform their tasks in the way expected by the company (Heizer, & Render, 2010, p. 52).

Value chain management model is the model invented by Porter in 1985. This model integrates all the important aspects or elements such as market forecasting, quality management, human resource management, marketing, supply chain management and so on. This model will lead to the decrease of cost and/or the increase of incomes which are considered as the 'added value' (Chain Conveyor Design, 2011).

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This study was set out to study and develop an integrated management model for day spa in Thailand, which has become one of the most attractive small business ventures that is capable of generating substantial revenue to other inter-related sectors. There are various documented literatures and theories that are relevant to this study. A closer examination of these literatures and theories lead to the understanding of the elements to be added to the management model of day spa business in Thailand.

The discussion in this chapter starts with the definitions of spa and day spa which is the main object of this study. Subsequently for a better insight, a critical look at some theories of management model, which include product management, quality management, human resource management, sustainability and supply chain management will be presented. Finally, the findings from some other research works, which are related to this study, will be discoursed.

2.2 Definitions of Spa

The term ‘spa’ is derived from spa town in Belgium where visitors can enjoy several mineral hot springs. After the popularity of this city, its name became used as a common noun to denote a place that is a resort where therapeutic bath services are provided; a resort that has mineral springs; a fashionable hotel or resort; or a health spa (Merriam – Webster, 2012).

Even though the concept of a ‘spa’ is understood as a place that provides health services, Brown (2012) stated that the International Spa Association defined the term ‘spa’ as a place that enhances a visitor’s well-being by giving services that

renew his/her mind, body and/or spirit. This means spa services offers a variety of activities and services such as massages, body and facial treatment and even beauty salon services. Furthermore, there is no strict definition of the term 'spa'. Thus, a salon that provides only body massage services can name itself 'spa'.

While the definition of 'spa' is ambiguous, it is widely accepted that a spa is a place that provides services that enhance customers' bodies, mind and spirits (Naphalai Areesorn, 2002, p. 33). To be more tangible, a spa can be defined as a place that provides massages, body treatments and relaxation to make customers 'feel good'. Naphalai Areesorn (2002, p. 34) also stated that spas can be divided into many categories, namely, hotel/resort spas, destination spas and medical spas. A spa of each type, although having the services that can be said to be similar to those of others, has its particular emphasis as its optional services. Likewise, a destination spa is like a hotel/resort spa but has a location in a tourist destination such as a beach or a mountain. A day spa and a medical spa are put on spa services without the provision of accommodation. However, a day spa is more emphatic on providing wellness services such as massages whilst a medical spa concentrates on providing medical services for preventing and healing some illnesses (Naphalai Areesorn, 2002, p. 34)

From Naphalai Areesorn's (2002, p. 35) notions, it can be concluded that all spa are not the same, and can be categorized according to its concept. Since this study focuses on day spa, it is necessary to learn about the unique attributes of day spas.

2.3 Definitions of Day Spa

Naphalai Areesorn (2002, p. 8) stated that day spas are places that provide only wellness services. These day spas have been popular among both Thai and foreign customers who desire to have wellness services in the price rates with their budgets. Examples of top day spas in Thailand are Chedi Spa, Sukko Spa and Oasis Spa. Some of them have multiple branches. They operate eight to twelve hours a day.

Brown (2012), a spa expert, suggested that a day spa should have a quiet and peaceful atmosphere, a robe and a pair of slippers for each individual customer, a variety of massage, facial and body treatment services, professional massage therapists and estheticians, private rooms with fresh and new linens, professional spa

products, a relaxation room with tea and clean facilities. However, beauty salon services, sauna, steam room, springs and hot tubes, although reflecting the luxury of day spas, are not necessary services or facilities for day spas.

Taking into account the above definitions of day spa, it is apparent that a day spas' operations encompassed indispensable factors such as the proficiency of staff, the quality of products and services and even the location. These factors should be addressed in the management models for day spas. In the following sections, the outlooks of spa industry in the global scale and in Thailand are given. These outlooks lead to the understanding of the elements that day spas should focus on repositioning their businesses for a better outlook.

2.4 Spa Standards in Foreign Countries

Even though there is no universal standard that governs all spas in the world, (Brown, 2012) many organizations both international and national ones, have been attempting to establish some sets of standards to control the quality of spas. In this section, some sets of standards for spa operators will be conferred.

The first set of standards is established by the Association of Pool & Spa Professionals (APSP). APSP claimed that it is the world's oldest and largest association that works on regulating pool and spa operations worldwide. It is also recognized by the National Standards Institute (APSP, 2012).

APSP (2012) established standards for public spas which give bathing and spa services, which are run by owners, licensees or concessionaires without regard to the price charged by such spas. These standards cover the strength and durability of all facilities for safety of both staff members and guests. In addition, APSP also established other sets of standards that cover the barriers to hinder children from entering hazardous zones, the quality of water, the entrapment prevention, the suction system, the energy efficiency and the vacuum release system.

From the APSP's standards, it is apparent that APSP mainly focuses on aquatic facilities such as hot tubs and water pool in spas which, according to Brown (2012) are not necessary facilities for many small spas. While APSP's standards emphasizes especially on the aquatic utensils, the Bureau of Standards, Jamaica

(2011, p. 53) is developing a set of standards for spa operators. Even though being a drafted version which might be further amended in the future, this set of standards is a good example of the standard that typical spas should adhere to. However, it is clearly stated that this set of standards is not applicable to the medical or sexual spa services.

The drafted version of standards for spas by the Bureau of Standards, Jamaica (2011, p. 53) covers some aspects, such as management responsibilities, hygiene, health and safety, training, maintenance and security, spa cuisine and traditional therapies. The briefs of these aspects are given in the following paragraphs.

The first standard outlines the minimum requirements or the management responsibility which covers all the things related to a spa. This standard requirements include the creation and maintenance of some database of spa facilities, equipment and all standards compliant activities, all operations, self – evaluation, staff training and qualification, establishment of ethics and codes of conducts for all staffs, preparation for external inspection, development of operational manuals, clients' acceptance to waive their right to complain or to ask for reimbursement in case where the spa services cannot meet the promised quality due to clients' health conditions, illness control, and provision of all facilities.

The second standard minimum requirement is the customer service. This draft of standards lay emphasis on the promptness, courtesy and reliability of service staffs. In addition, it also indicates that spa staff should be able to assist or instruct a customer, respond to all complaints, and try to resolve all problems as timely and effectively as possible.

The third standard minimum requirements are the health and safety. These requirements cover the cleanliness and hygiene of all appliances and areas, the quality of water, the temperature of water in hot tubs, the depth of spa pools and the availability of clear signs to distinguish female zones from male ones, the availability of clear signs that give instructions, warnings and management in an emergency case.

The next standard minimum requirements are the food and beverage. As for a spa, food and beverage should be healthy and fine-looking. A spa should also prepare the information of major ingredients of its food and beverage for customers who inquire for such information.

The draft also emphasizes on operators' cleanliness. This means all operators should wear clean attire and should not wear or keep anything that can annoy customers. In addition, all wound in staff members' bodies should be well covered.

As for the training, all staff members of a spa should be professionally trained and licensed. A spa should give to its staff members the written job descriptions and daily task sheets. A spa should also train its staff to handle all the equipment and take care of all the areas. Staff members of a spa are also supposed to be trained to handle emergency cases and to save peoples' lives.

The last standard minimum requirements are the maintenance and security. In addition to cleanliness and hygiene, all spa areas and equipment should be well – organized. The surface of all areas should be appropriate for the usage. Waste and used stuffs such as linens should be kept in covered containers which should be emptied in a periodic manner. The checklist or other monitoring schemes should be carried out in order to ensure the functionality and safety of all the equipment and areas. The electric wires should be covered.

From the drafted standards for spa by the Bureau of Standards, Jamaica, it is accurate to conclude that all the things that are included in a spa should be properly handled, created or maintained. This draft, unlike the standards by APSP, covers more than just aquatic utensils. As a result, it should also be paid attention to.

In addition to the requirement focused by Bureau of Standards, Jamaica (2011, p. 59), Glaesser (2003, p. 78) suggested that a spa's performances can be reflected in certain indicators which are revenue, expenses, visitors and human resources.

The revenue means the gross revenue of the entire industry, the average revenue per spa and average revenue from each type of service. In addition, revenue from membership (such as membership fees) and retail (such as the sales of spa products) should also be considered. The expenses likewise should cover the total expenses of the industry, the average expenses per spa and the expenses for service type. Expenses also include salaries, training and all other expenses related to spa operations.

As for the visitors, the average number of visitors per spa and the number of visitors receive services of each type. The visitors should be sorted with their demographic attributes, such as genders, ages, incomes and residences, and their behaviors, such as repeated purchases and favorite treatments.

As for the human resources, the total number of people employed in the industry, the average number of employees per spa and per service type should be focused on. The qualification and certification of employees, as well as their salaries, should also be considered (Bureau of Standards, Jamaica, 2011, p. 61; Brown, 2012).

From Glaesser's (2003, p. 78) ideas, it is unarguable that spas should aim to manage their expenses and incomes in addition to their facilities, services and human resources, which have been emphasized on by many experts (Glaesser, 2003, p. 78)

2.5 Spa Standard in Thailand

Apart from spa standards in the international level and in foreign countries, the other body of knowledge that should be included in this chapter is the spa standards in Thailand. Spa standards in Thailand are set by Department of Health Service Support, the Ministry of Public Health (2012). The details of these standards are deliberated below.

Department of Health Service Support, the Ministry of Public Health (2012) prescribes the 5 standards for spa business in Thailand, which cover the major aspects namely, service quality, staff's skills, products, tools & equipment, organization, management, and ambiance. These aspects are what spa operators should concentrate on.

The first standard or the standard for services quality aims to ensure the perfection of the services provided by a spa. The perfection means that the service is provided in accordance to the related principles and the ability to satisfy customers (Department of Health Service Support, the Ministry of Public Health, 2012). Services of spas can be divided into 3 main types. The first type of services is the main service. The second and the third types of services are additional services, and service procedures.

The main service covers 4 sub-services, namely hydrotherapy treatments, massages, thermal treatments and cold treatments.

Hydrotherapy treatments are health services that are mainly based on water. Hydrotherapy treatments incorporate many activities which are indicated below:

- 1) Bath in a pool/ tub or Jacuzzi, shower, and foot bath;
- 2) Water pressure-based services such as effusion shower or Vichy shower, Jet Blitz (douche a jet/ Scottish hose) and Experience Shower;
- 3) Floatation; and
- 4) Advanced water therapy such as water exercise and relaxation.

Massage services can also cover several types of massage such as:

- 1) Traditional Thai massages such as Herbal massages, Thermal massages and other Thai massages;
- 2) Traditional Eastern Massages such as Ayurveda massage, Tuina, Shiatsu, Javanese Lulur, Lymphatic Drainage and Reflexology; and
- 3) Western Massages such as Aromatherapy Massage, Swedish Massage, Sport Massage, Turkish Massage, Deep Tissue Massage, and Hot Stone Massage.

Thermal treatments are the services that relax customers' bodies and minds by using the changing (rising) temperature, which are:

- 1) Steam treatments such as Aromatic herbal steam treatment, Caldarium treatment, Haman treatment, Cabinet treatment, and Roman treatment
- 2) Dry heat treatments such as Sauna, Hot Blanket, Hot Wrap, and Infrared Treatment.

The last treatment or the cold treatment is a service that uses coldness or frozen object to cause vasoconstriction on skin and muscles as supported by Department of Health Service Support, the Ministry of Public Health (2012).

Apart from the main services, the standard for service quality also covers additional health and beauty services as follows:

- 1) Body treatments such as scrubbing and wrapping;
- 2) Facial treatments such as cleansing, scrubbing and facial massages;
- 3) Relaxation such as sound therapy, colour therapy, yoga and oxygen therapy;
- 4) Health foods and drinks with explanations of their benefits;
- 5) Detoxification aspect, colonic detoxification; and
- 6) Other health services such as exercises.

In addition to main and additional services, spas' service procedures are also included in the coverage of the standard for service quality of spas in Thailand. Service procedures are the following:

- 1) Menu of all services must include the descriptions, time needed for a course and price rate for a course clearly written;
- 2) Each course of a service must be provided in the standardized fashion;
- 3) Treatment manuals with detailed information of each service must be given by service staff;
- 4) There must be security system during the service;
- 5) Customer satisfaction must be frequently evaluated and the results must be used for improving the service;
- 6) The appointment, cancellation and payment must be carried out systematically;
- 7) There must be spa products, utensils and souvenirs that customers can buy;
 - (1) Advisory services must be provided; and
 - (2) After a service course, the service provider must be evaluated to determine whether he/she meets the standard of the spa or not.

Apart from the service, another important element of spa business is the staff. Thus, Department of Health Service Support, the Ministry of Public Health (2012) set the standard for staffs in addition to the standard for service quality. The standard for spa staffs focuses on the skills that staff members with different responsibilities should possess. This standard, however, covers only 3 types of staff members, namely, spa operators, spa service providers and spa customer relation staffs. Each of these staffs is specifically assigned to their particular responsibilities and tasks. Hence, the skills that they are required to possess differ.

For spa operators, the standard health spa requires the following requirements:

- 1) Spa operators must be able to communicate in Thai and foreign languages;
- 2) Spa operators must lead, motivate, and be responsible for staffs in a just manner so that the overall services will have good quality and can satisfy customers;

3) Spa operators must closely interact with customers and receive customers' suggestions about the operations and facilities of spas;

4) Spa operators must be able to do marketing for spa business in Thailand and foreign countries;

5) Spa operators must be able to make plans for all the operations in spas;

6) Spa operators must arrange and manage the environment and ambiance of spas in order to impress their customers; and

7) Spa operators must be able to coordinate with other work units.

As for spa service providers, they possess the following skills:

1) They must be trained in courses concerning each particular services, and must meet the criteria for spa service providers set by the Ministry of Public Health;

2) They must be fluent in Thai and able to speak at least 1 foreign language;

3) They must be responsible for giving treatments and satisfy their customers;

4) They must be humble, attentive to their tasks and caring for customers;

5) They must be able to keep the treatment equipment clean, tidy, and ready to use all the time;

6) They must support the operations of other work units; and

7) They must always attend to both internal and external training programmes.

In regards to spa customer relations staffs such as receptionists, and guest relations officers, they are requested to have the following attributes:

1) They must have at least vocational degrees;

2) They must be fluent in Thai and able to speak at least 1 foreign language;

3) They must welcome and serve customers in a polite, humble, and impressive manner;

4) They must support the operations of other work units;

- 5) They must be able to provide all information; and
- 6) They must be able to solve unpredictable situations and emergency cases.

The third standard by Department of Health Service Support, the Ministry of Public Health (2012) is the standard for tools and equipment related to spa businesses. This standard aims to encourage spa businesses to use tools and equipment with good quality. This standard incorporates the following regulations:

- 1) The products used or sold by spas must not have false or exaggerating advertisements which can mislead customers;
- 2) The products used or sold by spas must meet the criteria set by the Office of Food and Drug Commission or by applicable laws, must clearly indicate their production origins, and must have certificates of manufacturers or certificates of free sales (for products manufactured aboard and imported into Thailand);
- 3) Products used or sold by spas, and produced or manufactured by spas, must be produced or manufactured with the process that incorporate the quality control procedure;
- 4) Products used or sold by spas must be safe and must have product liabilities to secure users;
- 5) Products used or sold by spas must be labeled as prescribed by the applicable laws;
- 6) There must be systems, computerized or manual ones, to control the preserved amounts or numbers of products in the inventories;
- 7) Products used or sold by spas must be kept in proper containers and stored in the correct fashions in the controlled environs that can retain the quality of the products;
- 8) Tools and equipment used for giving services in spas must have some standards to qualify their quality and have manuals with complete information on their usage.
- 9) All tools and equipment must be properly cleaned and maintained regularly, in accordance to their standards, so that they will always be ready to use; in addition, the users must be informed of the maintenance and usage of each tool or equipment by experts.

The next standard is the standard for organization and management. Department of Health Service Support, the Ministry of Public Health (2012) aims to encourage spa businesses to have effective management system to continuously improve their enterprises. This standard incorporates many requirements as follows:

- 1) There is an appropriated organizational structure and clear job descriptions for all positions;
- 2) There are clear departments or work units that promote efficient and effective operations; and
- 3) There must be an appropriate, fair and transparent system of employment, wages, and remuneration as prescribed by the labour laws of Thailand;
- 4) There are updated human resource development systems that are appropriate to the spa business and have the following attributes:
 - (1) The system must incorporate frequent training that is appropriate to the business and each job;
 - (2) The system must incorporate frequent and transparent operation evaluation for each job.
- 5) There are manuals of operations that prescribe service standards and operations, such as:
 - (1) Staff manuals which can boost the effectiveness of spas' operations;
 - (2) Operation control systems that are up-to-date, covering all operations and services to impress customers and boost the staff's morale.
- 6) There must be annual budgeting systems and measures to monitor and evaluate the performances of spa businesses, which comply with the international standards or protocols, and a clear marketing plans that are practical;
- 7) There must be inventory control systems and standards for the use of perishable to calculate the expenses; and
- 8) The spa management must be ethical and accountable with the adherence to the good governance principle and the responsibility for environment and the society.

As for the other standard or the standard of ambiance and environment, it aims to encourage spa businesses to conserve the environment and to create pleasure

ambiance to impress their customers. Department of Health Service Support, the Ministry of Public Health (2012) focuses on the ambiance of the spa, the facility and the conservation of environment as follows:

- 1) The ambiance of spas:
 - (1) The decorations of the premises must reflect Thai identities and give the feeling of nature;
 - (2) The reception area must be separated from the service areas lest the customers would be disturbed;
 - (3) The ambiance must not be populated or polluted;
 - (4) Each service areas must be easily accessible;
 - (5) The plan of the place, showing the location of all areas, must be clearly shown;
 - (6) The place must be clean and well-maintained;
 - (7) There must be enough and appropriate light;
 - (8) There must be appropriate scents;
 - (9) The background music used in spas must be relaxing.
 - (10) There must be security and alarm system.
- 2) The facilities of spas;
 - (1) There must be lockers or cabinets for customers who desire to keep their belongings;
 - (2) There must be relaxation areas;
 - (3) There must be heath restaurants;
 - (4) There must be reading areas;
 - (5) There must be consultation areas.
- 3) The conservation of environment:
 - (1) Spas must have policies to conserve the environment;
 - (2) Spas have to carry out measures to conserve the environment and to solve global warming problems;
 - (3) Spas must effectively use water and manage waste water.
 - (4) Spas must try to reduce and sort waste.

From the standards of spas in Thailand by Department of Health Service Support, the Ministry of Public Health (2012), it is noteworthy that they focus on all

important aspects that are directly involved with spa businesses (service, staff and management) and indirectly involved with the businesses (such as environment). Compared with international and foreign standards stated previously, these standards for spas in Thailand are not much different from them. However, the respects concerning revenues and expenses of spas, which Glaesser (2008, p. 93) emphasized on, are not included in the focus.

This knowledge, together with the aforementioned information, can be used for drawing some management models that enable day spas to be effective in running their businesses. However, before drawing such models, it is necessary that certain academic theories and principles be discussed. These theories and principles can confirm the knowledge obtained from the study on the standards for spa businesses. Furthermore, they might as well as some other important points that have been overlooked.

2.6 Essentials of Management: Management Models

Many experts suggested many aspects to be considered in managing an operation or organization. These aspects include change management, technology and planning (Hitt, Black, & Porter, 2005, p. 143; Murphy, & Murphy, 2004, p. 84). Meanwhile, some other experts like Leiper (2004, p. 68), Hudson (2008, p. 92) and Heizer, and Render (2010, p. 88) focus on the important roles of managers in managing and using the limited resources to create a higher business return as much as possible. In this section, some management principles will be discussed. These principles lead to the understanding of the features that should be added to the day spa management model. In addition, these management principles can be used for confirming the features focused on by the aforementioned standards.

Murphy, and Murphy (2004, p. 85) gave further explanation on the core issues of management by stating that changes (as Hitt et al., 2005, p. 157 addressed) must be in the Limits of Acceptable Changes (LAC). This means an organization can create effective and productive change by undertaking the following steps:

- 1) Identify the concerned areas;
- 2) Define opportunities;

- 3) Consider the resources;
- 4) Select inventory systems;
- 5) Specify standards;
- 6) Identify alternative opportunities;
- 7) Identify actions; and
- 8) Evaluate (Murphy, & Murphy, 2004, pp. 166-167).

These management principles give broad concepts of management; however, they do not give details of what aspects to be included in the management. Therefore, some management models are shown here in an attempt to clearly depict the essential elements of management.

The first model shown below is the Sphere of Activity Model proposed by Glaesser (2003, p. 29). This model includes many actors that play important roles in developing tourism activities in all scales. The model is shown in figure 2.1.

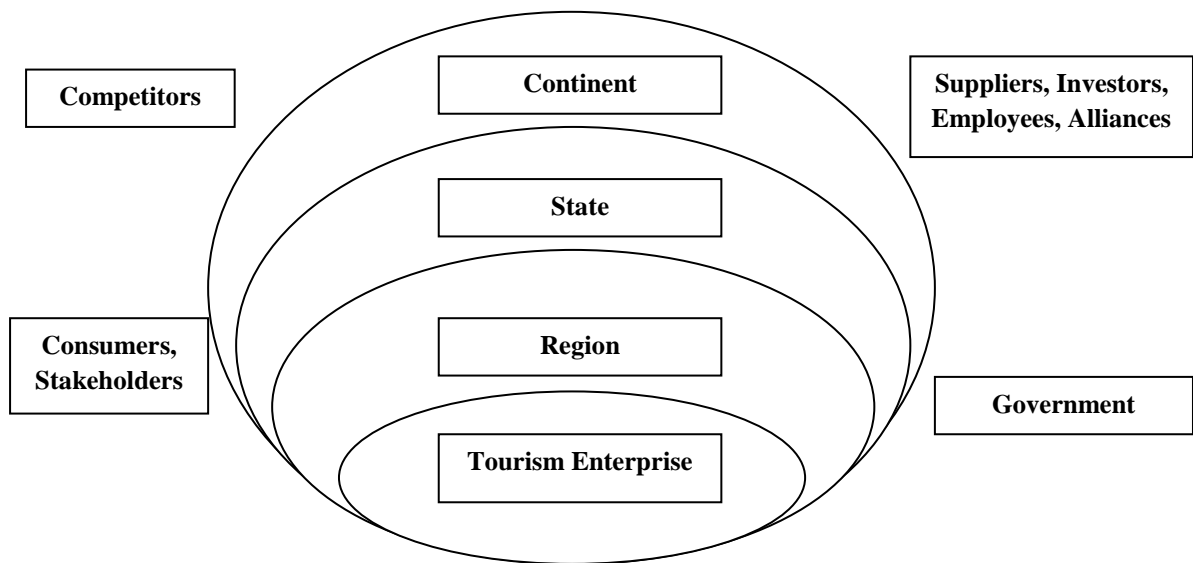


Figure 2.1 Sphere of Activity Model

Source: Glaesser, 2003, p. 29.

Glaesser's Sphere of Activity Model shows that a tourism enterprise such as a day spa needs to consider the environs in all scales, namely the corporate scale (its business operations), the regional scale (the trend of tourism business in the region in

which it is operating), the state scale (the applicable laws and government's campaigns to promote its business), and the continent scale (what do spas in other Southeast Asian countries provide and what are their standards?). At the same time, a tourism enterprise needs to consider four groups of actors whose activities can affect its business. The first actor is the government who legislates and enforces applicable laws and promotional campaigns for the business. The second groups of actors are the ones who work with the enterprise which include the employees, suppliers, investors and business alliances. The third group of actors incorporates the stakeholders and consumers. Meanwhile, the fourth actor is the competitor. These four actors are the elements of the management that the enterprise must pay attention to (Glaesser, 2003, p. 30). However, Glaesser's Sphere of Activity Model might miss some elements, so the following models are considered.

The second model is Strategic management which stated the further details of external forces that are the major drives the organization to change or adapt to be more competitive in the high competitive environment. Strategic management practice is grounded from the confidence that firm should continually observe their performance from both internal, external factors as well as market trends so that firm can adapt or change accordingly when it needed. The drives, to adapt to change to survive, are increasing intensely as the global economic recession considerably affect to all businesses sectors such as products, services, markets and firms (Fred, 1984, p. 8). The approach to competitive advantage indicates that external factors are more vital as it influences into the customers' demand, type of product & development, firm's positioning and market segmentation. The evaluation of opportunities and threats empower firm to develop the clearer mission in order to design proper strategy to achieve the goal or annual budget (Fred, 1984, p. 62). The Relationships between key external forces and an organization's opportunities and threats shown below in figure 2.2

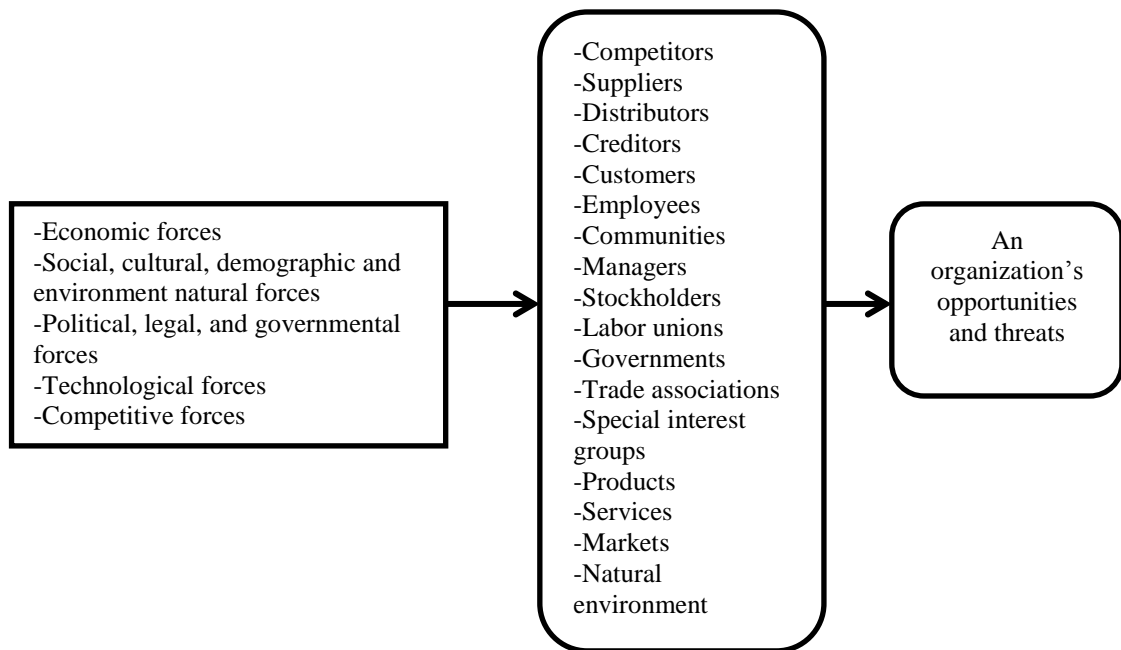


Figure 2.2 Relationships between Key External Forces and an Organization

Source: Fred, 1984, p. 62.

The external forces in term of economic forces; social & culture, demographic and environment nature forces; political, legal and governmental forces; technological forces; and competitive forces are major drivers for organization to change or adapt the internal factors in the overall operation procedures which involve in all concerned parties such as competitors, suppliers, distributors, creditors, customers, employees, communities, managers, stockholders, labor unions, governments, trade associations, special interest groups, products, services, markets and natural environment. The change / adapt in the internal factors will bring organization to the opportunity to survive in the high competitive environments at the same time to be able to surpass the treats factors with the final result to create the competitiveness to the organization in the sustainable fashion.

The third model is Porter's Value Chain Model, which is adapted to this study because it seems to encompass all related aspects. Porter's Value Chain Model is shown in figure 2.3.

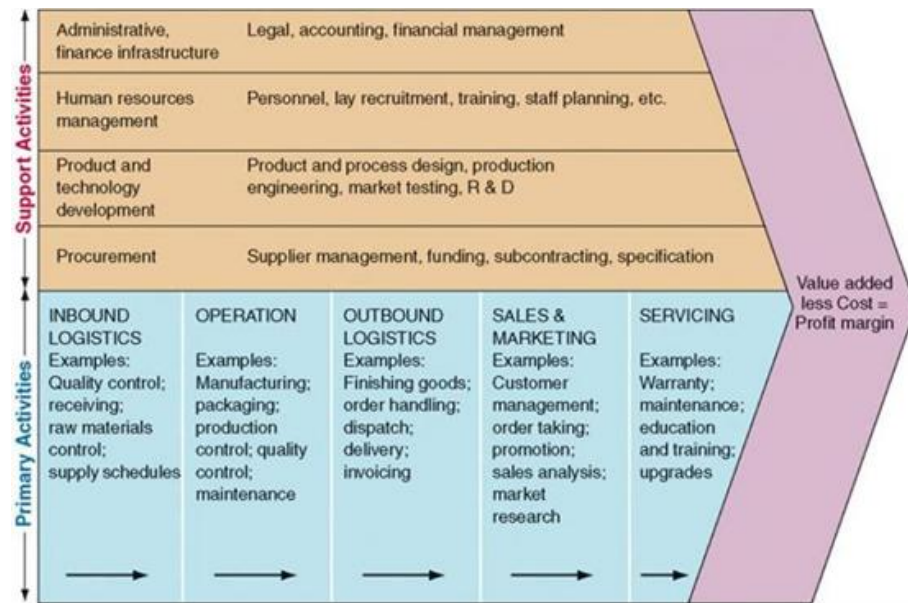


Figure 2.3 Porter's Value Chain Management Model

Source: Chain Conveyor Design, 2011.

From Porter's Value Chain Model in figure 2.3, it is revealed that the value chain for spa business should incorporate many aspects including, but not limited to product planning and management, quality control, technology management, procurement, recruitment and evaluation.

Value Chain describes the whole activities of an organization which bring the concept of service or product through the different process of production involving the physical transformation of material input to the end of finish product and eventually deliver to end users and marketing. Each element is linked as a series of activities within each link of the chain (Kaplinsky, & Morris, 2001, p. 4). A chain is a set of a service or products' activities that linked together in a sequence of value added economic activities that are carried out to control costs and increase profit margin. The chain also embraces all of the stages of product development from design to source of materials, transitional input process, marketing, distribution and service support to customers (McCormick, & Schmitz, 2001, p. 17). Value chain is all activities which a firm undertakes to create a value added to customers. It can help an organization to gain the competitive advantage which needs to focus on various activities in the chain to ensure the comparable high value for customers in a unique

ways meanwhile controls the quality and cost in order to gain a higher profit and worthy product (John, Peter, Steven, & Philip, 1997).

To achieve the primary goals of business, which is to gain the competitive advantage, is to conduct the value chain analysis by examining what the organization have to create to get an advantage than competitors, meanwhile provide the value added to customers. Value chain analysis includes identifying each part of the chain and examining how to improve each part or activity whether in production point or cost to ensure that customers will get the most benefits in terms of good quality of products in a reasonable price. In return, organization will get the long term business commitment from clients which of course will be beneficial to organizations' profit (Brooks, 2003).

Value chain and supply chain have clear description in business direction where supply chain refers to the chain of suppliers entering to finished product, value chain embraces the value created by the activities chain specifically to reduce cost, increase profit to organization and add valued to customers (SustainAbility, UNEP & UNGC, 2008, p. 2).

Since this study also focuses on sustainability in supply chain management, which is not emphasized in the aforementioned models, the Ecotourism Model by Page, and Dowling (2002, p. 216) will be shown in figure 2.4.

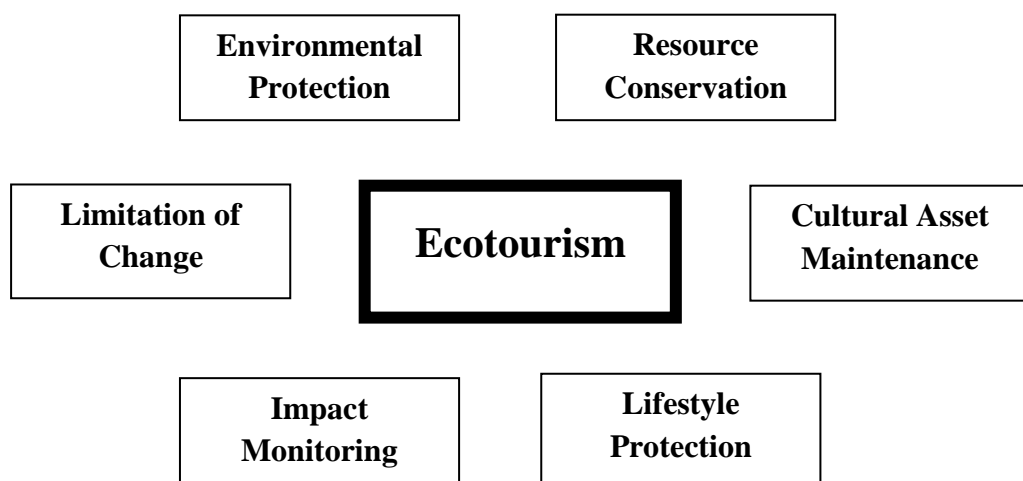


Figure 2.4 Ecotourism Management

Source: Page, & Dowling, 2002, p. 217.

From figure 2.4, it is apparent that ecotourism which is regarded as sustainable tourism comprised of many elements. However, a tourism business has to find ways to manage its sustainability because each business has its own special attributes (Page, Dowling, 2002, p. 217). As for a day spa, it can manage its sustainability by adhering to the standard for spas by the Thailand Ministry of Public Health.

The aforementioned models incorporate many elements. Even though the element of law and standard by the government has been discussed, there are many left unveiled. Thus, in the following sections, the details of these elements are provided.

2.7 Product Management

The first aspect to be deliberated here is the product management. Heizer, and Render (2010, p. 90) proposed that the first step of the product management is forecasting. Forecasting can be in the short term (not longer than 1 year), midterm (not longer than 3 years) and long term (longer than 3 years). Short-term forecasting includes the procurement and purchase planning, job-description planning, work force planning and production planning. Medium-term forecasting includes sales planning, finance planning and alternative production planning. Meanwhile, long-term forecasting includes new product (service) planning, capital expenditures, facility and location planning and research and development of services (products).

In general, medium-term and long-term forecasting deal with things that are stable such as location of a shop or facilities in a shop, which can hardly be changed. Meanwhile, shorter-term forecasting tends to be vital for easy-to-change things such as employees, employees' tasks and production (service schemes). These things need frequent revision so that they can satisfy the ever-changing needs of customers (Heizer, & Render, 2010, p. 104).

Dubrin added that apart from the period, forecasting can be classified with the issues. In general, forecasting is made in terms of economy, sales and technology. Economic forecasting is the anticipation on the economic trends of the world and the country. For example, if the government tends to promote SMEs, spa businesses can expect supports, directly and indirectly, from the government. Sales forecasting is

made on the bases of the historical revenues, number of current customers and market trends. For example, when the aroma therapy becomes trendy, spas can expect the growth of its relevant products. At the same time, technological forecasting is made in accordance to the technological change such as innovation, new knowledge or new techniques that can be applied to the business (Dubrin, 2009a, pp. 193-194).

After forecasting the product or service, the next step is to design it. Since this paper focuses on spa service, the major products mentioned here are spa services. Heizer, and Render (2010, p. 106) stated that a service can be delivered mainly through the interaction between service providers to customers. Therefore, the design of a service must emphasize on the interaction of customers. Customers can interact with service providers in the forms of customization of service and reception of service. This means a service provider can decide how much it will let a customer participate in service provision. There are three options for service providers. The first option is to let a customer customize the service he/she wants and the service provider just does what the customer instructs. The second option is that the customer expresses his/her needs and the service provider will advise or suggest the most practical and the best service. The third option is that the customers just choose any of the available services.

While Heizer, and Render (2010, p. 107) put their emphasis on the service schemes, Avlonitis, and Papastathopoulou (2007, p. 153) included 3 aspects that a service provider should pay attention to when designing a service. These three aspects are function, quality, and style. A service function is the benefits that a service can bring to a customer. Functions can also be a special attribute of a service, such as the materials used in a service that have higher quality than those used by competitors. Service quality is the way a service is provided to a customer. Service quality can include the presentation (staff's uniform and area decoration). Meanwhile service style is the trend of the service such as luxury (Avlonitis, & Papastathopoulou, 2007, p. 153).

No matter what aspects should be included in the design of decision of the service, the main issues to be put into consideration are practicality and profitability (Ramo, & Sugar, 2009, p. 76). This means the design of the operation, product, and service must be possible and generate profit to the business. The possibility or

practicality is generated via the determination of appropriate workforce, skills of employees and other aspects which will be discussed later.

As for the consideration of the profitability, Krajewski, Ritzman, and Malhotra (2007, p. 25) proposed that it is important for a service provider to determine the financial outcomes from the service. This can be called the 'Break-Even Analysis'. This break-even analysis enables a service provider to understand how many customer it should serve within a period (a month, a quarter or a year) in order not to have a deficit. The break-even can be calculated with the following equation:

$$Q = F/(p-c) \quad \text{where}$$

Q = The quantity of the customers served in a period (generally calculated on the annual basis);

F = Fixed cost per year;

P = Price of a service; and

C = Variable cost per head.

For example, if a spa charges \$ 200 from a customer for a service and the annual fixed cost of 'A' service is \$100,000 whilst the total variable cost per customer is \$100, the break-even quantity (number) of customers of 'A' service to be served in the entire year must be:

$$Q = F/(p-c);$$

$$Q = 100,000/(200-100);$$

$$Q = 100,000/100;$$

$Q = 1,000$. This means the spa needs 1,000 customers who buy 'A' service for a year. The 1,001th customer and upward will be the ones who generate profit for the spa (Krajewski et al., 2007, pp. 26-27).

From an unofficial interview with some spa operators, the researcher found that spa business is different from some other businesses. This is because, although having various products (services), spa business does not rely much on the materials. This means the cost of most materials such as spa beds, sheets, blankets and robes are fixed. Meanwhile, the materials that generate the variable costs, such as spa caps, spa under-wears, spa cream and napkin, can be used for most services. This means the costs and break-even in spa business can be calculated in quite an easy manner.

Apart from costs and the break-even number of customers, Chase, Jacobs, and Aquilano (2004, p. 175) proposed that a service provider must consider some other aspects in order to measure the designed service. These aspects include the time to market, productivity and quality.

The time to market means the time that a service takes in order to be accepted by customers and the sales of that service. The productivity is the cost of materials and equipment used in a service and the frequency of the service provision (how often that service is provided within a period). Meanwhile, the quality can be reflected through reputation, customer loyalty and profitability (Chase et al., 2004, p. 177). These are all the things that a service provider needs to pay attention to when designing a service.

From the information deliberated earlier, it is rational to conclude that product (service) management involves forecasting of the tendency of the service to be sold, the break-even point and the attributes of the service to be provided to customers. These are what Murphy, and Murphy (2004, p. 172) described as the issues to be addressed. However, there are also many other issues to be included in the model. After designing the service, it is also important for service providers to serve the services with the designed attributes in a consistent manner. Therefore, in the next section, the principles of quality management are categorically discoursed.

2.8 Quality Management

Quality is one of the most important aspects that service providers should focus on. The knowledge on quality management provided here will enable spa business to understand what they should put in their scopes in order to develop and improve their services to be more satisfying for customers.

Hoyle (2007, p. 69), an expert in quality control, suggested that managers can understand the quality of their products (service) only when they can understand customer needs. Customer needs, especially those concerning tourism and services can be explained with many principles. One of the most cited theory is Abraham Maslow's theory of the 5 hierarchical needs. This theory proposes that an individual's needs are divided into 5 hierarchies. The need in the lowest hierarchy is the

physiological needs which are the needs for things that enable one to live such as food and air. After one has what one needs to live, the needs in the higher hierarchy will prevail. They are needs for safety such as enough money to spend at old age. Then, one will have social needs such as friends and love. Afterwards, the esteem needs will play their roles. When one has friends and family, one will want achievement such as wealth, fame and other kinds of success. After the success, one will want to express one's self. This is called the need for self-actualization, which is the need in the highest hierarchy (Goeldner, & Ritchie, 2006, p. 37; Hoyle, 2007, p. 84).

Maslow's theory is not the only one that is used for explaining the needs of customers in tourism industry. This is because there are some other experts whose theories are useful as well. For example, Clark Hull's learning theory suggests that a customer has services because he/she wants to reduce tension. Meanwhile, D.E. Berlyne's cognitive approach proposes that a customer has services because of his/her wants to satisfy his/her curiosity. This approach concurs with the sociological theory by Stanley Cohen and Laurie Taylor, which state that a customer buys tourism products or services because he/she wants to escape from the mediocre world in order to excite himself/herself (Goeldner, & Ritchie, 2006, p. 78).

Since Hoyle (2007, p. 95) suggested that managers understand customer needs in order to understand what quality their products or services should possess, the aforementioned ideas can provide clues to the quality of spa services. From the ideas discussed before, it can be concluded that spa customers want to experience new services that can make them relaxed, and a kind of feeling which they cannot have in their own private homes.

Apart from knowing the main quality of the service, it is also essential for spa operators and managers to understand the characteristics of service quality.

Like Hoyle (2007, p. 95) and Tennant (2002, p. 47) also proposed some attributes that a service should incorporate. Tennant's quality attributes will be shown in comparison with those proposed by Hoyle in the following paragraph:

Tennant (2002)

Accessibility

Responsiveness

Knowledge

Hoyle (2007)

Accessibility

Responsiveness

Reliability/Credibility

Fast	Promptness
Ease	Comfort/Flexibility
Accuracy	Reliability/Efficiency/ Effectiveness and Integrity
Safety	Security

From both Tennant's (2002, p. 95) and Hoyle's (2007, p. 47) ideas, it is apparent that there are certain attributes that enable a service to satisfy customers. However, the ideas of both can be seen in a widely recognized model of service quality called 'SERVQUAL Model'. This model was invented by Parasuraman, Zeithaml and Berry in 1980s (Federoff, 2011). This model covers 5 characteristics, namely:

- Tangibles: physical facilities, equipment, personnel and all relevant materials;
- Reliability: Service providers' abilities to provide the promised services;
- Responsiveness: Willingness and promptness to provide services;
- Assurance: Service providers' knowledge and courtesy which makes customers trust in the services; and
- Empathy: Service providers' care and attention to customers (Federoff, 2011).

The aforementioned matrixes are the desirable characteristics that customers expect to see in the services they receive. The main problem that many managers face is the way to embrace and maintain the aforementioned characteristics in their services. This is where quality control cuts in. Hoyle (2007, p. 97) suggested that quality management concerns achieving, sustaining and improving the quality. It is easy to define the quality to achieve; but it is difficult to sustain and improve it. Hoyle (2007, p. 97) suggested 2 principles to do so, i.e., goal management and risk management.

Goal management is also called 'quality planning' because it concerns the identification of the desirable quality, the way to achieve such quality and the way to prove that such quality is achieved. Meanwhile, risk management concerns the sustainability and improvement of the existing quality. This is because it involves with the identification of errata, their results, the solutions to them, the prevention of

repeated errata and the measurement of the effectiveness of solutions and/or prevention (Hoyle, 2007, p. 98).

One of the most effective tools to control the quality of services is the standard. Standards will enable all service staff members to understand what they should do. They can also be used for determining the performance of each staff member. Good or well-determined standards should be:

- 1) Attainable by all or the majority of the related people;
- 2) Cheap;
- 3) Consistent;
- 4) Inclusive for all activities;
- 5) Understandable;
- 6) Stable;
- 7) Maintainable so that they can be amended and updated;
- 8) Legitimate; and
- 9) Equitable (Hoyle, 2007, p. 99)

Standards can be those with the national or international coverage like those given in former section. However, standards can be in the company or organization but are not legitimate for others (Hoyle, 2007, p. 99). Standards can be good only when they are based on real customer needs (Ulwick, 2005, p. 14). Thus, it is always important for a service provider to listen to its customers. Tennant (2002, p. 65) suggested that the best way to learn about customer needs is to listen to customer complaints. Customer complaints will enable the service provider to understand the attributes that its services should possess.

Lucas (2005, p. 39) indicated that customer-driven service providers must have some special attributes. In conclusion, they have to be effective listeners. Such listeners are focused, responsive, alert, understanding, caring, emphatic, unemotional (emotionally stable), attentive, patient, cautious, rational and patient. From Lucas's (2005, p. 39) ideas, it is noted that the attributes of effective listeners are covered in the SERVQUAL Model (Federoff, 2011).

While Lucas (2005, p. 39) emphasized on the attributes of customer-driven service staff, Price, and Jaffe (2008, pp. 256-257) suggested 4 actions that lead to excellent services. These actions are problems fixed, customers treated, questions

answered and service properly delivered. Similarly, these 4 actions are also covered by the SERVQUAL Model (Federoff, 2011).

The aforementioned information leads to the assumption that standards, set by either a non-partial party or the organization itself, must incorporate the guidelines that suggest to the relevant practitioners how to deal with and treat customers. There are many standards globally adopted by many businesses. Spa businesses should understand the core values of these standards in order for them to be practically effective in satisfying their customers.

One of the most renowned standards is the ISO. There are many ISO standards such as ISO 9001 and ISO 14001. ISO standards provide 8 steps of quality control as follows:

- 1) Determine needs and expectations of customers and other stakeholders;
- 2) Establish the quality policy and objective;
- 3) Determine processes and responsibilities that enable the organization to achieve the quality objectives;
- 4) Determine and provide the resources that enable the organization to achieve the quality objectives;
- 5) Establish methods to measure the efficiency and establishment of all processes;
- 6) Apply such measures;
- 7) Determine means of nonconformity prevention and eliminate the causes of all nonconformities; and
- 8) Carry out the continuous improvement of the quality management system (Hoyle, 2007, p. 82).

From the guidelines provided by ISO standard, it is apparent that quality management consists of several actions such as quality planning, quality control, quality assurance (nonconformity prevention) and quality improvement, the generic concepts of which have been discussed in the earlier part of this sub-section. Therefore, in the following paragraphs certain quality management tools such as Six Sigma, and Total Quality Management are examined.

Tennant (2002, p. 9) explained that Six Sigma is a metric of quality that an organization applies in order to develop and improve the quality of its products/services to be more customer-based.

Six Sigma has to initially:

- 1) Identify all functions and processes;
- 2) Know and understand customers;
- 3) Distinguish core processes that add values;
- 4) Obtain customer requirements for each core processes through surveys and analysis;
- 5) Turn customer requirements into Critical to Quality (CTQ) characteristics that are specific, practical and measurable for each process;
- 6) Measure all CTQ process metrics;
- 7) Determine the CTQ limits (the acceptable errata) and calculate the number of defects outside such limits; and
- 8) Convert this to a process sigma metric.

Furthermore, Six Sigma has to repeatedly:

- 1) Identify certain processes and CTQs to be improved;
- 2) Carry out investigation;
- 3) Set an improvement project team and note the situations;
- 4) Gather the data concerning the processes;
- 5) Analyze such data and find the causes of defects;
- 6) Set solutions and improvement measures; and
- 7) Implement the improvement measures (Tennant, 2002, p. 9).

In addition to Tennant's (2002, p. 10) initiative and continuous activities that a six sigma team has to carry out, Snee and Hoerl (2003, p. 179) suggested that an effective six sigma team needs 3 elements, namely, committed leadership, top talent and supporting infrastructure. This means the leader or head of the team must have leadership, management skills and perseverance in order to succeed in managing the quality. Meanwhile, all members of the team must be skilled in their jobs so that they can perform their tasks in managing the quality perfectly. Furthermore, the organization must provide to the team appropriate infrastructure and facilities that enable the team to work in efficient and effective manner.

Snee, and Hoerl (2003, p. 180) also summarized the benefits of six sigma process, which can be liken to Tennant's (2002, p. 11) ideas of six sigma activities. These benefits are:

- 1) Visionary leadership: The head of the team has to define the points, issues or problem to tackle before setting strategies;
- 2) Customer-driven excellence: The team must understand what customers want and set strategies to satisfy such wants;
- 3) Skilled employees: The six sigma team members must be able to turn customer requirements to CTQ, determine CTQ limits and measure the outcomes from their works;
- 4) Agility: Six sigma emphasizes on rapid improvement;
- 5) Futuristic improvement: Six sigma team has to always collect data that concern the process, so it will gain knowledge on the improvement that enable the product (service) to satisfy customers in the present and the future;
- 6) Factual management: Six sigma is emphatic on data collection which must be done in the consistent manner; thus, all plans and operations are based on the obtained information from the survey on customers' ideas and the observation over the actual processes; and
- 7) Public responsibilities: Apart from the excellence of the processes, six sigma also focuses on the issues that concern all stakeholders, this means effective six sigma operations must incorporate the issues of health, safety and environment as well (Tennant, 2002, p. 11; Snee, & Hoerl, 2003, p. 180).

Likewise, in their book, Pyzdek, and Keller (2010, p. 11) emphasized that six sigma is the operation whereby customers and all stakeholders are identified and paid attention to. This means the Six sigma team must try to improve the product (service) to satisfy customers and not cause conflicts between the organization and stakeholders.

Six sigma is not the only tool to manage quality. Kano (1996, p. 81), a quality management expert, stated that quality management can be performed through the Total Quality Management (TQM) operation which is a systematic, scientific and companywide activity that places importance on customers (Kano, 1996, p. 81).

Even though TQM is viewed as a system that suits manufacturing fields, Kano (1996, p. 81) emphasized that TQM can be applied to service industries because services, like products, can be sold only when they can satisfy customers. This means service providers have to understand what their customers want.

Kano (1996, p. 81) further stated that for service in general, there are some elements that can greatly affect customer satisfaction. These elements are cost, delivery, and human relations. This means, although intangible, a service can satisfy customers if its price is acceptable (compared with the quality), its delivery is good (service providers have desirable attributes as stated before) and it leads to positive relations (the positive interaction between service staffs and customers).

From the concepts discoursed, it is apparent that six sigma and TQM are similar to each other. This is because six sigma, although related to manufacturing and engineering (El-Haik, 2005, p. 42), is based on the TQM philosophy.

It is this TQM philosophy that can be applied to spa businesses. This means spa businesses should focus on their customers' expectations and improve their services in accordance to such expectations.

Kotler, Bowen, and Makens (2006, p. 14) emphasized that a business that provides hospitality and tourism products and services must focus on the quality of its services. This is because services are perishable, so when time passes by customers will forget the details of the services. However, if the services are good, customers will remember that they are good and will purchase them over again when they are needed. This means quality services make customers become loyal to the service providers.

From the ideas of six sigma and quality management, it is also apparent that, apart from customers, there are many factors that might affect the quality of service. These factors are the characteristics of managers (leaders), skills of staff members, and facilities. These factors are discussed in the following sections of human resource management and supply chain management.

2.9 Human Resource Management

In this section, 2 main issues are conferred. The first issue is the management style or the managers' characteristics or management attributes that lead to different outcomes. The other issue is the creation of employee relations which include the improvement of personal and their retention.

2.9.1 Management Attributes

Management is important for organizations of all types and sizes because it enables them to achieve their goals in the most efficient manner. Management has 4 major functions, namely, planning, organizing, influencing and controlling. This means management deals with all the operations, from planning what to do; evaluating what have been done; and planning for better measures in the future (Certo, & Certo, 2009, p. 21).

To give more concrete pictures, Kenny (2005, p. 76) stated that management involves all activities, namely, stakeholder identification, identification of strategic factors, objective setting, strategic plan making, performance evaluation and improvement planning.

At the same time, Kaplan, and Norton (2004, p. 37) stated that management has 3 major roles, i.e., operations management, customer management, and social management. This means management deals with all stakeholders from the owner of the company to the uttermost stakeholders like the communities.

From the aforementioned notions, it is apparent that management is vital for an organization. Thus, it is necessary to identify the roles of managers.

Certo, and Certo (2009, p. 36) explained that in an organization, there are many managers in charge of their own departments. Apart from the 4 main roles, i.e., planning, organization, influencing and controlling, these managers have minor roles that are important to the achievement of the entire business.

The first role of managers is to promote diversity in work place. In an organization, there are employees with different sexes, ages and races. Thus, managers need to ignore the differences and understand people with particular attributes (Certo, & Certo, 2009, p. 36).

Since managers are involved with planning, they must have abundant experiences and knowledge which are related to their works. Such experiences and knowledge will enable them to set appropriate strategies and set themselves as role models for their subordinates (Certo, & Certo, 2009, p. 37).

Managers must also be able to resolve conflicts which might be the cause of overlapping responsibilities and tasks among staff members and the disagreements among staff members. Thus, managers must be able to give advice or consultancy services and control all members to work smoothly (Certo, & Certo, p. 37).

Furthermore, managers must be able to delegate right tasks to the right people and evaluate the outcomes. Managers must also encourage their subordinates to do their best by giving them some motivations such as compliments, praise or concrete rewards (Certo, & Certo, 2009, p. 37).

In addition to Certo, and Certo (2009, p. 37) points, Thompson, Strickland, and Gamble (2007, pp. 391-392) proposed that executives and managers must follow the following practices:

- 1) Provide top-down guidance to tell their subordinates what should be done;
- 2) Enforce consistent operations; and
- 3) Create appropriate work climates that promote desirable operations (Thompson et al., 2007, pp. 391-392).

From the details of management attributes deliberated in this sub-section, it is right to assume that the management, which includes the executives and managers, has 4 major roles which are planning, organization, influencing and controlling. Each of these 4 major roles incorporate many minor tasks such as to promote diversity, to have enough relevant experiences and knowledge, to give advice, to resolve conflicts, to facilitate the operations and so on. These tasks are emphasized on by both Thompson et al. (2007, pp. 391-392) and Certo, & Certo (2009, p. 37).

Since the overview of management for human resources has been discussed, in the next sub-section, the details of human resource management are covered. Such details will give straightforward insight of what to be done in order to get all staff members to work with efficiency and effectiveness.

2.9.2 Creation of Employee Relations

An organization must use Human Resource Management for affecting the behaviors of its employees. Human Resource Management (HRM) means philosophies, policies and practices that enable the organization to gain and sustain competitive advantages (Hellriegel, Jackson, & Slocum, 2005, p.108).

HRM leads to 3 major benefits. The first benefit, that effective HRM can bring, is the attainment of employees who add values to the organization and products (services). This is because employees have their particular knowledge and expertise

that can benefit the organization. The second benefit is the attainment of unique employees. This means the organization can select employees with certain unique attributes such as intelligence, productivity and loyalty. The last benefit from effective HRM is the attainment of the approach that can hardly be copied. Expert HRM staff will design special HRM tactics that especially fit certain circumstances (Hellriegel et al., 2005, p. 108).

Bateman, and Snell (2007, p. 132) also echoed and stressed that strategic HRM must lead to the 3 aforementioned attainments. Furthermore, they also added that strategic HRM, if effective, will make the entire organization become well-organized and can operate with the highest level of effectiveness.

The very first activity to be carried out in the HRM process is to plan. In the planning process, there are many actions to carry out. The first action is to forecast the labour demand. This means HR managers and all the planners must be able to anticipate the number and skills of employees that the organization needs. This forecast is related to the anticipation of the market and sales in the future (Hellriegel et al., 2005, p. 108; Bateman, & Snell, 2007, p. 132). In addition to the demand forecasting, Bateman, and Snell (2007, p. 132) suggested that HR managers must forecast the labour supply. This means they must understand the trends of labour in the future. For example, female works are increasing in number because women nowadays have to work and earn money instead of staying home and take care of their families. Knowing such trends, HR managers can make HR plans that are agreeable to the trends.

Hellriegel et al. (2005, p. 109) suggested that organizations can mitigate the inconvenience in forecasting such as trends by hiring contingent workers. This means they can hire contemporary workers, either part-time or outsourced ones, to work on certain projects. When such projects are over, the employment contracts will end. This is convenient but the issues of workers' rarity and unique skills must also be taken into considerations (Bateman, & Snell, 2007, p. 133). Afuah (2004, p. 63) also emphasizes on this issue. This is because to hire outsourced or part-time staff members can lead to the leakage of confidential information such as some secret formulas. Thus, many organizations prefer hiring their own employees or creating alliance with their outsourcers rather than hiring part-time or unknown outsourced

employees, especially when they want workers to work on important tasks (Afuah, 2004, p. 63).

From the realities discussed earlier, it can be concluded that human resources can be one of the most important assets of an organization because they are related to the productivity and capacity of the organization. Besides, they are also related to the sustainable competitive advantages (uniqueness) that the organization has over its rivals. Hence, it is important for the organization to recruit, manage, retain and lay-off its staff in the well-planned manner. These activities will be discoursed in the following paragraphs.

2.9.2.1 Recruitment and Selection

Hellriegel et al. (2005, p. 113) stated that recruitment is incorporated in a broader process called 'Hiring Process'. This process starts when there is vacancy or when an organization needs more employees. Then, it will recruit and select its employees.

Like the ideas of quality formerly shared, Cooper et al. (2005, p. 132) suggested that the very first step of the recruitment is to identify what customers need. This knowledge is important because it allows HR managers to set the requirements for applicants or candidates in order to satisfy customer needs.

Bateman, and Snell (2007, p. 164); Heneman, and Judge (2009, 22) stated that recruitment can be categorized into 2 types, i.e., internal recruitment and external one. Internal recruitment is the transfer of existing staff members from a position to another. It can also be the promotion for existing staff members to high positions. Internal recruitment is profitable because it is a way to retain good staff members with the organization because transferred or promoted staff members are those volunteering to get new positions because such positions might better fit their skills or better paying. However, in most cases, internal recruitment leads to external one. This is because when a staff member is transferred or promoted, his/her current position will be vacant; and someone must replace it. If there is no other existing staff member fitting that vacant position, the organization must carry out the external recruitment through public media and staff members' words of mouth (Hellriegel et al., 2005, p. 113; Henemann, & Judge, 2009, p. 22).

As Cooper et al. (2005, p. 135) stated, the recruitment is essential because it must lead to the attainment of the staff members with the abilities that help the organizations satisfy the identified customer needs. Therefore, it is essential for HR managers and planners to determine the characteristics and attributes that job applicants and candidates must have.

Cooper et al. (2005, p. 135) called such steps as 'Job Description and Person Specification'. In this step, it is vital for HR planners to know important requirements from less important ones. In addition, job description and person specification must be clear and specific. Cooper et al. (2005, p. 135) suggested 4 items that should be included in job description and person specification. The first item is the generic knowledge and skills that applicants must possess. For example, an airline must want a flight attendant who can well communicate in English. The second item is the knowledge and skills that applicants are not required to have because they will attain such knowledge and skills during their training courses. For instance, a candidate for a flight attendant position need not have the skills of food serving because he/she will be trained to. However, in many job classifications, this item is indicated as the surplus, not general requirement. The third item is the attitudes that enable a candidate to be more competent in his tasks such as flexibility and ability to learn quickly. The fourth item is characteristics. These characteristics might not be directly relevant to the job but they enable a candidate to work happily. For example, a candidate for a flight attendant position might be required to have tolerance because he/she must tolerate difficult customers (Cooper et al., 2005, p. 135).

The aforementioned 4 items incorporate different requirements in accordance to certain factors. Cooper et al. (2005, p. 135) stated that apart from candidates' personal intelligence, HR planners must consider the situation that staff members always encounter. The knowledge on the situations that frequently occur to staff members enable HR planners to specify the attributes that candidates must have in order to cope with such situations.

This point is also emphasized by Berry (2003, p. 19) who suggested that HR planners, setting job descriptions, must know the nature of work which includes the type of works (operational staff/managerial staff) and tasks (What a candidate is expected to do). Afterwards, the knowledge of the nature of work is interpreted into 6

categories of requirements. The first one is the required expertise such as specific training courses that candidates have attended and certificates that candidates must have. The second category is the worker requirement such as educational backgrounds, skills and knowledge that candidates must have. The third category of requirement is the worker characteristics. The fourth one is the occupation characteristics such as the circumstances that candidates will encounter and wages they will receive. The fifth category is the occupation requirement which includes the activities that candidates will carry out. The last category is the specific requirement such as the capabilities that candidates must possess to be able to work. The requirements of these 6 categories should be indicated in job description and person specification.

After the recruitment, the next step is the selection. The most important action in this step is job analysis. Doing job analysis, managers have to know important requirements from unimportant ones (Cooper et al., 2005, p. 136).

In formulating the criteria to measure all candidates, managers can take several actions to examine each candidates' work on a set of questionnaires that includes knowledge testing questions, and work attitude questions. In the interview, managers can learn about each candidate's ideas and attitudes while observing his/her personalities and reactions to each question. The other popular tactic is the observation. Managers might have a candidate worked in the real setting and observe their personalities, capabilities and performances. In general, the observation is time-consuming; hence, it is used for measuring the candidate that passes other tests (questionnaire test/interview). The candidate who is chosen might have to work in the trial session for a short period of time so that managers can see his/her actual performances (Berry, 2003, p. 19; Bateman, & Snell, 2007, p. 164).

After getting the employees with proper attributes, managers must keep them working with their best performances. This is possible if managers use their leadership in proper ways to motivate their staff to work. Motivation is a factor that no manager should overlook. Hence, the following paragraphs will lay out employees' motivation in details.

2.9.2.2 Motivation for Employees

Luthans (2008, p. 104) explained that motivation comprises of 3 elements, i.e., needs, drives, and incentives. Needs are caused from physiological or

psychological imbalance. For example, if a worker is working alone, he/she will need social life. After needs occur, drives are generated. For instance, a worker who needs social life will be driven to attend some social groups so that he/she can socialize with other people. As for the incentive, it is anything that fulfills a need and reduces a drive.

Henemann, and Judge (2009, p. 58) stated that when employees are not satisfied with their jobs, fear of certain changes such as changes in the executive team or work schemes and start to feel that they can have better opportunities from other jobs; they will quit their jobs. This is problematic because the organization, unless wanting to downsize itself, must find new employees to replace the quitting ones. It will especially be problematic if the quitting employees are skilled or experienced ones who cannot be replaced easily. Therefore, it is vital for HR managers to motivate their employees to work with the organization.

Greene (2011, p. 229) indicated that a worker will be motivated to work if he/she knows that he/she can do it, is allowed to do it, that is, the organization must have clear vision, missions, and performance models. In addition, these things must be relayed to all employees, notwithstanding their positions and ranks. To enable employees to do their jobs, the organization must design practical job descriptions and find the right people for the right jobs through the recruitment and selection process. To let the employees realize that they are allowed to do their jobs, the organization must have certain cultures and ambiances whereby employees are encouraged to decide on their work routines. Lastly, the organization might make employees want to do their jobs by using some incentives such as rewards and recognitions.

From Greene's (2011, p. 229) concepts, it can be assumed that motivation is generated since the recruitment and selection session. Since the session has already been mentioned, in this phase, the discussion will focus on the motivations in terms of organizational culture and reward system.

As for organizational cultures, Luthans (2008, p. 172) stated that the organizational culture that motivates employees to work must promote self-efficacy, optimism, resiliency and intelligence. Self-efficacy is the employee's confidence in their capabilities. This is what Greene (2011, p. 229) called 'the employees' ability to do their jobs'. Luthans (2008, p.172) suggested that self-efficacy is created only when

employees are well-trained and encouraged to work with their own expertise with the authorities to make some decisions that are related to their jobs. Meanwhile, optimism is defined as an employee's awareness that specific problems can occur in certain cases, and not all situations. Optimism makes employees move on with their jobs whilst pessimism hinders employees from working. However, managers have to moderate optimism lest employees would have unrealistic goals or useless aims, which are unproductive. As for resiliency, it is the employee's ability to adapt himself/herself in all situations (positive or negative ones) so that they can move forward. At the same time, intelligence means both physical skills, such as English speaking skills. These intellectuals are created naturally by employees themselves, but the organization can encourage its employees to create these intelligences or even train them (Luthans, 2008, p. 172).

With the agreement with Luthans' (2008, p. 173) impression, Dubrin (2010b, p. 246) gave more tangible recommendations on tactics that managers can use for motivating their subordinates. These tactics are the following:

- 1) Rational persuasion;
- 2) Inspirational appeal (being the good and ethical role model);
- 3) Consultation;
- 4) Ingratiation (trying to be liked);
- 5) Exchange (exchanging favors);
- 6) Personal appeal;
- 7) Coalition (working with the management team);
- 8) Legitimizing (showing the authority to give incentives to employees); and
- 9) Pressure (Dubrin, 2010b, p. 246).

The ideas of Dubrin (2010b, p. 246) concur with those of Erez (2008, p. 501) who pointed out that the interpersonal relations between managers and subordinates and among colleagues can lead to work motivation. This is because, having good relations with each other, people tend not to disappoint or dissatisfy each other. This management, as put by Greene (2011, p. 63), regards rewards as a motive that drives employees to work. Therefore, reward system should be included in this section.

Phillips, and Edwards (2009, p. 203) stated that all employees need rewards and recognitions. However, these rewards and recognitions will be effective only when they are credible and meaningful. Otherwise, instead of staff retention, they will lead to turnover.

Credible rewards must be immediately given, appropriate to receivers and fit the needs and preferences of receivers. However, it does not mean that rewards must be in the form of money or cash (Phillips, & Edwards, 2009, p. 203).

Even though it is discovered that effective rewards might not be in the form of cash, it is unarguable that monetary rewards are tempting and thus motivating. Heery (2009, p. 49) reported that the major concern of many unions around the world is the money awarded to workers. This is the reason why rewards must be provided in the systematic manner.

Greene (2011, p. 64) proposed that monetary rewards (wages and monetary incentives) must be internal equitable (performance-based payment); externally competitive (equivalent to or more than the wages paid by other organizations); affordable and cost-effective (realistic and possible in a long run); and legal and defensible (with compliance to applicable laws). These points, especially the equity issue, is also emphasized by Heery (2009, p. 50).

Since Phillips, and Edwards (2009, p. 204) proposed that effective rewards need not be involved with money, it is interesting to find out what they should be. Phillips et al. (2009, p. 204) suggested some examples of non-cash rewards as follow:

- 1) The opportunity to enhance special skills such as to attend an interesting training courses or workshops;
- 2) The opportunity to exhibit the work in front of peers;
- 3) The chance to give lecture at some academic institutes;
- 4) The chance to join important projects;
- 5) The chance to interact with high ranking staff members such as executives; and
- 6) The chance to be a mentor or mentee of a renowned individual (Phillips, & Edwards, 2009, p. 204).

The ideas of Phillips, and Edwards. (2009, p. 204) are supported by those of Greene (2011, p. 64) who pointed out that, instead of monetary rewards, workers can

be satisfied if they know that their jobs are significant and they have autonomy to make decisions and to be responsible for their jobs. Finally, if their superiors provide to them feedbacks for their performances (compliments for good ones and suggestions for improvement for poor ones), they will be satisfied. This is the ‘recognition’. The chart of the non-monetary rewards generated from good jobs is shown in figure 2.5.

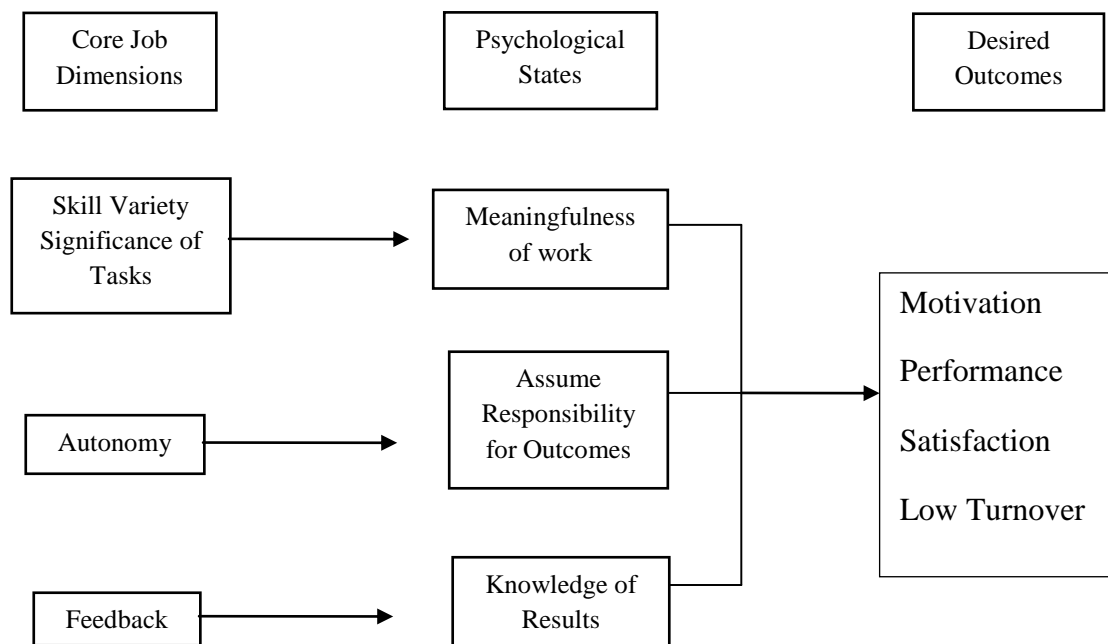


Figure 2.5 Rewards from Good Jobs

Source: Greene, 2011, p. 64.

The chart presented in figure 2.5 depicts that an employee can feel rewarded if he/she is given responsibilities that fit their skills. This is because it makes him/her feel that he/she is regarded as a professional worker. This can be reinforced if the higher staffs or superiors, such as heads and managers, are aware of the employee’s works. Such awareness can be manifested in the forms of feedback provision, compliments and suggestions for improvement. This idea is also supported by many other experts like Schwarz (2002, p. 38)

Apart from the motivation that is related to the feeling of importance, which is intrinsic, Mondy, Noe, and Premeaux (2012, p. 76) suggested that extrinsic motivation such as the ambiance of a workplace can also have effects on employees.

It is reflected that if an employee likes his/her office ambiance such as the colleagues and the system, he/she will feel rewarded even though there is no monetary award involved.

Meanwhile, Samson, and Daft (2005, p. 149) proposed that a work place can influence workers to work well only when certain issues are addressed. Such issues are equality in terms of genders, races and other differences, and the development of employees. This means the management must recognize all staff members in a fair manner and try to improve their work-related and interpersonal skills so that they can work efficiently and effectively.

In addition, Brown (2012) suggested that all staff members should be allowed to share their ideas. This means everyone can suggest what to do to improve the work. However, there should be some rules to govern the brain-storming. These rules include the authorization of the one to finalize the decision and ways by which all members can share their ideas.

Samson, and Daft's (2005, p. 149) submission concur with the aforementioned issues of staff recruitment and selection because it is important for the management to have staff members with appropriate skills and characteristics (Berry, 2003, p. 28). In addition to the recruitment and selection, training is also another important phrase in HRM. This is because all staff members need improvement in work related and interpersonal skills. Thus, the organization should either train them or have them attend some useful training programs (Samson, & Daft, 2005, p. 149).

To lay more emphasis on this concept, Werner, De Simone (2006, p. 57) suggested that all chances, opportunities and benefits (monetary and non-monetary ones), should be provided in a fair manner. This idea is reflected in the following figure 2.6.

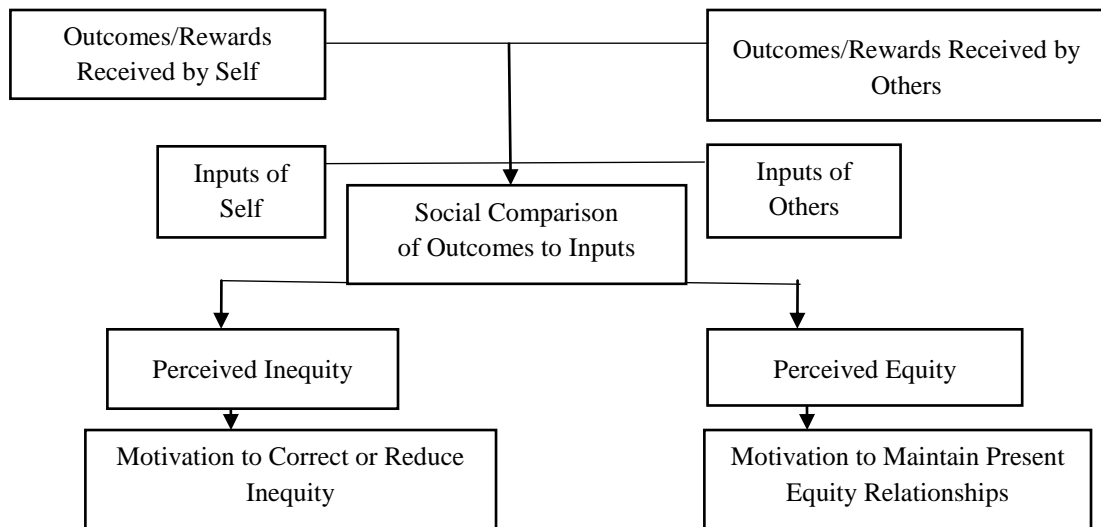


Figure 2.6 Equity Theory

Source: Werner, & De Simone, 2006, p. 57.

The Chart in figure 2.6 shows that an employee (self) always compares himself/herself with others (with relevance to those working in the same department, field or period). The employee will compare both the inputs (their perseverance and skills) and outputs (rewards). If he/she feels that he/she receives fair rewards, he/she will retain his/her performances. On the contrary, if inequity is perceived, the employees who experience such inequity will correct it by asking for more rewards or lowering their performances (Wenner, & De Simone, 2006, p. 57).

From the viewpoints of Werner, & De Simone (2006, p. 57), it is apparent that rewards must be provided to all employees in an equitable manner. To create such equity, it is suggested that the organization use some criteria on which reward systems are based. The mostly used criteria are skills and performances of staff members (Mondy et al., 2012, p. 85).

Since it is important for an organization to reward its employees on the basis of their performances, it is vital to confer how to assess employees' performances. Noe, Hollenbeck, Gerhart, and Wright (2006, p. 132) suggested that there are many means managers can employ to assess their subordinates' performances. Even though there are many ways to do so, the core idea is to collect information concerning staff's performances. Such information can be gleaned by the

observation on each staff member's works, and the interrogation from heads, peers and customers.

With reference to the assessment of staff's performances, Meyer (2004, p. 144) suggested that the management needs to brainstorm with the related staff members in order to determine the measurements to assess staff's performances. This is because the creative and beneficial measurements must be realistic tools that lead to the understanding of ways to improve the operations rather than the tools for the management to find blemishes from staff members.

While equity, harmony and teamwork are emphasized by (Samson, & Daft, 2005, p. 153; Werner, & De Simone, 2006, p. 61), Jex and Britt (2008, p. 46) proposed that conflict in work place can be a factor that effectively motivates people to work with productivity. The rationale of this principle is that when people compete with each other, they will try to outshine their competitors with their outstanding performances.

Even though competition in workplace has its bright side, it also has its dark side. Competing with each other, people will not talk to each other. This leads to problems (Jex, & Britt, 2008, p. 46). This is because communication in workplace is vital for the overall performance of the organization. Worse than that, in competing with each other, some workers might even try to hinder their competitors to work. As a result, their operations will go off-track, and the organizational goals will never be fully met (Muchinsky, 2003, p. 73).

The way to solve such problems is to create group competition whereby all competitors can be winners (Eisaguirre, 2002, p. 122; Jex, & Britt, 2008, p. 51). For example, a business can set the goal to have zero complaint and get the production team and reception team to compete with each other by delivering the excellent services. This hinders direct competition because the two teams do not work in the same field and are responsible for different tasks, so each team will do its best without stabbing each other at the back (Eisaguirre, 2002, p. 122).

All the preceding hypothesis on HRM lead to the ideas of the element to be added in the management model for the target day spas. However, HRM, product management and quality management are just three of many elements that are essential to the management of day spas. Song (2012, p. 58) stated that an important

element in supply chain management is the management of the collaboration among all the relevant actors in the supply chain. Bolstorff, and Rosenbaum (2003, p. 19) also suggested many important elements in a supply chain. These elements are delivery of reliability, order fulfillment, production flexibility, costs and profits. These elements will be deliberated in the following section which is exclusively dedicated to the supply chain management phenomenon.

2.10 Supply Chain Management

As stated beforehand; there are many aspects that should be focused on when discussing the supply chain management phenomenon. Apart from the aforementioned aspects, Basu, and Wright (2008, p. 176) recommended that, managing its supply chain, an organization should also put its emphasis on its facility and technological development and utilization. These two features are good issues to begin with because they are related to the 4 aspects proposed by Bolstorff et al. (2003, p. 21).

2.10.1 Facility and Technology

As indicated before in the section of standards for spa businesses, spa operations emphasize the comfort, safety and hygiene of all areas in a spa. This idea is conventional and universal. However, technologies are what all businesses in the world should catch up with. Technologies can change inputs, process or outputs, but such changes lead to better quality or higher productivity (Colquitt, Lepine, & Wesson, 2009, p. 67; Heizer, & Render, 2010, p. 124).

As a matter of fact, the majority of spas in Thailand can be said to have simple structures because they have small numbers of staff members and their structures are not so multi-tiered (Colquitt et al., 2009, p. 68). For example, a spa might hire a manager to supervise all staff members and control the overall operation whilst each staff member has his/her precise duties (masseurs give massages and treatments while reception crews give information to customers).

From the scenery depicted, it can be presumed that spa businesses are not in the great need for technologies. This can be erroneous. Stair, and Reynolds (2010, p. 93) stated that information technology is very useful for all businesses because it

helps them manage data concerning customers' historical purchase, preferences and complaints, staff's profiles and inventories. These data need be updated in a consistent manner so that they can enable the management to make sound decisions (Stair, & Reynolds, 2010, p. 93).

In addition, Shih (2011, p. 7) added that new technologies such as Facebook and all social media can be used as sources of data. This is because when a person experiences some products or services, he/she will share such experiences by telling stories and/or showing some pictures so that other people will know what he/she has experienced. The organization, on the other hand, should not try to interfere with such activities. Rather, it should listen to customers and regard such information as the input to improve its quality (Shih, 2011, p. 7).

Furthermore, Sponder (2012, p. 13) submitted that social media can be used for finding new customers. This can be done in many ways. For instance, a spa might reach new customers via the existing ones through the 'share' function of Facebook (Sponder, 2012, p. 13).

Most importantly, Plunkett, Attner, and Allen (2008, p. 154) advised that a business needs to integrate new technologies to its operations in the seamless manner. This means technologies to be applied to an operation must be compatible with it. To make this possible, a business must encourage all departments to coordinate with each other so that when changes happen, they can work together to adapt themselves to such changes, use innovations, and generate better outcomes.

Even though the terms 'technology' and 'innovation' seem to be relevant to information technology or internet, the fact is that technologies and innovations can be anything. An innovation can be a new office layout that facilitates workflows and thus increases productivity. It can also mean a new schedule that reduce staff workloads without jeopardizing productivity levels. It can also mean new work schemes that cut costs (Rastogi, 2009, p. 42).

Anupindi, Deshmukh, Van Mieghem, and Zemel (2006, p. 211) stated that the most important issue in the service business is the time spent by a customer. This means if the spa can serve more customers within the same period of time, it means the productivity level rises.

However, for spas, the service period of time is fixed. For example, a customer expects to receive a course of service for the entire 1 hour (or even more).

Thus, another indicator of the productivity is the queue length. This means effective management can prevent customers' queuing (Anupindi et al., 2006, p. 211).

Another element that should be included in the facilities is location. Many experts such as Hellriegel et al. (2005, p. 122), Branch (2009, p. 46) and Heizer, and Reder (2010, p. 154) proposed that locations that facilitate business operations need to have three major attributes. The first attribute is the convenience for suppliers. This means a good location must allow a spa business to easily connect with its suppliers. The second attribute is the convenience for the transportation. Possessing this attribute, the spa must be located in a location that can be accessed via normal or public transportations. The last attribute is the convenience for customers, which means the spa must be easily approached. In conclusion, a spa that has the facilitating location should be located on or nearby a main road (Branch, 2009, p. 46; Dubrin, 2009a, p. 207).

The ideas of facilitating locations are also emphasized by Federoff (2011). This is because Federoff (2011), citing Parasuraman's SERVQUAL Model, regarded accessibility as a core element of the model.

The other element that is remarkably important is the site (Ayers, 2010, p. 17). In many standards mentioned earlier, many elements are included. These elements are water, air, light, and sound (Hens, 2007, p. 104; Department of Health Service Support, the Ministry of Public Health, 2012). Hence, it is necessary to briefly discuss these elements so that they can be included in the management model of Thai spas.

Grondzik, Kwok, Stein, and Reynolds (2010, p. 106) recommended that the water that is safe for the consumption (drinking and bathing) must have the pH of 5.5 and the temperature that falls in the range of 10 °C and 16 °C. However, when the water is used in heating, the temperature should be as stated in the spa standard that is applicable.

Meanwhile, McMullan (2012, p. 26) suggested that the comfortable air temperature must be in the range of 5 °C and 25 °C. The sound loudness that is safe is in the range of 30dB and 70dB; and the appropriate light magnitude is 50 lux to 10,000 lux. These standard values are not fixed because they can vary by dint of activities, clothing and heat emission.

Most notably, the site must be safe for both customers and staff members (Goetsch, 2008, p. 33). In this study, two aspects are emphasized, the first aspect is

fire protection and the other is indoor air quality (IAQ). These two aspects are vital for all types of building (Grondzik et al., 2010, p. 106).

As for fire protection, it should incorporate the concerns about smoke, gases, flame and heat. It is reported that smoke and gases are major causes of death whilst the other two are minor ones (Grondzik et al., 2010, p. 106).

Grondzik et al. (2010, p. 108) further suggested that, when a fire occurs, the priority should be placed on human lives, followed by the building, the contents and the continuity of operations, respectively. To protect these things, Grondzik et al. (2010, p. 108) recommended some measures as follows:

- 1) The ceiling must be high so that the smoke and gases will rise high;
- 2) Abundant windows and effective ventilation systems must be installed;
- 3) Non-combustible solids should be overhung over windows in order to prevent fire from spreading to upper levels; and
- 4) Elevated water tanks or fire extinguishing systems should be installed in upper levels (Grondzik et al., 2010, p. 108).

In regards to IAQ, Grondzik et al. (2010, p. 108) suggested the following measures to control it:

- 1) Limiting pollution at the source: not storing too much hazardous substances;
- 2) Isolating unavoidable pollutants; storing and using them in isolated areas;
- 3) Providing adequate supply and filtering of fresh and circulated air: installing air ventilating systems and letting fresh air in; and
- 4) Keeping clean (Goetsch, 2008, p. 34; Findley, 2010; Grondzik et al., 2010, p. 108).

Facility and technology are not the only two core elements to be included in the supply chain management. Song (2012) proposed that materials are also important. Hence, the discussion on materials will be look in to in the next section

2.10.2 Material Management

Material management is precisely relevant to quality management. Ulwick (2005, p. 29) suggested that business need to understand what their customers want.

To obtain such knowledge, a business can survey on the majority of its target customers, have in-depth interviews with a number of customers. Notwithstanding the scheme, the obtained data should be able to tell the business what should be done (for a new or existing product or service). Then, this knowledge can be used for determining the quality of materials or supplies.

Apart from customer needs and wants, business must be concerned about the applicable laws, which, for spa businesses, might concern flammable fabric, consumer/product safety, food and drug, cosmetics, chemical substances and so on. This means spas must adhere to some laws that are related to such matters (Goetsch, 2008, p. 35).

As for spas in Thailand, the Department of Trade Negotiations (DTN, 2012, p. 75) stated that materials used, such as cosmetics and all the related products, must be herbal and traditional. This is because spas can play an important role in promoting Thai herbal cosmetics.

Even though Thai products are promoted, it does not mean that imported products cannot be used. In reality, some luxurious spas in Thailand still use imported cosmetics. From an informal interview with a spa operator of a 5-star spa in Bangkok, expensive spas are expected to use high-end products. In addition, the owner of that spa is also importing high-end cosmetics. Thus, they are used in the spa (optional). This is what many experts such as Burt, Dobler, and Stanling (2003, p. 47); Ayers (2010, p. 26); Bowersox et al. (2013, p. 88) emphasized. These experts stated that businesses should have some contracts or relationships with their suppliers to meet customer expectations and legal requirements. The matter of the contract or agreement between businesses and suppliers will be further discussed in the latter sections.

Apart from cosmetics, the other core material is the linen sheets used in spa operations. In general, linen sheets, like other types of fabric, are expected to be soft and unshrinking (Starbuck, 2012, p. 30). However, Hongu, Phillips, and Takigumi (2005, p. 142) suggested that fabric in the new age must be able to absorb sweat, be dried easily, have light weight, have low friction, retain warmth, reduce resistance and be water-repellent. These attributes might not be found in pure linen fabric. This is where technology, which many experts such as Hitt et al. (2005, p. 162) suggested,

can play its roles. Starbuck (2012, p. 30) advocated that fabric be weaved by mixed fiber such as linen with cotton or wool so that it will have desirable attributes.

Knowing what materials should be used, spa operators should also be able to effectively determine how to stock them. This is the inventory management, which is another important element of supply chain management.

2.10.3 Inventory Management

Inventory is concerned with the storage of materials, supplies and produced products. Bowersox et al. (2013, p. 94) impel that businesses should consider many factors when determining the inventory system. Such factors include the capital, taxes, insurance, obsolescence and storage. These factors can become expenses that businesses have to bear.

Since spa businesses are small or medium one, the appropriate inventory system is Just-In-Time (JIT). This is because JIT system does not require big stocks. This concept, on the other hand, suggests that a business stores just the safety stock or the amount of materials and end-products that enable it to run in a short period of time (Bowersox et al, 2013, p.96). This is because spas do not need materials that are difficult to obtain. Most significantly, the core product is the massage services which masseurs can give to customers any time (Lai, & Cheng, 2009, p. 23).

After materials and inventory systems, the next aspect to be focused on is the collaboration. This aspect is also important because a business needs a variety of supportive materials and services. As a result, it needs to have positive and effective collaborations with its suppliers.

2.10.4 Collaboration Management

Bowersox et al. (2013, p. 99), as well as others such as Burt et al. (2003, p. 56); Ayers (2010, p. 37); Heizer, and Render (2010, p. 165), stated that collaboration in a supply chain incorporates two major elements namely, acknowledge dependency, and information sharing. The degrees of such dependency and sharing of information are correlated to each other. This means the more dependent to each other, the more information shared. Such degree varies accordingly to the types of collaborations. The least dependent collaboration is the contract, followed by outsourcing, administered

business, alliance and enterprise extension which involved the highest degrees of dependency and information sharing (Bowersox et al., 2013, p. 99).

The dependency and information sharing among actors in a supply chain are not in the equitable fashion. Burt et al. (2003, p. 56); Ayers (2010, p. 37) suggested two key elements in relationship. These elements are power and trust. In general, the bigger a company or organization is, the more powerful they are due to the factors of more revenues and reputable than others in a supply chain. This powerful party can be the purchasing company or the supplier. Power is also related to the necessity of the supplies (Burt et al., 2003, p. 56; Ayers, 2010, p. 37; Bowersox et al., 2013, p. 99).

As for the trust, it can be created only when all parties have relationships with each other for a long time. To create effective buyer-supplier relationships, all parties are advised to set shared goals, risks, measurement, and feedbacks (Goetsch, 2008, p. 42; Bowersox et al., 2013, p. 100). In addition, it is also necessary for a business to determine whether it should have a close relationship with a supplier. Burt et al. (2003, p. 57) proposed that alliance is beneficial when supply price and demand are stable, and the main production technologies are not changing. At the same time, an alliance is good only when the business has many choices so that it will have some power on its suppliers. In addition to the aforementioned measures, Bowersox et al. (2013, p. 100) advocated that when a party in the supply chain is not needed or cannot meet the expectation, the counter party can terminate the alliance.

A good example of relationship management in a supply chain is Arcadia Group. It is one of the biggest apparel retailers in the world. As a big conglomerate, Arcadia sets many rules and standards that its suppliers have to adhere to. Examples of such rules include a fair treatment to labour and the use of organic cotton. There was a case where some suppliers used child labour. This incident made Arcadia to ban the materials (cotton) supplied by those suppliers (Arcadia Group, 2012).

As for spas in Thailand, they are small. In addition, their supply chain relationship is flexible. An informal interview with a spa operator leads to the understanding that a spa can use any material (such as cream) to substitute for materials regularly used. However, in general, spas have their own contracted suppliers that frequently supply supportive materials and products.

Glaesser's Sphere of Activity Model also mentions the collaboration with alliances, worthy of note, the primary informal interview with a day spa operator in

Bangkok expose that day spas only have collaboration with suppliers. It is productively necessary to learn the creation of alliances with other businesses as a catalyst to promote day spa businesses. One of the most seen alliances is the type whereby all parties in the alliance share some benefits (Goetsch, 2008, p. 45). An example of this alliance is the establishment of the Thai Spa Association which is a non-profit organization set up for promoting Thai spa businesses and raising standard of Thai spas by arranging conferences and training courses for spa operators in Thailand (Thai Spa Association, 2013). However, it is interesting to learn about the formation of alliances between spa businesses and other businesses such as hotels or transportation enterprises (buses, metro, sky train and express boat) in order to promote each other's businesses.

The supply chain includes not only alliances, suppliers and buyers but it also incorporates other parties. These parties are workers and people in the community in which the company (organization) is a member. These stakeholders should also be considered because they can generate negative and/or positive impacts on the organization (Oakland, 2000, p. 54; Benn, & Bolton, 2011, p. 131). These stakeholders can create sustainability of the organization (Benn, & Bolton 2011, p. 131). In recognition to other factors in supply chain, the next section will deal in details on the above mentioned factors.

2.10.5 Supply Chain Management

Apart from suppliers, a business must pay attention to many groups that are directly and indirectly affected by its operations. These groups are workers, customers, communities and legal authorities (Rainey, 2004, p. 124; Benn, and Bolton, 2011, p. 148; Lawrence, & Weber, 2011, p. 62).

For workers, apart from the improvement and motivation which have been stated earlier, they need security in their lives and assets (Goetsch, 2008, p. 65). This means the organization needs to protect them from physical and psychological hazards such as exposure to dangerous chemicals, life risks, unfair wages, discriminations and sexual harassment (Rainey, 2004, p. 132).

As for the communities, a business should be concerned about environment conservation. This can be done in various ways such as to use organic products,

reduce the use of pollutants, and to try to improve the quality of air and water by saving energy, using green and clean energy that emit lower amount or none of Carbon, and Sorting waste (Gummusson, 2008, p. 68; Grondzik et al., 2010, p. 152; McMullan, 2012, p. 37; Starbuck, 2012, p. 45).

Not only these activities are voluntary but they are also legally enforced. All countries around the world enact different laws to protect workers, consumers and environment. Thus, businesses are obliged to be concerned about these matters by the applicable laws (Rainey, 2004, p. 168; Goetsch, 2008, p. 87).

After having all the elements, a business is ready to sell its products or services. However, it is not simple to go around knocking each potential customer's house to offer them products or services. A business should better understand how to attract customers. This is where marketing comes in (Vitale, 2007, p. 79; Gummusson, 2008, p. 68).

2.10.6 Marketing for Spa Services

Drummond, and Enson (2005, p. 194) suggested that a service is different from a product by dint of its three main features, namely, intangibility, inseparability, and perishability. This means a service cannot be retained. After a customer obtains it, it will be gone. As a result, many customers cannot remember the service quite well.

Since services cannot be memorable as possible. Drummond, and Enson (2005, p. 194) submitted that service providers should focus on the 7 Ps marketing mix. This model consists of 4 conventional Ps, namely, product (service)/ place (service place, shop)/ price/ promotion, and 3 new Ps, namely, physical evidence (ambiance of the service place)/ process (service scheme)/ people (service provider). Service providers must use these 7 Ps as a basis to meet customers' expectations.

Customer expectations cannot be easily met. This is because each customer, although receiving the same service, has expectations and perceptions that are different from those of others. This is why many marketing experts like Arens and Schaefer (2005, p. 66); Vitale (2007, p. 103) suggested that marketers do the segmentation.

Customer/Market Segmentation can be made in the bases of customers' demographic data, social statuses and psychological characteristics. It is assumed that people with different attributes have different preferences and expectations.

Demographic data are personal profiles such as ages and genders. Social statuses are social attributes such as family types, occupations and means. Meanwhile psychological characteristics are people's beliefs, attitudes and motives. Denissen, Van Aken, and Roberts (2011, p. 79) suggested that demographic factors can be influential to a person's characteristics. For example, an adolescent (10-20 years old) has low emotional stability; does not care about the society; but is very dependent to his/her group. Meanwhile a working person (20-40 years old) has higher emotional stability and care more about the society.

In addition, it is also put forward that the male and female are interested in different things and possess different characteristics. For example, the male might be interested in sports whilst the female like fashion. Also, it is reported that the female are more reserved than the male when they comes to showing their opinions to strangers, women tend not to express what they think. Also, for the case of a husband and wife, the wife will let the husband speaks out everything. This is because women are afraid that their opinions might cause conflicts which they deem undesirable (Solomon, 2009, p. 135).

From the principles discussed here, it is apparent that the factors of gender and age are influential to people's behaviors. However, Pennington (2003, p. 80), citing Albert Bandura and Julian Rotter, proposed that a person, notwithstanding their genders or personal profiles, will have behaviors from his/her expectations and values. This is the reason why Kotler, and Armstrong (2012, p. 167) submitted that a person perceived the value of a product (service) through all attributes of the product including brand, package, supportive service, price, and many others. In sum up, the value of a product (service) can be created from the 7 Ps that have been conferred earlier in this section because Kotler, and Armstrong (2012, p. 167) also emphasized on these 7 Ps.

In addition, Arens, and Schafer (2005, p. 79), as well as Drummond et al. (2005, p. 206), emphasized on buyer behaviors. Some people like to be the first to try a product (service). They are initiators. Some people like to make others buy or avoid some products (services) that they have experienced. They are influencers. Some people, although not buying the product or service, use it. They are users such as children who drink milk that their parents buy. Some people, on the contrary, play

only the buyer role because they buy products for others such as the parents who buy products or services for their children. Some people, such as the procurement and purchase department of a company, play the role of deciders because they have to make decisions of what and how to buy.

These attributes play important roles in influencing a person to buy something. Perner (2008), as well as Dowling (2004, p. 42); Keegan, and Green (2011, p. 170), suggested that these attributes influence people to buy products because they affect people's perception on a product or service. The intervention of these attributes is shown in figure 2.7, which depicts a person's buying decision process.

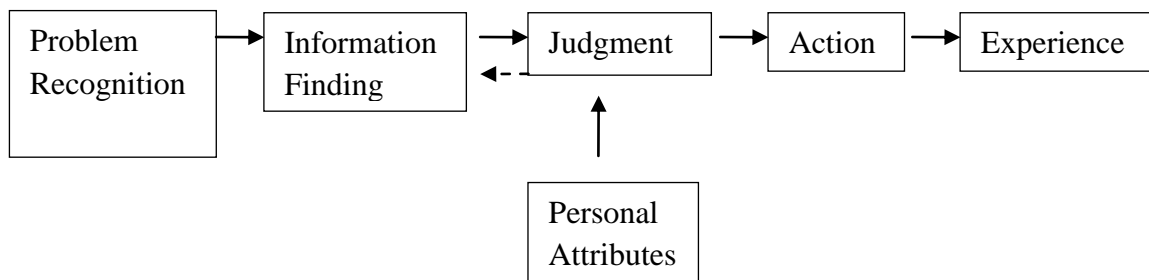


Figure 2.7 Buying Decision Process

Source: Adapted from Perner, 2008.

Figure 2.7 shows that the decision process starts with a person's recognition of problems such as to get rid of some problems (hunger, thirst and needs), to avoid some problems (to avoid sunlight by finding sun block cream) or to get more pleasure (Dowling, 2004, p. 42). Recognizing the problem, the person will find information and find out the products or services that can help him/her solve the recognized problems. Then the person will judge all the available choices by using his/her own criteria, such as beliefs, preferences, and attitudes. Afterward, if the available choices are not satisfying, the person will go back to the information finding step to find more choices. On the other hand, if the person can get the most satisfying choices, he/she will take action to buy the product and service. Having the product and service, the person will receive experiences which will be the input information to judge that product/service (Perner, 2008).

From the aforementioned ideas, it is apparent that a person's personal attributes play most important role in the purchase (buying) decision process. This is because they can influence the person to like or dislike a product or service.

The other influential factor is the experience. This is because the experience that a person has on a product or service will be kept in his/her memory and will be used for judging that product or service in the future. This is the reason why it is advisable for many businesses to attract new customers by giving free trial (Keegan, & Green, 2011, p. 183).

As the earlier studies are mainly focused as an individual element in the management therefore; in order to have a clear understanding of the integrated management model, the theories of integrated management system and integrated strategy have been presented in the following next sector.

2.11 Integrated Management System and Integrated Strategy

Integrated Management System (IMS) is used by an organization to manage all processes or activities in order to fulfill the organization's objectives as well as to satisfy all stakeholders. An integrated management system syndicates all related elements of an organization into one system for easier management and operation. Normally quality, environment, people, facilities, process, and safety are incorporated and managed as an integrated management system.

Principal Characteristics of IMS

- 1) It covers all elements of the organization such as human resource, finance, marketing, public relation, safety, and environment in relevance to the organization's values, operations, and objectives.

- 2) Internal audit will be accompanied for the whole business unit, not separately for each of the element (SCI QUAL International, 2015).

Thomas, Shoji, and Robert (1999, p. 336) revealed that IMS can support organization to accomplish their objectives by creating their own specific ways to implement their management practices in order to achieve a quality-based organization. IMS refers to the integration of various management elements such as quality, environment, and occupational health safety management system. The factors

which determine the integration levels are based on the needs of the companies as well as the size, function, competition, institutional setting and system (Mezoh, & Patience, 2008, p. 93).

However, to ensure that the internal processes or activities are in line with the external environment, the integrated strategy should be considered as a necessary means to develop the right strategy for the organization.

Integrating strategy highlights the importance of matching external forces with the internal factors in order to establish the proper decision in creating and implementing proper strategy (Fred, 1984, p. 97).

Organizations implement integrated strategic management (ISM) to improve quality, productivity and efficiency. ISM is a cross-functional management which intervene the operational procedure in order to concentrate on the continuous improvement with the aim to improve overall organization performance (Trehan, 2006).

After discussing all the important elements, the next section will add on some related and reputable studies conducted by other scholars to lay a foundation and a better understanding of the elements to be included in the integrated management model for spa businesses in Andaman region.

2.12 Other Related Studies

Sasiwimon Deenonpho (2007), studying on the satisfaction that customers have on a Thai massage spa in Chiang Mai province, discovered that the majority of customers are female. Most customers receive the services for relaxing or relieving muscle pains. It is also found that the most important factors that make these customers go to this massage shop are the convenient location and the standardized services. Noticeably, the study revealed that, the studied customers, although making decisions by themselves, use the information concerning direct experiences that their friends and families had on the spa as the input information to make decisions.

The findings from Sasiwimon Deenonpho (2007) concur with the ideas of Branch (2009); Heizer et al. (2010); Federoff (2011) who emphasized on the location and the accessibility of the service site. In addition, the reliability or the service staff's

possession of related skills is also found to be important. This means the proficiency of service staffs must also be focused on.

Meanwhile, Phatcharaphorn Tithasiri (2007) who studied customer satisfaction with Achanti Spa, discovered that most of the studied customers have high monthly salary (more than 40,000 baht or more than 1,330 US dollars whereas 30 baht is equivalent to 1 US dollar). Besides that, this study leads to the findings that product (services), price, place, promotion, and all facilities are important factors to satisfy the customers. More importantly, the studied customers indicated that the most important factors that influence them to buy services from this spa are the convenient location and the quality or standard of services provided. The research also exposed that the studied customers use the services from the studied spa because they have been told about this spa by people they know. Thus, the findings from this research can confirm the facts reported by Sasiwimon Deenonpho (2007).

Ponprawee Sirirak (2008) studied on customer satisfaction with a spa in Hua-Hin district, Prajuab Kirikhan province, and discovered that the factors that can satisfy the studied customers are the availability of service staffs, the facilities, the convenient location, staff's manners, fair queuing system, convenient telephone booking system, quality of service, good conditions of equipment, and staff's empathy and attentions. These findings can confirm the importance of the aspects discussed earlier.

Likewise, Phairot Somsri (2010), who compared the satisfaction with spas of Thai tourists and Thai local resident, discovered that most customers are female and ages about 21-30 years. The studied customers are very concerned about the price, banners that lead to the spas, convenient telephone service reservation, manners of service staffs, and cleanliness of the service sites. These findings are also a confirmation of the importance of all the factors mentioned previously.

Sibpasinee Baray (2012), studied the influences of spas in Phuket on Chinese tourists by basing her study on 7Ps marketing mix principle (as proposed by Drummond, and Enson (2005), and found out that most of the studied tourists are female whose age ranks from 20 and 30 years. Most importantly, the studied tourists use spa services that are recommended by people they know. This idea is not different from those conferred earlier.

The works cited earlier are those focusing on customer satisfaction, and service and marketing aspects, which, although relevant to the topic of this research project, cannot cover all the related aspects. Thus, it is vital that the other work concerning spa management in Thailand be discussed so that more aspects will be covered.

Pavarana Atchariyabud et al. (2005) studied the spa business management in Phuket, Phang-Nga and Krabi provinces, and found that the spas in these three provinces, which are in the Andaman region, can attract Asian and Scandinavian tourists. Their strengths are the design of the sites that are open for nature (by letting natural air and light in), and the quality of service staffs. However, the weaknesses of the studied spas are found to be the inconvenient locations, the lacking of proficient staff members and the rejection of Thai herbal products. This study also revealed that the primary aspect that the studied spa owners consider is the location that must be convenient and close to nature. It is also discovered that the staff members of these spas can be divided into three groups, namely, spa managers, therapists (service staff members), and receptionists. These spas are reported to have internal training system whereby senior staff members train junior ones. In addition, spa staff members are supposed to be polite and sincere to customers.

All the cited works lead to the realization that spa businesses should concentrate on female customers whose ages are 20 years old and upward. In addition, the findings from the cited works lead to the assumption that spa services are for people with good monthly income rates. It is also revealed that all the matters deliberated in this chapter are important for spa businesses. However, among them, it is apparent that location, staff's skills and words of mouth promotion seem more central than others.

2.13 Theoretical Framework

From the literature review, it revealed that the spa standard in Thailand which is set by Department of Health Service Support, the Ministry of Public Health (2012) focuses on quality of products, quality of services and materials which is in line with many theories in terms of Quality Management. Also various criteria of training, quality of staffs, and job descriptions are relevant to Human Resource Management.

Meanwhile, the conservation of environment, inventory control, and facilities are related to Supply Chain Management. Moreover, the annual budgeting system and associated measurement to monitor and evaluate the company's performance is connected to the Product Management in terms of forecast and break-even analysis. Though the spa standard omitted Sales & Marketing elements, it is undeniable that in the current high competitive environments, in all business sectors, sales & marketing has to be concentrated on. The research management of Spa business (Chayada Klinpongsa, 2004, p. 18) stated that in the current situation, enterprises have to create the value added to the products or services in order to satisfy customers. The aims are to build customer value, convenience, communication, and profit.

Consequently, the theories in accordance to spa standard set by Department of Health Service Support, the Ministry of Public Health, the elements of management should be in corporation with Product Management, Quality Management, Human Resource Management, Supply Chain Management, and Sales & Marketing.

From the studies cited in this section, it is rational that spa management should include all the elements that are discussed in this section. These are shown in Table 2.1.

Table 2.1 Theoretical Framework

Elements for Spa Management Model				
Product Management	Quality Management	Human Resource Management	Supply Chain Management	Sales& Marketing
- Sales Forecasting - Break-Even Analysis	- SERVQUAL Model - MOPH's Standard for Spas in Thailand	- Recruitment and Selection - Motivation (Monetary/Non- Monetary Incentives) - Work Environments (Equity and Brainstorming)	- Facility (Location) and Technology (Internet) - Material (Linen Sheet/ Spa products) - Inventory - Collaboration (Suppliers/ Alliances) - Sustainability (Energy and Water Saving/ Environment Conservation)	- 7 Ps (Product/Price/ Place/Promotion/P hysical Evidence/ Process/People

Table 2.1 shows that the major activities spa business cannot overlook includes Product Management, Quality Management, Human Resource Management (HRM), Supply Chain Management, and Sales & Marketing. Each of these activities consists of many sub-activities which should be tested to determine their importance to day spa management.

It is also reasonable that the aspects included in the model in Table 2.1 are different from those in the models cited earlier. This is because the management model in Table 2.1 is for spa business which focuses on services and regards services as the major products.

The features of the Spa Management Model in Table 2.1 will be tested in this study to see whether they are really important for day spas in Thailand or not. After attaining the results from the study, this model will be adjusted and finalized.

CHAPTER 3

METHODOLOGY

3.1 Introduction

The spa business in Thailand has become one of the most attractive small business ventures, which generates substantial revenue to other inter-related sectors. This study aims to develop an integrated management model for day spa establishments in Thailand.

For the nature of this study, the researcher made use of both qualitative and quantitative research methodologies. For a better understanding, this chapter is set out to describe the research population, sampling techniques, research tools, data collection routines, pilot test and verification of the reliability, validity of this research projects, and data analysis.

3.2 Research Populations and Samples

The samples for this study were divided into two groups: The day spa operators in Thailand and the customers of day spas in Thailand. Spa operators include spa directors, spa managers, supervisor receptionists, trainers and masseurs (therapists).

The primary research on the number of day spas in Thailand revealed that apart from Bangkok, the Northern and the Andaman regions got a larger number of day spas than other regions. The numbers of spa operators in these two regions, as well as the number of spas in Bangkok, are shown in table 3.1.

Table 3.1 Number of Spa Business in Important Clusters and Bangkok

Cluster	Province	Number of Spa Business
1	Bangkok	321
7	Ranong	270
(Andaman Cluster)	Phang-Nga	
	Phuket	
	Krabi	
	Trang	
15	Chiang Mai	163
	Mae Hongson	
	Lampang	
	Lanphoon	

Source: Ministry of Public Health, 2011, p. 9.

Statistics obtained from relevant authorities reveal that in the Andaman region, Phuket has the highest number of registered day spas with 18 day spas in the region (Provincial Public Health Office of Phuket, 2012). Worthy of note, the numbers of day spa in Krabi, Ranong, and Phang-Nga is 1 (Provincial Public Health Office of Krabi, 2012; Provincial Public Health Office of Ranong, 2012; Provincial Public Health Office of Phang-Nga, 2012). Whereas, it is found that there is no day spa in Trang (Provincial Public Health Office of Trang, 2012). Furthermore, in the Northern region, Chiang Mai has 14 day spas whereas, none in Mae Hongson, Lampang and Lanphoon.

In reaction to the above statistics, the researcher resolved to use Phuket, Bangkok, and Chiang Mai as the samples of the study because of the number of day spas in these provinces. Another factor that was considered before choosing the sample was that; samples must be staffs of day spas which are owned by Thai people because this research project aims to benefit Thai day spas.

The other groups of sample are customers of day spas in Thailand. There are more than 10 million tourists visiting the three studied provinces in 2010 (Department

of Tourism, 2010). The samples' population is 400 day spa customers of the studied day spas. They consist of Thai people and foreigners who were not living in the studied provinces or reside there as long as one year during the period of this study. This decision was based on the definition of tourists by World Trade Organization (WTO), which defined tourists as people who travel to and staying in places outside their usual environment for not more than one consecutive year for leisure, business or other purposes (Goeldner, & Ritchie, 2006, p. 11).

3.3 Sampling Techniques

There are many sampling techniques suggested by research experts. However, the two techniques applicable here are convenient sampling and purposive sampling (Boehnke, Lietz, Schreier, & Wilhem, 2011, p. 75).

The convenient sampling technique is suitable for the quantitative research on customer expectations and opinions on day spas' management elements. This is because this technique allows the researcher to use any respondent whose features fit the attributes of the populations and is willing to participate in the research (Boehnke et al., 2011, p. 75). Hence, this sampling technique will lead to the attainment of the knowledge from the samples who really want to share their ideas. Furthermore, since it does not indicate any specification, it enables the researcher to understand the attributes of the potential customers of the day spas (this technique does not require an exact number of samples with specific features such as 10% of the studied samples must be female, whose ages ranks between 21-30 years). Hence, the discovery of the attributes of the majority of the samples can be interpreted to the knowledge on the attributes of the customers which are regarded as the target ones.

At the same time, the purposive sampling technique is appropriate for the qualitative work. This is because it suggests that the researcher selects the samples that have actual experiences. These chosen samples have appropriate knowledge and experiences that can contribute to the completion of the designed management model for day spas.

3.4 Research Tools

This study involved two different groups of samples. Therefore, two tools were used respectively for collection of data from the two different groups of samples. An interview script was used for qualitative data collection while a set of questionnaire was used for quantitative data collection.

The interview script is semi-structured. It consists of a list of pre-determined open ended questions that allows the researcher to ask for more in-depth questions during the interview to gain a fuller understanding of the issues under discussion.

The questionnaire form is designed to consist three main parts. The first part entails the questions that ask respondents' demographic data, i.e., genders, ages, monthly incomes, marital statuses and ethnicity (sorted by continents, i.e., Asian, Europe, North American, South American and African to avoid racism-Mongoloid, Negroid and Caucasoid). The second part of the questionnaire incorporates questions that ask respondents' agreements concerning the features of day spa management. These questions are simply-written statements to which each respondent has to rate his/her agreement. The rating scale is 5-scaled rating system where 5 represents high agreement, 4= agreement, 3= neutrality, 2= disagreement, 1= high disagreement (Baxter, Babbie, 2004, p. 75; Marczyk, De Matteo, & Festinger, 2005, p. 132).

3.5 Data Collection and Research Ethics

The interview conducted with spa operators was based on some ethical principles. The researcher seeks the consent of the respondents, and as agreed, the information given by the samples was confidential therefore, the name of the participants are concealed. This is important so that the career and the personal life of the samples won't be affected. Moreover, the names of the participated day spas are also concealed because some parts of the information might as well inflict adverse effects on their business. Finally, the researcher facilitates the interview by clarifying the questions but not leading the answers and arranging all questions in a proper order (broad to deep). These actions propelled the respondent to feel free and give true answers (Shaughnessey et al., 2003, p. 123; Howitt, & Cramer, 2005, p. 96).

For the collection of data from customers, the researcher placed the questionnaire at each day spa so that the customers who desire to share their ideas can participate in the research. This is called 'Self-Administered Questionnaire'. It is advantageous because it does not require the researcher to be at all the spas throughout the research period. However, the absence of the researcher can lead to the misinterpretation of respondents towards the questions which consequently lead to the incompleteness or inaccuracy of the obtained data (Baxter, & Babbie, 2004, p. 174).

To solve such problems, the researcher wrote simple statements, to include all possible issues, answers, (for the multiple – choice questions), and give instruction. (Baxter, & Babbie, p. 175; Marczyk et al, 2005, p. 142).

To ensure the effectiveness and the quality of the research tools used in data collection, the researcher will discuss in the next section some important techniques carried out to ensure the validity and reliability of the study tools.

3.6 Pilot Test and Verification of Research Tools

The quality of research tools is important because it leads to the attainment of accurate and useful information. For many experts such as Marczyk et al. (2005, p. 175), Kvale (2007, p. 275) and Pelham and Blanton (2007, p. 184), the quality of a research tool consists of three elements, namely, objectivity, validity and reliability.

Objectivity means that the questions in the interview script and the questionnaire must not lead the answers. For example, if a question uses leading words such as good-bad, great-poor or excellent-lame, the respondents' attitudes will be led by such words. Thus, in general, professionally written questions must just 'ask questions', not 'lead the answers' (Kvale, 2007, p. 275).

Validity is the capability of the research tool in making all participants interpret all questions in the same manner (although the answers might vary). Meanwhile, reliability is the capability of the tool to generate trustworthy information (Marczyk et al., 2005, p. 175).

As for the verification of the validity of the research tool, it can be carried out in different ways. One of the most practiced verifications is the test-retest technique. This technique suggests that a tool (the interview script or the questionnaire) should

be used in the simulated research whereby a small group of participants, whose features are like those of the research populations, are asked with questions. This technique is called test-retest because it has to be performed at least twice (Leedy, & Ormrod, 2005, p. 192; Marczyk et al., 2005, p. 175).

In addition, the IOC (Index of Item Objective Congruence) test for the interview script and the questionnaire should be carried out. Carrying out the IOC test, the researcher asks a group of 5 spa experts who are not involved with the interview. These experts will be asked to mark each question in the script. If they deem that the question is appropriate, they will give 1 mark. On the contrary, if they do not think that the question is appropriate, they will give 0 mark. Then, the total mark for each question will be calculated with the following formula:

$$IOC = \frac{\sum R}{N}$$

Where

$$\begin{aligned} \sum R &= \text{the total mark from all the experts; and} \\ N &= \text{the number of the experts} \end{aligned}$$

The IOC for each question must not be inferior to 0.5. If any question obtains IOC mark that is lower than 0.5, that question will be deemed invalid and should be eliminated (Phuangrat Thaweerat, 1997, p. 117).

3.6.1 Results from the IOC Analysis

The IOC analysis is conducted in order to achieve the opinions of experts in the fields related to spa management and academics. The findings from this analysis can reflect whether the questions in the designed questionnaire are valid or not.

From the 38 questions, there is only 1 which the IOC mark is lower than 0.5; “The spa should provide services that have lower prices than other spas”, so this question is eliminated. The experts who rate the IOC mark for the questionnaire stated that all customers need products or services that have the lowest prices in the markets hence this question is obsolete. Also, some questions have to be adjusted in accordance to the experts’ suggestions. The original and adjusted questionnaires are shown in the appendix.

Concerning the reliability of the tool, it can be tested in various ways. For the interview script, it is advisable that the script be reviewed by experts in research or related fields, including the linguistic experts, who will confirm that the questions in the tool will lead to reliable answers (Leedy, & Ormrod, 2005, p. 195). For the questionnaire, one of the reliability verification techniques is the use of Cronbach's Alpha. The Cronbach's Alpha will indicate that the questions in the questionnaire (only those with the rating scales) are reliable. However, it is to be noted that the acceptable alpha must be 0.7 or greater.

3.6.2 Results from the Reliability Test

As for the reliability test for the questionnaire used in this research project, it was carried out in Pattaya City and Chonburi Province. Many sets of questionnaires were distributed to tourists who received services from day spas in Pattaya. The data from 50 sets of completed questionnaires were used for calculating the Cronbach's Alpha in the test. The Cronbach's Alpha of the entire questionnaire is 0.910, so it can be assumed that the questionnaire can be used for collecting reliable information from the samples.

3.7 Data Analysis

The qualitative data obtained from interviews were analyzed using the grounded theory technique. This technique suggests that the researcher groups the same data together, categorizes them, and compares them with the theories (Henwood, & Pidgeon, 2006, pp. 342-365).

The quantitative data from the questionnaires survey were processed with instant computer program for descriptive statistics such as frequencies, percentages, means, and standard deviations; and inferential statistics such as t-values, f-values and Pearson's Correlation Coefficients.

Frequencies can tell how many respondents in a group; for example, there might be 5 samples whose ages fall in the rank of 21-30 years. Percentages compare the aforementioned number with 100. Mean is the average value of the scale as follows: 1.00-1.80 = strongly disagree; 1.81-2.61= disagree; 2.62-3.41 = neutral; 3.42-

4.21 = agree; and 4.22-5.00 = strongly agree. These average means are determined from the equation $(\text{Maximum} - \text{Minimum}) / \text{Number of Scales} = (5-1)/5 = 4/5 = 0.8$. Meanwhile, standard deviations reveal how much the answer (rating) from each respondent is different from each other's. In this study, it is granted that the standard deviation that denotes the significance of the difference in each respondent's answer is 1 (Naronk Phopruksanantha, 2008, p. 214).

At the same time, T from t-test analysis can tell whether the difference between two different groups of samples, e.g., the male and the female is statistically significant at 0.05 or not. As for the difference among more than two groups of samples, e.g., the Asian, the European, the American and the African, its significance is denoted by f-values from One-Way ANOVA test.

Finally, the correlations among variables are tested with Pearson's Correlation Analysis. The obtained coefficient can be positive, negative, and zero. A positive coefficient shows that the two tested variable rises, the other will rise accordingly. On the contrary, a negative coefficient indicates invert correlation – if one goes down, the other goes up, for instance. Meanwhile, '0' means that there is no correlation between the two tested variables (Naronk Phopruksanantha, 2008, p. 216).

The quantitative data concerning the opinions of the customers were also analyzed using the correlations analysis techniques or the t-test and One-Way ANOVA analysis technique.

The t-test analysis technique were used for comparing the means between the two groups of tourists, i.e., the males and the females, and Thais and foreigners, in order to see how these groups are different from each other in terms of their ideas towards the importance of the features of day spas. The t-values obtained from this technique was compared with the standard t-value in the t-distribution table for the two-tailed statistical significance level of 0.05 (Statsoft, 2011).

Meanwhile, the One-Way ANOVA analysis technique was used for comparing the means between more than two groups of tourists, i.e., the Thai, the Asians, the Europeans, the North American, the Latin, and the African, in order to see how these groups are different from each other in terms of their ideas towards the importance of the features of day spas. The f-values obtained from this technique were compared with the standard t-value in the t-distribution table for the two-tailed statistical significance levels of 0.05 and 0.01 (Statsoft, 2011).

3.8 Research Framework

After all the details of the research methodology are given, the research framework can be drawn. This research framework reflects how this research methodology can cover all the variables to be tested in order to accomplish all the research objectives.

In order to obtain all the management elements to create the Integrated Management Model for day spas in Thailand, the initial theoretical framework from grounded theories is the beginning of the process. Then the in-depth interview with 10 spa experts will help to get further unrestricted information to ensure that the details of each element will be relevant and effective to run spa business efficiently and profitably. Besides, the questionnaires survey with tourists using day spa will reinforce the results to be more reliable since all elements will also be important in customers' point of view. Both content and statistical analysis will be combined to create the Integrated Management Model for day spas. Finally, the model will be tested with 5 spa operators to find out their consent about the model whether it is suitable, practical, effective, and efficient to use for day spa business. The 5 spa operators will also give their professional opinion on the effectiveness of the model whether it is capable to position day spa establishments to be more competitive at the same time create value added services to clients with high quality service, gain more profit, reduce cost, and render a more positive memorial experience to customers so that customers will return and also recommend spa services to others. The research process will be presented in figure 3.1

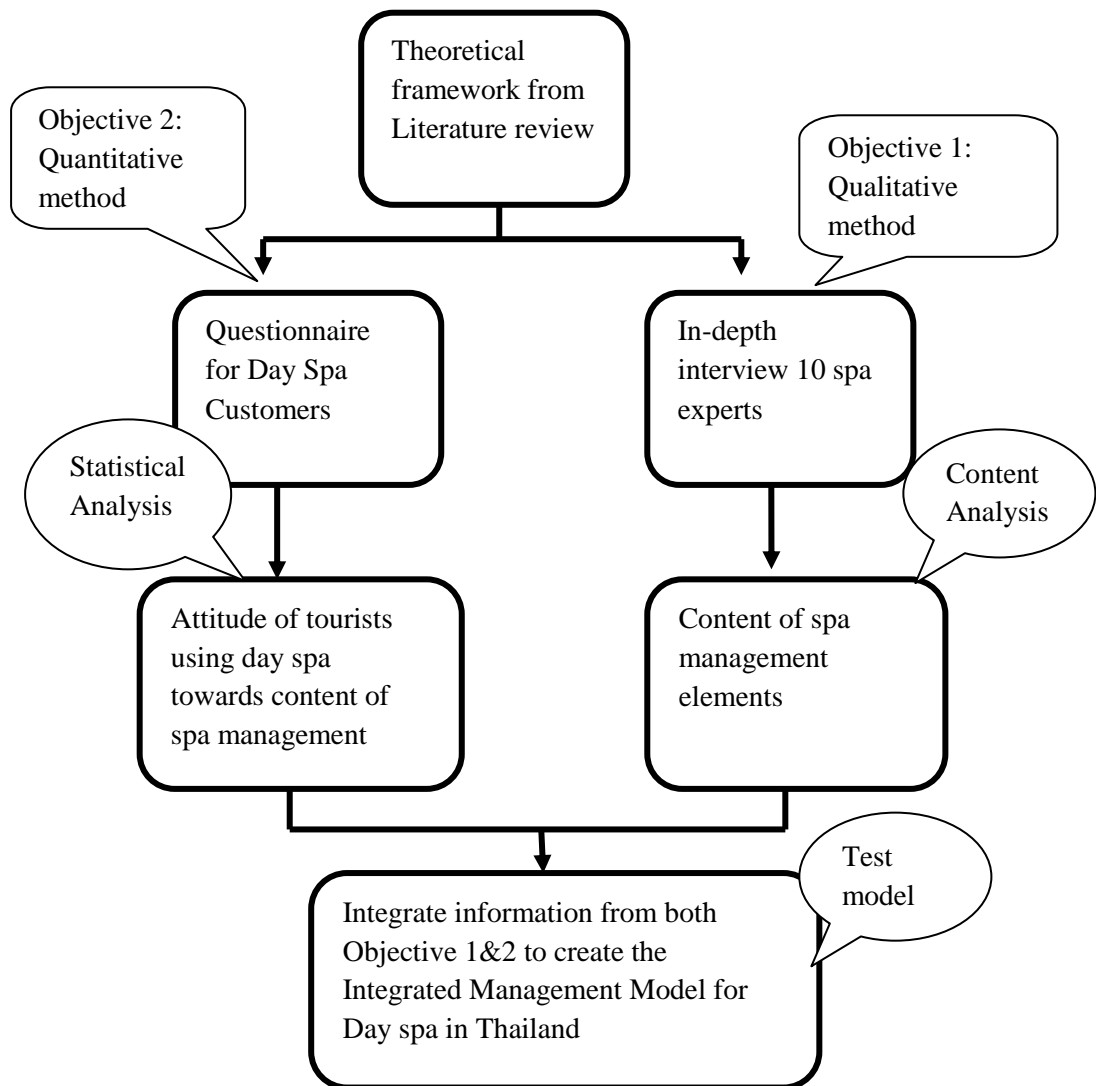


Figure 3.1 Research Process

The research process which is shown in figure 3.1 represented each step that researcher will get further relevant and useful information to develop the integrated management model for day spas in Thailand. Both qualitative and quantitative methods in objective 1 and 2 will be incorporated to be integrated management model in objective 3.

The research framework is shown in figure 3.2.

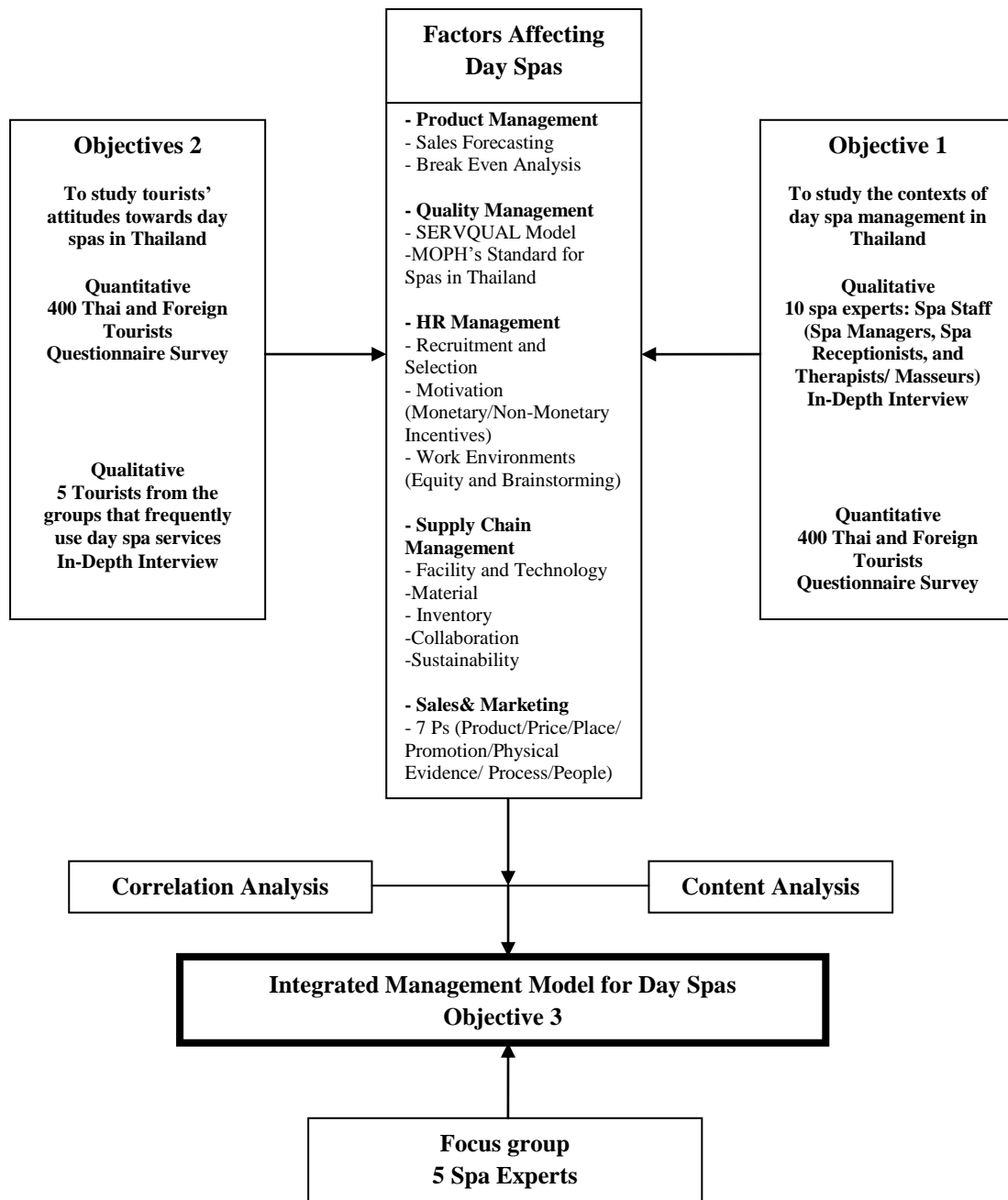


Figure 3.2 Research Framework

Figure 3.2 shows that all the factors that have been hypothesized to affect day spas (features of day spa management), namely, Product Management, Quality Management, Human Resource Management, Supply Chain Management and Sales & Marketing, will be tested in the qualitative study or the interview with spa staffs. The findings from this study will generate the knowledge of the factors or managerial

elements that spa experts consider as important ones for day spas (Objective 1). Meanwhile, the quantitative study or the questionnaire survey on customers' (tourists') statuses and attitudes; the qualitative study (in-depth interviews) with 5 customers from the group of customers using the services from day spas in Thailand are conducted in order to find out how they can be influenced to buy day spa services (Objective 2). Then, the findings from the two studies will be analyzed and synthesized to extract vital components of the management model for day spas in Thailand. Finally, a focus group interview of 5 spa experts is conducted to explore their opinions towards the proposed model (Objective 3).

CHAPTER 4

FINDING AND RESULT

4.1 Introduction

This study was set out to study the contexts of day spa management in Thailand, tourists' attitudes towards day spa management elements in Thailand, and to obtain an integrated management model for day spas in Thailand. This chapter is laid out to analyze the findings and the data gathered from the in-depth interview with spa operators and the results from the spa customers' survey. These findings will be used to answer the research questions. The discussions are outlined in accordance to the research objectives and questions.

4.2 Finding and Result

4.2.1 Objective 1: To Study the Contexts of Day Spa Management in Thailand

4.2.1.1 What are the existing management elements for overall spa operations?

The answers to the questions that are included in this objective are derived from the interviews conducted with day spa operators who are well qualified in their respected field and certified by Ministry of Public Health. The day spas involved are from Bangkok, Chiang Mai, and Phuket. And the operators involved are 1 director, 2 managers, 2 senior receptionists, 1 receptionist, 2 trainers and 2 therapists.

Spa experts in the level of spa managers or spa directors and senior receptionists stated in the interview that various concerns are to ensure that their spas are in the same level as competitors and in line with the demand of market

trends. They initially focus on marketing as they have to make sure that they have the correct pricing for the target clients; location has to be convenient or accessible; staffs have to be professionals and well trained; decoration has to be unique and signifies Thai concept; promotion has to be attractive to entice clients to use longer period of treatments; spa products have to be good qualities and well known. At the same time, process of services have to be properly followed to reduce unnecessary time consumption and too much of waiting time.

In details, they summarized all the concerned issues which are found in the management components as follows:

1) Sales & Marketing

(1) Product (Service)

The spas design products and services in response to new trends. The new trends that spa managers are aware of are uniqueness, exclusivity and luxury. This means day spas need to update their services and products to be as luxurious as possible to those provided by spas in five star hotels. To be able to do so, day spas have to choose products with high quality from widely recognized or luxury brands, and at the same time maintain a high consistency of services at all times.

Day spas provide quality services that satisfy their customers such as create their own massage techniques which concentrate more on muscles and lines, and design their service procedures to be more sophisticated such as flower foot bath before starting treatments, complementary steam or sauna for longer period package, offer small healthy snack after treatment, etc. Apart from the services, the spa products used for giving services to customers must have high quality attributes (such as scents and viscosity) that please the customers. Furthermore, some day spas with high sale volumes have gone further to create their own exclusive scents for their spas.

(2) Place

Day spas also need to be established on locations that are near the main roads, accessible to big buses, and have enough parking spaces. Customers and tour companies are pleased to visit spa with convenient parking lots.

(3) Price

The price of a service must not be higher than the price of the similar services by its rival. In other words, prices should be in line with the main competitors.

(4) Promotion

Promotional prices are given to customers who buy packages (combination for various treatments). Special price discounts are also given to business alliances. Additionally, day spas can use social media such as Instagram, Facebook, official websites, and other social media as a Public Relation (PR) to promote their services as well as to offer special promotion to their clients. These media can be used as a means to make customers know about the spas.

Some day spas offer free shoulder massage trial for guests to experience how comfortable and enjoyable the massage techniques are so that clients can be more confident to use the services. Furthermore, spa operators should also offer guests to try spa products such as massage oils, body scrub, lotion, and facial cream to ensure the qualities of the products before committing to treatments.

(5) Physical Evidence

Day spas are concerned about the cleanliness of the places such as lobbies, washrooms, and spa treatment rooms. They stated their concern to also include, the operational equipment, materials, and the spa staffs' outfits, hands, nails, hair, skin, and breath. Decorations and overall operational equipment should be well organized in accordance with the concept such as Thai concept, relaxing concept, natural concept or Asian concept, etc. All the above mentioned should be harmonized to create a sense of wellbeing, relaxing, and rejuvenating atmosphere.

(6) Process

Spa procedure consists of several processes such as welcoming process which is very important; day spas must have effective booking systems that enable them to arrange customers' appointments accurately, and reduce the waiting time before treatment. Other service procedure is treatment process that creates a comfortable and pleasant experience to clients while they have services. The more attentive process details are, the more enjoyable experiences are to guests. For examples, when clients book for 3 hours package which may start with body scrub of 45 minutes followed by body massage for 60 minutes, then facial for 75 minutes; to lie down for too long on the bed, might cause some guests to feel sore in their legs. To make such period more pleasant; the complementary legs massage will be provided while waiting for facial mask to dry. Another process that can be considered to create

more value added to both clients and spa is the billing process. Day spas can offer a complementary departure snack and drinks while checking guests' satisfaction as well as settling the payment; also day spas can persuade the clients for another advance booking.

Another important process is time management. Day spas have to be effective in time management as some customers might take more time than the allocated time. This affects the entire operation of the spas, especially when the spas have to serve tour groups because these tour groups have limited time. Or when the guests come later than the appointment time, the time re-arrangement is also very important once the next booking is fixed.

Social media and internet enable day spas to contact and have interactions with customers more easily. They use e-mails to contact customers in order to inform existing customers of new promotions and to confirm the booking of customers. Also clients can make advance booking and payment online which is a very effective way to create and confirm booking in advance for famous day spas.

(7) People

People is a very important factor for all service industries, as day spas need abundant work forces in order to provide high quality services to a great number of customers at a time. Staffs efficiency can reduce the waiting time; create more pleasant experience as well as high quality service consistency. All of the spa experts stated that in order to ensure that their staffs are qualified, they use many processes to screen, recruit, and train staffs similar to Human Resource Management.

(8) Other related features in conjunction with Marketing

Most managers and senior receptionists reflected that their spas categorized their customers into groups such as the VIPs, European customers, and East Asian customers (Chinese, Japanese and Korean). This enables the spas effectively manage their customers because different customers want different services. Hence, spa operators can efficiently create their services in accordance to clients' preference. This will ensure that clients are satisfied with service providers since their demands are met.

To gain the trust of customers, spa operators stated that, they have set their standard in line with the standard stipulated by the Minister of Public Health.

From the in-depth interview with spa experts in terms of marketing, it was found that several necessary facts have been added into sales & marketing elements. Initially from theoretical framework, the primary concern is the 7Ps which are product, price, place, promotion, physical evidence, process and people. The other essential components in the sales & marketing specifically which day spa businesses have to pay attention to are; differentiation both in terms of creating variety services to match with clients' preference and producing the uniqueness than competitors; allow guests to experience products and service quality; use technology to form more convenient process; use social media to promote spa and design services & products in accordance with market trend and customers' segmentation. All these additional components have been added into the sales & marketing elements as they are raised by all spa experts as specific vital components of sales & marketing in day spa businesses, which are presented in figure 4.1 as components in the Sales & Marketing Element.

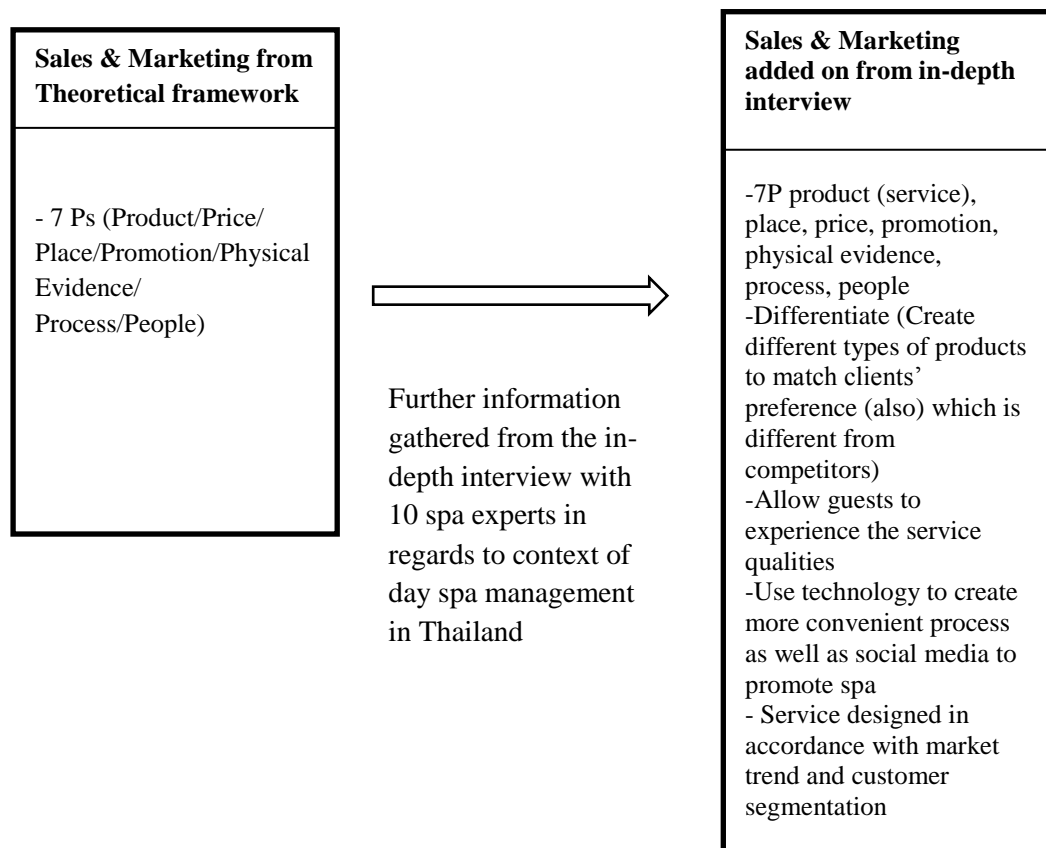


Figure 4.1 Components in the Sales & Marketing Element

Figure 4.1 shows the additional components required by spa experts to be included in Sales & Marketing. All these components are necessary for day spa to focus as it helps spa to create the variety of services in line with customers' preference, market trend, as well as staying competitive.

2) Supply chain management in day spa businesses

(1) Sustainability management

Environmental and natural resource conservation concerns are vital to day spa operators. They claimed that, they have some measures put in place to ensure an environmental friendly practice. Some spas have strict air-conditioner and electricity on/off schedules. Some spas have policies to switch off electric appliances and lights that are not used. Some spas have policy to adjust the temperature of the air-conditioners not below 25 degrees Celsius. Some spas change flowers at the reception areas such as reception desks and lobby tables every other day but instead of disposing the flowers, they use them for decorating Jacuzzis, bath tubes and water bowls. For garbage disposal, they revealed that, they sort trash into recyclable items, food, non-recyclable items, and chemical items. All the day spa operators claimed that they have strict policies that prohibit their staff members from disposing the aroma oil or massage products into the drainage system directly.

(2) Business alliances

a. Tour agencies

The day spa operators appreciate the tour agencies as their most important business alliance. To maintain a good relationship with tour agencies, day spa operators give 10-20% commission to tour agencies that bring customers to them. For instance, if the service cost 2,000 baht, the tour company will get 200-400 baht which will be sub-divided to tour guides, tour leaders, and drivers of the tourist buses. In addition, if the tour guides or tour leaders want to use the spa services, they only need to pay 50% of the prices. The alliance with tour agencies also create efficient advance booking system. Tour agencies also act as coordinators for spa operators by creating their own signature package or specific requirements from their customers, so that spa operators can tap into such arrangements and thereby plan for specialized manpower to deliver the services as specified by the tour agencies.

b. Hotels/ Resorts and other business alliances

Some day spas form alliances with car care shops by giving special discounts for customers of car care shops who buy spa services in order to wait for their cars and show the receipts from the car care shops. Other business alliances are hotels and resorts; some small hotels / resorts that do not have in-house spa services coordinate with day spas that they feel comfortable and reliable by sending their in-house guests to use day spa facilities with free transfers. Some hotels / resorts also sign contract with day spas to send therapists to provide spa services to their guests as in room massage. Some day spas pay commissions to hotel staffs who recommend their spa services to their guests.

Restaurants are also alliances to day spas. Customers of such restaurants can buy spa services in discounted prices. Customers who are members of day spas can also receive discounts in the restaurant. This means the spas form direct and indirect alliances with their own customers. Some day spas, also coordinate with taxi drivers to bring guests to their spa with an agreement to receive commissions. Some taxis also provide treatment menu in their cars so that guests can read during their journey.

Most importantly, day spas join some international, national and/or regional spa associations in order to fortify their business. The membership of such associations enables day spas to get updated with new market trends, regulations, and standards by national and international authorities. Also they form the national / regional meeting or convention with Tourism Authority of Thailand to promote their spas. Furthermore, they also associate with all members to exchange knowledge as well as forming the good foundation for overall spa businesses in terms of image, reputation, and revenue. Some day spas also ally with other associations in order to exchange business ideas and trends.

c. Alliance with suppliers and competitors

Another interesting issue that some day spa experts mentioned is the collaboration with suppliers. Day spa operators send their quarterly forecast to suppliers so that suppliers can stock the required products on behalf of spas.

This collaboration helps day spas to lessen the price of goods and the burden to maintain stocked goods.

Moreover, most luxury day spas are members of spa association in their region; hence they strive to promote spa activities in their region. Though they are seen as competitors, sometimes, they send customers to other spas when they are fully booked.

Additional information from the interview found that Supply chain management components which are essential for day spa businesses to be added on from the theoretical framework are; local and overseas business alliances, tour agents, hotel/resorts, taxi drivers, restaurants, Thai spa association and related associations, effective supplier's relationship, competitors' coordination and sustainability management. More business alliances can help spa to have more sources to generate higher revenue. Meanwhile, the sustainability management also assists spa to save the operating cost as well as gain support from communities. Furthermore, as nowadays people are more concerned of environmental and natural conservation, this will also attract more people to come to spa, also spa can use the concept to promote spa and link with related association. All these added components have been presented in the figure 4.2.

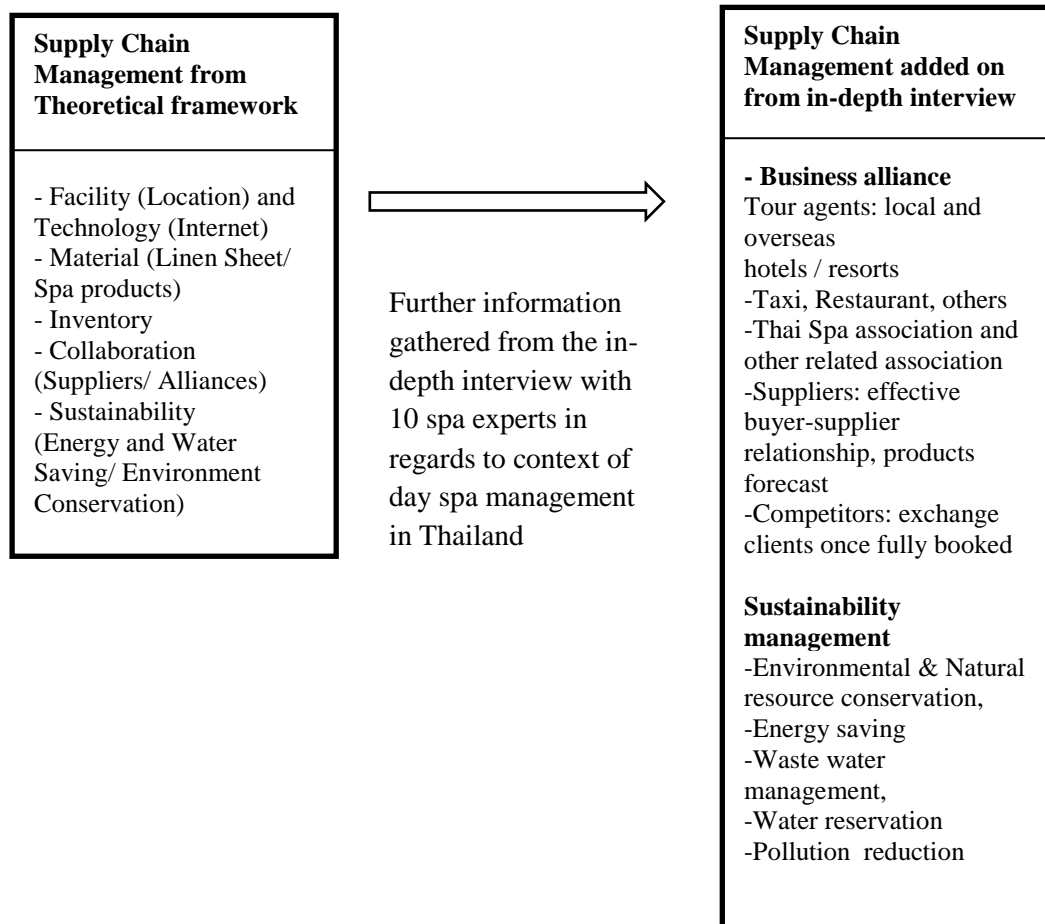


Figure 4.2 Components in Supply Chain Management Element

Figure 4.2 shows the additional components required by spa experts to be included in Supply Chain Management. The effective collaboration helps spa to be more efficient in terms of saving operating cost and creating business alliances to ensure a variety of sources to generate more income and profit to the firms.

3) Human Resource Management (HRM) in day spa businesses

Apart from marketing, which all spa experts concern the most, the Human Resource Management (HRM) was raised during the interview as an important factor that they focused on. Since spa business is one which considers staff as a valuable asset, day spa operators have used some form of HRM to ensure that spa operators can get qualified staffs with the right attitude and service minded.

Below is the information that was revealed during the interview with day spa operators involved in HRM:

(1) Recruitment

The most important aspect in recruitment is staff qualification. Spa operators have specific requirement set as staff qualification to ensure that they will get qualified staffs in line with their service qualities. Clear job description is also provided to all candidates to check that staffs can comply with their scope of work as well as company rules and regulations.

(2) Selection

Next step of selection is to check the certificates of the candidates and to test their massage and therapeutic skills (knowledge test), attitudes, and personalities. During the trial period and probation, staffs are checked and monitored closely to ascertain their performance. Also, it is indicated that the more experienced the candidates are, the more they tend to be employed. This means, in addition to the aforementioned aspects, candidates' experiences in the related work fields are also important. Apart from skills, spa staffs must be trained to have service mind. They have to interact with customers in polite manner. Therefore, staffs must have good experience, well trained, and good attitude with service minded attitude to create a professional high standard spa environment for an overall satisfaction to all customers.

(3) Training & Opportunity

Day spas set a plan for regular training such as every three or six months. The training courses are to reinforce the knowledge and skills that their staffs have already had, such as massaging and manners, and new knowledge and skills to boost staff's competencies such as English and Chinese languages. The potential staff with high performance will have the opportunity to be promoted to senior staff; this will create a career path development as well as keep staffs to work with the company for long term. However, for staffs who perform not up to the service standard, the re-train program will be provided to ensure that all staffs can perform well in accordance with the company's goal.

(4) Motivation (monetary & non-monetary rewards)

As for the motivation, spas give commissions to the receptionists and masseurs who can persuade customers to buy services. Also, a

masseur/therapist who gives a service to a customer will receive monetary incentive for 100 baht/hour or 3 USD/hour where 30 baht is equivalent to 1 USD. The day spa also sets its monthly income goal, and if staff can generate the gross income that meets or exceeds such a goal, all of them will receive equal monetary reward. Some day spas also give monetary incentive of around 2,000 baht/person/year for any staff member who is not absent within the entire year. In addition, to persuade their staffs to work for longer hours, some day spas coordinate with travel agents to inform their clients to give tips (50 to 100 baht or 1 to 3 USD) to the staffs who serve them. Also, some day spas also have their annual goals, and if their staff can reach such goals, they will get big rewards which might be a trip abroad or bonuses.

The spas have to pay overtime (OT) money to staff members who work after the closing time due to customers' requests. This enables spas to retain their staff members.

Staff recognition is also very important as a non-monetary program. All operators stated that, the employee of the month and year program have been implemented to recognize hard working staffs, and good performance with service minded attitude. This non-monetary program also helps to create a long term commitment to the day spa companies. Also spa operators set a staff meeting every week, every month, or every 3 months. At the staffs meeting, all staff members, managers, receptionists and therapists/masseurs can share their ideas on work problems and suggest solutions to such problems. After each meeting, the resolutions on what to do to improve the overall performance of the spa are made and announced, thereby giving a feeling of belongingness to all the staffs.

(5) Social welfare & staff's safety

Spa operators care about their staff's security. They give annual health checkup services to their staffs. Also, day spas have to pay 50% of the social security insurance for their staff members.

The prevention against sexual harassment by male clients against female therapists is practiced. There are policies put in place to make sure that staffs feel comfortable to handle such situations professionally and safely. Spa operators take it as a matter of duty to always inform their customers, especially foreign ones, because of the misconception by some foreign customers that spa services are related to sexual activities.

Added data gathered from interview stated that process of Human Resource Management starts from recruitment with precise job description & personnel specification, selection with knowledge tests & attitude tests, training & opportunity, evaluation & retrain, motivation and social welfare & staff's safety. All these components have to be added in the Human Resource Management for day spa businesses to get the right attitude staffs with high standard of services in a consistent manner. Meanwhile, day spas can maintain the staffs with long term commitment. The additional data have been presented in figure 4.3.

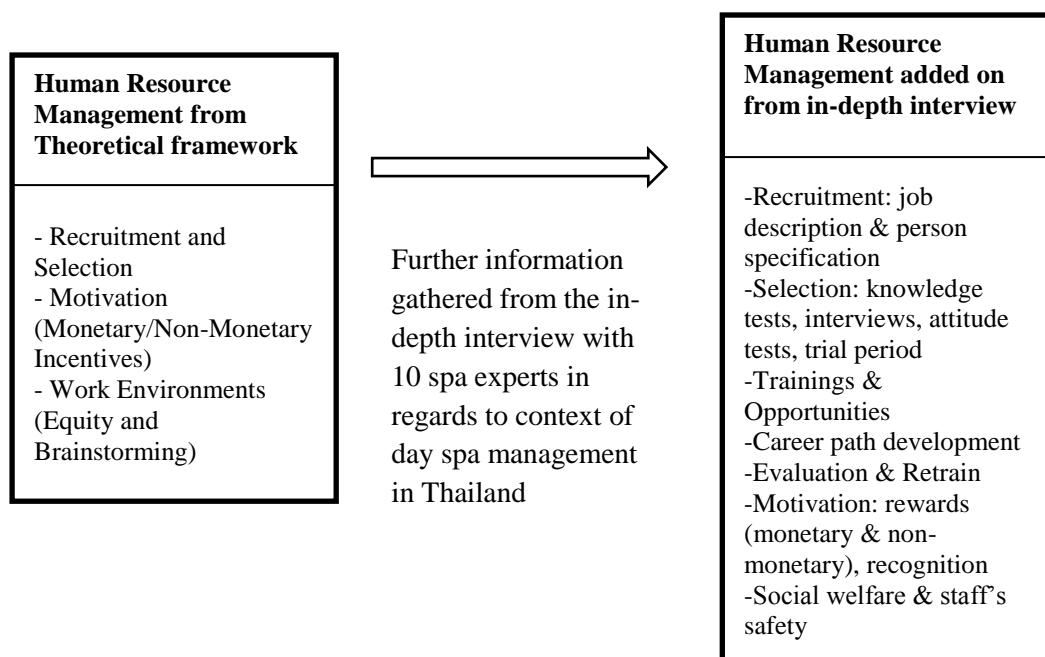


Figure 4.3 Components in Human Resource Management

Figure 4.3 shows the additional components required by spa experts to be included in Human Resource Management. It is essential for day spa business to get good performance staffs with right attitude since in all service sectors, staffs are considered as a human capital for the organization. In all process of operation, spa business needs staffs to be involved in order to create the most pleasant experience to customers. As a consequence, day spas have to ensure that all steps in Human Resource Management are effective and efficient enough to get the right staffs which can be an asset to the firm as well as capable, reliable and willing to commit to the company in a long term basis.

4) Quality management in day spa businesses

(1) Quality of products, materials, equipment and facilities

All products used in day spas have to meet some standards, such as industrial standards or Food and Drug Association standards. The products used with or for spa services must be high standards and hygienic. Moreover, the operation items, materials, equipment, and overall spa facilities also need to meet the standards set by the Ministry of Public Health (MOPH); such as the temperature of the spa, treatment rooms, and bath rooms must be at the stipulated temperature, clean and discreet in order to make customers feel comfortable and relax. The products and overall spa facilities area of day spas need to be monitored all the time so that they are always of high standards.

Other quality management that spa operators have to comply with are the standard set by MOPH, which consist of 3 different licenses; first one is that spa managers must have spa operator license issued by the MOPH; second one is that spa therapists or masseurs must have at least 150 hours credentials or certificates for skilled labours issued by the MOPH or Social Welfare; the third is that day spas must have the license of overall day spa facilities and standard in accordance with the rules and regulations issued by MOPH.

Another issue that all spa experts mentioned is the quality improvement. Since spa operators consistently check the clients' feedback, if there is any complaint, spa operators need to conduct a meeting to improve the quality and to ensure that the same mistake will not happen again. The quality improvement is also concerned in terms of new spa products with higher standard or better benefits to clients or considered adding any other facilities that can create more sense of relaxing and wellbeing to clients.

(2) Quality Management (SERVQUAL Model)

Spa experts expressed their concerns about Quality Management. For the overall operation of spa, they need to make sure that the total quality control process is followed as prescribe in the standard operation manual. However they conveyed in regard to spa quality control system are similar to service quality model (SERVQUAL Model).

a. Tangibles

Day spas are concerned about the cleanliness of the places such as reception area, relaxation area, washrooms, spa treatment rooms, equipment, spa staffs' outfits, and staffs' grooming. Staffs need to be very tidy. All set up items need to be properly arranged and well presented, since all these are physical evidences to ensure that spa operators are professional and reliable. Therefore, spa operators are very concerned about the aforementioned factor as it is the first impression once guests arrive at the spa.

b. Responsiveness

Day spas always update themselves with the market trends and customers' preferences. It is discovered that day spas use spa products (lotion, bath creams, massage oil, and scrubs) in various theme depending on the target market. However, most day spas that have sufficient fund, create their exclusive spa products. Additionally spa experts also revealed that they are consistently training all staffs to improve their communication skill, manner, and attitude in order to be able to response customers' requirements.

c. Reliability

Day spas involved in this research were all licensed and certified by the Ministry of Public Health (MOPH) therefore, they strictly adhere to the spa standard set by the Ministry of Public Health. Additionally, spa managers also get the operator license by MOPH. Also the masseurs/therapists must be certified by the Ministry of Education or MOPH. All these licenses create the reliability image of spa operators. Besides, spas also must use products which are approved by Food and Drug Administration of Thailand. Hence, spa operators are always focusing on various factors to create trustworthiness to clients. Another issue of reliability is that, service providers or spa staffs have to perform the services professionally in an accurate manner to create confidence and trust from customers. In addition, Day spas' booking systems be it online or any other means must be reliable and easy to use, and the booking staffs must have good communication skill in some languages so that the reservation is accurate and double booking is avoided.

d. Assurance

Day spas have to train all their staff members over and over again to be more confident. Spa operators have to be confident in staffs' abilities,

despite the fact that they are certified as qualified, masseurs/therapists still need to learn new massage and therapy techniques and regularly checked by the trainers or spa managers. Regular training is important to all staffs, to ensure their abilities. For instance, receptionists have to know all the products and services provided in the spa so that they can clearly explain and recommend the right one to clients.

e. Empathy

Spa operators always consider recruiting staffs with the right attitude of service, so that staffs can look after customers in a caring and courtesy manner that create special feelings of providing special treat to all guests as a very important person.

Apart from service quality in accordance to the SERVQUAL Model, additional components which spa experts pay attention to are; quality of products, quality of materials, quality of equipment & facilities, qualified staffs with standard according to Ministry of Public Health and quality improvement. As all these components are represented in the service quality of day spa operation, missing some part of it will have a negative effect to the quality of spa since customers' satisfaction is based on the quality of products, process, equipment, facility and staffs. Added components are presented in Figure 4.4.

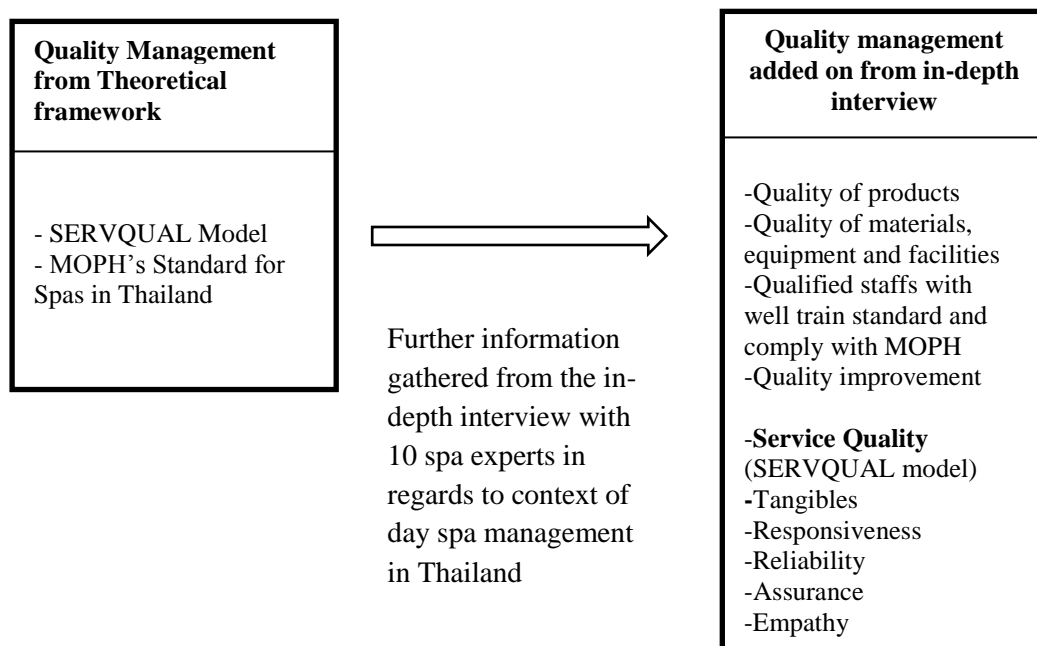


Figure 4.4 Components in Quality Management

Figure 4.4 shows the additional components required by spa experts to be included in Quality management. All these components are necessary to create the total quality management of spa as well as to ensure that guests will be satisfied in all service procedures with high quality products, material, and equipment.

5) Product (service) Management in day spas business

(1) Planning

During the interviews, most of the day spa operators narrated that currently, planning is one of the major features of day spa operators as it relates to gaining more profit and a good return on investment.

(2) Break-Even Analysis: Profitability & Productivities

a. Profitability

The price of a service must be set with 80% profit after the cost of products usage has been calculated. For example, if the cost of product is 100 Thai Baht, the set price is 500 Thai Baht. However, this price is always deducted because each day spa has its promotions whereby services or a combination of services are provided to customers in special prices. Furthermore, day spa managers reported that their spas have to give both special discount and commissions to tour companies that bring their groups to the spas. Consequently, the gross profit can be as low as 20% after all the expenses have been calculated and deducted.

Another concern stated by the day spa operators is that, in order to get a more concrete idea of all expenses on monthly, quarterly, and yearly basis, they have to check the yearly overall expenses before realizing their profit. The estimation of monthly revenue is calculated by matching estimated revenue and expenses to create the monthly target for all staffs to achieve on monthly basis. Some senior experts in the day spa businesses, mentioned about break-even analysis similar to the literature review in the previous chapters.

b. Productivities

Day Spa experts stated that day spas always anticipate the number of customers on a monthly basis, which means that, a day spa has to determine how many customers it aims to serve each month. They manage this by using a staff schedule to meet with the productivity time. The samples stated that some guests prefer to have treatments after 2 p.m. therefore most staffs must be on

duty in the afternoon shift, and staffs are allowed day off on a non-productive time and days. For example, if guests prefer to have treatments on weekend, then staffs have to take day off on weekdays. Spa experts claimed that during the high season period, staffs are not entitled to take any long holiday or vacation. This anticipation is made on the basis of the record of customers served in the previous months or in the same month of the previous years. In addition to monthly anticipation, day spas have to forecast the number of customers on quarterly and annual basis. Such forecasts enable them to make accurate monthly anticipation. The anticipation is also based on many factors such as political issues, economic crises or social and environmental problems because these always affect the business of day spas.

Day spa operators responded to further questions about product (service) that they are concerned about short term, midterm, and long term planning as part of product (service) management planning because planning is very important to ensure that all the factors are in line with the sales, finance, and investment.

(3) Short Term Planning (Workforce, Procurement and Inventory)

When spa experts mentioned about short term planning, they also include manpower planning which they already mentioned previously. They claimed that, sometimes, the higher demand come up immediately hence, they have to call staffs to work even it falls on their day off. This short term manpower planning, they consider as the extra revenue to spa which they should try as much as possible to accommodate. They arrange it by asking a staff that would like to come to work if they have such requests, and this offer always comes with some sort of incentive. They also plan staff roster on a weekly and monthly basis and may change accordingly to accommodate unexpected bookings.

Procurement and inventory are also considered as short term planning as they are planned on monthly or quarterly basis. For the inventory, day spas do not need to carry too many spa products; such as shower gel, shampoo, conditioner, body lotions, body scrub, massage oil, facial products or any other supplies of linen sheets and operation materials. Toiletries as well as other spa products and one-time used operating supplies, are ordered every month or quarterly.

Since spa treatment rooms are not in great numbers, the forecast order is based on the estimation of numbers of clients on monthly basis. However, spa productivity is calculated on hourly basis not like hotel rooms which the occupancy or productivity is daily. Linen sheets and towels are washed and pressed immediately after they are used to avoid the stain from spa products and massage oil as well as to get rid of the smell of all spa products. As monthly anticipation of customers enables them to prepare enough products for customers, and maintain a good relationship between suppliers and spa operators, they also can create a well-established inventory system similar to Just-In-Time system. In case that spa needs some supplies immediately, suppliers can supply in a short period of notice since the long term products planning have been settled.

(4) Midterm planning (Promotion, Sales, Finance)

Senior spa experts mentioned about specific issues of promotion, sales, and finance which they have to manage well in order to ensure that they have enough cash flow to run the business effectively. Day spas have to design service packages that meet the needs of different nationalities' customers so that they can sell these packages to tour agents in advance, normally the tour agents need to pay deposit for 50% to guarantee the booking. These will help spa to arrange the booking as well as the finance efficiency and effectively. For instances, Chinese customers prefer the package that includes herbal steaming and massage. Korean customers prefer the package that includes body treatment in addition to the package for Chinese customers. Meanwhile, the package for the Japanese is even more special because it incorporates facial treatments in addition to the other services. Besides, some day spas sell vouchers to tour operators who would like to do upselling to individual clients with more spending power. These vouchers will give substantial discount with longer expiration date, this is another way for day spas to manage their financial status. Some day spas create membership program to local residences in order to create long term commitment from members.

Day spas always offer new products to customers so that the clients feel that spa operators always have new development with more effective result. New products are seasonal such as special creams or aroma oil with special scents that customers can have during a promotional period. New products and

services also mean special promotional price rates such as 30% discount. These are other ways to draw up more advance payment to spa. Senior spa experts are concerned about how to manage their finance effectively as this is a major key to performance indicator.

(5) Long Term Planning (Facilities, Product & Service Development, Capital expenditures, and Return on investment)

Most spa operators stated that on yearly basis, they have to embark on long term planning such as new furniture or fix assets' list, equipment, material or any other items related to decoration or add new facilities. Spa experts need to coordinate with accounting department whether the aforementioned expenses will be allocated for in 12 months or 5 years. Besides, spa operators need to ensure that such expenses are under control as it will affect the return on investment.

In Product (service) Management, apart from sales forecasting and break-even analysis, the added components are inventory system, planning in short term, mid-term, and long term are vital components. As planning in short term helps day spas to manage the workforce in line with the clients' demand and booking also assists them to manage inventory system and procurement on monthly and quarterly basis to avoid the unnecessary burden of space for stock. While mid-term planning aids day spas in terms of sales, promotion, marketing and finance to be more effective in terms of cash flow management and marketing plan. For long term planning, it assists day spas to plan for facilities improvement in line with reserve capital expenditures, products and services development, and return on investment. These additional components are presented in Figure 4.5.

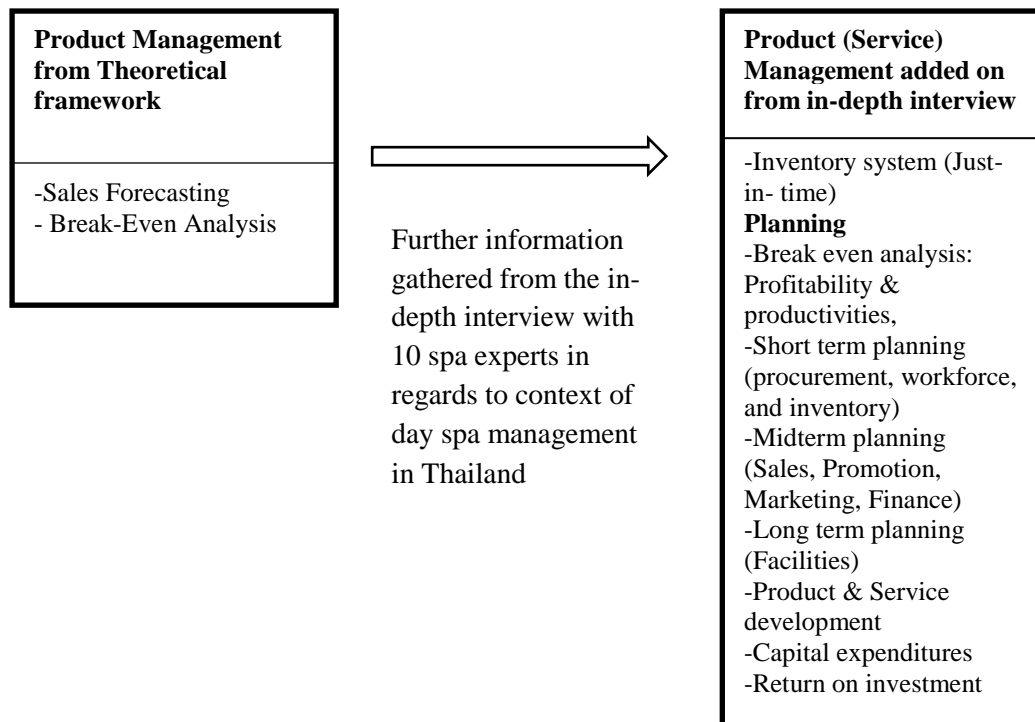


Figure 4.5 Components in Product (Service) Management

Figure 4.5 shows the additional components required by spa experts to be included in Product (service) Management. All these components are essential for day spas to plan for both operation and finance to ensure the efficiency of managing the business.

4.2.1.2 In liaison with the elements mentioned above in spa operation, how to handle it proficiently?

Some senior spa experts stated that as per their experiences in spa field for more than 10 years, not all spas tackle all the above mentioned elements as part of their strategic management. They explained that it depends on the investors / owners. Some investors focus mainly on the return on investments hence, the facilities may not be very dedicated or sophisticated. Their focus are on mixed marketing, human resource development, product management, quality management, operation, planning, and sustainability, just to ensure that the overall spa qualities can drive in revenue and at the same time meet the basic standard set by the Ministry of Public Health.

Spa experts raised important points that nowadays it is essential for all businesses to find business alliance as much as possible as it will be more productive and profitable to manage the business. Such coordination will also build a strong foundation of cash flow management and consistency of revenue. For example, a good relationship with suppliers will help to reduce burden on stock and space. In addition, the collaboration with tour agents can help to easily arrange advance booking to increase sources of revenues.

Another business features that day spa operators are concerned with is, sustainability management.

Day spas have to train and retrain their staff members to update their existing knowledge and skills. The daily meetings are setup to ensure that all information of spa operations as well as clients' bookings and requests have been handled in a professional manner. The proper procedure has been setup in the spa operation manual to stress the need for the staffs to follow the standard of spa operation system. Different levels of staffs have to be well coordinated to guaranty overall guests' satisfaction. The work flow chart will link all service staffs to ensure the most enjoyable experience of all the guests. Meanwhile, the guests' complaints will be handled seriously in order to improve the services to the highest level at all time.

Daily report system will also create a better communication and report from all staffs level, either by system or through log book. All incidents as well as daily revenues will be monitored and necessary improvement will be handled properly in accordance with standard operation manual.

4.2.1.3 What will happen if all the elements are not well connected to each other?

It will normally lead to problems when all the elements fails to coordinate. However, sometimes it happens as a human error. The right communication and report system will help to immediately find the solutions to the problems. Standard operation manual will help staffs to have more systematic thinking about what they have to do in order to solve any problems that occur so as to gain the guests' satisfaction in return.

The respondents stated that, all the elements are inter-related to each other. Each element is significant in the overall spa operation as it is well connected to

each other for the smooth operation. To create the most profitable professional day spa environment; all the above mentioned elements need to be well managed and harmonized as presented in figure 4.6.

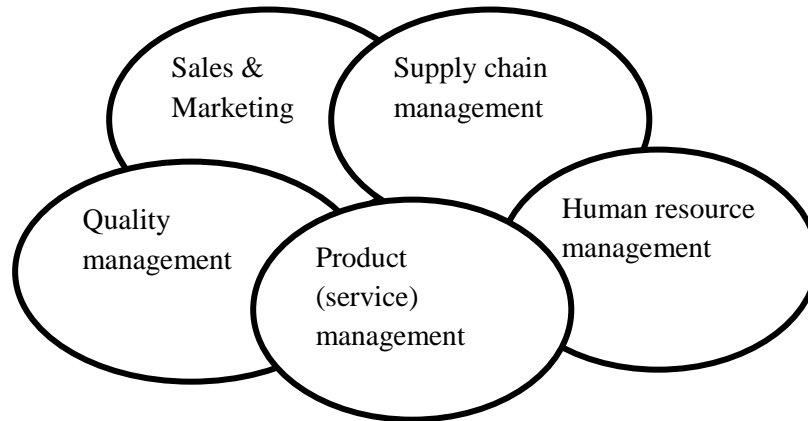


Figure 4.6 Inter-Related Elements for Integrated Management Model for Day Spa

Figure 4.6 shows the inter-related elements of sales & marketing, supply chain management, human resource management, quality management and product (service) management which spa experts stated that all elements have to be well coordinated and integrated in order to create the most profitable and efficient spa operation.

From all the above mentioned by the respondents, the important elements for day spas management model which entails finance, training, new development, customer satisfaction, quality of spa products, internal / service procedures, staff welfare / benefits / satisfaction, alliance and collaboration with other businesses, and sustainability are presented in figure 4.7 by categorizing them into 5 groups of sales & marketing, supply chain management, human resource management, quality management, and product management.

Sales & Marketing -7P product (service), place, price, promotion, physical evidence, process, people, -Differentiate (Create different types of products to match clients' preference (also) which is different from competitors) -Allow guests to experience the service qualities -Use technology to create more convenient process as well as social media to promote spa -Service designed in accordance with market trend and customer segmentation	Supply Chain management - Business alliance Tour agents: local and overseas hotels / resorts -Taxi, Restaurant, others -Thai Spa association and other related association -Suppliers: effective buyer-supplier relationship, products forecast -Competitors: exchange clients once fully booked Sustainability management -Environmental & Natural resource conservation, -Energy saving -Waste water management, -Water reservation -Pollution reduction	Human resource management -Recruitment: job description & person specification -Selection: knowledge tests, interviews, attitude tests, trial period -Trainings & Opportunities -Career path development -Evaluation & Retrain -Motivation: rewards (monetary & non-monetary), recognition -Social welfare & staff's safety	Quality management -Quality of products -Quality of materials, equipment and facilities -Qualified staffs with well train standard and comply with MOPH -Quality improvement -Service Quality (SERVQUAL model) -Tangibles -Responsiveness -Reliability -Assurance -Empathy	Product (Service) Management -Inventory system (Just in time) Planning -Break-even analysis: Profitability & productivities, -Short term planning (procurement, workforce, and inventory) -Midterm planning (Sales, Promotion, Marketing, Finance) -Long term planning (Facilities) -Product & Service development -Capital expenditures -Return on investment
In accordance with standards set by Minister of Public Health and Thai Law				

Figure 4.7 Important Elements for Integrated Management Model for Day Spas in Thailand

4.2.2 Objective 2: To Study Tourists' Attitudes Towards Day Spas in Thailand

4.2.2.1 What are tourists' attitudes towards the elements of day spa management?

The frequencies and percentages reflect the tendency of the customers of day spas in Thailand. The table shown below is based on the clients who were willing to answer the questionnaire.

Table 4.1 Frequencies and Percentages

Category	Frequency	Percentage
1. Gender		
Male	206	51.5
Female	194	48.50
Total	400	100.00
2. Age		
Lower than 20 years	44	11.00
20-29 years	148	37.00
30-39 years	74	18.50
40-49 years	104	26.00
50-59 years	22	5.50
60 years and upwards	8	2.00
Total	400	100.00
3. Nationality		
Thai	86	21.50
European	52	13.00
North American	16	4.00
South American	48	12.00
East Asian	56	14.00
South Asian	44	11.00
Southeast Asian	32	8.00
Arabic	22	5.50
Eurasian	22	5.50
African	22	5.50
Total	400	100.00
4. Average Annual Income		
Less than 30,000 USD	112	28.00
30,000 – 60,000 USD	180	45.00
60,001 – 90,000 USD	92	23.00
90,000 USD and Upwards	16	4.00
Total	400	100.00

Table 4.1 (Continued)

Category	Frequency	Percentage
5. Average Expense per Visit		
Less than 100 USD	156	39.00
100 - 200 USD	192	48.00
201 USD and Upwards	52	13.00
Total	400	100.00

Note: 1 usd = 30 Baht

The data in table 4.1 show that the number of male respondents (206 or 51.5%) is greater than that of the female (194 or 48.5%) and most of the respondents age ranges between 20-29 years (148 or 37%), followed by those whose age ranges between 40-49 years (104 or 26%), 30-39 years (74 or 18.5%), lower than 20 years (44 or 11%), and 50-59 years (22 or 5.5%), respectively. The least group of respondents are those whose ages are 60 years and above (8 or 2%).

The data also reveal that from all the 400 respondents, the majority of them 86 (21.5%) are Thai, while others are, East Asian 56 (14%) respondents, European respondents 52 (13%), South American respondents, 48 (12%), South Asian respondents 44 (11%), and 32 (8%) Southeast Asian respondents. There are also 22 (5.5%) respondents from Arab, 22 (5.5%) from Eurasia, 22 (5.5%) from Africa, and 16 (4%) from North America.

With reference to the respondents' incomes, most of them (180 or 45.0%) earn 30,000-60,000 USD a year. There are also some respondents who earn less than 30,000 USD a year (112 or 28%), and 60,001-90,000 USD a year (92 or 23%). 16 respondents (4%) who earn 90,001 USD and upwards annually.

From all the 400 respondents, 192 of them (48%) spend 100-200 USD each time they visit day spas in Thailand. And the other 156 (39%) spend less than 100 USD per visit. Meanwhile, there are also 52 respondents (13%) who spend 201 USD or upwards per visit.

From the above data, it can be assumed that the target customers of day spas in Thailand are both Thai and foreigners. As for the foreigners, the majority groups are the tourists from East Asia and Europe. However, tourists from South America, South Asia, and Southeast Asia are not to be overlooked because the percentages of these groups are considerably high. Both male and female tourists, whose ages are between 20 and 49, can be regarded as main customers. Most customers earn not more than 90,000 USD a year and spend no more than 200 USD per visit.

An in-depth interview conducted with 5 tourists who use day spa in Thailand regarding their attitudes towards day spa in Thailand, indicated that the tendency of male client is increasing due to the stress arising from work in the severe competitive environment. They explained that as an alternative way to release stress and tension gathered from work load, aromatherapy as well as Thai massage can help to relax tired muscle such as shoulder and back which is caused by long working hours on the computers. Once the tired or affected muscles are relieved, they can feel more relax and less stress in their brain. This in effect makes them to believe more in the spa massage. Not like before which people think that spa is purely for beauty which is more suitable for ladies. Nowadays, spa has incorporated alternative medicine to their line, which makes people to put more trust in the massage that helps to improve blood circulation and lymphatic systems. Especially when they have a chance to travel to Thailand which is highly recognized in the world of spa massage, they usually reserve decent budget for spa treatment 1-2 times in their holiday package.

When the researcher asked about the budget of their average spending per visit in the spa, they mentioned that for them is around 100 – 200 USD depending on the type of treatments. As they travel with a partner so sometimes their partner would prefer to add some beauty treatment such as body scrub and facial therefore, the budget would be around 200 USD per person. Nevertheless, when asked about their average income per year, mostly fall into the range of between 30,000 – 60,000 USD per year with age between 20 – 50 years mostly.

Tourists' attitudes can be reflected through the means of their attitudes towards the importance of the studied elements. The means are shown in the following table.

Table 4.2 Means and Standard Deviation of Respondents' Opinions toward Product Management

	Mean	Standard Deviation	Meaning
The spa should be able to design the products and services that fit the new trend of demand.	3.62	1.08	Agree
The spa should be able to anticipate the number of customers on a monthly basis, so that spa can prepare its facilities accordingly.	3.72	.98	Agree
The spa should be able to provide products and services that suit guests' requests all the time.	3.82	1.02	Agree
The spa should be able to analyze its break even so that Spa can determine the appropriate prices of its products and services.	3.79	.99	Agree
Average	3.74	1.02	Agree

The data in table 4.2 show that the average mean is 3.74 which means that the respondents agree that the product management aspect of the day spa management is important. A closer look of the above data indicated that, 'The spa should be able to provide products and services that suit guests' requests all the time' item receives the highest mean or 3.82, followed by the 'The spa should be able to analyze its break-even so that spa can determine the appropriate prices of its products and services', 'The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly', and 'The spa should be able to design the products and services that fit the new trend of demand' items stood at means 3.79, 3.72 and 3.62 respectively. This means that all the items in this aspect fall in the high level of agreement.

Table 4.3 Means and Standard Deviation of Respondents' Opinions toward Quality Management

	Mean	Standard Deviation	Meaning
The spa has to adhere to the standard for spas set by the Ministry of Public Health.	3.80	.98	Agree
The spa must use only trustworthy spa products such as the products that comply with the FDA.	3.74	.96	Agree
The service areas of spa and staffs' outfits have to be clean.	3.84	1.02	Agree
The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health.	3.90	.99	Agree
The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers.	3.91	.87	Agree
The spa should care about its customers' security.	3.93	.90	Agree
The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite, and to follow service standard.	3.91	.92	Agree
The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services.	3.86	.96	Agree
Average	3.86	.95	Agree

The data in table 4.3 show that the average mean is 3.86 which is an indication that the respondents agree that the quality management aspect of the day spa management is important. Considered separately, the ‘The spa should care about its customers' security’ item receives the highest mean of 3.93, followed by ‘The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers (3.91)’, ‘The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite and to follow service standard (3.91)’, ‘The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health (3.90)’, ‘The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services (3.86)’, ‘The service areas of spa and staffs’ outfits have to be clean (3.84)’, ‘The spa has to adhere to the standards for spas set by the Ministry of Public Health (3.80)’ and ‘The spa must use only trustworthy spa products such as the products that comply with the FDA’ items (3.74). The means of all the items in this aspect fall in the high level of agreement.

Table 4.4 Means and Standard Deviation of Respondents’ Opinions toward Human Resource Management

	Mean	Standard Deviation	Meaning
The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify to their tasks.	3.80	.92	Agree
The spa should train its staffs to boost staffs’ skills and knowledge, on a regular basis.	3.87	.90	Agree
The spa should have career path development policy.	3.83	.84	Agree

Table 4.4 (Continued)

	Mean	Standard Deviation	Meaning
The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them.	3.80	.88	Agree
The spa should treat all the staffs in a fair manner.	3.96	.86	Agree
The spa should care about its staffs' security.	4.08	.83	Agree
The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa.	3.88	.95	Agree
Average	3.89	.88	Agree

The data in table 4.4 show that the average mean is 3.89 which is a pointer that the respondents agree that the human resource management aspect of the day spa management is important. Distinctly, the 'The spa should care about its staffs' security' item receives the highest mean of 4.08, followed by the 'The spa should treat all the staffs in a fair manner' (3.96), 'The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa' (3.88), 'The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis' (3.87), 'The spa should have career path development policy', (3.83) 'The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify to their tasks' (3.80) and 'The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them' (3.80). The means of all the items in this aspect fall in the high level of agreement.

Table 4.5 Means and Standard Deviation of Respondents' Opinions toward Supply Chain Management

	Mean	Standard Deviation	Meaning
The spa must be located near the main road or have sufficient parking space.	3.73	.90	Agree
The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers.	3.82	.93	Agree
The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux.	3.75	.95	Agree
The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities.	3.84	.95	Agree
The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat.	3.88	.91	Agree
The spa should be able to control the quality of all supplies.	3.98	.90	Agree
The spa should have sufficient supplies so that it will always be ready to serve customers.	3.96	.88	Agree
The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel).	3.82	.85	Agree

Table 4.5 (Continued)

	Mean	Standard Deviation	Meaning
The spa should care about environmental conservation.	3.92	.85	Agree
The spa should care about energy saving.	3.96	.83	Agree
The spa should care about natural resources conservation such as water reservation.	4.01	.83	Agree
The spa should care about waste and pollution reduction.	4.17	.78	Agree
Average	3.90	.88	Agree

The data in table 4.5 illustrate the average mean as 3.90 which indicate an agreement by the respondents that the supply chain management aspect of the day spa management is important. Considered separately, the ‘The spa should care about waste and pollution reduction’ item receives the highest mean of 4.17, followed by ‘The spa should care about natural resources conservation such as water reservation’ (4.01), ‘The spa should be able to control the quality of all supplies’ (3.98), ‘The spa should have sufficient supplies so that it will always be ready to serve customers’ (3.96), ‘The spa should care about energy saving’ (3.96), ‘The spa should care about environmental conservation’ (3.92), ‘The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat’ (3.88), ‘The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities’ (3.84), ‘The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers’ and ‘The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel)’ (3.82), ‘The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux’ (3.75) and ‘The spa must be located near the main road or have

sufficient parking space' (3.73). The means of all the items in this aspect fall in the high level of agreement.

Table 4.6 Means and Standard Deviation of Respondents' Opinions toward Sales & Marketing

	Mean	Standard Deviation	Meaning
The spa should make its services different from the services of other spas.	4.05	.88	Agree
The spa should have its official web page.	4.02	.89	Agree
The spa should have its Facebook account or an account in any other social network channel.	4.06	.74	Agree
Spa ambiance and decoration should reflect the influences of Thai and Asian cultures.	4.06	.74	Agree
The spa should have reception service such as welcome drinks or waiting area for customers.	4.08	.75	Agree
The spa should have the process that reduces customers' waiting time.	4.14	.73	Agree
Average	4.07	.79	Agree

The data in table 4.6 show that the average mean is 4.07 which means that the respondents agree that the sales & marketing aspect of the day spa management is important. Considered separately, the 'The spa should have the process that reduces customers' waiting time' item receives the highest mean 4.14, followed by 'The spa should have reception service such as welcome drinks or waiting area for customers' (4.08), 'The spa should have its Facebook account or an account in any other social network channel' and 'Spa ambiance and decoration

should reflect the influences of Thai and Asian cultures' (4.06), 'The spa should make its services different from the services of other spas' (4.05), and 'The Spa should have its official web page' (4.02). The means of all the items in this aspect fall in the high level of agreement.

From tables 4.2 to 4.6, it is noticeable that all the studied elements are deemed important by the customers. Next, the average mean of each element is compared with each other in order to reveal which element is more important than others.

Table 4.7 Average Mean of All Day Spa Management Elements

Day Spa Management Elements	Mean	Meaning
Product Management	3.74	Agree
Quality Management	3.86	Agree
Human Resource Management	3.89	Agree
Supply Chain Management	3.90	Agree
Sales & Marketing	4.07	Agree

Table 4.7 shows that the tourists have positive attitudes towards the importance of all the elements of day spa management. They agree that these elements are important. However, they consider sales and marketing and supply chain management as the two elements that are more important than the others.

The elements of day spa management from in-depth interview with 5 tourists day spa customers in Thailand comprise of:

- 1) Sales & Marketing

The questions about the important elements of spa management; most of them indicated that to be relevance in today's competitive business environment, the spa operators need to focus on marketing the most. Firstly, spa operators need to know about their target clients so that they can develop spa facilities in accordance with their target market. Since there are different customers especially in the high end segmentation, the clients are more demanding or more sophisticated towards their requirements as they are willing to pay extra price in order to meet their

preference. As a matter of importance, spa operators must focus on sales and marketing as the top most priority to ensure the return on investment. Also, they have to have a better understanding of their clients' preference so that they can find the right products and other significant concerned features.

2) Supply Chain Management

Secondly, spa operators need to have business alliances to enhance their revenues. Spa customers stated that sometimes they travel in group therefore, it is more convenient for them to ask the tour agencies to include spa packages for them and also to arrange time for them. Meanwhile, other travelers may want to do something else hence the tour agencies can split their group into different activities according to their preference. Another concern of the respondent customers was about environmental conservation. They claim that they choose hotels with green concept as they would like to reduce over consumption that leads to energy saving.

3) Human Resource Management

The respondents believe that, spa operators have to ensure that they get the right staffs with service minded attitude, since spa business is considered as a service industry. They explained that in order to get the right attitude staffs, spa must have the right recruitment and selection procedures as well as training program to ensure a high quality service from staffs at all time. Furthermore, the clients mentioned about consistency of services which they assumed that all therapists in the same spa should have the same massage skill and can perform the same standard required by spa operators, because they visit spas with the hope of getting a well-trained qualified therapist to provide them a good service for their great expected experience.

4) Quality Management

The respondents mentioned about the quality and trustworthiness of spa products which is one of the major concerns for the ladies. Especially for a facial treatment, even Thai spa likes to promote their traditional spa products, they feel uncomfortable to use it on their faces for the fear of allergies. However, they don't mind to use on their bodies. Additionally, they are also concerned about the quality of material, equipment, and maintenance, such as steam room, sauna, and pool. They also stated that the cleanliness of all areas is also very important as it is the first impression when they visit spa.

5) Product management

One of the advices from clients is that, Day spas should have new product (service) development as they would like to try new trend of spa which is now focused on alternative health therapy such as detoxification. It is important that spa operators will come up with new market trends so that clients can try various treatments more often which will also generate more revenue for day spa operators.

The respondents concluded that, all the procedures in the spa operation process must be well organized. The expectation from clients is to relax and feel pampered in the spa, any disconnection in between the process will create an unpleasant feelings to clients. Therefore, the harmonization of all the components such as marketing plan, personnel, products and process have to be well arranged and linked to ensure a smooth operation and a better relaxing experience to all clients.

4.2.2.2 Which demographic factors can affect tourists' attitudes towards the elements of day spa management?

The findings from t-test and One-Way ANOVA can be used for answering this question. The following table shows these data.

Table 4.8 T-Test Differences between Male and Female Respondents

	Levene's Test for Equality of Variances				Sig. (2- tailed)
	F	Sig.	T	df	
The spa should be able to design the products and services that fit the new trend of demand.	.46	.50	-.16	398	.87
			-.16	397.93	.87
The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly.	.19	.66	.28	398	.78
			.28	396.10	.78
The spa should be able to provide products and services that suit guests' requests all the time.	4.92	.03	.50	398	.62
			.50	391.40	.62
The spa should be able to analyze its break-even so that spa can determine the appropriate prices of its products and services.	.62	.43	1.14	398	.26
			1.14	397.48	.25

Table 4.8 (Continued)

	Levene's Test for Equality of Variances				Sig. (2- tailed)
	F	Sig.	T	df	
The spa has to adhere to the standards for spas set by the Ministry of Public Health.	.48	.49	-.18	398	.86
			-.18	397.99	.86
The spa must use only trustworthy spa products such as the products that comply with the FDA.	1.09	.30	-4.20	398	.00
			-4.20	394.75	.00
The service areas of spa and staffs' outfits have to be clean.	.58	.45	-2.99	398	.00
The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health.	.15	.70	-.44	398	.66
			-.44	397.98	.66
The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers.	.30	.58	-.17	398	.87
			-.17	391.24	.87
The spa should care about its customers' security.	.04	.85	.61	398	.54
			.61	393.74	.54
The spa should ensure that all of its staffs will adhere to its standards, values, and codes of conducts such as to keep clean, to be polite and to follow service standard.	.02	.88	.17	398	.86
			.17	396.62	.86
The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services.	.84	.36	-2.11	398	.04
			-2.12	397.99	.04
The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify to their tasks.	5.92	.02	-1.84	398	.07
			-1.85	386.62	.07
The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis.	10.64	.00	-2.71	398	.01
			-2.73	387.05	.01
The spa should have career path development policy.	.56	.45	-1.30	398	.19
			-1.31	396.23	.19

Table 4.8 (Continued)

	Levene's Test for Equality of Variances				Sig. (2- tailed)
	F	Sig.	T	df	
The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them.	.51	.47	-1.34	398	.18
The spa should treat all the staffs in a fair manner.	5.53	.02	-1.49	398	.14
			-1.50	386.47	.14
The spa should care about its staffs' security.	.28	.60	-1.14	398	.26
			-1.14	394.90	.25
The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa.	13.97	.00	-1.82	398	.07
			-1.83	392.14	.07
The spa must be located near the main road or have sufficient parking space.	3.16	.08	-.59	398	.55
			-.60	397.86	.55
The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers.	5.15	.02	-.53	398	.60
			-.53	392.40	.60
The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux.	11.13	.00	-1.53	398	.13
			-1.54	386.43	.12
The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities.	33.50	.00	-2.55	398	.01
			-2.57	372.58	.01
The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat.	9.96	.00	-.91	398	.36
			-.92	380.73	.36
The spa should be able to control the quality of all supplies.	.16	.69	-.54	398	.59
			-.54	398.00	.59
The spa should have sufficient supplies so that it will always be ready to serve customers.	4.64	.03	-.20	398	.84
			-.20	392.45	.84

Table 4.8 (Continued)

	Levene's Test for Equality of Variances				Sig. (2- tailed)
	F	Sig.	T	df	
The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel).	4.63	.03	-2.00	398	.05
			-2.01	397.98	.05
The spa should care about environmental conservation.	2.10	.15	-2.07	398	.04
			-2.07	398.00	.04
The spa should care about energy saving.	.02	.90	-1.79	398	.08
			-1.79	397.07	.08
The spa should care about natural resources conservation such as water reservation.	4.11	.04	-1.33	398	.18
			-1.34	394.41	.18
The spa should care about waste and pollution reduction.	.37	.54	-1.67	398	.10
			-1.67	397.69	.10
The spa should make its services different from the services of other spas.	.25	.62	-.49	398	.63
			-.49	395.41	.63
The spa should have its official web page.	.32	.58	-2.15	398	.03
			-2.16	397.08	.03
The spa should have its Facebook account or an account in any other social network channel.	14.46	.000	-1.53	398	.13
			-1.52	390.09	.13
Spa ambiance and decoration should reflect the influences of Thai and Asian cultures.	4.01	.05	-.72	398	.47
			-.72	393.02	.47
The spa should have reception service such as welcome drinks or waiting area for customers.	1.90	.17	-.86	398	.39
			-.86	392.65	.39
The spa should have the process that reduces customers' waiting time.	1.85	.18	-.52	398	.60
			-.52	389.63	.61

The data in table 4.8 show that the difference between male and female respondents' opinions toward: 'The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa', 'The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities', and 'The spa should have its Facebook account or an account in

any other social network channel', items are statistically significant because the significant values of these items are 0.00, which are considered to reveal the significance of the differences between the means of the two variables (male respondents' opinions and female respondents' opinions).

However, only three items have significant differences. Therefore, it can be said that respondents' genders do not have effects on their opinions toward the important aspects of day spa management model.

Table 4.9 One-Way ANOVA Analysis of Differences among Respondents with Different Ages

Statements	F	Sig.
The spa should be able to design the products and services that fit the new trend of demand.	1.85	.10
The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly.	4.13	.00
The spa should be able to provide products and services that suit guests' requests all the time.	3.78	.00
The spa should be able to analyze its break-even so that spa can determine the appropriate prices of its products and services.	2.88	.01
The spa has to adhere to the standards for spas set by the Ministry of Public Health.	2.53	.03
The spa must use only trustworthy spa products such as the products that comply with the FDA.	.89	.49
The service areas of spa and staffs' outfits have to be clean.	2.97	.01
The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health.	3.00	.01
The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers.	1.68	.14
The spa should care about its customers' security.	2.80	.02
The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite and to follow service standard.	9.52	.00

Table 4.9 (Continued)

Statements	F	Sig.
The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services.	7.26	.00
The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify to their tasks.	6.45	.00
The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis.	4.85	.00
The spa should have career path development policy.	2.78	.02
The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them.	4.06	.00
The spa should treat all the staffs in a fair manner.	3.38	.01
The spa should care about its staffs' security.	4.51	.00
The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa.	5.58	.00
The spa must be located near the main road or have sufficient parking space.	8.43	.00
The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers.	2.28	.05
The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux.	4.40	.00
The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities.	7.33	.00
The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat.	5.76	.00
The spa should be able to control the quality of all supplies.	3.90	.00
The spa should have sufficient supplies so that it will always be ready to serve customers.	1.67	.14

Table 4.9 (Continued)

Statements	F	Sig.
The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel).	6.53	.00
The spa should care about environmental conservation.	2.82	.02
The spa should care about energy saving.	3.85	.00
The spa should care about natural resources conservation such as water reservation.	2.07	.07
The spa should care about waste and pollution reduction.	5.30	.00
The spa should make its services different from the services of other spas.	2.92	.01
The spa should have its official web page.	3.19	.01
The spa should have its Facebook account or an account in any other social network channel.	4.95	.00
Spa ambiance and decoration should reflect the influences of Thai and Asian cultures.	6.01	.00
The spa should have reception service such as welcome drinks or waiting area for customers.	10.15	.00
The spa should have the process that reduces customers' waiting time.	10.63	.00

The data in table 4.9 indicate that the opinion of respondents with different ages is significantly different towards certain items. The following items are:

- 1) The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite and to follow service standard;
- 2) The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services;
- 3) The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify for their tasks;

- 4) The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis;
- 5) The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa;
- 6) The spa must be located near the main road or have sufficient parking space;
- 7) The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities;
- 8) The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat;
- 9) The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel);
- 10) The spa should care about waste and pollution reduction;
- 11) The spa should have its Facebook account or an account in any other social network channel;
- 12) Spa ambiance and decoration should reflect the influences of Thai and Asian cultures;
- 13) The spa should have reception service such as welcome drinks or waiting area for customers; and
- 14) The spa should have the process that reduces customers' waiting time.

Since there are as many as 14 items that are statistically significant difference at a value of 0.00, it can be said that respondents' ages have effects on their opinions toward the aspects of the day spa management model.

Table 4.10 One-Way ANOVA Analysis of Differences among Respondents with Different Nationalities

Statements	F	Sig.
The spa should be able to design the products and services that fit the new trend of demand.	4.45	.00
The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly.	4.59	.00
The spa should be able to provide products and services that suit guests' requests all the time.	5.34	.00
The spa should be able to analyze its break-even so that spa can determine the appropriate prices of its products and services.	2.84	.00
The spa has to adhere to the standards for spas set by the Ministry of Public Health.	1.49	.15
The spa must use only trustworthy spa products such as the products that comply with the FDA.	2.53	.01
The service areas of spa and staffs' outfits have to be clean.	4.19	.00
The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health.	2.25	.02
The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers.	2.15	.03
The spa should care about its customers' security.	2.59	.01
The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite and to follow service standard.	4.11	.00
The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services.	3.07	.00
The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify to their tasks.	4.28	.00
The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis.	5.03	.00
The spa should have career path development policy.	2.98	.00

Table 4.10 (Continued)

Statements	F	Sig.
The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them.	2.79	.00
The spa should treat all the staffs in a fair manner.	2.90	.00
The spa should care about its staffs' security.	3.67	.00
The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa.	3.06	.00
The spa must be located near the main road or have sufficient parking space.	1.96	.04
The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers.	1.96	.04
The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux.	4.44	.00
The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities.	4.00	.00
The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat.	2.04	.03
The spa should be able to control the quality of all supplies.	1.05	.40
The spa should have sufficient supplies so that it will always be ready to serve customers.	1.41	.18
The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel).	4.04	.00
The spa should care about environmental conservation.	2.81	.00
The spa should care about energy saving.	3.76	.00
The spa should care about natural resources conservation such as water reservation.	2.08	.03

Table 4.10 (Continued)

Statements	F	Sig.
The spa should care about waste and pollution reduction.	1.10	.36
The spa should make its services different from the services of other spas.	3.24	.00
The spa should have its official web page.	3.14	.00
The spa should have its Facebook account or an account in any other social network channel.	1.15	.33
Spa ambiance and decoration should reflect the influences of Thai and Asian cultures.	.73	.68
The spa should have reception service such as welcome drinks or waiting area for customers.	1.02	.42
The spa should have the process that reduces customers' waiting time.	.61	.79

The data in table 4.10 show that respondents with different nationalities have significantly different opinions toward certain items. Such items are as follows:

- 1) The spa should be able to design the products and services that fit the new trend of demand;
- 2) The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly;
- 3) The spa should be able to provide products and services that suit guests' requests all the time;
- 4) The service areas of spa and staffs' outfits have to be clean;
- 5) The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite and to follow service standard;
- 6) The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify to their tasks;
- 7) The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis;
- 8) The spa should care about its staffs' security;

9) The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux;

10) The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities;

11) The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel); and

12) The spa should care about energy saving.

Subsequently there are as many as 12 items that have statistically significant differences with significant values of 0.00, it can be said that respondents' nationalities have effects on their opinions toward the importance aspects of the day spa management model.

Table 4.11 One-Way ANOVA Analysis of Differences among Respondents with Different Annual Income

Statements	F	Sig.
The spa should be able to design the products and services that fit the new trend of demand.	6.13	.00
The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly.	2.24	.08
The spa should be able to provide products and services that suit guests' requests all the time.	4.49	.00
The spa should be able to analyze its break-even so that spa can determine the appropriate prices of its products and services.	4.08	.01
The spa has to adhere to the standards for spas set by the Ministry of Public Health.	1.93	.13
The spa must use only trustworthy spa products such as the products that comply with the FDA.	2.50	.06
The service areas of spa and staffs' outfits have to be clean.	5.64	.00

Table 4.11 (Continued)

Statements	F	Sig.
The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health.	5.02	.00
The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers.	2.19	.09
The spa should care about its customers' security.	1.46	.23
The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite, and follow service standard.	2.40	.07
The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services.	1.41	.24
The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify to their tasks.	.65	.58
The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis.	1.40	.24
The spa should have career path development policy.	.45	.72
The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them.	.64	.59
The spa should treat all the staffs in a fair manner.	.81	.49
The spa should care about its staffs' security.	3.08	.03
The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa.	4.15	.01
The spa must be located near the main road or have sufficient parking space.	1.81	.15
The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers.	1.28	.28

Table 4.11 (Continued)

Statements	F	Sig.
The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux.	2.82	.04
The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities.	2.16	.09
The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat.	5.39	.00
The spa should be able to control the quality of all supplies.	9.84	.00
The spa should have sufficient supplies so that it will always be ready to serve customers.	5.03	.00
The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel).	4.84	.00
The spa should care about environmental conservation.	4.00	.01
The spa should care about energy saving.	5.74	.00
The spa should care about natural resources conservation such as water reservation.	2.32	.08
The spa should care about waste and pollution reduction.	4.49	.00
The spa should make its services different from the services of other spas.	9.99	.00
The spa should have its official web page.	5.60	.00
The spa should have its Facebook account or an account in any other social network channel.	3.55	.02
Spa ambiance and decoration should reflect the influences of Thai and Asian cultures.	2.55	.06
The spa should have reception service such as welcome drinks or waiting area for customers.	1.75	.16
The spa should have the process that reduces customers' waiting time.	3.90	.01

The data in table 4.11 show that the respondents with different annual income's opinions are significantly different toward: 'The spa should be able to design the products and services that fit the new trend of demand', 'The spa should be able to control the quality of all supplies', and 'The spa should make its services different from the services of other spas'. These items are statistically significant because the significant values of these items are 0.00, which are considered to reveal the significance of the differences among the means of more than two variables (respondents with different annual income).

However, only three items that have significant differences. Therefore, it is assumed that respondents' annual incomes do not have effects on their opinions toward the importance of the features of day spa management model.

Table 4.12 One-Way ANOVA Analysis of Differences among Respondents with Different Expense per Visit

Statements	F	Sig.
The spa should be able to design the products and services that fit the new trend of demand.	1.10	.33
The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly.	.02	.98
The spa should be able to provide products and services that suit guests' requests all the time.	2.78	.06
The spa should be able to analyze its break-even so that spa can determine the appropriate prices of its products and services.	.72	.49
The spa has to adhere to the standards for spas set by the Ministry of Public Health.	.55	.57
The spa must use only trustworthy spa products such as the products that comply with the FDA.	.73	.48
The service areas of spa and staffs' outfits have to be clean.	.95	.38
The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health.	3.19	.04

Table 4.12 (Continued)

Statements	F	Sig.
The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers.	.55	.58
The spa should care about its customers' security.	.87	.42
The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite, and follow service standard.	.37	.69
The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services.	1.60	.20
The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify to their tasks.	1.91	.15
The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis.	5.98	.00
The spa should have career path development policy.	4.04	.02
The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them.	4.04	.02
The spa should treat all the staffs in a fair manner.	2.70	.07
The spa should care about its staffs' security.	7.76	.00
The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa.	3.75	.02
The spa must be located near the main road or have sufficient parking space.	.32	.72
The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers.	1.47	.23
The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux.	.62	.54

Table 4.12 (Continued)

Statements	F	Sig.
The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities.	1.68	.19
The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat.	6.53	.00
The spa should be able to control the quality of all supplies.	7.19	.00
The spa should have sufficient supplies so that it will always be ready to serve customers.	7.57	.00
The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel).	1.98	.14
The spa should care about environmental conservation.	3.82	.02
The spa should care about energy saving.	4.58	.01
The spa should care about natural resources conservation such as water reservation.	1.88	.15
The spa should care about waste and pollution reduction.	.85	.43
The spa should make its services different from the services of other spas.	6.77	.00
The spa should have its official web page.	2.46	.09
The spa should have its Facebook account or an account in any other social network channel.	4.43	.01
Spa ambiance and decoration should reflect the influences of Thai and Asian cultures.	5.92	.00
The spa should have reception service such as welcome drinks or waiting area for customers.	6.46	.00
The spa should have the process that reduces customers' waiting time.	10.69	.00

The data in table 4.12 indicate that the opinions of the respondents with different expenses per visit are significantly different toward: ‘The spa should care about its staffs’ security’ and ‘The spa should have the process that reduces customers’ waiting time’. These items are statistically significant because the significance values of these items are 0.00, which are considered to reveal the significance of the differences among the means of more than two variables (respondents with different expense per visit).

Statistically, there are only two items that have significant differences. For this reason, the respondents’ expenses per visit do not have effects on their opinions toward the importance of the aspects of day spa management model.

From the details presented in this section, it can be assumed that tourists’ ages and nationalities are the factors that affect their attitudes towards the importance of the elements of day spa management.

Table 4.13 Factors Affecting Tourists’ Attitudes towards the Elements of Day Spa Management

Type of Statistic	Data Analysis	Significant different	NOT significant different
T-Test	Difference between male and female respondents		X
One-Way ANOVA	Difference among respondents with different ages	X	
One-Way ANOVA	Difference among respondents with different nationalities	X	
One-Way ANOVA	Difference among respondents with different annual incomes		X
One-Way ANOVA	Difference among respondents with different expenses per visit		X

4.2.2.3 What is the relation between each element of day spa management?

To answer this question, the Pearson's correlation coefficients are considered. These coefficients reflect how tourists who use day spa services link all the elements of day spa management together.

Table 4.14 Correlations between Product Management and Quality Management

Correlations	Item 5	Item 6	Item 7	Item 8	Item 9	Item 10	Item 11	Item 12
Item 1	.50	.51	.51	.56	.52	.49	.52	.58
Item 2	.47	.46	.54	.54	.57	.53	.49	.61
Item 3	.49	.48	.59	.58	.59	.55	.55	.64
Item 4	.42	.46	.37	.42	.45	.39	.41	.52
With the statistical significance level of .01 (Two-Tailed)								

Note: Product Management

Item 1: The spa should be able to design the products and services that fit the new trend of demand.

Item 2: The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly.

Item 3: The spa should be able to provide products and services that suit guests' requests at all time.

Item 4: The spa should be able to analyze its break even so that spa can determine the appropriate prices of its products and services.

Quality Management

Item 5: The spa has to adhere to the standards of spas set by the Ministry of Public Health.

Item 6: The spa must use only trustworthy spa products such as the products that comply with the FDA.

Item 7: The service areas of spa and staffs' outfits have to be clean.

Item 8: The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health.

- Item 9: The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers.
- Item 10: The spa should care about its customers' security.
- Item 11: The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite and to follow service standard.
- Item 12: The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services.

The data in table 4.14 show that all the items are correlated to each other in a positive manner. This means that the more a customer believes that product management is important, the more he/she believes that quality management is important, and vice versa. Therefore, it is assumed that both aspects are important in the day spa management model.

Table 4.15 Correlations between Product Management and Human Resource Management

Correlations	Item 13	Item 14	Item 15	Item 16	Item 17	Item 18	Item 19
Item 1	.54	.54	.51	.42	.57	.53	.47
Item 2	.60	.56	.54	.52	.57	.48	.47
Item 3	.61	.57	.57	.54	.64	.56	.54
Item 4	.60	.49	.49	.46	.49	.48	.49
With the statistical significance level of .01 (Two-Tailed)							

Note: Product Management

- Item 1: The spa should be able to design the products and services that fit the new trend of demand.
- Item 2: The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly.
- Item 3: The spa should be able to provide products and services that suit guests' requests all the time.
- Item 4: The spa should be able to analyze its break-even so that spa can determine the appropriate prices of its products and services.

Human Resource Management

- Item 13: The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify for their tasks.
- Item 14: The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis.
- Item 15: The spa should have career path development policy.
- Item 16: The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them.
- Item 17: The spa should treat all the staffs in a fair manner.
- Item 18: The spa should care about its staffs' security.
- Item 19: The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa.

The data in table 4.15 show that all the items are correlated to each other in a positive manner. This means that the more a customer believes that product management is important, the more he/she believes that human resource management is important, and vice versa. As a result, it is assumed that both aspects are important in the day spa management model.

Table 4.16 Correlations between Product Management and Supply Chain Management

Correlations	Item 20	Item 21	Item 22	Item 23	Item 24	Item 25	Item 26	Item 27	Item 28	Item 29	Item 30	Item 31
Item 1	.37	.50	.45	.42	.38	.49	.54	.51	.51	.48	.46	.43
Item 2	.52	.51	.50	.50	.42	.46	.53	.58	.55	.50	.50	.39
Item 3	.50	.54	.49	.47	.48	.52	.55	.51	.51	.49	.52	.44
Item 4	.51	.45	.47	.44	.48	.51	.52	.59	.47	.41	.39	.37

With the statistical significance level of .01 (Two-Tailed)

Note: Product Management

- Item 1: The spa should be able to design the products and services that fit the new trend of demand.
- Item 2: The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly.

Item 3: The spa should be able to provide products and services that suit guests' requests all the time.

Item 4: The spa should be able to analyze its break even so that spa can determine the appropriate prices of its products and services.

Supply Chain Management

Item 20: The spa must be located near the main road or have sufficient parking space.

Item 21: The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers.

Item 22: The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux.

Item 23: The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities.

Item 24: The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat.

Item 25: The spa should be able to control the quality of all supplies.

Item 26: The spa should have sufficient supplies so that it will always be ready to serve customers.

Item 27: The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel).

Item 28: The spa should care about environmental conservation.

Item 29: The spa should care about energy saving.

Item 30: The spa should care about natural resources conservation such as water reservation.

Item 31: The spa should care about waste and pollution reduction.

The data in table 4.16 show that all the items are correlated to each other in a positive manner. This is an indication that the more a customer believes that product management is important, the more he/she believes that supply chain

management is important, and vice versa. Consequently, it is assumed that both aspects are important in the day spa management model.

Table 4.17 Correlations between Product Management and Sales & Marketing

Correlations	Item 32	Item 33	Item 34	Item 35	Item 36	Item 37
Item 1	.37	.34	.26	.30	.24	.27
Item 2	.42	.43	.34	.36	.28	.25
Item 3	.35	.32	.23	.27	.19	.23
Item 4	.32	.27	.36	.29	.29	.25

With the statistical significance level of .01 (Two-Tailed)

Note: Product Management

Item 1: The spa should be able to design the products and services that fit the new trend of demand.

Item 2: The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly.

Item 3: The spa should be able to provide products and services that suit guests' requests all the time.

Item 4: The spa should be able to analyze its break-even so that spa can determine the appropriate prices of its products and services.

Sales & Marketing

Item 32: The spa should make its services different from the services of other spas.

Item 33: The spa should have its official web page.

Item 34: The spa should have its Facebook account or an account in any other social network channel.

Item 35: Spa ambiance and decoration should reflect the influences of Thai and Asian cultures.

Item 36: The spa should have reception service such as welcome drinks or waiting area for customers.

Item 37: The spa should have the process that reduces customers' waiting time.

The data in table 4.17 show that all the items are correlated to each other in a positive manner. This means that, the more a customer believes that product management is important, the more he/she believes that sales & marketing is important, and vice versa. Therefore, it is assumed that both aspects are important in the day spa management model.

Table 4.18 Correlations between Quality Management and Human Resource Management

Correlations	Item 13	Item 14	Item 15	Item 16	Item 17	Item 18	Item 19
Item 5	.44	.44	.40	.42	.46	.41	.50
Item 6	.50	.56	.48	.46	.49	.45	.55
Item 7	.44	.50	.43	.50	.52	.46	.53
Item 8	.46	.49	.46	.40	.49	.40	.49
Item 9	.48	.48	.46	.45	.54	.50	.48
Item 10	.44	.45	.41	.41	.47	.45	.47
Item 11	.49	.48	.48	.39	.52	.57	.40
Item 12	.75	.70	.63	.64	.65	.63	.62

With the statistical significance level of .01 (Two-Tailed)

Note: Quality Management

Item 5: The spa has to adhere to the standards of spas set by the Ministry of Public Health.

Item 6: The spa must use only trustworthy spa products such as the products that comply with the FDA.

Item 7: The service areas of spa and staffs' outfits have to be clean.

Item 8: The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health.

Item 9: The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers.

Item 10: The spa should care about its customers' security.

- Item 11: The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite and follow service standard.
- Item 12: The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services.

Human Resource Management

- Item 13: The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify for their tasks.
- Item 14: The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis.
- Item 15: The spa should have career path development policy.
- Item 16: The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them.
- Item 17: The spa should treat all the staffs in a fair manner.
- Item 18: The spa should care about its staffs' security.
- Item 19: The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa.

The data in table 4.18 show that all the items are correlated to each other in a positive manner. This means that the more a customer believes that quality management is important, the more he/she believes that human resource management is important, and vice versa. As a result, it is assumed that both aspects are important in the day spa management model.

Table 4.19 Correlations between Quality Management and Supply Chain Management

Correlations	Item 20	Item 21	Item 22	Item 23	Item 24	Item 25	Item 26	Item 27	Item 28	Item 29	Item 30	Item 31
Item 5	.48	.51	.35	.32	.38	.42	.48	.37	.41	.37	.42	.44
Item 6	.43	.48	.51	.44	.40	.42	.46	.49	.50	.45	.49	.41
Item 7	.39	.49	.44	.41	.34	.37	.43	.47	.54	.53	.60	.49
Item 8	.44	.49	.49	.48	.44	.38	.42	.43	.47	.49	.56	.50
Item 9	.50	.56	.48	.47	.42	.41	.51	.53	.53	.56	.58	.54
Item 10	.37	.45	.39	.39	.33	.35	.46	.43	.47	.51	.55	.44
Item 11	.32	.44	.44	.35	.40	.40	.44	.50	.52	.52	.49	.49
Item 12	.47	.57	.51	.49	.42	.51	.55	.55	.59	.50	.47	.47

With the statistical significance level of .01 (Two-Tailed)

Note: Quality Management

Item 5: The spa has to adhere to the standards of spas set by the Ministry of Public Health.

Item 6: The spa must use only trustworthy spa products such as the products that comply with the FDA.

Item 7: The service areas of spa and staffs' outfits have to be clean.

Item 8: The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health.

Item 9: The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers.

Item 10: The spa should care about its customers' security.

Item 11: The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite and to follow service standard.

Item 12: The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services.

Supply Chain Management

Item 20: The spa must be located near the main road or have sufficient parking space.

- Item 21: The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers.
- Item 22: The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux.
- Item 23: The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities.
- Item 24: The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat.
- Item 25: The spa should be able to control the quality of all supplies.
- Item 26: The spa should have sufficient supplies so that it will always be ready to serve customers.
- Item 27: The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel).
- Item 28: The spa should care about environmental conservation.
- Item 29: The spa should care about energy saving.
- Item 30: The spa should care about natural resources conservation such as water reservation.
- Item 31: The spa should care about waste and pollution reduction.

The data in table 4.19 show that all the items are correlated to each other in a positive manner. This indicates that the more a customer believes that quality management is important, the more he/she believes that supply chain management is important, and vice versa. Therefore, it is assumed that both aspects are important in the day spa management model.

Table 4.20 Correlations between Quality Management and Sales & Marketing

Correlations	Item 32	Item 33	Item 34	Item 35	Item 36	Item 37
Item 5	.38	.30	.26	.31	.21	.19
Item 6	.25	.25	.23	.18	.18	.17
Item 7	.24	.29	.13	.13	.14	.09 ^a
Item 8	.27	.26	.18	.20	.17	.19
Item 9	.34	.28	.26	.26	.24	.27
Item 10	.24	.25	.14	.17	.08 ^a	.12
Item 11	.31	.23	.17	.20	.24	.28
Item 12	.35	.28	.24	.18	.18	.22

With the statistical significance level of .01 (Two-Tailed)

a= Not Significant

Note: Quality Management

Item 5: The spa has to adhere to the standards of spas set by the Ministry of Public Health.

Item 6: The spa must use only trustworthy spa products such as the products that comply with the FDA.

Item 7: The service areas of spa and staffs' outfits have to be clean.

Item 8: The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health.

Item 9: The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers.

Item 10: The spa should care about its customers' security.

Item 11: The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite and to follow service standard.

Item 12: The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services.

Table 4.21 Correlations between Human Resource Management and Supply Chain Management

Correlations	Item 20	Item 21	Item 22	Item 23	Item 24	Item 25	Item 26	Item 27	Item 28	Item 29	Item 30	Item 31
Item 13	.47	.57	.51	.50	.42	.51	.55	.55	.59	.50	.47	.47
Item 14	.47	.50	.57	.51	.57	.52	.62	.60	.59	.56	.50	.45
Item 15	.45	.52	.52	.56	.51	.51	.58	.55	.60	.57	.56	.48
Item 16	.45	.54	.53	.53	.56	.53	.59	.49	.55	.53	.53	.50
Item 17	.45	.54	.53	.47	.51	.45	.52	.47	.52	.48	.50	.44
Item 18	.45	.58	.51	.52	.51	.49	.56	.43	.48	.49	.54	.51
Item 19	.40	.51	.51	.38	.46	.48	.55	.47	.48	.44	.46	.47
With the statistical significance level of .01 (Two-Tailed)												

Note: Human Resource Management

- Item 13: The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify for their tasks.
- Item 14: The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis.
- Item 15: The spa should have career path development policy.
- Item 16: The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them.
- Item 17: The spa should treat all the staffs in a fair manner.
- Item 18: The spa should care about its staffs' security.
- Item 19: The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa.

Supply Chain Management

- Item 20: The spa must be located near the main road or have sufficient parking space.
- Item 21: The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers.
- Item 22: The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux.
- Item 23: The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities.
- Item 24: The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat.
- Item 25: The spa should be able to control the quality of all supplies.
- Item 26: The spa should have sufficient supplies so that it will always be ready to serve customers.
- Item 27: The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel).
- Item 28: The spa should care about environmental conservation.

Item 29: The spa should care about energy saving.

Item 30: The spa should care about natural resources conservation such as water reservation.

Item 31: The spa should care about waste and pollution reduction.

The data in table 4.21 show that all the items are correlated to each other in a positive manner. This means that the more a customer believes that human resource management is important, the more he/she believes that supply chain management is important, and vice versa. For this reason, it is assumed that both aspects are important in the day spa management model.

Table 4.22 Correlations between Human Resource Management and Sales & Marketing

Correlations	Item 32	Item 33	Item 34	Item 35	Item 36	Item 37
Item 13	.38	.32	.32	.25	.23	.21
Item 14	.28	.31	.22	.23	.27	.26
Item 15	.32	.30	.25	.29	.32	.35
Item 16	.32	.32	.29	.27	.29	.27
Item 17	.35	.32	.26	.30	.31	.33
Item 18	.34	.22	.34	.25	.25	.25
Item 19	.37	.27	.28	.27	.25	.20

With the statistical significance level of .01 (Two-Tailed)

Note: Human Resource Management

Item 13: The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify to their tasks.

Item 14: The spa should train its staffs to boost staffs' skills and knowledge, on a regular basis.

Item 15: The spa should have career path development policy.

Item 16: The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them.

Item 17: The spa should treat all of the staffs in a fair manner.

Item 18: The spa should care about its staffs' security.

Item 19: The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa.

Sales & Marketing

Item 32: The spa should make its services different from the services of other spas.

Item 33: The spa should have its official web page.

Item 34: The spa should have its Facebook account or an account in any other social network channel.

Item 35: Spa ambiance and decoration should reflect the influences of Thai and Asian cultures.

Item 36: The spa should have reception service such as welcome drinks or waiting area for customers.

Item 37: The spa should have the process that reduces customers' waiting time.

The data in table 4.22 show that most of the items are correlated to each other in a positive manner. This specifies that the more a customer believes that human resource management is important, the more he/she believes that sales & marketing is important, and vice versa. Thus, it is assumed that both aspects are important in the day spa management model.

Table 4.23 Correlations between Supply Chain Management and Sales & Marketing

Correlations	Item 32	Item 33	Item 34	Item 35	Item 36	Item 37
Item 20	.40	.33	.39	.36	.24	.20
Item 21	.41	.40	.37	.38	.34	.29
Item 22	.30	.25	.23	.28	.27	.27
Item 23	.33	.36	.30	.29	.29	.20
Item 24	.34	.30	.21	.24	.28	.21
Item 25	.42	.33	.23	.27	.24	.22

Table 4.23 (Continued)

Correlations	Item 32	Item 33	Item 34	Item 35	Item 36	Item 37
Item 26	.42	.39	.34	.33	.30	.27
Item 27	.39	.37	.35	.33	.31	.24
Item 28	.33	.40	.30	.32	.35	.28
Item 29	.23	.41	.28	.30	.35	.26
Item 30	.31	.42	.25	.32	.33	.26
Item 31	.37	.38	.25	.27	.36	.32

With the statistical significance level of .01 (Two-Tailed)

Note: Supply Chain Management

Item 20: The spa must be located near the main road or have sufficient parking space.

Item 21: The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers.

Item 22: The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux.

Item 23: The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities.

Item 24: The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat.

Item 25: The spa should be able to control the quality of all supplies.

Item 26: The spa should have sufficient supplies so that it will always be ready to serve customers.

Item 27: The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel).

Item 28: The spa should care about environmental conservation.

Item 29: The spa should care about energy saving.

Item 30: The spa should care about natural resources conservation such as water reservation.

Item 31: The spa should care about waste and pollution reduction.

Sales & Marketing

Item 32: The spa should make its services different from the services of other spas.

Item 33: The spa should have its official web page.

Item 34: The spa should have its Facebook account or an account in any other social network channel.

Item 35: Spa ambiance and decoration should reflect the influences of Thai and Asian cultures.

Item 36: The spa should have reception service such as welcome drinks or waiting area for customers.

Item 37: The spa should have the process that reduces customers' waiting time.

The data in table 4.23 indicate that most of the items are correlated to each other in a positive manner. This means that the more a customer believes that supply chain management is important, the more he/she believes that sales & marketing is important, and vice versa. Consequently, it is assumed that both aspects are important in the day spa management model.

The results from the correlation coefficient of the management elements of day spas indicated that all elements are correlated in the positive manner which inferred that all elements are important. The correlation of all elements is presented in figure 4.8.

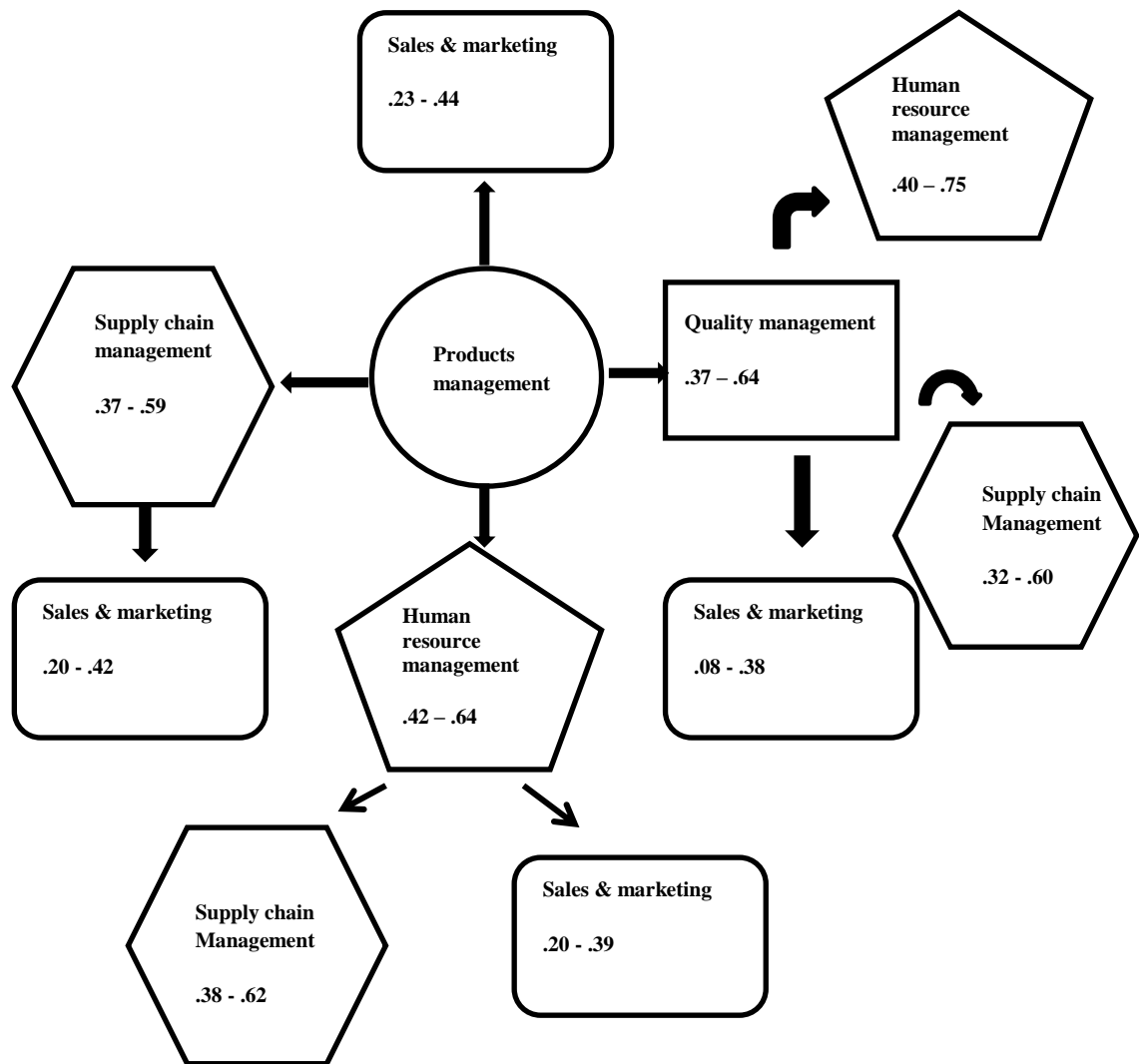


Figure 4.8 The Correlation Coefficient of All Elements

Figure 4.8 shows the correlation coefficients, which indicated that all the elements are correlated to each other in a positive manner. This is an indication that if spa operator manages to drive performance of one element to higher level, the other elements will be positively raised as well. The efficient management of day spa services will be raised once all the elements are well-managed because both content and statistical analysis results are synchronized in the same direction that all the elements are important.

From the interview with 5 tourist day spa customers in Thailand in regards to the opinion about how the following management elements will be affected

if they are not well connected, product management, quality management, human resource management, supply chain management, and sales & marketing. All the respondents mentioned that in order to create a smoother operation that ensures a high level of environment satisfaction to customers, all of the elements have to be well synchronized or associated. They further explained that, it is impossible to promote spa if spa staffs are not qualified or meet the standards required by the Ministry of Public Health. Therefore, sales & marketing together with human resource elements have to be well coordinated. Moreover, it is also hard to promote a spa if such a spa does not have good products and steady supplies of the products. In this case, sales & marketing, human resource and product management also need to be well connected. In addition, to survive in the current high competitive business environment, the consistency of high quality service needs to be maintained. Consequently, all of the factors mentioned earlier also must be well linked. They also raised their concerns about business alliances which can help the spa operators to establish a good business relationship such as tour agents that help to generate a secured revenue sources. Additional attention is needed in the energy and natural resources conservation as more and more people nowadays are concerned about nature and environmental problems. All these are similar to what researcher studied in the issue of supply chain management.

From the data that concern means and correlation coefficients, it can be stated that customers think that all the elements of day spa management are important and are correlated to each other. This means they prefer the spas that have good performances in managing all the elements. The inter-related elements have been presented in figure 4.9.

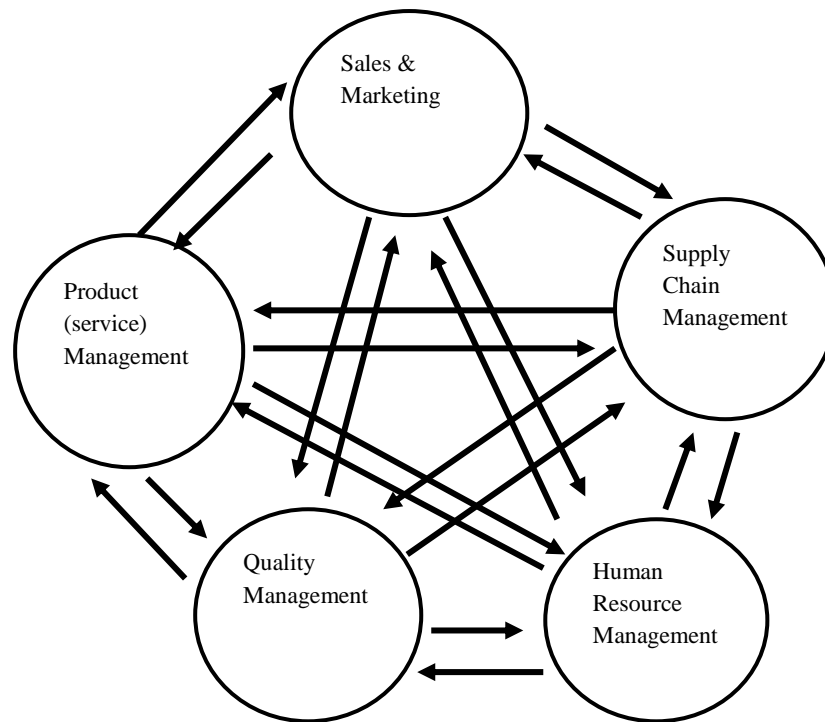


Figure 4.9 Integration of All Management Elements of Day Spa Management Model

Figure 4.9 shows the integration of all management elements of day spa management model which considered that all elements are inter-related and cannot be over looked. All elements are important and necessary for day spa operators to manage them in the maximum capacity so that the overall spa operation will be efficiently and smoothly managed.

In addition from the interview, the respondents specified that in order to create or boost customer satisfaction, day spas in Thailand cannot overlook any of the studied elements. However, they think that sales & marketing element is more important than the others. This means day spas in Thailand should pay attention to this element. To be more specific, day spas in Thailand should have their own websites or Facebook accounts in order to connect themselves to customers around the world. They should also have some systems that reduce customers' waiting time. For example, the clients (respondents) explained that spas should have the appointment systems so that customers need not to wait for services for too long. They just come to the spas at the appointment time or a little bit early than treatment time. Furthermore, day spas should differentiate themselves by providing special

services to different clientele groups as they have different preference. Apart from regular clients, they are also interested in new massage services as currently, many spa concepts are upgrading to more sophisticated trends such as health spa, wellness spa or detoxification. The more variety of the services, the more also they will be interested to come back for another service before leaving to their home town. In summary of their ideas, they indicated that all elements of spa management have to be well connected so that it can create spa capability to boost their customers' satisfaction.

From the initial data of literature review, the researcher only gets the information in regards to the important elements of day spa management. The interview with spa experts in the objective 1 assisted to find further profound data of the important component to be added in each element. Besides, the spa experts also provided further information of sequence of management elements that they have to prioritize which are relevant to the statistical analysis gathered from the questionnaire in objective 2. The data from content analysis provides more specific details that spa operators should pay attention to in each element as well as the way to integrate all elements together to create the most practical management method which serves to deliver the product/service in a high competitive and qualitative environment, meanwhile save the operating cost by practical concern towards natural conservation. In consequence, day spa will get a result of a higher profit margin. In figure 4.10 shows the way to gather information from literature review incorporated with data in objective 1 and 2 in order to develop objective 3.

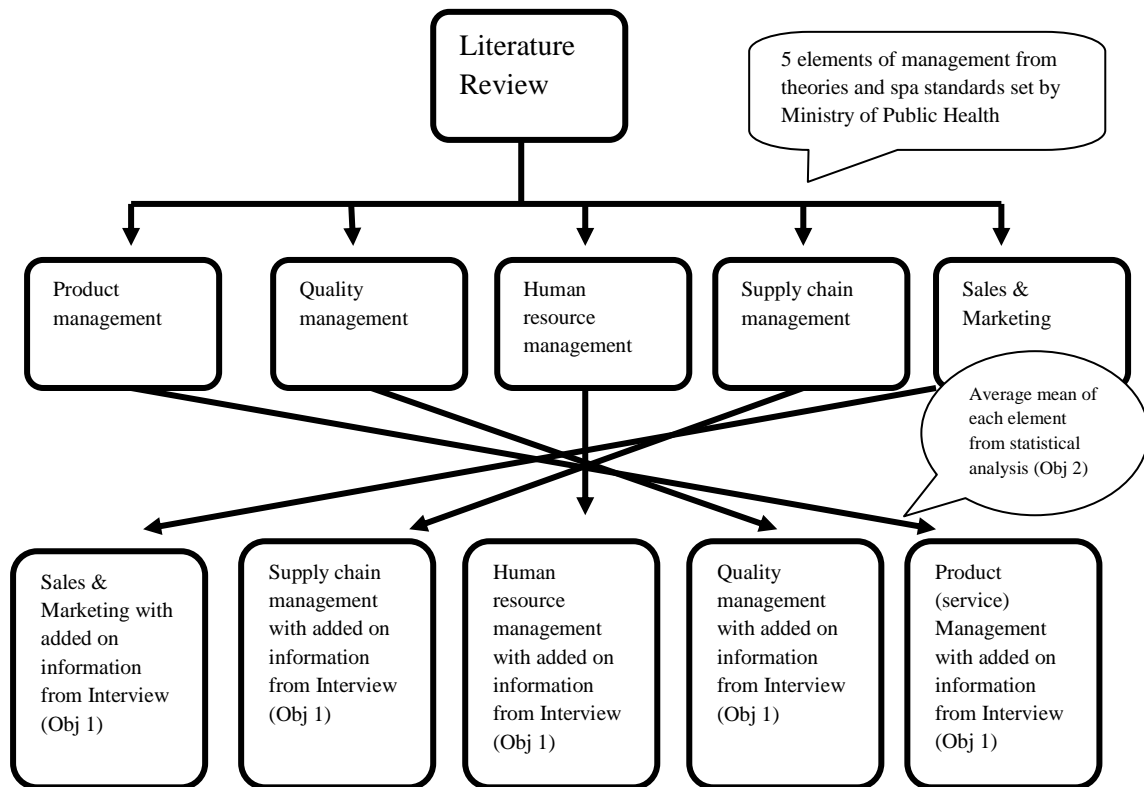


Figure 4.10 Integrated Elements of Day Spa Management Model from Objective 1 & 2

Figure 4.10 shows the integrated elements of day spa management model from Objective 1 & 2 which considered sales & marketing as priority of the management model followed by supply chain management, human resource management, quality management and product (service) management respectively.

The discussion in this chapter will continue with the integration of data and knowledge from objective 1 and 2 that have been used to create the new management model for day spas in Thailand.

4.2.3 Objective 3: To Obtain an Integrated Management Model for Day Spas in Thailand

To obtain an integrated management model for day spas in Thailand, the results from objective 1 and 2 have been integrated. From in-depth interview in objective 1, the important elements from the spa experts are concluded in figure 4.11.

Sales & Marketing -7P product (service), place, price, promotion, physical evidence, process, people -Differentiate (Create different types of products to match clients' preferences which is different from competitors) -Allow guests to experience the service qualities -Use technology to create more convenient process as well as social media to promote spa -Service designed in accordance with market trend and customer segmentation	Supply Chain management - Business alliance Tour agents: local and overseas hotels / resorts -Taxi, Restaurant, others -Thai Spa association and other related association -Suppliers: effective buyer-supplier relationship, products forecast -Competitors: exchange clients once fully booked - Sustainability management -Environmental & natural resource conservation, -Energy saving -Waste water management, -Water reservation -Pollution reduction	Human resource management -Recruitment: job description & person specification -Selection: knowledge tests, interviews, attitude tests, trial period -Trainings & Opportunities -Career path development -Evaluation & Retrain -Motivation: rewards (monetary & non-monetary), recognition -Social welfare & staffs' safety	Quality management -Quality of products -Quality of materials, equipment and facilities -Qualified staffs with well train standard and comply with MOPH -Quality improvement - Service Quality (SERVQUAL model) -Tangibles -Responsiveness -Reliability -Assurance -Empathy	Product (service) Management -Inventory system (Just-in-time) Planning -Break-even analysis: Profitability & productivities, -Short term planning (procurement, workforce, and inventory) -Midterm planning (Sales, Promotion, Marketing, Finance) -Long term planning (Facilities) -Product & Service development -Capital expenditures -Return on investment
In accordance with standards set by Minister of Public Health and Thai Law				

Figure 4.11 Important Elements of Integrated Management Model for Day Spas in Thailand (From Objective 1 – Qualitative)

Table 4.24 Average Mean of Each Element (From Objective 2 – Quantitative)

Elements of Integrated Management Model	Average Means
Sales & Marketing	4.07
Supply Chain Management	3.90
Human Resource Management	3.89
Quality Management	3.86
Product Management	3.74

From both studies in objective 1 & 2, all elements can be integrated in the sequence from the first priority concerned which is sales & marketing followed by supply chain management, human resource management, quality management, and

product management respectively. Both data will be used to be in line with value chain model and integrated management system theories in order to create the integrated management model for day spas in Thailand which is presented in figure 4.12.

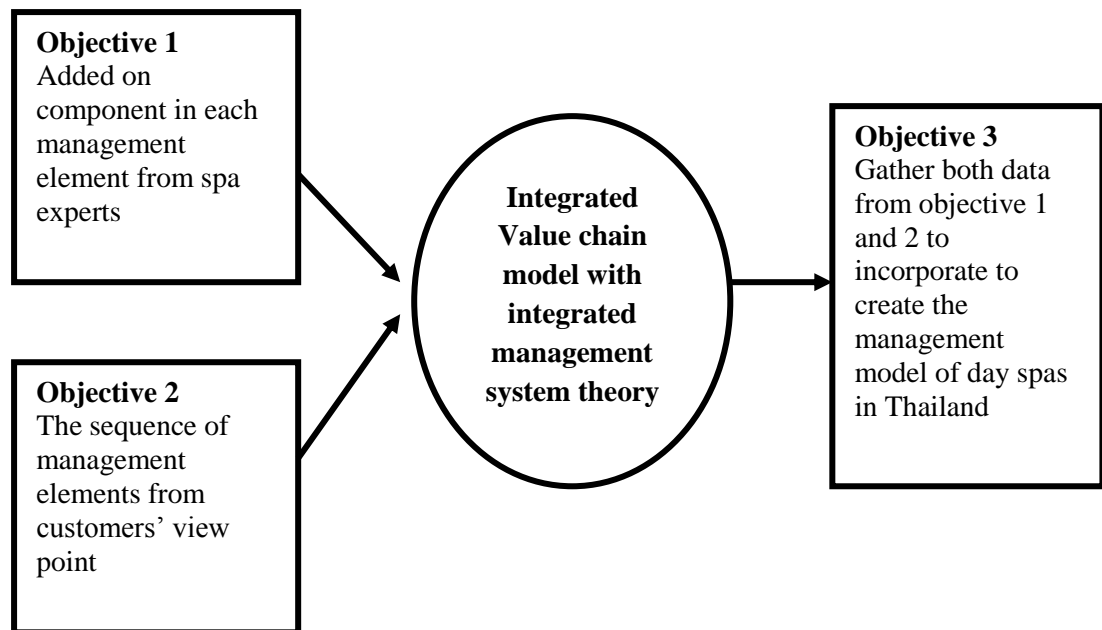


Figure 4.12 Process of Creating the Integrated Management Model for Day Spas in Thailand

Figure 4.12 shows the process of creating the integrated management model for day spas in Thailand by merging all relevant data from content analysis and statistical analysis to form the model using the concept of integrated management system and value chain model with the integrated strategy to develop the effective and efficient management model.

Figure 4.13 presented the integrated strategy which aims to improve overall performance of the day spa establishment in Thailand.

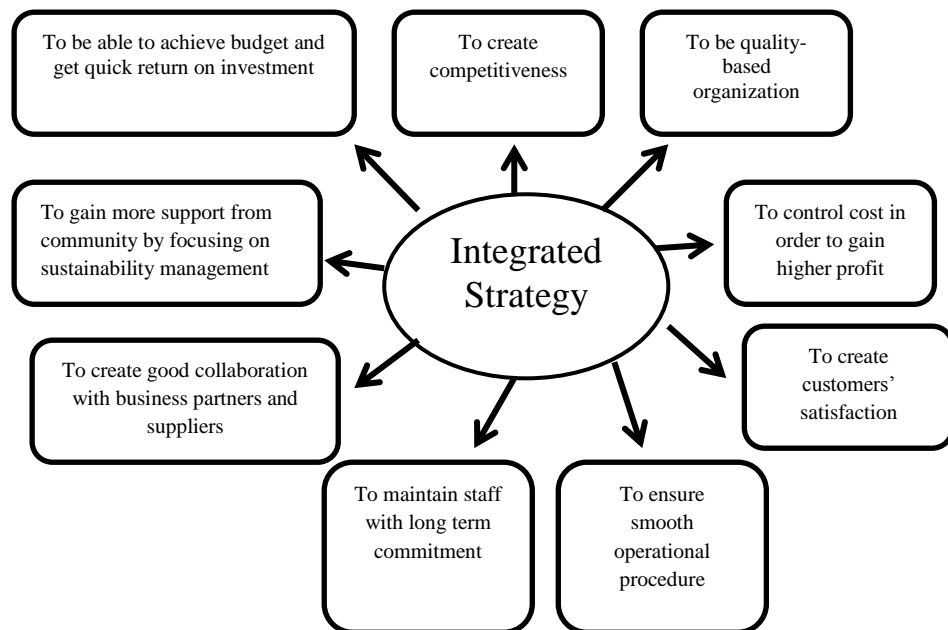


Figure 4.13 Integrated Strategy

Figure 4.13 shows the integrated strategy with the aims to develop the management model which can assist day spas to improve the organizations to be more competitive, able to achieve budget and get quick return on investment, to control cost in order to gain higher profit, to create good collaboration with business partners & suppliers, to be quality-based organization, to gain more support from community by focusing on sustainability management, to maintain staffs with long term commitment, to create the customers' satisfaction and to ensure the smooth operation. The above mentioned integrated strategy focuses to improve overall spa performance and finance will be used to incorporate relevant data in objective 1 and 2 in order to create the integrated management model for day spa in Thailand in the objective 3.

The knowledge obtained from both objective 1 and 2 are integrated together in order to create a new management model for day spas. This model is shown in figure 4.14.

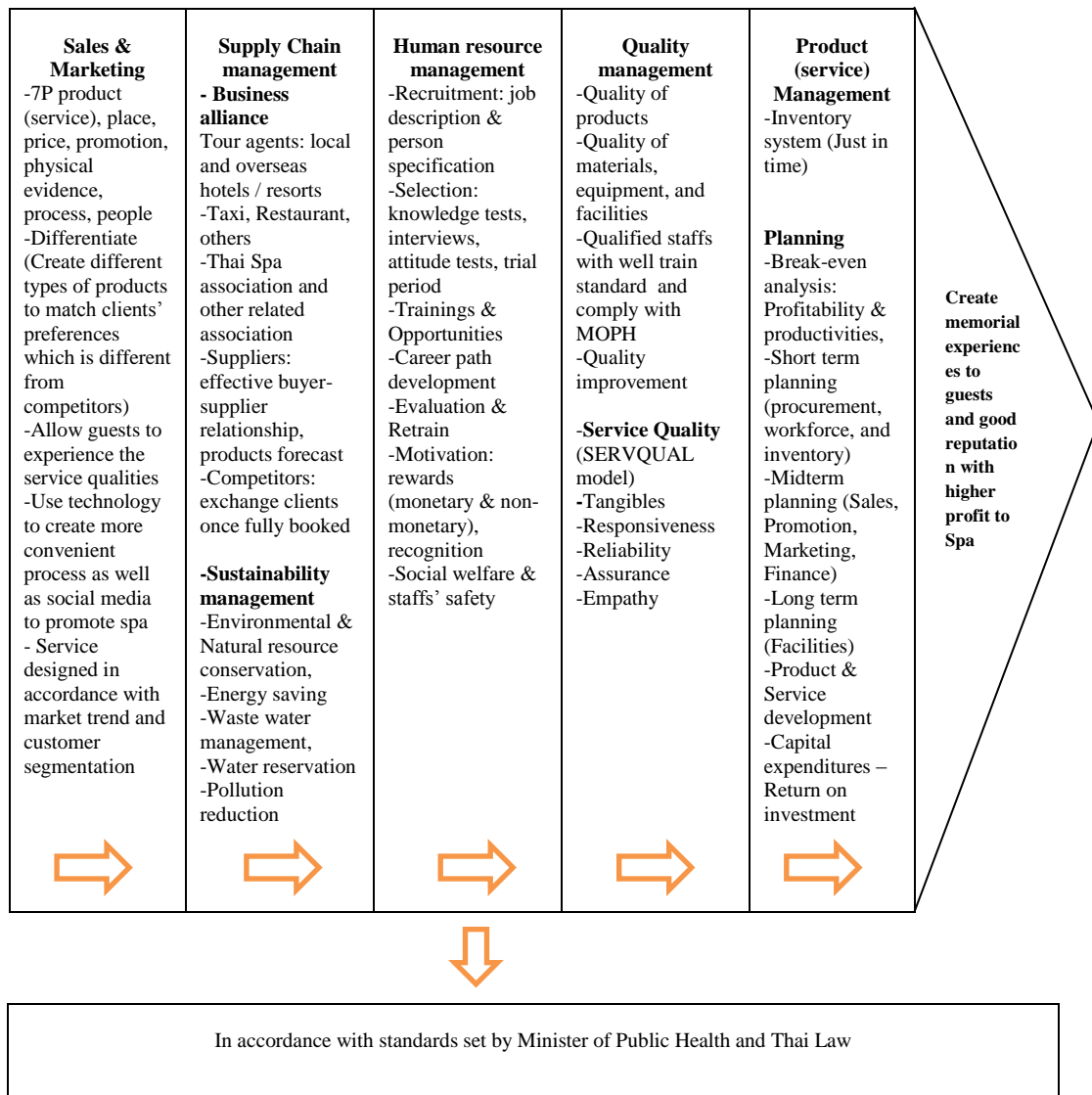


Figure 4.14 Integrated Management Model of Day Spas in Thailand

The new model incorporates all the studied elements. However, these elements are not deemed to be equivalently important. Sales & Marketing and supply chain management elements are placed before others. This is because sales & marketing element is believed to be more important by customers and spa managements. In addition to this, the supply chain management, human resource management, quality management and product (service) management are also considered important. The model suggests that all the elements work together in order to boost up customers' satisfaction towards day spas, as it will eventually lead to greater profits with less expenses.

To the further study, this integrated management model for day spas will be discussed with 5 spa experts in focus group to ensure that this model will be a more efficient, effective, functional, productive, and competitive management model for overall operations of day spa establishments; also to ensure that this integrated management model for day spas covers all the relevant aspects including economic, environmental and other needs of day spas.

4.2.3.1 What does the spa management think about the elements proposed for integrated management model for day spas in Thailand?

From the in-depth interviews with day spa managements and the respondents summited that all the studied elements in this research project are important. However, the responses from the interview questions lead to the implication that they focus more on the quality management because they emphasize on the proficiency and qualification of masseurs and/or therapists which are the main factors for spa operation. Moreover, human resource management seems to be another great important element as spa experts stated that day spas should train spa staffs to ensure the quality and consistency of services. Besides, spa managements have to regularly reinforce the existing knowledge and skills of staffs (recheck and retrain), and build up new knowledge and proficiency of new therapeutic techniques so that spa operators will be in line with the competitors as well as in the new trend of spa.

While quality management and human resource management are deemed more important than others by spa management. Nevertheless, they stated that nowadays competition has become stiff. They have to adjust themselves to be more in line with competitors hence, they believe that marketing & sales and sustainable supply chain management elements are more important than others in current situation. As the result, they all agree with the proposed integrated management model that it should be focused on Sales & Marketing as the first priority, then business alliances which will help to generate more revenue, and reduced expenses. Sustainability is also concerned by all spa operators since it helps to persuade more clients who care about environmental conservation. Moreover, government also would like all service sectors to use the green concept to help environment conservation such as water and energy saving, limitation of trash and

less carbon emission. The Thai Green Label (or Eco label) is given to the organization which meets the standard criteria of set by Thailand Business Council for Sustainable Development.

They also raised their concerns in regards to their greatest emphasis on customers so that they can satisfy their customers to the fullest extent by managing all the aspects in their supply chains. However, the respondents indicated that they believe that all the studied elements are important. The sales & marketing and sustainable supply chain management elements are just slightly more important than others. As they reinforce that all elements need to be well integrated and must be well arranged or harmonized; if they fail to arrange one element properly, it will negatively affect others.

The information from the focus group interview reveals that the participants (all the 5 day spa managements) agree that this model can be effective because it is composed of all the elements important to day spas. In addition, this model recognized that the degrees of importance of all the elements are not the same, which reflect the actual nature of day spa businesses; that need more focus on customers' factor than any others. This means the customer is more important than other elements. Nevertheless, all the elements are still important because day spas cannot just satisfy customers by ignoring other management elements.

The participants of the focus group interview declared that there is no other element to be added at the moment because this model covers almost all the important issues and aspects that exist at the present time. However, in the future when new knowledge and management techniques are invented, this model might need adjustments.

There is no other element to be added to this model; however, the order of the importance of each element might be adjustable. This is because, according to the participants of the focus group interview, the owners of each day spa might put their focus on different elements. Nevertheless, the most important elements still is the sales & marketing because customers always come first.

Spa managements who attended the focus group interview put most weight on customers or sales & marketing element; as customers set the marketing trends; the demands also drive the quality as well as an ambience and new

products/services. Moreover the social networks, customers can easily fill in their complaints against day spas that fail to satisfy them. Hence, day spas must put all of their efforts to satisfy their customers.

4.2.3.2 What benefits will be obtained from the integrated management model to day spas in Thailand?

The information from the in-depth and focus group interviews with spa managements and the survey on customers' opinions lead to the implication that this model enable day spas to satisfy their customers in a more effective fashion. Furthermore, the findings from this research project also suggests that day spas should team up with many alliances, such as tour agencies, hotels, and other businesses, in order to attract more customers to use their services. The more customers and the abilities to boost customer satisfaction, day spas are supposed to generate greater incomes, and bring greater profits.

More importantly, since this model incorporates the sustainability element (sometimes included in the sustainable supply chain model) which focuses on environment and energy conservation, it enables day spas to save more money. Energy conservation helps them to save a great deal of money spent on careless use of water and electricity. Meanwhile, environment conservation enables day spas to exceed the existing standard, so they would not encounter any trouble with the authorities. Furthermore, sustainability is trendy among customers. Many customers are tremendously concerned about it. Hence, sustainability supply chain management attracts more customers to day spas in a long run. This means day spas can generate profits in a more sustainable manner.

CHAPTER 5

CONCLUSION, DISCUSSION, RECOMMENDATION AND CONTRIBUTION

5.1 Introduction

The purpose of this study was to develop an integrated management model for day spas in Thailand. Thailand as one of the most attractive tourist destinations in the world is also regarded as one of the best spa and wellness centre. Since day spa is a business, competition and profitability are inevitable. Hence, this study proposed a management model that focuses on various elements that will lead to a practical and appropriate management style capable of being competitive, profitable, sustainable, and at the same time environmental friendly.

This chapter consists of 4 parts which are conclusion, discussion, recommendation and contribution. The conclusion of the research is based on the research objective 1, 2, and 3; the discussion will take a further look at the finding that is related to literature review and theories on the proposed Integrated Management Model for Day Spas in Thailand; the recommendation provided to spa operator and government sectors as the efficient and effective management model for day spa business in Thailand; and the contribution is extended to the academic which assists the academics to understand overall spa operations.

5.2 Conclusion

Integrated management model for day spas in Thailand concentrated on various important elements of management model; Sales & Marketing, Human Resource Management, Quality Management, Product (service) Management and Supply Chain Management. Each factor has been supported by many theories through

the literature review. Data for this research was derived through interviews with day spa experts and day spa customers. To ensure the accuracy of the information of the proposed model, both content analysis and statistical analysis were incorporated to the proposed integrated management model. The following conclusion will be presented in line with the research objectives.

5.2.1 Objective 1: To Study the Contexts of Day Spa Management in Thailand

Further study of the proposed management model was conducted with 10 spa experts which are spa directors, spa managers, supervisors, receptionists, trainers, and spa therapists to gather more information related to sales & marketing, supply chain management, human resource management, quality management and product (service) management. Moreover, the self-administrative questionnaires were distributed to 400 customers who used legally registered day spas in Phuket, Bangkok, and Chiang Mai to confirm that all the above mentioned elements are important for both spa operators and customers for sustainable business.

Sales & marketing, supply chain management, human resource management, quality management, and product (service) management were all confirmed by the samples of this study as being important elements for both spa operators and customers for sustainable business.

5.2.1.1 Sales & Marketing

In the current high competitive business environment, it is necessary for day spa operators to find the right channel for sales & marketing to promote their spa services in accordance with customer segmentations and market trends. Spa experts stated that they focus on 7Ps marketing mix which are product / service, place, price, promotion, physical evidence, process, and people. In addition, spa establishments need to follow the standard set by Ministry of Public Health. They further stated that, social media also helped in terms of marketing and booking system to facilitate advance booking and payment.

5.2.1.2 Supply Chain Management

The main focus of supply chain is to effectively and efficiently manage all suppliers and business partners. Spa operators have to find the right supplier that

can easily manage their inventories so that the burden of maintaining a large stock of products can be reduced. There is also a need for a solid collaboration with various related business partners (tour agents, hotels / resorts, restaurants, taxi drivers and spa associations) so that they can create multiple channels of revenue.

5.2.1.3 Human Resource Management

Just like other service industries, spas need good performance and qualified staffs in all service procedures. Therefore, it is important to set the company's policies to screen staffs as well as to retain them for a long term basis.

Spa experts mentioned that they use Human Resource Management in the process of recruitment, selection, and training. Meanwhile, spa establishments have to give full opportunity to well performed staffs in order to create a good career path for them. Furthermore, motivation, social welfare and staffs' safety also need the attention since the blooming of spa business is also an opportunity for staff to choose which company they prefer to work with the most attractive offer.

5.2.1.4 Quality Management

The quality of products, materials, equipment and facilities are very important for spa operation since it represents how well the spa manages their business. From the interviews, it is revealed that most of the above mentioned are also stated in the standard of the Ministry of Public Health as a way to ensure that all these items and products are in good quality or condition to service clients. Moreover, spas establishments also have to ensure that staffs always updated, evaluated, and retrained so that the service quality can be maintained in the highest level at all time. Therefore, evaluation & retraining are also one of the main factors in the spa management. Additionally, service quality has to be maintained in high level. The SERVQUAL model which focuses on tangibles, responsiveness, reliability, assurance and empathy are meant to ensure the consistency of service.

5.2.1.5 Product (service) Management

From the interview, it is found that product (service) management includes Just-In-Time inventory system, break-even analysis as well as planning. Planning consists of short term which originally is concerned with workforce, procurement, and inventory. Whereas midterm planning concerns are on sales, promotion and finance, while long term planning emphasizes on facilities, product & service development, capital expenditure and return on investment.

Furthermore, from the statistical analysis gathered from 400 questionnaires reveals that respondents concerns about the elements of overall spa operations is in this respective sequence (average mean); sales & marketing 4.07, supply chain management 3.90, human resource management 3.89, quality management 3.86, and product (service management) 3.74. These figures represent the degree of agreement as follows: 1.00 – 1.80 strongly disagree, 1.81 – 2.61 disagree, 2.62 – 3.41 neutral, 3.42 – 4.21 agree and 4.22 – 5.00 strongly agree.

5.2.2 Objective 2: To Study Tourists' Attitudes Towards Day Spas in Thailand

The information from the statistical analysis, in regards to the tourists' attitudes towards day spas in Thailand, is summarized as follows: percentage of male clients (51.5%) is a bit higher than ladies clients (48.5%). From the interview with the customers, it reveals that nowadays spas are more variety and especially leaning themselves towards health consciousness and alternative medicine because they feel that it is not only beauty that they want. Spa massage can help in terms of tension relief and rejuvenation. For customers, spa treatment helps to prevent the syndrome and stress which is as a result of overloaded work routine, thereby leading to increase in male spa customers.

Further data found that the customers' ages who are between 20-49 are the major clienteles of spa. This is based on the reason that this age groups are the working class groups and they feel that having spa massage during their visit to Thailand as the major spa destinations will be a great experience as well as help them reduce stress from hectic work routine.

The questionnaires form was distributed during the low season period of July – October, 2014 therefore, the percentage of Thai tourists is a bit high due to the promotion prices of hotels and spa operators. Spa operators always give substantially discount during the low season in order to attract more Thai tourists during the low season. However, overall percentage between Thai clients and foreigners are, Thai tourists 21.5 percent and foreigners 78.5 percent.

The average annual income in USD of most customers is 30,000 – 60,000. From the interview with customers in Europe, they stated that their minimum income is around 30,000 USD per year.

Their average spending is 100 – 200 USD depending on the treatment that customers used. From the interviews, most customers with partners spend longer period of treatment as they add some body scrub or facial treatment since their partner prefer to have whole body package that includes body scrub, facial, steam or sauna treatment.

Additional statistical analysis in regards to tourists' attitudes towards day spas in Thailand, it can be summarized as following details. The average means of each element of management model, customers are most concerned in sales & marketing as priority factors followed by supply chain management, human resource management, quality management and product (service) management, respectively.

Further statistics also discovered that no discrepancy among genders, annual income, and expenses per visit towards the elements of management model. Meanwhile, there are significant differences in opinions towards factors of management model among ages and nationalities.

Statistics from Pearson Correlation Coefficient found that all elements are positively correlated in the same direction. Therefore, if spa operators can stimulate one factor to be more efficient, others will also be stimulated in the same direction.

5.2.3 Objective 3: To Obtain an Integrated Management Model for Day Spas in Thailand

The proposed integrated management model for day spas in Thailand has been presented to focus group of 5 spa experts to confirm their agreements on the functionality and efficiency of the management model.

Spa experts mentioned that all elements are important to run spa operation efficiently and effectively as they consist of sales & marketing which is very important to run business profitability. While supply chain management also assists to generate more revenue from all related sources. Furthermore, sustainability also aids to reduce operating expenses and human resource management helps to get the right attitude of staffs together with evaluation and training. This model certainly assists in maintaining a high service quality consistency as well as keeps good performance staffs for long a term basis. Additionally, the quality management helps to ensure the good quality of the products, materials, equipment, and facilities as well as service

quality. Moreover, product management leads to effective management of inventory as well as planning in short term, mid term, and long term. All the elements have to be in line with market trends and spa standards set by the Ministry of Public Health.

5.3 Discussion

The 5 spa experts (focus group sample) agreed during the discussion that the integrated management model for day spas in Thailand is efficient and practical. Furthermore, the discussion also confirmed that each element is self-sufficient and practical for spa operators to use and concentrate individually; however all the elements have to be well connected and synthesized.

5.3.1 Sales & Marketing in Day Spa Businesses

Sales & Marketing is the most concerned factor by the spa experts and customers. They stated that customers prefer to experience day spas with strong or clear concept as they feel that they are intentionally developed in accordance with customers' needs. The reality is that, customers are more sophisticated than before and more alternative choices should be available because they have their own preferences on what they really want. Therefore, the simple 4Ps marketing is not suitable for the present competitive environment. Drummond and Enson (2005, p. 194) suggested that service providers should focus on 7Ps marketing mix. This model consists of 4 conventional Ps, namely product (service), place (service place, shop), price, promotion and 3 new Ps, namely, physical evidence (ambiance of the service place), process (service scheme), people (service provider). Service providers must use these 7Ps in order to meet customer expectations.

The focus on 7Ps marketing mix added physical evidence (ambiance of service place) because this is the first impression for clients when they search the internet or on their first visit to the spa. Moreover, process and people are also vital to create an enjoyable service experience in all process of service. People are the main factor in service industry therefore, spa operators need qualified staffs to ensure that customers will be ultimately satisfied and be inspired by good attitude and well trained staffs for a continuous support of the spa. Sales & marketing plays a very

significant role for business continuity as well as development of new spa services to attract more clients in accordance with customers' preference and market trends.

5.3.1.1 Product/Service

To ensure that clients will choose their services, spa operators have to differentiate their services in various factors either by creating their own range of spa products based on the theme and service concept or developing their own massage technique to ensure their uniqueness that is in line with clients' preference or market trend. Brown (2012) stated that the International Spa Association defined the term 'Spa' as a place that enhances a visitor's well-being by giving services that renew his/her mind, body and/or spirit. This means spa services encompass a variety of activities and elements such as massage, body and facial treatment. (Naphalai Areesorn, 2002, p. 33). Also specified that spa can be divided into many categories, namely hotel/resort spas, destination spas, and medical spas. Although spas can be the same type in terms of services with others but a closer look will show that some spas have their own peculiar services. Consequently, spa operators should use their internal strengths to develop a strong concept and clear direction on the type of spa they should focus on, so that it will be easier for them to attract customers that relate to their concept.

5.3.1.2 Place

The location is very important as it has to be accessible otherwise it will be difficult for clients to find the location, and this might also lead to lack of qualified spa staffs, especially spas located in remote areas. Many experts such as Hellriegel et al. (2005, p. 122), Branch (2009, p. 46) and Heizer, and Render (2010, p. 154), proposed that locations, which facilitates business operations needs to be convenient for suppliers, easily accessed by public transportation. Convenient locations that are easily accessible by public transportation are more attractive to clients as customers feel comfortable to make their first visit to have a look whether they would like to try the services or not.

5.3.1.3 Price

The price should be in the same level of the competitors as it is easier for clients to choose their preferred services with reasonable or priced in the same range as other operators. There should be a price list that shows all the prices of the

services so that guests can decide before making any decision. The spa standard of Thailand set by Department of Health Service Support, the Ministry of Public Health (2012) stipulated that the lists of all services must include the description, time needed for a course, and price rate for courses has to be clearly written. Pricing can also be used as a business strategy to surpass other competitors.

5.3.1.4 Promotion

Spa always offer promotion for group of clients as well as longer hours packages for upselling as well as attracting tour agencies to establish business collaboration. Moreover, promotion can be set as special package in conjunction with the business partners to ensure that the promotion or package will be attractive to the target customers segment. Kano (1996, p. 81) identified that cost greatly affects customers' satisfaction. Therefore, the discount price for the longer hours' package attracts clients to add more treatments which will definitely create more revenues and higher productivity percentage of staffs.

5.3.1.5 Physical Evidence

Spa operators are now very focused on physical evidence (ambiance) as it is very attractive for media marketing. They have to ensure that all areas are cleaned as well as decoration items and staffs' outfits because this is the first impression for clients to see how well organized the spa is. The concept of spa as well as ambiance and interior decoration are also very important as clients can easily choose their preference from the pictures shown in media. Department of Health Service Support, the Ministry of Public Health (2012) recommended that the standard for ambiance and environment aims to encourage spa businesses to create a pleasurable ambiance to impress their customers. The decorations of the spa must reflect Thai identities and give the feeling of nature. The reception area must be separated from the service areas lest the customers would not be disturbed. The physical evidence also includes the functionality layout which should be comfortable for customers to use all spa facilities such as; shower area should be located in the treatment room so that guests can easily take a shower after body scrub or body wrap. VIP treatment rooms should add Jacuzzi or steam so that guests can use it privately.

5.3.1.6 Process

The process in both booking system and operational procedures should be necessary well arranged. Any disconnection in-between the process will create an

unsatisfactory feeling to clients. Too much waiting or the process for longer hours package without a pleasant interactions or activities between the staffs and the customers will normally lead to a disappointing service. Heizer, and Render. (2010, p. 106) indicated that a service can be delivered mainly through the interaction between service providers and customers. Therefore, the design of a service must emphasize on the interaction of customers. Most spa operators have Standard Operation Procedure (SOP) which describes the standard of each process in the spa operation. Basically SOP will indicate all the steps for staffs to follow in order to ensure the consistency of services at all times.

5.3.1.7 People

In the service industry, people are the most important factor that cannot be overlooked. Since the spa staffs will be dealing with people, the staffs' attitudes, proper manners, skills, and communication have to be well trained in order to ensure that customers will experience a good high quality services at all time. In the Thai spa standards set by Department of Health Service Support, the Ministry of Public Health (2012), specified that service providers (therapists) have to be trained in courses concerning each particular service and must meet the criteria for spa service providers. They must be responsible for giving treatments and satisfying their customers. They must be humble, attentive to their tasks and caring to customers. They also have to keep the treatment equipment clean, tidy and ready to be used at any given time. To get the right personnel, the recruitment & selection process should be conducted with the outline of staffs' specifications and qualifications. Attitude and skills should be tested during the interview process to ensure that the capabilities, the work and the personal manner of the candidate is accessed.

Other elements that are related to sales & marketing is that spa operators have to follow the standards set by the Ministry of Public Health for all licenses such as operating license, operator's license, and therapists' license. Department of Health Service Support, the Ministry of Public Health (2012) outlined the standard for staffs in addition to the standard for service quality and facilities. Spa staffs focuses on the skills that staff members with different position (responsibilities) should possess. This standard however covers only 3 types of staff members, namely, spa operators (spa establishments), spa service providers (therapists), and spa

customer relation staffs (receptionists). Each of these three types of staffs has their particular responsibilities and tasks.

5.3.2 Supply Chain Management in Day Spa Businesses

It is significant for spa operators to learn that the creation of alliances with other business parties can help to promote spa as well as share some benefits between the collaborators (Goetsch, 2008, p. 45). The supply chain included not only alliances, suppliers, and buyer but it also incorporates other parties that are directly and indirectly affected by its operations such as communities, customers and legal authorities (Rainey, 2004, p. 124; Benn, & Bolton, 2011, p. 148; Lawrence, & Weber, 2011, p. 62). As for communities, a business should be concerned about environment conservation which can be done in various ways such as using organic products, reducing the use of pollutants and trying to improve the quality of air and water by saving energy, using green and clean energy that emits lower amount or none of carbon and sorting waste (Gummusson, 2008, p. 68; Grondzik et al., 2010, p. 152; McMullan, 2012, p. 37; Starbuck, 2012, p. 45). It is essential for businesses to support the communities in terms of nature conservation for sustainability.

5.3.2.1 Business Alliance

Spa experts mentioned that it is essential to have a good relationship with other business parties such as tour agents. This alliance can be a reliable source of revenue since the tour operators always take care of large group of clients from various places and the tour agents can provide information on guests' preference to spa operators so that spa operators can create the right package or spa service to meet such specific demands of customers. Additionally, suppliers, hotels, resorts, restaurants, other spas and spa associations can be considered as other business alliances which spa operators should create a good relationship with for a better business operations and revenue.

5.3.2.2 Sustainability Management

As people are now very concerned with environmental change, therefore it is also necessary for spa businesses to follow the trend of conservation. This trend will also help the spa businesses to reduce the operating costs in both short term and long term. As a result, spa operators should as a matter of duty be involved

in energy and water saving, waste management, water reservation, pollution reduction and environmental & natural resource conservation.

5.3.3 Human Resource Management in day spa businesses

Human resource management is very significant since spa services in all procedures need qualified staffs with the right attitude to ensure pleasant experience to individual client. Human resource management is important for the organization of all types as it is the major factor to create the employee performance which includes the improvement of staffs' capabilities and guests' satisfaction. Kaplan and Norton (2004, p. 37) stated that management has 3 major roles; i.e., operations management, customer management, and social management. This management deals with all stakeholders from the owner of the company to the uttermost stakeholders like the communities. Certo, and Certo (2009, p. 36) also explained that in an organization, there are many managers in charge of their own departments. Apart from the 4 main roles, i.e., planning, organizing, influencing and controlling, these managers have minor roles that are important as well. The first role is to promote diversity in work place which means that employees with different genders, ages, and races will be treated the same. Secondly, managers need to have abundant experiences and knowledge which are related to their works. Such experiences and knowledge will enable them to set appropriate strategies and set themselves as role models for their subordinates. Thirdly, management must also be able to resolve conflicts which might be caused from the overlapping responsibilities among staffs. Additionally, management must be able to delegate the right tasks to the right people and evaluate the outcomes. Management must also encourage their subordinates to do their best by giving them some motivations such as compliments, praise or concrete rewards. These entire specific tasks can be found in Human Resource Management which can be divided into many steps. Each step has their own criteria such as screen, train, evaluate, motivate, retrain and promote.

5.3.3.1 Recruitment

In this process, the spa operators provide specific job descriptions and staff qualifications as a basic recruitment process in order to ensure that they will get the right personnel with a good service mind, good personality and good experience.

Some spas only focus on staffs with few years' spa experience and offer more attractive benefits as they don't want to spend too much time on training. However some spas only concentrate on staffs without any experience but pose a higher level of education and communication skill since they will go through training in their own massage training center. They believe that if their staffs possess a good command of English and other languages, the spa business can attract more foreign customers.

5.3.3.2 Selection

Spa operators take several steps to check candidates' qualifications and to test their knowledge on therapeutic skills, personality, languages as well as basic knowledge of spa operations skills. This is to ensure that candidates are qualified and can comply with spa operators' standards, rules, and regulations. Department of Health Service Support, the Ministry of Public Health (2012) directed that spa staffs must have the license in accordance with their responsibilities such as service providers (therapists) or spa operator (spa manager). In this selection process, the attitude check as well as skill test are handled. Some spa with luxury concept, selection process may take several hours, such as language test, attitude test, then therapeutic or massage test. Sometimes, some spas also request for therapists (service providers) to work as spa receptionists therefore therapists must have good and acceptable English communication ability.

5.3.3.3 Training and Opportunity

It is very important for spa operators to maintain good service standards. Therefore, spas always provide many trainings on a regular basis such as for new staffs and quarterly training for old staffs or even checking standard. The retraining process is provided to ensure the consistency of services at all time. In line with this training, spa operators also provide good benefits scheme to attract staffs and retain them (Berry, 2003, p. 28). In addition to recruitment and selection, training is also another important phase in human resource management because all staff members need improvement in works and interpersonal skills. Thus, the organization should either train them or have them attend some useful training programs (Samson, & Daft, 2005, p. 149).

Furthermore, the evaluation program needs to be clear and well arranged to ensure a fair judgment system of staffs. The system should also give the

staffs an opportunity to be promoted to senior staffs when they meet the criteria. Meyer (2004, p. 144) suggested that the management needs to brainstorm with the related staff members in order to determine the measurements to assess staffs' performances. This is because the creative and beneficial measurements must be realistic tools that lead to the understanding of ways to improve the operations rather than the tools for the management to find blemishes from the staff members.

5.3.3.4 Motivation Rewards

Both monetary and non-monetary rewards are offered in all spa establishments as it is one of the main factors to maintain staffs' loyalty to the organization. Incentive program in line with the revenue drive and gross operating profits are offered to attract staffs to work on the most productive days. Meanwhile, there are also some recognition programs to boost team work and team spirit. Greene (2011, p. 64) proposed that monetary rewards (wages and monetary incentives) must be internal equitable (performance-based payment); externally competitive (equivalent to or more than the wages paid by the other organizations); affordable and cost-effective (realistic and possible in a long run); and legal and defensible (with compliance to applicable law). Phillips, and Edwards (2009, p. 204) suggested that effective rewards need not involve money. They also suggested some examples of non-cash rewards that give staffs the opportunity to enhance special skills such as attending interesting training courses or workshops, the opportunity to join important projects or to interact with high ranking executive staffs. Some spas have employee of the month or year rewards to recognize the good performance of the staff. The certificate is given as a non-monetary reward or small amount of money is also given as monetary reward. This makes all the staffs to provide good service as well as willing to work harder.

5.3.3.5 Social Welfare & Staff Safety

In accordance with Thai law standard, all organizations are required to support staffs in terms of social security on a monthly basis. There must be employment procedure and remuneration systems that are appropriate, fair, and transparent, as prescribed by the labour law of Thailand and also the social securities and staffs' safety procedures, Department of Health Service Support, the Ministry of Public Health (2012). Besides, some spa operators in order to attract staffs to work for

a long term basis, they also offer provident fund program which company and staffs share amount of money to fix in their account and will receive when they resign. A higher percentage is added if staffs work with the company for longer period of time.

5.3.4 Quality Management in Day Spa Businesses

Quality management consists of several factors such as quality of products, materials, equipment, facilities, staffs, and service qualities. Quality is one of the most important aspects that service providers should concentrate on. Hoyle (2007, p. 69) expert in quality control suggested that management can understand the quality of their products (service) only when they can understand customers' need. Clark Hull's learning theory suggested that a customer acquires services because he/she wants to reduce tension. Meanwhile, D.E. Berlyne's cognitive approach proposed that a customer acquires services because he/she wants to satisfy his/her curiosity (Goeldner, & Ritchie, 2006, p. 78).

Apart from the above mentioned issues, the service quality is also very important and considered to be one of the most concerns of all spa operators. Service quality will ensure pleasant and enjoyable services to customers in consistency manner.

5.3.4.1 Quality of Products

It is important for spa operators to use reliable and good quality products as customers trust only products with good quality. All spa products have to comply with Food and Drug Administration. Department of Health Service Support, the Ministry of Public Health (2012) indicated that the products used or sold by spas must not have false or exaggerating advertisement which can mislead customers, and also must meet the criteria set by the Office of Food and Drug Commission or by applicable laws. It must also clearly indicate their product origin; have certificates of manufacturers or certificates of free sales.

5.3.4.2 Quality of Materials and Equipment and Facilities

It is necessary for spa operators to maintain the equipment and facilities to be in a good condition at all time. Furthermore, all materials used in spa have to be clean and be in good quality. Tools, materials and equipment used for giving services in spas must be properly cleaned and frequently maintained in accordance to their

standards, so that they will be ready for use anytime (Department of Health Service Support, the Ministry of Public Health, 2012).

5.3.4.3 Quality of Staffs

Spa operators have to maintain high service standards. If not, a retrain program needs to be implemented to improve their quality in a consistent manner. The findings from Sasiwimon Deenonpho (2007) concurred with the ideas of Branch (2009); Heizer, & Render (2010); Federoff (2011) emphasized on the reliability of service staffs' possession of related skills. The proficiency of service staffs must be focused on.

5.3.4.4 Service Quality

Service quality, which consists of tangible, responsiveness, reliability, assurance and empathy have been introduced to spa operators in order to ensure a high consistency of service at all time. The idea of service quality widely recognized is called 'SERVQUAL' was invented by Parasuraman, Zeithaml, and Berry in 1980s (Federoff, 2011), which consists of:

Tangibles: physical facilities, equipment, personnel, and all relevant materials;

Reliability: Service providers' abilities to provide the promised services;

Responsiveness: Willingness and promptness to provide services;

Assurance: Service providers' knowledge and courtesy which makes customers trust in the services; and

Empathy: Service providers' care and attention to customers

5.3.5 Product (service) Management in Day Spa Businesses

In order to lessen the burden of spa products stock, the forecast on monthly, quarterly, and yearly orders have been collaborated with suppliers. Therefore, Just-In-Time inventory system is suitable for spa operators. Since spa businesses are small or medium size, the appropriate inventory is Just-In-Time (JIT). This is because JIT system does not require big stock. It suggests that a business stores just the safety stock or the amount of materials and end-products that enables it to run in a short period of time (Bowersox et al, 2013, p.96).

To effectively manage the workforce and staff schedules, the recommendation of break-even analysis has been suggested to spa operators since the break-even

analysis can help to easily forecast the monthly financial status. Krajewski, Ritzman and Malhotra (2007, p. 25) proposed that it is important for a service provider to determine the financial outcomes from the service. This can be called the 'Break-Even Analysis' which enable a service provider to understand how many customers it should serve within a period of a month, a quarter or a year in order not to have a deficit.

However, spa management is more concerned with planning. They revealed that owners are more focused on planning which translates to them having financial meeting on a monthly basis. The planning can be divided into 3 steps; 1) short term planning which mainly are procurement, workforce, and inventory; 2) midterm planning which are sales, promotion, and finance; 3) long term planning which are overall facilities, product, & service development, capital expenditures and return on investment. Heizer, & Render (2010, p. 90) proposed that forecasting can be in short term (not longer than 1 year) which includes the procurement and purchase planning, job-description planning, workforce planning, and production planning. Meanwhile, medium term forecasting includes sales planning, finance planning and alternative production planning. And long-term forecasting includes new product (service) planning, capital expenditures, facility and location planning, and research development of services (products).

From the discussion, it is shown that all relevant elements in the integrated management model of day spas in Thailand have been supported by many theories. Not only does this model help day spas generate greater incomes but it also enables them save more money. The increasing incomes and decreasing expenses constitute greater profits. Additionally, these profits are generated in a sustainable, continuous, and consistent manner because this model suggests that day spas try their best to satisfy customers by launching marketing and sales campaigns that can attract customers in different segmentation. Subsequently, this management model can be adopted by the government to use as a guideline in developing a practical approach or policies, to support the spa business sectors in Thailand.

The data obtained from content analysis and statistical analysis also put more concrete on the efficacies of the proposed management model as an efficient and effective management model for spa organizations to practice in Thailand. The

samples of this study submit that this model consists of all important factors to run business in a sustainable manner. Sales & marketing helps spa to develop the concept and various factors to be in line with clients' demands, market trends, as well as the right strategy to ensure the business survival. Meanwhile, supply chain management assists in finding as many alliances as possible for a better return on investment in a sustainable manner that take into consideration of the government, communities and environment conservation. Furthermore, human resource management lead to getting the right personnel with a good service minded attitude, as well as training, career path development and mutual benefits to create a long term commitment with the organization. The quality management element of this model focuses on good quality of products, materials, facilities and services that help spa operators to ensure a higher services and facilities in all areas are maintained at all time to give the customers a pleasant experience. Moreover, the product (service) management element of the proposed model helps the spa operators to engage in short term, medium term and long term planning especially in terms of finance.

In summary, when all the elements are well integrated, it will positively translate to a higher level of customers' satisfactions, spa operators' satisfactions, environmental conservation, increase in the profit margin, reduce cost and at the same time practically sustainable management procedures.

5.4 Recommendation

5.4.1 Recommendations for Day Spa Operators/Establishments or Entrepreneurs

The proposed integrated management model for day spas in Thailand consists of 5 important elements which are, sales & marketing, supply chain management, human resource management, quality management and product (service) management. Each element is self-sufficient, therefore spa operators can also use the elements independently to focus or develop each element to be more effective and efficient. Nonetheless all elements have to been synthesized and well associated.

Product (service) should be unique to show a clear difference with competitors. Accessibility of the location should not be overlooked because this is a

major factor in marketing, due to the fact that it is easy to market or promote a spa if such can be effortlessly be found by the target customers. Price should be in line with the main competitors, the pricing structure is always the major consideration of customers. Physical evidence should be in line with the spa's concept either relaxing/pampering or alternative medicine and the concept should reflect the Thai essences so that it can attract more tourists as major clients. Staffs should be well selected to ensure the quality, attitude and skills in all levels which are up to the acceptable standard. Spa customers are the most important factor that requires attention at all time. Therefore, services designed should be in accordance with market trends and customers' needs. All processes should be well managed in a sophisticated manner to ensure the comfort and the satisfaction of clients at all time because they are the only source of revenue for spa business. Moreover, the compliance with Ministry of Public Health (MOPH) in all issues needs to be focused on. Spa establishments should register with MOPH in order to create more trustworthy image.

The collaborations with business partners and suppliers build the strong foundation of revenues' sources as well as less burden of stock. Furthermore with the concern of environmental conservation creates the communities' supports as well as saving operating expenses.

In all process of human resource management, the specific details generate the clear direction to get the right personnel to the firms. Right training with fair evaluation program also creates the good opportunity for staff to be promoted. The career path development scheme can establish the loyalty of staffs to the firms. Additionally incentive program for both monetary and non-monetary should be set up as well as staff recognition program in order to persuade staffs to work with firms in a long term. However spa establishments also have to follow the Thai labour law in term of social security and staff safety procedure.

Overall spa operations, such as quality of products have to be in line with the standards set by MOPH. Meanwhile quality materials and equipment have to be cleaned and well maintained. Also all spa facilities have to be safe and proper set up in order to ensure guests' comfort and convenient. Quality management is covered both areas of facilities and service quality therefore it is important for spa operators to understand the customers' expectations in both areas. So that they can develop and

improve the better quality at all time since customers prefer to experience new services with high quality products and materials.

Another element that most concern by the stakeholders is product (service) management. It contains of short term, medium term and long term planning. Short term planning consists of the calculation of break-even analysis which helps operators to plan work force accordingly meanwhile the procurement and inventory are also included. Medium term planning is sales, promotion and finance which operators can coordinate with business partners and financial institute or even the investors efficiently, once all the elements are well synchronized. For long term planning the improvement of facilities, product & service development, capital expenditures and return on investment are main concern since all these need time consuming as well as right reserve and cash flow management to ensure strong financial support.

5.4.2 Recommendations for Government

5.4.2.1 Recommendations for Ministry of Public Health (MOPH)

MOPH is the main governmental sector, responsible for spa standard, performance and certificate for spa operators. However, during the research period, the researcher faced difficulties to gather needed information in regards to the number of day spa establishments in each region. Clear categories of each spa type were not recorded properly, thereby making it difficult for government to implement a useful strategy to promote each type of spa. Therefore, the researcher proposed that MOPH should clearly set the categories of spa to be in line with International Spa Association (ISPA, 2006) as follows; 1) Day Spa establishments (stand-alone spa) which have no accommodation facilities for customers but possess all the necessary facilities that comply with the standards set by MOPH; 2) Resort/ hotel spas, these are spas located in the hotels or resorts which the spa added facilities might be included in the hotel such as swimming pool or steam/ sauna; 3) Destination spas, normally this type of destination spa resorts are located in remote areas surrounded with nature and full facilities of accommodations and spa in various types. This may incorporate recreation and relaxing spa; 4) Medical spas which focus on both medical treatments which may or may not incorporate accommodation facilities for customers; 5) Mineral Spring Spa, which mainly refers to spas in conjunction with a natural spring;

6) Cruise spas are spas that are located in the ship or cruise; 7) Club spa, a facility whose primary purpose is fitness and which offers a variety of professionally administered spa services on a day-use basis. However due to the fact that in Thailand, many of massage places have been developed to accommodate the customers who wish to use only massages in the low budget. Hence in Thailand should add another category of massage place. 8) Massage places, this type provides only few massage services and without facilities such as spa. Once the proper type of spa is outlined by the relevant authorities, it creates a clearer picture for customers to see the variety of spa types and price range so that they can easily plan their preference as well as budget.

5.4.2.2 Recommendations for Tourism Authorities of Thailand (TAT)

From the statistics of frequency and percentage of this research, it is clear that spa customers include both female and male because customers seek spa services not just for beauty but also for health reasons. Furthermore, interviews also found that the increase number of male clients point to the fact of a change in customers' perception toward spa services. Male and female customers visit spas because of their health consciousness. They seek the services of spas to reduce tension and work stress related symptoms. Therefore, TAT can use this as a strategy to promote spa to be more related to health conscious clienteles since the customers are more focused on health problems these days.

Statistics in this study also indicates that clients in the different nationalities have different perceptions on the spa management elements, which imply that they also have differences in terms of preferences. Spa experts also confirmed that the different nationalities have direct effects on the different types of treatments. For example, Chinese clients prefer treatments which incorporate steam with a focus on massage with strong pressure, whereas Japanese clients prefer treatment with a combination of facial treatment. All these information are vital for TAT to do further studies with spa operators so that they can focus and develop enticing packages to attract the target nationalities or customers.

As revealed by this study, ages of the customers are an important factor on customers' behaviors towards day spa services. Different age group prefer different services, some prefer the relaxing concept while others might prefer the

beauty or health spa concept. Hence, TAT should have a strategy to develop different types of spa and treatment to attract different age group of customers.

Furthermore, there is a need for MOPH and TAT to work in collaboration so as to promote spa. There should be exchange and sharing of information that will lead to a better and workable policies formulation and implementation of spa development and promotions that are capable of repositioning Thailand as the spa center of world spa.

5.4.2.3 Recommendations for Ministry of Commerce

The proposed Integrated Management Model for day spas is recommended to be an effective and efficient management model to use as strategy to improve spas' performances in terms of sales & marketing, business collaboration & sustainability, human resource management, quality management & improvement, and product (service) management & finance. Hence, it is recommended for Ministry of Commerce to use this model as a guideline to advise spa operators to focus on 5 important elements in the integrated management model for day spa as inter-related elements which need to be well synchronized and harmonized. However, as each element consists of many necessary components which are essential for attention, it can help spa operators to have clear picture of how to develop their establishment to be more in line with market trend and customers' preferences. Meanwhile, the proposed Integrated Management Model also assist spa to be capable to collaborate with various partners in order to generate more sources of revenue as well as promote sustainability; recruit good performance staffs with long term commitment to the company; maintain high quality spa materials, equipment, facilities and operation procedures; success in financial planning, all of which will lead to customers' satisfaction, less operating cost with higher profit margin in the competitive environment.

Furthermore spa business is considered as service industry therefore it is also possible to use this integrated management model to other service sectors as a management guideline; however the details in each management element needed to be modified accordingly. Since each business has its own characteristics, it is important to ensure that the specific details in each management element are suitable to the different type of business. Significantly this model can also help the establishments to

understand the major important management elements of sales & marketing, supply chain management, human resources management, quality management and product (service) management. Each element needs to be concentrated in all specific details to ensure the effectiveness, at the same time all 5 elements also have to be harmonized and coordinated.

5.4.3 Recommendations for Future Researchers

5.4.3.1 The integrated management model for day spas in Thailand incorporates all essential elements for day spa managements which future researches can focus deeply on the individual element and can also extend to general service industrial sectors. Even this research study focused on both qualitative and quantitative research method, further studies can also either focus on descriptive data or statistics data. Each element contains necessary factors that spa operators should pay attention to however; other service industries may need a slight change in the content. Therefore, it is advised for further researchers to broaden each element for spa business as well as other businesses in the service sector.

5.4.3.2 This research mainly gathered information from day spa establishments in Thailand therefore; further studies can extend to other types of spas such as spa in the hotel / resort, medical spa, destination spa or massage places.

5.4.3.3 Further study can focus on the different ages and nationalities which have significant different perceptions on the spa management factors and preferences. Therefore, it is interesting to further research on these variation factors which can help both private and government sectors to develop a better strategy to cope with the target customers.

5.5 Contribution

Due to high demand of personnel in spa businesses both in Thailand and overseas, many universities in Thailand added Spa Management in their program. Such as Dusit Thani College has Bachelor of Business Administration Program in Spa Management; Rajamangala University of Technology Thanyaburi provided Bachelor of Science Program in Aesthetic Health and Spa; Suan Sunandha Rajabhat University

has Faculty of Science and Technology with Health, & Beauty Science and Rangsit University has Bachelor degree in Thai Traditional Medicine, Oriental Medicine, Science or related with Traditional Medicine. Some of the universities work alongside with the spa operators in order to provide their students the opportunity to practice in their spas so that they can have job experiences during their studies in the university.

This research is beneficial to the academic sector in various ways. The processes used in this research in gathering profound data from the interview which will be beneficial to academic sector to use as a case study of how to get the necessary information as well as the process to integrate both content analysis and statistical analysis into the model. The model which integrate all concern parties such as customers' preferences, market trends, spa standards of Ministry of Public Health, business alliances, related staff issues, quality improvement & overall service quality, finance and return on investment will assist the academic sector to understand overall spa operations in the business sustainability environment. The management elements which consist of various components will also provide the academic to a better understanding of the overall operation procedures in the actual environment. Furthermore, the integrated management model of day spas in Thailand which is based on many theories will also assist the academic sector to learn how to apply those theories in line with the real operation procedures.

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APPENDICES

APPENDIX A

INDEX OF ITEM OBJECTIVE CONGRUENCE (IOC) ANALYSIS AND RESULT

IOC ANALYSIS AND RESULT

The IOC analysis is conducted in order to achieve the opinions that experts in the fields related to spa management and academics. The findings from this analysis can reflect whether the questions in the designed questionnaire are valid or not.

Opinions Towards Spa Management

Product (Spa Service) Management

Item	Statement	1	2	3	4	5	IOC
1	The spa should be able to design the products and service that fit the new trend of demand.	1	1	1	1	1	1
2	The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly.	1	1	1	1	1	1
3	The spa should be able to anticipate the customers need so that spa can design the appropriate tasks for each staff.	1	1	1	1	1	1
4	The spa should be able to analyze its break even so that Spa can determine the appropriate prices of its products and service.	1	1	1	1	1	1

Quality Management

Item	Statement	1	2	3	4	5	IOC
5	The spa has to adhere to the standard for spas set by the Ministry of Public Health.	1	1	1	1	1	1

Item	Statement	1	2	3	4	5	IOC
6	The spa must use only trustworthy spa products.	1	1	1	1	1	1
7	The service areas of spa and staff's outfits have to be clean.	1	1	1	1	1	1
8	The spa masseurs must be certified by the related authority.	1	1	1	1	1	1
9	The spa and its staff must response to customers' requests and complaints in order to satisfy customers.	1	1	1	1	1	1
10	The spa should care about its customers' security.	0	1	1	1	1	0.8
11	The spa should ensure that all of its staff will adhere to its standards, values and codes of conducts.	1	1	1	1	1	1
12	The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services.	1	1	1	1	1	1

Human Resource Management

Item	Statement	1	2	3	4	5	IOC
13	The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify to their tasks.	1	1	1	1	1	1
14	The spa should train its staff for boosting staff's skills and knowledge, on the regular basis.	1	1	1	1	1	1

Item	Statement	1	2	3	4	5	IOC
15	The spa should have career path development policy.	1	1	1	1	1	1
16	The spa has to retain its staff by giving them some extra money when they can generate the revenue that the spa sets as the goal for them.	1	0	1	1	1	0.8
17	The spa should treat all the staff in the fair manner.	0	1	1	1	1	0.8
18	The spa should care about its staff's security.	0	1	1	1	1	0.8
19	The spa staff should be allowed to share their ideas and experiences in order to improve the overall performance of the spa.	1	1	1	1	1	0.8

Supply Chain Management

Item	Statement	1	2	3	4	5	IOC
20	The spa must be located near the main road or have sufficient parking space.	1	1	1	1	1	1
21	The Spa should have facilities such as an effective booking and queuing system in order to facilitate its customers.	1	1	1	1	1	1
22	The ambiance of the spa should not be hotter than 25 Celsius degrees, with the noise that is not loud is 30 dB and the light magnitude that is not high as 1,000 lux.	1	0	0	1	1	0.6
23	The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities.	1	1	1	1	1	1

Item	Statement	1	2	3	4	5	IOC
24	The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat.	1	0	0	1	1	0.6
25	The spa should be able to control the quality of all supplies.	1	1	1	1	1	1
26	The spa should have sufficient supplies so that it will always be ready to serve customers.	1	1	1	1	1	1
27	The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel).	1	1	1	1	1	1
28	The spa should care about environmental conservation.	1	1	1	1	1	1
29	The spa should care about energy saving.	1	1	1	1	1	1
30	The spa should care about natural resources conservation.	1	1	0	1	1	0.8
31	The spa should care about waste and pollution reduction.	1	1	0	1	1	0.8

Sales & Marketing

Item	Statement	1	2	3	4	5	IOC
32	The spa should make its services different from the services from other spas.	1	0	1	1	1	0.8
33	The spa should provide services that have lower prices than other spas.	0	0	0	1	1	0.4

Item	Statement	1	2	3	4	5	IOC
34	The spa should have its official web page.	1	1	1	1	1	1
35	The spa should have its Facebook account.	1	0	0	1	1	0.6
36	Spa ambiance and decoration should reflect the influences of Thai and Asian cultures.	1	1	1	1	1	1
37	The spa should have reception service such as welcome drink or waiting area for customers.	0	1	1	1	1	0.8
38	The spa should have the process that reduces customers' waiting time.	1	1	1	1	1	1

The results from the IOC test show that the IOC mark of question 33 (The spa should provide services that have lower prices than other spas) is 0.4, which does not reach the passing criteria or 0.5. Thus, this question has to be eliminated from the questionnaire. The experts who participated in this IOC test commented that this question is unnecessary because every customer expects the price charged by a spa to be lower than that charged by others.

As for some other questions, namely questions 3, 6, 8, 11, 16, 22, 30 and 35, they have to be amended because the participating experts deemed that they are unclear and might have led to misinterpretation had they been used. Thus, they are amended as follows.

Item	Original Statement	Amended Statement
3	The spa should be able to anticipate the customers need so that spa can design the appropriate tasks for each staff.	The spa should be able to provide products and services that suit guests' requests all the time.
6	The spa must use only trustworthy spa products.	The spa must use only trustworthy spa products such as the products that comply with the FDA.

Item	Original Statement	Amended Statement
8	The spa masseurs must be certified by the related authority.	The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health.
11	The spa should ensure that all of its staff will adhere to its standards, values and codes of conducts.	The spa should ensure that all of its staff will adhere to its standards, values and codes of conducts such as to keep clean and to be polite.
16	The spa has to retain its staff by giving them some extra money when they can generate the revenue that the spa sets as the goal for them.	The spa has to retain its staff by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them.
22	The ambiance of the spa should not be hotter than 25 Celsius degrees, with the noise that is not loud is 30 dB and the light magnitude that is not high as 1,000 lux.	The ambiance of the spa should not be hotter than 27 Celsius degrees, with the noise that is not loud is 30 dB and the light magnitude that is not high as 1,000 lux.
30	The spa should care about natural resources conservation.	The spa should care about natural resources conservation such as water reservation.
35	The spa should have its Facebook account.	The spa should have its Facebook account or an account in any other social network channel.

An expert who participated in the IOC test for the questionnaire suggested that question 3 be changed because the original statement is ambiguous. Thus, it is changed in order that it can convey a clear message. However, the statement is still relevant to the aspect that it is designed to test.

As for the statements of questions 6, 8, 11 and 30, two of the five participating experts suggested that the readers might not understand what they mean. Hence, examples are added so that they can give clearer message.

Meanwhile, an expert suggested that questions 16 and 35 should have wider coverage in order that they can cover all the studied aspects. Therefore, some additional examples are added to them.

Finally, concerning question 22, an expert suggested that the temperature of 25 Celsius degrees might not be applicable because in some areas of a spa such as the massage rooms, customers have to be almost naked (or even naked). The 25 Celsius degrees temperature might be too cold. Hence, the temperature is changed to 27 Celsius degrees.

APPENDIX B

RELIABILITY TEST RESULT

RELIABILITY TEST RESULT

Results from the Reliability Test

As for the reliability test for the questionnaire used in this research project, it was carried out in Pattaya City, Chonburi Province. Many sets of questionnaires were distributed to tourists who received services from day spas in Pattaya. The data from 50 sets of completed questionnaires were used for calculating the Cronbach's Alpha in the test. The Cronbach's Alpha of the entire questionnaire is 0.910, so it can be assumed that the questionnaire can be used for collecting reliable information from the samples.

The Cronbach's alpha coefficients of all the sub-parts of the questionnaire and the entire questionnaire are presented in table below.

Part	Cronbach's Alpha Coefficient	Meaning
Sub-Part 1: Product Management	.741	Reliable
Sub-Part 2: Quality Management	.701	Reliable
Sub-Part 3: Human Resource Management	.993	Reliable
Sub-Part 4: Supply Chain Management	.980	Reliable
Sub-Part 5: Sales& Marketing	.965	Reliable
The Whole Questionnaire	.910	Reliable

The Cronbach's alpha coefficients in table 4-1 reveal that the sub-parts 1 to 5 of the questionnaire, and the entire questionnaire are 0.741, 0.701, 0.993, 0.980, 0.965 and 0.910, respectively. These figures reflect that the questions in this questionnaire can lead to the attainment of reliable results because they are greater 0.7 (Leedy and Ormrod, 2005). Therefore, this questionnaire can be used as the tool for this survey.

APPENDIX C

QUESTIONNAIRE

QUESTIONNAIRE

Integrated Management Model of Day Spas in Thailand

แบบสอบถาม

รูปแบบการจัดการแบบบูรณาการสำหรับ เดย์ สปา ในประเทศไทย

Direction: This survey is a part of a Doctoral Thesis Project of National Institute of Development Administration (NIDA). The personal information of each of the Participants will be withheld in order that their identities cannot be identified. Please answer all the questions in this questionnaire in the truthful manner or in accordance to your real opinions or experiences. The information that you provide will have great contributions to the spa industry in Thailand.

คำชี้แจง: การสำรวจความคิดเห็นครั้งนี้เป็นส่วนหนึ่งของโครงการปริญญาโทระดับ
ดุษฎีบัณฑิตของสถาบันบัณฑิตพัฒนบริหารศาสตร์ (นิด้า) ข้อมูลส่วนบุคคลของผู้ให้ข้อมูลแต่ละ
รายจะไม่ถูกเผยแพร่เพื่อที่จะไม่มีการระบุตัวตนของผู้ให้สัมภาษณ์ กรุณาตอบคำถามทุกข้อใน
บทสัมภาษณ์ตามความเป็นจริงหรือตามความเห็นหรือประสบการณ์จริงของท่าน ข้อมูลที่ท่านให้
จะเป็นประโยชน์อย่างยิ่งต่ออุตสาหกรรมสปาของประเทศไทย

Part 1: Personal Profiles

ส่วนที่ 1: ข้อมูลส่วนบุคคล

Direction: Please choose the answer that most fit your profile.

คำชี้แจง: กรุณาเลือกตัวเลือกที่ตรงกับข้อมูลส่วนตัวของท่านที่สุด

- Gender (เพศ) _____ Male (ชาย) _____ Female (หญิง)
- Age (อายุ)
_____ Lower than 20 years (ต่ำกว่า 20 ปี) _____ 20-29 Years (20-29 ปี)
_____ 30-39 Years (30-39 ปี) _____ 40-49 Years (40-49 ปี)
_____ 50-59 Years (50-59 ปี) _____ 60 Years and upwards (60 ปี
ขึ้นไป)

3. Nationality (สัญชาติ)

- | | |
|---|--|
| <input type="checkbox"/> Thai (ไทย) | <input type="checkbox"/> European (ยุโรป) |
| <input type="checkbox"/> North American (อเมริกาเหนือ) | <input type="checkbox"/> South American (อเมริกาใต้) |
| <input type="checkbox"/> East Asian (เอเชียตะวันออก) | <input type="checkbox"/> South Asian (เอเชียใต้) |
| <input type="checkbox"/> Southeast Asian (เอเชียตะวันออกเฉียงใต้) | <input type="checkbox"/> Arabic (อาหรับ) |
| <input type="checkbox"/> Eurasian (ยูเรเชีย) | <input type="checkbox"/> African (แอฟริกา) |

4. Average Annual Income (รายได้ต่อปี)

- ☐ Less than 30,000 USD (ต่ำกว่า 30,000 ดอลลาร์สหรัฐอเมริกา/ 30 บาท = 1 ดอลลาร์)
- ☐ 30,000- 60,000 USD ☐ 60,001- 90,000 USD
- ☐ 90,000 USD and Upwards (90,000 ดอลลาร์สหรัฐอเมริกา ขึ้นไป/ 30 บาท = 1 ดอลลาร์)

5. Average Expense per Visit (for spa services only) (รายจ่ายสำหรับบริการสปาต่อการท่องเที่ยวแต่ละครั้ง)

- ☐ Less than 100 USD (ต่ำกว่า 100 ดอลลาร์สหรัฐอเมริกา/ 30 บาท = 1 ดอลลาร์)
- ☐ 100 - 200 USD
- ☐ 200 USD and Upwards (200 ดอลลาร์สหรัฐอเมริกา ขึ้นไป/ 30 บาท = 1 ดอลลาร์)

Part 2: Opinions towards Spa Management**ส่วนที่ 2: ความเห็นต่อการบริหารสปา**

Direction: Please select the level of your agreement to each of the given statements where 5 = Strongly Agree; 4 = Agree; 3 = Neither Agree nor Disagree; 2 = Disagree; and 1 = Strongly Disagree

คำชี้แจง: กรุณาเลือกระดับความเห็นของท่านต่อข้อความแต่ละข้อความ โดย 5 = เห็นด้วยอย่างยิ่ง; 4 = เห็นด้วย; 3 = เป็นกลาง; 2 = ไม่เห็นด้วย; และ 1 = ไม่เห็นด้วยอย่างยิ่ง

Sub-Part 2.1: Product (Spa Service) Management

ส่วนย่อย 2.1: การบริหารจัดการผลิตภัณฑ์ (บริการสปา)

Item (ข้อ)	Statement (ข้อความ)	1	2	3	4	5
1	The spa should be able to design the products and services that fit the new trend of demand. (สปาควรสามารถออกแบบผลิตภัณฑ์และบริการที่สอดคล้องกับแนวโน้มความต้องการใหม่ ๆ)					
2	The spa should be able to anticipate the number of customers on monthly basis, so that spa can prepare its facilities accordingly. (สปาควรสามารถคาดคะเนจำนวนลูกค้าที่จะมาใช้บริการในแต่ละเดือน เพื่อที่จะสามารถจัดเตรียมสิ่งอำนวยความสะดวกแก่ลูกค้าได้อย่างเหมาะสม)					
3	The spa should be able to provide products and services that suit guests' requests all the time. (สปาควรสามารถให้บริการและมีผลิตภัณฑ์ที่สอดคล้องกับความต้องการของลูกค้าอยู่เสมอ)					
4	The spa should be able to analyze its break-even so that spa can determine the appropriate prices of its products and services. (สปาควรสามารถวิเคราะห์จุดคุ้มทุน เพื่อให้สามารถกำหนดราคาสินค้าและบริการได้อย่างเหมาะสม)					

Sub-Part 2.2: Quality Management

ส่วนย่อย 2.2: การบริหารจัดการคุณภาพ

Item (ข้อ)	Statement (ข้อความ)	1	2	3	4	5
5	The spa has to adhere to the standards for spas set by the Ministry of Public Health. (สปาต้องปฏิบัติตามมาตรฐานสปาที่กำหนดโดยกระทรวงสาธารณสุข)					

Item (ข้อ)	Statement (ข้อความ)	1	2	3	4	5
6	The spa must use only trustworthy spa products such as the products that comply with the FDA. (สปาต้องใช้ผลิตภัณฑ์สปาที่น่าเชื่อถือเท่านั้น เช่นผลิตภัณฑ์ที่ผ่านมาตรฐานองค์การอาหารและยา)					
7	The service areas of spa and staffs' outfits have to be clean. (พื้นที่ให้บริการและเครื่องแต่งกายของพนักงานสปาต้องสะอาด)					
8	The spa masseurs must have certificates from the governmental agencies such as the Ministry of Education and/or the Ministry of Public Health. (เจ้าหน้าที่นวดของสปาต้องได้รับเอกสารรับรองจากหน่วยงานภาครัฐเช่นกระทรวงศึกษาธิการและ/หรือกระทรวงสาธารณสุข)					
9	The spa and its staffs must response to customers' requests and complaints promptly to satisfy customers. (สปาและพนักงานต้องตอบสนองต่อความต้องการและการร้องเรียนจากลูกค้าทันที เพื่อให้ลูกค้าได้รับความพึงพอใจ)					
10	The spa should care about its customers' security. (สปาควรห่วงใยสวัสดิภาพของลูกค้า)					
11	The spa should ensure that all of its staffs will adhere to its standards, values and codes of conducts such as to keep clean, to be polite and to follow service standard. (สปาควรสร้างความมั่นใจว่าพนักงานทุกคนจะยึดมั่นต่อมาตรฐาน ค่านิยม และแนวปฏิบัติของสปาเช่นการรักษาความสะอาด การประพฤติตนอย่างสุภาพ และการปฏิบัติตามมาตรฐานการบริการ)					
12	The spa must provide information about its services in a polite and humble manner so that customers will understand and trust in the services. (สปาต้องให้ข้อมูลเกี่ยวกับบริการแก่ลูกค้าด้วยกริยาที่นอบน้อมเพื่อสร้างความเข้าใจและไว้วางใจให้แก่ลูกค้า)					

Sub-Part 2.3: Human Resource Management

ส่วนย่อย 2.3: การบริหารทรัพยากรบุคคล

Item (ข้อ)	Statement (ข้อความ)	1	2	3	4	5
13	The spa must have proper recruitment and selection process to ensure that the chosen staff members qualify to their tasks. (สปาควรมีกระบวนการรับสมัครและคัดสรรพนักงานที่เหมาะสม เพื่อให้มั่นใจในคุณสมบัติที่เหมาะสมของพนักงาน)					
14	The spa should train its staffs to boost staffs' skills and knowledge, on the regular basis. (สปาควรฝึกอบรมเพื่อพัฒนาทักษะและความรู้ ของพนักงานอย่างสม่ำเสมอ)					
15	The spa should have career path development policy. (สปาควรมีนโยบายในการพัฒนาความก้าวหน้าในสายงาน)					
16	The spa has to retain its staffs by giving them some extra money or any other extra benefit when they can generate the revenue that the spa sets as the goal for them. (สปาควรรักษานักงานของตนไว้ โดยใช้แรงจูงใจที่เป็นเงินพิเศษ หรือผลประโยชน์อื่น ๆ เมื่อสปาสามารถบรรลุงบประมาณรายได้ที่ตั้งไว้)					
17	The spa should treat all the staffs in a fair manner. (สปาควรปฏิบัติต่อพนักงานทุกรายอย่างเท่าเทียม)					
18	The spa should care about its staffs' security. (สปาควรห่วงใยสวัสดิภาพของพนักงาน)					
19	The spa staffs should be allowed to share their ideas and experiences in order to improve the overall performance of the spa. (พนักงานสปาควรได้รับอนุญาตให้แบ่งปันแนวคิดและประสบการณ์เพื่อพัฒนาผลประกอบการโดยรวมของสปา)					

Sub-Part 2.4: Supply Chain Management

ส่วนย่อย 2.4: การบริหารห่วงโซ่อุปทาน

Item (ข้อ)	Statement (ข้อความ)	1	2	3	4	5
20	The spa must be located near the main road or have sufficient parking space. (สปาต้องตั้งอยู่ใกล้ถนนใหญ่ หรือมีพื้นที่จอดรถอย่างเพียงพอ)					
21	The spa should have facilities such as an effective booking and queuing system in order to facilitate its customers. (สปาควรมีสิ่งอำนวยความสะดวกต่าง ๆ เช่นระบบการจองและการจัดลำดับก่อนหลังที่มีประสิทธิภาพ เพื่ออำนวยความสะดวกแก่ลูกค้า)					
22	The ambiance of the spa should not be hotter than 27 degrees Celsius, with the noise that is not louder than 30 dB and the light magnitude that is not higher than 1,000 lux. (สปาควรมีบรรยากาศที่ไม่ร้อนเกิน 27 องศาเซลเซียส มีเสียงไม่ดังเกิน 30 เดซิเบล และมีความสว่างไม่เกิน 1,000 ลักซ์)					
23	The spa should use new technologies such as computer programs or innovative apparatuses to boost its capabilities. (สปาควรใช้เทคโนโลยีใหม่ ๆ เช่น โปรแกรมคอมพิวเตอร์ต่าง ๆ หรืออุปกรณ์ที่มีนวัตกรรมใหม่ๆ เพื่อพัฒนาศักยภาพของตน)					
24	The spa should use the bed sheet and blankets that make customers warm and can well absorb sweat. (สปาควรใช้ผ้าปูเตียง และผ้าห่มที่ให้ความอบอุ่น และสามารถดูดซับเหงื่อได้ดี)					
25	The spa should be able to control the quality of all supplies. (สปาควรสามารถควบคุมคุณภาพของวัสดุอุปกรณ์ต่าง ๆ ที่ใช้)					
26	The spa should have sufficient supplies so that it will always be ready to serve customers. (สปาควรมีวัสดุอุปกรณ์ที่เพียงพอเพื่อที่จะสามารถให้บริการลูกค้าได้เสมอ)					

Item (ข้อ)	Statement (ข้อความ)	1	2	3	4	5
27	The spa should form business alliances with other spas and other businesses such as hotels in order to persuade tourists to buy its services (such as by setting a package with a tour company or a hotel). (สปาควรร่วมเป็นพันธมิตรทางธุรกิจกับสปาแห่งอื่นและธุรกิจอื่น อาทิ เช่น โรงแรม เพื่อให้สามารถเชิญชวนให้นักท่องเที่ยวมาใช้บริการ (เช่น จัดแพ็คเกจร่วมกับบริษัททัวร์หรือกับโรงแรม)					
28	The spa should care about environmental conservation. (สปาควรเอาใจใส่ต่อการอนุรักษ์สิ่งแวดล้อม)					
29	The spa should care about energy saving. (สปาควรเอาใจใส่ต่อการประหยัดพลังงาน)					
30	The spa should care about natural resources conservation such as water reservation. (สปาควรเอาใจใส่ต่อการอนุรักษ์ทรัพยากรธรรมชาติ เช่นการอนุรักษ์น้ำ)					
31	The spa should care about waste and pollution reduction. (สปาควรเอาใจใส่ต่อการลดขยะและมลพิษ)					

Sub-Part 2.5: Sales& Marketing

ส่วนย่อย 2.5: การขายและการตลาด

Item (ข้อ)	Statement (ข้อความ)	1	2	3	4	5
32	The spa should make its services different from the services of other spas. (สปาควรให้บริการที่แตกต่างจากสปาอื่น)					
33	The spa should have its official web page. (สปาควรมีเว็บไซต์ของสปาเองอย่างเป็นทางการ)					

Item (ข้อ)	Statement (ข้อความ)	1	2	3	4	5
34	The spa should have its Facebook account or an account in any other social network channel. (สปาควรมีเฟสบุคของสปาเองหรือใช้โซเชียลเน็ตเวิร์กอื่น ๆ)					
35	Spa ambiance and decoration should reflect the influences of Thai and Asian cultures. (บรรยากาศและการตกแต่งของสปาควรสะท้อนให้เห็นอิทธิพลของวัฒนธรรมไทยและเอเชีย)					
36	The spa should have reception service such as welcome drink or waiting area for customers. (สปาควรมีการบริการต้อนรับ เช่น บริการเครื่องดื่มต้อนรับ หรือสถานที่พักเพื่อรอรับบริการ)					
37	The spa should have the process that reduces customers' waiting time. (สปาควรมีกระบวนการเพื่อลดระยะเวลาการรอรับบริการของลูกค้า)					

Suggestion (ข้อเสนอแนะ)

Thank You for Your Cooperation!

BIOGRAPHY

NAME

Miss Pornphen Lalitnuntikul

ACADEMIC BACKGROUND

Bachelor Degree of Liberal Arts, Thammasat
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Master Degree, Public and Private Management,
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PRESENT POSITION

Managing Director of Iwara Spa Co.,Ltd.