

แนวทางการจัดการบริการสปาบนพื้นฐานของความปกติใหม่
สำหรับนักท่องเที่ยวกลุ่มรายได้ดีเพื่อส่งเสริมการท่องเที่ยวเชิงสุขภาพในประเทศไทย
Spa service management guidelines based on the new normal
for high-income tourists to promote health tourism in Thailand

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บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อ 1) เพื่อศึกษาพฤติกรรมด้านความต้องการในการใช้บริการสถานประกอบการสปาของนักท่องเที่ยวกลุ่มรายได้ดีในประเทศไทยภายใต้ความปกติใหม่ 2) เพื่อประเมินประสิทธิภาพในการจัดการบริการของสถานประกอบการสปาสำหรับนักท่องเที่ยวกลุ่มรายได้ดีในประเทศไทยภายใต้ความปกติใหม่ และ 3) เพื่อนำเสนอแนวทางในการจัดการบริการของสถานประกอบการสปาภายใต้ความปกติใหม่สำหรับนักท่องเที่ยวกลุ่มรายได้ดีเพื่อส่งเสริมอุตสาหกรรมการท่องเที่ยวเชิงสุขภาพของประเทศไทย โดยการวิจัยในครั้งนี้เป็นการวิจัยแบบผสมวิธี ซึ่งประชากรสำหรับการวิจัยเชิงปริมาณคือนักท่องเที่ยวที่มีรายได้ดีชาวไทยที่มีอายุ 18 ปีขึ้นไปที่ใช้บริการสปาที่ระหว่างปี 2561 ถึง 2566 โดยใช้วิธีสุ่มตัวอย่างแบบเจาะจงจากการเก็บข้อมูลแบบสอบถามออนไลน์จำนวน 442 ตัวอย่าง การวิเคราะห์ทางสถิติครอบคลุมถึงความถี่ เปอร์เซ็นต์ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการวิเคราะห์การถดถอย ส่วนการวิจัยเชิงคุณภาพกลุ่มตัวอย่างคือผู้ที่มีส่วนได้ส่วนเสียในธุรกิจสปาจำนวน 12 ตัวอย่างโดยใช้วิธีสุ่มตัวอย่างแบบเจาะจง การรวบรวมข้อมูลจะดำเนินการผ่านการสัมภาษณ์เชิงลึกแล้ววิเคราะห์โดยใช้เทคนิคการจัดหมวดหมู่ข้อมูล ผลการศึกษาพฤติกรรมด้านความต้องการในการใช้บริการสถานประกอบการสปพบว่า ความต้องการด้านบริการที่ถูกต้องตามหลักสุขอนามัย มีค่าเฉลี่ยสูงสุด (4.72) ผลการประเมินประสิทธิภาพในการจัดการบริการของสถานประกอบการสปพบว่า ด้านการจัดการด้านมาตรฐานความสะอาดและสุขอนามัยและด้านสถานที่และสิ่งแวดล้อมมีคะแนนเฉลี่ยมากที่สุด

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(4.62) เมื่อนำผลการวิจัยเชิงปริมาณและการวิเคราะห์ข้อมูลจากการสัมภาษณ์เชิงลึกเพื่อยืนยันผลวิจัยเชิงปริมาณมาสรุปสามารถกำหนดเป็นกลยุทธ์การบริหารจัดการบริการสปาที่มีประสิทธิภาพภายใต้ความปกติใหม่เพื่อยกระดับอุตสาหกรรมการท่องเที่ยวเชิงสุขภาพของประเทศไทยสำหรับนักท่องเที่ยวที่มีรายได้ดีประกอบด้วย(1)สถานประกอบการควรออกแบบประสบการณ์ของลูกค้าที่ส่งเสริมการผ่อนคลายแบบองค์รวม(2)จัดลำดับความสำคัญสิ่งอำนวยความสะดวกที่เน้นความเป็นส่วนตัวเพื่อตอบสนองความต้องการของผู้ใช้บริการ(3)สถานประกอบการควรมีการจัดการข้อมูลของผู้รับบริการเพื่อให้คำแนะนำด้านสุขภาพที่เหมาะสมกับเฉพาะบุคคลมาใช้โดยเน้นไปที่สุขภาพจิตและการผ่อนคลายความเครียดของผู้รับบริการ(4)นำเสนอสรรพคุณของวัตถุดิบจากภูมิปัญญาท้องถิ่นเพื่อเน้นคุณประโยชน์และเป็นการเพิ่มมูลค่าให้กับสินค้าและบริการและ(5)สถานประกอบการสปาควรมีใบรับรองมาตรฐานด้านสุขอนามัยและพนักงานในสถานประกอบการสปาควรรักษามาตรการด้านสุขอนามัยอย่างเคร่งครัด

คำสำคัญ: ธุรกิจสปา การจัดการสปา การท่องเที่ยวเชิงสุขภาพ ความปกติใหม่

Abstract

This research endeavors to 1) investigate the demand behavior for spa services of high-income tourists based on the new normal 2) evaluate the efficacy of service management in spas of high-income tourists based on the new normal and 3) propose managerial strategies for spa of high-income tourists based on the new normal to promote Thailand's health tourism industry. A mixed-method approach is used for this research. The quantitative research population are Thai high-income tourists aged above 18, 442 samples, who have used spa services from 2018 through 2023. Data collection is facilitated through an online questionnaire. Statistical analyses encompass frequency, percentage, mean, standard deviation, and regression analysis. Moreover, the qualitative research population comprises 12 individuals actively engaged in spa business management. Data acquisition is conducted through in-depth interviews and subsequently analyzed utilizing data categorization techniques. The results of the demand of spa service using found that the service needs based on hygiene principles had the highest average scores (4.72). The results of the efficiency of spa service management found that the management aspect of cleanliness and hygiene standards and the aspect of location and environment had the highest average scores (4.62). When using the results from quantitative research and data analysis from in-depth interviews to confirm quantitative research results, can be determined strategies for spa services based on the new normal to enhance Thailand's health tourism industry for high-income tourists, comprises of: (1) Designing customer experiences that foster holistic relaxation. (2) Prioritizing privacy-oriented amenities to cater to service users' needs. (3) Implementing personal data management or health advice systems focusing on mental well-being and stress alleviation for service recipients. (4) Incorporating knowledge about local ingredients to highlight their benefits, thereby adding value to products and services. And (5), ensuring compliance with health principles,

including obtaining certifications for health standards in spa establishments, and enforcing strict adherence to health measures by spa employees.

Keywords: Spa Business, Spa Management, Health and Wellness Tourism, New Normal

Introduction

The tourism and service sector has emerged as a pivotal industry in Thailand, significantly contributing to the nation's revenue in recent years. Thailand has solidified its position as a premier global destination, attracting a substantial influx of tourists annually. Artthakhan et al. (2020) stated in the Pacific Asia Travel Association (PATA) that Thailand's tourism industry generated tourism receipts totaling 1.9 trillion baht in 2019, accompanied by a significant volume of international tourist arrivals, reaching 39.8 million individuals. This surge in tourist arrivals has propelled Thailand to the 8th position globally in terms of tourist arrivals (Saxon et. al, 2021), underscoring its significance in the broader tourism and service sector. Furthermore, the emergence of wellness tourism as a burgeoning trend in travel has garnered attention in recent decades (Koncul, 2012). The Global Wellness Tourism Economy report by the World Bank (2018) revealed that the percentage of global wellness tourists expanded at an average annual rate of 6.5% from 2015 to 2018. This growth can be attributed to the burgeoning middle class worldwide, leading to heightened consumer demand for healthier lifestyles, a growing fascination with experiential travel, and escalating airfare costs, alongside an increase in alternative travel options. Collectively, these factors contribute to the flourishing of the wellness tourism industry. In the same report, Thailand was highlighted as a leading destination in the wellness tourism industry. Wayne and Russell (2020: 33) reported that Thailand received approximately 12.5 million wellness tourists in 2017, securing the 13th position globally and the 5th position in Asia in terms of wellness tourist arrivals. Additionally, the report estimated that the wellness tourism sector contributed over USD 12 billion (approximately 390.8 billion Thai Baht) to Thailand's economy, signifying its substantial role in bolstering the country's economic framework.

The spa and wellness service industry plays a crucial role in Thailand's economy, providing significant employment opportunities and revenue while experiencing consistent growth. Thailand has been forecasted a prominent global destination for spa and wellness services, ranking 16th worldwide and 5th in Asia in 2020 (Bangkokpost, 2018). Siam Well Group (2022: 5) analyzed s of SMEs in 2022 revealed that the Thai spa and wellness sector reached a value of approximately 3.5 trillion baht, with an impressive average growth rate of 8%. This sector is integral to Thailand's health tourism industry, attracting international visitors and making a substantial contribution to the nation's economy. Studies indicate that spa and wellness tourism can attract new segments of international tourists and stimulate

spending among high-income travellers, further solidifying its position as a key driver in Thailand's health tourism sector (Han et al., 2020: 424-440).

However, the COVID-19 pandemic has had a devastating impact on the tourism and service industry since 2020, primarily due to government-imposed travel restrictions aimed at controlling the virus's spread. These measures have resulted in decreased travel confidence among both domestic and international tourists, with the spa business being particularly hard-hit. More than 70% of establishments have permanently closed, leaving only 20% operational, while approximately 80% of the sector's workforce is currently unemployed (International Labor Organization, 2020: 5). Under the easing measures following the resolution of the COVID-19 situation, this type of establishment must be very strict in maintaining a suitable environment before resuming services, and ensuring the confidence and safety of users' hygiene. The focus is on safety, reducing contact, screening, and maintaining distance between individuals. (Thanit & Sreedara, 2021). Therefore, entrepreneurs need to understand the changing behaviors of consumers and be able to design services that make users feel safe and confident in hygiene. Aligned with the government's initiatives to develop entrepreneurial capabilities in the health tourism sector outlined in the national master plan and strategies for rejuvenating the tourism and service industry, with a focus on enhancing experiences for high-quality tourists.

The researcher is interested in studying the behavior and demand for spa services, as well as the efficiency of service management in spa establishments, in order to present management guidelines for spa businesses targeting high-income tourists in Thailand based on the new normal. This aims to develop skills and enhance the capabilities of spa operators in Thailand on an international level, amidst the changing demand for services due to the impact of the COVID

Research Objectives

1. To investigate the demand behaviour for spa services of high-income tourists on the basis of new normal.
2. To evaluate the efficacy of service management in spa of high-income tourists on the basis of new normal.
3. To propose spa service management guidelines on the basis of the new normal for high-income tourists to promote health tourism in Thailand.

Conceptual Framework

The independent variables in the study are the demand for services at spa establishments among high-income tourists and the efficiency in managing services at spa establishments for high-income tourists in Thailand based on the new normal. The dependent variable is spa service management guidelines based on the new normal for high-income tourists to promote health tourism in Thailand.

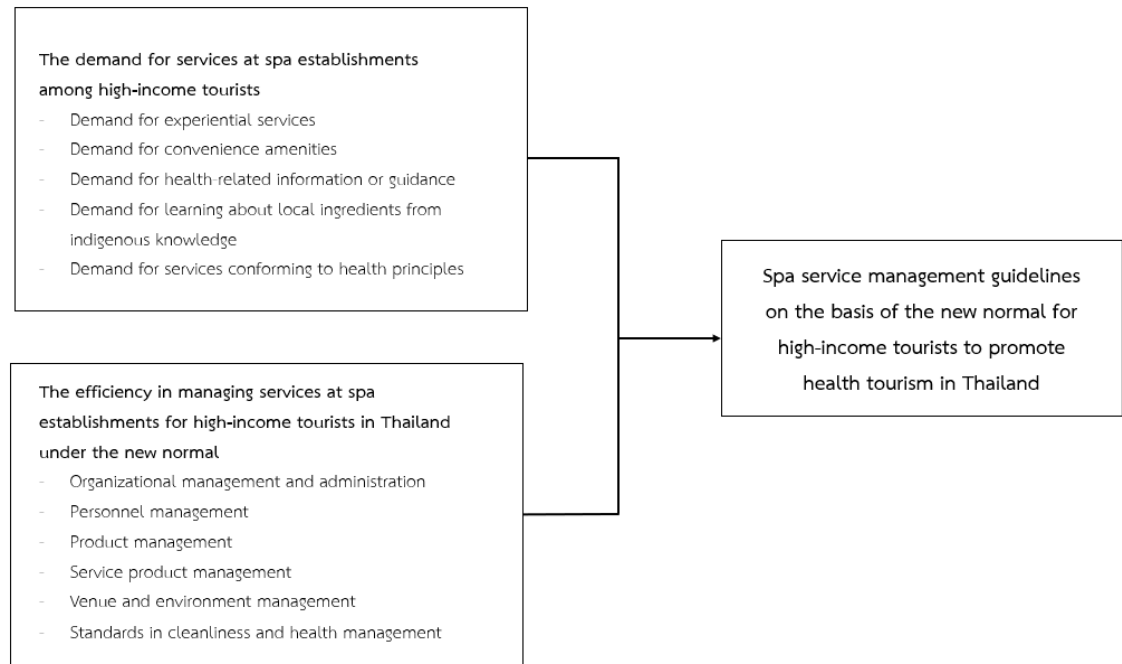


Figure 1 Conceptual Framework: Spa service management guidelines based on the new normal for high-income tourists to promote health tourism in Thailand

Hypothesis

Hypothesis 1: the different personal factors had different effects on the service management efficiency of spa establishments for high-income tourists in Thailand based on the new normal.

Hypothesis 2 : The different of the demand for spa services among high-income tourists had different effect on the service management efficiency of spa establishments for high-income tourists in Thailand based on the new normal.

Research Methodologies

The study utilized a mixed research methodology, combining both quantitative and qualitative approaches. Quantitative research involved gathering data through questionnaires to analyze the behavior of high-income tourists and assess the management effectiveness of spa establishments targeting this demographic. Meanwhile, qualitative research consisted of conducting in-depth interviews with stakeholders in the spa industry to validate the quantitative findings, ensuring their credibility. Additionally, qualitative research aimed to propose guidelines for service management in the spa sector amidst the new normal, particularly for high-income tourist groups, with the ultimate goal of advancing health tourism in Thailand.

Population and Sample Group

Quantitative research will be employed to fulfil the research objectives in two main areas:

1. To investigate the demand behaviour for spa services of high-income tourists on the basis of new normal. 2. To evaluate the efficacy of service management in spa of high-income tourists on the basis of new normal. The purposive sampling technique was employed to select participants for the study, targeting affluent Thai tourists aged 18 and above who had previously visited spa establishments meeting the quality standards set by the Department of Business Development in tourist destinations from 2018 to 2023. Krejcie and Morgan (1970: 607 – 610) formula was used to determine the sample size, with a 5% margin of error, resulting in 383.83 sets of questionnaires. To ensure data completeness, researchers increased the number of questionnaires by an additional 15%, totaling 442 sets to be collected. The distribution across regions was as follows: Bangkok with 176 sets, Phuket with 36 sets, Chiang Mai with 194 sets, and Khon Kaen with 36 sets. Qualitative research was employed to fulfil the research objective in the third aspect, focusing on proposing guidelines for service management in spa establishments under the new normal conditions to promote health tourism in Thailand for high-income tourists. The researchers utilized the purposive sampling method, selecting 12 individuals (Sawangdee, 1984: 3) with a vested interest in the spa business in Thailand. This sample comprised 6 representatives from the public sector and 6 representatives from the private sector.

Research tools and research instrument quality

To meet the requirements for fulfilling research objectives 1 and 2, researchers utilized a questionnaire distributed via the google forms platform to gather data from tourists. This questionnaire was administered to 442 tourists within the research area and comprised four distinct sections. For the section 1, respondents provided demographic information, including gender, age, highest level of education, and average monthly income, presented in a checklist format. Section 2 focused on the utilization behavior of spa services, with questions presented in a similar checklist format to section 1. Section 3 delved into the service requirements within spa establishments through five key questions which are experience-related needs, convenience-related needs, quality information or recommendations, interest in learning about local ingredients, and requirements for corrective services aligned with health standards. Finally, section 4 assessed the management effectiveness of spa establishments across five areas which are organizational management and administration, human resources, product quality, service offerings, and management of cleanliness and hygiene standards.

There are three experts assessed the research tool's quality, resulting in a quality level of 0.92. The tool's reliability was tested by administering the revised questionnaire to 30 tourists who were not part of the sample group. The Cronbach's alpha coefficient method yielded a reliability score of 0.854 representing the good reliability of the scale according to Cronbach's alpha coefficient scores and explanation that Alpha coefficient must reach 0.70 or higher (Cronbach, 1990: 204).

Data Collection

The data collection for this research involved gathering information from two sources:

1. Data from questionnaires: total of 442 sets of questionnaire data were collected through the Google Forms platform.

2. Data from in-depth interviews: Information was gathered from individuals who have a vested interest in the spa business in Thailand through in-depth interviews.

Statistical analysis

After questionnaire collection, the completed questionnaires are screened and categorized. The statistical analysis for this research will be conducted in two parts:

Quantitative research

1. Descriptive Statistics: This analysis aims to describe the research findings using measures such as frequency, percentage, arithmetic mean, and standard deviation of the independent and dependent variables.

2. Inferential Statistics: To study the relationship between the dependent and independent variables, inferential statistics will be employed. Specifically, regression analysis will be utilized for statistical analysis to examine this relationship.

Qualitative Research

In the qualitative domain, typological analysis is employed by researchers for comparing and analyzing content data through four essential stages: Interpretation, Constant Comparison, Data Synthesis, and Generalization. Additionally, qualitative data processing methods, such as content analysis, are utilized to identify themes by tallying repeated words and exploring both manifest and latent content.

Research Findings

These approaches systematically structure the research findings and recommendations to propose strategies for managing spa services under the new normal, with a focus on attracting high-income tourists to bolster Thailand's health tourism industry.

1. The behavior of high-income tourists receiving services at spa establishments was examined through a survey of general respondents. The findings reveal that a significant majority of tourists, comprising 350 individuals or 87.50 per cent, were female. Among them, 205 individuals, accounting for 51.29 per cent, fell within the age range of 23 to 39 years. Regarding educational attainment, 196 individuals, constituting 49.0 per cent, held bachelor's degrees. Additionally, the average monthly income of respondents ranged from 30,001 to 40,000 baht, with 273 individuals, representing 68.3 per cent, falling within this bracket. In terms of service utilization behavior, the majority visited spa establishments 1-2 times per month, with 201 individuals accounting for 50.2 per cent. Among the services availed, oil massage was the most popular, with 241 individuals utilizing this service, representing 60.3 per cent. Furthermore, the peak time for service receipt was between 16:01 and 20:00, with 203 individuals, accounting for 50.7 per cent, opting for services during this period.

2. Analysis of the demand for services at spa establishments among high-income tourists in Thailand based on the new normal reveals the following results, categorized by aspect: The overall demand for services at spa establishments among high-income tourists in Thailand based on the new normal is notably high (mean = 4.14). Upon examining specific aspects, it is observed that the demand for services adhering to health principles is the highest, with the highest average score (mean = 4.72). Following this, the demand for experiential aspects ranks next with a high average score (mean = 4.14), followed by the demand for convenience amenities, which also maintains a high average score (mean = 4.07). according to Table 1.

Table 1 Overview of demand for services at dpa establishments among high-income tourists in Thailand based on the new normal

The demand for services at spa establishments among high-income tourists	\bar{x}	Std. Deviation	Ratings
Demand for experiential services	4.14	.646	Good
Demand for convenience amenities	4.07	.737	Good
Demand for health-related information or guidance	3.74	.903	Good
Demand for learning about local ingredients from indigenous knowledge	3.98	.935	Good
Demand for services conforming to health principles	4.72	.556	Excellent
Total	4.13	.755	Good

3. For the performance evaluation of service management in spa establishments for high-income tourists in Thailand based on the new normal, the income-stratified analysis results are as follows: The overall performance in managing service provision in spa establishments for high-income tourists in Thailand under the new normal is rated as highly efficient, with the highest overall mean score (mean = 4.52). Considering income, the aspects of venue and environment, as well as standards in cleanliness and health, received the highest average scores (mean = 4.62). Following this, personnel-related aspects attained the highest mean score (mean = 4.61), while organizational management and administration aspects also achieved the highest mean score (mean = 4.53), according to Table 2.

Table 2 Efficiency in managing services at spa establishments for high-income tourists in Thailand based on the new normal

Efficiency in managing services at spa establishments for high-income tourists in Thailand under the new normal.	\bar{x}	Std. Deviation	Ratings
Organizational management and administration	4.53	.703	Excellent
Personnel management	4.61	.651	Excellent
Product management	4.44	.759	Excellent
Service product management	4.32	.798	Excellent
Venue and environment management	4.62	.660	Excellent
Standards in cleanliness and health management	4.62	.702	Excellent
Total	4.52	.712	Excellent

Hypothesis Testing 2 : personal factor, the highest level of education attained have a significant effect on the efficiency of managing services at spa establishments for high-income tourists in Thailand based on the new normal significantly at the 0.05. Meanwhile, gender, age, and average monthly income, which vary, do not significantly affect the efficiency of managing services at spa establishments for high-income tourists in Thailand under the new normal, according to Table 3.

Table 3 Personal factors effect on the efficiency of managing services at spa establishments for high-income tourists in Thailand under the new normal

Personal Factors	Adjusted Value		
	Std. Error	Beta	Sig.
Gender	.202	-.008	.867
Age	.058	.119	.065
The highest level of education attained	.051	.192	.002
Average monthly income	.042	.007	.903

Hypothesis Testing 2 indicates that the preferences for spa services among high-income tourists in Thailand based on the new normal vary across several dimensions. These differences, encompassing experiential preferences, convenience amenities, health-related guidance, and adherence to health protocols in service delivery, impact the efficiency of spa management for this demographic. These variations are statistically significant at a significance level of 0.05. While the varying preferences for learning about local ingredients from indigenous knowledge do not affect the efficiency of spa management for high-income tourists in Thailand based on the new normal, as indicated in Table 12,

the predicted efficiency in managing spa services for this demographic remains consistent at 68.60% according to Table 4.

Table 4 The demand for spa services among high-income tourists effect on the efficiency of managing services at spa establishments for high-income tourists in Thailand based on the new normal

The demand for spa services among high-income tourists.	Adjusted Value		
	Std. Error	Beta	Sig.
The demand for experiences	.048	.109	.031
The demand for convenience amenities	.052	.301	.000
The demand for health-related information or recommendations	.037	-.161	.003
The demand for learning about local ingredients from indigenous knowledge	.030	.007	.883
The demand for services that adhere to health principles	.049	.498	.000

When conducting in-depth interviews with stakeholders involved in spa businesses, the following questions were addressed based on quantitative research findings (Spa business Stakeholders, 2023):

1. Issues regarding service demands in spa establishments and health.
2. Efficiency concerns in spa service providers' management.
3. The preferences for spa services among high-income tourists in Thailand.

Based on new normal circumstances, which varied, influencing the efficiency of spa management for high-income tourists in Thailand, the analysis of data from 12 participants through Content Analysis yielded the following results:

The analysis of customer demands in spa establishments and health reveals a clear emphasis on adherence to health principles. This entails maintaining cleanliness throughout the facilities, ensuring equipment is in optimal condition, and using products certified as safe by relevant authorities. Customers also prioritize the cleanliness of spa staff. Furthermore, they value a positive service experience, which includes skilled service delivery, personalized attention to their needs, and the provision of appropriate recommendations. Additionally, customers appreciate convenient amenities such as parking facilities and comfortable service areas.

In terms of efficiency concerns in spa management and health, the findings underscore the paramount importance customers place on maintaining high cleanliness standards and implementing health-oriented management practices within the establishment and its surroundings. Furthermore, in terms of personnel and organizational management, customers prioritize uniqueness and individuality

in the establishment's facilities and environment. They prefer locations that are convenient and safe, with an emphasis on creating a relaxing atmosphere, potentially enhanced by music. Regarding cleanliness standards and health management, establishments must adhere strictly to legal requirements. This includes maintaining cleanliness without any unpleasant odours, ensuring equipment and products provided are safe, and having knowledgeable staff proficient in using various equipment and products safely and effectively.

The analysis of high-income tourists' preferences for spa services in Thailand based on the new normal indicates that diverse service demands positively affect management efficiency. Variances in experiential preferences, convenience amenities, and interest in local indigenous ingredients positively influence service management efficiency. However, the requirement for precise health-related services and adherence to health principles detracts from management efficiency. Furthermore, stakeholders recommend that operators promote safety and health measures to instil confidence in service recipients. Utilizing online social media platforms for advertising and promoting these measures is advised.

Discussions

The study's findings regarding the factors related to the demand for services and the performance evaluation of service management at spa establishments among high-income tourists in Thailand based on the new normal can be summarized as follows:

Enhancing efficiency in managing spa services for high-income tourists in Thailand based on the new normal primarily focuses on meeting overall experiential needs. There is a strong consensus that spa establishments should provide a relaxing experience for their clients. This aligns with the findings of Azman and Kim (2010: 36), who conducted a survey to identify the motivators for spa and health tourists in Malaysia showed that the primary drivers of health and spa tourism are individual requirements and lifestyles. The results of this study indicate that health-oriented tourists have a significant preference for relaxation and enjoyment experiences when visiting spas and health establishments.

Enhancing efficiency in managing spa services for high-income tourists in Thailand based on the new normal primarily focuses on meeting overall convenience amenities. There is a strongest consensus that spa establishments should provide amenities that prioritize privacy and personalization. This aligns with the research conducted by Tipian (2022: 90), which studied the spatial components of massage and spa businesses during the COVID-19 crisis, focusing on a case study of Day Spas in Bangkok. The study found that operators should consider highly suitable and private spatial management within the establishment. Operator should create the impression in spa by focusing in three areas: 1) the

reception and waiting area, 2) the massage service area, and 3) the hygiene area within the establishment.

Moreover, in term of the demand for health-related information or recommendations, spa establishments should guide mental health and stress relief to their clients. This corresponds to the research conducted by Chen et al. (2013: 25), which surveyed the service needs of spas within the health tourism industry in Taiwan. The study found that personalized advice on health and beauty care was beneficial for individual clients. In terms of the demand for learning about indigenous ingredients, spa establishments are advised to highlight the benefits of using such ingredients, aligning with the findings of Parwati et al. (2017: 222). They investigated the demand for spa and health products sourced from local origins, revealing that incorporating local ingredients adds value to the products and services of various spa establishments.

Lastly, concerning the demand for services compliant with health principles, this aligns with the research of Cao & Nguyen (2021: 20) regarding the service preferences of spa and health operators. Their study found that factors related to cleanliness and health were highly prioritized by tourists, particularly in the wake of the COVID-19 virus outbreak.



Figure 2: Spa service management guidelines based on the new normal for high-income tourists to promote health tourism in Thailand

Recommendations

Recommendations for applying research results

The efficiency of managing services at spa establishments and health can be summarized into the following guidelines for managing spa and health businesses to gain a competitive edge:

To optimize service management at spa establishments catering to high-income tourists in Thailand amidst the new normal, it's paramount to focus on meeting experiential demands. These establishments should strive to deliver a holistic relaxation experience to their clientele. This encompasses extending warm greetings, providing attentive service, and curating a soothing ambience through carefully selected music, lighting, and scents. Ensuring a tranquil environment, especially during massage sessions, is essential. Offering distinctive products and personalized massage techniques tailored to individual preferences can further elevate the relaxation journey.

Regarding convenience amenities, spa establishments should prioritize providing private facilities to cater to the needs of their guests. This may include offering private treatment rooms, secure storage lockers, well-equipped shower and bath areas, as well as separate changing rooms for men and women. When it comes to health-related information and recommendations, spa establishments should offer personalized guidance on suitable products and treatments. This may entail suggesting skincare routines, muscle relaxation methods, or dietary advice customized to meet the specific needs and preferences of each guest.

On the contrary, overselling products or aggressively promoting health courses can make customers uncomfortable and create negative perceptions of the establishment. When it comes to educating customers about local ingredients, spa businesses should emphasize the advantages of using indigenous ingredients to enhance the value of their offerings. Additionally, incorporating local products can enrich tourists' cultural experiences during their spa visits, thereby elevating the overall tourism experience and supporting local industry growth.

Moreover, to meet health standards, spa establishments should obtain certifications attesting to their adherence to health regulations. Staff members should strictly follow health protocols, and spa facilities should be adapted to ensure service delivery that inspires confidence in customers while complying with public health guidelines. Employees need to be well-versed, skilled, and meticulous in their use of products and equipment. Regular inspections and maintenance of cleanliness standards are imperative, and internal spaces should conform to public health safety measures like SHA+ to ensure the business's resilience and continuity.

Based on the research findings, it is possible to understand the patterns of demand for spa services and the level of efficiency in service management of spa establishments for high-income tourists in Thailand based on the new normal. Spa providers can use all the information to design strategies to manage the services of spa establishments to get a competitive advantage. Moreover, the government sector can use all the information to plan guidelines for managing the services of spa establishments.

Recommendations for future research

To gain a competitive advantage in terms of spatial competition, operators should prioritize the importance of conducting a study on the preferences for spa services among high-income tourists in various regions to account for potential variations influenced by regional conditions and lifestyles and utilizing the findings from this research to develop marketing communication strategies targeted at enhancing awareness among the identified target audience.

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