

STRATEGIC MANAGEMENT OF THAI SPA AND MASSAGE BUSINESS CHIANG MAI

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Introduction

Statement and Significance of the Problem

The global spa business market continues to grow at 6% per year, valued at \$ 169 billion or approximately 5.4 trillion baht during the year 2015-2020. which grows in line with the wellness tourism market (Tourism) which is expanding to reach 27 trillion baht. The main factor is the expansion of the aging society, The world's top 20 largest spas populations have an average of 40 years of age. Purchasing power and willingness to pay more for self-care as a result, the number of service usage grows. At the same time with the pattern fast-paced lifestyle high competition causing the level of stress in everyday life to increase. Therefore, spa treatment is an option for self-relaxation that has the potential to grow further. The spa business in Thailand grew above the global average with a growth of 8% with a market value of 35 billion baht, ranked 16th in the world and the 5th in Asia, behind only China, Japan, South Korea, and India. In Thailand, the spa business can be divided into 8 types: 1) Day Spa is a service for a short period of time, no more than 3 hours, usually open in community areas. Malls and crowded areas Most of them are maintenance services. 2) One-stop service spa. It is a course from 3-28 days, which will design services in accordance with the specific health needs of customers. Usually open in natural areas with beautiful scenery and 3) Hotel Spa & Resort Spa is a spa service within the hotel. Focusing on being a place for relaxation and massage, the place is arranged to have a good atmosphere. which is considered to have high potential as it generates additional income from tourists who come to stay A CBRE study found that hotels with spa services were able to sell rooms at higher prices than those without them, and EIC recommends that hotel businesses add spa services. If there are insufficient funds, it may be possible to hire an outside spa business to provide services in the hotel area to save costs. While the owner of the spa business brand should expand the market into the hotel group. to create an opportunity to generate income and this is a good timing for the cosmetic and perfume business to offer products to support the expansion of the Hotel Spa (Monchai Wongkittikraiwan, 2018). 4) Destination Spa is a spa that is clearly separated from each other. There is an overnight room like a spa resort. Most visitors tend to want to stay for a long time. 5) Medical Spa is a spa established by doctors and nurses. 6) Club Spa is a spa. Spa set up to serve members only (member) with an emphasis on providing convenience. and have physical activities 7) Cruise Ship Spa is a spa located in the cruise ship service program. 8) Mineral Spring Spa is a spa located in a hot spring source or natural mineral water program. The service focuses on treatment by using heat of water or various minerals.

Thailand has an advantage in health and wellness services because Thailand is. A country that has been recognized for health services from foreign tourists. With many important factors contributing. As a result, medical tourism in Thailand continues to expand. Most Thai health facilities are concentrated in Bangkok and major tourist cities such as Phuket, Pattaya, Chiang Mai, which are ready to provide medical services and tourism services to support health service users from foreigners. Thailand's many health advantages the availability of medical personnel with the ability to specialize in specific diseases and at lower costs than the quality services of the same standard as developed countries. Thailand's spa business is in line with the

strategy of developing tourism products and services of the Ministry of Tourism and Sports, which has established a strategy to develop health tourism (Health & Wellness Tourism) by aiming to become one of the health tourism leaders at the level region through measures to upgrade international medical tourism services, whose development guidelines include developing health spa service standards for all related sectors to use the same standards, promoting and pushing for establishments to adopt international standards. (ISO): Health spa service standards to be adapted to develop service providers and their own establishments, inspect, register, and create a database of certified establishments to promote product creation. and services to be outstanding and have added value in tourism (Ministry of Tourism and Sports, page 24, July 2015)

However, the growth rate of the health and wellness tourism market in Asia is expected to reach 850 million tourists in 2022, which is a growing rate. per year 5% in 2019-2022 and the number of health tourism in Thailand has increased to 27.7 million in year 2022, or an annual growth rate of 5.6% from 2019, which is Thailand's largest tourism Spa tourism cost \$ 794.7 million in 2019 Global data (2020). Thai spa and massage businesses still have opportunities to grow. can continue despite the obstacles from the number of tourists who travel to decrease the problem encountered is the spa business that operates. Facing the problem of operating a business that cannot compete with other spa businesses. As a result, those spa businesses have failed due to the lack of ability to adapt to the changing environment of the business environment and the inability to withstand the pressure of operating conditions. market competition therefore must shut itself down However, if the entrepreneur Able to lead the business to get through the crisis and continue to run the business efficiently. according to the advantages of the Thai spa business, namely both choosing to use Products that focus on Thai herbal products by providing spa services and Thai massage that are Thai identity, can be used in spa treatments as well. Creams for body massage, facial massage, and pricing strategies to set attractive prices suitable for target groups. Industry in Thailand will become stronger and attract more foreign and domestic tourists to come back. even more service from the above information the spa business is a business that plays a role in the country's economy. It is a business that supports and motivates both Thai and foreign tourists to visit various tourist destinations. The researcher was inspired to study the competitive strategy of the spa business. In Thailand, the results of the study will guide the development of spa strategies. Helping the spa business to change strategies and create competitiveness for the spa business to be able to grow and sustainably. This will have a positive effect on the community, society, and the nation. The point of the problem is what strategy will the spa business in Thailand use to compete? that can meet the needs of the public and tourists.

Research Question

1. What is the service behavior of spa business customers in the category of hotels and spa resorts and day spa types in Chiang Mai?
2. What are the factors that affect the selection of spa business customers in the category of hotels and spa resorts and day spas in Chiang Mai?
3. Strategic management of spa business in the category of hotels and spa resorts and in the category of day spas. in Chiang Mai There is such a pattern

Research Objectives

This research has the following objectives:

1. To study the service use behavior of spa business customers in hotels and spa resorts and day spas in Chiang Mai Province.
2. To study the factors affecting the service selection of spa business customers in hotels and spa resorts and day spas in Chiang Mai Province.

3. To study the strategic management of the spa business in the category of hotels and spa resorts and in the category of day spas. in Chiang Mai

Research Hypothesis

From the study of theoretical concepts and research the assumptions can be formulated as follows.

Hypothesis 1: Customer service behavior is related to the importance of Factors leading to competitive strategies of spa business in hotels and spa resorts and day spas in Chiang Mai

Hypothesis 2: The level of importance of the competitive strategy of the spa business in Chiang Mai is in relation to the competitive strategy of the spa business in the category of hotels and spa resorts and in the category of day spas in Chiang Mai

Scope of the Study

Research content: This research was a qualitative and quantitative research aiming to research the behavior of spa customers in hotels and spa resorts and day spas in Chiang Mai Province. The importance of factors leading to the competitive strategies of the spa business in the category of hotels and spa resorts and in the category of day spas in Chiang Mai to find the relationship between customer service behavior and the importance of the competitive strategy of the spa business in the category of hotels and resorts and day spas in Chiang Mai

Research population :

Population used in the quantitative study is a person who uses spa services in Chiang Mai of which the exact number is unknown. Therefore, the sample group was 385 people by random random sampling. The sample of 6 districts studied by the simple random district sampling method were Muang, Mae Rim, San Kamphaeng, San Sai, Hang Dong and Saraphi districts. 111 hotels and spa resorts and day spa categories.

Qualitative population which conducted an in-depth interview on the analysis of the environment, limitations, and opportunities by selecting a specific method consisting of the Governor of Chiang Mai or a representative Executives from Public Health, Chiang Mai Province and 3 officers, 2 executives in each district, totaling 15 people

Research area : Study of customers who come to use spa services in hotels and spa resorts and day spas in various locations in 6 districts, namely, Muang, Mae Rim, San Kamphaeng, San Sai, Hang Dong and Saraphi, Chiang Mai.

In terms of time, collecting data and analyzing research results since April 2023-December 2023

Significance of the study

1. Strategies can be applied to increase the overall competitiveness of the spa business in the category of hotels and spa resorts and day spas in Thailand.

2. Entrepreneurs can apply strategic management to lead the organization to the aim is to enable the organization to survive in the long term and gain a competitive advantage.

3. Entrepreneurs can adapt marketing strategies to meet the needs of service users to increase competitiveness and generate returns for the organization.

Definition of term

Spa business refers to services related to natural health care in a holistic way. or means providing services with traditional Thai massage beauty massage East, Western massage, and alternative medicine therapies. which the spa organization between the country (ISPA) has classified the types of spas into 7 large groups by using the consideration criteria. from the place Hotel & Resort Spa means a spa that focuses on being a place Relaxation and dedicated massage are arranged in a place with a good atmosphere. Beautiful scenery and landscapes,

along with pampering the body, skin and treating stress from specialists, focusing on being Relaxation places give importance to body massages rather than beauty treatments because users are often guests of hotels and resorts. which are temporary customers who do not have the opportunity to use the service again Because beauty treatments are effective, the service must be repeated many times.

Day Spa means a spa that does not have overnight rooms. It takes a short time, about 1-5 hours, mainly focusing on beauty and relaxation. Always focusing on beauty and Therapy to relieve stress in a short time, just a few hours . Eating or exercising is a business that has expanded quite rapidly in the past 10 years due to the use of the investment is not as much as other spa businesses may use the building. Office , Residential, Commercial Building mall airport shop or the shady area of the house converted into a day spa.

Theoretical Concept and Review of Related Literature and Study

1. Strategic management concepts and theories Analysis of the external environment of the business is an external factor that the organization cannot control. And those factors affect the strategic planning of the organization, towards the goal of the organization. Which consists of 6 aspects: policy and politics, economy, social conditions, technology and innovation, environment and legal Analysis of readiness within the organization by using SWOT Analysis.

2 . Concepts and theories about service market strategies, service marketing mix strategies.

3. Concepts and theories about human resource management

4. Concepts and theories about customer satisfaction

5. Theoretical concepts about development management

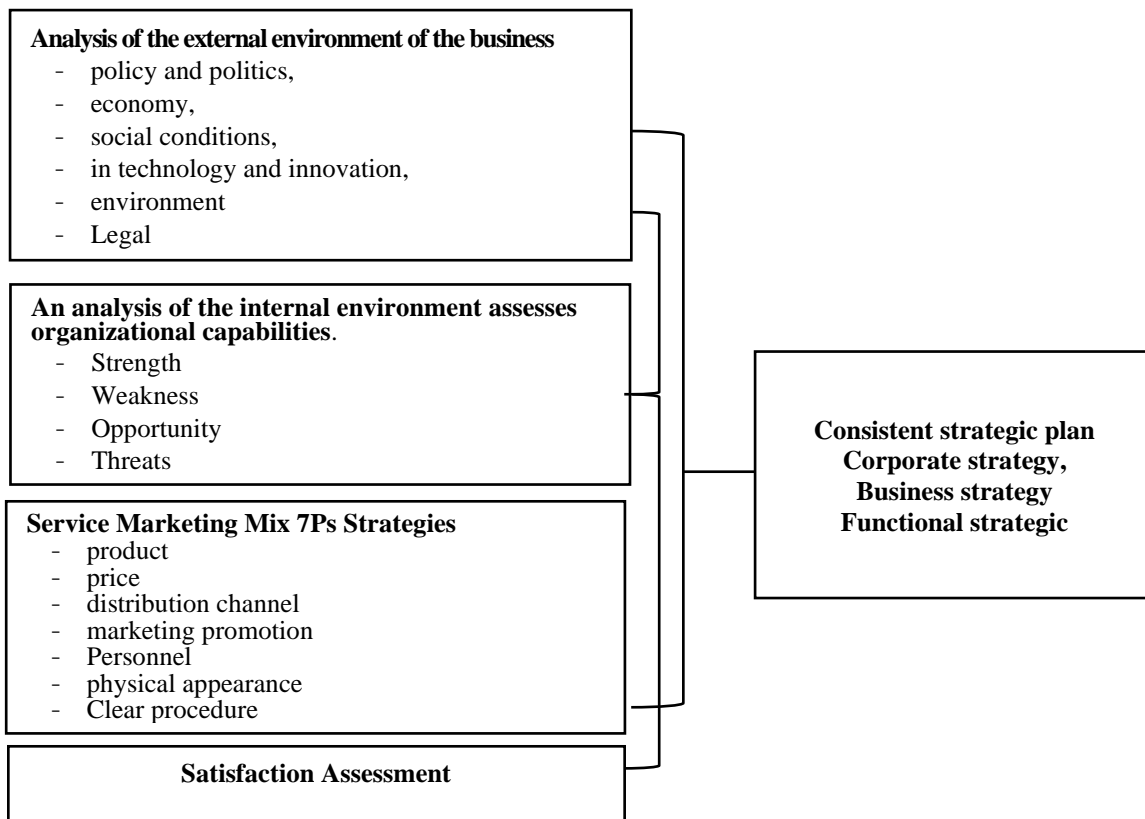
6. Travel concept

7. The 13th National Economic and Social Development Plan (2023-2027) on the issue of being a medical center

8. Related Research

9. Conceptual Framework

Conceptual Framework



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