



A STUDY OF CUSTOMER EXPERIENCE OF TRADITIONAL SPAS FOR
THE DEVELOPMENT OF SPA AT HOME SERVICES FOR THAI OFFICE
WORKERS

BY

MS. PATCHARA RUNGRUANGKOLLAKIT

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF SCIENCE
DESIGN, BUSINESS AND TECHNOLOGY MANAGEMENT
FACULTY OF ARCHITECTURE AND PLANNING
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2020
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THESIS

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ENTITLED

A STUDY OF CUSTOMER EXPERIENCE OF TRADITIONAL SPAS FOR THE DEVELOPMENT
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ABSTRACT

Thailand's massage and spa is a renowned industry that the Thai government supports for many years. The industry is ranked the 5th industry sector in Asia by Marketeer (2020). However, only 25% of the total spa and massage customers are Thais. Furthermore, the spa and massage industry is one of the most affected industries by the COVID-19 pandemic. Massage parlors have been under strict government health and safety policies to close for extended periods resulting in loss of income. Once it is allowed to open, the industry needs to quickly adjust to embrace social distancing as a new regular practice. Therefore, this research investigates Thai customers' behavior, preferred experiences, and decision-making factors that might increase the number of massage and spa customers. Secondly, it aims to study the spa at home as the alternative business model using the service development process to create a new blueprint of the customer journey. Data were collected from 400 respondents using a questionnaire developed to identify the overall perception of spa service and the interest in a spa at home service and analyzed using the Statistic Package of Social Sciences (SPSS). Moreover, interviews were also conducted with spa owners of six different levels of service: two from the budget category, two from the medium-priced service, and two from the high-end

service. The outcomes show that Thai customers prefer the flexible price, and their decision-making factors are focus on the people factor the most. Moreover, the pain points of the existing massage and spa service are customer emotion and therapist management. Therefore, a new service blueprint for improving each touchpoint of the spa service highlights attracting customers and solving the spa provider's pain point.

Keywords: Spa, Spa at home, Spa delivery, Service design, Office worker



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CHAPTER 1

INTRODUCTION

1.1 Context of study COVID-19 and Thai office workers

Thailand's spa and massage industry is regarded as an outstanding service sector procuring excellent treatment for Thai and foreign customers. One of the most significant factors that drive Thailand's spa and massage industry's extreme growth is received government support as it is a part of the tourist industrial supply chain. As a result, Thai spa and massage businesses have continuously grown in Asia. In 2019, the Thai spa and massage sector was ranked 5th in Asia and had 8% growth in the overall industry (Marketeer, 2020). Furthermore, there are various supporting factors to expand and develop the spa and massage sector in Thailand. For instance, the well-trained therapists, high-quality equipment and facilities, an increased supply of essential ingredients, and progressive spa service records (Chantaburee, 2016).

Spa service business in Thailand was operated under the Ministry of Public Health and established the International Spa Association collaborated with ISPA-Europe which publicize the information and understanding about spa in 20 European countries. The announcement of the Ministry of Public Health in 2003 defined the spa type into seven categories; destination spa, resort/hotel spa, day spa, medical spa, mineral spring spa, club spa, and cruise ship spa. According to the Thai Spa Association (2003), the day spa, which provides fast and convenient spas, and the location is easy to access, has become the most popular compared to others. Moreover, the capital required for investment in the day spa is not much, so many people want to play a role in the spa business. The spa industry is one of the highest competitive industries in Thailand. To compare the statistics, in 2018, the revenue of the spa and massage sector is 31,155 million Baht, or a growth of 23% (Bltbangkok, 2018).

It is undeniable that the current state of the global pandemic, namely COVID-19, has posed a huge impact on the spa industry in Thailand. According to the official announcement about the state of emergency from Thai government (WHO, 2020), every service industry that provides intimate contact between customers and service providers had to cease their operation and Thailand was under a total lockdown for nearly two months, from March to May 2020. During the first lockdown all kinds of spa establishments were forced by the Ministry of Health to halt its operation and close down for almost two months. As the numbers of Covid-19 patients in Thailand were decreasing, the government has allowed the spas industry to be back in business in June 2020 in most provinces. The Samutprakan cluster that was discovered in November 2020 has led to the spread of new clusters in some provinces, thus some spa establishments were forced to close down again. The lockdown protocol and the shutdown order has led to dramatic decrease in spa revenue in 2020 which has culminated in the income reductions and widespread unemployment (Chankisen, 2020).

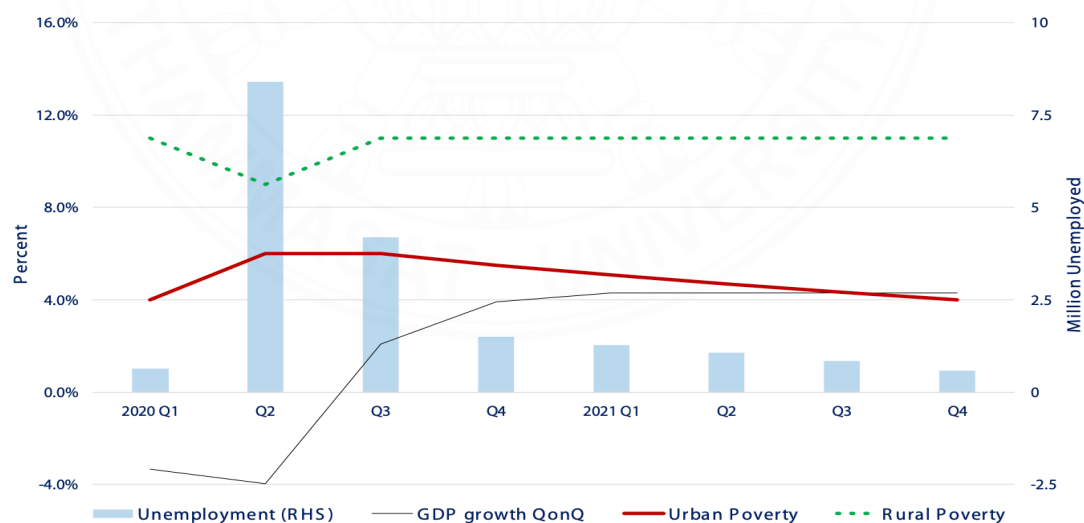


Figure 1.1 Description of GDP, unemployment, and poverty

Source: UNICEF, (2020)

According to UNICEF's Social Impact Assessment of Covid-19 in Thailand (figure 1.1) that was published in July 2020, the unemployment rate in Thailand was reported to skyrocket in Q2 2020 right after the lockdown was effective in late March 2020. The report also predicts that the rate of unemployment would slowly recover during H2 2020 and finally stabilize in H2 2020 only under the scenario that the country recognizes a good improvement of the pandemic situation. I see that it is best for the Thai spa industry to prepare for any future change in consumer behavior. Therefore, it is relatively timely to conduct research about the Thai spa industry in a new aspect that has never been done before.

From Dhurakij Pundit University Research Development and Innovation (2020), the top priority issue that customers have concerned about is the therapist's health and hygiene, followed by the space and spa equipment, therapist health, and the spa location. Therefore, if the spa is more private and reduces public contact, it will be an opportunity for spa business in the new normal society.

Moreover, this research focuses on Thai office workers age between 25-45 years old. According to the LivingInsider report (2019), the workplace location is of the utmost importance because they want to use less traveling time. Plus, to Gartner (2020), 64% of current office workers prefer to work from home because working from home can reduce much time on the road. It seems that in the future people might spend more time at home. Consequently, spa delivery services can respond to the trend of spending more time in their own house.

The base of this study is to investigate and explain customer awareness regarding the decision to use spa delivery service. The study considers the marketing mix factors that influence the Thai office worker's preference and experience using spa delivery service. The data collection will be analyzed and interpreted toward the service development process by mainly focusing on creating the new service blueprint. It can be used and applied for the spa business after the pandemic to use as guidelines for reforming and improving customer touchpoints. Furthermore, it increases awareness of spa delivery and attracts customers who are never using or try spa delivery services. Furthermore, this study will benefit people interested in

establishing a spa business or developing the existing spa business after the pandemic. They can apply this study as essential information to extend or build their business.

1.2 Research questions

1.2.1 How spa delivery can adapt to meet the customer's expectation in the new normal society?

1.2.2 What factors influence customers to make the decision to use spa delivery service?

1.3 Objectives of research

1.3.1 To study spa at home service by using a service development process

1.3.2 To identify theoretical gaps in a spa at home service to generate customer's experience

1.3.3 To collect the data and analyze the factors that attract customers and lead to conduct decision making

1.3.4 To examine the new customer journey of a spa at home service to create the new service blueprint

1.4 Research methodology

In this research, the data collection is classified into two main groups based on the 7Ps marketing mixes:

1.4.1 Quantitative data

To collect via online questionnaires, and the sample population is the people aged 25-45 years old, which focused on demography, spa behavior, and purpose of doing spa.

1.4.2 Qualitative data

To collect via in-depth interviews on the focus groups that are spa owners or spa managers and divided into 3 types of spa – budget category, medium-priced and high-end, and the sample population is the people who age 25-45 years, which focused on their lifestyle and purpose.

1.5 Data collection period

The data is estimated to collect from 20th November 2020 until 15th April 2021.

1.6 Data analysis tools and the expected outcomes

The data collected from the online questionnaire will be analyzed as problems and pain points of customers experience using traditional spa and will be applied to understand customer purchasing decisions on spa delivery service. A Service Blueprint is then created to map out user actions, front-to-stage interactions, back-of-stage interactions, and support process of the spa delivery service. , Service Blueprint will be helped to understand and compare the difference of both traditional spa and spa delivery in order to define the guideline for spa delivery service after the pandemic.

CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction to the spa industry

My proposal to the spa business in Thailand is for them to adapt to the pandemic crisis and optimize their resources to subsidize for the financial loss during the industry's downfall in 2020 (World Bank Group, 2020); and for them to generate the same or even better revenue than before in the future. One solution to subsidize the loss that I have come up with is spa home service, the kind of spa that provides service at the customers' homes. I see this as a very much needed business development because this home service does not require the customers to commute to the spa establishments; and it is more hygienic for the customer to receive spa service by not having to be exposed to the public or more-than-one human contact. Anyhow, in order to establish a new type of service in the spa business that is suitable for the age of pandemic, it is important to learn about the current state of the spa industry and the change in consumer behavior in Thailand.

Despite the significant role that the spa industry has been playing in Thai tourism and economy since 2001, studies in this field have remained relatively scarce. Hirankitti, Mechinda, and Manjing (2009) were one of the few researchers in the 20th century who acknowledged Thailand as "Spa capital of Asia" as entitled by Tourism Authority of Thailand (Tourism Authority of Thailand, 2010). Three of them attempted to extensively explore the nature of spa business specifically in Bangkok, but only on a surface level. Their classification of spas in four types: Destination spa, Hotel spa, Day spa, and Medical spa, has established a standard for future studies on this field and has paved the way for this current study -- which will be using these four types of spas for future references.

However, it was not until 2011 that research on Thai spa has become less generalized. In 2011, Phongvivat and Panadis conducted a study that exclusively aimed at customers' awareness of spas. Their empirical findings revealed interesting

numbers and data that indicate how customers see spas as. The research was poorly concluded in a rather generic sense -- strongly emphasizing that the majority of Thai customers holds a positive notion towards spa because of their previous experiences of spa. They also added that the services, locations, prices, and promotions are the determining factor that contributes to the customers' awareness of the spa industry. Although it is undeniable that their argument is, without no doubt, valid and undebatable, the findings are highly inconsistent to its analysis and the result of the study is barely groundbreaking to the study of Thai spa industry. In 2013, Anan Chieochankitkan conducted a detailed study in pursuit of service development for the Thai spa industry. The result of his findings was very similar to that of Lalita Phongvivat and Sirinya Panadis's study in 2011 that customers' perceptions towards spa still remain positive, even two years apart from the previous research. Chieochankitkan has additionally expanded the research based on service quality in which he saw "the positive direct effect and a positive indirect effect (via perceived value) on customer satisfaction" (Chieochankitkun, 2013). However, it should be noted that the main focus of his study is on "the active beach tourism cluster in Thailand", rather the whole spa industry in Thailand. After a careful consideration of relatively few studies of the Thai spa industry, I have arrived at my own conclusion that there are certain aspects of the spa industry that still remained underexplored. This literature review aims to cultivate as much from previous studies on the Thai spa industry and discuss its weaknesses that have the potential for improvement in my future research.

2.2 Service design in spa service

According to Zehrer (2009), the conclusion in his research points out that service design is necessary for SMEs improvement and development as it would give customers a better spa experience -- that is likely to lead to better satisfaction for the customers. The result of his survey implies that the respondents' satisfaction towards the spa service in overall exceeded the level of expectation and eventually

led the customers to positive attitude towards the concept of the service, namely the spa, and also the spa establishment.

He summarizes that the only condition that the customers' level of satisfaction exceeds their level of pre-existing expectation is for the service providers to "strictly follow the standard operating procedure that is a standard for service, and spa staff members are well trained by their manager" (Zehrer, 2009). In addition, it is necessary for the service provider to constantly recognize the customers' demand, whether changing or unchanging, and to understand the customers' perception towards the service. And, the service provider can eventually adjust themselves according to customers' needs. The conclusion of this research supports why a study of Thai spa service design in its current state is needed in order for the Thai spa industry to maintain their standard and customers' satisfaction. Although I strongly agree with his conclusion in this research, I believe that it does not only require the service provider to live up to the standard of operation; but it also requires them to elevate the customers' level of expectation towards the service, by means of their increasing level of performance.

In 1999, Grot and Dye stated that consumers not only demand the highest quality of service but they also demand the high quality of service that perfectly fits their needs and satisfaction. For example, if a customer goes to a spa that uses high quality spa products and provides service in a very luxurious setting, it is not necessary that he/she would be satisfied with the spa establishment. Hypothetically, it is possible that the customers may not like the spa because it does not suit their taste even though they are completely aware that the spa is giving them the best quality of service. This is why Grot and Dye believe that it is important for spa establishments to "understand ways to attach emotional value to their customers' experiences" in order to become more competitive than other competitors in the market (Grot & Dye, 1999).

In my opinion, it is true that tastes are very subjective and it is quite impossible to meet every customers' taste. However, by obtaining data from the demographic analysis and the customers profiling; it can help the service provider to

understand more about their target customers and give the customers the best spa experience as much as they possibly can. I personally think it is very important for the service provider to find and meet the target customers' taste to establish what Jagdish Shet called "emotional value", an emotional attachment that the service provider can create as a unique selling point of their brand. If the service provider can make the customer feel that they have emotional value, the customers will return for the service and "this will probably become the one thing the competitors cannot duplicate or attack simply" (Shet, 1991).

2.3 The concept of spa service at home

As mentioned earlier, COVID-19 have changed the face of the spa industry and have stimulated the need for the industry to adapt themselves to the new normal. The way in which I suggested as the best way of adapting is to popularize offering spa service at the customers' home.

Because the majority of Thais like going to spa because they enjoy the environment of the setting, doing spa at home or having the service provider give them a massage at home is not as popular as receiving the service at the place (Chieochankitkan, 2013). However, now that it is compelling for everyone to adapt themselves to the new normal, their first priority is not relaxation, enjoyment or satisfaction, but rather about hygiene and human interaction. Therefore, I propose that there are three major conditions in which the spa industry has to meet along their journey to offer spa experience at the customers' home. I have tried to gather some research on this home service of some spa businesses, and I have found that the research in this field is seriously scarce. Thus, I aim to optimize the information that I have gathered for this literature review and my future research. The conditions that the spa industry have to meet in order to offer home service are of the following.

2.3.1 Social distancing

According to Chieochankitkan (2013), customers at the spa find it highly pleasing to be greeted and welcomed by many of the spa staffs in a friendly and polite manner. One interviewee responded that she likes the welcome drink upon her arrival and after treatment because it shows a symbol of Thainess. Customers reported that face-to-face encounters were moderately high in the following instances:

‘Spa staff interestingly presented spa menu.’, ‘Spa staff understandably gave consults on health and product before treatment.’, ‘Spa staff offered excellently treatment in the treatment room.’, and ‘Spa staff beneficially presented product recommendation after treatment (Chieochankitkan, 2013).

By looking at this scenario as a service blueprint flowchart, I see the implication that the customers’ satisfaction has met or gone beyond their level of expectation because all the front stage at the spa establishment has successfully performed their duties. I suppose that if the spa staff failed at their front stage performance, which is the early procedures of the spa service, they are likely to bring bad impressions to the customers.

This proposes a question to the spa business whether they can still do this in the new normal. If the customers’ top concern is their hygiene and prevention from the spread of virus, then unnecessary procedures like the greetings have to be banned from the operation process; because the less people the customers interacted with, the less possibility that they will be infected by the virus. I believe that the question of whether hygiene is really their top concern is still questionable.

This kind of question is also invoked by Czepiel (1990) who proposed that the interaction between the service provider and the service receiver is vital to customer satisfaction because it can be a determining factor of their purchase and the brand image.

In a similar manner Zeithaml and Bitner (2003) concluded that any interaction between the customer and the service provider is critical to the level of customers’ satisfaction and brand loyalty. Additionally, Shostack (1984), Zeithaml

and Bitner (1996) agree that both verbal and nonverbal communication between the customer and the service provider have a huge influence on how the customer perceived service quality. In 2001, Fitzsimmon and Fitzsimmon claimed that the front stage service is the stage where the customers assess the quality of the service and decide their level of satisfaction of the service.

2.3.2 Technology

In the age of the pandemic, my hypothesis proposes that customers are likely to develop a new expectation towards the spa industry on technology adoption because it would make the service become more convenient in certain ways. According to a study of Chieochankitkan in 2013, remote customers who reach the customer service virtually state that ‘Content of the spa menu is tempting.’, ‘Online information is nicely interactive i.e., webpage, facebook.’ and ‘Spa staffs had telephone etiquette.’ (Chieochankitkan, 2013).

The findings of Beatson (2007) shows that the availability of technology adoption; automated check-in, check-out facilities, online booking services, automated room services ordering systems, automated messaging services and automated housekeeping services, in the service industry is one of the determining factors that influence the customers’ level of satisfaction.

Therefore, I propose that the study on technology adoption in the spa industry is very much needed in the new normal; so that the spa industry can be aware of the need for development in their business.

2.3.3 Price

After considering the two conditions that the spa business have to meet, I see that it is still important for the service provider to maintain the price in the same range as before the pandemic happened. One respondent from Chieochankitkan stated that ‘I feel pleasure with promotional price and saving money.’ and ‘Aside from money I saved, I also fulfill my bliss.’ (Chieochankitkan, 2013).

Chieochankitkan’s survey in 2013 claims that “there was no significant difference between the customers’ income of spa services in the Active

Beach Tourism Cluster, Thailand and the importance they placed on dimensions of service quality” (Chieochankitkan, 2013). The survey found that most all spa customers share quite similar profiles and backgrounds, particularly occupations and income per month, thus they are willing to pay for the spa fee at a price that can be considered costly for most people. And, they are willing to pay more because they see that the relaxation from the service that they receive in the return is worth the amount of money that they have spent. However, it is still important to note that the survey was conducted in specific spots of Thailand in 2009, thus, it is highly possible that the findings of this research has now become invalid. In short, I see that in order for the spa industry in Thailand to adapt themselves in the new normal, more research in this field is needed.

2.4 The 7Ps Service Marketing Mix

There are many theories and models that can help business owners reach their business goals. Among many variables, the 7Ps Marketing Mix is the most well-known classic marketing model that helps businesses determine marketing decisions that ensure the best result.

The model was originally developed as the 4Ps Marketing Mix by E. Jerome McCarthy in 1960 to simplify the factors in the marketing process. Anyhow, the two versions of models were created based on the same purpose that revolved around the customer’s needs and expectations. The components in the model are inherently controllable but it could, at times, be subjected to other inevitable circumstances of the business. Thus, being able to overcome the difficulties and to follow the 7Ps strictly would definitely guarantee a successful business development.

The original 4Ps consists of:

Product

The production of goods or services that businesses offer to the customer based on the purpose that the product would successfully meet the needs, expectations, and satisfaction of the target customer.

Place

The place where the product is available for the target market to make a purchase at their conveniences. The accessibility to purchase the products is essential to the marketing strategy.

Price

The price of the product that is at the balance between the purchasing power of the target customer and a good return of investment of the business owner.

Promotion

The promotion of any kind that pushes forward the selling of the product. This may include advertising, PR, sales promotion or other channels of communication that would persuade the customer to buy the product. More than ten years after the theory was first developed, the marketing professionals, Bernard Booms and Mary Bitner, felt the need of three more additions to the original model for better inclusion in services marketing. They believe that the original model is more suitable for the marketing of a product that is a tangible object rather than a product that comes in a form of service that is “intangible, perishable, inseparable and heterogeneous” (Booms and Bitner, 1981). In this research, the 7Ps Service Marketing Mix, which is more relevant to service marketing than the 4Ps, will be applied to the home service spa in the post-Covid19 era where the visit at spa establishments has become increasingly minimal.

The new additions are of the following.

People

The people who are involved in the marketing of the product and have the power to influence the buying decision of the customer. Having the quality

people run the business is essential because they, in a way, represent the business identity. In this context, People included frontline staff to the Managing Director.

Processes

The process that involves any customer experience with the service or how the product is delivered to the target customer based on the expectation that the customer would get the best experience out of it.

Physical evidence

The presentation of the service that is ready to be purchased by the customers. It includes all the tangible evidence that has the power to influence the customer's perceptions towards the service provider and the product. To put it simply, Physical evidence is everything the customers can see and interact with at the Place.

2.5 Repurchase Intentions

This paper also aims to analyze the contributing factors of customer repurchase intentions in spa business and what holistically influences the processes by which customers make a buying decision between several competing spa establishments. Repurchase intentions in this context paper refers to the judgement of making a purchase of a designated service again after receiving the service one time or more.

In a research conducted in 2003, Rodney Carr delineates the components that influence repurchase intention as the following.

Service quality: The customer's perception and judgement of how the service is provided to them.

Equity: The customer's perception and judgement of how the service provider handles problematic situations, such as complaints.

Value: The customer's perception of the worthiness of service based on the consideration of the effort that they make and the cost that they spend on the service.

Customer satisfaction: The customer's feeling of pleasure or contentment that springs from the fulfillment of the customer's expectations and needs in relation to the service.

Past loyalty: The customer's loyalty towards a particular brand of service in which the customer has repeatedly made a purchase over time and the customer's total expenditure on a certain type of service.

Expected switching cost: The customer's consideration of receiving a service from another service provider based on the judgement of the effort and money that they sacrifice in utilizing the service.

Brand preference: The customer's preference of a particular brand of service over another based on the judgement that one brand is better and gives more satisfaction than the others. In another research in 2000, Byan Chun-Man Cheung finds that word of mouth is, in fact, the most important factor that influences the repurchase intentions among spa guests. However, this research paper has no intention to neither prove or disprove these past studies but rather take these assumptions and study results into account to develop an effective business model.

2.6 Thai office workers changing behaviors

According to the LivingInsider report (2019), the workplace location is of the utmost importance because they want to use less traveling time. Plus, to Gartner (2020), 64% of current office workers prefer to work from home because working from home can reduce a lot of time on the road. It seemed that in the future people might spend more time at home. Consequently, the spa at home service can respond to the trend of spending more time in their own house.

In contrast, Economic Intelligence Center (2019) discovered that household income from working as an employee had declined 1.6 percent. And, total expense decreases 50.5 percent, significantly reduce in extravagant costs. Furthermore, spending on amusement activity has reduced 11.5 percent (EIC, 2019).

According to Krungthai Macro Research (2018), the adaptation of office workers among millennials from the automation interruption has affected the decline of incomes. Therefore, a 1 percent in decreasing income growth might have to be replaced by a saving s of up to 4% of revenue to keep the same level of retirement income. For this reason, spa activity might be affected because Thai office workers have to spend money on the only essential thing.

2.7 Conceptual framework: how customer perceive and aware of traditional spa and spa delivery services

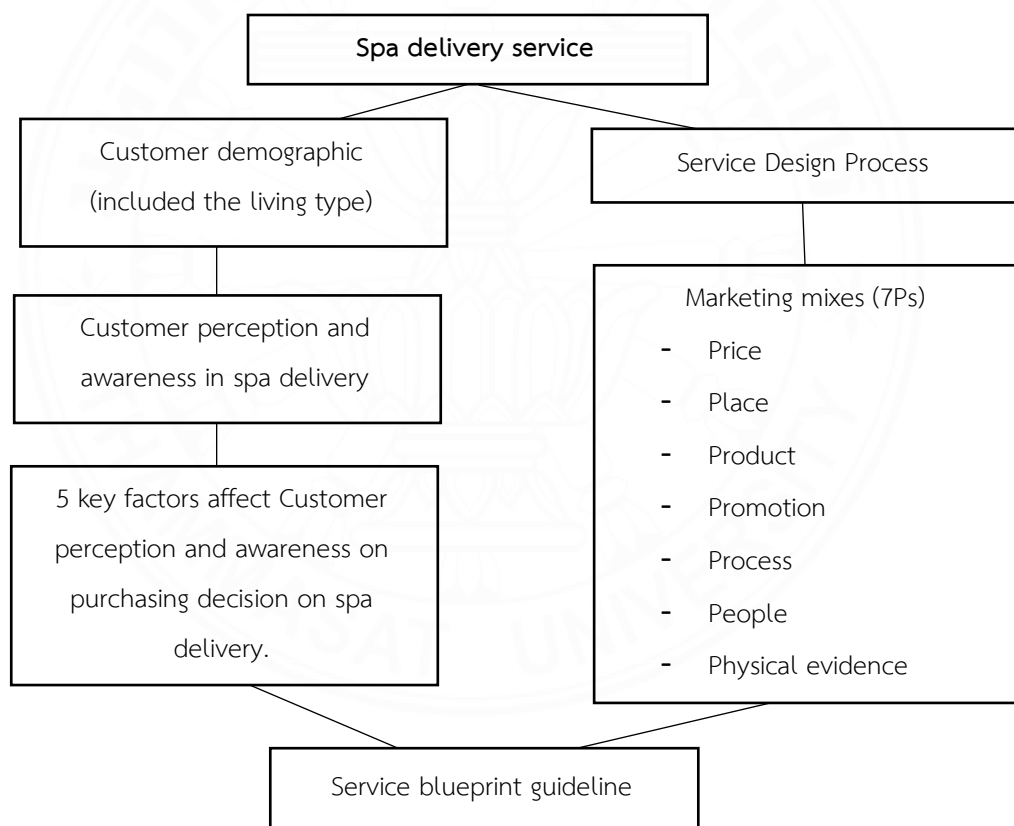


Figure 2.1 Conceptual framework

According to **figure 2.1**, the Conceptual Framework of the spa delivery service focused on customer and service design process. First, the study would define customers' s demographic and their perception and awareness of spa delivery services to find the key factors that would affect purchasing spa delivery services.

Second, the service design process is used to develop the spa delivery service process based on the marketing mixes factor (7Ps). Finally, create the new service blueprint guideline for spa delivery service.

The concept of traditional spa and spa delivery service and customer purchasing decisions on spa delivery service will have to be studied in order to improve the spa delivery service sector. A Service Blueprint is then created to map out user actions, front-to-stage interactions, back-of-stage interactions, and the support process of the spa delivery service. Service Blueprint will be helped to understand and compare the difference between both traditional spa and spa delivery in order to define the guideline for spa delivery service after the pandemic.



CHAPTER 3

RESEARCH METHODOLOGY

The essential focus of this study is to investigate, explain and develop the customer's experience in using the spa at home service. To finalize the solution, according to the research question and the research objective, combining the research method between the information and data from both primary and secondary research is significant. Secondary research is collected via online resources such as research papers, journalism, and articles, and Primary research is collected through the survey and in-depth interviews. For the primary research, different tools will be used to support the collection of the data. This chapter is contained the following contents:

- 3.1 Research methodology & Identification of key research variables
- 3.2 Data collection approaches: Quantitative & Qualitative research
- 3.3 Data analysis tools

3.1 Research methodology & Identification of key research variables

As mentioned in the research method, the knowledge and information of spa business and spa at home service are restrictive. Therefore, the main part of secondary research is focused on the information and service detail of operating spa business. The minor focus is the pandemic situation - COVID-19 affecting the customer behavior and the changing of priority concern in the use of spa service, and the service development process for fully understanding the spa service operation procedures and structures. Furthermore, the information from the customer's perspective and awareness of spa is done toward the information via the internet by reading the statistical data from the past ten years and comparing the difference of the data to find out gaps or problems in spa service in recent years.

The data has contained the information from the online questionnaires and in-depth interviews from spa owners and customers.

Identification of key research variables

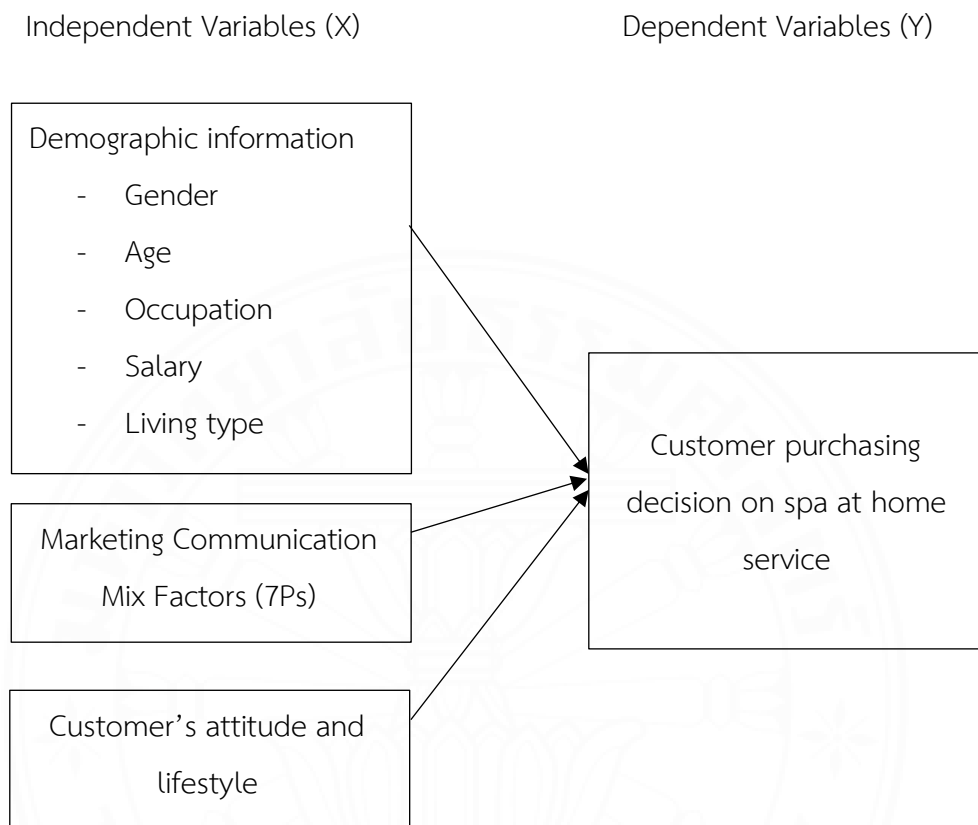


Figure 3.1 Key research variables

From **figure 3.1**, the identification of key research variables was divided into two variables. The independent variable focused on the customer's demographic, the influence factors based on marketing communication mix (7Ps), and customer's attitude. All of the data will lead to the dependent variable and analyze the key factors that influence customer purchasing decisions on spa at home service

3.2 Data collection approaches: quantitative & qualitative research

3.2.1 Quantitative research

3.2.1.1 Sample population

In this study, the population is Thai are aged between 25-45 years old and live in Bangkok and vicinity. The total population is unknown according to the uncertain perspective of the spa activity. In order to calculate the sample size of this study, W.G. Cochran's theory is applied by following the formula below (see **equation 3.1**). Plus, taking 95% confidence level with 5% precision and assumed the maximum variability, which is equal to 50% ($p = 0.5$).

$$n_0 = \frac{z^2 pq}{e^2} \quad (\text{Equation 3.1})$$

Where, n_0 is the sample size.

z is the selected critical value of desired confidence level.

p is the estimated proportion of an attribute that is present in the population.

e is the acceptable sampling error.

Thereby, the representative sample size required for this study is $p = 0.5$ and $q = 1 - 0.5 = 0.5$; $e = 0.05$; $z = 1.96$.

$$n_0 = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} = 384.16 \approx 384 \quad (\text{Equation 3.2})$$

Consequently, the **equation 3.2** shown the representation of the numbers in order to get the number of the sample size. Therefore, the samples size is equal to 384 samples, avoiding the occurrence from the incomplete questionnaires, the research will increase to be 400 samples. Thus, the total sample size is 400 samples and focuses on people aged between 25-45 years old and who live in Bangkok and the vicinity.

3.2.1.2 Questionnaire development

The questionnaire was developed following customers' experience, which separated into two main groups - used to or do not used to. The Key factors were mainly focused on both the reason in deciding to use the spa delivery service and why they are not interested in the spa at home service, and overall perception of spa delivery service. The survey is divided into six parts as follow;

Part 1: Demographic information

Part 2: The Experience of doing spa delivery

Part 3: People who have experience in spa delivery service

Part 4: The factor that influence customer purchasing decision

4.1: Marketing Communication Mix Factors

4.2: Customer attitude

Part 5: People who have no experience of doing spa delivery

Part 6: Suggestion (optional)

3.2.1.3 Data collection

The survey was launched both online and offline channels where the respondents are screened so that their demographic would meet the requirements. Data collection was done through the age ranges. Therefore, if there are any differences in age range, it will not exceed more than 5% of the total respondents.

3.2.1.4 Analysis process

The data in this study will be analyzed by the Statistical Package for Social Sciences (SPSS), an effective program used for analyzing the data. A variable for each questionnaire was input into the system to operate the effective result conveniently. The result was used to identify the customer journey gap between traditional spa and spa at home to create a service blueprint guideline. Furthermore, the percentage of data was used in order to calculate the ratio of respondents. And, the formula of the percentage was shown in **equation 3.3**.

Percentage

$$P = \frac{n*100}{N} \quad \text{(Equation 3.3)}$$

When P is Percentage
 n is number of samples
 N is total of sample size

Additionally, in the fourth part- the factor influencing customer purchasing decision, the 5-level of Likert-Type-Scale was used to measure both the Marketing-mix factors (7Ps) and customer's attitude factors. The data was analyzed to calculate the average score of level of agreement (see **Equation 3.4**). Plus, the standard deviation was accounted to measure of how the data spread out. The highest average score will be considered as an answer, however the standard deviation has to be lower than 1.

Average

$$\bar{X} = \frac{\sum x}{N} \quad \text{(Equation 3.4)}$$

When \bar{X} is average, sample mean
 $\sum x$ is sum of score in the distribution
 N is total of sample size

Besides, the scoring system was calculated to find the range of level of agreement by using the formula shown in **equation 3.5**.

$$\begin{aligned}
 \text{Range} &= \frac{\text{Max}-\text{Min}}{\text{Intermittent}} \\
 &= \frac{5-1}{5} \\
 &= 0.8
 \end{aligned}
 \tag{Equation 3.5}$$

According to the range above, the average score can be divided into 5 levels as following:

Level of Average

- 4.21 – 5.00 Strongly agree
- 3.41 – 4.20 Agree
- 2.61 – 3.40 Neither agree or dis agree
- 1.81 – 2.60 Disagree
- 0.00 - 1.80 Strongly disagree

3.2.2 Qualitative research

3.2.2.1 In-depth interview

After surveying 400 respondents, the result showed the perspective of spa delivery service and factors that the target customer was concerned about in using spa delivery service. Therefore, the sample population select 6 participants – 3 of them are used to do spa delivery, and 3 of them are not used to do spa delivery to interview the in-depth understanding about the factor effect on the customer experience of spa delivery.

The other group of interviewers is spa owners or spa managers from the 6 spa shops divided into 3 types of spa – budget category, medium-priced and high-end spa. So, there are 2 interviewers from each class in order to be able to compare.

3.2.2.2. Data collection

The in-depth interview is collected via online due to the pandemic situation. The first segment is the spa owner or spa manager for rechecking the whole service blueprint process. Then, interview about the problems, strengths, weaknesses, and opportunities of their business. The other is from the customer

segment to interview the in-depth lifestyle, attitude, and factor influence purchasing decision on spa delivery service and why not purchasing or interest in spa delivery service.

3.2.2.3 Analysis process

After gathering the data from the in-depth interview, all the data will be classified and analyzed to define the pain point of the spa business. Then, the results analyzed from the overall process will be applied to the spa delivery service process as a blueprint to reform and improve each touchpoint. Moreover, the blueprint will help to understand the complete overview of the spa delivery process and can be used as a guideline in spa delivery service in the future.

3.3 Data analysis tools

The tools are used to support and analyze the data in this research. First, the data obtained by questionnaire was analyzed using the Statistic Package of Social Sciences (SPSS). Next, the statistic results are used to apply in persona and customer journey map. Then, adapted to service blueprint for creating an appropriate guideline for spa at home service in Thailand. Furthermore, the results from the in-depth interview are applied to improve the service blueprint into both frontstage and backstage processes. Moreover, creating the visualization of the service blueprint to be more accessible to the reader.

3.3.1 Persona

After collecting and analyzing data from surveys and interviews, the researcher created two personas to the scope and identified the target group of Thai office workers. The personas helped to illustrate and understand the customer's needs efficiently. Plus, the personas contain the customer's basic information: demographic, background, experience, and frustration of making spa.

3.3.2 Customer journey map

According to a study of customer behavior about the spa at home service, a customer journey map will help understand each touchpoint and evaluate

the emotion level of the target group to improve the worst touchpoint. Moreover, improved touchpoints will be applied in the service blueprint and link with other actions: frontstage, backstage, and support process.

3.3.3 Service blueprint

The service blueprint diagram (**Figure 3.2**) was used to find the way to visualize the steps that go into a service process and taking the customer's perspective. Service blueprint diagrams help design new processes or improve existing ones (G. Lynn Shostack, 1984). Therefore, using the service blueprint helps identify the strengths and weaknesses and balance the pain point between the customer and owner sides of the spa delivery service in Thailand.

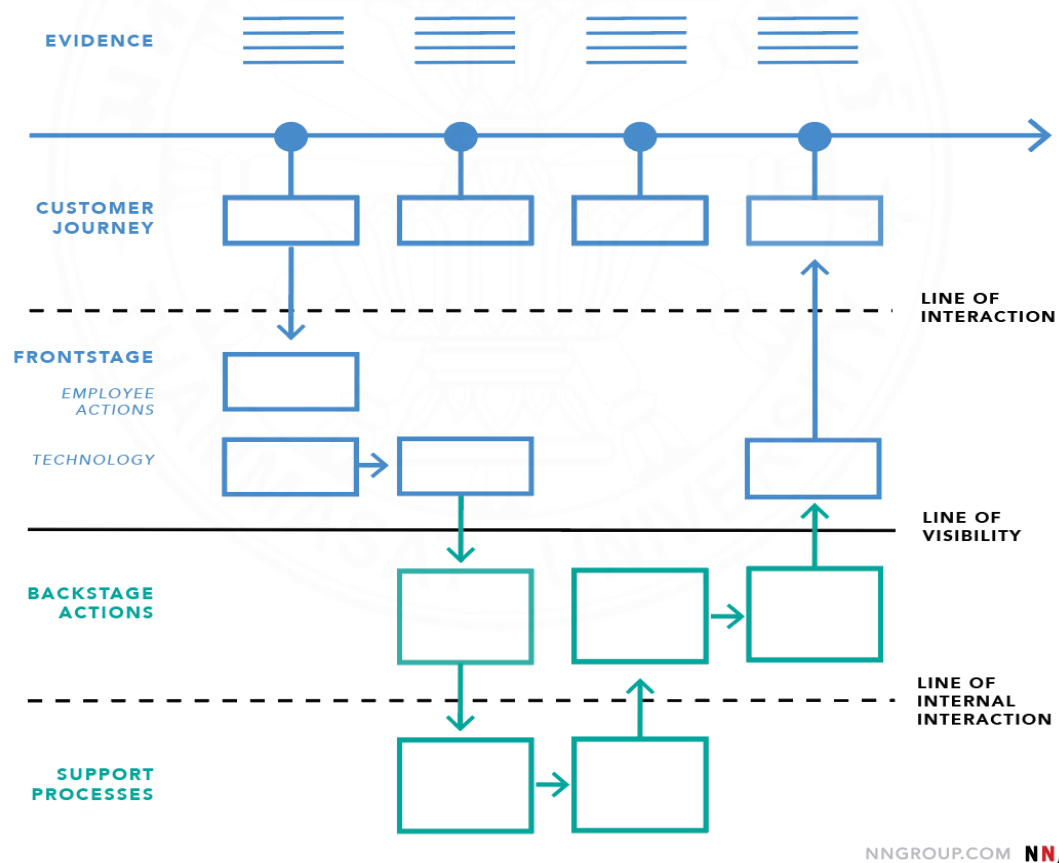


Figure 3.2 Service blueprint diagram

Source: NNGROUP, (2019)

CHAPTER 4

RESULTS AND DISCUSSION

This research focuses on service design and service blueprint guideline for spa at home service. The results of this research undertaken from quantitative and qualitative data can be summarized to develop the new service blueprint of a spa at home service. There are four main parts as follow:

4.1 Customers perceptions and behaviour of the target groups including: demographic and influenced factor based on the 7Ps marketing mixes

4.2 Spa service providers' perspective and problem of operating spa business

4.3 Analysis of factors influence target group customers and spa service providers including: personas and customer journey map

4.4 New spa at home service blueprint

4.1 Customer perceptions and behaviour of the target groups

The data was collected toward an online questionnaire and in-depth interview to investigate the factor influencing the decision to make spa at home service. The respondents and interviewees are customers who are both have experience and non-experience of making spa at home service. The researcher presented the results of data into 4 parts as following:

4.1.1 Respondents demographic information

From the collecting the data of personal information of respondents, i.e. age, income, living type and a number of persons in house can be presented as following:

Table 4.1 Respondent demographic information

Respondent information		Amount	Percentage
Gender	Female	297	76
	Male	86	22
	Other	8	2
Age	Below 20	56	14.3
	20 -29	124	31.7
	30 -39	119	30.4
	40 – 49	78	19.9
	More than 50	14	3.6
Education level	Secondary school	68	17.4
	Bachelor's degree	214	54.7
	Master's degree	98	25.1
	Doctorate's degree	11	2.8
Occupation	Student	98	25.1
	Employee of government agencies	67	17.1
	Employee of private companies/public company	135	34.5
	Business owner	65	16.6
	Others	26	6.7
Income (Baht)	Below 10,000	64	16.4
	10,001 – 30,000	155	39.6
	30,001 – 50,000	103	26.3
	50,001 – 70,000	38	9.7
	More than 70,000	31	7.9
Living type	Condominium	54	13.8
	House	237	60.6
	Townhouse	61	15.6
	Dorm	39	10

Table 4.1 Respondent demographic information (cont.)

Respondent information		Amount	Percentage
Who you live with	Alone	58	14.8
	Siblings	37	9.5
	Small family	187	47.8
	Large family	70	17.9
	Friend	36	9.2
	Others	3	0.8
Number of people living with	Less than 2	114	29.2
	3 - 5	208	53.2
	More than 5	69	17.6

Table 4.1 shows that most of the respondents were female, which can be accounted for 297 respondents (76 %), and aged between 20 – 39 years old, which was calculated to 243 respondents (62.1%). The majority was an employee in a government agency and a private company that obtained 202 respondents (51.6%). They earned an income between 10,001 – 30,000 Baht accounted for 155 respondents (39.6%), followed by 30,001 – 50,000 Baht accounted for 103 respondents (26.3%) . Therefore, the result can be implied that most respondents have a middle-income level. Moreover, 237 respondents, accounted for 60.6% lived in a house with a small family size that has 3 - 5 members.

4.1.2 Customers decision making factors towards spa at home service

Table 4.2 Respondent's experience of making spa at home

Experience in making spa at home	Amount	Percentage
Yes	162	41.3
No	229	58.7

Table 4.2 shows that the more significant part of respondents had not had any experience making spa at home service, which can have 229 respondents, calculated to 58.7 percent.

Table 4.3 Respondent who have experience of making spa at home

Question		Total answers	Amount	Percentage
How often do you use spa at home? (per month)	Less than 1 time	162	26	16
	1 – 2 times		75	46.3
	3 -4 times		45	27.9
	More than 4 times		16	9.9
Price per times (Baht)	Less than 500	162	38	23.5
	500 - 700		67	41.4
	701 – 1,000		38	23.5
	More than 1,000		19	11.7
Reason of making spa at home (can answer more than one answer)	Use regularly	304	83	51.2
	Convenience		122	75.3
	Want to try		99	61.1
Problem of making spa at home (can answer more than one answer)	Price	492	70	43.2
	Space making spa		89	54.9
	Safety		100	61.7
	Spa equipment		91	56.2
	Hygiene		54	33.3
	Punctuality		88	54.3

Table 4.3 illustrated the respondents' reason for making spa at home service which has total 162 respondents, and 75 respondents (46.3%) have made spa at home 1-2 times per month. Moreover, the price per time was 500-700 Baht and 701 – 1,000 Baht, which accounted for 41.4 and 23.5 percent, respectively.

Furthermore, the reason and problem in making spa at home service, respondents can answer more than one answer. Therefore, the convenience is the first reason for respondents to make spa at home service which has 75.3 percent. In contrast, the problems that most of respondents concerned are Safety, Spa equipment, Space, and punctuality which obtained 61.7%, 56.2%, 54.9%, and 54.3%, respectively.

Table 4.4 Respondent who have no experience of making spa at home

Reasons of not using spa at home	Amount	Percentage
No time	112	48.9
No space	100	43.7
Price is too expensive.	68	29.7
Worry about safety	96	41.9
Don't like spa treatment	50	21.8
Prefer spa at spa shop	3	1.2
Don't know that there is spa at home service	15	6
There is no service in that area.	2	0.8
Total answers	446	

Table 4.4 indicated the reason why respondents had no experience of making spa at home service. The data was from 229 respondents which each respondent can answer more than on answer. The result showed that no time and no space for making a spa at home were the main reason for 48.9 percent and 43.7 percent, respectively. However, 41.9 percent of them had worried about safety. The result implied that safety and space were the most significant pain points for respondents who have experience and no experience of making spa at home service.

4.1.3 Marketing mix factors that influence customers' purchasing decision on spa at home service

Table 4.5 Marketing mix factors influence customer purchasing decision on spa at home service

Marketing Mix Factors	Attributes	Level of Decision Making					Average	S.D.	Meaning
		5	4	3	2	1			
Product	The spa products have branding (e.g. high-end or well-known brand)	138	140	91	18	4	4.00	0.10	Agree
	The spa products do not have brand, but the properties are main focus. (e.g. aroma, skin care)	101	174	97	15	4	3.90	0.86	Agree
	Products must have FDA guarantee.	197	105	69	16	4	4.21	0.94	Strongly agree
Price	The price is less than 1,500 baht (2 hours), but uses an unbranded product.	104	124	108	26	19	3.66	1.11	Agree
	The price is higher than 1,500 Baht (2 hours), but use branded product.	96	160	96	35	4	3.79	0.95	Agree
	The price depends on product you choose for the spa.	120	128	108	30	5	3.84	0.99	Agree

Table 4.5 Marketing mix factors influence customer purchasing decision on spa at home service (cont.)

Marketing Mix Factors	Attributes	Level of Decision Making					Average	S.D.	Meaning
		5	4	3	2	1			
Place	No need to occupy a large area for spa at home service.	93	156	111	28	3	3.79	0.91	Agree
	Cleaning space after service.	184	132	66	7	2	4.25	0.83	Strongly agree
	The aroma is generated during the service.	134	163	75	16	3	4.05	0.88	Agree
Process	The admin provides the clear information and helpful.	154	178	49	7	3	4.21	0.79	Strongly agree
	Able to resolve problems quickly (e.g. you can postpone 6 hours before the reserved time)	124	189	70	6	2	4.09	0.77	Agree
	Reservations can only be made through line official.	96	123	124	37	11	3.65	1.04	Agree
	The payment method has several methods. (e.g. credit card, line pay, true money wallet)	156	156	63	14	2	4.15	0.85	Agree

Table 4.5 Marketing mix factors influence customer purchasing decision on spa at home service (cont.)

Marketing Mix Factors	Attributes	Level of Decision Making					Average	S.D.	Meaning
		5	4	3	2	1			
People	Staffs dress proper & clean.	156	182	44	6	3	4.32	0.77	Strongly agree
	Therapist informs clearly. (e.g. the end time)	141	174	64	7	5	4.12	0.84	Agree
	Staff is able to communicate effectively and can accurate to your information or location precisely.	132	146	91	19	3	3.98	0.91	Agree
	Therapists is polite and good-courtesy.	157	149	69	13	3	4.14	0.87	Agree
	Therapist has service certificate.	155	159	60	15	2	4.15	0.85	Agree
	The same standard of massage every time (e.g. the level of intensity).	165	145	65	14	2	4.17	0.87	Agree
	Therapist has knowledge to use the product.	197	135	49	8	2	4.32	0.81	Strongly agree
Physical evidence	The thickness of bedsheet is important.	141	153	81	11	5	4.06	0.89	Agree

Table 4.5 Marketing mix factors influence customer purchasing decision on spa at home service (cont.)

Marketing Mix Factors	Attributes	Level of Decision Making					Average	S.D.	Meaning
		5	4	3	2	1			
Promotion	Buying a package to get discount (e.g. buy 5 times to get 10% off)	124	166	91	8	2	4.03	0.82	Agree
	Accumulating to become a member, and receive various privileges.	115	182	77	13	4	4.00	0.85	Agree
	Get discount for booking 1 therapist more than 4 hours per one time	118	140	113	16	4	3.90	0.92	Agree
	Flash sale of the month	163	148	70	7	3	4.18	0.84	Agree

Table 4.5 accounted for the level of agreement by let respondents rated the most influential factor that makes them decided to purchase on spa at home service. The People factor had the highest rate followed by Process factor, Product factor and Promotion factor respectively. In comparison, the Price and Place factor was had a lower rate than the other.

To get insight on **Table 4.5**, it was found that there are two most influential issues. The expert therapist and the cleanness of uniform have received the same highest score 4.32 (± 0.81), followed by the cleaning space after the finished spa which had a score of 4.25 (± 0.83). The another influenced factor was spa products with the FDA guarantee received a score of 4.21 (± 0.94). In contrast, all

the price factor had low score, but respondents had preferred the flexible price with depended on product selection which received a score of 3.84 (± 0.99). Furthermore, in the promotion factor, respondents had agreed to have a flash sale promotion which received a score of 4.18 (± 0.84).

4.1.4 Respondents' lifestyle and attitude influence customer purchasing decision on spa at home service

Table 4.6 Customers' lifestyle and attitude that influence customer purchasing decision on spa at home service

Factors	Attributes	Level of Decision Making					Average	S.D.	Meaning
		5	4	3	2	1			
Lifestyle	You will choose to access the regular spa shops only.	104	188	73	17	9	3.92	0.91	Agree
	You can access new spa shops. If you considered that it is clean and safe.	119	192	66	10	4	4.05	0.82	Agree
	When you have free time, you are more likely to make spa treatments.	79	119	132	41	20	3.50	1.08	Agree
Motivation	Spa help you to relax, rejuvenate and rest.	125	160	86	16	4	3.99	0.90	Agree
Attitude	Staying in own place & make spa is more preferable.	96	125	115	35	20	3.62	1.10	Agree
	Go to spa parlor is more preferable.	131	149	80	19	12	3.94	1.00	Agree

Table 4.6 Customer's lifestyle and attitude influence customer purchasing decision on spa at home service (cont.)

Factors	Attributes	Level of Decision Making					Average	S.D.	Meaning
		5	4	3	2	1			
Disruption	It is more difficult for you to go to spa shop after the outbreak of the virus.	160	146	64	17	4	4.13	0.91	Agree
	You choose to use only a select number of spas after the COVID-19 situation.	125	159	78	22	7	3.95	0.95	Agree
	COVID-19 makes you choose to try a spa at home service.	100	140	104	30	17	3.71	1.07	Agree

Table 4.6 shows that most respondents' lifestyle was willing to access a new spa parlor rather than access the regular spa parlor, with a score of 4.05 (± 0.82) and 3.93 (± 0.91), respectively. For the attitude factor, respondents agreed to make a spa at spa parlor with a score of 3.94 (± 1.00) compared to make spa at their place with a 3.61 (± 1.10), respectively. In contrast, the respondents agreed that the pandemic of COVID-19 makes them more challenging to go to the spa parlor, which received a score of 4.13 (± 0.91). Thus, it is the most significant key factor that respondents' attitude about making spa slightly changes due to the pandemic of COVID-19.

4.1.5 Customers' in-depth interviews

The researcher has divided interviewees into 2 groups as following.

4.1.5.1 Interviewees who have experience of making spa at home

Table 4.7 Results of interviewing experienced customers

Question	Experienced customer		
	A	B	C
Background	<ul style="list-style-type: none"> - Office worker at private company. - Age 32 years old - Live with husband and dog (house) 	<ul style="list-style-type: none"> - Housewife - Age 41 years old - Live with husband and 2 sons (house) 	<ul style="list-style-type: none"> - Office worker at private company - Age 28 years old - Live alone (Condominium)
Reason of making spa at home	<ul style="list-style-type: none"> - Want to try because it has promotion. 	<ul style="list-style-type: none"> - Convenience & - hygienic because she has her own spa bed - Have a regular spa shop 	<ul style="list-style-type: none"> - Convenience because sometimes she does not want to go outside
Problem	<ul style="list-style-type: none"> - Space - Communication with therapist (location find) - No time - Safety 	<ul style="list-style-type: none"> - Safety - Higher price 	<ul style="list-style-type: none"> - Safety - Sometimes do not like therapist - High price, so cannot effort regularly
Influenced factors	Promotion, Price, Process	People, Place	Place, Price, People

Table 4.7 shown the summary from an interview with experienced customers. Most of them said that a spa at home is convenient even the price is higher than a traditional spa. However, all of them have concerned about safety because they do not know therapists before. Therefore, they had selected a

reliable spa provider, which they believed that the spa provider had screened all therapists.

4.1.5.2 Interviews who have no experience of making spa at home

Table 4.8 Results of interviewing non-experienced customers

Question	Non-experienced customer		
	D	E	F
Background	<ul style="list-style-type: none"> - Office worker - Age 25 years old - Live alone in Condominium 	<ul style="list-style-type: none"> - Office worker and master degree student -Age 27 years old -Live with parent and 2 siblings at house 	<ul style="list-style-type: none"> - office worker - Age 44 years old - Live with husband and 1 daughter at house
Reason of not making spa at home	<ul style="list-style-type: none"> - Price is too expensive - Concern about safety due to stay alone - The service is not available in area. 	<ul style="list-style-type: none"> - No time - Never heard about spa at home service 	<ul style="list-style-type: none"> - Working in the hotel, so she can get discount to make spa at hotel - The service is not available in area. - Safety
Influenced factors	Price People	Perception and Awareness	Price Promotion Place

Table 4.8 shown the interview results of non-experience customers. Most of them have concerned about the price because it is costly, and the other problem is that a spa at home service is not available in their area.

Furthermore, two from three said that “Sometimes I live alone in my place, so I am not sure about safety to bring unknown people to my house.” In contrast, one of them had never heard about the spa at home service.

4.2 Spa service providers’ perspectives on spa business operation

The data was collected using in-depth interviews from spa service providers. The summary was divided into 3 categories of spa as following:

4.2.1 Budget category spa

Table 4.9 Results of spa service providers (Budget category)

Question	Spa provider	
	A	B
Business background	Operate spa business for 4 years in Asoke district	Operated spa for 5 years, having 4 branches
Target group	Office workers around the spa parlor	People who want to relax and concentrate with health
Strength	-The price is not expensive. - The close hour is later than others	- Location is near BTS and located in a busy area. - Price is cheaper than others.
Obstacle	- Inconspicuous location -There are a few customers during office hour.	-There are a few customers during office hour. - There are a lot of spa parlor around there.
Problems	- Insufficient therapist - The space is limited, so it cannot add more spa bed.	-Therapist management
Possibility of expanding for spa at home service	No plan for spa at home service.	No plan for spa at home service.

Table 4.9 shown the interview from budget category spas, they have the price as their strength, but one of them which located near BTS claimed

that the location is another strength. The problem for both spas is therapist management which insufficient in the busy time. However, they have no plan for spa at home service because it may cost the higher price which is not appropriate to their target group.

4.2.2 Medium-priced spa

Table 4.10 Results of interviewing spa's provider (Medium-priced spa)

Question	Spa provider	
	C	D
Business background	Operated spa business for 4 years, but owner has experience in spa business for 8 years.	Operated spa business for 7 years in Sukhumvit district. There is connection with hotel around there to provide therapist to hotel.
Target group	Middle-income level, office workers	Office workers, foreigners, hotel customer
Strength	<ul style="list-style-type: none"> -The location is in department store, so it is convenience. - The signature menu: Thai hot stone - The quality therapist because all therapists have to train before provide service. 	<ul style="list-style-type: none"> - Flexible timetable because there are a lot of outsource therapists. - There is spa at home service.
Obstacle	<ul style="list-style-type: none"> - Covid-19 pandemic because they have to pay the fixed cost, but no revenue - There are a few customers during office hour. 	Covid-19 pandemic because they have to pay the fixed cost, but no revenue
Problems	<ul style="list-style-type: none"> - Customer sometimes tricky for claim the discount. - Last-minute cancellation (customer does not have to pay before booking) 	<ul style="list-style-type: none"> - Customer sometimes tricky for claim the discount. -Some customer has annoyed others - Timetable management
Possibility of expanding for spa at home service	Planning for operate spa at home service, but No price and management is still struck.	Planning for develop the spa at home service because it can help to reduce the fixed cost.

Table 4.10 shows the interview from middle-priced spas; they have affected the pandemic of COVID-19 because they had to pay the fixed cost; rental fee. Therefore, they plan to expand their service to provide spa at home service, but the price barrier made them stuck in providing spa at home service. Moreover, to deal with a customer, some customers have misleading claims about the discount. In contrast, Spa C has avoided outsourcing therapists, which sometimes causes insufficient therapists during busy times. Compared to the other, Spa D has used outsource therapists to support the customer's demand. However, it affects timetable management.

4.2.3 High-end spa

Table 4.11 Results of interviewing spa's provider (High-end spa)

Question	Spa provider	
	E	F
Business background	Provide only spa at home service. The company does not have spa parlor, and has only the office.	Operated spa in five-star hotel and oversea.
Target group	<ul style="list-style-type: none"> - The high-level income - Foreigners 	<ul style="list-style-type: none"> - Hotel' s customer - Office workers(foreigner)
Strength	<ul style="list-style-type: none"> - Safety for both therapist and customer - The spa equipment has high standard - Well-trained therapist - Concern a lot about customer's health - No outsource therapists 	<ul style="list-style-type: none"> - Provide full-service spa - The luxury spa - Customer get the high privacy.
Obstacle	<ul style="list-style-type: none"> - Start price is too expensive. - Some area is out of service 	<ul style="list-style-type: none"> - Covid-19 - Brand image is too high
Problems	<ul style="list-style-type: none"> - Stuck in expand target group - Last-minute postpone (customer has to pay before booking) 	<ul style="list-style-type: none"> - Dealing with customer emotion - Last-minute cancellation - Customer sometimes tricky for claim the discount. - Therapist management

Table 4.11 Results of interviewing spa's provider (High-end spa) (cont.)

Question	Spa provider	
	E	F
Possibility of expanding for spa at home service	The company is operating spa at home service.	Planning to expand spa at home service, but operate with another brand because of the different target group/

Table 4.11 shown the interview from high-end spas, Spa E provides only the spa at home service, or it claims itself as an 'agency.' The other provides a full-service spa with luxury style. Although two of them are high-end spas, the process and strength in providing a spa are different. Especially, Spa E has a safety policy as the most concern issue which safe for both therapist and customer. Plus, there is no outsourced therapist because if they use outsource therapists, it might cause low-standard or issues about safety. On the other hand, Spa F use outsources therapist, but, all therapists have to verify the certificate and work permit to the spa.

For the obstacles and problems, the two spas have the pretty same issue. Customer's emotions and last-minute cancellations are the most significant obstacles because they cannot predict the future situation, and there is no standard to measure customer's emotions. Moreover, with expanding customer base, both two spas are still stuck due to the price barrier.

4.3 Analysis of factors influence target group customers and spa service providers including: personas and customer journey map

4.3.1 Key findings

The differences between customers' needs and spa service providers' offers can be explained using the marketing mix factors. Furthermore, customer's attitude is analyzed and applied as the essential factor to attract more customers.

Table 4.12 The key finding factors of customer's need and spa provider's problem

Marketing mix factors	Customer needs (quantitative & qualitative)	Spa provide
People	<ul style="list-style-type: none"> - Safety (therapist) - Knowledgeable therapist 	<ul style="list-style-type: none"> - Customer's satisfaction - Therapist management
Place	<ul style="list-style-type: none"> - Cleaning area after service - Compact space - Location out of service area 	<ul style="list-style-type: none"> - Limited equipment - Service area is not yet comprehensive
Process	<ul style="list-style-type: none"> - Provide clear information - Flexible timetable (can postpone or cancel immediately) 	<ul style="list-style-type: none"> - Organize therapist queue - Emergency cancellation
Product	Products have to have FDA guarantee	No problem on spa product
Promotion	Flash sale	Members or Buying package
Physical evidence	- All spa equipment has to comfort and hygienic	No
Price	Flexible price	Highly operation cost

Table 4.13 The customer's attitude factors on making spa

Factors	Customer needs (quantitative & qualitative)
Lifestyle	Explore new spa parlor
Motivation	Agreed that spa help to relax and rejuvenate
Attitude	Prefer to go to spa parlor
Disruption	The outbreak of COVID-19

Table 4.12 illustrated the key finding factors of the customer side and spa provider side classified by marketing mix factors. Firstly, the People factor, which is the most influential factor, concerns the quality of therapist and safety

while spa providers have to deal with customer's emotions and organize therapist schedules. Second, spa providers have a few problems with place factors except expanding service area, whereas the Place factor is one of the most significant issues for customers' concern. Finally, due to providing spa at home service, customer's location is the crucial part.

Then, transparent information and flexible cancellation or postpone policy influence customers to purchase on spa at home service. However, the last-time cancellation/postpone affecting to the timetable management. Moreover, most spa providers have a promotion to buy a package to get a discount, whereas customers want to buy once per time rather than buying a large amount package. Therefore, it is apparent that promotion and flexible price influence customer decision on purchase on spa at home service. Lastly, Hygienic and comfortable beds and equipment can be the keys to attracting customers because when customers have come to the spa, they want to relax and rejuvenate, as shown in **Table 4.13**. Plus, The COVID-19 becomes a significant factor in helping customers make purchasing decisions on spa at home service.

4.3.2 Personas

After collecting and analyzing the data, two personas were created to represent their frustration and the ideal experience, including their background and their type of customer, from **Figure 4.1** shows that the first person has experience making spa at home service. Persona 1 prefers to purchase premium services and willing to explore the new experience of making a spa.

The second persona (see **Figure 4.2**) does not have experience of making spa at home service. Persona 2 considers the economy more than quality, so the higher price of a spa at home service is the significant issue. Moreover, as staying alone, safety was concerned. Plus, the service is not available in her area. Therefore, the spa at home service is not attractive for her.

Type of customer: Economical: 40% Premium: 60%	Background: A senior consultant at a technology company. She loves making spas., and sometimes she makes spas at home. “I like to explore and try the new spa parlor.” However, after the pandemic of COVID-19, She concerns about hygiene and social distancing.
Age: 38 years old	
Living type: House with husband	
Frustrations: <ul style="list-style-type: none">- The therapist had come to her home and asked a lot of her personal. information, making her feel insecure.- Therapist had arrived late.- Sometimes therapist forgot to bring some spa equipment.	Ideal experience: <ul style="list-style-type: none">-She uses spa at home service because it is convenient and saves her time on the road.- Therapist arrives on time and concern about the hygienic process.- Price of a spa at home service is not too expensive.

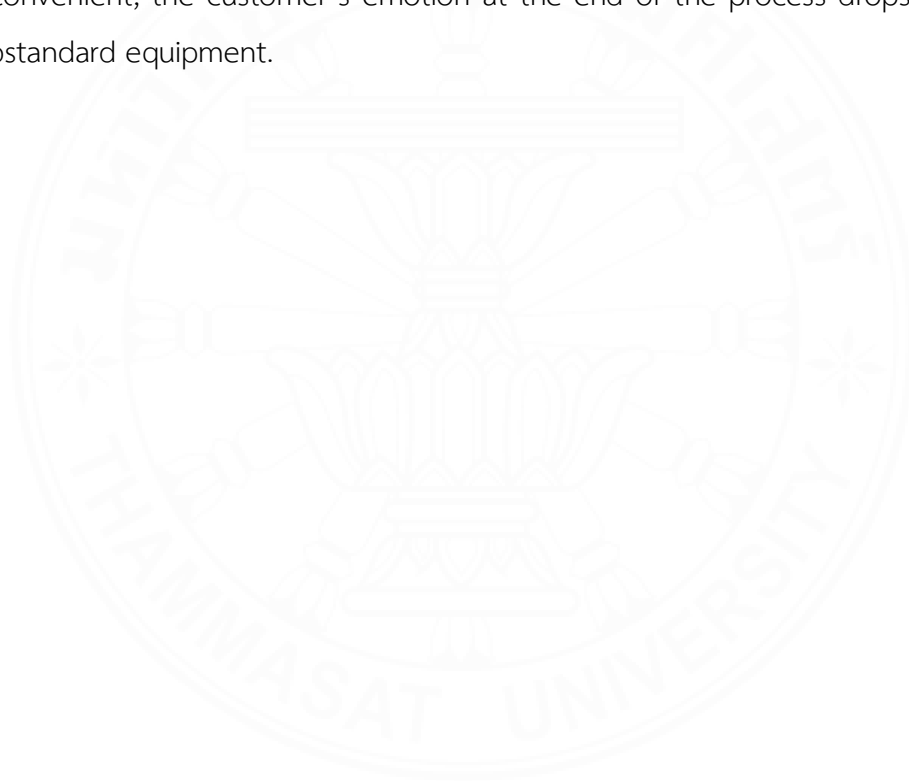
Figure 4.1 Persona of experience customer in making spa at home service

Type of customer: Economical: 70% Premium: 30%	Background: She is working for four years as an Account Executive in an Advertising company. She sometimes makes spa but never makes spa at home service. She has much work to do, so she has no time for relaxation. However, during the outbreak of COVID-19, she begins to concern more about her health and has more free time to relax.
Age: 28 years old	
Living type: Condominium, alone	
Frustrations: <ul style="list-style-type: none">- Price of a spa at home is too expensive for her- The space is limited, so she is not sure that it can provide the spa service.- As she lives alone, she concerns about safety.- The service location does not provide in her area.	Ideal experience: <ul style="list-style-type: none">- Give clear information, access to booking, and having a variety of payment methods- Therapist’s information is informed clearly.- Price is not more than 700 Baht or having flash sale deal.

Figure 4.2 Persona of non-experience customer in making spa at home service

4.3.3 Customer journey map

From **Figure 4.3** illustrated the customer journey map before developing the new service blueprint was created based on analyzed data from questionnaire and interview. Most customers have no experience and no awareness about the spa at home service. Therefore, there is no transaction at the first stage of the whole process compared to traditional spa service. However, for a few customers with spa at home experience, it was satisfactory. The therapist was good, but there were problems with the spa equipment. Therefore, although the spa at home service is convenient, the customer's emotion at the end of the process drops due to the substandard equipment.



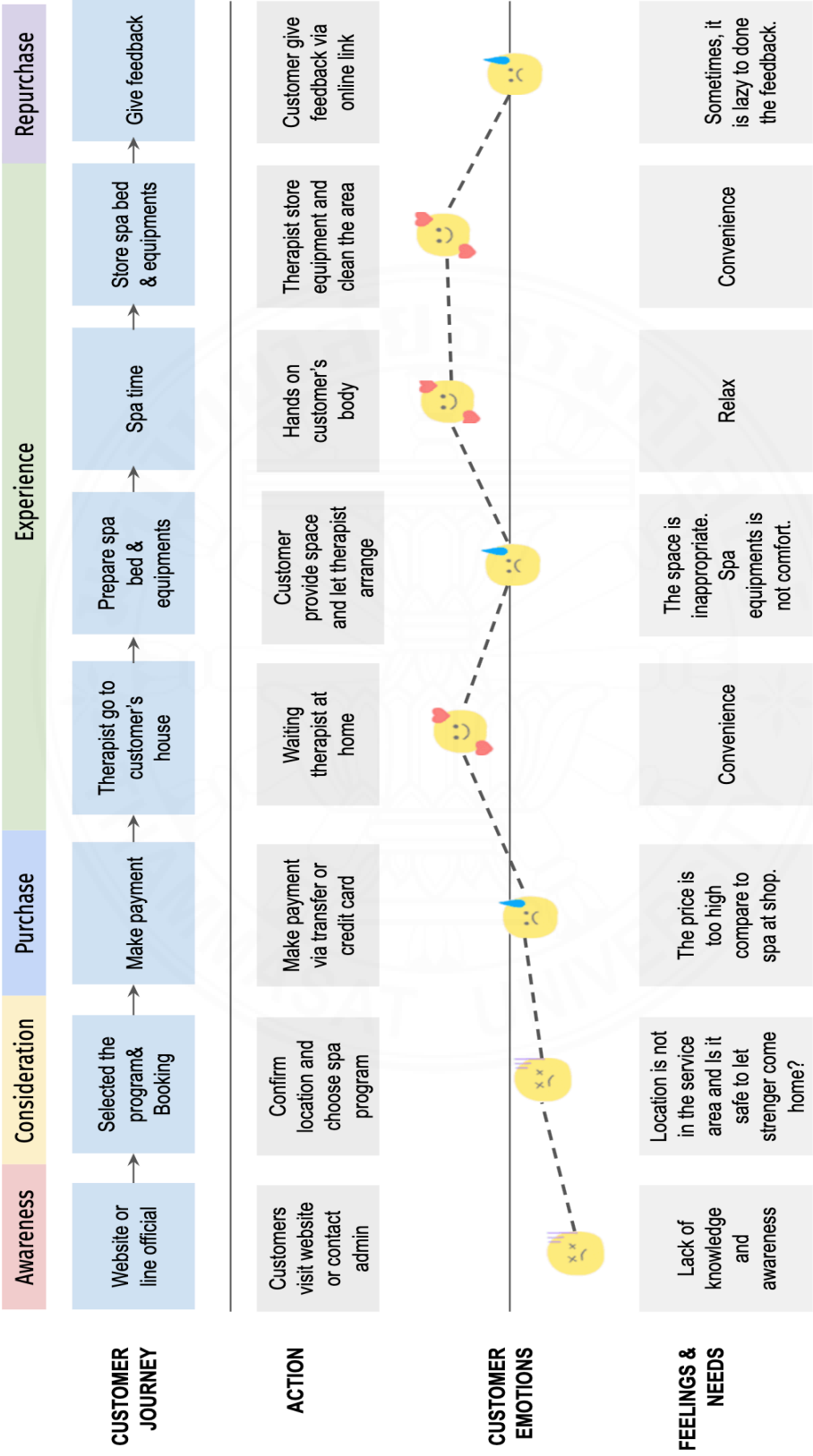


Figure 4.3 Customer journey map: spa at home service

4.4 New spa at home service blueprint

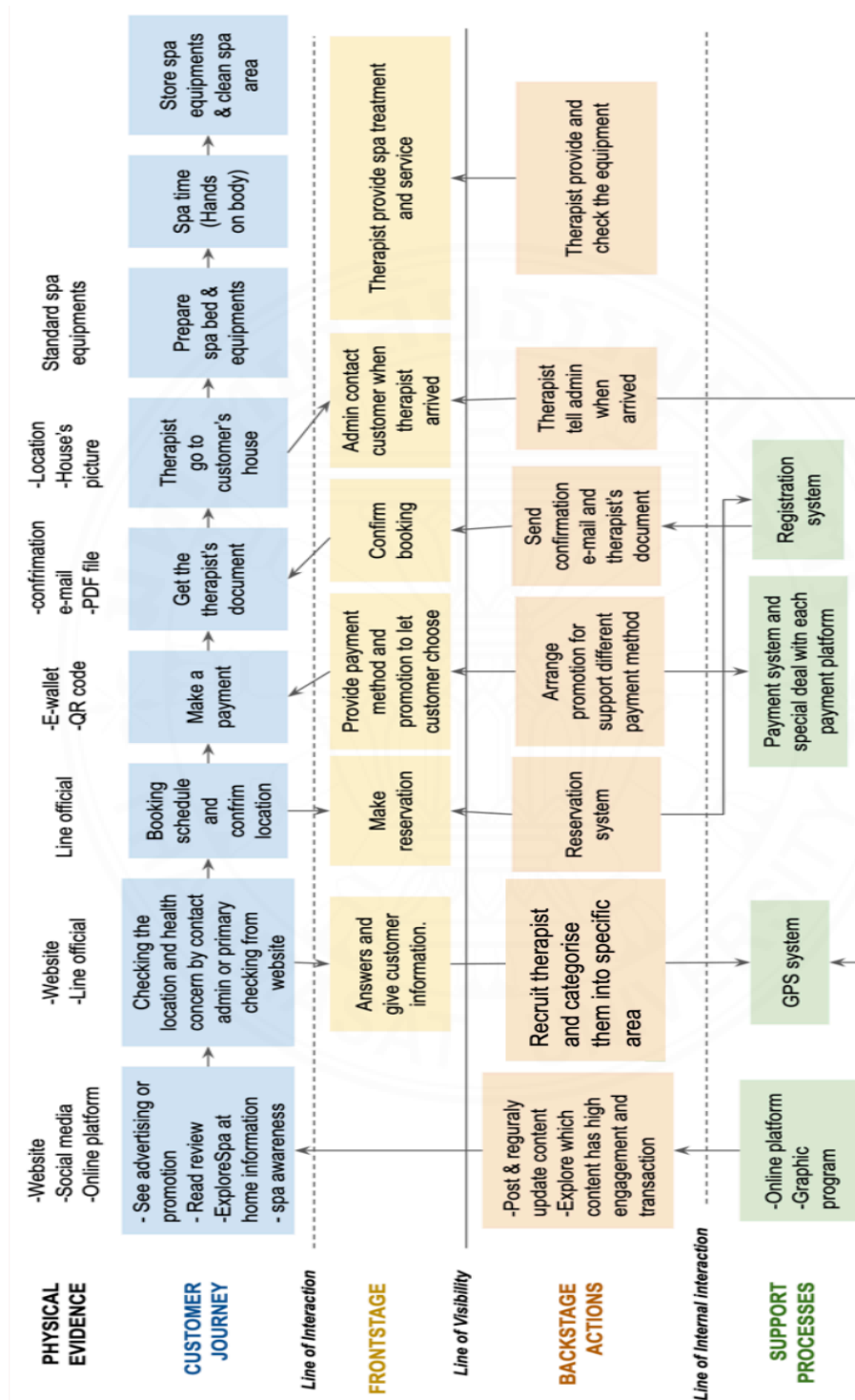


Figure 4.4 Overview of new spa at home service blueprint

From spa at home service blueprint in **Figure 4.4**, as most of the participants have no experience of making spa at home service, spa providers have to focus more on marketing to increase customers access. Also, spa at home service has to pay attention to giving clear information to customers and making them confident and safe to deal with customer's emotion throughout the process. Recruiting reliable therapists and expanding the service geographical area are the next two issues that need to be taken care of. There are 4 main processes of spa at home service blueprint following:

4.4.1 Customer journey/User actions

The user action has started from the customer's awareness to lead to a transaction. Plus, reliable credit is one of the most significant points to raising customer's awareness. And, it would show that the spa at home service is safe and trustable. The location is also an essential part of a spa at home service. Spa providers had to check customer's location because some areas might be out of service area. Moreover, it could reduce the disappointment or bad experience of the spa at home service if customers find out after a long conversation that they cannot get the service.

Furthermore, the unpolite activity could extremely decrease customer satisfaction. Therefore, reduce the conversation between therapist and customer might help to reduce the risk of unsatisfying.

4.4.2 Frontstage actions

Most of the frontstage actions have been operated by admins because they have to communicate and interact with customers understandably and politely. Plus, avoiding therapist communicates with the customer directly because it might discontinue or misunderstand.

4.4.3 Backstage actions

Because the spa at home service provides service at the customer's house, there is only one spa parlor in one location as a hub, and therapists do not always have to go to the hub. Therefore, recruiting therapists from various areas would encourage expanding the service area and reduce the travel fee.

All of the equipment has to meet the standard by using the same equipment for all therapists. However, if the therapist has to provide more than two services in a day, it would have to have more than two sets of spa equipment. The vacuum sealer could help them to 70% saving space in the transport.

4.4.4 Support processes

There are many technology adoptions to support the spa at home service. The GPS is the most critical technology in providing the service because the therapist has to go customer's house correctly. Plus, the GPS could help to estimate the travel time to the customer's house. Besides, many online platforms – Line, Facebook, and Instagram- support the interaction and communication between spa provide and customers. Also, they could be a tool to promote spa at home service to raising customer's awareness.

However, there is the COVID-19 pandemic; safety is and essential to both therapist and customer. So, it is essential to have COVID-19 test result before providing service to the customer. Therefore, antigen tests could show the COVID-19 result as soon as possible without the need for laboratory equipment. Moreover, the antigen test correctly identified COVID - 19 infection in an average of 72% (Robinson, 2019).

4.4.5 Data visualization of spa at home service blueprint

	Beginning					During			End
User action	Access	Location checking	Booking	Make Payment	Receive therapist's profile	Arrive customer's house	Prepare spa equipment	Spa time	Cleaning
Frontstage	Website	Admin via Line					Therapist provides service		
Backstage	Operate by admin	Checking therapist service area		Payment method	Send therapist's document	Therapist informs admin			
Support process	Online platform	GPS	Payment platform		Covid-19 test result	GPS			
		Line application system							

Figure 4.5 Visualization of new spa at home service blueprint

Figure 4.5 shows the data visualization of the spa at home service blueprint in the keyword form for spa owners. The whole process table has been divided into three main stages. The ‘Beginning’ stage focuses on communication with the customers. The second ‘During’ stage provides the spa services to the customers. Moreover, the end process is about cleaning the service area after finished making the spa. This process is one of the essential processes in providing spa at home service.



CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

The objectives of this study are firstly to identify problems and theoretical gaps related to in spa at home service. The data then have been analyzed to create a new service blueprint guideline for spa at home service for Thai office workers' requirements.

5.1 Conclusion

5.1.1 The study of spa service using service development process.

The first phase of service development process is the idea assessment and requirement. With the disruption of the COVID-19 outbreak, researcher has foreseen that the spa business has to temporarily close the spa parlor, and many companies have adapted themselves to let employees work from home. Therefore, a spa at home can be an interesting opportunity. Data to initiate spa at home service was collected from online questionnaires and interview sessions with people from both customers' and spa service providers' sides.

The second phase is service design based on the evaluation of customers' emotional level to improve customers' journey. The key findings are the ability of spa service providers to provide customers a new journey of spa at home service.

5.1.2 The identification of theoretical gaps in spa service and customers' experience

Key findings show the differences between traditional spa and spa at home scope of services and the perceptions towards the two. Moreover, the new conditions due to the virus outbreak that the spa industry needs to oblige that might lead to the introduction of spa at home service including social distancing, technology adoption, and price. In addition, the 7Ps marketing mix on spa services is adopted as the customers' experience analysis approach.

5.1.3 Data collection and analysis on customers' decision making.

In the customers' perspective, safety is the most concerned factor, followed by price. On the other hand, spa service providers have to deal with customers' satisfaction and therapist management issues. However, high operation cost of spa at home service is one of the most significant barriers for them to extend the service.

5.1.4 The examination of the new customer's journey and service blueprint of spa at home service.

To meet persona that represents the target groups, a new customer journey and emotional map that evaluates and shows emotional level of spa at home service is presented. The use of new technology at the backstage process could support the new operation of spa at home service blueprint. However, there are limitations of spa at home service due to customers' concerns of safety and price. Therefore, they can be the first two factors to be addressed for the successful introduction of spa at home service.

5.2 Recommendation

5.2.1 Recommendation for spa service providers

There is no one-size-fits-all model for spa at home's blueprint due to many challenging factors. The one presented here might not be the best guideline for customers who are in the budget category because travel expenses have to be included. Subsequent research should be based on the proposed service blueprint to enhance the credibility of the blueprint and marketing the analysis.

5.2.2 Recommendation for further research

Due to the COVID-19 outbreak, all interviews were conducted online. This might affect the quality of collected data. Therefore, in the future, some of the data might have to be rechecked for accuracy.

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APPENDICES

APPENDIX A

RESEARCH QUESTIONNAIRES

THE STUDY OF CUSTOMER PERCEPTION OF SPA DELIVERY FOR OFFICE WORKERS

Introduction and purpose

My name is PATCHARA RUNGRUANGKOLLAKIT, I am a master degree student in Design Business Technology and Management, Faculty of Architecture and planning, Thammasat University. I am working on my master's thesis "A study of customer perception of Spa delivery in the new normal for office in Thailand". For launching and developing the new service blueprint of a spa delivery in Bangkok. And, I would like to invite you to take part in my research question.

The information gathered in this questionnaire will be used for education purpose only

Section 1: Demographic information

1. Gender
 - a. Male
 - b. Female
 - c. Others

2. Age
 - a. Below 20

- b. 20 - 29
 - c. 30 – 39
 - d. 40 – 49
 - e. More than 50
3. Education level
- a. Lower than Bachelor's degree
 - b. Bachelor's degree
 - c. Master's degree
 - d. Doctorate's degree
 - e. Others
4. Occupation
- a. Student
 - b. Employee of government agencies/state-owned enterprise
 - c. Employee of private companies/public companies
 - d. Business owner
 - e. Other, please specify.....
5. Average income per month (THB)
- a. Below 10,000
 - b. 10,001 – 30,000
 - c. 30,001 – 50,000
 - d. 50,001 – 70,000
 - e. More than 70,001
6. What type of place are you live?
- a. Condominium
 - b. House
 - c. Townhome

- d. Dormitory
- e. Other, please specific.....

7. Who is you live with?

- a. Alone
- b. Sibling(s)
- c. Small family
- d. Large family
- e. Friend(s)
- f. Other, please specific.....

8. The number of people you live with

.....

Section 2: The Experience of doing spa delivery

1. Have you ever done spa delivery? (*Spa delivery is not only taking therapist to massage, but it also included the process of scrub or massage with oil*)
 - a. Yes
 - b. No

Section 3: People who have experience on spa delivery service

1. How often do you do a spa delivery service? (per month)
 - a. Less than 1 time
 - b. 1 - 2 times
 - c. 3- 4 times
 - d. More than 4 times

2. How much do you pay for spa delivery in one time? (THB)
 - a. Low than 500
 - b. 501 – 700
 - c. 701 – 1,000
 - d. More than 1,000
3. Why do you use the spa delivery service?
 - a. Use as a normal
 - b. Convenience
 - c. Want to try
 - d. Other, please specific.....
4. Do you have any problems for using spa delivery service?
 - a. Price
 - b. No space
 - c. Spa equipment
 - d. Safety
 - e. Punctuality
 - f. Hygienic
 - g. Others, please specific.....

SECTION 4: The factor influence customer purchasing decision

Section 4.1: Marketing Communication Mix Factors influencing on Customer Purchasing Decision on spa delivery service

Level of Decision Making:

5 = Extremely

4 = Very

3 = Moderately

2 = Slightly

1 = Not at all

Marketing Communication Mix Factors	Level of Decision Making				
	5	4	3	2	1
Spa Product					
The spa products have branding (e.g. high-end or well-known brand)					
The spa products do not have brand, but the quality is meet expectation. (e.g. aroma, take care skin)					
Price					
The price is lower than 1,500 Baht per 2 hours, but the spa product do not have brand.					
The price is higher than 1,500 Baht per 2 hours with the branded spa product.					
The price depends on what you choose the spa product.					
Place					
No need the large size of area to do the spa					

Marketing Communication Mix Factors	Level of Decision Making				
	5	4	3	2	1
People					
The staffs dress properly.					
The staff's uniform is clean.					
The staff tell you exactly the period of services (e.g. the finish time)					
The staff are able to communicate with you effectively and accurate your information or location precisely.					
Therapists provide service with the professional skill. (e.g. The same standard level of massage, can explain clearly about the spa product)					
Therapists is polite and have attractive appearance.					
Process					
The staff provide the clear information before booking.					
If there are emergency problems which have to postpone the time, it should be postpone before 6 hours.					
The booking process have to book via line official only.					
The payment method has many options. (e.g. credit card, line pay, true money wallet)					
Promotion					
Flash sale of the month (purchase minimum 1 time)					

Marketing Communication Mix Factors	Level of Decision Making				
	5	4	3	2	1
Coupon for the lower price (minimum 5 or 10 times)					
Member package for discount					
Discount for booking 1 therapist more than 4 hours per one time					
Physical evidence					
The thickness of bedsheet.					
The aroma which will smelly in the massage area.					
The cleanness after finish the service- included the spa area and spa equipment)					

Section 4.2: Customer emotional and lifestyle influencing purchasing decision on spa delivery service

Level of Decision Making:

5 = Extremely

4 = Very

3 = Moderately

2 = Slightly

1 = Not at all

<i>Customer emotional and lifestyle</i>	Level of Decision Making				
	5	4	3	2	1
Lifestyle					
Spa leads healthy lifestyle, and reduce the time on the road.					
You always stop at the only spa shop where you seem it reliable.					
You go to spa shop every time you have free time.					
Motivation					
Spa help you to relax, rejuvenate and rest.					
Attitude					
Staying in your own place with spa is more preferable.					
To go outside for spa is more preferable.					
The Pandemic (Covid-19)					
It is more difficult for you to go to spa shop after the outbreak of the virus.					
You have more criteria to go to some spa shop.					
You go only the spa shop which has brand.					

Section 5: People who have no experience of doing spa delivery

1. Why you have no experience of doing spa delivery?

- a. No time
- b. No space
- c. Too high price
- d. Safety
- e. Do not like to do spa
- f. Other, please specific.....

Section 6: Recommendations (optional)

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BIOGRAPHY

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Publications

Rungruangkollakit, P., Boonyanan, A., Thienthaworn, A., & Mongkol K. (2021). *A study of customer experience for spa at home service to attract Thai office workers*. 12th Built Environment Research Associates Conference, 28th June 2021, Thammasat University.