



A Feasibility Study on Establishing Spa Delivery Service Business
under the Name of "Home Spa Delivery"

by

Mr. Niti Teerakitti

A Final Report of the Six-Credit Course
CE 6998 - CE 6999 Project


Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Science
in Computer and Engineering Management
Assumption University

November 2003

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The logo of Assumption University of Thailand is a circular emblem. It features a central shield with a cross, flanked by two figures. Above the shield is a crown. The shield is surrounded by a wreath. The text "ASSUMPTION UNIVERSITY OF THAILAND" is written in a circle around the emblem. Below the emblem, the text "SINCE 1969" is written. The Thai text "มหาวิทยาลัยอัสสัมชัญ" is also present.

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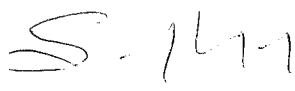
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The Graduate School of Assumption University has approved this final report of the six-credit course, CE 6998 — CE 6999 PROJECT, submitted in partial fulfillment of the requirements for the degree of Master of Science in Computer and Engineering Management.

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ABSTRACT

This project was examined for the purpose of establishing spa delivery service business under the name of "Home spa Delivery" as offering new service through the consumer in the current business. Most people know that tension is certain to make the physical errors for the body. Consequently, Spa can offer a lot of benefits such as relaxation, health retreat and beauty treatment.

The paper has four main sections which consist of marketing, financial, operational feasibility of spa delivery service and survey methodology. Then, marketing data will be analyzed as shown in marketing strategies as showing SWOT analysis, competitor analysis and 4Ps. We can position our service as different from our competitors with high service quality at home which we can achieve a premium price. The financial part will be calculated in terms of Present worth evaluation (NPW) that shows the effectiveness with the cash flow showing approximately 4.92 million baht for 5 years run. Another part is operations which illustrates the service blueprint of spa service that focuses on the service quality which offers high quality of service to reach customers satisfaction. Lastly, survey methodology used the statistics to analyze the acknowledgement and acceptability of consumers.

The result from a feasibility study can describe the possibility to establishing spa service delivery. In addition, the result of survey can let us understand the requirement of people and consider adjusting or improving the establishing project. The survey evaluation was accomplished to test the hypothesis accuracy. The results of the survey evaluation suggest that the project of establishing spa service delivery business perform persuasion and satisfaction to the consumer that possible to be run the business. Hence, our investment would be more effective and profitable.

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Especially, I wish to express my sincere gratitude and indebtedness to my advisor Dr. Chamnong Jungthirapanich by Assumption University, Faculty of Science, School of Computer and engineering Management for his valuable guidance, advice, and encouragement in doing this research paper.

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I. INTRODUCTION

1.1 Overview

Just a decade ago, only a handful of people knew exactly what a "spa" was and even fewer had enjoyed first-hand experience. Today, spas have become the talk of the global village. Thousands of places have been springing up all over the world offering "spa" facilities in response to the demand.

Thailand has been on the cutting edge of this trend. With its tradition of natural healing arts as ancient Thai massage, natural springs, an abundance of medicinal flora and a deserved reputation for excellent service, Thailand was ready to accommodate the demand and literally hundreds of spas have sprung up over the past few years.

As changing of the trend, can be provided the opportunities for creating the new service line, which is the Spa Delivery Service. Further to humans being, healthy and relaxing is still the leisure factor, thus any business which is concerned with leisure service, still has a great opportunity in the investment when comparing to the other types of this business.

Nowadays, the number of spa service has grown up rapidly offering four types of spa such as Destination Spa, Hotel and Resort Spas, Day Spas and Home Spas, and Health Retreats Spas such the five stars hotel and resort as Chiva-som, Anantara Resort and Spa, Evason Hua-Hin, and so on, since the steady increase of spas business and leisure service industry have contributed significantly to the rapid growth of Thai market. Hence, to offer the choice of leisure for anyone who prefers to relax, the new service under the name "Home Spa Delivery" will be offered.

Whatever thinking for leisure, the Home Spa Delivery can offer the relaxation and rejuvenation as the five stars spa services, with luxury treatments in the comfort of

your own home with the slogan "Unwind Your Day with Home spa delivery as the Easy Day", this is a majority factor as many spa businesses trends in Thailand have changed with an increase in the number of consumers. The consumption behavior of Thai people has changed because of trends, brand names, more convenience and time saving. Additionally, the most important one is to have good health.

Regarding this reason, the Home Spa delivery, which is designed with many relaxation packages to suit the customer needs, such as: Aromatherapy Massage, Deep Tissue Massage, "Dead Sea" Body Wrap, Luxury Aromatic Facial and others. In addition, this is also one of a reason as the pressures of life in the city.

Thus, as generally speaking, most service organizations constantly focus on providing the best service for its customers, which will lead to increase customer satisfaction and competitive advantages. It is a fact that having a higher service industry. Crating a new service, of course, is another important aspect to satisfy the customer by offering more service options.

The new service can help the organizations maintain sales levels at the same time. The purpose of this project is presenting an offering the new service, which is Spa Delivery Service business in Thailand. This paper examines how to establish Spas which has the concept of delivery. Furthermore, the planning and managing of the delivery service and the way of improving quality by using blueprinting will be described.

The feasibility study of establishing the Spa Delivery Service business be included in the report is as follows:

- (1) Business Situation Analysis
- (2) Marketing Feasibility Analysis
- (3) Financial Feasibility Analysis

(4) Operational Feasibility Analysis

It is planned that graphs and picture are included in the report in order to better understand and clarify viewing.

1.2 Background of Spa Delivery Service

Spa Delivery Service is a micro enterprise business, which is offering the new service as Provides the concept delivery spa service through the customer residence. It came from the person who have much experiences and expert in five stars spa services business. This service is focus on the Central Business District over Bangkok such as; Sukhumvit Road, Silom Road and Sathorn Road where situated in poor pollution and environment. All of these factors of this business can provide the ideal of the relaxing and rejuvenation with the delivery service as the five stars hotel. Moreover, this business is not only continuously looking for innovative ways to deliver quality service but also they still realize the importance of the staff (Therapist) and the way in which they provide the service. Service staff is a vital tool to maximize customer satisfaction.

1.3 Objectives of the study

The objectives of this project are as follows:

- (1) To assess the marketing feasibility for the "Spa Delivery Service"
- (2) To assess the financial feasibility for the "Spa Delivery Service"
- (3) To assess the operational feasibility for the "Spa Delivery Service"

1.4 Scope of the study

This project focuses on major business products of Spa Delivery Service business which mainly offers in the rejuvenation and relaxation over the majority target market. It will provide the useful information for the establishment of the Spa Delivery Service business.

II. LITERATURE REVIEW

2.1 Offering New Service

Spa Delivery Service has been chosen because it is the kind of service that has shown that it can be integrated and combined with the hotel industry and also use of spas has increased rapidly over the past few years in Thai market.

Undoubtedly, life is stressful for Thai people nowadays. A reason for this might be because of working hard, economic fluctuations or the infamous traffic problem that they have to contend with in their daily life. Under such circumstance, most people need more relaxation and tend to reward themselves at the end of the day. Going to spa has become another new option for them rather than going to a bar or restaurant to unwind, they tend to be more health conscious. Spas play a crucial role not only for Thai people but can also attract many foreigners who visit or travel to Thailand. Furthermore, Spas operating in traditional Thai style are well known throughout the world (Thailand Spa Guide, 2001). Spas are considered to have healing powers and assist people to overcome persistent fatigue, reduce cellulite and tighten sagging skin and having the massage will also reduces the stress level.

The most popular services are massage and body treatments such as wraps, scrubs, marks and pedicures. It cannot be denied that if Home Spa delivery can provide the delivery service as a new service for its customer, the high standard of the therapists may gain additional benefits in many aspects, such as facilitating the customer expectation, providing more service options for customer as well as succeeding in differentiating the service offer from that of their competitors.

Type of Spa (Thailand Spa Guide, 2001)

(a) Destination Spas:

Destination spas are resorts that are completely dedicated to spa treatments. Their numbers are growing but they are the rarest type of spa, and usually the most expensive as well. All of the guests are there for the purpose of following a treatment program, whether for slimming, relaxation, detoxifying, or increasing their energy levels. The programs, which require a thorough consultation, tend to be very extensive and dedicated, including special menus, exercise programs, hydrotherapy, skin treatment, and massages - everything you could possibly need.

Chiva-Som is perhaps the most famous spa destination in Thailand. According to the 70,000 Conde Nast Traveller readers who voted, the best overseas spas in the world are located in Thailand and Bali. Chiva-Som received highest ratings for food/restaurants, ambience/decor and standard/comfort of accommodation

(b) Hotel and Resort Spas:

Hotel and Resort spas are generally resorts or hotels first and spas second. The spa section is just one of the ranges of services offered by the establishment. With this type, most tend to pick and choose what spa services they want on a daily basis and blend that with the traditional sightseeing and shopping that are part of any holiday. Of course many of the guests may not go near the spa during their visit.

Before choosing one of these places, check to see how extensive the facilities are -- how many treatment rooms they have and the range of treatments on offer. They can vary considerably from place to place.

(c) Day Spas and Home Spas:

Day spas are those that generally provide the full range of spa services but don't offer accommodation. You visit the spa, receive your treatment and after a rest and perhaps a cup of herbal tea, go on your merry way.

Some things to look for in a day spa are whether or not they provide showers and amenities such as soap and shampoo for you to clean up afterwards. Some people don't enjoy the sensation of driving home covered in a slick of fragrant oil. Another useful service is hair restyling, since massages and hydrotherapy tend to mess up your coiffure.

(d) Health Retreats:

These places tend to be very specialized in their approach to treating you, focusing on a specific kind of treatment over a long period of a week or more. Sometimes they are simple affairs with basic accommodation. They are usually somewhat isolated to encourage you to concentrate on the program. For some they can feel like a voluntary concentration camp, and may be a bit extreme, requiring a degree of self-discipline. It is important to know what you are getting into. One example of such a "spa" is one that administers a regimen of vitamins, fiber pills and regular enemas, with no food whatsoever, for up to 10 days - though there are other types that are far less frightening. This type is favored by those who wish to lose weight quickly, detoxify their system, and/or quit drugs or alcohol.

The business seems to be an appropriate option for the urban peoples to presents the new service for its customer. This service can create the best spa services at the selected five stars hotel and resort standardized for customer who are our client. By focusing on the target, this service can persuade its customers to stay within the confines of their resident and use the spa services without seeking the service of these facilities outside of their home.

2.2 Marketing Feasibility (Kotler, 2003)

SWOT Analysis

The overall evaluation of a company's strengths, weakness, opportunities, and threats are call SWOT analysis.

External Environment Analysis (Opportunity and Threat Analysis)

In general, a business unit has to monitor key macroenvironment forces (demographic-economic, technological, political-legal, and social cultural) and significant microenvironment factors (customers, competitors, distributors, suppliers) that affect its ability to earn profits. The business profit should set up a marketing intelligence system to track trend and important developments. For each trend or development, management needs to identify the associated opportunities and threats.

A major purpose of environmental scanning is to discern new marketing opportunities. A marketing opportunity is an area of buyer need or potential interest in which a company can perform profitably. Opportunities can take many forms and marketers have to be good at spotting them:

- (1) A company may make a buying process more convenient or efficient.
- (2) A company can meet the need for more information and device.
- (3) A company can customize a product or service that was formerly offered only in a standard form.
- (4) A company can introduce a new capability.
- (5) A company may be able to deliver a product or service faster.
- (6) A company may be able to offer a product at a much lower price.

The company now applies Market Opportunities Analysis (MOA) to determine the attractiveness and success probability of any opportunity. Five questions are asked:

- (1) Can the benefits involved in the opportunity be articulated convincingly to a defined target market(s)?
- (2) Can the target market(s) be located and reached with cost-effective media and trade channels?
- (3) Does the company possess or have access to the critical capabilities and resources needed to deliver the customer benefits?
- (4) Can the company deliver the benefits better than actual or potential competitor?
- (5) Will the financial rate of return meet or exceed the company's required threshold for investment?

Some developments in the external environment represent threats. An environmental threat is a challenge posed by an unfavorable trend or development that would lead, in the absence of defensive marketing action, to deterioration in sale or profit. Threats should be classified according to seriousness and probability of occurrence.

Once management has identified the major threats and opportunities facing a specific business unit; it can characterize the business overall attractiveness. Four outcomes are possible:

- (1) An ideal business is high in major opportunities and low in major threats.
- (2) A speculative business is high in both major opportunities and threats.
- (3) A mature business is low in major opportunities and low in threats.
- (4) A troubled business is low in opportunities and high in threats.

Internal Environment Analysis (Strengths/Weaknesses Analysis)

It is one thing to discern attractive opportunities and another to be able to take advantage of these opportunities. Each business needs to evaluate its internal strengths and weaknesses.

Clearly, the business does not have to correct all its weaknesses, nor should it gloat about all its strengths. The big question is whether the business should limit itself to those opportunities where it possesses the required strengths or whether it should consider better opportunities where it might have to acquire or develop certain strengths.

Analyzing competitors

Once a company identifies its primary competitors, it must ascertain their characteristics, specifically, their strategies, objectives, strengths and weaknesses, and reaction patterns.

Strengths and weaknesses

A company needs to gather information on each competitor's strengths and weaknesses. According to the Arthur D. Little consulting firm, a company will occupy one of six competitive positions in the target market:

- (1) Dominant: This firm controls the behavior of other competitors and has a wide choice of strategic options.
- (2) Strong: This firm can take independent action without endangering its long-term position and can maintain its long-term position regardless of competitors' actions.
- (3) Favorable: This firm has an exploitable strength and a more-than-average opportunity to improve its position.

- (4) Tenable: This firm is performing at a sufficiently satisfactory level to warrant continuing in business, but it exists at the sufferance of the dominant company and has a less-than-average opportunity to improve its position.
- (5) Weak: This firm has unsatisfactory performance, but an opportunity exists for improvement. The firm must change or else exit.
- (6) Nonviable: This firm has unsatisfactory performance and no opportunity for improvement.

This assessment helped one company decide whom to attack in the programmable controls market:

The company faced three entrenched competitors: Allen Bradley, Texas Instruments, and Gould. Its research showed that Allen Bradley had an excellent reputation for technological leadership; Texas Instruments had low costs and engaged in bloody battles for market share; and Gould did a good job but not a distinguished job. The company concluded that its best target was Gould.

In general, a company should monitor three variables when analyzing competitors:

- (1) Share of market: The competitor's share of the target market.
- (2) Share of mind: The percentage of customers who named the competitor in responding to the statement "Name the first company that comes to mind in this industry."
- (3) Share of heart: The percentage of customers who named the competitor in responding to the statement "the company from which you would prefer to buy the product."

Three additional Ps

The traditional four Ps marketing approaches work well for goods, but additional elements require attention in service businesses. Booms and Bitner suggested three additional Ps for service marketing: people, physical evidence, and process. Because most services are provided by people, the selection, training, and motivation of employees can make a huge difference in customer satisfaction. Ideally, employees should exhibit competence, a caring attitude, responsiveness, initiative, problem-solving ability, and good will. Service companies such as FedEx and Marriott empower their front-line personnel to spend up to \$100 to resolve a customer problem.

Companies also try to demonstrate their service quality through physical evidence and presentation. A hotel will develop a look and style of dealing with customers that realizes its intended customer value proposition, whether it is cleanliness, speed, or some other benefit finally, and service companies can choose among different processes to deliver their service. Restaurants have developed such different formats as cafeteria-style, fast-food, buffet, and candlelight service.

Service encounters are affected by several elements (see Figure 2.1). Consider a customer visiting a bank to get a loan (service X). The customer sees other customers waiting for this and other services. The customer also sees a physical environment consisting of a building, interior, equipment, and furniture. He or she sees bank personnel and deals with a loan officer. Not visible is a whole "backroom" production process and organization system that supports the visible business. Thus the service outcome, and whether or not people will remain loyal to a service provider, is influenced by a host of variables.

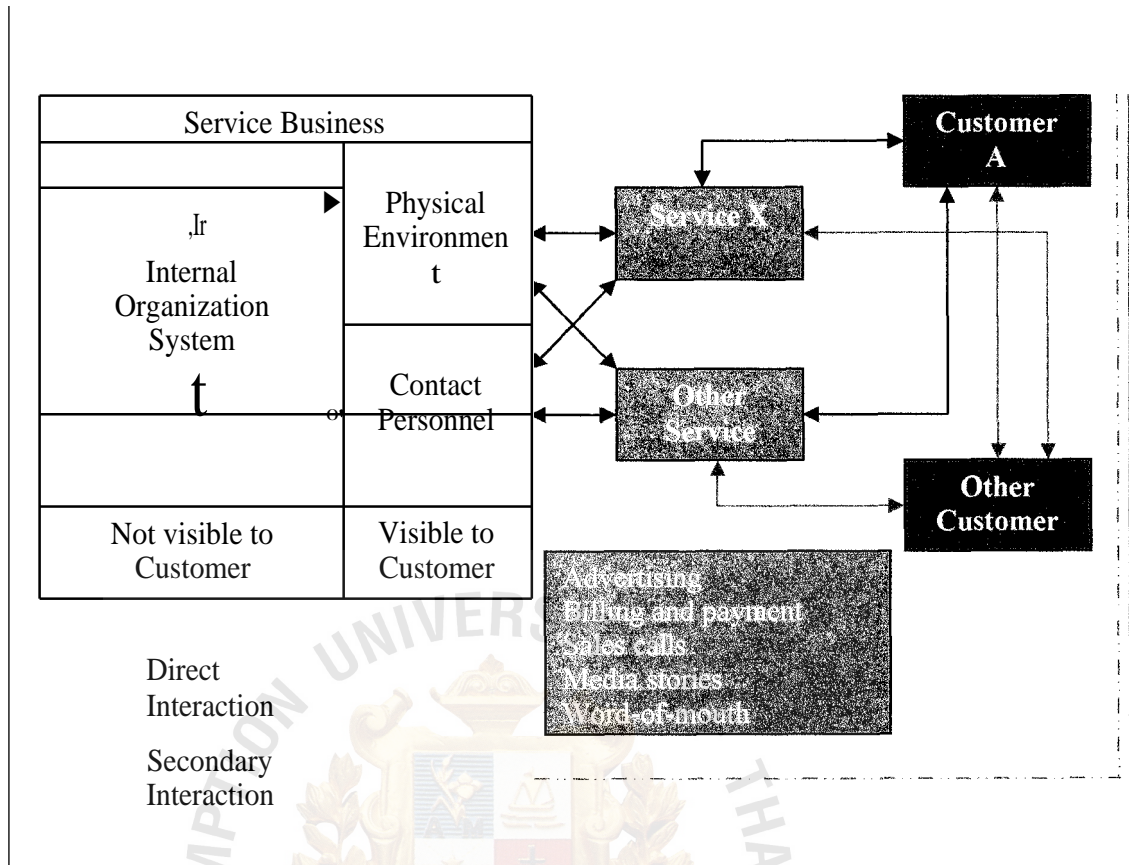


Figure 2.1. Element in a Service Encounter (Eliglier and Langeard, 1981)

2.3 Financial Feasibility

(1) Breakeven Analysis For a Single Project

When one of the engineering economy symbols P , F , A , i , or n —is not known or not estimated, a breakeven quantity can be determined by setting an equivalence relation for PW or AW equal to zero. This form of breakeven analysis has been used many times so far. For example, we have solved for the rate of return i found the payback period n and determined the P , F , A , or salvage value S at which a series of cash flow estimates return a specific MARR. Methods used to determine the quantity are

Direct solution by hand if only one factor is present (say, P/A) or only single

amounts are estimated (for example, P and F).

Trial and error by hand when multiple factors are present.

Computer spreadsheet when cash flow and other estimates are entered into

spreadsheet cells and used in resident functions, such as PV, FV, RATE,

IRR, NPV, PMT, and NPER.

We now concentrate on the determination of the breakeven quantity for a decision variable. For example, the variable may be a design element to minimize cost, or the production level needed to realize revenues that exceed costs by 10%. This quantity, called the breakeven point Q_{BE} is determined using relations for revenue and cost at different values of the variable Q . The size of Q may be expressed in units per year, percentage of capacity, hours per month, and many other dimensions.

Fixed costs (FC). Includes costs such as buildings, insurance, fixed over head, some minimum level of labor, equipment capital recovery, and information systems.

Variable costs (VC). Includes costs such as direct labor, materials, indirect costs, contractors, marketing, advertisement, and warranty.

The fixed cost component is essentially constant for all values of the variable, so it does not vary with production level or workforce size. Even if no units are produced, fixed costs are incurred at some threshold level. Of course, this situation cannot last long before the plant must shut down to reduce fixed costs. Fixed costs are reduced through improved equipment, information systems and workforce utilization, less costly fringe benefit packages, subcontracting specific functions, and so on.

Variable costs change with production level, workforce size, and other parameters. It is usually possible to decrease variable costs through better product design, manufacturing efficiency, improved quality and safety, and higher sales volume.

At some value of the variable the revenue and total cost relations will intersect to identify the breakeven point Q_{BE} . If $Q > Q_{BE}$ there is a predictable profit; but if $Q < Q_{BE}$ there is a loss. For linear models of R and VC , the greater the quantity, the larger the profit. Profit is calculated as

$$\text{Profit} = \text{revenue} - \text{total cost}$$

$$R - TC$$

(2) Present-Worth Evaluation

This method is to determine how much money is worthwhile investing in order to receive a given return in some years' time. The answer obviously depends upon the interest rate used in the evaluation.

Further, to perform the economic analysis, estimates may be needed on financing interest rates, life of assets, revenues, costs, tax, etc.

The present-worth (PW) method of alternative evaluation is very popular because the future expenditures or receipts are transformed into equivalent value now. That is, all the future amounts of money are converted into present value.

Thus, whether alternatives involve disbursements only (service), or receipts and disbursements (revenue), the following guidelines are applied to select an alternative using the present worth measure of worth: (Blank and Tarquin, 2002)

For one alternative, if $PW \geq 0$, the requested rate of return is met or exceeded and the alternative is financially viable.

For two or more alternatives, when only one can be selected (i.e., alternatives are mutually exclusive). Select the alternative with PW value that is numerically largest, that is, less negative or more positive, indicating a lower PW of cost cash flows or larger PW of net cash flows of receipts minus disbursements.

The alternative must be compared over the same number of years. We use the symbols as:

PW = sum of money at a time denoted as the present.
value or sum of money at future time.

A = a series of consecutive, equal, end of period amount of money.
number of interest rate, years, etc.
interest rate per interest period.

Thus, the following expression will allow determination of the present worth P of a given future amount F after n years at interest rate i .

$$P = F \left(\frac{1}{1+i} \right)^n$$

Or another form: $P = F(P/F, i\%, n)$

Another equation will give the present worth P of an equivalent uniform annual series A which begins at the end of year 1 and extends for n years at an interest rate i .

$$P = A \left[\frac{(1+i)^n - 1}{i(1+i)} \right]$$

Or another form: $P = A(P/A, i\%, n)$

Uniform-Series Present Worth Factor and Capital Recovery Factor (P/A AND A/P)

The equivalent present worth P of a uniform series A of end-of-period cash flows is shown in Figure 2.2. An expression for the present worth can be determined by considering each A value as a future worth F , calculating its present worth

Uniform-Series Present Worth Factor and Capital Recovery Factor

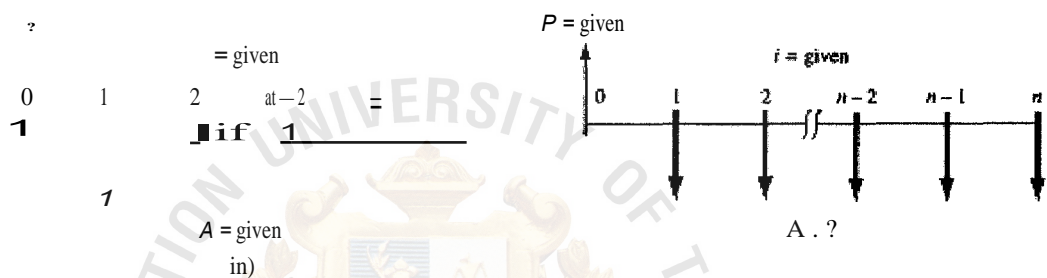


Figure 2.2. Cash flow diagrams used to determine (a) P of a uniform series and (b) A for a present worth.

with the P/F factor, and summing the results. The equation is

$$P = A \left[\frac{1}{(1+i)^1} + \frac{1}{(1+i)^2} + \frac{1}{(1+i)^3} + \dots + \frac{1}{(1+i)^n} \right] \quad (2.1)$$

The terms in brackets are the P/F factors for years 1 through n , respectively.

Factor out A .

$$P = A \left[\frac{1}{1+i} + \frac{1}{(1+i)^2} + \frac{1}{(1+i)^3} + \dots + \frac{1}{(1+i)^n} \right] \quad (2.2)$$

To simplify Equation (2.2) and obtain the P/A factor, multiply the n -term geometric progression in brackets by the $(P/F, i\%, 1)$ factor, which is $1/(1+i)$. This results

in Equation (2.3) below. Then subtract the two equations, (2.2) from (2.3) and simplify to obtain the expression for P when $i \neq 0$ (Equation 2.5). This progression follows.

$$P = A \left[\frac{1}{1+i} + \frac{1}{(1+i)^2} + \frac{1}{(1+i)^3} + \dots + \frac{1}{(1+i)^{n-1}} + \frac{1}{(1+i)^n} \right] \quad (2.3)$$

$$\begin{aligned} \frac{1}{1+i} P &= A \left[\frac{1}{(1+i)^2} + \frac{1}{(1+i)^3} + \dots + \frac{1}{(1+i)^n} + \frac{1}{(1+i)^{n+1}} \right] \\ -P &= A \left[\frac{1}{(1+i)^1} + \frac{1}{(1+i)^2} + \dots + \frac{1}{(1+i)^{n-1}} + \frac{1}{(1+i)^n} \right] \end{aligned}$$

$$\frac{1}{1+i} P - P = A \left[\frac{1}{(1+i)^2} + \frac{1}{(1+i)^3} + \dots + \frac{1}{(1+i)^n} + \frac{1}{(1+i)^{n+1}} - \frac{1}{(1+i)^1} - \frac{1}{(1+i)^2} - \dots - \frac{1}{(1+i)^n} \right]$$

$$P \left[\frac{1}{1+i} - 1 \right] = A \left[\frac{1}{(1+i)^{n+1}} - \frac{1}{(1+i)^1} \right] \quad (2.5)$$

$$P = A \left[\frac{1 - (1+i)^{n+1}}{(1+i)^{n+1} - (1+i)^1} \right]$$

$i \neq 0$

2.4 Operational Feasibility (Lovelock, 2001)

Service Blueprinting

Service design is a complex task that can benefit from a more sophisticated version of flow- charting known as blueprinting. The design for a new building or a ship is usually captured in architectural drawings called blueprints because these reproductions have traditionally been printed on special paper where all the drawings and annotations appear in blue. The blueprints show what the product should look like and detail the specifications to which it should conform. In contrast to the physical architecture of a building, ship, or piece of equipment, service processes have a largely intangible structure. That makes them all the more difficult to visualize. The same is

true of processes such as logistics, industrial engineering, decision theory, and computer systems analysis, each of which employs blueprint-like techniques to describe processes involving flows, sequences, relationships, and dependencies.

Developing a Blueprint

Developing a service blueprint requires identifying all the key activities involved in service delivery and production and specifying the linkages between these activities. (We introduced some of the relevant frameworks in chapter 4, when discussing a simpler version of blueprinting known as flowcharting; as noted in that chapter, any given activity can be refined by "drilling down" to obtain a higher level of detail.

A central aspect of service blueprinting is to distinguish between what the customer experiences front stage and the activities of employees and support processes backstage, where the customer cannot see them. Between the two lies what is called the line of visibility. Operationally oriented businesses are sometimes so focused on managing backstage activities that they neglect to consider the customer's view of front stage activities. Accounting firms, for instance, often have elaborately documented procedures and standards for how to conduct an audit properly but may lack clear standards for when and how to host a meeting with clients or how to answer the telephone when they call.

Service blueprints clarify the interactions between customers and employees and how these are supported by additional activities and systems backstage. Because blueprints show the inter relationships between employee roles, operational processes, information technology, and customer interactions, they can facilitate the integration of marketing, operations, and human resource management within a firm. There is no

single, required way to prepare a service blue print, but it's recommended that a consistent approach be used within any one organization. To illustrate blueprinting later in this chapter, we adapt and simplify an approach proposed by Jane Kingman-Brundage.

Blueprinting also gives managers the opportunity to identify potential fail points in the process that pose a significant risk of things going wrong and diminishing service quality. Knowledge of such fail points enables managers to design procedures to avoid their occurrence or to prepare contingency plans (or both). Points in the process where customers commonly have to wait can also be pinpointed. Standards can then be developed for execution of each activity, including times for completion of a task, maximum wait times in between tasks, and scripts to guide interactions between staff members and customers.

Blueprints of existing services may suggest product improvement opportunities resulting from reconfiguring delivery systems, adding or deleting specific elements, or repositioning the service to appeal to other segments.

The key components of the blueprint, reading from top to bottom, are as follows:

- (1) Definition of standards for each front stage activity (only a few examples are actually specified in the figure)
- (2) Physical and other evidence for front stage activities (specified for all steps)
- (3) Principal customer actions (illustrated by pictures)
- (4) Line of interaction
- (5) Front stage actions by customer-contact personnel

- (6) Line of visibility
- (7) Backstage actions by customer-contact personnel
- (8) Support processes involving other service personnel
- (9) Support processes involving information technology

Creating Delivery Systems in Place

The beginning of the twenty first century is both an exciting and challenging time for managers responsible for service delivery. Speed has become an important factor in competitive strategy. Customers are demanding more convenience and expecting services to be delivered rapidly where and when they want them. The Internet offers an array of new possibilities to those already presented by physical sites, mail, and telephone delivery.

Delivering a service to customers involves decisions about where, when, and how. The rapid growth of the Internet means that services marketing strategy must address issues of place, cyberspace, and time, paying at least as much attention to speed, scheduling, and electronic access as to the more traditional notion of physical location. A service product and its means of distribution and delivery are often closely linked; in the case of people processing services, the nature of the delivery system has a powerful impact on the customers' experience.

For high contact services, the design of the physical environment and the way in which tasks are performed by customer contact personnel jointly play a vital role in creating a particular density for a service firm, shaping the nature of the customer's experience and enhancing both productivity and quality. Low-contact services are expanding in number, thanks to advances in electronic technology. More and more,

these services, often designed specifically with improved productivity in mind, are being delivered through self service. The challenge is for marketers to make self-service a positive experience.

Alternative Scenarios for Service Delivery

The nature of the service both influences and is shaped by distribution strategy. It is through delivery systems that the supplier provides service to the customer. With mature services, improvements may take the form of incremental enhancements to improve the efficiency or attractiveness of the delivery system. The thrust of the so-called experience economy often consists of enhancing the experience associated with delivery processes as opposed to improving the core product (this is why discriminating diners find themselves disenchanted by the food served in theme restaurants). In well-designed high-contact services, customers are often so actively involved in service delivery that process and outcome become intimately entwined. In low-contact services, by contrast, customers may be far removed physically from the service provider and concerned with the delivery system simply to the extent that they can obtain service promptly whenever and wherever they want it.

But delivery processes can also drive new service innovation, as we discussed in chapter 8. Looking at the impact of the Internet, for instance, we can see numerous dot-corn start-up companies optimistically seeking markets for service concepts built around the potential of this remarkable new channel that allows customers the unprecedented freedom of access in cyber space, where and when it suits them. Meantime, many bricks-and-mortar retailers, used to operating stores in defined physical places, are trying to adapt their operations to deliver all or some of their service elements through Web sites.

Today, speed is an important factor in competitive strategy.' Modern business logistics have greatly speeded delivery of objects through physical channels, even to the extent of same-day delivery across significant geographic distances. Meanwhile, new telecommunications technologies, including the Internet, have given service providers the potential to deliver information- based services (and informational processes related to supplementary services) almost anywhere at the speed of light through electronic channels.

Forward-looking firms are coming up with new formats to offer face-to-face delivery in new locations, ranging from Wells Fargo's tiny bank branches occupying booths at the end of supermarket aisles to massage clinics on airport concourses. These providers recognize that customers also save time and effort when they no longer need to visit inconveniently located service factories to obtain the services they need.

Physical versus Electronic Delivery

The availability of electronic channels as well as physical ones marks a key distinction between goods and services marketing where the core product is concerned. Information-based services can be delivered through either type of channel. Equally significantly, many of the supplementary services surrounding both tangible and intangible core products can also be delivered electronically.

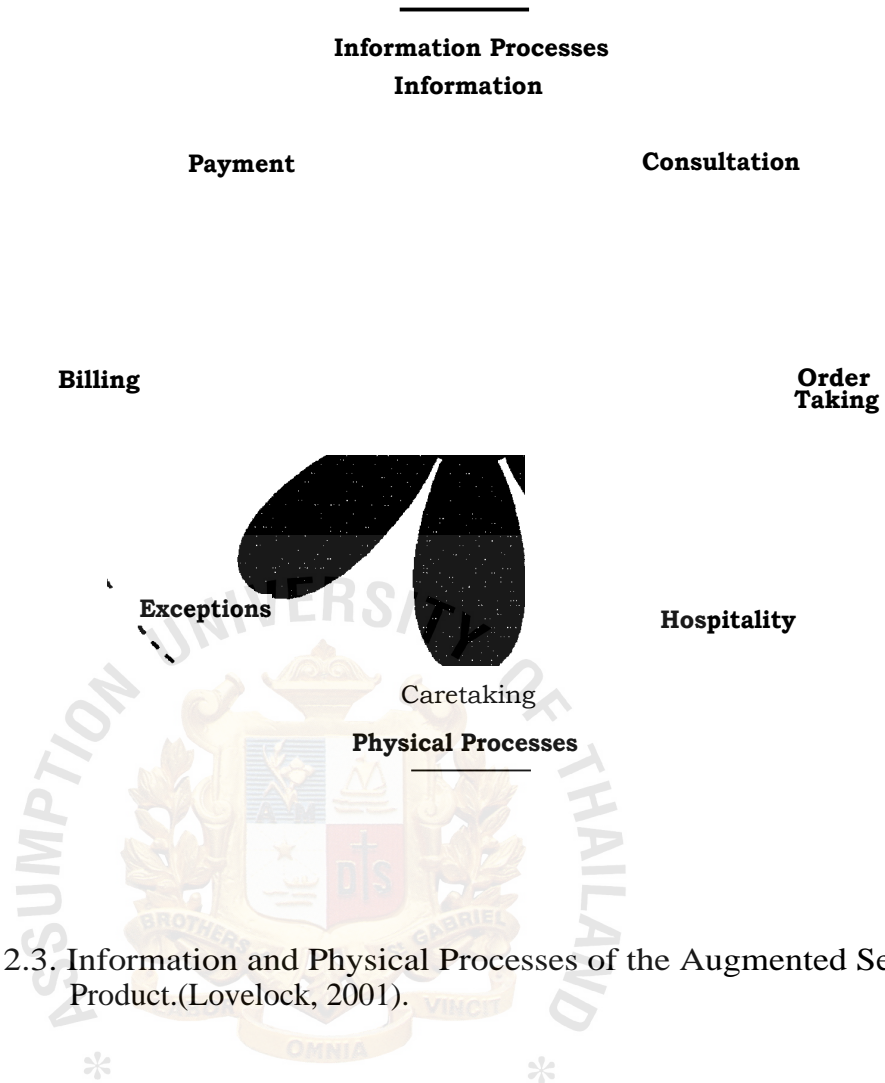


Figure 2.3. Information and Physical Processes of the Augmented Service Product.(Lovelock, 2001).

As we look at the eight petals of the augmented service product, we can see that no fewer than five are information based (Figure 2.3). Information, consultation, order taking, billing, and payment can all be transmitted in the digital language of computers. Although we may think of money in its metallic or paper form, more and more financial transactions today involve instructions couched in electronic form. Relatively few service businesses now require payment only in cash—most offer the option of electronic funds transfer. Even service businesses that involve physical core products, such as retailing and repair, are shifting delivery of many supplementary services to the

Internet, closing physical branches, and relying on speedy business logistics to enable a new strategy of arm's-length transactions with their customers.

Place and Time Decisions

How should service managers make decisions on the places where service is delivered and the times when it is available? The answer is likely to reflect customer needs and expectations, competitive activity, and the nature of the service operation. As we noted earlier, different distribution strategies may be more appropriate for some of the supplementary service elements (the petals of the Flower of Service shown again in Figure 2.3) than for the core product itself. For instance, as a customer you are probably willing to go to a particular location at a specific time to attend a sporting or entertainment event. But you probably want greater flexibility and convenience when reserving a seat in advance, so you may expect the reservations service to be open for extended hours, to offer booking and credit card payment by phone or even the Web, and to deliver tickets by mail.

Where Services Should Be Delivered?

Deciding where to locate a service facility that will be visited by customers involves very different considerations from decisions related to locating the backstage elements, where cost savings and access to labor are often key determinants. In the former case, questions of customer convenience and preference come to the fore. Frequently purchased services that are not easily differentiated from competitors need to be easily accessible from customers' homes or workplaces. Examples include retail banks and quick-service restaurants. However, customers may be willing to travel further for specialty services that fit their needs well.

Locational Constraints.

Although customer convenience is important, operational requirements set tight constraints for some services. Airports, for instance, are often inconveniently located relative to travelers' homes, offices, or destinations. Because of noise and environmental factors, finding suitable sites for construction of new airports or expansion of existing ones is a very difficult task. (A governor of Massachusetts was once asked what would be an acceptable location for a second airport to serve Boston; he thought for a moment and then responded, "Nebraska!") As a result, airport sites are often far from the city centers to which many passengers wish to travel, and the only way to make them less inconvenient is to install fast rail links, such as the recently introduced Heathrow Express in London or the rail service to Hong Kong's new airport. A different type of location constraint is imposed by other geographic factors, such as terrain and climate. By definition, ski resorts have to be in the mountains; and ocean beach resorts, on the coast.

The need for economies of scale is another operational issue that may restrict choice of locations. Major hospitals offer many different health care services even a medical school at a single location, requiring a very large facility. Customers requiring complex, in-patient treatment must come to this service factory, rather than being treated at home although an ambulance (or even a helicopter) can be sent to pick them up. This is particularly necessary in cases where specialized medical and nursing care is only available in a limited number of hospitals possessing the necessary equipment and skills. Medical specialists as opposed to general practitioners often find it convenient to locate their offices close to a hospital because it saves them time when they need to operate on their patients.

Ministores.

An interesting innovation among multisite service firms has been to create service factories on a very small scale to maximize coverage within a geographic area. Automation is one approach, as exemplified by the ATM, which offers many of the functions of a bank branch within a small, self-service machine that can be located within stores, hospitals, colleges, air ports, and office buildings. Another approach to smaller facilities results from rethinking the links between the frontstage and backstage of the operation. Taco Bell is often cited for its innovative K-Minus strategy, involving restaurants without kitchens. The firm now confines food preparation to a central commissary from which prepared meals are shipped to restaurants and other points of access (such as mobile food carts), where they can be reheated prior to serving.

Sometimes firms purchase space from another provider in a complementary field.

Examples include minibank branches within supermarkets and donut stores like Dunkin Donuts sharing space with a quick-service restaurant like Burger King.

Locating in Multipurpose Facilities.

The most obvious locations for consumer services are close to where customers live or work. Modern buildings are often designed to be multipurpose, featuring not only office or production space but also such services as a bank (or at least an ATM), a restaurant, a hair salon, several stores, and even a health club. Some companies even include an on-site children's day care facility to make life easier for busy working parents.

Interest is growing in sitting retail and other services on transportation routes or even in bus, rail, and air terminals. Major oil companies are developing chains of small retail stores to complement the fuel pumps at their service stations, thus offering customers the convenience of one-stop shopping for fuel, car supplies, food, and household

products. Truck stops on freeways often include Laundromats, toilets, ATMs, fax machines, restaurants, and inexpensive hotels in addition to a variety of vehicle maintenance and repair services for both trucks and cars. In one of the most interesting new retailing developments, airport terminals—designed as part of the infrastructure for air transportation services—are being transformed from nondescript areas where passengers and their bags are processed into vibrant shopping malls.

E-Commerce: The Move to Cyberspace

Selling goods and services through the Internet is a major growth trend. Personal computers and the Internet are changing the way people shop. From perusing catalogs and shopping by mail or telephone, many people are moving to shop in cyberspace for a wide array of both goods and services.

Forrester Research says that customers are lured into virtual stores by four factors, in the following order of importance: convenience, ease of research (obtaining information and searching for desired items or services), better prices, and broad selection. Enjoying 24-hour service with prompt delivery is particularly appealing to customers whose busy lives leave them short of time.

Traditional retailers have to respond to stiffer competition from Internet and telephone-based catalog retailing. One company, software and computer retailer Egghead, Inc., decided to get out of physical retailing altogether. It closed its 80 stores across the United States, dismissed 800 of its 1,000 workers, shifted its sales entirely to the Internet, and renamed itself Egghead.com.

Other retailers, such as the giant bookstore chain Barnes and Noble, have developed a strong Internet presence to complement their full-service bookstores in an effort to counter competition from cyberspace retailers such as Amazon.com, which has

no stores. Web sites are becoming increasingly sophisticated but also more user-friendly. They often simulate the services of a well-informed sales assistant in steering customers toward items that are likely to be of interest. Some even provide the opportunity for live e-mail dialog with helpful customer service personnel. Facilitating searches is another useful service on many sites, ranging from looking at what books by a particular author are currently available to finding schedules of flights between two cities on a specific date.

Store-based retailers are responding to this competitive challenge by trying to make the shopping experience more interesting and enjoyable. Shopping centers have become larger, more colorful, and more dramatic. Within each center, individual stores seek to create their own atmosphere, but tenancy agreements often specify certain design criteria so that each store may fit comfortably into the overall servicescape. The presence of food courts and other gathering places encourages social interaction among shoppers. Theatrical touches include live entertainment, special lighting effects, fountains, waterfalls, and eye-catching interior landscaping ranging from banks of flowers to surprisingly large trees. Individual stores try to add value by offering product demonstrations and such services as customized advice, gift wrapping, free delivery, installation, and warranty services.

Promoting and Delivering Services in Cyberspace

Use of the telephone for selling and ordering goods and services has increased rapidly during the past few decades. More recently, entrepreneurs have taken advantage of the Internet to create new services that can be delivered through electronic channels accessed by computers in customers' homes or offices. Four innovations of particular interest are

- (1) Development of so-called smart mobile telephones that can link users to the Internet wherever they may be.
- (2) Voice recognition technology that allows customers to give information and request service simply by speaking into a phone or microphone.
- (3) Creation of Web sites that can provide information, take orders, and even serve as a delivery channel for information-based services.
- (4) Commercialization of smart cards containing a microchip that can store detailed information about the customer and act as an electronic purse containing digital money. The ultimate in self-service banking will be when you can not only use a smart card as an electronic wallet for a wide array of transactions but can also refill it from a special card reader connected to your computer modem.

Characteristics of Services and their Marketing Implications

Services have four major characteristics that greatly affect the design of marketing programs: intangibility, inseparability, variability, and perishability.

Intangibility

Unlike physical products, services cannot be seen, tasted, felt, heard, or smelled before they are bought. The person getting a face-lift cannot see the exact results before the purchase, and the patient in the psychiatrist's office cannot know the exact outcome.

To reduce uncertainty, buyers will look for evidence of the service quality. They will draw inferences about quality from the place, people, equipment, communication material, symbols, and price that they see. Therefore, the service provider's task is to "manage the evidence," to "tangibilize the intangible." Whereas product marketers are

challenged to add abstract ideas, service marketers are challenged to add physical evidence and imagery to abstract offers. Consider the following images: "You are in good hands with Allstate"; "I've got a piece of the rock" (Prudential).

Suppose a bank wants to position itself as the "fast" bank. It could make this positioning strategy tangible through a number of marketing tools:

(1) Place:

The exterior and interior should have clean lines. The layout of the desks and the traffic flow should be planned carefully. Waiting lines should not get overly long.

(2) People:

Personnel should be busy. There should be a sufficient number of employees to manage the workload.

(3) Equipment:

* Computers, copying machines, desks should be and look "state of the art."

(4) Communication material:

Printed materials—text and photos—should suggest efficiency and speed.

(5) Symbols:

The name and symbol should suggest fast service.

(6) Price:

The bank could advertise that it will deposit \$5 in the account of any customer who waits in line for more than five minutes.

Inseparability

Services are typically produced and consumed simultaneously. This is not true of physical goods, which are manufactured, put into in distributed through multiple resellers, and consumed later. If a person renders the service, then the provider is part of the service. Because the client is also present as the service is produced, provider client interaction is a special feature of services marketing.

In the case of entertainment and professional services, buyers are very interested in the specific provider. It is not the same concert if Madonna is indisposed and replaced by Marie Osmond, or if a legal defense will be supplied by John Nobody because F. Lee Bailey is unavailable. When clients have strong provider preferences, price is raised to ration the preferred provider's limited time.

Several strategies exist for getting around this limitation. The service provider can learn to work with larger groups. Psychotherapists have moved from one-on-one therapy to small-group therapy to groups of over 300 people in a large hotel ballroom. The service provider can learn to work faster—the psychotherapist can spend 30 minutes with each patient instead of 50 minutes and can see more patients. The service organization can train more service providers and build up client confidence, as H&R Block 'has done with its national network of trained tax consultants. Creative artists have also developed techniques to overcome the limits of inseparability.

Variability

Because they depend on who provides them and when and where they are provided, services are highly variable. Some doctors have excellent bedside manner; others are less patient with their patients. Some surgeons are very successful in performing a certain operation; others are less successful. Service buyers are aware of this variability and often talk to others before selecting a service provider.

Service firms can take three steps toward quality control. The first is investing in good hiring and training procedures. Recruiting the right employees and providing them with excellent training is crucial, regardless of whether employees are highly skilled professionals or low-skilled workers. Here is an example.

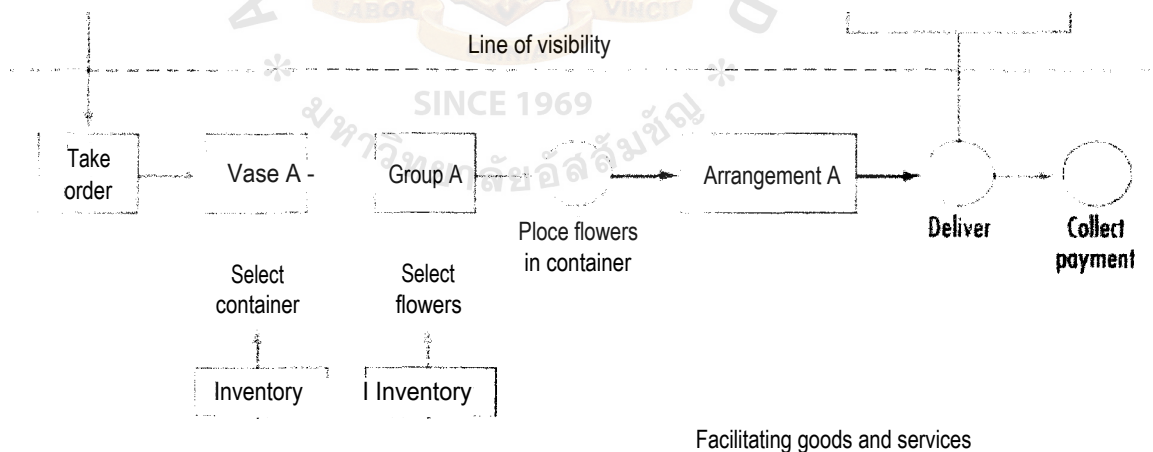


Figure 2.4. A Service-Performance Process Map: Nationwide Floral Delivery (Kotler,2003).

Perishability

Services cannot be stored. The perishability of services is not a problem when demand is steady. When demand fluctuates, service firms have problems. For example, public transportation companies have to own much more equipment because of rush-hour demand than if demand were even throughout the day. Some doctors charge patients for missed appointments because the service value existed only at that point.

Earl Sasser has described several strategies for producing a better match between demand and supply in a service business.

On the demand side:

- (1) Differential pricing will shift some demand from peak to off-peak periods. Examples include low early evening movie prices and weekend discount prices for car rentals.
- (2) Non peak demand can be cultivated. McDonald's opened a breakfast service, and hotels developed mini vacation weekends.
- (3) Complementary services can be developed during peak time to provide alternatives to waiting customers, such as cocktail lounges in restaurants and automatic teller machines in banks.
- (4) Reservation systems are a way to manage the demand level. Airlines, hotels, and physicians employ them extensively.

On the supply side:

- (1) Part-time employees can be hired to serve peak demand. Colleges add part-time teachers when enrollment goes up, and restaurants call in part-time servers when needed.
- (2) Peak-time efficiency routines can be introduced. Employees perform only essential tasks during peak periods. Paramedics assist physicians during busy periods.
- (3) Increased consumer participation can be encouraged. Consumers fill out their own medical records or bag their own groceries.
- (4) Shared services can be developed. Several hospitals can share medical-equipment purchases.
- (5) Facilities for future expansion can be developed. An amusement park buys surrounding land for later development.

Managing the Service Quality

The service quality of a firm is tested at each service encounter. If retail clerks are bored and cannot answer simple questions, or are visiting with each other while customers are waiting, customers will think twice about doing business again with that seller.

Customers form service expectations from past experiences, word of mouth, and advertising. Customers compare the perceived service with expected service. If the perceived service falls below the expected service, customers are disappointed. If the perceived service meets or exceeds their expectations, they are apt to use the provider again.

Parasuraman, Zeithaml, and Berry found five dimensions of service quality; these are presented in order of importance.

- (1) Tangibles: The appearance of physical facilities, equipment, personnel, and communication materials.
- (2) Assurance: The knowledge and courtesy of employees and their ability to convey trust and confidence.
- (3) Responsiveness: The willingness to help customers and to provide prompt service.
- (4) Empathy: The provision of caring, individualized attention to customers.
- (5) Reliability: The ability to perform the promised service dependably and accurately.

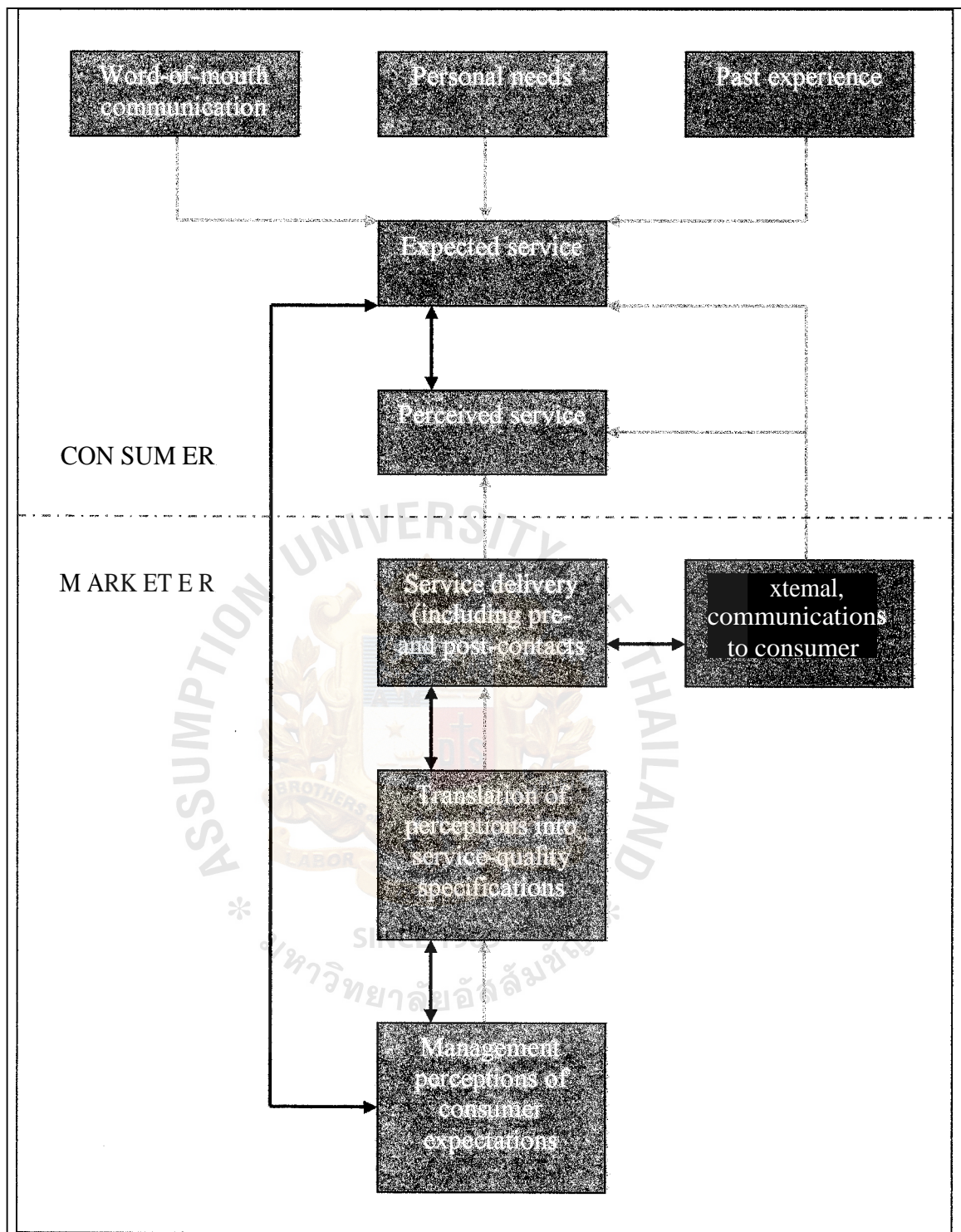


Figure 2.5. A Service-Quality Model (Parasuraman, Zeithaml, and Berry, 1985).

III. SURVEY METHODOLOGY

3.1 Overview

The study of the possibility of establishing Spa Delivery Service is an exploratory research (Sample Survey) which presents factors that encourage customers to use spa delivery service. The survey also studies about pricing of Spa Delivery Service and opinion of the customer related to the provided spa service packages

3.2 Survey Instrument

Questionnaire is used as a tool to collect data. 305 questionnaires were distributed for presenting. After launched pretest questionnaires, we found that most of the respondents cannot answer the questions. They have no idea because they don't have experience in spa service. Hence, those who have experience in spa service are selected as samples for this research. Find more details about samples in 3.3 Sample and Sampling Characteristics.

The questionnaire is divided into 3 sections as follows:

Section A

- Demographic items.

Section B

- Obtain the opinion towards spa service from those who have been using spa service.

Section C

- Obtain the opinion towards buying decision of spa delivery service packages from those who have been using spa service.

3.3 Sample and Sampling Characteristics

(1) Sample

Since there is no statistics or reference for the number of people who have had experience in spa service, judgment samples are selected for this research.

Judgment samples are often called purposive samples; the sample elements are handpicked because it is expected that they can serve the research purpose. Most typically, the sample elements are selected because it is believe that they are representative of the population of interest.

Judgment samples for this research are those who have been using spa service. As the problems occurred during pretest, we have to select those who have experience in spa service to be our samples. The reason for selecting this group is that they can provide the information we need.

(2) Sampling Characteristics

To study the possibility of establishing spa delivery service business in Bangkok, those who have been using spa service are selected. Since there is a small group of people who have experience in spa service, 305 samples have been selected from this specific group.

(3) Population and Sample size

We assume that the respondents who have an experience in Spa Service are around 30% in Bangkok. Due to we can not know the sample sizes and want to calculate the sample sizes which is estimated the population ratio The sample size can be found by the formula:

$$n = \frac{Z^2 PQ}{e}$$

where	n	=	the size of group to take sample from
	Z	=	standard scores
	P	=	the target group ratio

$$\begin{aligned}
Q &= 1 - P \\
e &= \text{tolerance of sampling error for this research not more than 5\%} \\
\text{Hence, } n &= \frac{Z^2 PQ}{e^2} \\
&= \frac{(1.96)^2 \times (.3 \times .7)}{(05)^2} \\
&= 292.4544
\end{aligned}$$

To sum up, we use 300 to be the samples of this survey.

3.4 Survey Method

Door-to-Door Interview was selected as our research method because it allows us to clarify or explain about questions being asked. Since spa delivery service is offering new service for Thai people, the respondents may not understand the concept of spa delivery service. Therefore, we conducted personal interview in order to clarify the question being asked.

Door-to-Door Interview is conducted at the respondents' offices. Time spent for collecting the data is around one and a half weeks.

3.5 Data Analysis

SPSS (Statistical Package for the Social Sciences) is used as a tool to analyze data.

The steps for analyzing are as follows:

- (1) The questionnaire was pre-coded; it contains a number code for each alternative response to each structured question.
- (2) Data were analyzed by descriptive statistics. Responses are shown in the form of frequency distribution and percentage.

Data were analyzed by nonparametric statistics for tests of differences. Chi-Square Test was used as statistical technique for this research.

3.6 Statistic Analysis

Chi-square is the statistics tool used to test relationship between independent variables and dependent variable. Chi-square has the following form:

$$\chi^2 = \sum_{k=1}^k \frac{(O - E)^2}{E}$$

Where: χ^2 = Chi-square

O = Observed frequency

E = Expected frequency

k = Number of sample group

IV. SURVEY ANALYSIS

4.1 Overview

This survey research is the opinion of the customer towards spa delivery service was analyzed by SPSS (Statistical Package for the Social Sciences). The findings are presented in the sequence as follows:

- (1) Demographic items.
- (2) Obtain the experiences towards spa service from those who used to be in Spa service.
- (3) Obtain the opinion towards spa service from those who interested in Spa service as Delivery Service.
- (4) The relationship between demographic items (gender, age, education, occupation, and monthly income) and obtain the opinion towards Spa Delivery Service.
- (5) Analysis of relationship between demographic items (gender, age, education, occupation, and monthly income) towards buying decision Spa Delivery Service packages.
- (6) The Reliability of the Result

4.2 Demographic of the respondents

There are 7 categories consisting of; gender, age, marital status, education, occupation, monthly income and residence style are shown in the form of percentage as the Table 4.1 follows:

Table 4.1. The Number of Respondents and Percentage of Personal Data Classified by Gender, Age, Marital Status, Education, Occupation, Monthly Income, and Residence Style.

Demographic Data	Number of Respondents	Percentage
Gender		
Male	72	23.6
Female	233	76.4
Age (Year)		
20 — 25	39	12.8
26 — 30	103	33.8
31 — 35	95	31.1
36 — 40	33	10.8
41 and above	35	11.5
Marital Status		
Single	176	57.7
Married	118	38.7
Divorced or Widow	9	3.0
Separated	2	0.7
Education		
High School or equal ranks	4	1.3
Under Bachelor' s Degree	26	8.5
Bachelor' s Degree	195	63.9
Master's Degree or Higher	75	24.6
Others	5	1.6

Table 4.1. The Number of Respondents and Percentage of Personal Data Classified by Gender, Age, Marital Status, Education, Occupation, Monthly Income, and Residence Style. (Continued)

Demographic Data	Number of Respondents	Percentage
Occupation		
Work in Government service	23	7.5
Office Employee	252	82.6
Business Owner	14	4.6
Housewife	8	2.6
Others	8	2.6
Monthly Income (Baht)		
Under 10,000 Baht	18	5.9
10,001 — 20,000 Baht	92	30.2
20,001 — 30,000 Baht	83	27.2
More than 30,000 Baht	112	36.7
Residence Style		
Single House	135	44.3
Townhouse	42	13.8
Commercial Building	37	12.1
Rental Room or House	68	22.3
Apartment or Condominium	20	6.6
Others	3	1.0

Interpretation:

As exhibition in Table 4.1, most respondents were female (76.4%) aged between 26-30 years old as 33.8%, Single as 57.7%, holding Bachelor's degree (63.9%), working as Office employee (82.6%), have a monthly income of more than 30,000 baht as 36.7% and Residence style as Single house (44.3%). Thus, the target group should be focused the respondents as above as the single female are mostly working in the office. They have higher education and salary. Lastly, most of them live in the single house.

4.3 Respondents' Experiences toward Spa Service

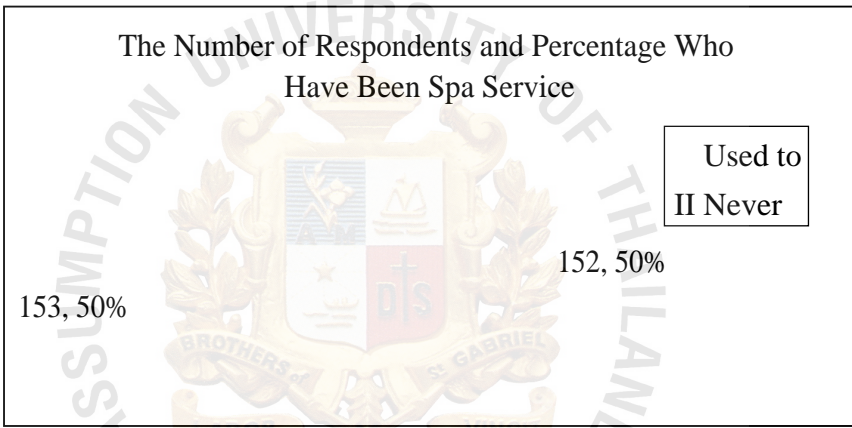


Figure 4.1. The Number of Respondents and Percentage Who Have Been Spa Service.

Interpretation:

As exhibition in Figure 4.1, most respondents had never been to Spa service, which counted for 153 respondents as 50.2% from the total respondents. 49.8% as the respondents who have been Spa service.

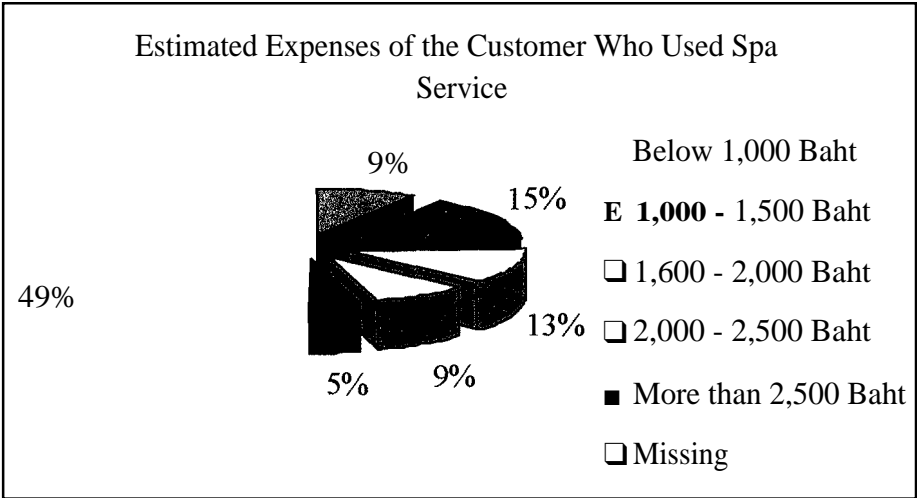


Figure 4.2. Estimated Expenses of the Consumer Who Used Spa Service.

Interpretation:

As exhibited in Table 4.2, most respondents (15%) were expense for Spa service is rank 1,000-1,500 baht. 13% of respondents were expense for Spa service is rank 1,600-2,000 baht. 9% of respondents were expense for Spa service is less than 1,000 baht. 9% of respondents were expense for Spa service is rank 2,000-2,500 baht. And the rest 5% of respondents were expense for Spa service is more than 2,500 baht.

All of the percentage came from the number of respondents who had used spa service as 50% of respondents

Table 4.2. Cross-Tabulation for the Respondents who have been used Spa Service by Age.

Age (Year)	Experience for Spa service		Total
	Used to	Never	
20 — 25	13	26	39
26 — 30	53	50	103
31 — 35	53	42	95
36 — 40	14	19	33
41 and above	19	16	35
Total	152	153	305

Interpretation:

We wish to test the null hypothesis that there is no difference between age in their experience towards spa service. Therefore, Table 4.2. is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between age in their experience towards spa service.

H_1 there is difference between age in their experience towards spa service.

Significance level .05

Degree of freedom 4

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 4 and significance level shown as .152 which significant level

show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between occupations in their experience toward spa service.

Table 4.3. Cross-Tabulation for the Majority Type of Spa that the Respondents have been used Spa Service by Occupation.

Occupation	Type of Spa Service					Total
	Day Spa	Hotel/ Resort Spa	Destinat -ion Spa	Medical Spa	Missing	
Work in Government service	4	2	1		16	23
Office Employee	65	51	7	8	121	252
Business Owner	2	1	1		10	14
Housewife	4	1	1		2	8
Other	4	1			3	8
Total	79	56	10	8	152	305

Interpretation:

We wish to test the null hypothesis that there is no difference between occupations and majority type of spa toward spa service. Therefore, Table 4.3. is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between occupations and majority type of spa towards type of spa service.

H_1 : there is difference between occupations and majority type of spa towards type of spa service.

Significance level : .05

Degree of freedom : 16

According to Statistics and Tables for Chi-Square Distribution, we see that the degree of freedom is 16 and significance level shown as .366 which significant level shows above, we can interpret that we do not reject H_0 since the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between occupations and majority type of spa toward spa service.

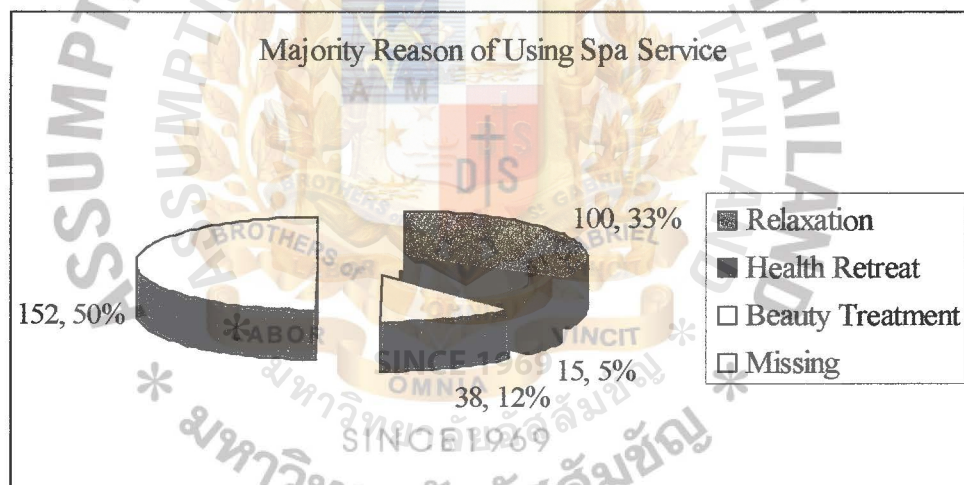


Figure 4.3. Majority Reason of Using Spa Service.

As exhibited in Table 4.3, most respondents (33%) have been the spa service is considered in Relaxation. 12% of respondents considered in Beauty Treatment. And 5% of respondents considered in Health Retreat Spa.

4.4 Opinion of Respondents toward Spa Service Delivery Business.

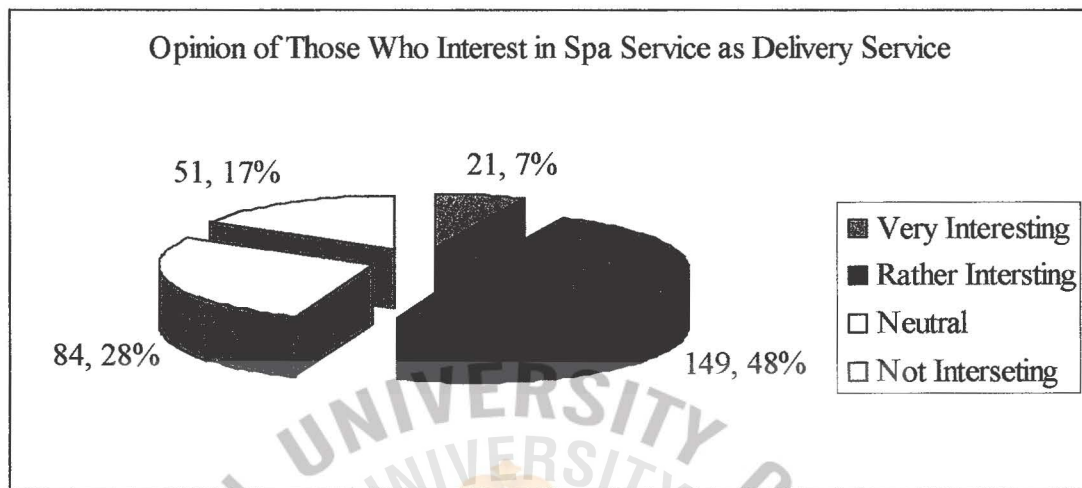


Figure 4.4. Opinion of Those Who Interest in Spa Service as Delivery Service.

Interpretation:

As exhibited in Table 4.4, most respondents were rather interesting in spa service as delivery service, which counted for 48% from the total respondents. 28% of the respondents were rather neutral. 17% of the respondents were not interested and 7% of the respondents were very interested in Spa Delivery Service.

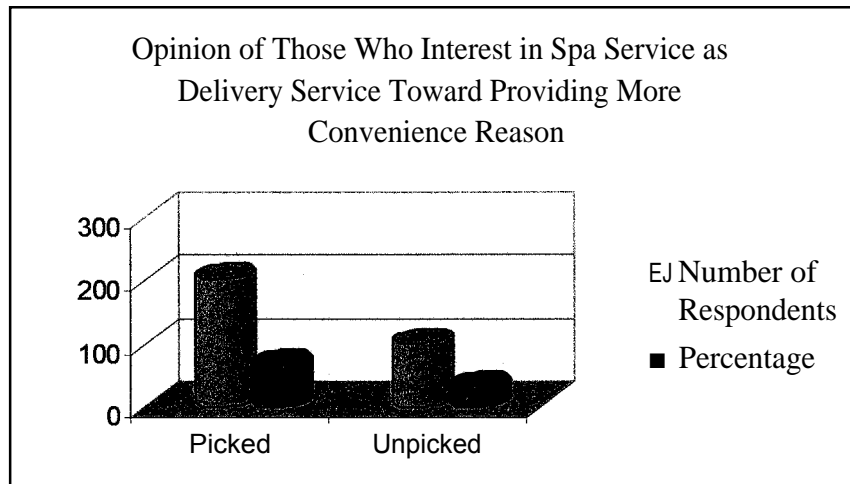


Figure 4.5. Opinion of Those Who Interest in Spa Service as Delivery Service Toward Providing More Convenience Reason.

Interpretation:

As exhibited in Table 4.5, most respondents were picked in spa delivery service as delivery service toward providing more convenient reasons, which counted for 204 respondents (66.9%) from the total respondents. 33.1% of the 101 respondents were unpicked.

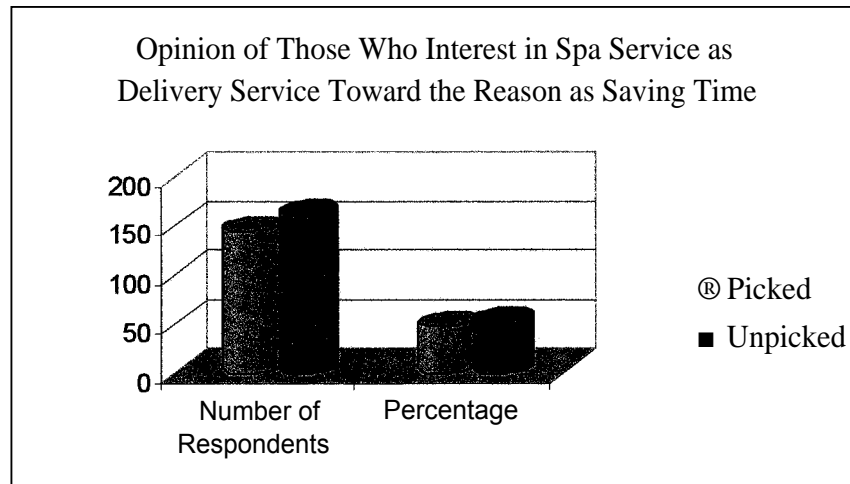


Figure 4.6. Opinion of Those Who Interest in Spa Service as Delivery Service Toward the Reason as Saving Time.

Interpretation:

As exhibited in Table 4.6, most respondents picked spa delivery service as delivery service towards the reason as saving time, which counted for 161 respondents (52.8%) from the total respondents. 47.2% of the 144 respondents were unpicked.

4.5 The Relationship between Demographic Items and obtain the Opinion towards Spa Delivery Service Business.

Table 4.4. Cross-Tabulation for the Opinion Toward Spa Delivery Service by Education.

Education	the Opinion toward Spa Delivery Service				Total
	Very Interestin g	Rather Interesting	Neutral	Not Interesting	
High School or equal ranks	1		2	1	4
Under Bachelor' s Degree	1	13	8	4	26
Bachelor' s Degree	10	95	56	34	195
Master's Degree or Higher	9	40	15	11	75
Other		1	3	1	5
Total	21	149	84	51	305

Interpretation:

We wish to test the null hypothesis that there is no difference between educations in their opinion toward spa service. Therefore, Table 4.4. is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between educations in their opinion toward type of Spa Delivery Service.

H_i there is difference between educations in their opinion toward type of Spa Delivery Service.

Significance level .05

Degree of freedom 12

According to Statistics Tables for Chi-Square Distribution, we see that the degree of freedom is 12 and significance level shown as .281 which significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between educations in their opinion toward Spa Delivery Service.

Table 4.5. Cross-Tabulation for the Opinion Toward Spa Delivery Service by Occupation.

Occupation	the Opinion toward Spa Delivery Service				Total
	Very Interesting	Rather Interesting	Neutral	Not Interesting	
Work in Government service	2	13	6	2	23
Office Employee	16	119	71	46	252
Business Owner	2	7	3	2	14
Housewife		7	1		8
Other	1	3	3	1	8
Total	21	149	84	51	305

Interpretation:

We wish to test the null hypothesis that there is no difference between occupations in their opinion toward spa service. Therefore, Table 4.5 is used to do the chi-square (χ^2) test as follows;

H_0 there is no difference between occupations in their opinion toward type of Spa Delivery Service.

H_1 there is difference between occupations in their opinion toward type of Spa Delivery Service.

Significance level .05

Degree of freedom 12

According to Statistics Tables for Chi-Square Distribution, we see that the degree of freedom is 4 and significance level shown as .684 with significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between occupations in their opinion toward Spa Delivery Service

Table 4.6. Cross-Tabulation for the Innovative Service Reason Toward Spa Delivery Service by education.

Education	Reasons		Total
	Picked	Unpicked	
High School or equal ranks	1	3	4
Under Bachelor' s Degree	5	21	26
Bachelor' s Degree	25	170	195
Master's Degree or Higher	14	61	75
Other	5		5
Total	45	260	305

Interpretation:

We wish to test the null hypothesis that there is no difference between education in their reason as the innovative service toward spa service. Therefore, Table 4.6 is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between education in their reason as the innovative service toward type of Spa Delivery Service.

H_1 there is difference between education in their reason as the innovative service toward type of Spa Delivery Service.

Significance level .05

Degree of freedom 4

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 4 and significance level shown as .540 which significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between educations in their reason as the innovative service toward Spa Delivery Service.

Table 4.7. Cross-Tabulation for the Innovative Service Reason Toward Spa Delivery Service by Monthly Income.

Monthly Income (Baht)	Reasons		Total
	Picked	Unpicked	
Under 10,000	4	14	18
10,001-20,000	13	79	92
20,001-30,000	11	72	83
More than 30,000	17	95	112
Total	45	260	305

Interpretation:

We wish to test the null hypothesis that there is no difference between monthly incomes in their reason as the innovative service toward spa service. Therefore, Table 4.7. is used to do the chi-square (χ^2) test as follows;

- H_0 there is no difference between monthly incomes in their reason as the innovative service toward type of Spa Delivery Service.
- H_1 there is difference between monthly incomes in their reason as the innovative service toward type of Spa Delivery Service.

Significance level .05
Degree of freedom 3

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 3 and significance level shown as .803 which significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between monthly incomes in their reason as the innovative service toward Spa Delivery Service.

Table 4.8. Cross-Tabulation for Providing More Conveniences Reason Toward Spa Delivery Service by Gender.

Gender	Reasons		Total
	Picked	Unpicked	
Male	46	26	72
Famale	158	75	101
Total	72	233	305

Interpretation:

We wish to test the null hypothesis that there is no difference between genders in their reason as providing more convenience service toward spa delivery service.

Therefore, Table 4.8 is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between gender in their reason as providing more convenience service toward Spa Delivery Service.

 there is difference between gender in their reason as providing more convenience service toward Spa Delivery Service.

Significance level .05

Degree of freedom 1

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 1 and significance level shown as .537 which significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between genders in their reason as providing more convenience service toward Spa Delivery Service.

Table 4.9. Cross-Tabulation for Providing More Conveniences Reason Toward Spa Delivery Service by Age.

Age	Reasons		Total
	Picked	Unpicked	
20 — 25	25	14	39
26 — 30	71	32	103
31 — 35	65	30	95
36 — 40	25	8	33
41 and above	18	17	35
Total	204	101	305

Interpretation:

We wish to test the null hypothesis that there is no difference between ages in their reason as providing more convenience service toward spa delivery service.

Therefore, Table 4.9 is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between age in their reason as providing more convenience service toward type of Spa Delivery Service.
 there is difference between age in their reason as providing more convenience service toward type of Spa Delivery Service.

Significance level .05

Degree of freedom 4

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 4 and significance level shown as .250 which significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05

(standard value). Therefore, we can conclude that there is no difference between age in their reason as the innovative service toward Spa Delivery Service.

Table 4.10. Cross-Tabulation for the Reason as Saving Time Toward Spa Delivery Service by Gender.

Gender	Reasons		Total
	Picked	Unpicked	
Male	32	112	144
Famale	40	121	233
Total	72	233	305

Interpretation:

We wish to test the null hypothesis that there is no difference between genders in their reason as saving time toward spa delivery service. Therefore, Table 4.10 is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between gender in their reason as saving time toward Spa Delivery Service.

there is difference between gender in their reason as saving time toward Spa Delivery Service.

Significance level .05

Degree of freedom 1

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 1 and significance level shown as .590 which significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05

(standard value). Therefore, we can conclude that there is no difference between genders in their reason as saving time toward Spa Delivery Service.

Table 4.11. Cross-Tabulation for the Reason as Saving Time Toward Spa Delivery Service by Occupation.

Occupation	Reasons		Total
	Picked	Unpicked	
Work in Government service	14	9	23
Office Employee	112	140	252
Business Owner	8	6	14
Housewife	5	3	8
Other	5	3	8
Total	144	161	305

Interpretation:

We wish to test the null hypothesis that there is no difference between occupations in their reason as saving time toward spa delivery service. Therefore, Table 4.11. is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between occupations in their reason as saving time toward Spa Delivery Service.

H_1 there is difference between occupations in their reason as saving time toward Spa Delivery Service.

Significance level .05

Degree of freedom 4

According to Statistics Tables for Chi-Square Distribution, we see that the degree of freedom is 4 and significance level shown as .337 which significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between occupations in their reason as saving time toward Spa Delivery Service.

4.6 Buying Decision Toward Spa Delivery Service packages.

As the analysis from Part 2 that most of respondents who have been spa service consider mostly in Relaxation. Thus, we should focus in Relaxation for which we can analyze the data of this point to reach the consumer satisfactions

Table 4.12. Cross-Tabulation for Buying Decision Toward Spa Delivery Service Packages (Royal Thai Body Massage) by Age.

Age (Year)	Buying Decision					Total
	Very Interesting	Interesting	Neutral	Not Interesting	Strongly not Interesting	
20 — 25		12	16	8	3	39
26 — 30	3	25	47	20	8	103
31 — 35	4	38	31	19	3	95
36 — 40	2	15	10	5	1	33
41 and above	2	12	16	4	1	35
Total	11	102	120	56	16	305

Interpretation:

We wish to test the null hypothesis that there is no difference between age in their buying decision toward spa delivery service packages (Royal Thai Body Massage)

Therefore, Table 4.12. is used to do the chi-square (χ^2) test as follows;

H₀, there is no difference between ages in their buying decision toward Spa Delivery Service Packages (Royal Thai Body Massage).

H_a, there is difference between ages in their buying decision toward Spa Delivery Service Packages (Royal Thai Body Massage).

Significance level .05

Degree of freedom 16

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 16 and significance level shown as .473 which significant level show above, we can interpret that we do not reject H₀ due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between ages in their buying decision toward Spa Delivery Service Packages (Royal Thai Body Massage)

Table 4.13. Cross-Tabulation for Buying Decision Toward Spa Delivery Service Packages (Royal Thai Body Massage) by Occupations.

Occupations	Buying Decision					Total
	Very Interesting	Interesting	Neutral	Not Interesting	Strongly not Interesting	
Government service	1	10	9	3		23
Office Employee	10	75	102	50	15	252
Business Owner		6	5	3		14
Housewife		6	2			8
Other		5	2		1	8
Total	11	102	120	56	16	305

Interpretation:

We wish to test the null hypothesis that there is no difference between occupations in their buying decision toward spa delivery service packages (Royal Thai Body Massage). Therefore, Table 4.13 is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between occupation in their buying decision toward Spa Delivery Service Packages (Royal Thai Body Massage).

H₁ there is difference between occupation in their buying decision toward Spa Delivery Service Packages (Royal Thai Body Massage).

Significance level .05

Degree of freedom 16

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 16 and significance level shown as .355 which significant level show above, we can interpret that we do not reject H₀ due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between occupations in their buying decision toward Spa Delivery Service Packages (Royal Thai Body Massage).

Table 4.14. Cross-Tabulation for Buying Decision Toward Spa Delivery Service Packages (Aromatherapy Massage) by Age.

Age (Year)	Buying Decision					Total
	Very Interesting	Interesting	Neutral	Not Interesting	Strongly not Interesting	
20 — 25	2	23	8	4	2	39
26 — 30	9	49	30	14	1	103
31 — 35	12	36	31	16		95
36 — 40	3	19	9	1	1	33
41 and above	4	17	9	4	1	35
Total	30	144	87	39	5	305

Interpretation:

We wish to test the null hypothesis that there is no difference between age in their buying decision toward spa delivery service packages (Aromatherapy Massage).

Therefore, Table 4.14 is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between ages in their buying decision toward Spa Delivery Service Packages (Aromatherapy Massage).

H_a there is difference between ages in their buying decision toward Spa Delivery Service Packages (Aromatherapy Massage).

Significance level .05

Degree of freedom 16

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 16 and significance level shown as .418 which significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between ages in their buying decision toward Spa Delivery Service Packages (Aromatherapy Massage).

Table 4.15. Cross-Tabulation for Buying Decision Toward Spa Delivery Service Packages (Aromatherapy Massage) by Educations.

Educations	Buying Decision					Total
	Very Interesting	Interesting	Neutral	Not Interesting	Strongly not Interesting	
High School or equal ranks		1	2	1		4
Under Bachelor's Degree		11	8	7		26
Bachelor's Degree	21	98	52	20	4	195
Master's Degree or Higher	9	32	23	10	1	75
Other		2	2	1		5
Total	30	144	87	39	5	305

Interpretation:

We wish to test the null hypothesis that there is no difference between occupations in their buying decision toward spa delivery service packages (Aromatherapy Massage). Therefore, Table 4.15. is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between education in their buying decision toward Spa Delivery Service Packages (Aromatherapy Massage).

H_1 there is difference between education in their buying decision toward Spa Delivery Service Packages (Aromatherapy Massage).

Significance level .05

Degree of freedom 16

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 16 and significance level shown as .664 which significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between educations in their buying decision toward Spa Delivery Service Packages (Aromatherapy Massage).

Table 4.16. Cross-Tabulation for Buying Decision Toward Spa Delivery Service Packages (Deep Tissue Massage) by Gender.

Buying Decision	Gender		Total
	Male	Female	
Very Interesting	3	7	10
Interesting	19	59	78
Neutral	35	111	146
Not Interesting	13	45	58
Strongly Not Interesting	2	11	13
Total	72	233	305

Interpretation:

We wish to test the null hypothesis that there is no difference between genders in their buying decision toward spa delivery service packages (Deep Tissue Massage).

Therefore, Table 4.16. is used to do the chi-square (X^2) test as follows;

H, there is no difference between occupations in their buying decision toward Spa Delivery Service Packages (Deep Tissue Massage).

H1 there is difference between occupations in their buying decision toward Spa Delivery Service Packages (Deep Tissue Massage).

Significance level .05

Degree of freedom 4

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 4 and significance level shown as .939 which significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between occupations in their buying decision toward Spa Delivery Service Packages (Deep Tissue Massage).

Table 4.17. Cross-Tabulation for Buying Decision Toward Spa Delivery Service Packages (Foot Reflexology) by Gender.

Buying Decision	Gender		Total
	Male	Female	
Very Interesting	3	7	10
Interesting	19	59	78
Neutral	35	111	146
Not Interesting	13	45	58
Strongly Not Interesting	2	11	13
Total	72	233	305

Interpretation:

We wish to test the null hypothesis that there is no difference between genders in their buying decision toward spa delivery service packages (Foot Reflexology).

Therefore, Table 4.17. is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between occupations in their buying decision toward Spa Delivery Service Packages (Foot Reflexology).

 there is difference between occupations in their buying decision toward Spa Delivery Service Packages (Foot Reflexology).

Significance level .05

Degree of freedom 4

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 4 and the significance level shown as .699 which is asinificant level

shows above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between occupations in their buying decision toward Spa Delivery Service Packages (Foot Reflexology).

Table 4.18. Cross-Tabulation for Buying Decision Toward Spa Delivery Service Packages (Aromatherapy Massage & Luxury Aromatic Facial) by Age.

Age (Year)	Buying Decision					Total
	Very Interesting	Interesting	Neutral	Not Interesting	Strongly not Interesting	
20 — 25	2	15	17	2	3	39
26 — 30	11	37	36	15	4	103
31 — 35	17	37	28	13		95
36 — 40	6	18	7	1	1	33
41 and above	6	9	13	6	1	35
Total	42	116	101	37	9	305

Interpretation:

We wish to test the null hypothesis that there is no difference between age in their buying decision towards spa delivery service packages (Aromatherapy Massage & Luxury Aromatic Facial). Therefore, Table 4.18. is used to do the chi-square (X^2) test as follows;

H_0 there is no difference between ages in their buying decision toward Spa Delivery Service Packages (Aromatherapy Massage & Luxury Aromatic Facial).

H_1 there is difference between ages in their buying decision toward Spa Delivery Service Packages (Aromatherapy Massage & Luxury Aromatic Facial).

Significance level .05

Degree of freedom 16

According to Statistic Tables for Chi-Square Distribution, we see that the degree of freedom is 16 and significance level shown as .105 which significant level show above, we can interpret that we do not reject H_0 due to the significance level is more than 0.05 (standard value). Therefore, we can conclude that there is no difference between ages in their buying decision toward Spa Delivery Service Packages (Aromatherapy Massage & Luxury Aromatic Facial).

4.7 Reliability of the Result

As the entire question within 305 questionnaires, that are analyzed by SPSS program version 11.5, the cronbach's alpha is 0.8679. This alpha value can be mentions the measurement scale of questionnaire reliability is 86.79%. Therefore, the reliability score shows the reliability of questionnaire stands at high level (almost 1). To sum up, this survey is appropriate as a reference for the result.

4.8 Analysis of the Result of Survey

The survey is aim at studying the feasibility to establish Spa Delivery Service by surveying the opinion of Thai people toward Spa delivery Service. The study concludes with the following discussion.

(1) Demographic data of respondents

The majority of the respondents are female (76.4%) aged between 26-30 years old as 33.8%, Single as 57.7%, holding Bachelor's degree (63.9%), working as Office employee (82.6%), have a monthly income of more than 30,000 baht as 36.7% and Residence style as Single house (44.3%). Thus, the target group should be focused the respondents as above as the single female are mostly working in the office. They have higher education and salary. Most of them live in the single house. Lastly, we can position the target group into B score.

- (2) Analysis of the respondents' opinions toward Spa Service from those who have been to Spa service.

The percentage of respondents who have been spa service: The samplings show that half of respondents used to use spa service as 49.8%. Therefore, the frequency show that Thai people considering this kind of service. In addition, the majority reason that the consumer considers to use the service as relaxation as 33% of respondents. Lastly, the expenses that almost customer used to pay as 1,000 — 1,500 Baht (15%). Hence, we can analyze the data above to position the theme of service offer and estimate the price.

- (3) Analysis of the respondents' opinions toward Spa Service from those who interested in Spa service as Delivery Service.

Most of people are rather interesting as 48% and 21% of respondents are very interesting in this service. Thus, 69% of respondents are considering using this service. Anyhow, some of people are neutral as 28% and 17% of respondents are not interesting

that may means as the people cannot distinguish differentiate of the details of service. In addition, the reason that the respondents interest this service due to this service can provide more convenience (66.9%) and saving time as 47.2% of the respondents who interest the spa delivery service

The attitude of respondents who interest the spa delivery service as offering new service, we can analyze from part 4 that the higher education as bachelor's degree and higher interest this service. For the occupation, the office employee has to be the most. We can categorize to 3 sections which are innovation service, providing more convenience and saving time.

(4) Analysis of the respondents' opinion toward buying decision and package of Spa Delivery Service

Even though, in the questionnaire, we have shown the details of package and pricing for consumer decision making. Thus, we can choose the advantages data to analyze which package should be considered first and able to estimated the appropriate price. From the survey data, the theme of relaxation would be the first alternative choice from the respondents. There are 5 packages as the popular relaxation theme consist of Royal Thai massage, aromatherapy massage, deep tissue massage, foot reflexology and mini luxury package (aromatherapy and luxury aromatic facial). The Royal Thai massage has to be chosen from the most respondents who are positioning on age 26-35 years old and working as the office employee. Aromatherapy massage has interested by the respondents who are

higher education and age between 20-35 years old. Deep tissue massage and foot reflexology has satisfied by female very much. Lastly, mini luxury package (aromatherapy and luxury aromatic facial) also were satisfied by the group of age 26-35 years old.

To sum up, all of the data would be convincing by the significant level that all analyzed data are higher than 0.05. In addition, all of data would be practicable and visionary to the entrepreneurs who considered to establish Spa Delivery Service.



V. BUSINESS SITUATIONS ANALYSIS AND EVALUATION

5.1 Market Outlook

General Information in the Spa Industry (flllmviutIII, 2546)

In Thailand, Spa businesses are dramatically increasing, the capability of spa industry in Thailand, as the research from Intelligent Spa Company Limited which is the independent expertise research company in terms of spa industry. They were researched in terms of quantitative and quality statistics in July 2001-2002. As the result of research, Spas in Thailand took 3,700 million baht revenue from the spa business which the consumers who use this service in Thailand are 3.3 million people. Additionally, there are 230 Spas service in Thailand. As the consumption for the spa service has growth 64% from the 3 years past. Nevertheless, the spa business in Thailand is simultaneously increasing. The government is promoting this business. Next 2-3 year, the spa industry in Thailand will grow 50% and simultaneously expanding. Since, most foreigners are satisfied in Thai massage style and services.

Meanwhile, the spa business is the service businesses which must conform to the regulation of the ministry of public health. Since, spa is a transparent business difference from the Turkish style massage business. In addition, the government has set up the standard for the spa service into 5 parts consisting of (Fmitii, 2546);

- (1) The Qualification of the investor must be Thai origin, not is serious infectious disease, and must has a license for establishing the venue from the Ministry of Public Heath.
- (2) The hygienic standardize in the venue such as; shower tub, streamer room, sauna room, and the massage tolls.

- (3) The therapist must be trained from the expertise massage institution for prevent the hazardous from the massage.
- (4) The security system, in case of sauna room must set up the temperature thermometer to caution the customers, the emergency warning must be set up in the streaming room, the customers should be register for the medicine affection, to spread the non slip stoke on the floor.
- (5) The pricing standard must be inform to the customer before for preventing the over pricing after the service.

5.2 Marketing Feasibility

(1) SWOT Analysis

Table 5.1. SWOT Analysis of Home Spa Delivery.

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Reputation with traditional Thai • Excellence in service and performance • Providing good quality services • Providing the convenience ways to the customer • Well-trained employees (Therapist) • Innovatory business 	<ul style="list-style-type: none"> • Difficult to find therapist who are more skillful and have a background in foreign language • New comer in this business • Fewer acknowledgements through consumers.

Table 5.1. SWOT Analysis of Home Spa Delivery (Continued).

<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none">• Rapid growth of the Spa market• Government has promoted this business in term of tourist industry• Increasing of convenience behavior• Dramatically healthy trend	<ul style="list-style-type: none">• Low economic circumstance• SARS crisis.• Highly competitive.

(2) Competitor Analysis

There are 2 competitors who provide spa services, similar to those proposed by HSD, consist of Siladol Home Spa and Spa at Home. Both of spas also provide spa services as five stars hotel. Particularly, Siladol Home Spa, this spa nestling in the heart of the bustling metropolis of Bangkok, Siladol Home Spa offers a wide selection of second-to-none Thai-style therapeutic treatments. It also provides a wide selection of regular beauty and health treatments in an unparalleled unique Thai style. On the other hand, Spa at Home also located in the heart of CBD area. Moreover, their products are naturally and locally made under the name "Sense by Spa at Home" by the high qualified standard laboratory in Bangkok under the control of the professional skincare consultant.

Direct Competitors

Direct competitors in the home spa as Dulaya spa and Divana Massage and Spa, Strengths and Weaknesses of direct competitors are shown in the table

Table 5.2. Show the Competitor Analysis.

Outstanding Strengths	Outstanding Weaknesses
<ul style="list-style-type: none"> • Provide magnificent service as five stars hotel. • Well trained staff in term of therapy. • Located in the heart of CBD area. 	<ul style="list-style-type: none"> • Lack of language training course. • Low standardize for the personnel Training e.g. Welcome greeting's dialog, Dressed uniform.

Indirect Competitor

(a) Hotel and Resort Spas: e.g. Marriott Spa & Resort, Dusit Spa

(3) Creating Home Spa Delivery Positioning: Marketing Mixes (4Ps.)

Positioning is the process of establishing and maintaining a distinctive place in the market for an organization and its individual product offerings (Lovelock, 2001).

Home Spa Delivery should examine its opportunities and take up their position within the marketplace. According to Home Spa Delivery's objective, the delivery spa service at home intend to focus on its high service quality as five stars hotel for which they can achieve a premium price. Spa services will be present as full service in order to respond to customers' satisfaction. The present customers are Thai business people and foreigner visitors who work in Bangkok. It can be seen that there are many strong competitors in the spas business. Thus, it

Thus, it is necessary that Home Spa Delivery should consider its competitors; according to it will lead the company to perform to the best of their ability and provide high quality services in the spa business. Owing to narrow analysis in both direct and indirect competitors, this service can make its services and products distinctive from all competitors.

Therefore, Home Spa Delivery should position itself from its competitors bearing in mind the Thai traditional Concept in the customers' minds. For instance, HSD might present itself to the Thai nationals by using Thai herbal products, Thai mind-mannered and Thai style uniform for the therapist. This will also be an advantage for the business, utilizing the theme as discussed above, in an effort to attracting guests in both the Thai domestic market and at the same time provide the foreign visitor groups with the utmost in Thai experience.

Home Spa delivery should focus on the CBD officers in the initial stage, encouraging them to use the spa services and also trying to dissuade them from seeking the similar services. To achieve this objective it will be necessary for the business to promote the spa services, and certainly an incentive for the clients would be for HSD to consider discounting the price for the customers who want to buy spa as a package. Customers might, for example, need more than one service such as Luxury Aromatic Facial and Thai massage. It can be said that if the HSD can give 10%-15% discount for them, the business will not only satisfy its customer need but also gain more profitability.

5.3 Financial Feasibility

(1) Breakeven Analysis

This is a simple method for decision making in short term of economy concentrating on the relationship between revenue and cost to find out whether this investment is going to get the profit, this definition is shown as follow:

$$\text{Profit} = \text{Revenue} - \text{Total Cost}$$

In addition, the total cost usually depends on consumer demands, season, and other parameters so this may be linear or non-linear relation of revenue and cost. So this will not be easy to draw the shape of relation.

Otherwise, to make calculation easily, this project uses company's income statement as I collected data from the interview with the owner of the business to help for analysis.

(1) Investment estimation includes:

- (a) Leasing Office Building for 5 years: 300,000 Baht
- (b) Motorcycles are required for 2 motorcycles as the cost is 42,000 Baht thus amount of cost is $42,000 \times 2 = 1384,000$ Baht.
- (c)* Computer Desktops are installed about 1 machine. The investment cost per unit is 10,000 Baht 1 Laser Printer is installed and the cost is 8,500 Baht.
- (d) Facsimile is required for 1 machine as the cost is 5,450 Baht.
- (e) Training fee for 3 months : 30,000 Baht

(0 Other accessories are used for installation and total cost is 5,500Baht.

(2) Cost of operation expenses, we would consider the following points:

- (a) Salary for four therapists per month as the cost is 8,500 Baht so amount of cost is $8,500 \times 4 = \text{IR } 34,000$ Baht per month

- (b) Officer's salary for 2 persons: $10,000 \times 2 = \text{JR } 20,000$ Baht
- (c) Therapy accessories supplies are ordered in 1 time per three months as 20,000 baht per time.
- (d) Public utilities consist of electricity, water supply and telephone airtime per month as 10,000 Baht

The initial investment cost is combination of Investment estimation cost, hence the sum of total cost is equal to

$$\begin{aligned}\text{Total cost} &= 300,000 + 84,000 + 8,500 + 5,450 + 30,000 + 5,500 \\ &= \text{JR } 433,450 \text{ Baht at beginning investment}\end{aligned}$$

If we assume that the revenue still is equally as net sales and the total cost consolidates cost of sale plus operating expenses and initial HSD investment cost thus:

$$\begin{aligned}\text{Revenue} &= \text{1i } 1,200,000 \text{ Baht} \\ \text{Total Cost} &= \text{operating expenses} + \text{initial cost} \\ &= 1,008,000 + 433,450 \\ &= \text{JR } 1,441,450 \text{ Baht} \\ \text{Profit} &= 1,200,000 - 1,441,450 \\ &= -241,450 \text{ Baht at the first year of establishment}\end{aligned}$$

Furthermore, HSD spends seven working days per week for the services so the revenue average per day is $1,200,000 / (7 \times 52) = \text{IR } 3,296.70$ Baht. Hence, HSD will recover the investment cost within one month. This consideration is done

under condition of service volume, customer demand fixed and also operating cost is not changed.

In conclusion, the HSD project should be invested because HSD still get the profit and also HSD are able to recover within one month less.

(2) Present-Worth Evaluation

For cost analysis, the proposed system is considered in investment initial cost, operating cost and administrative expenses.

(a) Investment cost and accessories expenses

As the investment cost and accessories has been determined and described as above and the total calculation number is 113 433,450 Baht at beginning investment.

(b) Operating expenses such as salary, administrative cost are equal to 1,008,000Baht.

Apart from cost, the revenue will come from net sales of company. And this project is assumed that the net sales value is equal in 5 years life span. So the annual revenue approximate number is B 1,200,000 Baht.

Also assumed an interest rate of 1.5 percent per year compound annually, as bank interest rate:

$$\begin{aligned}
 NPW (1.5\%) &= 1,200,000 - 1,008,000 - 433,450 + 1,200,000 \times (P/A, 1.5\%, 5) \\
 &\quad - 1,008,000 \times (P/A, 1.5\%, 5) \\
 &= 1,200,000 - 1,008,000 - 433,450 + (1,200,000 \times 4.7826) \\
 &\quad - (1,008,000 \times 4.7826) \\
 &= -241,450 + 5,739,120 - 1,007,995.217
 \end{aligned}$$

$$= 14,489,674.783 \text{ Baht.}$$

From the cash flow of calculation which is shown in Figure 3.1., this can summarize and conclude that the HSD project should be invested in the currently Thailand market because the net present worth is positive value.

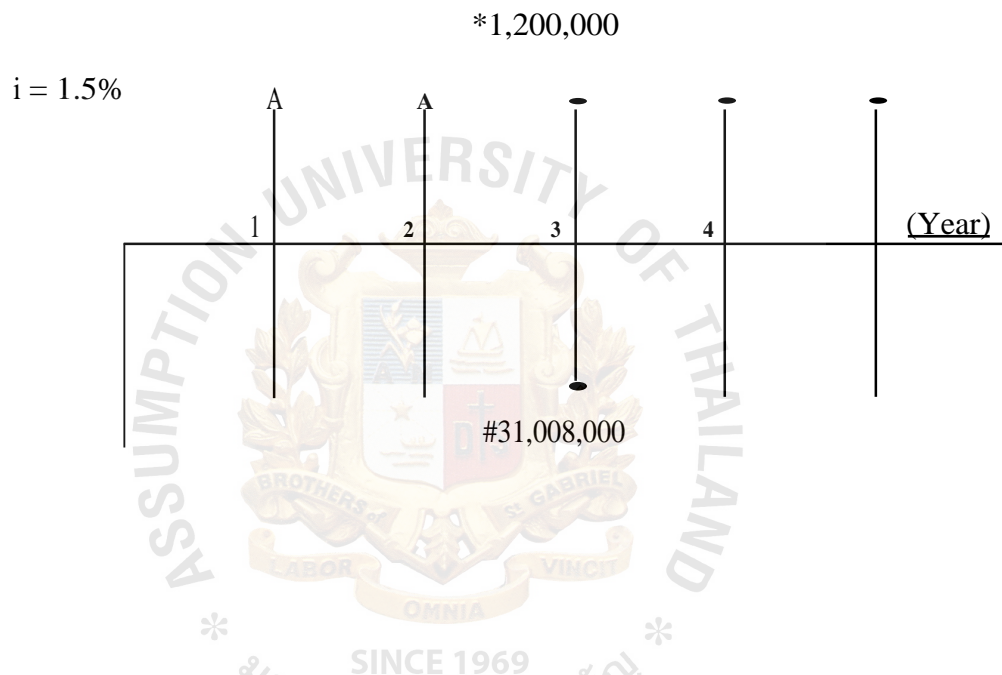


Figure 5.1. Cash Flow Diagram of the HSD Investment.

5.4 Operational Feasibility

As competition increases and the spa industry matures, the business should distinguish and improve the delivery of its core service from its competitors and emphasize performance on the supplementary services to add value to the core service (Figure 3.2.)

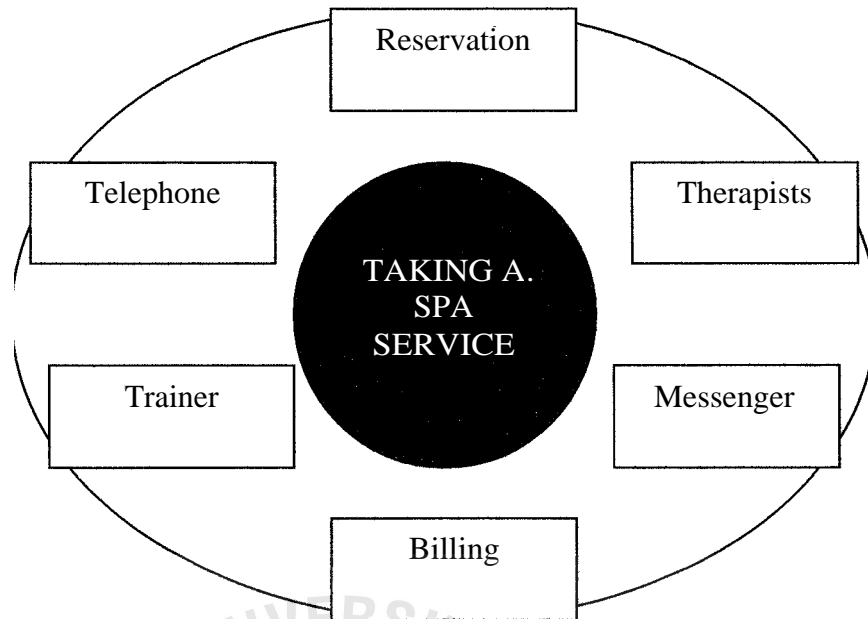


Figure 5.2. Core Product and Supplementary Services for HSD.

In order to consider its core products the business can plan or create the service process for customers in an appropriate way. For instance, most foreigners might need a therapist who is capable of speaking another language and able to take with them during massage. The Spa's manager can offer this supplementary service by engaging employees who are bilingual. The Spa's manager can facilitate the delivery process to support the core product for its customers, e.g. booking the spa program can ensure the spa's manager arranges the service process in terms of allocating therapists and the necessary time to serve customers. It can be said that understanding the core services can help the business set or create a good plan for its customers.

Service Blueprinting:

According to Lovelock (2000), service design is a complex task because it involves many processes. Spa's service is a high-contact service because customers are directly involved in with the person throughout service delivery. It is important for HSD

to gain a whole process of how the elements of service relate to each other. Therefore, HSD can distinguish its spa services and understand how it relates to the customer experiences at the front stage level and the employee's activities in both front stage and backstage processes by use of blueprint service.

The benefits of Blueprinting for HSD

(1) Creating a good plan

Blueprinting is a vital tool to assist planning in relation to what the service concept is and enables the problem solving procedure during the process (Congram and Friedman, 1991). For example, the spa's manager can set a good plan in place from the beginning such as, the first act starts with making of a reservation by phone with an unseen guest. Spa's manager can create a plan to that will meet each customer's expectation by arranging for and instructing the staffs on how to create good conversation with the clients, such as, the use of nice tones and good manners, in order to make a lasting impression.

(2) Assisting Organization

The service blueprint is an organizing tool used to assist managers in assembling appropriate resources for effective implementation of the service concept (Congram and Friedman, 1991).

(a) Human Resources

Blueprinting can provide the relevant task-oriented basis for spa's employees in each of their positions. Human Resource Management will specify the tasks for each of the positions held in the organization.

Spa Manager

- (1) Provide high quality service to all clients at every stage of their Spa experience.
- (2) Explaining treatments to clients and helping them select the appropriate treatment.
- (3) Having a good working knowledge of the product spa has to offer, in order to explain the therapists and the customers.
- (4) Promoting Spa to clients through external media and events. (Road Show)
- (5) Creating a service using a distinctive service culture throughout the organization
- (6) Training all therapists with regards to client care and spa product knowledge.
- (7) Allocating appropriate time, facilities and therapists for customers.
- (8) Developing all treatments efficiently.
- (9) Responding to any complaints in order to ensure that any problems are solved immediately, go straight into damage control and evidencing to customers that the problem has been rectified, this in turn will also lead to customer satisfaction.

Spa Receptionist

- (1) Explaining and informing customers about each treatment type of spa that is available.
- (2) Recording bookings in the daily appointment book and ensuring that there are no overlaps.
- (3) Greeting guests at the reception section and serving them before and after their treatments.
- (4) Allocating suitable time for customers.
- (5) Reporting to the Spa Manager in both external and internal problem

Spa Therapist

- (1) Providing guests with high quality service.
 - (2) Conducting all treatments professionally.
 - (3) Being friendly, clean and tidy.
 - (4) Participating in the Spa training in order to upgrade their skills.
 - (5) Reporting to the Spa Manager in case the customers are taking liberties during the massage.
 - (6) Explaining treatment and procedures for customers.
 - (7) Checking the appointment book to organize their treatments.
 - (8) Preparing and presenting the bill when they finish their treatment.
- (b) Technological resources

Blueprinting can assist the spa's manager in designing the process with innovative technology, such as, booking spa services via the Internet. This might be offered to the customers, and will also allow recording of all guest and treatment details for the database, which of course, can be used for future marketing reference. It will enable you the service to present special offers to past clientele and encourage repeat custom with such special offers. Make the customers feel special. Although this can be mass marketed, it can be designed to look as though you are presenting this offer on an individual basis.

- (c) Evidence

Blueprinting can guide development of services in terms of advertising and promotion, visual environment, consumer materials, printed forms and even suggested "scripts" for verbal interactions (Congram and Friedman, 1991). For example, the spa

manager might describe the treatment process through the printed advertising in order to persuade them type the spa services.

(3) Helping Communication and Training

The service blueprint is a communication and training tool that can encourage service providers in relation to their specific job to the service overall (Congram and Friedman, 1991). For example, the spa's manager can use blueprinting to develop communication within spa's team. To evaluate staff activities in the service delivery, the manager might have a meeting between the staff once a week, to discuss or estimate process services and whether the processes are working or not. This will allow the manager to keep improving the service. By focusing on training, this is another vital tool in assisting all therapists understand and upgrade their skills in terms of language background and the treatment process. The company might provide language-training courses for all therapists to assist them to improve their language skills, which will be of benefit in serving foreign visitors.

(4) Identify the areas with problems

Service blueprint facilitates quality control through analysis of problem areas, which is the first step in identifying service quality (Congram and Friedman, 1991). It is difficult to make the service complete in every step of the process. The blueprint can help the spa's manager identify these problems. For example; there may be a situation where there is a problem with the receptionist and customer in the front stage.

The receptionist might inaccurately record a time or may not clearly inform the client of the type of spa that is suitable to meet the customer's expectations. This may result in hesitation by customers to use the service again. Therefore, the spa manager should provide training and the treatment background in order to educate the staff.

Due to the fact Clients can evaluate the whole process from the initial step, it is essential that HSD focus on managing delivery of the service in both backstage and front stage in order to ensure there will be no mistakes or service failures. HSD can use blueprinting to emphasize the service performance and clarify the interactions between customers and employees. It cannot be denied that blueprinting can pinpoint the staffs or spa's manager understanding of the service delivery process. As a result, they can provide the best possible service for their customers in the service processes.

Managing Service Quality

The spa manager should continuously improve service quality in order to provide the best services for its customer. Poor service quality will not only make the customers feel dissatisfied but it can also be related to bad image of the whole organization at the same time. Therefore, it is important, the spa manager focus on the main dimension of service quality such as tangibility, security, communication, courtesy and understanding customer to serve customers. It will be a challenge to bring tangibility into an otherwise intangible product. *

Table 5.3. Show the Dimension of Service Quality as the Spa Provided

Dimension of Service Quality	How Spa provide the service
I. Tangible: include the physical evident of the service	According to Thai Traditional Concept to attract customers, the spa should provide: <ul style="list-style-type: none"> - Thai Herbs which must be of high standard and quality

Table 5.3. Show the Dimension of Service Quality as the Spa Provided (Continued)

Dimension of Service Quality	How Spa provide the service
	<ul style="list-style-type: none"> - Thai style of aroma atmosphere • Thai uniforms relative to Thai culture • Thai premium gift set
<p>2. Assurance: is the freedom from danger risk or doubt</p>	<p>The spa section should make the customer feel safe during the treatment such as:</p> <ul style="list-style-type: none"> • using Thai Herbs of a standard which are accepted by the Ministry of Public Health
<p>3. Reliability: Listening to customers and keeping them informed in a language they can understand</p>	<p>The spa manager can improve and make the customers more clearly understand their services by:</p> <ul style="list-style-type: none"> • accepting customer's complaints and asking for suggestions on how to improve their next service • having staff (therapists) who can speak English and other languages in order to explain the spa process

Table 5.3. Show the Dimension of Service Quality as the Spa P rovided (Continued)

Dimension of Service Quality	How Spa provide the service
	for foreign visitors
4. Empathy: Politeness, respect, consideration, and friendliness of contact personnel	<p>The spa manager should select staff who are:</p> <ul style="list-style-type: none"> - polite, tidy - friendly to serve customers - prepared to enhance the culture
5. Responsiveness: Understanding the customer and making the effort to know customers and their needs	<p>The spa manager should understand customers by:</p> <ul style="list-style-type: none"> • providing the package that customers needs - not forcing them to use another packages that they do not want

The Packages of Home Spa Delivery

Home Spa Delivery is designed the packages to suit the personal needs as divided into 4 styles as follows:

(¹) Body Massage

(a) Royal Thai Massage

Thai massage concentrates on the body's pressure points and includes

stretching techniques to stimulate blood flow and ease muscle tension.

(b) Aromatherapy Massage

This relaxing massage promotes a sense of well-being by stimulating your blood flow. The blended oils are suitable for all skin types.

(c) Deep Tissue Massage

Using aromatic oils applied with special massage techniques over the entire body to reduce fatigue. Great for sport lovers or those who prefer a strong massage.

(d) Foot Reflexology

Reflexology is used to treat physical ailments by using pressure points in the feet to stimulate the body's nerves. The feet improve many tensions in the body and are effective for most aches and pains.

(2) Body Treatment

(a) "Dead Sea" Body Wrap

Purify your skin with natural mud from the Dead Sea, which is full of pure sulphur and minerals. This treatment is sure to detoxify and improve your skin's look and make you feel healthier and younger.

(b) Honey and Milk Body Wrap

A unique, luxurious body care experience that restores skin balance in an extremely short time with the "cocktail" ingredients. The skin suppleness and elasticity are improved and body contours are firmed. Skin metabolism is activated and body skin-usually dry and dehydrated-is given maximum care.

(c) "Home Spa" Exfoliating

Stimulates and cleanses the body. Anti-oxidant treatment exfoliates the body and removes dull skin cells, keeping the body supple. This is followed by aromatic body lotions and a full rubdown to improve circulation and produce a softer, smoother, healthier-looking skin.

(3) Home Spa Beauty

(a) Luxury Aromatic Facial

A rejuvenating experience of lymphatic drainage, face cleansing, face hydrating, skin moisturizing, facial massage and face mask. All designed to promote and ensure radiant and beautiful skin.

(4) Mini Luxury Package

(a) Mind And Soul Pampering

Aromatherapy Massage & Luxury Aromatic Facial

(b) "Home Spa" Soothing

Milk and Honey Body wrap and Aromatherapy massage

(c) Heat Detoxing and Nourishing

"Dead Sea" Body Wrap & Aromatherapy Massage

(d) Royal Delight

Foot Reflexology & Royal Thai Massage

Terms and Conditions:

Advance booking for spa services are highly recommended to ensure availability. There is an added charge for clients living out of the Sukhumvit and Rama IV Rd. area required. Appointment cancelled within less than two hours notice will incur a cancellation fee of 50% of the reserved treatment cost. Prices are subject to change without notice.

VI. CONCLUSION & RECOMMENDATION

6.1 Conclusions

Spa services are booming in the Thai market, as well as several new competitors are entering the market. Not all but a large number of the competitors, in the hotel industry are likely to add the spa services as a way of convincing the customers to buy their packages.

Integrating the spa delivery service as a new service with existing Thai business can offer more service options to customers. We should focus on using the Thai Tradition Concept to target both its foreign visitors and domestic business markets.

Blueprinting is an important tool to assist Home Spa delivery in understanding the whole process and to assist in setting up a good planning process, which can lead to satisfied customers in every aspect of the service offering. Improving service quality can at the same time be a response to demanding customers.

It can be said that the benefit from a new service will not only assist HSD in becoming an innovative spa industry, but additionally it can create a good image in the customer's mind and encourage repeat purchase. Instilling, trust, integrity and communicating with your customers because of the tangibility of this service will be a win-win relationship for HSD and its clients.

As the feasibility analysis, there are three important parts consist of firstly, marketing feasibility, secondly, financial feasibility, and thirdly the operational feasibility. In the marketing feasibility, there are three strategies to survey the market, firstly, analyses spa service delivery market situation by SWOT analysis. Secondly, analysis is the competitor strategies and lastly, marketing mixes.

First of all, survey methodology will analyze the possibility of establishing spa service delivery by surveying the opinions of Thai people toward spa delivery service. The study concludes with the following data; demographic items, the experiences towards spa service from those who used to be in Spa service, opinion from those who interested in Spa service as Delivery Service, analysis of the relationship between demographic items, opinion, and buying decision towards Spa Delivery Service packages. As the analyzing survey data, most of consumers who are female and age group (20-35 years old) as almost office employee that interest this kind of service. They have higher education and can earn high monthly income. We can grade our target within B score. All of them were satisfied within the relaxation spa theme such packages as Royal Thai massage, aromatherapy massage and foot reflexology etc. Furthermore, 2 reasons that they interest HSD is providing more convenience and saving time for the customer.

Through the marketing feasibility, we found that in Thailand spa services providers are widely styled otherwise we focuses on the delivery service. As we analyse our business with the competitors, Home Spa Delivery has a chance to take up their position within the marketplace. According to Home Spa Delivery's objective, the delivery spa service at home intend to focus on its high service quality as five stars hotel for which they can achieve a premium price. However, for marketing mixes "4Ps" analysis, the product (service) is the main factor that effect consumer

Secondly, as in financial feasibility, this is another important part in the analysis because it determines profit or loss of the project. As we would know the situation of business and we could make plans for improvement to make the business more profitable. Hence, the financial method when Net present Worth (NPW) as

$4,489,674.783 > 0$ can be shown for any situation and consideration whether the Home Spa Delivery investment project is either effective or profitable.

As in the operational feasibility, we examine this business as the service blueprinting as a tool. There are four parts of operations to consider which are planning, assisting organization, helping communication and training, and identify the areas with problems. Service quality has used to operate the business to reach the customer satisfaction as well.

Finally, we can conclude all analyzed data to estimate the feasibility study of establishing Spa Delivery Service business under the name of "Home Spa Delivery" as would be possible to investment in the short term run due to the uncertainty of customer trend will change simultaneously.

6.2 Recommendation

As the feasibility study of Spa Delivery Service, I would like to mention the following recommendations:

In the market feasibility, this is the innovative business which has a few competitors who make this kind of business. Thus, we should enhance the quality of strategy to reach the customer satisfaction and have a market entrance strategy that is well suited to the existing market. Part of that strategy should be to advertise the services, which should also take into account the different Thai consumption patterns, such as:

- (1) Regularly advertise the quality of service e.g. demonstration road show.
- (2) Develop relationships with partners who are already working with the magazine, which can be reached our target, or with the credit cards.

Additional, we should first attract our main target market with CBD officer in Bangkok who understand this service and appreciate to relax, Since, the direct

interaction of this service can affect the customer satisfaction and first impression. The quality of this service needs to be considered.

Anyhow, the entrepreneur should consider the Spa Delivery Service, since the research results justify the percentage of interested, prospect, customers. Due to, the research results, large percentages of respondents never use this kind of service. Thus the entrepreneur who would like to invest in this business needs to make an attractive point of this service for persuade the consumers who never use this service.

Nevertheless, as we calculated NPW in the financial feasibility that shown business profitable approximately 4.4 million baht for 5 year's life span in case of the annual revenue is 1.2 million baht ($NPW > 0$). On the other hand, if we assume that the annual revenue is 720,000 baht (60,000 baht per month), the net present worth is remain positive value as 1,714,026.783 baht. Thus, this project still should invest in the current market.

Finally, the operational feasibility section, as we controlled the high quality of services that differs from our direct competitors. Most existing customers are rather satisfied with our services. Since, we eat up the operational system like a standard luxury spa in Thailand. Furthermore, we keep finding out the different therapy styles and treatments to be trained with our therapists such as Indian spa etc. Hence, there is no doubt that the operational section must be feasible.



APPENDIX A

QUESTIONNAIRE (THAI VERSION)

แบบสอบถามโครงการสำรวจทางทัศนคติของผู้บริโภค

ในด้านการรับรู้และผลตอบรับในการให้บริการ “สปาแบบถึงบ้าน (Home Spa Delivery)”

คำชี้แจง: ผู้วิจัยใครขอความกรุณาจากท่านในการตอบคำถามทุกข้อตามความเป็นจริงและขอขอบพระคุณเป็นอย่างยิ่งที่กรุณาสละเวลาในการกรอกแบบสอบถาม และโปรดทำเครื่องหมาย ✓ ลงในช่องว่างที่ตรงกับคำตอบของท่าน

ตอนที่ 1 ข้อมูลทางประชากรศาสตร์

1. เพศ
☐ ชาย ☐ หญิง
2. อายุ
☐ 20-25 ปี ☐ 36-40 ปี
☐ 26-30 ปี ☐ 41 ปีขึ้นไป
☐ 31-35 ปี
3. การศึกษา
☐ มีรยมศึกษาตอนปลาย หรือ เทียบเท่า. ☐ อื่นๆ
☐ อนุปริญญา
☐ ปริญญาตรี
☐ ปริญญาโท หรือสูงกว่า
4. สถานภาพ
☐ โสด ☐ สมรส ☐ หย่าร้าง หรือ หม้าย ☐ แยกกันอยู่
5. อาชีพ
☐ รับราชการ ☐ อื่นๆ
☐ พนักงานออฟฟิศ
☐ ประกอบกิจการส่วนตัว
☐ แม่บ้าน
6. รายได้
☐ ต่ำกว่า 10,000 บาท
☐ 10,001-20,000 บาท
☐ 20,001-30,000 บาท
☐ 30,000 บาทขึ้นไป
7. ลักษณะของที่พักอาศัยของท่าน
☐ บ้านเดี่ยว ☐ อาคารพาณิชย์ ☐ อพาร์ทเมนต์/คอนโดมิเนียม
☐ ทาวเฮาส์ ☐ ห้องเช่า/บ้านเช่า ☐ อื่นๆ

ต่อหน้าถัดไป

ตอนที่ 2 พฤติกรรมในการใช้บริการโดยทั่วไป

8. ท่านเคยใช้บริการ สปา หรือไม่
- () เคย
- () ไม่เคย (ข้ามไปข้อ 15)
9. โดยส่วนมากท่านใช้บริการ สปา ประเภทไหน
- () แบบเคย์สปา
- () แบบบริการในที่พักรีสอร์ท/โรงแรม (Resort/Hotel Spa)
- () สปา แบบครบวงจร (Destination Spa) เช่น ชีวาธรรม
- () สปา เพื่อการรักษา (Health Retreats or Medical Spa)

รูปแบบการให้บริการสปา มีอยู่ด้วยกัน 4 แบบ คือ

(1) แบบเคย์สปา

เป็นการบริการแบบไม่มีการค้างคืน การให้บริการประเภทนี้ มักจะเป็นการให้บริการในร้านเสริมสวย เช่น นวดตัว นวดหน้า

(2) แบบบริการในที่พักรีสอร์ท/โรงแรม (Resort/Hotel Spa)

เป็นการให้บริการแบบมีอาชีพเช่นกัน สูงขึ้นจากร้านเสริมสวย เน้นเรื่องการออกกำลังกาย และอ่าำน่าน

(3) สปาแบบครบวงจร (Destination Spa)

ให้บริการเน้นด้านสร้างเสริมสุขภาพ เพื่อชีวิตที่ดีกว่า บริการแบบมีอาชีพ เช่น บริการออกกำลังกาย ให้ความรู้ต่างๆ บริการฟื้นฟูสุขภาพอาหาร และการล้างพิษ ใช้ระยะเวลา 5-7 วัน

(4) สปาเพื่อการรักษา (Health Retreats or Medical Spa)

การให้บริการมักจะอยู่ในโรงพยาบาล ที่มีแพทย์ หรือผู้เชี่ยวชาญ ให้บริการสุขภาพ และการแพทย์แบบครบวงจร ในบรรยากาศที่ผสมผสาน ด้วยการอาบน้ำแร่ กับการบำบัดรักษาแผนโบราณ

10. ถ้าท่านเคยใช้บริการ สปา ท่านใช้บริการ สปา บ่อยแค่ไหน
- () ทุกวัน () 1 ครั้งต่อเดือน
- () 1 ครั้งต่อสัปดาห์ () น้อยกว่า 1 ครั้งต่อเดือน
- () 2 ครั้งต่อสัปดาห์

ต่อหน้าถัดไป

11. โดยส่วนมาก ค่าใช้จ่ายในการใช้บริการ สปา ในแต่ละครั้งของท่าน เฉลี่ยประมาณเท่าไร
☐ ต่ำกว่า 1,000 บาท
☐ 1,000-1,500 บาท
☐ 1,600-2,000 บาท
☐ 2,000 บาท ขึ้นไป
12. โดยเฉลี่ยระยะเวลาในการใช้บริการของท่าน ใช้เวลาประมาณเท่าไร
☐ น้อยกว่า ชั่วโมง
☐ 1 ชั่วโมง
☐ มากกว่า 2 ชั่วโมง
☐ 1 ชั่วโมงครึ่ง
☐ 2 ชั่วโมง
13. สาเหตุสำคัญที่สุดที่ทำให้ท่านเข้ารับบริการ สปา คือ
☐ การผ่อนคลาย
☐ การบำบัดรักษา
☐ การเสริมความงาม
14. ท่านพึงพอใจมากน้อยแค่ไหนในการบริการ สปา ในประเทศไทย
☐ ควรปรับปรุง
☐ เพียงพอ
☐ ก่อนข้างพอใจ
☐ พอใจมาก
15. ถ้ามีการบริการ สปา แบบบริการถึงบ้าน (Delivery) ท่านสนใจมากน้อยแค่ไหน
☐ ไม่สนใจเลย(จบการสัมภาษณ์)
☐ ก่อนข้างสนใจ
☐ เพียงพอ
☐ สนใจมาก
16. สาเหตุใดที่ท่านสนใจบริการ สปา แบบบริการถึงบ้าน (Delivery)(ตอบได้มากกว่า 1 ข้อ)
☐ เป็นการบริการที่ทันสมัย
☐ เป็นการบริการที่สะดวกสบาย
☐ เป็นการบริการที่ประหยัดเวลา
☐ อื่นๆ โปรด ระบุ
17. ท่านต้องการความรวดเร็วในการบริการ สปา แบบบริการถึงบ้าน แค่ไหน
☐ ครึ่งชั่วโมง
☐ 1 ชั่วโมง
☐ 45 นาที
18. ถ้าเป็นบริการ สปา แบบถึงบ้าน ท่านคิดว่าท่านต้องการได้รับการบริการแบบใดมากที่สุด (ตอบได้มากกว่า 1 ข้อ)
☐ แบบผ่อนคลาย
☐ แบบบำบัดรักษา
☐ แบบเสริมความงาม

ต่อหน้าถัดไป

ตอนที่ 3 การประเมินความสนใจและความพึงพอใจ ในแพคเกจของ สปา รูปแบบส่งถึงบ้าน

คำชี้แจง : กรุณาขีด ✓ ลงในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด

: ราคาทั้งหมดรวมค่าขนส่ง (Delivery Charge)

Body Massage

รูปแบบแพคเกจ ของ สปา ที่ให้บริการ	สนใจอย่างยิ่ง	สนใจ	เฉยๆ	ไม่สนใจ	ไม่สนใจอย่างยิ่ง
❖ นวดแผนไทย 90 นาที-650 บาท 120 นาที-800 บาท					
❖ นวดน้ำมันแบบโรมาเธอราพี เพื่อผ่อนคลายจากความเครียด 60 นาที - 850 บาท					
❖ นวดกล้ามเนื้อแบบเน้นหนัก ด้วยน้ำมันอโรมา 60 นาที - 1,000 บาท					
❖ นวดฝ่าเท้า 50 นาที - 500 บาท					

Body Treatment

รูปแบบแพคเกจ ของ สปา ที่ให้บริการ	สนใจอย่างยิ่ง	สนใจ	เฉยๆ	ไม่สนใจ	ไม่สนใจอย่างยิ่ง
❖ อบฟิวด์เกลือจากทะเลเดดซี เพื่อขจัดเซลล์ผิวที่ตายแล้ว 60 นาที-900 บาท					
❖ อบฟิวด์ขมิ้นและน้ำผึ้ง 80 นาที-1,200 บาท					

ต่อหน้าถัดไป

Home Spa Beauty

รูปแบบแพคเกจ ของ สปา ที่ให้บริการ	สนใจอย่า ยิ่ง	สนใจ	เฉยๆ	ไม่สนใจ	ไม่สนใจ อย่างยิ่ง
❖ นวดหน้าแบบอโรมา 60 นาที - 1,200 บาท					

Mini Luxury Package

รูปแบบแพคเกจ ของ สปา ที่ให้บริการ	สนใจอย่า ยิ่ง	สนใจ	เฉยๆ	ไม่สนใจ	ไม่สนใจ อย่างยิ่ง
❖ การนวดตัว ผสม นวดหน้า แบบอโรมา 2 ชั่วโมง - 1,800 บาท					
❖ การอบผิวด้วยน้ำมันและ น้ำผึ้ง ผสมกับการนวด แบบอโรมา 140 นาที - 1,800 บาท					
❖ การล้างพิษด้วยเกลือเคทซ์ ผสม การนวดแบบอโรมา 2 ชั่วโมง - 1,550 บาท					
❖ การนวดฝ่าเท้าผสมการนวด แผนไทย 2 ชั่วโมง-1,000บาท					



APPENDIX B
QUESTIONNAIRE (ENGLISH VERSION)

**The Survey Research toward Consumer Behavior Attitude
in term of the acknowledgement and Feedback in Spa Delivery Service Business**

Section 1 Demographic Items

1. Gender

☐ Male ☐ Female

2. Age

☐ 20-25 years old ☐ 36-40 years old
☐ 26-30 years old ☐ More than 41 years old
☐ 31-35 years old

3. Education

☐ High School or equal rank ☐ Others
☐ Under Bachelor's Degree
☐ Bachelor's Degree
☐ Master's Degree or Higher

4. Marital Status

☐ Single ☐ Married ☐ Divorce ☐ Separated

5. Occupation

☐ Working in Government Service ☐ Others
☐ Office Employee
☐ Owner Business
☐ Housewife

6. Monthly Income

☐ Below 10,000 Baht
☐ 10,001-20,000 Baht
☐ 20,001-30,000 Baht
☐ More than 30,000 Baht

7. Residential Style

☐ Single House ☐ Commercial Building ☐ Apartment/Condominium
☐ Townhouse ☐ Rental Room or House ☐ Others

Section 2 General Behavior of using Spa Service

8. Have you ever been spa service?
- () Used to
- () Never (Go to 15)
9. Generally, which spa service did you used?
- () Day Spa
- () Resort and Hotel Spa
- () Destination Spa e.g. Chiva-som
- () Health Retreats or Medical Spa

Details of 4 Types Spa

(1) Day Spa

Day spas are those that generally provide the full range of spa services but don't offer accommodation. You visit the spa, receive your treatment and after a rest and perhaps a cup of herbal tea, go on your merry way.

(2) Resort and Hotel Spa

Hotel and Resort spas are generally resorts or hotels first and spas second. The spa section is just one of the ranges of services offered by the establishments.

(3) Destination Spa

Destination spas are resorts that are completely dedicated to spa treatments. All of the guests are there for the purpose of following a treatment program, whether for slimming, relaxation, detoxifying, or increasing their energy levels.

(4) Health Retreats or Medical Spa

These places tend to be very specialized in their approach to treating you, focusing on a specific kind of treatment over a long period of a week or more. Sometimes they are simple affairs with basic accommodation. They are usually somewhat isolated to encourage you to concentrate on the program.

10. If you have been spa, how frequency have you using the service?
- () Daily () Once a Month
- () Once a Week () Less than 1 time per Month
- () Twice a Week
11. Generally, how much is the spa service expenses for each time?
- () Below 1,000 Baht
- () 1,000-1,500 Baht
- () 1,600-2,000 Baht
- () More than 2,000Baht
12. How long is the period of time when you using the spa service?
- () Less than 1 hour () $1 \frac{1}{2}$ Hours
- () 1 hour () 2 Hours
- () More than 2 hours
13. Which is the majority reason that you considered in spa service?
- () Relaxation
- () Health Retreat
- () Beauty Treatment
14. How much are you satisfied with spa service in Thailand?
- () Not Satisfy () Rather Satisfy
- () Neutral () Very Satisfy
15. If there is a Spa Delivery Service, How much interesting you are?
- () Not Interesting (Close Interview) () Rather Interesting
- () Neutral () Very Interesting
16. Which reasons that you interest in Spa Delivery Service? (able to choose more than 1 choice)
- () The Innovative Service () Saving Time
- () Providing more Conveniences () Others, please specify.....

17. How much you prefer the delivery time for the Spa Service delivery?

() $\frac{1}{2}$ hour

() 1 hour

() 45 minutes

18. Which service do you prefer toward Spa Service delivery? (able to choose more than 1 choice)

() Relaxation

() Health Retreat

() Beauty Treatment

Section 3 Opinion of the Interesting and Satisfaction toward Spa Service Delivery

Notice : please fill ✓ in the blank on your certainty opinion.

: Price included Delivery Charge

Body Massage

Spa Packages	Very Interesting	Interesting	Neutral	Not Interesting	Strongly not Interesting
❖ Royal Thai Massage 90mins.-650Baht 120mins.-800Baht					
❖ Aromatherapy Massage 60mins.- 850 Baht					
❖ Deep Tissue massage 60mins.-1,000 Baht					
❖ Foot Reflexology 50mins – 500 Baht					

Body Treatment

Spa Packages	Very Interesting	Interesting	Neutral	Not Interesting	Strongly not Interesting
❖ “Dead Sea” Body Wrap 60mins.-900Baht					
❖ Milk and Honey Body Wrap 80mins.-1,200 Baht					

Home Spa Beauty

Spa Packages	Very Interesting	Interesting	Neutral	Not Interesting	Strongly not Interesting
❖ Luxury Aromatic Facial 60mins-1,200 Baht					

Mini Luxury Package

Spa Packages	Very Interesting	Interesting	Neutral	Not Interesting	Strongly not Interesting
❖ Aromatherapy Massage and Luxury Aromatic facail 2 hours - 1,800 Baht					

Mini Luxury Package

Spa Packages	Very Interesting	Interesting	Neutral	Not Interesting	Strongly not Interesting
❖ Aromatherapy Massage and Luxury Aromatic facail 2 hours - 1,800 Baht					
❖ Milk and Honey Body Wrap and Aromatherapy Massage 140 mins - 1,800 Baht					
❖ “Dead Sea” Body Wrap and Aromatherapy Massage 2 hours - 1,550 Baht					
❖ Royal Thai Massage and Foot Reflexology 2 hours-1,000 Baht					

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