

# APPLYING SCENARIO PLANNING TO THE SUPPLY CHAIN IN A SPA BUSINESS IN THAILAND

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## ABSTRACT

*This article examines some strategies to improve efficiency in supply chains for spa businesses. The methodology comes from various fields. A conceptual framework is developed, to explain the benefits of efficiency, productivity and utilization resulting from scenario planning. The concept of networks from the logistics sector was adapted to the spa business. Data was gathered from one Spa company and the Tourism Authority of Thailand. Well-known performance measurement frameworks in the service sector are reviewed. The proposed framework puts measuring tools into three categories: efficiency, utilization and productivity. These parameters are further sub-divided. Efficiency measures the output obtained in relation to consumption of input (resources). Therapist utilization is indicated by its overall outcomes or impacts. Productivity is a lead performance measure, which focuses on analyzing future performance comparisons. Further division of these parameters will help spa businesses to directly use the framework for assessment of their performance, and will also help in benchmarking their organization so that customers can know the worth of the service for which they pay.*

## INTRODUCTION

In a service firm, its supply chain delivers service to its customers through its employees, which often involves a significant labor component. Because of the dynamic, time-sensitive nature of service production and consumption and the significant labor component of business service production, then resource requirement variability - both in the number of service units and in the composition of individual service units - must be a consideration in any approach to decision processes of the supporting services. This is a critical aspect for successfully managing a business service enterprise, and a significant opportunity to apply quantitative modeling to gain competitive advantage.

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