DEVELOPING SERVICE QUALITY FOR SPA ESTABLISHMENTS
IN THE ACTIVE BEACH TOURISM CLUSTER, THAILAND

Anan Chieochankitkan

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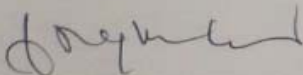
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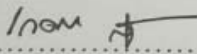Assistant Professor .... Committee Chairperson

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ABSTRACT

Title of Dissertation	Developing Service Quality for Spa Establishments
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The objectives of this study are: 1) to assess the level of perception in: service quality, perceived value, service encounter, and satisfaction of customers using spa treatments, 2) to study the dimensions of service quality, which is important in order to evaluate the spa establishments based on customers' demographics, 3) to study customers' desires toward spa treatments based on their demographics, 4) to study the causal relationship between service quality, perceived value and service encounter on customer satisfaction of customers using spa treatments, and 5) to create a service quality model for spa establishments in the Active Beach Tourism Cluster, Thailand.

The study focused on foreign customers using spa services in the Active Beach Tourism Cluster, Thailand. The sampling technique used multistage sampling; cluster sampling, quota sampling and convenience sampling. This study employed a questionnaire survey to collect data. Construct validity employed the confirmatory factor analysis-CFA. One-way ANOVA is used to compare the differences between the dimensions of service quality, the customers' desires toward spa treatments based on customers' demographics and the path analysis to study the causal relation between variables studied.

Regarding the perception level of customers using spa services in the Active Beach Tourism Cluster, Thailand, the results were exhibited: The level of actual service was higher than the level the customer expected, producing positive gap scores. Almost all the factors were high for perception level of service quality. Responsiveness and assurance achieved the highest scores, followed by environmental

element, empathy, reliability and tangible, which were moderately high. The level of perceived value was moderately high for almost all factors. In-use value, redemption value and affective value were considered high, while acquisition value, tradeoff value, epistemic value and symbolic value were moderately high. The level of service encounter was moderately high for both face-to-face encounters and remote encounters. The level of customer satisfaction was moderately high, for both disconfirmation of expectation and service satisfaction. With reference to the causal relation between service quality, perceived value and service encounter having an effect on satisfaction of customers using spa services in the Active Beach Tourism Cluster, Thailand, the finding revealed: service quality had a positive direct effect and a positive indirect effect (via perceived value) on customer satisfaction. Perceived value had a positive direct effect on customer satisfaction. Service encounter had a positive direct effect and a positive indirect effect (via perceived value) on customer satisfaction.

ACKNOWLEDGEMENTS

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ABBREVIATIONS AND SYMBOLS

Abbreviations	Equivalence
ACQUISIT	Acquisition Value
ACQUI1	I totally received considerable benefits from the spa treatments
ACQUI2	I received good value regarding spa treatments as they met my expectation
AFFECT	Affective Value
AFFEC1	I got joyful feeling when I used spa treatments
AFFEC2	After treatments, they put me in a good mood
ASSUR	The product knowledge and courteousness and their ability to express safe and trust (assurance).
AGFI	Adjusted goodness of fit index
ASSURE	Assurance
ASSUR1	The behaviors of spa staff instill confidence to customers
ASSUR2	Customers feel safe in their transactions
ASSUR3	Spa staffs are consistently polite
ASSUR4	Spa staffs provide sufficient knowledge of product
CFI	Comparative fit index
CUS_SAT	Customer Satisfaction
DE	Direct Effect
EMPAT	The concerned, customized and individual attention, the spa establishments convey to customers (empathy).
EMPATHY	Empathy
EMPAT1	Spa staffs offer customized spa treatments
EMPAT2	Spa establishments have convenient and flexible operating hours for customers

EMPAT3	Spa staffs take care of customers closely
EMPAT4	Spa staffs understand specific needs of customers
ENVIR	The supporting circumstances of aroma, cleanliness, air, music, lighting and theme of decor environmental element).
ENVIR	The supporting circumstances of aroma, cleanliness, air, music, lighting and theme of decor environmental element).
ENVIRON	Environmental Element
ENVIR1	Spa establishments have pleasant landscape
ENVIR2	Surrounding areas have proper sanitation
ENVIR3	Spa establishments have good ventilation
ENVIR4	Spa establishments have relaxing music
ENVIR5	Lighting is adequate and proper
ENVIR6	Theme of decor is uniquely set up
EPISTEM	Epistemic Value
EPIST1	My curiosity was aroused with the newly launched spa treatments
EPIST2	I feel good learning about the product benefits
EXPECT	Disconfirmation of expectation
EXPECT1	I was satisfied with the service quality of spa staff since it was as excellent as I initially expected
EXPECT2	I was satisfied with the quality of spa treatment since it was as excellent as I expected
EXPECT3	I was satisfied with service quality of spa establishments since it was as excellent as I expected
FACE	Face-to-face Encounter
FACE1	Greeting and welcoming of spa staff shows warmness
FACE2	Serving drinks upon arriving and after treatment show Thainess

FACE3	Spa staff interestingly presented spa menu
FACE4	Spa staff understandably gave consults on health and product before treatment
FACE5	Spa staff offered excellently treatment in the treatment room
FACE6	Spa staff beneficially presented product recommendation after treatment
FACE7	Cashier process at the end is quick and accurate
GFI	Goodness of fit index
IE	Indirect Effect
IFI	Incremental fit index
IN_USE	In-use Value
INUSE1	I feel good receiving personalized treatments while being treated
INUSE2	I had a sense of joy and relaxation while being treated
NFI	Normed fit index
NNFI	Non-normed fit index)
PER_SER	Perceived Value
PGFI	Parsimony goodness of fit index
PNFI	Parsimonious normed fit index
REDEMPT	Redemption Value
REDEM1	It is worthy that I will revisit in future as they can fulfill my desire
REDEM2	It is worthy that I will spread the excellent services to acquaintances
RELIA	The ability of spa establishments in completing the promised service reliably and precisely (reliability).
RELIABLE	Reliability
RELIA1	Spa establishments perform according to agreed Promises

RELIA 2	Spa staffs show a genuine interest in solving problems
RELIA 3	Spa staffs perform habitually excellent service
RELIA 4	Spa staffs complete treatments within agreed time
RELIA5	Spa establishments keep on error-free service
REMOTE	Remote Encounter
REMOTE1	Content of the spa menu is tempting
REMOTE2	Online information is nicely interactive i.e., webpage, facebook
REMOTE3	Spa staff had telephone etiquette
RESPO	The spa staff are eager to assist customers and offer prompt service provision (responsiveness).
RESPONSE	Responsiveness
RESPO1	Spa staffs give exact information
RESPO2	Spa staffs offer prompt service
RESPO3	Spa staffs are always willing to help customers
RESPO4	Spa staffs devote enough time for customers' requests
RFI	Elative fit index
RMR	Root mean square residual
RMSEA	Root mean square error of approximation
SATISFY	Service Satisfaction
SATIS1	From my knowledge, understanding and experience, I was satisfied being a customer at this spa establishment
SATIS2	I love this spa establishment as I did the right things
SATIS3	My decision's choice to become a customer at this spa establishment was a wise one
SER_QUA	Service Quality
SER_ENC	Service Encounter
SERVICE	Evaluating Service Quality
SYMBOL	Symbolic Value

SYMBO1	I feel that I have become a first-class person with a desirable life style
SYMBO2	I feel that ability to afford spa treatments fit into my social setting
TANGI	The spa establishments' appearance of physical facilities, equipments, clothing and promotional materials (tangible).
TANGIBLE	Tangible
TANGI1	Spa establishments have modern equipment
TANGI2	The physical decors are visually appealing
TANGI3	Spa staffs look well dressed
TANGI4	Promotional materials are visually appealing
TE	Total Effect
TRADEOFF	Tradeoff Value
TRADE1	I feel pleasure with promotional price and saving money
TRADE2	Aside from money I saved, I also fulfill my bliss

Symbol	**Equivalence**
Mean	Arithmetic Mean
S.D.	Standard Deviation
r	Correlation Coefficient
R^2	Coefficient of Determination
t	t-test
F	F-test
χ^2	Chi-Square
df	Degree of Freedom
p	Level of statistical significance or Probability Level in rejecting hypothesis

CHAPTER 1

INTRODUCTION

1.1 Introduction

Chapter one provides an overview and introduction of this thesis. This chapter sets the statement and significance of the study which illustrates the movement of Thai spa business with the government support, as well as the importance of service quality in the spa business. These two parts explain the statement and significance of the study. Objectives and research questions are offered to show the direction of the study. Then research results and benefits with contributions are stated. Lastly, this chapter provides definitions of terms which frame the studied boundary of this thesis in order to reach mutual understanding.

1.2 Statement and Significance of the Study

The tourism industry relies on many different elements and interconnected parts; transportation, lodging, tourists, attractions, activities, leisure, marketing, as well as government regulations. In addition, the medical healthcare business and health promoting business, in particular spa businesses and Thai massage are also viewed as another essential service part for tourists. Today, they are identified as centers for treatments through various alternative medications and have expanded to include relaxation and pampering to wellness therapies and beauty treatments for tourists visiting destination regarded as admired activities to whom the spa services are purposely offered (Leiper and Hing, 1998; Ministry of Public Health, 2011).

Besides medical healthcare services, Thailand has demonstrated high potential in providing health promoting services. With the support of government bodies; the National Economic and Social Development Board and the Ministry of Public Health, the vision to promote Thailand as "The Center of Excellent Health Care of Asia" has

been initiated. The Ministry of Public Health launched the first five-year strategic plan (2004-2008) and developed a promotional campaign under the theme "Thailand as World Class Health Care Destination". To be more specific, there are three aspects of concentration; medical healthcare business (medical treatment for targeted foreigners), health promoting business (Thai traditional massage and spa business to global standard) and healthy products and Thai herbs (Thai herbs as potential for cosmetic products, medicine and supplementary food) which were successfully operated in the past (Department of Trade Negotiation, 2011; Ministry of Public Health, 2011; Tourism Authority of Thailand, 2011).

A large number of foreign tourists visiting Thailand have decided to spend on such activities and treatments, which successfully help generate positive revenue result to the country. Subsequently, the government has recognized the importance of these businesses. The Ministry of Public Health later launched the second five-year strategic plan (2010-2014) continuing to position Thailand as "The Center of Excellent Health Care of Asia", with the Thai medicine and alternative medicine being additionally attached into this plan. Furthermore, the Office of International Healthcare Center was established under the Department of Health Service Support to be responsible for directing the Thai spa business internationally, working with associated parties, proposing appropriate strategies to the government, being the country's agent for the health service (Department of Trade Negotiation, 2011; Ministry of Public Health, 2011; Tourism Authority of Thailand, 2011).

The support of the Thai government towards "Thailand as World Class Healthcare Destination", and even "Capital Spa of Asia" setting a high standard and uniqueness for Thai spa in the global market with proactive marketing, public relations, marketing activities extending to the overseas market, investing or creating joint ventures, branding and so on, will result in health promoting business globally recognized and becoming one of the service businesses that generate healthy Thai economics. The government has shown support to the businesses with the two strategic plans on promoting the healthcare business (Department of Trade Negotiation, 2011).

Moreover, the Department of International Trade Promotion under the Ministry of Commerce has confidently expressed its vision for the health promoting

businesses to generate more revenue and project the world-class business provider image. Focusing on the 'Thainess' in the traditional way of life and wisdoms, Thai spa businesses and spa products are fruitfully promoted to the targeted foreign markets. There are many approaches encouraging inbound tourists, seeking both health and leisure services, to become spa and Thai massage customers. Plus, there are also initiatives to support setting up Thai spa businesses in the country and abroad-for example, in Europe, Middle East, Asia, USA, and Canada. Private sectors are encouraged to franchise their businesses internationally. The vision also covers encouraging private sectors to export health and beauty products; Thai herbs, for instance (Department of Trade Negotiation, 2011).

The Department of Trade Negotiation, Ministry of Commerce recognizes the importance of the policy to promote Thailand as a World Class Healthcare Destination, with an attempt to drive forward the standard and uniqueness of Thai spa by focusing on domestic marketing. Public relations and promotional activities supporting the strategy are continuously employed. Additionally, the Department of Trade Negotiation is also in charge of investing, networking and branding in foreign countries. These initiatives results in the spa business and Thai massage being globally famous and accepted in respect of services. Plus, the spa business and Thai massage, as well as well-trained spa personnel travelling abroad to provide services, are considered strong exporting businesses that have played important roles in generating the economic growth in Thailand (Department of Trade Negotiation, 2011).

For Thailand, the spa and Thai massage business have expanded tremendously. In 2011, the increased in revenue and number of spa establishments has consistently raised. Nationwide, there are currently 1,436 spa establishments legally registered and certified by the Ministry of Public Health. To be more specific, there are 321 establishments in Bangkok and 1,115 establishments regionally; 245 establishments located in the northern part, 142 establishments located in the central part, 91 establishments in the eastern part, 143 establishments in the north-eastern part, 67 establishments in the western part, and 427 establishments in the southern part. Among those mentioned, 454 establishments (31.61 per cent) are spa establishments for health, 925 establishments (64.41 per cent) are massage establishments for health

and 57 establishments (3.96 per cent) are massage establishments for beauty (Department of Health Service Support, 2011).

Presently, the demand of health promoting business has rapidly increased for both customers and spa establishments. Thailand is equipped with service persons, places and resources which are outstandingly unique to the country; Thai massage, the utilization of Thai herbs, and the famous Thai hospitality resulting in exceptional service quality. Further, it is obvious that spa business deserves to be part of the health promoting business as it has a consistent business expansion potential at 20-30 per cent per year; in 2004, the revenue was 4,000 million baht per year, with a consistent growth in 2006 at 9,000 million per year and 14,000 million baht per year in 2008, revealed the Ministry of Public Health (Department of Trade Negotiation, 2011; Ministry of Public Health, 2011). From the record, most foreign customers have higher purchasing power when compared with Thai customers. Also, the health promoting business enhances Thailand's image and encourage positive acceptance as the high standard spa business operators, locally and internationally.

Moreover, there are more than 20 spa operators who currently expand their business expertise to become spa operating consultants. There are 328 academies with 318 courses certified by the Ministry of Public Health. The high number of related academies has helped producing many individuals working in the field, both domestically and internationally. Many foreign organizations, government and private sectors alike, from Europe; Italy, Austria, and Germany and from Asia; China, Japan, South Korea, Hong Kong, Taiwan, and Singapore intentionally paid educational visits to Thai spa, Ministry of Public Health, Department of International Trade Promotion, Thai Spa Association and the Ministry of Education, for instance. Also, there are also records of foreign spa entrepreneurs taking various Thai spa courses. As a result, a great amount of revenue from related activities has been adding up to over 50 million baht annually. Thai spa and Thai massage, as exporting spa products, are also well-recognized globally (Department of Trade Negotiation, 2011; Ministry of Public Health, 2011).

The health promoting business, particularly the spa business, is supported by the government bodies. As evident in the revenue generated in Thailand, numbers of spa establishment expansion nationwide and the rising numbers of foreign

competitors, it is a clear indication of the increased interest in the business. Due to rapid expansion of the spa business in recent years, service quality control, from both government bodies and private sectors, has required spa operators to maintain high standard of service quality and focus on achieving an international standard. However, the policy concerning the standards and spa establishment regulations tend not to follow the business growth. Consequently, the issues of developing a business standard in Thailand and the lack of service quality will affect the business negatively (Paradesh Phayakkawichern, 2006).

At present, the lack of service quality and organizing product standards and products or services response are considered imperative in driving the health promoting business, including the spa business, to be more competitive. Several entrepreneurs, despite the high product quality developed and offered to the market, are facing failure due to the lack of criteria standard. In terms of personnel, although Thailand is renowned as the "Land of Smiles", friendly people and warm hospitality are fundamental characteristics that are perceived by foreigners (Tourism Authority of Thailand, 2010a), the perceived view is not sufficient to increase sales or create more competitiveness to the country, including encouraging foreign investments, since health promoting and spa business require a more gentle and hospitable approach. Therefore, by alleviating the service quality, it would affect both products and personnel qualities, world class professionalism, and customers. And this issue is regarded as urgent and imperative to be studied and developed (Tourism Authority of Thailand, 2010b).

Being largely intangible, the health promoting and spa business are obliged to pay high attention to the service quality provided (Tourism Authority of Thailand, 2010a). It is found that the increase in quality can create significant differences between success and failure, for both intangible services and tangible products (Albrecht, 1992; Lee and Hing, 1995). Recently, it is claimed that the service quality has played a crucial part for a successful marketing strategy. Companies focusing on their customers differ typically from those companies which do not. And it is also stated that these companies are usually more successful (Doyle, 1984; Uttal, 1987; Whiteley, 1991). The concept of perceived quality largely depends on the product performance; good perceived quality occurred when the experienced quality meets

customer's expectations (Gronroos, 1988; Farber and Wycoff, 1991). Companies must realize the importance of customers' perceptions in order to continue being competitive in the currently changing global circumstances.

Throughout the past ten years, practitioners, along with managers and researchers, have focused more on the area of service quality due to its strong impact on business performance, lower costs, customer satisfaction, customer loyalty and profitability (Leonard and Sasser, 1982; Cronin and Taylor, 1992; Augustyn, 1998; Johlke and Duhan, 2000; Devaraj et al., 2001; Getz et al., 2001; Johnson and Anuchit Sirikit, 2002). It is agreed that service quality and customer satisfaction are strongly related. It is believed that the improved service quality in operational processes would subsequently increase the customer satisfaction level and ultimately enhance customer loyalty level (Bolton and Drew, 1991; Lam and Zhang, 1999; Apiah-Adu et al., 2000; Bitner et al., 2000; Chebat and Kollias, 2000; Heung and Cheng, 2000; Su, 2004; Sanchez et al., 2006;).

It is an essential strategy, as regarded by service providers, to successfully deliver good quality services to customers in order to survive the current competing business environment (Norman, 1984; Czepiel et al., 1985). Additionally, service encounter, as asserted by Zeithaml et al., (1990), is viewed as a vital element of the service delivery process as it directly influences the impact of customer's evaluation of service consumption experiences. The interaction, therefore, is an essential ingredient in the total quality perception of the customer and the employee. As well, perceived value is the consumer's overall assessment of the utility of a product. In order to achieve a long-term success, companies must manage the service encounter and perceived value effectively (Lee-Ross, 2005).

Achieving customer satisfaction is the primary goal for most companies as the increased in customer satisfaction and customer retention ultimately leads to improved profits, positive word-of-mouth, and lower marketing expenditures (Jones and Sasser, 1995; Pizam and Taylor, 1999). Yuksel and Yuksel (2001) stated that customer satisfaction is a result from comparing perceptions with initial expectations. If perceived performance is greater than expectation, the customers are satisfied; on the other hand, if perceived performance falls short of expectation, customers then would feel dissatisfaction. Loyal customers are the company's consistent source of

revenue and help with cost reduction (Hallowell, 1996). Thus, retaining existing customers is more cost effective than capturing new ones (Charles and Patrick, 1980; Daugherty et al., 1998; Ellinger et al., 1999; Kandampully and Suhartanto, 2000).

Consequently, due to a lack of service delivery and low service quality in spa business, it is difficult to enhance customer satisfaction among continuing customers. As a result, customers express their dissatisfaction as well as expressing their intentions to switch to another (Chebat and Kollias, 2000). That said, it is recommended that companies should try to satisfy their customers and search for more factors to increase their customer base. In addition, only satisfying customers are not adequate but retaining the current ones is also needed. Customers' provision and perceptions of service quality play an essential role for selecting patrons as spa customers (Heung and Cheng, 2000). Under the current competitive circumstances, it is well-noted that the spa businesses today need to focus on their service quality as a measure to improve their competitive positioning (Hallowell, 1996; Kandampully and Suhartanto, 2000).

The service quality needs responding to meet or exceed the customers' expectation. The dimensions of service encounters judging customer's experience are crucial for the service provider and can be used as a measurement for the service quality. Perceived value is another crucial issue to measure; what customer pays and what the customer gets. Customer satisfaction, in particular, is crucial for entrepreneurs to exceed or to equate the expectation to maintain the customer loyalty. Such issues deal with the service quality of the personnel part of the spa business. Plus, the vital aspect of the demand part, the customers' desire toward spa treatments, is also measured. The study aims to identify expectations and desires of the customers so that spa entrepreneurs can offer appropriate spa treatments to the customers. Thus, it is important that the quality of spa establishments, as well as the service persons need to be taken into account carefully. It is suggested that spa entrepreneurs should establish the standards for the operators and examine the service performance, as well as strategically respond to customer's demands in order to gain higher satisfaction.

Therefore, the service quality has an influence to spa establishments' performance. To operate a spa business, excellent services are required to satisfy customers and positive behavioral intentions. Plus, as stated earlier, the spa business

in Thailand generates many beneficial outcomes to the economy and government sector continuingly support this growth. This makes the researcher clearly recognize the importance and rationale of problem that the spa business should have to take the management and development of service quality in implementing to facilitate to have competitive advantage. This leads to the research title of the model for developing service quality for spa establishments. Particularly in this study, the researcher addresses the assessment of service performance; service quality, service encounter, perceived value and customer satisfaction for current situation, then the dimensions of service quality that is important in evaluating spa establishments, the study of the demand part; customers' desire on a range of spa treatments, and the causal relationship between variable studied. These four issues can be measured and help generating a service quality model for spa establishments in the Active Beach Tourism Cluster, Thailand.

1.3 Objectives of the Study

The objectives of this study are as follows:

1.3.1 To assess the level of perception in: service quality, perceived value, service encounter, and customer satisfaction of customers who use spa treatments in the Active Beach Tourism Cluster, Thailand

1.3.2 To study the dimensions of service quality, which is important in order to evaluate the spa establishments based on customers' demographics

1.3.3 To study customers' desires toward spa treatments based on their demographics

1.3.4 To study the effect and causal relationship between service quality, perceived value and service encounter on customer satisfaction of those who use spa treatments in the Active Beach Tourism Cluster, Thailand

1.3.5 To create a service quality model for spa establishments in the Active Beach Tourism Cluster, Thailand

1.4 Research Questions

The research questions of this study are as follows:

1.4.1 What are the level of perception in service quality, perceived value, service encounter and customer satisfaction of customers using spa services in the Active Beach Tourism Cluster, Thailand?

1.4.2 What are the dimensions of service quality that spa customers consider to be important in evaluating spa establishments based on customers' demographics?

1.4.3 Based on customers' demographics, what are the differences of spa customers' desire toward spa treatments in the Active Beach Tourism Cluster, Thailand?

1.4.4 What are the causal relationships between service quality, perceived value and service encounter affect customer satisfaction of those using spa treatments in the Active Beach Tourism Cluster, Thailand?

1.4.5 How should a service quality model be developed for the spa establishments in the Active Beach Tourism Cluster, Thailand?

1.5 Expected Results of the Study

The expected results of this study are as follows:

1.5.1 This study attempts to see the level of service performance in service quality and understand the gap between expected services and service performance which can directly affect customer satisfaction and acquire some insights into dimensions of service quality of which customers view important in assessing spa establishments service quality.

1.5.2 This study attempts to understand the level of service performance, particularly on the issue of service encounter at spa establishments as the experienced service encounter can affect the level of customer satisfaction.

1.5.3 This study attempts to understand the level of service performance, particularly on the issue of perceived value happening throughout the servicing process which can ultimately affect customer satisfaction level.

1.5.4 This study attempts to learn about customer satisfaction which relies upon disconfirmation of expectation and service satisfaction.

1.5.5 This study attempts to inspect the customers' desire toward spa treatments offered in order to respond effectively.

1.5.6 This study attempts to create service quality model for spa establishments in the Active Beach Tourism Cluster, Thailand.

1.6 Expected Benefits of the Study

The expected benefits of this study are as follows:

1.6.1 In terms of spa business, this research will give direct benefit to spa entrepreneurs, commercial organizations and service firms; the findings from this thesis will help spa entrepreneurs develop and improve policy guidelines and company managerial administrative strategy and alleviate service quality standards to subsequently create competitive advantages for the company.

1.6.2 In terms of government use, the findings will benefit numbers of governmental units; for instance the Ministry of Public Health, particularly the Department of Health Service Support, Office of Health Business Promotion; the findings related to service quality and customers' needs on spa products can help develop marketing plans as well as strategic plans.

1.6.3 The findings will also contribute to the academic field, which theories and concepts of service quality, perceived value, service encounter and customer satisfaction can be further developed.

1.7 Definition of Terms

1.7.1 Service quality means a delivering of spa products or spa services that matches the expectation of spa customers, where they compare their expectations with the service they perceived (Parasuraman et al., 1988; Hsieh and Chen, 2010). Service quality components used in this thesis cover only six components as follows:

1.7.1.1 Tangibility focuses on modern-looking equipments, appealing physical facilities, personnel's clothing and promotional materials.

1.7.1.2 Reliability focuses on complying as agreed and fairness, high efficiency in solving problem, performing right at the first time, performing as promised time and error free service.

1.7.1.3 Responsiveness focuses on sincere and exact response, prompt remedy, willingness in offering help and adequate time whenever requested.

1.7.1.4 Assurance focuses on confidence and trust, safe transaction, politeness and friendliness and extensive knowledge on the products.

1.7.1.5 Empathy focuses on customized products, convenient operating hour, individual attention, and understanding customers' desires.

1.7.1.6 Environmental element focuses on landscape, sanitation, airflow, music, lighting, and a clear theme.

1.7.2 Perceived value stands for a customer's assessment of the utility of spa products based on perceptions of what is received and what is given between quality and price (Shet et al., 1991; Parasuraman and Grewal, 2000; Tsai, 2005).

Perceived value used in this thesis includes only seven components as follows:

1.7.2.1 Acquisition value focuses on overall benefit and positive value.

1.7.2.2 Transaction value focuses on psychologically satisfied and promotionally satisfied.

1.7.2.3 In-use value focuses on personalized and sense of joy.

1.7.2.4 Redemption value focuses on repeat business, word-of-mouth and comment.

1.7.2.5 Epistemic value focuses on novelty desire and knowledge desire.

1.7.2.6 Affective value focuses on enjoyable and good mood.

1.7.2.7 Symbolic value focuses on epicure and self-image.

1.7.3 Service encounter represents a point in service delivery where customers interact with spa staffs or self-service equipment and the outcome may affect perceptions of service quality (Zeithaml and Bitner, 1996).

Service encounter employed in this thesis comprise only two components as follows:

1.7.3.1 Remote encounter focuses on marketing material and communications via electronic and telephonic communications.

1.7.3.2 Face-to-face encounter focuses on greeting, welcoming, staffs, consultation, effective product and service, after-sales care and the cashier process.

1.7.4 Customer satisfaction signifies a response that customers have certain spa service standards in mind before consumption, observe service performance and

compare it to their standards and then form satisfaction judgments (Oliver, 1977, 1980, 1997).

Customer satisfaction employed in this thesis embrace only two components as follows:

1.7.4.1 Disconfirmation of expectation focuses on quality of staffs, quality of spa treatments, and quality of spa establishments.

1.7.4.2 Service satisfaction focuses on cognitive satisfaction and affective satisfaction.

1.7.5 Spa customers stand for foreign tourists who use spa treatments or spa services at any spa establishments in the Active Beach Tourism Cluster, Thailand. Such customers cover only four regions according to the Ministry of Tourism and Sports, Thailand; i.e. Asia, Oceania, Europe, and the Americas.

1.7.6 Spa establishments mean places where any spa treatments related to health take place. There are 30 certified spa establishments in the studied area according to the announcement of the Ministry of Public Health list of spa establishment (see Appendix C): 318-319.

1.7.7 Use spa treatments or spa services signify only one treatment or few treatments may be tried by spa customers from spa establishments in the Active Beach Tourism Cluster, Thailand.

1.7.8 Spa treatments or spa services refer to any activities which take place at the spa establishments (Chiva-Som Academy, 2002; Ministry of Public Health, 2008). This thesis covers only five core treatments, from the total of 37 treatments listed, as follows:

1.7.8.1 Massage treatments signify treatments or activities associated with massage performing to one part of the customer's body with an attempt to heal, maintain, or relax. Followings are the eleven treatments based on Chiva-Som Academy (2002) and Ministry of Public Health (2008) 1) Athletic massage 2) Hot stone massage 3) Invigorating massage 4) Foot massage 5) Shiatsu 6) Swedish massage 7) Thai herbal massage bag(hot compress) 8) Thai traditional massage 9) Tui-na 10) Underwater pressure massage 11) Watsu

1.7.8.2 Beauty treatments stand for treatments or activities associated with beauty for the face or body with an attempt to heal, maintain, or relax. Four

treatments for beauty are included in this study based on Chiva-Som Academy (2002) and Ministry of Public Health (2008) 1) Body polish, clay/mud mask 2) Facial massage, scrub clay/mud mask 3) Manicure 4) Pedicure

        1.7.8.3 Hydro treatments mean treatments or activities associated with utilizing any types of water with an attempt to heal, maintain, or relax. Six treatments, based on Chiva-Som Academy (2002) and Ministry of Public Health (2008), are covered in this study; 1) Colon detoxification 2) Scotch hose 3) Steam/sauna 4) Swiss shower 5) Vichy shower 6) Warmbath/Coolbath

        1.7.8.4 Holistic treatments signify treatments or activities associated with holistically body treatments with an attempt to heal, maintain, or hygiene. There are seven treatments included based on Chiva-Som Academy (2002) and Ministry of Public Health (2008) 1) Aroma Massage 2) Indian head massage 3) Manual Lymphatic Drainage 4) Maya abdominal massage 5) Reflexology 6) Reiki 7) Shirodhara

        1.7.8.5 Fitness activities mean treatments or activities associated with fitness or exercise of body with an attempt to heal and maintain the fitness of body. Based on Chiva-Som Academy (2002) and Ministry of Public Health (2008), there are nine activities included in this study; 1) Aerobic 2) Boxing 3) Chi ball 4) Fit ball 5) Meditation 6) Pilates 7) Qigong 8) Tai chi 9) Yoga

    1.7.9 Customers' desire toward spa treatments mean an interest or a demand of the customers who would like to try only one or few spa treatments if they have a chance to visit spa establishments. In fact, spa establishments that customers visited may or may not provide all treatments but it is merely a customers' interest.

    1.7.10 Active Beach Tourism Cluster stands for the tourism cluster of provinces consisting of Chonburi, Rayong, Chantaburi, and Trat that the Ministry of Tourism and Sports has grouped them into a tourism cluster according to the potential tourism cluster of The National Tourism Development Plan A.D. 2012-2016.

    1.7.11 Model stands for the suggested guidelines both based on the findings of research found and the view of researcher in incorporating theoretical suggestions to support guidelines in order to create the service quality model for spa establishments in the Active Beach Tourism Cluster, Thailand.

1.7.12 Asia includes Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Vietnam, China, Hong Kong, Japan, Korea, Taiwan, Bangladesh, India, Nepal, Pakistan, and Sri Lanka.

1.7.13 Oceania includes Australia and New Zealand.

1.7.14 Europe includes Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Netherlands, Norway, Russia, Spain, Sweden, Switzerland, and United Kingdom.

1.7.15 The Americas includes Argentina, Brazil, Canada, and USA.

1.8 Conclusion

This chapter covers the background and signification of the research problem with the two focuses, as follow: 1) the importance of spa business – the spa business has shown prominent growth as evident by the increasing number of tourists who participate in the service. Additionally, there is also a strong support from the Thai government, under the supervision of the Ministry of Public Health and Ministry of Commerce, to position the country as the "World Class Healthcare Destination", and even the "Capital Spa of Asia" under the two five-year strategic plans for the year 2004-2008 and 2010-2014, with the emphasis on medical health business, health promotion business, Thai herbs and herbal products, as well as alternative medicine and Thai traditional medicine. The chapter also includes the competitive environment of the spa business in neighboring countries; for instance Hong Kong, Singapore, and Malaysia that have consistently improved 2) the service quality – satisfying customer satisfaction is considered crucial for a spa business provider. A spa business provider must consider customer's perceived value, when considering service quality dimensions. It needs to always be aware of customer's paid cost and received services, when considering a perceived value. A spa establishment also needs to consider the aspect of service delivery at back and front stage as well as a disconfirmation of expectation, as all of which can undoubtedly affect customers' post-purchase behaviors. Furthermore, this chapter also covers the five research objectives that include the study of current situation and development guidelines; question-style research questions; expected research results; as well as expected benefits for business owners

and government bodies especially The Ministry of Public Health which can apply the research findings to improve the overall spa service quality. The findings are also beneficial for scholars and researchers who are interested to apply the studied theories with other businesses. Lastly, definitions of technical terms are also listed at the end of the chapter for readers' further clarifications.

CHAPTER 2

LITURATURE REVIEW

2.1 Introduction

This chapter outlines several concepts regarding the study of a model for developing service quality for spa establishments in the Active Beach Tourism Cluster, Thailand. Initially, the spa knowledge was presented regarding the evolution of spa, the classification of spa establishments and spa treatments. The service quality concept that has been developed for consideration by marketers, managers and researchers is presented. Also, the concept of service encounter employed in marketing speeches is discussed to show the dynamic period of time where customers interact directly with a provider. Then it focuses on perceived value's concept, one of the vital marketing strategies showing customers' utility. The result is the concept of customer satisfaction that explains the comparison between expectations and perceptions of customers. Demographic characteristics explaining the customer's benefits to marketing and segmenting market are presented. Then, related researches; service quality, service encounter, perceived value, customer satisfaction, and spa products are given to show preceding research. The research's conceptual framework is shown to provide a picture of all the research variables for this study. Distribution of research variables reviewed from theory is conducted. Finally, the research hypotheses are offered.

2.2 The Spa Knowledge

2.2.1 The Meaning and Origin of Spa

The word 'spa' is a contraction of a Latin phrase, 'salus per aqua', means 'health from water'. The term is assumed to issue from the name of a small village near Liege, Belgium, called 'Spau' where it was famed for the healing hot spring that

help lessen soldiers' hurts and pains regarding the end of lengthy battles. The word might be the aged Walloon (spoken in Southern Belgium) for fountain, 'espa'. From this became the English word 'spaw' and the modern word 'spa' (Miller, 1996a; James and McCarthy, 2005).

It is said, the town of spa, near Liege, where, in 1326, the ironmaster Collin le Loup mentioned that the chalybeate waters from the local spring cured him. In 1551, William Slings by discovered a chalybeate spring in England with water that resembled that of Sauveniere, the spring at Spa. The discovery came to the attention of Timothy Bright, who had also tasted the water of Sauveniere. He named the Slings by spring the English 'spa'. In 1626, Doctor Dean of York published a booklet regarding the water of Harrogate following Bright's advice and wrote of the English Spaw fountain. In 1652, the French described the Harrogate waters as the 'spaws' of the north. Sheridan was perhaps the first to name a mineral water resort a 'spa' (Leaby and Bergel, 2003).

Miller (1996b) views that for the European, the concept of spa is more 'cure' oriented. It concentrates on correcting or healing health troubles or illness by lodging at the location for a week, as well as going to 'take the water' where mineral waters could help lessen particular troubles. Unlike for the American, the concept of spa emphasizes more on 'fitness'. Captivatingly, in the early periods, the spas in America were habitually labeled 'fat farms' as the leading goal of a week's lodging was chiefly to watch weight and exercise.

In general, spa is a place that devotes to overall health and well-being of the customers through a variety of professional services that encourage the rejuvenation of mind, body and spirit (International SPA Association, 2013). It is a place where people go to improve their health, as well as their appearance by exercising and relaxing, using 'water' as the main source of treatment (Walsh, 1996). The Ministry of Public Health (2008) states that spa is a holistic treatment using mainly natural water, together with other alternative medicine. The five senses-sight, smell, sound, taste, and touch-are considered essential in order to produce the balance of physical, mental, spiritual, and emotional state. Spa is a piece of hydro therapy, the holistic health treatment that is supervised by physician, experts, and doctor. Including are places devoted to relaxation and to achieve holistic health (Cassar, 2000).

In summary, historically, spa is a place where hot spring situated and its water can be used to cure and heal pains and aches. Spa can also strengthen people's beliefs and faiths. And, in contemporary sense, spa is a place that can facilitate people in order to treat both physical and mental states. The use of water, as well as the use of vitamin and natural minerals, is the key element in spa treatments.

2.2.2 Classification of Spa Establishments

2.2.2.1 According to the announcement of the Ministry of Public Health, Service Establishment Act (issue 4) 2003 has established the classification of spa establishments in Thailand as follows:

1) Spa business for health refers to the engagement in spa business concerning the care and reinforcement of health. The core service provisions comprise the massage for health and the use of water for health. The supplements also include sauna for health, exercise for health, nutrition and dietary, yoga, meditation, the use of herb and healthy products, as well as alternative medicine.

2) Massage business for health refers to the engagement in massage business, aiming to relax muscle tension, fatigue, and stress with massage techniques include friction, petrissage, wringing, press, manipulation, traction, compress, sauna/steam or any techniques according to the science and art of massage for health. Nonetheless, there must not be a place for bathing at the establishment.

3) Massage business for beauty refers to the engagement in massage business in a particular place, i.e. a beauty salon. The business aims for beauty purposes employing various techniques include friction, petrissage, wringing, press, manipulation, traction, compress, sauna/steam or any techniques according to science and art of massage for beauty. Nonetheless, there must not be a place for bathing at the establishment.

2.2.2.2 The International Spa Association-ISPA has developed and suggested seven types of spa establishment typologies as follows (International SPA Association, 2013):

1) Club spa: a spa that is equipped with a gym facility. With fitness as its main purpose, a club spa proposes a series of professionally managed spa services.

2) Day spa: a spa that presents a range of professionally managed spa services, including a beauty treatment offered to customers.

3) Hotel and resort spa: a spa that is situated within a resort or hotel. It presents professionally managed spa services, including fitness and wellness services.

4) Cruise ship spa: a spa on a cruise ship that offers professionally administered spa services, including fitness and wellness facilities as well as healthy menu choices.

5) Mineral spring spa: a spa that includes a natural mineral spring, thermal or seawater which is applied in hydrotherapy treatments.

6) Destination spa: a spa facility that embraces the core purpose to provide a service to visitors to progress healthy habits by offering a holistic services, embracing spa services, physical fitness, wellness education, healthful cuisine, and special interest programs.

7) Medical spa: a facility that employs fulltime licensed health care professionals, with the degree of Doctor of Medicine (M.D.), on site.

2.2.2.3 There are many types of spa to serve a array of customers' wants. Leavy and Bergel (2003) allocates the different categories of spas these days in the United States, as studied, as follows:

1) The destination spa, or officially known as "fat farm" as it was primarily aimed toward weight loss programs and detoxification close to boot camps that concentrate on fasting and a restricted diet programs. The current offerings cover low-calorie foods, meaningful fitness programs, lifestyle lectures, and medical services.

2) The resort/hotel spa refers to a spa facility that has augmented from a day-spa to an exercise/workout area, including wet area. The resort/hotel spa offers complimentary exercise equipment for hotel/resort guests, as well as a membership chance for remote guests.

3) The day spa, formally known as bathhouses in metropolitan areas, salons and skincare facilities. Massages, wraps, and even nutritional programs are attached on.

4) Club spa introduces a spa that provides fitness and treatment services for both health club members and outside customers.

5) Medi-spa refers to a medically established spa that was operated by a group of plastic surgeons, dermatologists, chiropractors, as well as homeopathic physicians.

6) Wellness center presents an all-in-one spa and medical service facilities.

7) Rehabilitation centers and hospital spas, introduces a hospital that has employed spa services to its customers, including spa treatments. Progressive health care providers are beginning to include spa treatments into patient care.

2.2.2.4 In general, James and McCarthy (2005) reveal that spas can be classified as follows:

1) Day spa: typically produce a basic menu which includes a half-day package for body treatment, body massage, facial treatment, body treatment, nail care service, as well as a light snack or lunch.

2) Salon spa: an extension of an initial salon. Salon spa typically presents a series of spa services such as day spa services. Additionally, salon spas are also aimed to turn into a one-stop-service salon/day spa one stop service.

3) Mobile or home spa: mobile spas cover onsite spa services at special event, parties, team building exercises, as well as in homes, offices, and hotel rooms.

4) Hotel or hospitality spa: a hotel spa provides more indulging services than a day spa. It targets elite clienteles travelling and vacationing and have the desire to maintain their wellness routines as well as searching for a relaxation.

5) Medical or health spa: the spa service includes cosmetic dental treatments, microdermabrasion techniques, chemical skin peels, Botox injections, as well as laser treatments. The medical spa is supervised by a licensed and practicing physician.

6) Destination spa: the spa comprises a health-oriented spa experience and wellness vacation through personalized fitness, wellness, as well as health and diet programs. Guests will get to learn about the importance of adopting and maintaining a healthy lifestyle and application at home use.

2.2.2.5 Miller (1996a) claimed that spas are in general categorized based on the direction of the management, types of services offered, and general property description. Followings are the major spa categories:

1) Resort spa: situated in a resort property where a series of sports and fitness activities are included, in addition to variety of spa treatment programs.

2) Amenity spa: located in a hotel/resort with the major purpose to incorporate the spa as an 'amenity' to the hotel services.

3) Destination spa: this spa type of spa can be found in a hotel property, with the major purpose to offer services purposely to spa guests. Outside guests are not welcomed.

2.2.3 The Classification of Spa Treatments and Services

2.2.3.1 According to the National Industrial Skill Standard, under the Department Of Holistic Health Promotion, spa treatments and massages can be classified as below (Department of Health Service Support, 2011):

1) Thai Sapaya: refers to a service establishment that largely focuses on Thai wisdoms. The services include Thai massage (general massage or Cha-Loi-Sak massage), Royal Thai massage, Thai herbal bag, herbal sauna, the use of Thai perfumery, Thai herb, Thai cuisine, Thai fruits and traditional Thai music. All services and offerings focus on natural treatments.

2) Western spa: refers to a service establishment that largely focuses on the use of water following the Western service standard. Services include whirlpool, western massage, sauna/steam, and fitness.

3) Thai spa: refers to a health service that largely focuses on the use of water rather similar to the Western spa, with an appropriate combination between Western and Thai wisdoms.

2.2.3.2 The Ministry of Public Health (2008) points out that there are many health spa treatments and services provided in Thailand and foreign countries, with the illustrations as follow:

1) Holistic health: nutrition, vitamin therapy, qi gong, yoga, homeopathy, bach flower remedies, aromatherapy, hydrotherapy, reiki, shiatsu, chakra balancing, aura therapy, meditation, hypnotherapy,

2) Health and beauty: facial treatments (clean, tone, scrub/ exfoliation, massage, mask, moisturizer), body massage (body wrap/seaweed wrap), hair (shampoo, conditioner)

3) Aromatherapy: the use of essential oil and its aroma.

4) The hydrotherapeutic uses of water and its temperature: neutral bath, warm bath, cold baht, alternate bath, hot sitz bath, foot bath, warm foot bath, hot and cold temperature compress, sauna/steam, whirl pool, douche (affusion shower, rain shower/vichy shower, scotch hose/jet shower, swiss shower, floatation tank, watsu, ai chi, aqua yoga.

5) Thai spa: the use of Thai herbal and its aroma in relation to scrub, mask, compress bag, sauna, Thai traditional massage, Thai herbal bag compress.

6) Alternative medicine: acupuncture, acupressure, moxibustion, Siddha medicine, Unanimedicine, Ayurvedic medicines, biofeedback, body work, chelation therapy, chiropractice care, questionnaire, detoxification therapy, diagnostic test, guide imagenery, glandular therapy, herbal medicine, hydrotherapy, hypnotherapy, nutritional and psychological counseling, nutritional supplement and homeopathy.

2.2.3.3 As shown below, there are three categories of spa treatments at Chiva-Som Academy (2013):

1) Massage therapy or Physiotherapy treatments: Therapeutic Thai massage, deep tissue massage, hot stone massage, invigorating massage, and Oriental foot massage.

2) Beauty therapy: hand, foot, nail and waxing treatment, haven facial treatments, skin treatments, spa treatments.

3) Health & wellness therapy: basic Ayurveda, basic manual lymphatic drainage massage, basic reflexology, Indian head massage, Maya massage, mukha-shirodara, and reiki.

2.2.3.4 James and McCarthy (2005) illustrate spa treatments provided in different spa establishments as follow:

1) Massage therapy: Swedish massage, deep tissue or sport massage, aromatherapy massage, reflexology, hot stone massage, Thai massage, raindrop therapy, reiki energy therapy, Rolling muscle therapy, Ayurvedic, pregnancy massage, and cranio-sacral massage.

2) Body treatments: body polish or salt glow, body wrap, body scrub and steam, seaweed body peel, and mud bath.

3) Hydro treatments: watsu, thalasso bath therapy, jantzu, and vichy water treatment.

4) Facials: European facial, mini-facial (cucumber), anti-aging facial, teen facial, and gentlemen facial.

5) Beauty/salon services: spa manicure, spa pedicure, paraffin wax treatment, hair cut or style, hair coloring or highlights, permanent perm, hair deep conditioning treatment, lip treatment, skin bronzing, body and facial waxing, laser hair removal, and makeup application.

2.2.3.5 There is a choice of spa for customers: ranging from a destination spa and resort spa, where customers can stay for extensive periods; to a day spa, wellness center, and rehabilitation center where customers can select a particular treatment or sequences of treatments. Leaby and Bergel (2003) groups spa treatments as follow:

1) Water, mineral, herbal, and essential oil bath therapies: neutral bath, hot bath, cold bath, whirlpool bath, the kneipp bath, arm bath-cool temperature, arm bath-alternative temperature, foot bath-alternative temperature, mineral, herbal, and essential oil baths, fango (mud) salicyl powder bath, whey powder bath, mud natrium bath, mustard powder bath, seaweed powder bath, herbal essential oil baths, oxygen bath, and bicarbonate bath.

2) Massage, wellness, and physiotherapies: massage, shiatsu, Swedish massage, reflexology, athletic massage, under water pressure massage, manual lymphatic drainage massage, sound and light therapy, ayuraveda, cranial-sacral therapy, feldenkrais method, hellerwork, trager work, watsu, jin shin jyutsu, ortho-bionomy, reiki, and rolfing.

3) Steam vapor bath and sauna: steam vapor bath, facials, hot steam bath, and finish sauna.

4) Water affusions: knee affusion, leg affusion, full body affusion, arm affusion, chest affusion, lumbar affysion, and neck affusion.

5) Affusions under pressure: scotch hose shower blitz jet affusion – hot temperature, kneipp hydro-herbal spa treatment.

6) Showers and steam showers: cold shower, hot shower, neutral shower, swiss shower, vichy shower.

7) Kneipp ablution: washing down with a wet cloth or mitten, ablution, washing of upper ror lower extremities, chest, and back, ablution, washing down of the whole body, ablution, washing down of the abdomen, ablution, washing down of arms and legs.

8) Body wraps: dry blanket wrap, cool moist blanket body wrap, hot moist blanket body wrap, kneipp body wraps, calf wrap-cold temperature, wet socks, chest wrap-cold or hot temperature, throat wrap-cold or hot temperature, lumbar wrap-cold temperature.

9) Body packs: mustard pack, hot and cold fango (mud) and clay packs, fango moor pack ascend, parafango (paraffin fango) pack, alpine flower haypack, neck haypack-hot temperature, and lumbar haypack-hot temperature.

10) Hot compresses: abdominal compress-hot or cold temperature, the hot roll.

11) Herbal and mineral body mask and wrap therapies: volcanic fango body mask, valerian herbal wrap, and seaweed body wrap.

12) Exfoliation treatment: salt flow and body scrup.

13) Body hardening and spa kur conditioning therapies: dry-brushing, airbath, dew walking, water treading, snow waling.

2.2.4 The Meanings of Spa Treatments and Services

2.2.4.1 From an extensive literature reviews on the typologies of spa establishments, types of spa treatments and massages, the researcher selects the relevant typologies which are usually found at any spa establishments for health and illustrates below alphabetically: (Miller, 1996a; Leaby and Bergel, 2003; James and McCarthy, 2005; International SPA Association, 2013; The Ministry of Public Health, 2008)

1) Acupressure: a traditional Chinese medicine (TCM) that involves the use of the fingers to press key points on the surface of the skin to stimulate the body's natural healing ability.

2) Acupuncture: a traditional Chinese medicine (TCM) that involves a penetration of the skin with needles to stimulate specific points on the body.

3) Aerobic exercise: a program of physical fitness that involves a low intensity exercise.

4) Aqua aerobics: an aerobic exercise performed in a swimming pool using the support and resistance of the water to burn fat, strengthen bones, and increase cardiovascular activity.

5) Aroma massage: focuses on the use of natural essential oils and enhances the treatment with a Swedish massage technique that applies different essential oils onto different part of the body.

6) Athletic massage: a very deep and penetrating body massage, purposely for athletic people.

7) Body scrub and clay/mud mask: this treatment cleanses the skin, removes cellular debris through exfoliation. The body mask provides revitalization properties, leaving the skin invigorated.

8) Boxing: the art of attack and defense using the fists and generally practiced as a sport.

9) Chi ball: an exercise program based on the traditional Chinese medicine that largely focuses on balancing a person's mind, body and soul.

10) Colon detoxification: an extension of the enema which is aimed to cleanse and detoxify the colon by irrigating the entire colon with water that may contain enzymes or herbs through the rectum.

11) Craniosacral therapy: a holistic healing practice utilizing an extremely light touch to balance the cranio-sacral organization in the body. The focuses of the treatment embrace the bones, nerves, fluids, and connective tissues of the cranium and spinal area.

12) Crystal massage: a treatment technique using the power of crystals that can amplify spiritual energy to bring about healing power and positive body-mind changes when placed on and around the body.

13) Cupping: an ancient Chinese form of alternative medicine that is applied to a technique that utilizes small glass cups or bamboo jars as suction devices on the body.

14) Deep tissue massage: a type of massage that focuses on deeper layers of the muscles. The massage is primarily aimed to fragment adhesion of the muscle tissue.

15) Facial massage, scrub, and clay/mud mask: this treatment cleanses facial skin, removes cellular debris through gentle exfoliation. Facial mask revitalizes and refreshes the facial skin.

16) Fit ball: a type of exercise utilizing a fit ball to construct and sustain the core strength of the body.

17) Foot massage: a therapeutic massage focuses on the soles of the feet and the lower legs.

18) Hot stone massage: the use of heated basalt lava stones with a Swedish massage technique. Hot stones are purposely placed on tensed areas of the body to lessen muscular tension and eliminate stress.

19) Indian head massage, Champissage: a gentle massage that is done on the head, neck and face with the purpose to influencing the body's energy channels.

20) Infant massage: a treatment of rubbing an infant's muscles and stroking the infant in a manner purposely intended to arouse nerves in the brain which helps facilitate food absorption and eventually augment a quicker weight gain.

21) Invigorating massage: a treatment that softens fatty areas of the body and helps enhance the fat burning process.

22) Jin Shin Jyutsu: a gentle practical ancient healing art that allows the energy to flow correctly in order to restore and release the energy blockages.

23) Lomi-Lomi: a Hawaiian rhythmical rocking massage.

24) Lypossage: a well-combined massage technique that helps enhance the skin tone and firmness and helps battle cellulite issue.

25) Manicure: a cosmetic beauty treatment specifically for fingernails and hands.

26) Manual lymphatic drainage (MLD): a light stroking massage or a non (skin) friction technique that helps boost the lymph drainage circulation system.

27) Maya abdominal massage: a treatment that is performed on the abdomen and pelvis areas to help bring the uterus into its apt position, soften musculature, release tension in the diaphragm, align the pelvis and release muscular armoring in the trunk.

28) Meditation: a exercise that focuses on a sound, object, visualization, breath, movement, as well as the present moment. It is aimed to promote relaxation.

29) Oxygen bath: the use of oxygen-activated bath salts that would later on build up smooth pearl bubbles on the skin.

30) Paraffin treatment: a treatment that heated paraffin wax is put onto body parts (a manicure or pedicure) to reduce toxins, plus soften the skin.

31) Pilates: an alternative of non-impact practices initiated by Joseph Pilates to build up strength, elasticity, balance, and inner awareness.

32) Prenatal Massage: a mind massage technique that helps alleviate some specific ailments and pains at the lower back, neck and shoulder; fatigue; joint tenderness; and stretch marks.

33) Pedicure: a cosmetic beauty treatment purposely for feet nails and feet.

34) Qigong: a Chinese exercise that lead to the body, mind, and soul into a complete state of relaxation where all healing commences.

35) Reflexology: a massage practice that utilises finger-point pressure on the reflex zones of the feet and hands in order to reinstate the flow of energy throughout the body.

36) Remedial massage: a massage that has been adapted to focus on certain musculoskeletal problems. It has a parallel movement as Swedish massage, with a more solid massage pressure.

37) Reiki: a treatment that helps discharge blockages and imbalances in energetic bodies (mental, physical, emotional, and spiritual). The patient keeps on clothed and lies on a couch.

38) Russian bath: a bath in a wooden room that is extremely heated by rocks. Iced cold water is also produced to douche the entire body.

39) Scotch hose or jet shower: a hydrotherapy treatment that uses swapping warm and cool water through a speed water spray nozzle.

40) Shiatsu: a traditional Japanese massage that was initially caused by Chinese acupressure. The treatment focuses on the pathways of the body (meridians).

41) Shirodhara: an Ayurvedic therapy that integrates medicated oils to apply on the head and scalp during the treatment. It helps progress blood flow, exfoliates the scalp and moiture the hair.

42) Swedish massage: a type of massage that uses varieties of techniques (petrissage, wringing, percussive, tapping, rolling, vibration). It put on pressure to the deep muscles and bones, and rubbing the body to enhance blood circulation to the heart.

43) Steam/sauna: the use of gaseous state of heated water in the room above the dew point. Customers can enhance the experience by pouring water onto hot stones.

44) Swiss shower; a cascading body spray shower that offers a gentle or dynamic rain shower from the shoulders to the ankles.

45) Tai chi: a type of Chinese-style exercise that highlights on slow and smooth body movements. It aims to reach a state of relaxation for both body and mind.

46) Thai herbal massage bag (hot compress): a hot Thai herbal dabber or hot towel is a helpful course to relieve a small area of the body.

47) Thai traditional massage: an oil-free massage technique that involves a unique combination of gentle rocking and stretching applying a range of motion and acupressure techniques through customers' clothes.

48) Trager work: an American medical practitioner that broadly utilises a touch-contact and praise the patient to cope with the 'freeing up' of different part of the body.

49) Tui-na: a technique that manipulates and lubricates the joints. It is connnected with the energy flow by holding and pressing the body regarding acupressure points.

50) Underwater pressure massage: a stream of pressured water is put on by a hose which retains interchangeable nozzles.

51) Vichy shower: a horizontal shower bar with shower nozzles aiming at the entire body. The shower is positioned on a table and covered with a mild water stream.

52) Watsu: an in-water body work technique that embraces the moves and stretches of shiatsu.

53) Whirlpool bath: a combination of thermal water, which is flowed by the turning propeller, and temperate air that is injected into the water through a tiny nozzle.

54) Yoga: a Hindu discipline that has the purpose to instruct the consciousness of self in order to reach a spiritual perfection state and true serenity.

To sum up, from the review of spa knowledge, the researcher groups the spa treatments into five categories with 37 treatments. These are 1) Massage treatment (athletic massage, hot stone massage, invigorating massage, foot massage, shiatsu, Swedish massage, Thai herbal bag (hot compress), Thai traditional massage, tui-na, Underwater pressure massage, Watsu 2) Beauty treatments, body polish, clay/mud mask, facial massage, scrub, clay/mud mask, manicure, pedicure 3) Hydro treatment, colon detoxification, scotch hose, steam/sauna, swiss shower, vichy shower, warm bath/cool bath 4) Holistic treatment, aroma massage, Indian head massage, manual lymphatic drainage (MLD), Maya abdominal massage, reflexology, reiki, shirodhara 5) Fitness activities, aerobic, boxing, chi ball, fit ball, meditation, pilates, qigong, tai chi, yoga.

2.3 Concept of Service Quality

Dating from 1970, the concept of service quality has developed into consideration for marketers, managers and researchers. This is because service quality is very important for the business' performance as it can; lower costs, improve customer satisfaction, ensure more customers return and make business more profitable (Leonard and Sasser, 1982; Cronin and Taylor, 1992). The importance of service quality was substantially raised during 1980s by Gronroos. He proposed a service-oriented approach to quality that detailed the perceived service quality and the model of total service quality (Gronroos, 1988). In addition to this, Zeithaml et al.,

(1988) has stated that when service quality was high, there has been evidence of improved profits, cost saving and market shares.

This is corresponding to Norman (1984) and Sharabi and Davidow (2010) who all agree that service quality is essential for success, especially existing economic circumstance entails to contribute in a extremely competitive global market where customer expectations are increasing. Lovelock et al. (2001: 59) mention that:

> As a firm came to recognize that improving quality is good for business and necessary for effective competition … many firms invested in research to determine their customers' expectation and perception and in quality improvement programs designed to deliver these requirements.

Still, King (1995) explains that hospitality is a commercial activity placing importance on the rapport between service suppliers and customers. The host requires to comprehend what the patrons wants, and then strive to meet the customers' needs to ensure the customer feels comfortable in their establishment. The hospitality counts on delivering satisfactory and quality services. Likewise, with regard to Kandampully and Sparks (2001), they conclude that in terms of service quality in tourism, hospitality and leisure businesses, guest convenience enhances the service provider's image, guaranteeing customer security, generating link to earnings, saving costs, a higher market share and setting a competitive border line and customer request.

The above shows the beginning of the service quality concept. It is important that businesses provide high service quality as high service quality intensively builds up company profits in order to satisfy the customer. The concept of service quality has become a key area of concern to academics, business marketers and practitioners.

In today's hospitality business, a business' success relies on how well it can satisfy customers and to give them an unremitting admirable service (Kotler and Armstrong, 1991; Gabbie and O'Neil, 1996; Kotler et al., 1996). In other words, the service provided to customers by a company directly impacts on the company's profits as it is directly related to customer's perceptions of service and satisfaction, and thereby the development of customer loyalty (Baker and Crompton, 2000;

Zeithaml and Bitner, 2003). Noticeably, the referred is an important concept as researchers have found that it costs far more to attract new customers than to maintain existing customers, and it is more likely that repeat customers will advance loyalty towards a business if it provides an excellent service that satisfies its customers (Rosenberg and Czepiel, 1983; Takeuchi and Quelch, 1983; Peters, 1985; Oliver, 1999).

2.3.1 Service Characteristics

Services are distinguishable from products by several characteristics. These characteristics lead to different consumer perceptions and behaviors-making it more difficult for service suppliers to make certain on customer satisfaction and to launch a competitive advantage (Lewis and Chambers, 2000; Lovelock et al., 2002; Bowie and Buttle, 2004; Kandampully, 2007). All of these conditions setting services apart from physical goods are:

2.3.1.1 Intangibility refers to a service that cannot be seen, felt, tasted, touched or held in the same manner as goods or products as it does not have a physical establishment. The evaluation of such service is, therefore, subjective. Generally, customers tend to evaluate the service quality through basic observations, such as the actual location, servicing staffs, equipments, price, image, popularity. Spa establishments need to thoroughly understand these perceptions in order to truly satisfy the customers.

2.3.1.2 Perishability means that services those are not consumed cannot be stored for future use and are produced only when needed by the customers. The services cannot be pre-produced and store it like other products. If there is no customer purchasing the prepared service at a particular time, the service will be considered lost.

2.3.1.3 Heterogeneity refers to the service that is highly variable depending on a person's performance-under each circumstance, emotion, environment-which generally varies across customer and time. Spa establishments generally have many operational staff with entirely different service providing techniques, thus performance standardization is highly crucial.

2.3.1.4 Inseparability reflects the interconnection between the service providers and the service customers. The delivering and receiving of services happens

at the same moment, therefore it has a time-limitation – one service provider to only one customer.

Many academics have attempted to provide a list of definitions of service quality. Most suggested definitions rely on meeting customer needs and requirements. Referring to Lewis and Booms (1983: 59), they state that "Service quality is a measure of how well the service delivered matches customers' expectations, delivering quality service means conforming to customer expectations on a consistent basis" while Lewis (1988: 80) says that "Provide the customer with what he wants, when he wants it and at acceptable cost, within the operating constraints of business and providing a better service than the customer expects".

This is paralleled by Crosby (1979) when he explains that quality is identified as meeting standards and specifications that are needed to put together a service fit for use. Service quality is how well the service provided meets the expectations of the customer who perceived it. Granting a high-quality service counts on at what level the standards of customers were regularly satisfied with the services offered by the service suppliers (James et al., 2000).

On the contrary, some assert that service quality involves a comparison of expectations with performance. Service quality is a perceived judgment; resulting from the customers comparing their expectations regarding the service they obtain (Gronroos, 1984). Adding to this Parasuraman et al., (1985) proposes that a perceived service quality arise from comparison of consumer expectation with actual service performance should be considered and besides, quality assessment should engage both the process and outcome of service delivery. Furthermore, Oliver (1980) and Zeithml et al., (1990) argue that service quality issues from a comparison between expectation and perception of service quality. This generates attitudes linking disconfirmed expectations to consequent service quality and satisfactory state. Also, this is in line with Garvin (1988), suggesting that to gain perceived service quality, one must weigh against the actual experience with the expectation of a customer prior to partaking in the service.

From the above concept viewing definitions of service quality, it is possible to state that a number of definitions refer to the importance of the customers' perceptions of quality, which are: customers' attitudes or judgments resulting from

comparisons of the expectation of service with their perceptions of actual service performance. In other words, quality must be driven by the need to meet customers' demands, which accord with attitude. Moreover, quality is a complex set of features that defines its level of appropriateness to the intended purpose that conforms to their expectations.

2.3.2 Perceived Service Quality

With regard to the "perceived service quality model", many scholars have argued that the quality of a service, perceived by customers, has two parts: a technical quality and a functional quality (see Figure 2.1). In this way, Gronroos (1982: 63) presents that "technical quality is of what consumer actually receives as a result of his/her interaction with the service firm or what service is provided while functional quality is related to buyer-seller interactions themselves and how they function or how service is provided".

In a similar vein, Kang and James (2004) express that the customer perceives what they obtain as the result of the process, i.e., the technical or outcome quality of the process. Customers perceive how the process itself functions, i.e., the functional or process quality dimensions. They further represent that for some services the "what" (technical quality) might be complicated to assess, instead consumers count on other measures of quality attributes regarding the process (the "how") of deliver.

Later, Gronroos (1984) mentions that image influences perceived service quality. The image can be improved principally by the technical and functional quality of service covering tradition, ideology, and word of mouth, pricing and public relations. Gronroos (1984) also claims that corporate image is essentia in the experience of service quality, similar to what is proposed by Lehtinen and Lehtinen (1982). As customers have unremitting contact with the same service company, they use their prededing experiences and perceptions to assemble a company judgment (Gronroos, 2001). Thus, the image concept is indentified as another essential aspect in the perceived service quality. He adds that a favorable and renowed image is considered an advantage for any companies, as image has an influence on customer perceptions of the communication and operations of the company in numerous stages.

Gronroos (1988) adds that opponents can commence a parallel technical quality or product features, but constructing the functional quality or outcome

dimensions may escort significantly value for customers and thus form competitive frontier. To be exact, a company has to comprehend customer perception and how service quality is influenced regarding technical quality, functional quality and image. This idea is in accordance with many persons (Lewis and Booms, 1983; Parasuraman et al., 1985; Lewis and Mitchel, 1990; Kang and James, 2004) for example.

Gronroos (2000) sums up that superior technical quality does not promise customers will identify the quality as superior. Functional quality must also be superior if customers are to regard as total service quality as superior. Though, if technical quality falls short, total perceived quality falls short as well. Also, Gronroos (2000) explains that quality experiences are associated with traditional marketing activities. Perceived quality will be high when the experienced quality meets the expected level of the customer, thus, if the marketing establishes unworkable expectations, the total perceived quality would be poorer.

Still, the expected quality is a function of many factors; marketing communication covering advertising, direct mail, sales promotion, websites and sales campaigns, which all are internally controlled. The image and word of mouth factors, and public relations, are indirectly controlled by the firm. The customer's wants and the values that settle on the customers' alternative also influence on his or her expectations (Takeuchi and Quelch, 1983; Peters, 1985; Anderson and Mary, 1990; Kotler et al., 1996; Gronroos, 2000).

Kotler et al., (1996) considers that the following sequence of this concept could be established as in turn, image, quality, satisfaction and post-purchase behavior. In this way, image would have an influence on how customers perceive quality. Accordingly, perceived quality will improve if the company has an encouraging image. Three factors having an influence the quality obtained by the consumer cover: technical quality, functional quality and corporate image (Gronroos, 1990, 2000). As well, in tourism perceived quality is an antecedent of satisfaction, thus it will settle on the customers' satisfaction (Anderson and Mary, 1990; Gnoth, 1994; Apiah-Adu et al., 2000; Heung and Cheng, 2000; Gronroos, 1990, 2000; Kozak and Rimmington, 2000).
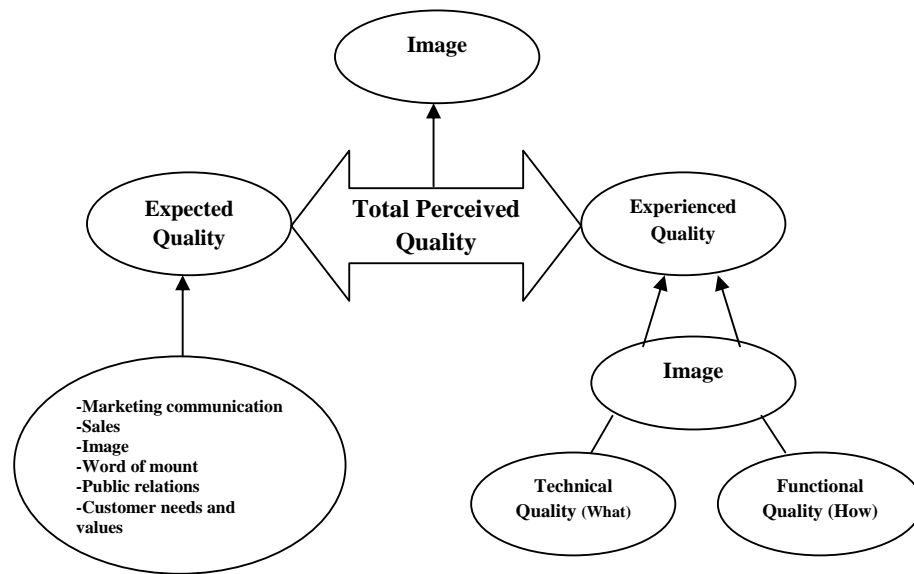
Figure 2.1 Total Perceived Quality Model
Source: Gronroos, 2000.

The most common definitions of service quality are based on the consumers overall judgment of the product or service they encounter, therefore including both the customers expectation of the service and their perceptions of the company offering the service. In this manner, many employ the gap model and assess perceived quality on account of disconfirmations of customer expectations. A more extensive use embraces the SERVQUAL scale, presenting possible dependability and validity (Parasuraman et al., 1985, 1988; Teas, 1993; Gronroos, 1994).

Afterwards, to expand the service quality, Parasuraman et al., (1985) revised more by conducting exploratory investigations in four service categories; retail banking, credit card, securities brokerage and product repair and maintenance. Notably, with customers, they conducted focus group and in-depth interviews with administrative teams to form a conceptual model of service quality. From this came a set of gaps discovering in relation to administrative teams' perceptions of service quality and the issues regarding service delivery to customers (Parasuraman et al., 1985). Gap 1-4 are defined as company gaps; these are discrepancies within the firm inhabiting the delivery of service quality; while gap 5 is labeled the customer gap and

are a function of the previous four gaps (see Figure 2.2). The various gaps visualized in the model are:

Gap1; Marketing Information Gap-the service organization might not always fully understand the true desire and expectation of its customers.

Gap 2; Standard Gap-the gap occurs when the standard of service quality does not match with customer's expectation or when the standard is not clearly set. It is also crucial for the management to fully support the standard service quality planning process.

Gap 3; Service Performance Gap-this happens when the service provider fail to perform complying with the established standard. Lack of trainings, fail to perform as required, conflict of duty, lack of staff coordination is resulted in service delivery failure.

Gap 4; Communication Gap-it is the gap between the promised external communications, including advertisements, that establish a certain perception in the customer mind but the delivered service has failed to fulfill that perception.

Gap 5; Service Quality Gap-the gap occurs when the actual received service do not match with the perceived or expected service.

2.3.3 Dimensions of Service Quality

2.3.3.1 The exploratory research undertaken by Parasuraman et al., (1985) also revealed that the criteria concluded by consumers in evaluating service quality feature 10 significant sorts, which are labeled "service quality determinants". These 10 determinants and their explanations performed as the fundamental formation of the service quality which is originated the SERVQUAL scale. These are as follow:

1) Reliability concerns the regularity performance and constancy.

2) Responsiveness regards the enthusiasm or eagerness of staffs to offer service.
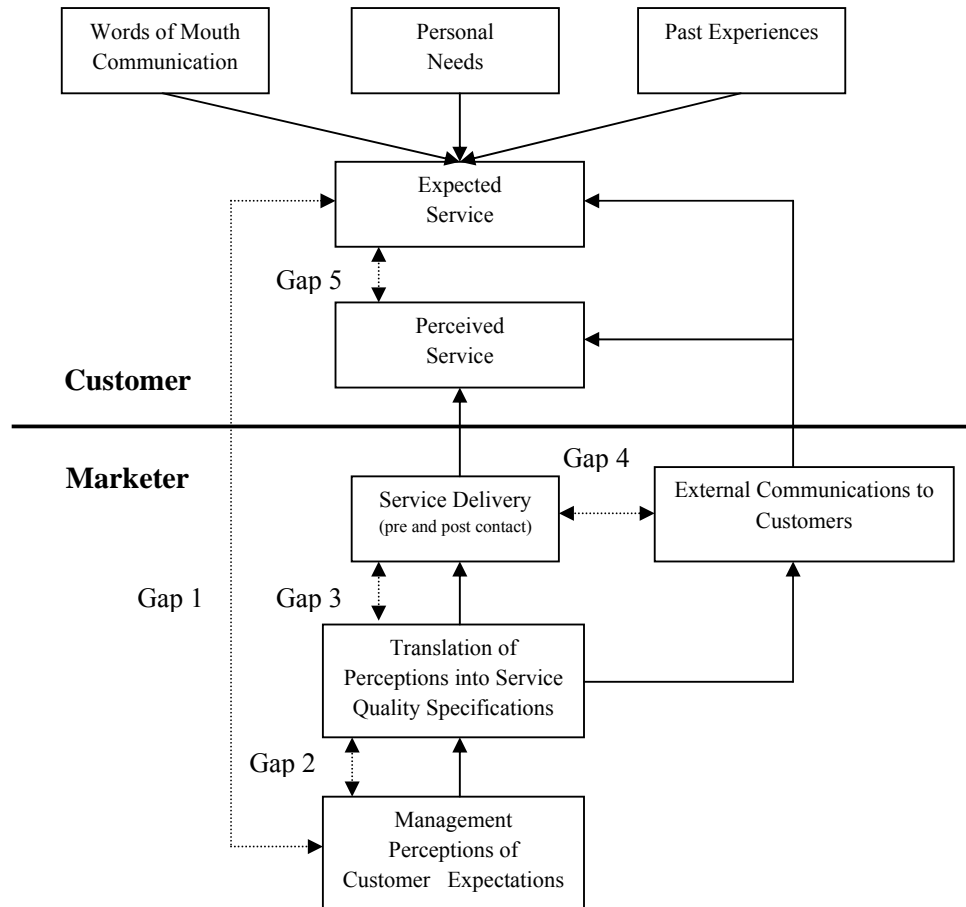
Figure 2.2 Conceptual Model of Service Quality
Source: Parasuraman et al., 1985.

3) Competency indicates control of the required skills and knowledge to complete service.

4) Access associates with accessibility and simplicity of dealing.

5) Courtesy concludes good manners, respect, deliberation, and easiness of dealing with personnel.

6) Communication embraces remain patrons notified in language they can comprehend and care to listen to them.

7) Credibility refers to honesty, sincerity, and truthfulness.

8) Security covers the lacking of threat, risk, or hesitation.

9) Understanding/knowing the customer defines putting an effort to respond the customers' wants.

10) Tangible covers the physical indication of the service.

They assert that the 10 determinants are still overlapping, as non-overlapping must awaiting future empirical investigation. They point out; the consumer's view of service quality is shown in the upper of model of service quality-gap 5 and further elaborated in Figure 2.3. Figure 2.3 indicates that perceived service quality is the result of the consumer's comparison of expected service with their levels of perceived service. The relative importance of the 10 determinants in creating consumer expectations may be different from their relative importance face-to-face consumer perception of the delivered service (Parasuraman et al., 1985).
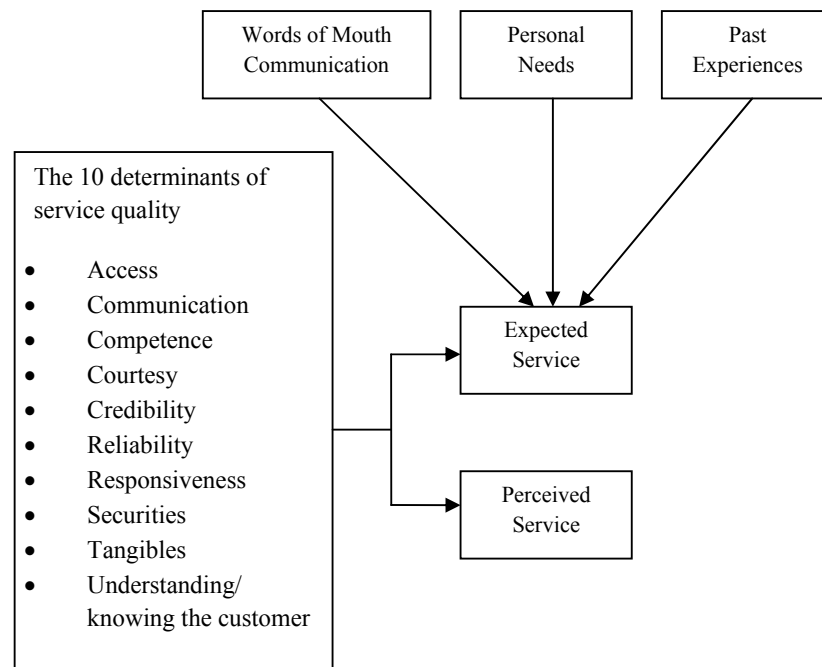
Figure 2.3 Determinants of Perceived Service Quality

Source: Parasuraman et al., 1985.

2.3.3.2 In later research in the sequences, Parasuraman et al., (1988) concentrated on building up a practice for computing customers' evaluation of service quality performance (i.e., Gap5). For this study, SERVQUAL, a multiple-item

instrument proposed only 5 distinct dimensions summarizing features of all 10 originally conceptualized dimensions was employed. It was consisted of two sections; a 22-item section to assess customer's service expectations of companies' within a definite sector and a corresponding 22-item section to assess customers' perception of a specific company in the sector. The five dimensions are as follows:

1) Tangibility: physical facilities, service equipment, and communication materials.

2) Reliability: ability to correctly provide the service as promised.

3) Responsiveness: keenness to assist customers, prompt service.

4) Assurance: well-rounded and knowledgeable staffs, as well as the ability to confidently persuade and inspire customers.

5) Empathy: providing consistent care, attention, personalization, and understanding to customers.

2.3.4 Instruments and Assessment of Service Quality

Later, Parasuraman et al., (1988) built up this SERVQUAL measurement tool, featuring the scale of gap 5. Through their research, they produced an instrument that could be relied on to give results showing dimensions of service quality. Initially, 100 items were employed, and using confirmatory factor analysis, they lessen the instrument to 34 items. Further modifications resulted in a 22-items, SERVQUAL, theorized to be sinified by five core dimensions of service quality (Parasurman et al., 1985, 1988). Each includes 22 items into two parts. The first portion evaluates customer expectation while another for perceived service. Customer expectation and perception were calculated on a 7-point scale ranging from 1=strongly disagree to 7=strongly agree. The P-E measurement framework offers the highest service quality score for a feature arises when the expectation score is +1 and the perception score is +7, offering a service quality score of +6 (7-1). The lowest service quality score is one in which the expectation score is + 7 and the perception score is +1, giving a service quality score of -6 (1-7), for instance (Parasuraman et al., 1985, 1988, 1991). In conclusion, a negative number shows, expectations are not met (P<E). A zero number

shows, expectations are precisely met (P=E) and a positive number portrays consumers expectations are exceeded (P>E).

Regarding their model, service quality is the comparison between expectations (E) with perceptions of the actual performance (P). The gap score is calculated in line with a disconfirmation paradigm; E>P is regarded as a negative disconfirmation; E<P, is treated as a positive disconfirmation (Parasuraman et al., 1985, 1988; Ruiqi, 2009). This is compatible with Kurtz and Clow (1988) indicating that a negative number indicates expectations have not been met, a zero number shows consumer's expectations have been met and positive number shows that expectations have been surpassed. The issues settling on what customers expect from their service are: word of mouth statement, personal needs, and past experience. Customers base their assessments upon whether their expectations of the service have been met; therefore their expectations are extremely vital. Like many people, Richins, (1983); Parasuraman et al., (1985); Zeithaml et al., (1990); Anderson, (1998) and Hogan et al., (2004), emphasize that word-of mouth is a essential assistance, but also a potentially risky tool for service providers.

In addition, Hsieh and Chen (2010) mention service quality variables in their research on quality control of service encounters in theme restaurants. The results from the factor analysis indicate that the quality evaluation in theme restaurants is mainly affected by three parts; environmental element (convenient facilities, landscape, sanitation, air, music, sound isolation of compartment, sufficient compartments, clear theme, lighting), service personnel's skills (rich knowledge, high efficiency in solving problems, fairness treatment, willingness in offering help, prompt remedy by personnel), and service personnel's attitude (personnel's clothing, politeness of language, restaurant service attitude, appropriate behavior). They conclude that these issues influence customer perception and satisfaction. To this, if customers are satisfied with service delivery, they may aid the service provider by promoting the service, however negative word-of-mouth spreads following service malfunction. They address that personal needs influence the service quality that customers expect. Some demand personalized services, and any deviation from this escort the customer evaluating the service they are offered as being poor. Past experience also influences what customers expect. If the last service was of high quality, they will expect an equal or improved service next time.

In brief, service quality is learned when customers compare perceived service with expected levels, and is verified by judgments as to whether the service provided is meeting their expectations. The concept and theory concerning service quality initiates with service characteristics leading to be distinguished from products. These comprise intangibility, inseparability, heterogeneity and perish ability (Lovelock et al., 2002). The perceived service quality model presented by Gronroos (1982) states, technical quality (what), functional quality (how), image, marketing activities are crucial elements having an effect on perceived service quality. Total perceived quality falls short when technical or functional quality fails. Parasuraman et al., (1985) discovered a set of key gaps regarding executives' perception of service quality and the feature concerning service delivery to consumers. Gaps 1-4 are company gaps; marketing information gap, standard gap, service performance gap, communication gap. Gap 5; service quality gap is a customer gap. This model then generates 10 determinants of service quality; reliability, responsiveness, competency, access, courtesy, communication, credibility, security, understanding/knowing and tangible. Afterward, 100 items using confirmatory factor analysis and modification bring in 34 and then 22-items, five dimensions. These dimensions cover tangible, reliability, responsiveness, assurance and empathy and are labeled SERVQUAL. Hsieh and Chen (2010) discovered service quality variables in their research on quality control in theme restaurants. These variables were: environmental elements, service personnel's skills and service personnel's attitude.

Many service quality variables from a number of academics are reviewed above. For this thesis, the researcher selected variables of service quality, which consist of tangible, reliability, responsiveness, assurance and empathy to be employed to respond the research objectives set. Such variables belong to Parasuraman et al., (1988). Also, environmental elements from Hsieh and Chen (2010) have been selected as variables. The sum of service quality variables is six. These variables will be used to assess the perception level of service quality for customers who use spa treatments in the Active Beach Tourism Cluster, Thailand

2.4 Concept of Perceived Value

Although consumer perceptions of price, quality and value are important determinants of shopping behavior and the products that consumers purchase, behavioral intention of revisit is a vital marketing strategy that affects customer satisfaction and dissatisfaction (Zeithaml, 1988; Parasuraman and Grewal, 2000; Petrick and Backman, 2001; Petrick, 2004). The price of a product can deter potential consumers from purchasing it, when the price is too expensive. Furthermore, if the price is too cheap, the consumer may have suspicions regarding the quality of the product (Taylor and Wills, 1969; Monreo and Petroshius, 1981).

Although perceived value has received growing attention, a clear definition is difficult to find (Zeithaml, 1988; McDougall and Levesque, 2000). In saying this, the definition of Zeithaml (1988: 14) is the most widely accepted definition of perceived value, or product value; "the ratio or trade-off between quality and price, a value-for-money conceptualization". Perceived value can be described as "the customer's assessment of the utility of a product based on perceptions of what is received and what is given" (Bilkey, 1953, 1955; Zeithaml, 1988; Peter and Tarpey, 1975; Petrick and Backman, 2001; Petrick, 2004). Monroe (1991) mentions customer value as the ratio between perceived benefits and perceived sacrifice.

Lovelock et al., (2002) explain that perceived value is the net difference between the perceived benefits (core and supplementary) and the perceived costs (monetary and non-monetary, such as search effort, location convenience, social, confidence and special-treatment benefits, and waiting time). Regarding Woodruff (1997), there is a claim that perceived value conceptualized as customer utility, perceived benefits relative to sacrifice, psychological price, worth and quality.

Furthermore, perceived value tries to measure overall customer value in terms of "value for money" (Bolton and Drew, 1991; Sweeney et al., 1996; Zeithaml and Bitner, 1996; Zeithaml, 1998; Petrick and Backman, 2001; Petrick, 2004). On the other hand, Lovelock et al., (2001: 141) assert more that:

One customer may place a high value on the friendship developed with a particular service employee, while other may value the convenient office location, the boost to self-esteem and a sense of belonging by being recognized always whenever they enter the premises, the psychological attachment to a particular brand name, or the fact that they believe the service provider is truly looking after their best interests in all dealing.

However, Zeithaml (1988: 14) concludes that these four consumer expressions of value can be captured in the overall definition:

Consumer's overall assessment of the product utility on perceptions of what is received and what is given. What is received varies across consumers (want volume, high quality, convenience) and what is given varies (some are concerned only with money expended, others with time and effort), value represents a tradeoff of the give and get components.

2.4.1 Category of Perceived Value

2.4.1.1 Zeithaml (1988) puts forward that the perceived value is describing a wide variety of attributes and higher-level notions that provided value to them. Many respondents from the exploratory study differed considerably in expressions of value. These can be grouped into four consumer definitions of value;

1) Value means low price; value is when a product is on discount, when coupon or voucher can be used, as well as any items that are on a special promotion list for this week (Bishop, 1984; Hoffman, 1984; Schechter, 1984).

2) Value is whatever I want in a product; value can refer to the good aspect of a purchased product, ability to reduce waste, as well as the convenience and readiness of a product (Chain Store Age, 1985; Schechter, 1984).

3) Value is receiving the quality I pay for; price always comes first, follows by quality. Value is the cheaper price possible of a brand name product (Bishop, 1984; Doyle, 1984; Dodds and Monroe, 1985; Shapiro and Associates, 1985).

4) Value is what I get from that I pay; value is a large quantity of products in a purchased package, the convenient and basic use of a product, as well as anything that is cheapest but has the highest return (Sawyer, 1975; Hauser and Shugan, 1983).

2.4.1.2 Then, Wooddruff (1997); Grewal et al., (1998, 1999) and Parasuraman and Grewal (2000) expose the concept of perceived value, which is relative to the above explanation from many persons, comprising four types as follows;

1) The acquisition value is defined as the perceived net gains associated with the products or services acquired. The perceived acquisition value of the product will be impacted positively by the benefits that the consumers believe they are getting by purchasing the product, and impacted negatively by the amount of money used to purchase the product.

2) The perceived transaction value is defined as the perceived psychological satisfaction gained from getting a good deal. When buyers are exposed to price-comparison advertisements and similar price promotions are presented with a deal or bargain in terms of a selling price, the perceived transaction value is reduced in size.

3) The perceived in-use value is define as utility gained from the usage of the product and services, and

4) The perceived redemption value is residual gain at the end of the life of the products or the termination of services. Acquisition and transaction values occur during and immediately following the purchase stage, whereas in-use and redemption values take place at a later stage (Dodds et al., 1991; Zeithaml, 1998; Al-Sabbahy et al., 2004; Lee et al., 2007).

2.4.1.3 There are numerous types of perceived value, which are considered the development of a multidimensional approach. Shet et al., (1991) represent the five values influencing consumer choice which are

1) The functional value; the perceived utility based on the functional, utilitarian and physical performance or features,

2) The social value; the involvement of a product with one or more particular social groups positively or negatively stereotyped demographic, socioeconomic and cultural-ethnic groups,

3) The emotional value; an choice to stimulate feelings or sentimental conditions when involving with definite feeling or impulsive or continuing those feelings,

4) The epistemic value; the ability of a product to stimulate interest, offer newness and/or satisfy a desire for knowledge and

5) The conditional value; the precise context or circumstances encountered by the choice maker an alternative acquires conditional value in the presence of previous physical or social contingencies boosting its functional or social value.

2.4.1.4 As well, Grot and Dye (1999) discovered the multidimensional method to perceived value, which can be split into four issues; cognitive: perceived utility, psychological, internal and external. De Ruyter et al., (1997) proposed in their research about a value-based approach, they adapted the framework by Hartman's model into three common values dimensions; emotional (E), practical (P) and logical (L). Sweeney et al., (1996) revealed a steady organization of four dimensions that can be described as:

1) The emotional value; the usefulness resulting from the sentiments or affective condition that a product produces.

2) The social value; the usefulness emanated from the product's ability to augment social concept.

3) The functional value (price/value for money); the usefulness came from the product owing to the decrease of its perceived short and long phrase costs.

4) The functional value (performance/quality); the usefulness developed from the perceived quality and expected product performance.

2.4.1.5 Later, Petrick (2004) developed a multi-dimensional scale for measuring the perceived value for a service which is

1) The behavioral price, i.e., simple to buy, tiny attempt to buy

2) The monetary price, i.e., reasonable price

3) The emotional response, i.e., give me sense of joy

4) The quality, i.e., outstanding quality

5) The reputation, i.e., well respected.

2.4.1.6 While Sanchez et al., (2006) assert more dimensions they set four dimensions for functional value; the first refers to the setting up of the travel agency, the second to the contact staffs of the travel agency, the third to the tourism package bought and the fourth to the price of the tourism package and emotional value of a purchase and social value of a purchase.

To conclude this section, perceived value concept terms as benefit a consumer expects and assessment to gain from a product or service, a combination of benefits that are tangible, and benefits that are psychosocial in nature. Zeithaml (1988) describes consumer value definition; value is low price, value is whatever I want in a product, value is the quality I get for the price I pay, value is what I get for what I give. Perceived value consists of four types; acquisition value, perceived transaction value, perceived value and perceived redemption value as stated by Wooddruff et al., (1987); Grewal et al., (1998, 1999) and Parasuraman and Grewal (2000). Shet et al., (1991) suggest that five factors influence customer choice; functional value, social value, emotional value, epistemic value and conditional value, while Sweeney et al., (1996) suggest that emotional value, social value, function value (price/value for money), function value (performance/quality) also contribute. Cognitive value, psychological value, internal and external value are defined by Grot (1995) as factors that influence customer choice. Petrick (2004) developed a scale for measuring customers' perceived value that accounted for: behavioral price, monetary price, emotional response, quality and reputation. Lastly, Sanchez et al., (2006) set two dimensions of value; functional value and emotional value.

After reviewing many perceived value variables from several academics, the variables selected for this thesis are from the following academic sources; Grewal et al., (1998); Shet et al., (1991); Parasuraman and Grewal (2000) and Tsai (2005). The variables of perceived value used in this thesis encompass seven values; acquisition value, transaction value, in-use value, redemption value, epistemic value, affective value and symbolic value to be used to answer the research objectives set. These variables will be used to find the level of perceived value of customers who used spa services in the Active Beach Tourism Cluster, Thailand.

2.5 Concept of Service Encounter

Although zero defects are requested aims for most service firms, it seems to be a tough task for firms to complete all their set aims. The nature of service encounter offers instances where service malfunction seem unavoidable (Norman, 1984; Halstead et al., 1996; Hoffman and Bateson, 1997; Miller et al., 2000; Muller et al., 2003).

The terms "service encounter" and "moment of truth" are both widespread and used in marketing speeches, articles, and researches when discussing the period of time when customers interact directly with service providers (Norman, 1984; Bateson, 1985; Czepiel, 1990; Shostack, 1984; Carlzon, 1987; Surprenant and Solomon, 1987).

There are many marketers, academics and even business people who provide explanations about service encounters. Norman (1984) introduced the concept of 'the moment of truth' into the service management theory. He believes that service quality in the mind of the customer is attained through interactions with the service firm during the 'moment of truth.' Czepiel (1990) states that service encounters are dynamic exchanges between customers and their service providers, and the sort of these exchanges plays a key role in how satisfied the customer is with the service encountered. Bateson (1985) explains a service encounter as being a triangle formed by the customer, the service organization and the service personnel. Shostack (1985) defines a service encounter as the spot of time during which the customer interacts directly with a service. In some instances, the entire service encounter can be reduced to a single encounter, which involves: ordering, payment and execution of delivery on the spot. Carlzon (1987) expresses that a service encounter is when a customer comes into contact with a part of the service organization escorting an impression of service quality.

Service encounters involving straight contact between the customer and service organization have been conducted between the front-line customer service employees and the customers themselves (Bitner, 1990). As well as interpersonal interactions, there are further elements that affect the quality of a service encounter, including service personnel and physical environment (Lockwood, 1994). These elements influence the encounter process as well as the interaction between customers and service providers.

Zeithaml and Bitner (2003) point out that service encounters are dealing exchanges in which one person (e.g. a seller, office staffs, travel agent) offers a service (e.g. a night stay, a package tour) to another person. In contrast, Lovelock et al., (2002: 55) states that "the moment of truth is a spot in service delivery where customers interact with service employees or self-service equipment and the outcome may affect perceptions of service quality."

2.5.1 Type of Service Encounter

2.5.1.1 There are three stages of a service encounter: a pre-consumption stage, a consumption stage and a post-consumption stage (Fisk, 1981).

1) During the 'pre-consumption stage, it associates customer's expectation toward the service and product

2) At the 'consumption stage', the service provider has the obligation to professionally follow the established standard operating procedures

3) During the 'post-consumption' phase, customer will evaluate the service encounter based on his expectation. During these three phases, service staff does undoubtedly play crucial role in fulfilling customer's desire (Fisk, 1981).

2.5.1.2 Surprenant and Solomon (1985) suggest that although some researchers use the term "encounter" simply to describe personal interactions between customers and employees, the level of customer contact for service encounters can be differentiated into three levels (see Figure 2.4).

1) High-contact services are when customers visit the service facilities that largely require service staff to provide service. Customers are required to associate with service staff since the beginning throughout the end of the service process.

2) Medium-contact service requires less involvement with service providers. Customers may or may not need to travel to a service provider. They may even receive the service off-site.

3) Low-contact services involve very little physical contact between customers and service providers. Customers do not necessarily need physical contact during service delivery. Communication and service delivery can be done electronically. Additionally, the physical distribution can even refer to 'remote fixes'.

2.5.1.3 A service encounter occurs every time a customer interacts with the service organization. Shostack (1984) and Zeithaml and Bitner (1996) mention that there are three general types of service encounters in the hospitality industry; remote encounters, phone counters, and face-to-face encounters.

1) Remote encounters occur without the need of physical human contact-for instance, when a customer communicates through an automatic machine, brochure, leaflet, internet, as well as printed promotional materials.

2) During a phone conversation between customers and staffs, tone of voice, knowledge, and capability to handle customer queries will effect customer's service quality perception.

3) Face-to-face encounters, verbal and non-verbal, occur between customer and staffs during a direct contact at a service establishment. Customer behavior is a crucial factor responding to the perceived service quality. Other physical elements, including dress code, company logo, service equipment, also play important role throughout the encounter.
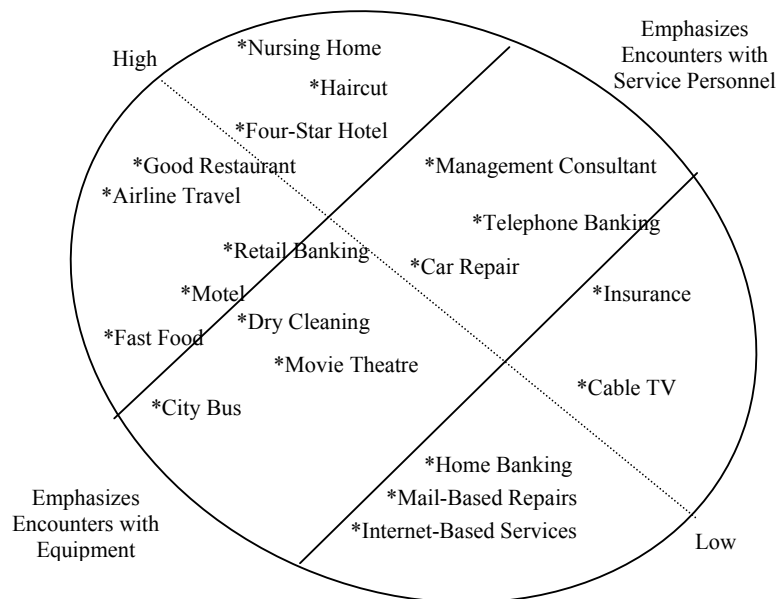
Figure 2.4 Level of Customer Contact with Service Organizations
Source: Lovelock et al., 2002: 52.

Czepiel (1990); Gronroos (1990); Mohr and Bitner (1995) and Collier and Meyer (1998), all mention that the quality when dealing with customers and service providers during the service encounter is vital, as customers assess the services provided to them. They believe, a service encounter consists of a service outcome (i.e., what customers receive during the exchange) and the process of service delivery (i.e., the way through which outcome is delivered to customers). Customer satisfaction with the service, also known as 'transaction satisfaction', combines customer satisfaction with the service outcome and the customer satisfaction with the process of service delivery. Figure 2.5, developed by Mohr and Bitner (1995) illustrates transitional satisfaction.
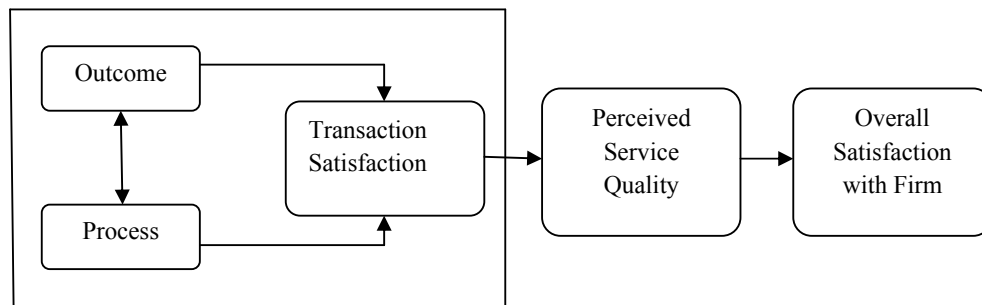
Figure 2.5 The Transitional Satisfaction
Source: Mohr and Bitner, 1995.

Kandampully (2007: 196) argues about the "cascade in moment of truth" that:

> Service interaction occurring in the first stages of an overall service experience are critical (see Figure 2.6). A failure at an early point in the relationship results in risk of dissatisfaction at each ensuring stages […] conversely, a cascade of goodwill can occur. If the first interactions are positive and affirming we tend to look positively on each ensuring interaction, anticipating goodwill and 'looking for' satisfaction.

This phenomenon, both positive and negative, is known as the 'cascade' in the moments of truth. Early events are especially important in the cascade, but any encounter can be potentially critical in determining customer satisfaction and loyalty (Bitner 1990; Zeithaml and Bitner 2003).

Bitran and Lejo (1993) developed a framework to reflect the different encounters, which resemble the mentioned cascade that takes place at professional service firm. These encounters are: 1) access 2) check-in 3) diagnosis 4) service delivery 5) check-out and 6) follow-up. They point out that these encounters are representative in every professional service firms. Referring to hotel property, Danaher and Mattsson (1994) reveal the delivery process of a meeting or conference event into four distinct service encounters 1) arrival 2) coffee-break 3) lunch and 4) the conference room. Later, Dannaher and Mattsson (1994) developed into five encounters, namely 1) check-in, 2) room, 3) restaurant, 4) breakfast, and 5) check-out.
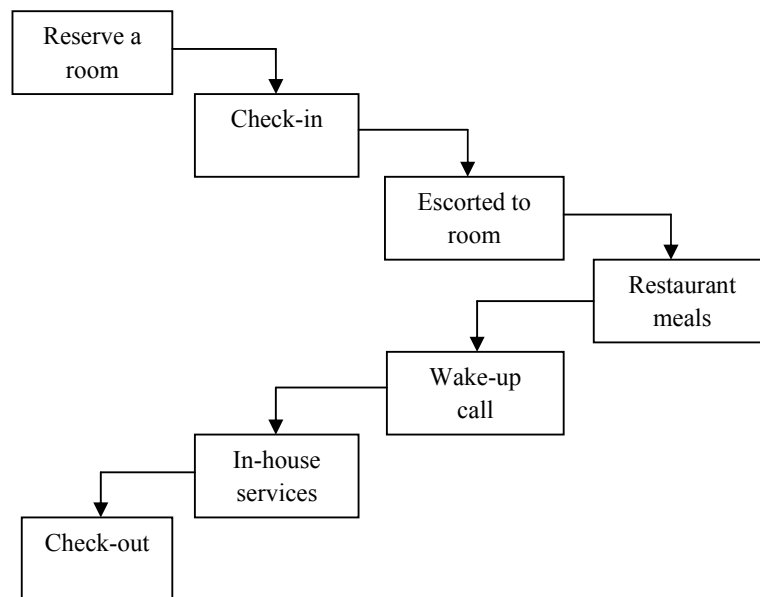
Figure 2.6 The Cascade in Moment of Truth
Source: Kandampully, 2007: 196.

A service failure happens when customers' expectations are not met. When this happens, a service business must recognize what the customer truly needs,

and then deliver the service accordingly. Even when the company provides an excellent strategic plan, and has rigid quality control procedures, it is the customers' perception of the service that determines whether a service failure has happened (Cohen et al., 1994; Muller et al., 2003; Busby et al., 2004; Chui and Lin, 2004).

Shostack (1984) and Fitzsimmons and Fitzsimmons, (2001) have a view that a "service blueprint" is a map or flowchart (a process chart in manufacturing) that indicates the whole transactions constituting the service delivery process. As well, Shostack (1984: 134) states that:

> People confuse services with products and with good manners…the operation side of service management often uses work flow design and control methods … what they miss are the consumer's relationship to and interaction with service … one which allow developers to work out details ahead of time.

Furthermore, in manufacturing, systematic analytical methodologies are used to design processes that are reliable and satisfactory. […] much of the work in service process design was done by Shostack (1984), who introduced an analytical tool for process design and mapping, called service blueprinting. A service blueprint enables a company to explore all the issues that are important in creating and managing a service. It involves the considerations 1) identifying processes, mapping the processes that constitute the service 2) isolating fail points, seeing where the system might go awry 3) establishing time frame, setting up time-of-service-execution 4) analyzing profitability, precluding unprofitable business and maintaining productivity.

In the same way, Lovelock (2001) asserts that for a service firm to understand the nature of the process – and in particular the nature of the customer's personal experience – it is necessary to create a flowchart or map and organize each process step by step. Flowcharting allows a service firm to manage and control parts of the service delivery, as well as identifying opportunities to improve efficiency and productivity.

Widjaja (2005) agrees with this view explaining that a service blueprint can help problem solving by identifying potential points of failure and highlighting opportunities to improve customers' perception of service. Figure 2.7 is presented to serve as an example of a service blueprint of a restaurant standard service, which evidently identifies the front stage, and the back stage, performance that will influence the service encounter faced by guests.

Back Stage	Line of Visibility	Front Stage Service Provider	Line of Interaction	Front Stage Guest
				Book a table
Take booking via telephone / internet				
		Greet & ask guest for reservation		Arrive at the restaurant
		Escort guest to table		Wait to be seated
		Help seat & give menus		Seated in a table
Food preparation in kitchen		Take order		Read and order from the menu
Pick up food from kitchen		Deliver food to table		Meal served
		Verify satisfaction		Enjoy the meal
Cashier prepares bill		Deliver bill		Pay the bill
		Say thank you		Leave the restaurant

Figure 2.7 Blueprint of Restaurant Standard Service
Source: Widjaja, 2005.

As well, Hoffman and Bateson (1997) emphasize that facilitating the service design enables the marketing manager to identify which parts in the operating

system are in evidence to customers. The evident parts of the operations process, with the customers interact, must be supported by the invisible process. It is indeed a flowchart isolating potential fail points in the service process (Shostack, 1984; Scipioni et al., 2002; Tellefsen, 2005) whereas Halstead et al., (1996: 107) postulate that "nothing is better than performing a service to a customer's satisfaction the first time, nothing is worse than failing to detect a problem or failing to obtain information from dissatisfied customers". Therefore, a systematic approach that could identify and prioritize the potential service failure modes with the corresponding risks during the service design stage is necessary.

In another similar vein, Johnson (2002) puts forward that in investigative service operation performance, Failure Modes and Effects Analysis (FMEA) is important as it assess the potential failure of a product or service, identifies actions that could minimize the likelihood of potential failure and documents the entire process. Wirth et al., (1996) claim that FMEA is a critical method of providing quality assurance, as it can predict how and where systems designed to find errors might fail. It can improve the operational performance at service stations, and lessen the overall risk of failure (Cohen et al., 1994; Radermacher et al., 2004; Scipioni et al., 2002).

Referring to conclusion of service encounter concept or moment of truth, many academics describe this as when the customer interacts with the service or product resulting in satisfaction. Three stages of service encounter are a pre-consumption stage, a consumption stage and a post-consumption stage (Fisk, 1981). Surprenant and Solomon (1985) separate the level of service encounter contact into three levels; high-contact service, medium-contact service and low-contact service. Types of service encounter in the hospitality as revealed by Zeithaml and Bitner (1996) break up into three types: remote encounter, phone encounter and face-to-face encounter. Cascade in the moment of truth which can predict a failure at any point is mentioned by Bitner (1990), Zeithaml and Bitner (2003) and Kandampully (2007). Regarding Shostack (1984), he builds a service blueprint, a map or flowchart indicating whole transaction of service delivery process both front and back stage. Another similar vein, Wirth et al., (1996) assess the potential failure of product process helping predict and detect errors by Failure Modes and Effect Analysis-FMEA.

With reference to studying many service encounter variables from several academics, variables selected for this study are from Zeithaml and Bitner (1996). These variables include: service encounters which embrace remote encounters and face-to-face encounters to be applied to answer the research objectives set. These variables will be used to find customers' perception levels in regard to service encounters when using spa services in the Active Beach Tourism Cluster, Thailand.

2.6 Concept of Customer Satisfaction

Lovelock et al., (2002) state that there is a need for the terms "quality" and "satisfaction" to be more precise. For example Zeithaml and Bitner (2003) argue that there are more elements to satisfaction than perceived service quality, including price and quality trade-offs and personal and situational factors.

Referring to Churchill and Surprenant (1982: 491), there is a claim that the concept of consumer satisfaction occupied a central position in marketing thought and practice. "Satisfaction is a major outcome of marketing activity and serves to link processes culminating in purchase and consumption with post-purchase phenomena such as attitude change, repeat purchase, and brand loyalty". As well, satisfaction includes a customer's experiences after a purchase, consequently, satisfaction can be regarded to weight the customer's evaluation of service quality, purchase intentions and behavior (Oliver, 1981; LaBarbera and Mazursky, 1983). In a similar vein, satisfaction can be defined as an attitude-like judgment following a purchase act or series of consumer-product interactions (Zeithaml, 1990).

Most studies based on the theory reveal the confirmation or disconfirmation of pre-consumption product standards in the most important determinant of satisfaction. In a service context, customer satisfaction or dissatisfaction (CS/D) play a role in the disconfirmation, and are a result from differences between prior expectations and actual performance (Bolton and Drew, 1991). Customers have service standards in mind prior to they face the service (their expectations), and produce satisfaction conclusions by weigh against these expectations to the standards they monitor. The judgment is labeled 'negative disconfirmation' if the service reached worse than expected, and 'confirmation' if the service reached as expected. Customers are likely

to be delighted when they face significant positive disconfirmation, accompanied by enjoyment and parts of surprise (Cardozo, 1965; Olshavsky and Miller, 1972; Olson and Dover, 1976; Oliver, 1997, 1980).

Fournier and Mick (1999: 5) have a view on the reason why satisfaction is important to service managers. They declare that:

> Customer satisfaction is central to the marketing concept … it is now common to find mission statements designed around the satisfaction notion, marketing plans and incentive programs that target satisfaction as a goal, and consumer communications that trumpet awards for satisfaction achievements in the marketplace.

On the contrary, Bitner (1990) and Bitner and Hubert (1994) argue that customer satisfaction comes from individual and global transactions, where service quality involves the general impression of the service providers and services or the general attitude towards the services.

Moreover, Lovelock et al., (2002) suggest that customer satisfaction is not an end itself. Instead it is the means to completing a number of key business goals. Firstly, satisfaction is linked to customer loyalty and rapport commitment. Secondly, highly satisfied (delighted) customers spread positive information about the services, or service providers, becoming a positive advert for the organization, therefore reducing the cost of capturing new patrons. Thirdly, a highly satisfied customer who has enjoyed a high level of service many times might be more forgiving towards a service failure. Customers such as this are likely to see this service failure as something that does not normally happen. Because of this, it may take more than one unsatisfactory service for the customer to change their perceptions and seek out a new service provider. High satisfaction is like an insurance policy against the impact of a single failure. Finally, delighted customers are less likely to take up competing offers from similar organizations (see Figure 2.8).

The paradigm of customer satisfaction, involving disconfirmation expectations to consequent customer satisfaction employing the so-called "Expectancy Disconfirmation Theory" has been considerably underlined by many academics;

Cardozo (1965); Olshavsky and Miller (1972); Anderson (1973). In a similar vein, the disconfirmation paradigm, at times mentioned as an 'Expectation Disconfirmation Paradigm (EDP)' is a leading theory from marketing that can forecast and describe customers' satisfaction with services (Oliver, 1977, 1980) (see Figure 2.9).
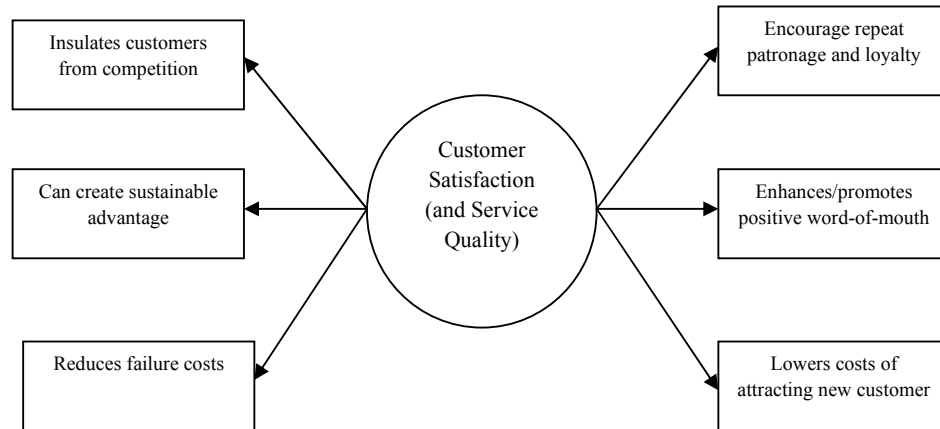
Figure 2.8 Benefits of Customer Satisfaction and Service Quality
Source: Lovelock et al., 2002.
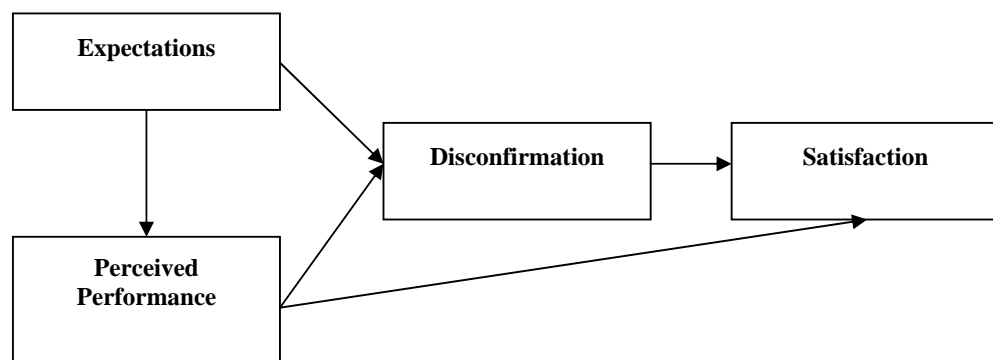
Figure 2.9 Expectation Disconfirmation Paradigm (EDP)
Source: Oliver, 1977.

2.6.1 The Effect of Differences between Expectations and Performance

2.6.1.1 Anderson (1973) presented that when predicting the effect of differences between expectations and actual product performance on evaluation and customer satisfaction, four psychological theories should be regarded. These include:

1) Cognitive dissonance or assimilation theory; the theory refers to the differences or dissonance between customer expectation and service performance. This theory indicates that despite some flaws perceived by the customer, he will not use them to evaluate the received service quality negatively (Leon, 1975).

2) Contrast theory; the theory explains that there is a contrast between customer's expectation and service performance. The service establishment should be aware that this could ultimately lead to a negatively severe service quality evaluation (Carlsmith and Elliot, 1963).

3) Generalized negativity theory; this theory emphasizes the association between customer expectation and service performance. Despite a good service quality received from a service establishment, customers could still evaluate the service negatively as dissatisfaction (Hallowell, 1996).

4) Assimilation-contrast theory; this theory reveals that there are 'zones or latitudes of acceptance and rejection' where there are only little differences between customer's expectation and the service performance. That is, even though there are minor flaws in service performance, if they are considered small and acceptable, customers still evaluate the service positively (Carl et al., 1957).

2.6.1.2 They address the expectancy disconfirmation to assess customers' satisfaction towards patronage of service or product which the full disconfirmation paradigm encompasses four constructs (Churchill and Surprenant, 1982; Patterson et al., 1997; Spreng et al., 1996);

1) Expectations; expectations occur before the actual consumption take place. Expectations, deriving from direct experience or external communications, can be categorized into three levels-that are excellent, as expected, and acceptable. Service expectations largely focus on paid cost and received benefits (Helson, 1959; Westbrook and Reilly, 1983).

2) Performance; or customers' perceptions of product or service performance. Customers compare the price and service quality. That is, the

level of customers' satisfaction will increase if they view that the actual service performance matches with their expectations (Olshavsky and Miller, 1972; Olson and Dover, 1976; Johnson et al., 1995).

3) Disconfirmation; derives from the differences between expectations and actual performance and it essentially effects the level of customer satisfaction. And disconfirmation and expectation is closely linked (Oliver, 1977).

4) Satisfaction; satisfaction refers to the comparison result between the purchased cost and received rewards. In other words, satisfaction is relatively similar to attitude as it is the whole feelings towards the service. It can be both positive and negative (Churchill and Surprenant, 1982). On the other hand, attitude happens before the actual purchase decision, while satisfaction occur after the consumption (Wilkie, 1979).

However, many indicate that consumer satisfaction is a response which has been conceptualized as either two dimensions; cognitive and affective response (Oliver, 1980, 1993; Westbrook and Reilly, 1983; Robert, 1995; Spreng et al., 1996; Giese and Cote, 2000; Bosque and Martin, 2008). The cognitive and emotional views are two of the most important approaches to explain decision-making and behavioral processes (Jun et al., 2001; Bosque and Martin, 2008). Bosque and Martin (2008) claim, 1) Cognitive; key elements are the mental representations of objects such as knowledge, understanding, experience or belief i.e., a cognition. Individuals would process external information of the experiences in order to form beliefs and judgments. According to the model by Oliver (1980), satisfaction is influenced by cognitive evaluations such as expectations and disconfirmation. 2) Affective or emotion, expressed in terms of feeling towards the service or products (Loken, 2006). Van Dolen et al., (2004) point out, the extent of pleasurable emotional feelings individuals have about their experience affect their overall satisfaction. Giese and Cote (2000) include the feelings: sensory pleasures, daydream and enjoyment.

Giese and Cote (2000) found that a customer's most recent satisfaction give an emotional response. The emotional basis for satisfaction is confirmed by the consumer responses. They add more, 73.3 % of group interview responses specifically used affective responses to describe satisfaction. Response intensity refers to strength of the satisfaction response, ranging from strong to weak. Terms such as, like, love,

excited, euphoria, thrilled, very satisfied, pleasantly surprised, relieved, helpful, frustrated, cheated, indifferent, relieved, apathy and neutral, indicate the range of intensity.

2.6.1.3 According to the expectancy disconfirmation model, the consumer forms prior expectations about product performance and then makes judgments to determine if the expectations were positively or negatively disconfirmed, and if satisfaction results from the process (Monroe, 1981; Oliver, 1980; Churchill and Surprenant, 1982; Lutz, 1986; Cadotte et al., 1987). These will be assessed as follow:

1) Confirmation; occurs when the service performance matches with prior expectation, which ultimately leads to satisfaction.

2) Positive disconfirmation; occurs when the service performance exceeds prior expectations, which will, thus, lead to positive impression.

3) Negative disconfirmation; occurs when the service performance is evaluated as lower than prior expectations, which will undoubtedly lead to dissatisfaction.

2.6.1.4 Oliver (1980), Monroe (1981), Perreault (1997) and Churchill and Surprenant (1982) explain that in the disconfirmation theory, satisfaction is related to the size and direction of the differences between disconfirmation and the person's initial expectations. More specifically, an individual's expectations are:

1) Simple confirmed happens when the product or service performance matches with prior expectation.

2) Negatively disconfirmed occurs when the product or service performance performs lower than the expectation.

3) Positively disconfirmed occurs when the product or service performance exceeds prior expectation.

Gronroos (2001) expresses that customers hold several different types of expectations about service. The first is 'desired service' and defined as the level of service the customer "hopes to receive"-the "wished for" level of performance. Desired service is a blend of what the customer believes "can be" and should be". The expectation reflects the hope and wishes of these consumers. Without these hopes and wishes, and the belief that they may be fulfilled, the customer would probably not purchase the service.

Woodruff et al., (1987) hold another, lower level of expectation for the threshold of acceptable service. This lower expectation has been termed "adequate services"-the level of service the customer will accept. The customer's hopes and desires were still high, but they recognized that these would not be fully met. Their standard of adequate service was lower than their desired level of service. Adequate service is the 'minimum tolerable expectations,' or the bottom level of performance that the customer will accept.

More than acceptable		Delight
Acceptable		Satisfaction
Unacceptable		Dissatisfaction
Pre-performance expectations	Service process	Outcome state
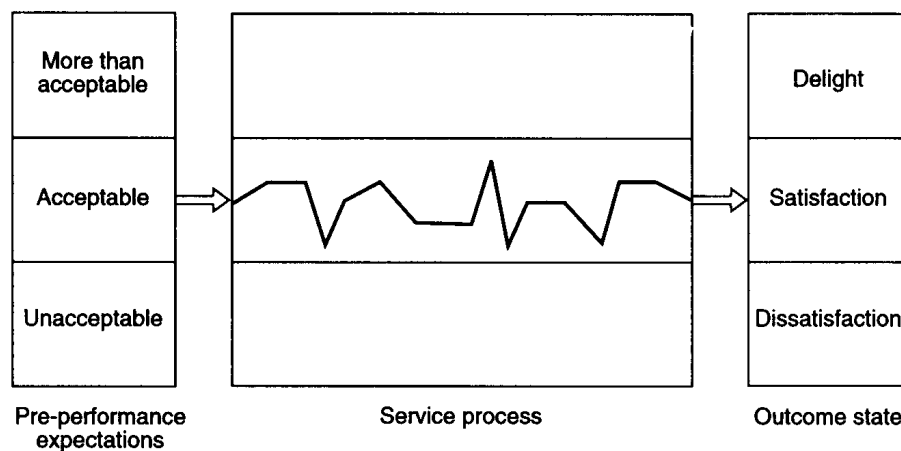
Figure 2.10 The Zone of Tolerance

Source: Zeithaml and Bitner, 1996: 80.

Zeithaml and Bitner (2003) assert, services and performance may be dissimilar regarding providers, across staffs from the same suppliers, and even from the same service staffs. Customers are agreeable to accept this variation labeled the "Zone of Tolerance". This 'zone of tolerance' is a window in which customer do not become aware of service performance. If service performance reaches below this window of adequate service, the customer will be annoyed and their satisfaction toward the company will decline. Instead, if the service reaches above the window of adequate service, customers will be very content, and possibly surprised. When service falls out of the range, either high or low, the services catch the attention of customer in an affirmative or negative way.

To summarize the customer satisfaction concept, most definitions focus on a measure of how products supplied meet or exceed customer expectation and form a satisfactory judgment. Initially, Cardozo (1965), Olshavsky and Miller (1972) and Anderson (1973) propose the paradigm to customer satisfaction lining disconfirmation expectation to subsequent customer satisfaction named the "Expectancy Disconfirmation Theory". "Expectation Disconfirmation Paradigm-EDP" is a prominent theory, which can predict and explain customers' satisfaction (Oliver, 1977, 1980). Customer satisfaction or dissatisfaction (CS/D) is a function of the disconfirmation arising from differences between expectations and actual performance. Effects on product evaluation and customer satisfaction may be referred as cognitive dissonance (assimilation), contrast, generalized negativity and assimilation-contrast (Anderson, 1973). The disconfirmation paradigm constructed by Patterson et al., (1997); Churcill and Surprenant (1982) and Spreng et al., (1996) comprises of four constructs: expectations, performance or customers' perceptions, disconfirmation and satisfaction. Customer satisfaction is a response conceptualized as either two dimensions; cognitive and affective response (Oliver, 1980). Many journals (Oliver, 1980; Monroe, 1981; Churchill and Supremant, 1982; Lutz, 1985; Cadotte et al., 1987) mention consumers made judgments if expectations were positively or negatively disconfirmed. In addition, Churchill and Surprenant (1982) add an individual's expectation can be 'simple confirmed', 'negatively disconfirmed' and positively disconfirmed. Types of expectation about service pointed out by Gronroos (2001) are desired service called 'hope to receive or the wish for' and low level of expectation called 'adequate service'.

Investigating customer satisfaction variables was carried out by several academics. Oliver (1977, 1980, 1997) set up variables of customer satisfaction, which included disconfirmation of expectation and satisfaction (cognitive and affective response) to be applied to answer the research objectives set. These two variables will be used to find the perception level of customer's satisfaction when using spa services in the Active Beach Tourism Cluster, Thailand.

2.7 Demographic Characteristics

Demographics are the traits of a human population. The important demographic variables are-age, marital status, family size, family life cycle, gender, income, occupation, education, religion, race, generation, nationality and social class (Kotler and Armstrong, 1991). Many believe that demographics are one of the most popular and well-accepted bases for segmenting market and customers (Gronross, 2000; Bowie and Buttle, 2004; Kandampully, 2007).

This is in line with Lovelock et al., (2002) who indicate demographic variables have much significance in marketing. They are used as basis for separating the market, and their role in consumer's buying decisions is essential. Even when the target market is shown in non-demographic terms (i.e. behavioral or psychographic), the relation back to demographic characteristics is required in order to predict the size of the target market that should be used to reach it efficiently (Thompson and Kaminski, 1993). Each of these factors influence the behavior of the consumers and contributes to the overall demand for a products choice and services (Bowie and Buttle, 2004). Lazer (1994: 4) claims:

It is an effective marketing and pertinent, timely and inextricably demographic data. Demographic data are among the most significant marketing intelligence inputs. They are central to formulating marketing plans and strategies and are basic to the development of competitive advantage.

Thompson and Peter (1993) point out that to build up a successful marketing strategy, marketers must develop segmentation strategies based on the prominent attributes of target customers. These outstanding attributes would be those attributes related to use of service, including demographic variables such as age, income and education. Developing a profile based on demographics is enormously essential for the marketers who have to establish demographics as a marketing goal. Marketers have to realize and comprehend them to access the capability of each customer (Kandampully, 2007; Gronroos, 2000).

Many previous studies have discovered that demographic variables related to service quality expectations consist of age, sex, marital status, race, occupation, educational level and income.

Stafford (1996) indicated that both gender and age groups are significant in the success of different factors of bank service quality in his research titled "Demographic Discriminators of Service Quality in the Banking Industry." He found that service quality was significantly more essential to females than it was to males, and that ATMs had an important effect on the service quality for older people compared to younger people as they used credit cards less. Noticeably, income was not significant as a discriminator in this study, and banks did not tailor their marketing strategies according to income.

Webster (1989) conducted the study titled "Can Consumers be Segmented on the Basis of Their Service Quality Expectations?" Results found that age has a significant effect in relation to service quality expectations. While gender showed no significant differences between men and women with respect to the overall service quality dimensions, marital status showed a significant difference on one nonprofessional service quality dimension. Ethnicity had a significant effect on two quality dimensions. Occupation and education had a significant effect on all quality dimensions for professional services. Hansman and Veronique (1993) carried out research titled "Dynamics in Market Segmentation: A Demographic Perspective on Age-Specific Consumption." They found age-specific consumptions patterns for wine change overtime when comparing the consumption of wine of different birth cohorts in the Netherlands.

Gagliano and Hathcote's (1994) study titled "Customer Expectations and Perceptions of Service Quality in Retail Apparel Specialty Store" found that only three of the characteristics, race, marital status and income produced significant differences in service quality. Thompson and Kaminski (1993) conducted paper of "Psychographic and Lifestyle Antecedents of Service Quality Expectations." Their results indicated that expectations concerning responsiveness were significantly related to need perception and age. Nandamuri and Gowthami (2012) conducted a study on the influence of consumer demographics titled "Influence of Consumer Demographics on Attitude towards Branded Products: An Exploratory Study on

Consumer Durable in Rural Market." Their findings were that out of the five demographic factors tested, occupation and income emerged as the strongest determinants, followed by age and education. Gender did not yield a strong significance. Choi et al., (2005) completed research titled "The Service Quality Dimensions and Patient Satisfaction Relationships in South Korea: Comparisons across Gender, Age and Type of Service." They revealed that the pattern of relationships between service quality and patient satisfaction was similar across the gender, age and service type subgroups. On the other hand, the level of satisfaction was not the same for subgroups when divided by age and the types of service received.

Botha and Slabbert (2011) performed a study titled "Market Segmentation of Visitors to Aardklop National Arts Festival: A Correspondence Analysis." They claim the results confirmed the existence of significant differences between age groups. Based on these results, managerial and marketing implications were proposed for the festival organizers. Ganesan-Lim (2008) conducted a paper titled "The Impact of Service Contact Type and Demographic Characteristics on Service Quality Perceptions." Their results showed that service perceptions differed according to the level of contact inherent to the service. Consumer age was also found to affect service quality perceptions. No differences in service quality perceptions on the basis of gender or income were found. Ko (2010) found that Quality and hygiene, menu, and environment were the three main satisfaction factors. The first-ranked of these items was environment, followed by menu and quality and hygiene. Gender and age were not significant among the three foodservice satisfaction factors.

Ma et al., (2011) did the study of "U.S. Customer Perception toward Chinese Restaurant Service Quality: An Importance and Performance Approach." This study was aimed at examining if certain demographic characteristics would significantly influence the customers' perception of service quality. Findings were that female respondents of Chinese restaurants have higher expectations of service quality than male customers. In addition, Eastern customers reported lower satisfaction scores on the performance than Western customers did. Culture also influenced customers' perception, while different age groups did not provide significantly different service quality perceptions. Tsiotsou and Vasioti (2006) conducted the study named "Using Demographics and Leisure Activities to Predict Satisfaction with Tourism Services in

Greece" which aimed at predicting the level of satisfaction with tourism services in Greece. In particular, this study examined the degree to which demographic variables and leisure activities discriminate consumers who were highly satisfied and less satisfied. Results indicated that variables such as education, age, employment, family status along with leisure activities classify consumer's who are highly satisfied from consumers who were less satisfied. Only employment and family status were not confirmed as having a significant on satisfaction.

In contrast, Terzoglou et al., (2012) assessed the service quality in private gyms with regard to demographic differences in a study titled "Quality Assessment of Private Fitness Centers in Eastern Thessaloniki." The results showed no relationship between the occupation and education level of gym customers with the provision of service quality provided by the gym. Still, sex, average age and family status affected five aspects of service quality. Balaji and Babbu (2009) research showed which demographic variable influenced service quality the most in a study titled "Influence of Demographic Variables on Banking Service Quality-A Study of Public Sector of Banks in Chennai." It showed the demographic information for gender, age, marital status, education, occupation, monthly income, years of interaction with the banks and the influence of the banking service quality. Anand and Selvaraj (2012) evaluated the impact of demographics on satisfaction in the study "Impact of Demographic Variables on Customer Satisfaction in Banking Sector-An Empirical Study." The results showed there was no significant relationship between the demographic variables and customer satisfaction, except for the choice of the bank and the status of the residential area.

For this thesis, the researcher established the following demographic variables: age, gender, origin of customer, and income to be used to respond to the research objectives set. These variables will evaluate the relationship and differences between demographics in regard to service quality with different spa service products.

2.8 Related Research

The researcher has explored a number of previous studies related to the service quality SERVQUAL, the service encounter, the perceived value and the customer satisfaction. These are as follows:

2.8.1 Studies of the Service Quality

After exploring many previous studies, it is evident that there are a number of people completing research concerning the service quality, in particular, the SERVQUAL instrument. These researches include (Lee and Hing 1995; Lee et al., 2004; Lau et al., 2005; Rohini and Mahadevappa, 2006; Chang, 2009; Blesic et al., 2011; Santhiyavalli and Sandhya, 2011; Choi et al., 2004; Park et al., 2004; Chen and Tsai, 2007; Lin, 2007; Chen. 2008; Kuo et al., 2009; Yu and Fang, 2009; Chen and Chen, 2010; Chen and Hu, 2010; Yoon et al., 2010; Kim et al., 2012 ; Lee et al., 2012).

Lee and Hing (1995) carried out research measuring the quality in restaurant operations, an application of the SERVQUAL Instrument. The result showed that customers' expectations along all dimensions have an effect on customer satisfaction. Lee et al., (2004) did research concerning service quality improvement in the fast-food industry. The findings indicated that customers were satisfied (relative to their expectations) with the service delivered, the score for all the dimensions were less than one, which indicated performance was lower than expected and therefore dissatisfaction was apparent. Lau et al., (2005) developed a modified SERVQUAL questionnaire to examine the relationship between overall satisfaction levels and the five service quality dimensions in luxury hotels in Malaysia. The findings revealed that the gaps between customer's perception of service quality and their expectations were significant for all five dimensions.

Rohini and Mahadevappa (2006) studied the service quality in a hospital, and they measured service quality using the SERVQUAL. Their results showed the hospitals were performing at a satisfactory level on the assurance aspects of health care service, which are most critical to patients. Chang (2009) also completed a service quality assessment on chain steakhouses in Taiwan. It was found that all dimensions examined lead to customer satisfaction. Blesic et al., (2011) undertook the ratings of guests' expectations and calculations of SERVQUAL gap in a spa hotel. The results showed that guests' expectation is generally satisfied with hotel services. Santhiyavalli and Sandhya (2011) pointed out that in service quality evaluations in commercial banks assurance, tangibility and reliability' are the major factors responsible for customer satisfaction.

Choi et al., (2004) proposed the relationships among quality, value and behavioral intention in health care provider choice in South Korea. The results that were obtained found that cognition (service quality and value) affected (satisfaction) and affected conation (behavioral intention). Results also showed that both service quality and value have a significant direct impact on behavioral intention, while value assessment was influenced by perceived service quality. Park et al., (2004) carried out a study on the effect of airline service quality on passengers' behavioral intentions. This was a Korean case study conducted by assessing service expectation, service perception, service value, passenger satisfaction, airline image, and behavioral intentions. They found that all their hypotheses were confirmed. Chen and Tsai (2007) studied how the destination image and evaluative factors affect behavioral intention. The results showed that destination image have both direct and indirect effects on satisfaction and behavioral intentions. Lin (2007) provided research exploring the model of customer satisfaction from a comprehensive perspective. The result indicated that the functional quality had positive and significant effects on customer satisfaction; the service quality had a positive significance on service value; the service value had a positive and significant effect on customer satisfaction.

Chen (2008) completed research concerning the relationships between service quality, perceived value, satisfaction, and behavioral intentions for air passengers in Taiwan using the structural equation model (SEM). The study's main results were that service expectation had a significantly positive effect on perceived performance, perceived performance had a significantly positive effect on perceived value and perceived value had a significantly positive effect on satisfaction. Both perceived value and satisfaction had a significantly positive effect on behavioral intentions. The study's results on perceived performance also revealed an indirect effect of perceived value on satisfaction. Finally, perceived value showed a larger effect than overall satisfaction on behavioral intentions.

Kuo et al., (2009) investigated the relationships between service quality, perceived value, customer satisfaction and post-purchase intentions in a mobile value-added service. They found that service quality positively influenced both perceived value and customer satisfaction; perceived value positively influenced both customer satisfaction and post purchase intention; customer satisfaction positively influenced

post-purchase intention; service quality had an indirect positive influence on post-purchase intention through customer satisfaction or perceived value. Noticeably, Yu and Fang (2009) provided paper on the impact of product quality, service quality and experience quality on customers' perceived value and shopping intentions in the coffee shop market. The finding was that for lower-income customers, perceived value was mainly influenced by product quality. In contrast, the perceived value of customers with higher income was influenced by the contextual experience and service.

Chen and Chen (2010) examined the experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists using the SEM technique. The results showed that the quality of experience directly affected the customers' perceived value and satisfaction. However, it was the indirect and not direct effects of the quality of experience that impact on behavioral intentions when mediated by perceived value and satisfaction. Chen and Hu (2010) assessed the attributes of service quality that determine customers' perceived value. The study found that the factors that determine customer's perceived value significantly influenced both functional and symbolic dimensions of perceived value. Yoon et al., (2010) did research that measured how festival quality and value affected visitors' satisfaction and loyalty using a structural approach. They found that programs, souvenirs, food and facilities all had an impact on perceived value, which in turn affected the satisfaction and loyalty towards the Punggi Ginseng festival.

Kim et al., (2012) conducted study on perceived values of restaurant food healthiness and its influence on value, satisfaction and revisit intentions in restaurant operations in South Korea. SEM showed indirect relationships between food healthiness to satisfaction via value and then to revisit intentions. In addition, there was a direct path between food healthiness to dinner satisfaction and to revisit intentions. Lee et al., (2012) studied the influence of the quality of the physical environment, food and service on restaurant image, customer perceived value, customer satisfaction and behavioral intentions. Findings of structural equation modeling showed that the quality of the physical environment, food, and service were significant determinants to restaurant image, customer value, customer behavioral intentions.

2.8.2 Studies of Perceived Value

The researcher found many papers to present the prior research related to perceived value. These range from Sanchez et al., (2006); Lee et al., (2007); Ashton et al., (2010); Chen and Hu (2010); Wang and Wang (2010); Bablic-Hodovic et al., (2011); Hallem and Barth (2011) and Helander and Ulkuniemi (2012).

Sawyer (1975); Hauser and Shugan (1983) support that perceived value is the consumer's overall assessment of the quality of a product based on perceptions of what is received and what is given. Though what is received varies across consumers (i.e., some may want volume, others high quality, still others convenience) and what is given varies (i.e., some are concerned only with money expended, others with time and effort), value represents a tradeoff of the salient 'give and get' components. In a similar vein, Zeithaml (1988); Wooddruff (1997); Grewal et al., (1998, 1999) and Parasuraman and Grewal (2000) expose the acquisition value is the perceived net gains associated with the services acquired. This will be positively influenced by the benefits buyers believe they are getting by using the product, and negatively influenced by the money used to purchase the product. As well, the perceived transaction value is the perceived satisfaction achieved from getting a good deal. Buyers exposed to price-comparison advertisements and similar price promotion are presented with an expressed deal or bargain in terms of a selling price is reduced.

Sanchez et al., (2006) studied the measurement of the perceived overall value of the purchase of a tourism product and its relation to satisfaction. Functional value of the travel agency, the professionalism of the contact personnel, quality of the tourism package, value for money, emotional and social value were all related to customer satisfaction. Lee et al., (2007) explored the relationships between perceived value, satisfaction, and recommendations; and how that value influences visitors' satisfaction in the Korean DMZ employing SEM. The results of SEM indicated that all dimensions of tourist's DMZ-perceived value (functional, overall and emotional value) had a significant effect on DMZ tour satisfaction. Ashton et al., (2010) carried out a research paper regarding hotel restaurant dining, aimed at finding a relationship between perceived value and intention to purchase. The findings showed that there were three significant key variables of perceived value that positively contributed to ITP: perceived brand image, perceived quality and perceived sacrifice (both monetary and non-monetary price).

Chen and Hu (2010) studied the effect of relational benefits on perceived value in relation to customer loyalty in Australian coffee outlets. The findings showed that relational benefit had a direct influence on perceived value, satisfaction and customer loyalty. Wang and Wang (2010) examined the adoption of mobile hotel reservation from the value perspective. The results showed that perceived value was a predictor in explaining the customer's adoption and perception of information quality and satisfaction. Bablic-Hodovic, Vesna and Arslanagic (2011) conducted research regarding the influence of banks' corporate reputation on organizational buyers perceived value and satisfaction. The influence of banks' corporate reputation on organizational buyers' perceived value was positive and significant. Hallem and Barth (2011) studied the dimensions of customer-perceived value in medical tourism in Tunisia. The findings showed that the functional dimension greatly contributed to the perception value of the medical tourism experience and patients satisfaction. Helander and Ulkuniemi (2012) adopted a qualitative approach with multiple case studies of two firms, and interviews of representatives of two software buyer companies. The results presented elements of customer perceived value within both software project and product businesses.

2.8.3 Studies of Service Encounters

Having read around the topic, the researcher found studies on service encounters conducted by: Yung and Chan (2001); Lofgren (2005); Beatson et al., (2007); Chuang (2007); Fu and Mount (2007); Sur (2008); Hsieh and Chen. (2010); Chang (2006) and Lin and Mattila (2010).

In this regard, preceding studies show the support of findings. Yung and Chan (2001) completed a study on business traveler satisfaction and repurchase intentions. They investigated business travelers in Hong Kong hotels with checkout and check-in, room, restaurants encounters and business centre. The findings showed that service encounters affected customer satisfaction and repurchase intention. Lofgren (2005), conducted theoretical work on products containing both tangible and intangible dimensions, by arguing that the consumption of physical goods and services should be understood as a process with two major steps. The findings showed that customers evaluate the quality of the product when they purchase the product, and when they

consume it. These two-time are referred to as moments of truth, and quality is perceived at the both of these moments, making up the total customer experience.

Beatson et al., (2007) completed research regarding self-service technology and service encounters concerning: automated check-in, check-out facilities, online booking services, automated room service ordering systems, automated messaging services and automated housekeeping service. They found that both performances from self-service technology and personal service attributes had an effect on overall satisfaction. Chuang (2007) employ the service blueprint and failure modes and effects analysis (FMEA) to assist service designers in designing a failure-free service system. An example of a hypermarket service system is used to show the proposed approach. The example not only shows the most is likely failure modes, but also provides the effect causes for dissatisfaction of customer at each of the critical failure modes.

Fu and Mount (2007) examined hotel guests' cumulative satisfaction judgments in regard to service failure and service recovery. They found that when assessing overall satisfaction, customers placed more importance on their most recent service encounter than the combination of their prior experiences. Sur (2008) attempted to identify the source of satisfaction and dissatisfaction in technology-based service encounters, and explore the relationship between the type of encounters and intended response of repeated purchase. The results were that encountering technology-based remote service impacted on customer satisfaction in transaction encounters, and lead to repeat purchases and the spread of word-of-mouth communication. Hsieh et al., (2010) did research concerning interactive quality control of service encounters in theme restaurants. They focused on the elements of encounter quality in the service experience process. The results indicated, evaluation of service quality and satisfaction was mainly affected by service environment, service personnel and whether problem customers were in existence.

Chang (2006) studied the elements affecting customer satisfaction/ dissatisfaction through the service offered by the tour leader in on-tour service encounters, as well the relationship between overall satisfaction with a tour agency and the generation of repeat business. Findings indicated, performance of tour leaders influenced customer satisfaction when customers took a guided package, and repeat

purchase was determined by the level of customer satisfaction. Lin and Mattila (2010) studied the relative impact of physical surroundings and customer-employee interaction on customer emotion and satisfaction in restaurant service encounters. Results revealed both the service scope and service encounter influenced pleasure and satisfaction.

2.8.4 Studies of Customer Satisfaction

From the exploration of prior research related to customer satisfaction, the researcher found a number of papers to show. These include papers from; Akama and Kieti (2003); Juwaheer (2003); Iglesias and Guillen (2004); Park et al., (2004); Liu and Jang (2009); Mey and Mohamed (2009); Rahaman and Rahaman (2009); Polyorat and Sophonsiri (2010); Siddiqi (2010); Wong and Fong (2010) and Zabkar et al., (2010).

Akama and Kieti (2003) conducted a research paper titled "Measuring Tourist Satisfaction with Kenya's Wildlife Safari: a Case Study of Tsavo West National Park." This study investigated the reduction of the quality of the parks' tourist product relation to visitor satisfaction, and measured the quality of services, and the overall visitor satisfaction with tourist products and services of the park. The results of the study showed that the poor performance of Kenya's tourism industry, especially the reduction in the number of international tourists visiting national parks, was due to customer dissatisfaction with the park's product. Juwaheer (2003) completed research about service quality and satisfaction in Mauritius titled "A Study of Hotel Guest Perceptions in Mauritius." The study was to assess customers' expectations and perceptions of service provided by hotels, and to highlight how service factors related to customers' satisfaction. The result indicated that high performance in the nine dimensions of service quality result in customer satisfaction. In particular, the 'empathy' dimension had a large effect on customer satisfaction as it had the largest gap.

Iglesias and Guillen (2004) completed a study titled "Perceived Quality and Price: their Impact on the Satisfaction of Restaurant Customers." They claimed that firms need to achieve customer satisfaction in order to survive in the long term; repeating business becomes an effective and efficient communication resource at no

cost. The research showed that perceived quality has a direct and positive impact on the level of customer satisfaction, while perceived price did not influence satisfaction. Park et al., (2004) study titled "The Effect of Airline Service Quality on Passengers' Behavioral Intention: A Korean Case Study" showed that service quality had a direct effect on air passengers perceptions of service value, passenger satisfaction and airline image.

Liu and Jang (2009) studied American customers' perceptions of Chinese restaurants in study titled "Perceptions of Chinese Restaurants in the U.S.: What affects customer satisfaction and behavioral intention?" The researcher found that food quality, service reliability and environmental cleanliness were crucial dimensions in creating satisfaction in customers and positive dining behavioral intentions. Mey and Mohamed (2009) researched service quality in niche products of Malaysia titled "Measuring Service Quality, Visitor Satisfaction and Behavioral Intentions of Museums in Malaysia." To assess the perceived service quality and satisfaction level and behavioral intention, SERVPERF was employed. The study indicated the museum performed well in terms of customer service, but poor on pricing. Even though this was the case, the museum performed well in overall satisfaction and behavioral intention. Items to assess visitors' overall rating of the service quality, satisfaction levels, as well as recommend the museum to others and their intention of revisiting were also included.

Rahaman and Rahaman's (2009) paper "Service Quality Attributes Affecting the Satisfaction of Railway Passengers of Selective Route in South-western Part of Bangladesh" focused on the railway transport sector developing a model defining the relationship between overall satisfaction and service quality attributes, so that it can reinforce improvement process. The finding explained that overall satisfaction depended upon eight distinct service quality attributes. Polyorat and Sophonsiri (2010) assessed the dimensions of service quality in a study titled "The Influence of Service Quality Dimensions on Customers Satisfaction and Customer Loyalty in the Chain Restaurant Context: A Thai Case". The conclusion showed that tangible and empathy service quality dimensions had a significant influence on customer satisfaction and customer loyalty, while the other three (reliability, responsiveness and assurance) did not.

Siddiqi (2010) carried out research to find out the relationship between service quality, customer satisfaction and customer loyalty titled "Interrelations between Service Quality Attributes, Customer Satisfaction and Customer Loyalty in the Retail Banking Sector in Bangladesh." The finding pointed out all the service quality dimensions are positively related to customer satisfaction and customer satisfaction is positively related to customer loyalty in the retail banking setting in Bangladesh. Wong and Fong (2010) did casino research titled "Examining Casino Service Quality in the Asian Las Vegas: An Alternative Approach." They found that only two dimensions, the service environment and the service delivery, were significant predictors of customer satisfaction, while the game service relationship with customer satisfaction was insignificant.

Zabkar et al., (2010) employed structural equation modeling in their research titled "Modeling Perceived Quality, Visitor Satisfaction and Behavioral Intentions at the Destination Level." They revealed that visitors' perceptions of the quality of a tourist destination, satisfaction with their experience and the resulting behavioral attentions are all imperative for successful destination management and marketing. This is in line with the result that the quality of a destination directly affects the perceived quality of tourists, which in turn positively relates to satisfaction as well as visitors' behavioral intentions. Moreover, the link between satisfaction and behavioral intentions were also confirmed.

Table 2.1 The Summary of Previous Research Associated with the Relationship
between the Variables of Service Quality (SERVQUAL)

Author / Study Year	Products Studied	Relationships between Variables Found
Lee and Hing (1995)	A fine dining restaurant – French and a Chinese restaurants in Australia	service quality→customer satisfaction
Lee et al.,(2004)	A fast-food industry in South Korea	service quality→customer satisfaction service quality→customer satisfaction
Lau et al.,(2005)	A luxury hotels in Malaysia	service quality→customer satisfaction →customer loyalty
Rohini and Mahadevappa (2006)	A hospital in Bangalore	service quality→customer satisfaction

Table 2.1 (Continued)

Author / Study Year	Products Studied	Relationships between Variables Found
Chang (2009)	A chain steakhouse in Taiwan	service quality→customer satisfaction
Blesic et al.,(2011)	A three-star hotels in Serbia	service quality→customer satisfaction
Santhiyavalli and Sandhya (2011)	A bank industry in India	service quality→customer satisfaction →customer loyalty

Table 2.2 The Summary of Previous Research Associated with the Relationship between the Variables of Service Quality (relationship)

Author / Study Year	Products Studied	Relationships between Variables Found
Chang (2009)	A chain steakhouse in Taiwan	service quality→customer satisfaction
Blesic et al.,(2011)	A three-star hotels in Serbia	service quality→customer satisfaction
Santhiyavalli and Sandhya (2011)	A bank industry in India	service quality→customer satisfaction →customer loyalty
Choi et al., (2004)	Health care business in South Korea	service quality→perceived value service quality/perceived value→customer satisfaction→behavioral intentions service quality→behavioral intentions perceived value→behavioral intentions
Park et al., (2004)	Airline service in Korea	service quality→perceived value perceived value→customer satisfaction→behavioral intentions
Chen and Tsai (2007)	Destination image (Kenting National Park) in Taiwan	service quality→perceived value service quality→customer satisfaction service quality→behavioral intentions customer satisfaction→behavioral intentions service quality→perceived value→behavioral intentions service quality→customer satisfaction→behavioral intentions
Lin (2007)	IT business and travel agencies in Taiwan	service quality→perceived value perceived value→satisfaction
Chen (2008)	Airline businesses in Taiwan	service quality→customer satisfaction service quality→perceived value

Table 2.2 (Continued)

Author / Study Year	Products Studied	Relationships between Variables Found
		perceived value→customer satisfaction
		perceived value→behavioral intentions
		customer satisfaction→behavioral intentions
		service quality→perceived value→behavioral intentions
		perceived value→customer satisfaction→behavioral intentions
Kuo et al., (2009)	Mobile phones and services in Taiwan	service quality→perceived value
		service quality→customer satisfaction
		perceived value→customer satisfaction
		perceived value→behavioral intentions
		customer satisfaction→behavioral intentions
Yu and Fang (2009)	Coffee shop market in Taiwan	service quality→perceived value→behavioral intentions
Chen and Chen (2010)	Heritage tourism in Taiwan	service quality→customer satisfaction
		service quality→perceived value
		service quality→behavioral intentions
		customer satisfaction→behavioral intentions
		perceived value→customer satisfaction
		perceived value→behavioral intentions
Chen and Hu (2010)	Coffee shop market in Taiwan	service quality→perceived value
Yoon et al., (2010)	The Puggi ginseng festival in South Korea	service quality→perceived value
		customer satisfaction→behavioral intentions
		perceived value→customer satisfaction
		perceived value→behavioral intentions
Kim et al., (2012)	Food healthiness on the restaurants businesses in South Korea	service quality→perceived value→customer satisfaction→behavioral intentions
		service quality→customer satisfaction
Lee et al., (2012)	Food service in restaurants businesses in South Korea	service quality→perceived value→behavioral intentions

Table 2.3 The Summary of Previous Research Associated with the Relationship
between the Variables of Perceived Value

Author / Study Year	Products Studied	Relationships between Variables Found
Sanchez et al., (2006)	A tourism product (tourism package purchase)	perceived value→customer satisfaction perceived value→loyalty
Lee et al., (2007)	The tourist destination of the Korean demilitarized zone and the civilian control zone (CCZ) in North Korea	perceived value→customer satisfaction perceived value→customer satisfaction→customer behavioral intentions
Aston et al., (2010)	A hotel restaurant in Australia	perceived value (perceived brand image, perceived quality, perceived sacrifice)→intention to purchase(ITP) (customer behavioral intentions)
Chen et al., (2010)	The Australian coffee outlets industry	relational benefit→perceived value→customer loyalty
Wang and Wang (2010)	Mobile hotel reservation (MHR) services in Taiwan	perceived value(perceived benefit, perceived sacrifice)→customer behavioral intentions
Babic and Arslanagic (2011)	Banks' corporate reputation in Bosnia and Herzegovina	perceived value→customer satisfaction perceived value→loyalty(customer behavior intention)
Hallem and Barth (2011)	Customer-perceived value of medical tourism	perceived value→customer satisfaction
Helander and Ulkuniemi (2012)	Software company	perceived value→customer satisfaction

Table 2.4 The Summary of Previous Research Associated with the Relationship
between the Variables of Service Encounter

Author / Study Year	Products Studied	Relationships between Variables Found
Yung and Chan (2001)	A series of hotel service in Hong Kong	service encounter→customer satisfaction service encounter→customer loyalty
Lofgren (2005)	A consumption of physical goods and services	service encounter→customer satisfaction service encounter→customer value

Table 2.4 (Continued)

Author / Study Year	Products Studied	Relationships between Variables Found
Beatson et al., (2007)	Self-service technology in hotel setting in Australia	service encounter→customer satisfaction→behavioral intentions
Chuang (2007)	Hotel business in Taiwan	service blueprint/service encounter/Failure Modes and Effect Analysis (FMEA)→failures free (customer satisfaction)
Fu and Mount (2007)	Theme restaurants in Taiwan	service encounter→ customer satisfaction
Sur (2008)	Technology-based remote service; ATM, telebanking, internet banking, online shopping, online brokerage services, online ticket booking, flight information, voice recorder in India	service encounter→customer satisfaction→behavioral intentions
Hsieh and Chen (2010)	Theme restaurants in Taiwan	service encounter→customer satisfaction
Chang (2006)	Taiwan's package tours	service encounter→customer satisfaction customer satisfaction→ behavioral intentions
Lin and Mattila (2010)	A Japanese restaurant specializing in udon noodles in Taiwan	service encounter→customer satisfaction

Table 2.5 The Summary of Previous Research Associated with the Relationship between the Variables of Customers Satisfaction

Author / Study Year	Products Studied	Relationships between Variables Found
Akama and Kieti (2003)	The Kenya's wildlife safari	customer satisfaction→customer behavioral intentions
Juwaheer and Ross (2003)	The hotel industry in Mauritius	customer satisfaction→customer behavioral intentions
Iglesias and Guillen (2004)	Restaurant sectors in Spain	perceived quality→customer satisfaction

Table 2.5 (Continued)

Author / Study Year	Products Studied	Relationships between Variables Found
Park et al., (2004)	The airlines business in Korea	service perception→service value→customer satisfaction→image service perception→service value→customer satisfaction→customer behavioral intentions
Liu and Jang (2009)	The Chinese restaurants in U.S.	customer satisfaction→behavioral intentions
Mey and Mohamed (2009)	Museums in Malaysia	perceived quality→customer satisfaction→behavioral intentions
Rahaman and Rahaman (2009)	Railway passengers in Bangladesh	service quality→customer satisfaction
Polyorat and Sophonsiri (2010)	The chain restaurants, a Thai case	service quality→customer satisfaction→customer loyalty
Siddiqi (2010)	The retail banking sector in Bangladesh	service quality→customer satisfaction→customer loyalty
Wong and Fong (2010)	Casino in Los Angeles	service quality→customer satisfaction
Zabkar et al.,(2010)	Tourist destinations in Slovenia	perceived quality→visitor satisfaction→behavioral intentions perceived quality→behavioral intentions

Table 2.6 The Summary of Previous Research Associated with the Relationship between the Variables of Customers' Demographics

Author / Study Year	Products Studied	Relationships between Variables Found
Webster (1989)	Marketing segmentation	age, occupation, education buying→ decision/marketing/service quality gender-->buying decision/marketing/service quality
Hansman and Schutjens (1993)	Marketing segmentation	age→ buying decision/marketing/service quality
Thompson and Peter (1993)	Health services in United States	need perception, gender, age→ buying decision/marketing/service quality

Table 2.6 (Continued)

Author / Study Year	Products Studied	Relationships between Variables Found
Gagliano and Hathcote (1994)	Retail apparel specialty stores in United States	race, marital status, income→ buying decision/marketing/service quality gender, age-->buying decision/marketing/service quality
Stafford (1996)	Banking industries in United States	age, gender→ buying decision/marketing/service quality income-->buying decision/marketing/service quality
Choi et al.,(2005)	Health care in South Korea	age, gender→ buying decision/marketing/service quality
Tsiotsou and Vasioti (2006)	Tourism services in Greece	age, education, origin of country, leisure activities→ buying decision/marketing/service quality
Ganesan-Lim et al.,(2008)	Transport services in Australia	age→ buying decision/marketing/service quality gender, income-->buying decision/marketing/service quality
Balaji and Babbu (2009)	Banking service in Chennai	gender, age, marital status, education, occupation, of, frequency of service→buying decision/marketing/service quality
Ma et al., (2010)	A Chinese restaurant in the Midwest United States	gender, origin of country→buying decision/marketing/service quality age--> buying decision/marketing/service quality
Botha and Slabbert (2011)	Aardkstlop National art festivals in South Arica	gender, age→ buying decision/marketing/service quality
Anand and Selvaraj (2012)	Banking sectors in India	income, residential area→ buying decision/marketing/service quality age, education, occupation-->buying decision/marketing/service quality
Nandamuri and Gowthami (2012)	Retail outlets in India	education, occupation, income→buying decision/marketing/service quality Age, gender--> buying decision/marketing/service quality

Table 2.6 (Continued)

Author / Study Year	Products Studied	Relationships between Variables Found
Terzoglou et al., (2012)	Private fitness centers in eastern Thessaloniki	age, gender, family status→ buying decision/marketing/service quality occupation, education level--> buying decision/marketing/service quality

Note: Symbol → stands for having relation between variables

Symbol --> stands for not having relation between variables

2.9 Distribution of Research Variables

After studying many concepts, theories and related research about service quality, perceived value, service encounter, customer satisfaction and spa products from several sources, variables are selected and form theoretical issues according to the theory. An operational items follows.

2.9.1 Variables of Service Quality

Service quality refers to a measure of how well the service delivered matches the expectation of customers. Customers compare their expectations with the service or treatment they perceived (Leonard and Sasser, 1982; Gronroos, 1988; Cronin and Taylor, 1992; Lovelock et al., 2001). Regarding a definition of service quality variables the researcher employed the concept from Parasuraman et al., (1988) called 'The SERVQUAL instrument and one dimension' which was adapted from Hsieh and Chen (2010). This consists of six dimensions; tangible, reliability, responsiveness, assurance, empathy and environmental element. These six are sub divided into twenty-seven sections. Initially, theoretical issues of SERVQUAL were done (see Table 2.7) and then twenty-seven areas of operational items were formed from theoretical issues (see Table 2.8).

Table 2.7 Theoretical Issues of Service Quality Variables

Dimension indicators	Theoretical Issues
Tangible	1. Modern-looking equipment
	2. Appealing physical facilities
	3. Personnel's clothing
	4. Appealing marketing materials
Reliability	5. Complying as agreed and fairness
	6. High efficiency in solving problem
	7. Performing right first time
	8. Performing as promised time
	9. Error free service
Responsiveness	10. Sincere and exact response
	11. Promt remedy
	12. Willingness in offering help
	13. Adequate time whenever requested
Assurance	14. Confidence and trust
	15. Safe transaction
	16. Politeness and friendliness
	17. Extensive knowledge on products
Empathy	18. Customized products
	19. Convenient operating hours
	20. Individual attention
	21. Understanding customers' needs
Environmental element	22. Landscape
	23. Sanitation
	24. Airflow
	25. Music
	26. Lighting
	27. Theme

Table 2.8 Operational Items of Service Quality Variables

Dimension Indicators	List of Operational Items	Theory/ Sources of Reference	Study/Research Sources of Reference
Tangible	E1/P1 Spa establishments have modern equipment.	The SERVQUAL	-variable of service quality
	E2/P2 The physical decors are visually appealing.	Instrument –	(SERVQUAL)
	E3/P3 Spa staffs look well dressed.	Parasuraman et al.,	Lee and Hing (1995)
	E4/P4 Promotional materials are visually appealing.	1985; Hsieh & Chen,	Heung et al., (2000)
Reliability	E5/P5 Spa establishments perform according to agreed promise.	2010	Atilgan et al., (2003)
	E6/P6 Spa staffs show a genuine interest in solving problems.		Kang et al., (2004)
	E7/P7 Spa staffs perform habitually excellent service.		Lee et al.,(2004)
	E8/P8 Spa staffs complete treatments within agreed time.		Yoon and Suh (2004)
	E9/P9 Spa establishments keep on error-free service.		Lau et al.,(2005) Rohini and
Responsiveness	E10/P10 Spa staffs give exact information.		Mahadevappa (2006)
	E11/P11 Spa staffs offer prompt service.		Chang (2008)
	E12/P12 Spa staffs are always willing to help customers.		Chang (2009)
	E13/P13 Spa staffs devote enough time for customers' requests.		Blesic et al.,(2011)
Assurance	E14/P14 The behaviors of spa staff instills confidence to customers.		Santhiyavalli and Sandhya (2011)
	E15/P15 Customers feel safe in their transactions.		
	E16/P16 Spa staffs are consistently polite.		
	E17/P17 Spa staffs provide sufficient knowledge of product.		

Table 2.8 (Continued)

Dimension Indicators	List of Operational Items	Theory/ Sources of Reference	Study/Research Sources of Reference
Empathy	E18/P18 Spa staffs offer customized spa treatment.	The SERVQUAL Instrument – Parasuraman et al., 1985; Hsieh & Chen, 2010	-variable of service quality (relationship)
	E19/P19 Spa establishments have convenient and flexible operating hours for customers.		Bolton and Drew (1991)
	E20/P20 Spa staffs take care of customers closely.		Choi et al., (2004)
	E21/P21 Spa staffs understand specific needs of customers.		Park et al., (2004)
Environmental element	E22/P22 Spa establishments have pleasant landscape.		Chen and Tsai (2007)
	E23/P23 Surrounding areas have proper sanitation.		Lin (2007)
	E24/P24 Spa establishments have good ventilation.		Kuo et al., (2009)
	E25/P25 Spa establishments have relaxing music.		Chen and Chen (2010)
	E67/P26 Lightings are adequate and proper.		Chen and Hu (2010)
	E27/P27 Theme of décor is uniquely set up.		Yoon et al., (2010)
			Lee et al., (2012)
			Kim et al., (2012)
			Chen (2008)
			Yu and Fang (2009)
			Rahaman and Rahaman (2009)

To answer the service quality variables, the six dimensions were rated in how important they were when evaluating the spa establishment's quality of service, and whether expectations may or may not relate to spa establishments they patronized (see Table 2.9).

Table 2.9 Features of Service Quality Variables for Rating Priority of Importance

Dimensions	Features
Tangible	The spa establishments' appearance of physical facilities, equipments, clothing and promotional materials
Reliability	The ability of spa establishments in completing the promised service reliably and precisely
Responsiveness	The spa staff are eager to assist customers and offer prompt service provision
Assurance	The product knowledge and courteousness and their ability to express safe and trust
Empathy	The concern, customized and individual attention, the spa establishments convey to customers
Environmental element	The supporting circumstances of aroma, cleanliness, air, music, lighting and theme of decor

2.9.2 Variables of Perceived Value

A theoretical definition of perceived value is a customer's judgment of the perceived benefits of the service or product compared to the quality, worth, psychological price and sacrifice the product or service may have incurred (Zeithaml, 1988; Sweeney et al., 1996; Petrick and Backman, 2001). In terms of an operational definition for perceived value, the researcher employed the concept of perceived value from Parasuraman and Grewal (2000); Shet et al., (1991); Tsai, (2005). Their concept of perceived value is made up of seven dimensions: acquisition value, transaction value, in-use value, redemption value, epistemic value, affective value and symbolic value. These seven dimensions create fourteen sub-issues. Initially, theoretical issues of the perceived value were done (see Table 2.10) and then fourteen of operational items were formed from theoretical issues (see Table 2.11).

Table 2.10 Theoretical Issues of Perceived Value Variables

Dimension indicators	Theoretical issues
Acquisition value	1. Overall benefit
	2. Positive value
Tradeoff value	3. Promotionally satisfied
	4. Psychologically satisfied
In-use value	5. Personalized
	6. Sense of joy
Redemption value	7. Repeat business
	8. Word-of-Mouth
Epistemic value	9. Novelty Desire
	10. Knowledge Desire
Affective value	11. Enjoyable
	12. Good mood
Symbolic value	13. Epicure
	14. Self-image

Table 2.11 Operational Items of Perceived Value Variables

Dimension Indicators	Operational Items	Theory/ Sources of Reference	Study/Research Sources of Reference
Acquisition value	1. I totally received considerable benefits from using the spa treatments.	Types of Perceived Value Grewal et al., 1998;	Zeithaml (1988)
	2. I received good value from the spa treatments as they met my expectations.	Parasuraman and Grewal, 2000; Shet et al..1991; Tsai, 2005	Dodds et al., (1991) Ravald and Gronroos (1996) Grewal et al.,(1998)
Tradeoff value	3. I feel pleasure with promotional price and saving money.		Sweeney (1999)
	4. Aside from the money I saved, I also fulfill my bliss.		Cronin et al., (2000)
In-use value	5. I feel good receiving personalized treatments while being treated.		Slater and Narver (2000)
	6. I had a sense of joy and relaxation while being treated.		Zeithaml (2000)
Redemption value	7. It is worthy that I will revisit in future as they can fulfill my desire.		Petrick (2002) Choi et al., (2004)
	8. It is worthy that I will spread the excellent services to my acquaintances.		Park et a., (2004) Sanchez et al.,(2006)
Epistemic value	9. My curiosity was aroused with the newly launched spa treatments.		Chen and Tsai (2007) Lee et al.,(2007)
	10. I feel good learning about the product benefits.		Lin (2007)
Affective value	11. I got joyful feeling when I used spa treatments.		Chen (2008)
	12. After treatments, they put me in good mood.		

Table 2.11 (Continued)

Dimension Indicators	Operational Items	Theory/ Sources of Reference	Study/Research Sources of Reference
Symbolic value	13. I feel that I have become a first-class person with a desirable life style. 14. I feel that ability to afford spa treatments fit into my social setting.		Ismail (2009) Kuo et al., (2009) Yu and Fang (2009) Chen and Chen (2010) Chen and Hu (2010) Chen et al.,(2010) Yoon et al., (2010) Wang and Wang (2010) Babic and Arslanagic (2011) Kim et al., (2012) Lee et al., (2012)

2.9.3 Variables of Service Encounter

A theoretical definition of service encounters is that they occur at the point in the service delivery when a customer interacts with an employee or self-service equipment of the service provider. The outcome of these interactions may affect the customers' perception of service quality (Norman, 1984; Shostack, 1984; Carlzon, 1987). In terms of the operation variables related to service encounter, the researcher employed the service encounter concept from Zeithaml and Bitner (2003). This concept identifies two dimensions of service encounters; remote encounters and face-to-face encounters. These two dimensions split into ten sub-areas. Initially, theoretical issues of types of service encounter were done (see Table 2.12) and then ten of the operational items were formed from theoretical areas (see Table 2.13).

Table 2.12 Theoretical Issues of Service Encounter Variables

Dimension indicators	Theoretical Issues
Remote encounter	1. Marketing materials
	2. Communications via electronic
	3. Telephonic communications
Face-to-face encounter	4. Greeting
	5. Welcoming
	6. Staff
	7. Consultant
	8. Effective product and service
	9. Aftersale care
	10. Cashier process

Table 2.13 Operational Items of Service Encounter Variables

Dimension Indicators	List of Operational Items	Theory/Sources of Reference	Study/Research Sources of Reference
Remote encounter	1. Content of spa menu is tempting.	Types of Service Encounter	Shostack (1984)
	2. Online information is nicely interactive i.e., webpage, facebook.	(Zeithaml &Bitner,	Surprenant and Solomon (1987)
	3. Spa staff has telephone etiquette.	1996)	Bitner (1990)
Face-to-face encounter	4. Greeting and welcoming of spa staff shows warmness.		Bitner et al., (1990; 2000)
	5. Serving drinks upon arrival and after treatment show Thainess.		Price et al., (1995)
	6. Spa staff interestingly present spa menu.		Yung and Chan (2001)
	7. Spa staff understandably gives consultations on health and products before treatment.		Lofgren M.(2005)
			Widjaja (2005)
	8. Spa staff offer superbly treatments in the treatment room.		Chang (2006)
	9. Spa staff beneficially present product recommendations after treatment.		Chuang (2007)
			Beatson et al., (2007)
	10. Cashier process at the end is quick and accurate		Fu and Mount (2007)
			Sur (2008)
			Lundberg C. and Mossberg (2008
			Hsieh and Chen (2010)
			Lin and Mattila (2010)

2.9.4 Variables of Customer Satisfaction

A theoretical definition of customer satisfaction explains that customers have certain service standards in mind before they utilize the product (their expectations), and they compare these with their observations of service performance to make their judgments on service quality (Churchill and Surprenant, 1982; Fournier and Mick, 1999; Lovelock et al., 2002). For an operational definition of customer satisfaction, the researcher employed the concept suggested by Oliver (1980, 1997). This is composed of two dimensions; confirmation/disconfirmation and service satisfaction. These two deliver six sub-groups. Initially, theoretical issues of the customer satisfaction were covered (see Table 2.14) and then the six operational items were formed from the theoretical issues (see Table 2.15).

Table 2.14 Theoretical Issues of Customer Satisfaction Variables

Dimension indicators	Theoretical Issues
Disconfirmation of expectation	1. Quality of staff
	2. Quality of products
	3. Quality of spa establishments
Service Satisfaction	4. Cognitive satisfaction
	5. Affective satisfaction

Table 2.15 Operational Items of Customer Satisfaction Variables

Dimension Indicators	List of Operational Items	Theory/Sources of Reference	Study/Research Sources of Reference
Disconfirmation of expectation	1. I was satisfied with the excellent service quality of spa staff since it was as excellent as I initially expected.	Expectancy Disconfirmation Theory (Oliver, 1977; 1980; 1997)	Akama and Kieti (2003)
	2. I was satisfied with the spa treatments since it was as excellent as I expected.		Juwaheer and Ross (2003)
			Park et al.,(2004)
			Iglesias and Guillen (2004)
	3. I was satisfied with the service quality of the spa establishments since it was as excellent as I expected.		Liu and Jang (2009)
			Mey and Mohamed (2009)
Service Satisfaction	4. From my knowledge, understanding and experience, I was satisfied being a customer at this spa establishment.		Rahama and Rahama (2009)
			Siddiqi (2010)
	5. I love this spa establishment as I did the right things.		Polyorat and Sophonsiri (2010)
	6. My decisions' choice to become a customer at this spa establishment was a wise one.		Wong and Fong (2010)
			Zabkar et al.,(2010)

2.9.5 Variables of Spa Products

Regarding the variable of spa product, the researcher employed the concept from Miller (1996), Chiva-Som Academy (2002), Leavy and Bergel (2003), James and McCarthy (2005a), the Department of Public Health (2007) and International SPA Association (2013) which categorizes spa products into five groups; massage treatments, beauty treatments, hydro treatments, holistic treatments and fitness activities. These five groups are allocated into sub-issues of thirty-three and are provided there in (see Table 2.16).

Table 2.16 Operational Items of Spa Products' Types

Dimension Indicators	List of Operational Items	Theory/Concept Sources of Reference	Study/Research Sources of Reference
Massage treatments	1. Athletic massage 2. Hot stone massage 3. Invigorating massage 4. Foot massage 5. Shiatsu 6. Swedish massage 7. Thai herbal massage bag(hot compress) 8. Thai traditional massage 9. Tui-na 10.Underwater pressure massage 11. Watsu	Spa products' Types Miller (1996), Chiva-Som Academy (2002), Leavy and Bergel (2003), James and McCarthy (2005), the Department of Public Health (2007), International SPA Association (2013	Miller (1996), Chiva-Som Academy (2002), Leavy and Bergel (2003), James and McCarthy (2005), the Department of Public Health (2007), International SPA Association (2013
Beauty treatments	12. Body polish, clay/mud mask 13. Facial massage, scrub, clay/mud mask 14. Manicure 15. Pedicure		

Table 2.16 (Continued)

Dimension Indicators	List of Operational Items	Theory/Concept Sources of Reference	Study/Research Sources of Reference
Hydro treatments	16. Colon detoxification	Spa products' Types Miller (1996), Chiva-Som Academy (2002), Leavy and Bergel (2003), James and McCarthy (2005), the Department of Public Health (2007), International SPA Association (2013	Miller (1996), Chiva-Som Academy (2002), Leavy and Bergel (2003), James and McCarthy (2005), the Department of Public Health (2007), International SPA Association (2013
	17. Scotch hose		
	18. Steam/sauna		
	19. Swiss shower		
	20. Vichy shower		
	21. Warm tbath/Cool bath		
Holistic Treatments	22. Aroma Massage		
	23. Indian head massage		
	24. Manual Lymphatic Drainage		
	25. Maya abdominal massage		
	26. Reflexology		
	27. Reiki		
	28. Shirodhara		
Fitness activities	29. Aerobic		
	30. Boxing		
	31. Chi ball		
	32. Fit ball		
	33. Meditation		
	34. Pilates		
	35. Qigong		
	36. Tai chi		
	37. Yoga		

2.10 Research Conceptual Framework

With regard to this research conceptual framework, the researcher found that 1) The variables of service quality, perceived value and service encounter have a direct effect on customer satisfaction, 2) The variable of service quality has a direct effect on the perceived value and service quality has an indirect effect on customer satisfaction via perceived value (Lee and Hing, 1995; Yung and Chan, 2001; Akama and Kieti, 2003; Juwaheer and Ross, 2003; Choi et al., 2004; Iglesias and Guillen,

2004; Park et al., 2004; Lee et al., 2004; Lau et al., 2005; Lofgren, 2005; Chang, 2006; Sanchez et al., 2006; Rohini and Mahadevappa, 2006; Chuang, 2007; Lee et al., 2007; Beatson et al., 2007; Fu and Mount, 2007; Chen and Tsai, 2007; Lin, 2007; Chen, 2008; Kuo et al., 2009;Sur, 2008; Chang, 2009; Mey and Mohamed, 2009; Liu and Jang, 2009; Yu and Fang, 2009; Rahaman and Rahaman, 2009; Aston et al., 2010; Chen and Chen, 2010; Hsieh and Chen, 2010; Chen et al., 2010; Chen and Hu, 2010; Lin and Mattila, 2010; Polyorat and Sophonsiri, 2010; Siddiqi, 2010; Yoon et al., 2010; Wong and Fong, 2010; Wang and Wang, 2010; Zabkar et al., 2010; Blesic et al., 2011; Hallem and Barth, 2011; Santhiyavalli and Sandhya, 2011; Helander and Ulkuniemi, 2012; Kim et al., 2012; Lee et al., 2012)

Furthermore, in accessing the service quality and the market demand, variables of customers' demographic have to be incorporated to analyze, since customers with dissimilar demographic groups can exhibit very different or distinct needs, wants, behavior regarding products and services (Thompson and Kaminski, 1993; Lazer, 1994; Hawkins et al., 1995; Gronross, 2000; Lovelock et al., 2002; Kandampully, 2006). Many said, Kotler and Armstrong, 1991; Gronross, 2000; Bowie and Buttle, 2004; Kandampully, 2006) as well as 3) customers' demographic has an effect on identifying the dimension of service quality and 4) customers' demographic have different effects on the customers' desire towards of spa products (Webster, 1989; Hansman and Schutjens, 1993; Thompson et al., 1993; Gagliano and Hathcote, 1994; Stafford, 1996; Choi et al., 2005; Tsiotsou and Vasioti, 2006; Ganesan-Lim, 2008; Balaji and Babbu, 2009; Ko, 2010; Ma et al., 2010; Selcuk and Osman, 2010; Botha and Slabbert, 2011; Anand and Selvaraj, 2012; Elżbieta and Adrian, 2012; Nandamuri and Gowthami, 2012; Terzoglou et al., 2012; Harrington et al., 2013; Oyewole, 2013. Thus, variables of customers' demographic employed in this study are 1) sex, 2) age, 3) country of residence and 4) income of customer.

Having explored many documented sources; related research, academic journals, textbooks and so on, the researcher aimed at employing 1) the concept of service quality based on the worldwide famous instruments named "SERVQUAL" of Parasuraman et al., (1988) divided into five dimensions. For this thesis, the researcher found another crucial dimension belonging to Hsieh and Chen (2010) who incorporate 'Environmental Elements' into variables of a service quality. These variables cover

"tangible, reliability, responsiveness, assurance, empathy and environmental element," and they have an effect on customer satisfaction and perceived value. To this, the researcher is required to find out the relationships between service quality with customer satisfaction and service quality with perceived value and service quality with customer satisfaction via perceived value. Another test of service quality is whether customers' demographic will affect and identify different dimensions of service quality which are important for customers when evaluating the service quality of spa establishments. 2) The concept of perceived value which is owned by Shet et al., (1991); Parasuraman and Grewal (2000) and Tsai (2005), that assesses customer benefits gained and/or lost from visiting the spa establishments in regard to the variables of perceived value; acquisition value, transaction value, in-use value, redemption value, epistemic value, affective value and symbolic value. As well, the affect of perceived value on customer satisfaction needs to be carried out. 3) Zeithaml and Bitner (1996) propose the term "service encounter" which refers to time when customers interact directly with a service provider. For this, the researcher decided to use two types of encounters: remote encounters and face-to-face encounters, to evaluate the level of customers' perception of service encounters. Since the result of service encounter may indicate customer satisfaction, the researcher also looks at their relationships and sees if they affect each other. 4) Oliver (1977, 1980, 1997) claim that the confirmation or disconfirmation of pre-consumption product standards is the main determinant of customer satisfaction. As a result, disconfirmation of expectations and service satisfaction; cognitive and affective are included here. 5) The researcher recognizes that spa products are another vital variable to fulfill this research, and that customers from different demographics may have different desires towards products. A document from Miller (1996a), Chiva-Som Academy (2002), Leaby and Bergel (2003), James and McCarthy (2005), the Department of Public Health (2007) and International SPA Association (2013) found that massage treatments, beauty treatments, hydro treatments, holistic treatments and fitness activities are provided mostly in the category of spa establishments for health. For this, thirgy-seven treatments will be picked up in each type and the difference, the ratings of their desire and demand from spa customers will be based on customers' demographics.

Much of the evidence that supports the variability of the customers' demographic shows that different demographic groups display distinct needs, wants, behavior towards different products and services which lead to establishing the hypothesis which responds to research objectives 2 and 3; to study the dimensions of service quality, which is important in order to evaluate the spa establishments based on customers' demographics and to study customers' desires toward spa treatments based on their demographics.

Furthermore, after analyzing many academic articles the support for the relationship between service quality, perceived value, service encounter, and customer satisfaction, research objective 4 was formed; to study the effect and causal relationship between service quality, perceived value and service encounters on customer satisfaction of those who use spa treatments in the Active Beach Tourism Cluster, Thailand

2.11 Research Hypotheses

Evidence was reviewed then formed as the research conceptual framework. They support the relationship between the service quality, perceived value, and service encounter with customer satisfaction. Others are customers' demographic to service quality and to customers' desire towards spa treatments. These lead to forming the research hypotheses according research objectives 1, 2, 3 and 4 which are as follows:

2.11.1 The variables of service quality, perceived value and service encounter have a positive direct effect on the customer satisfaction.

2.11.2 The variable of service quality has a positive direct effect on the perceived value and service quality has a positive indirect effect on customer satisfaction via perceived value.

2.11.3 Customers' demographics have different effects on identifying the importance of dimension of service quality.

2.11.4 Customers' demographics have different effects on customers' desire toward spa treatments.
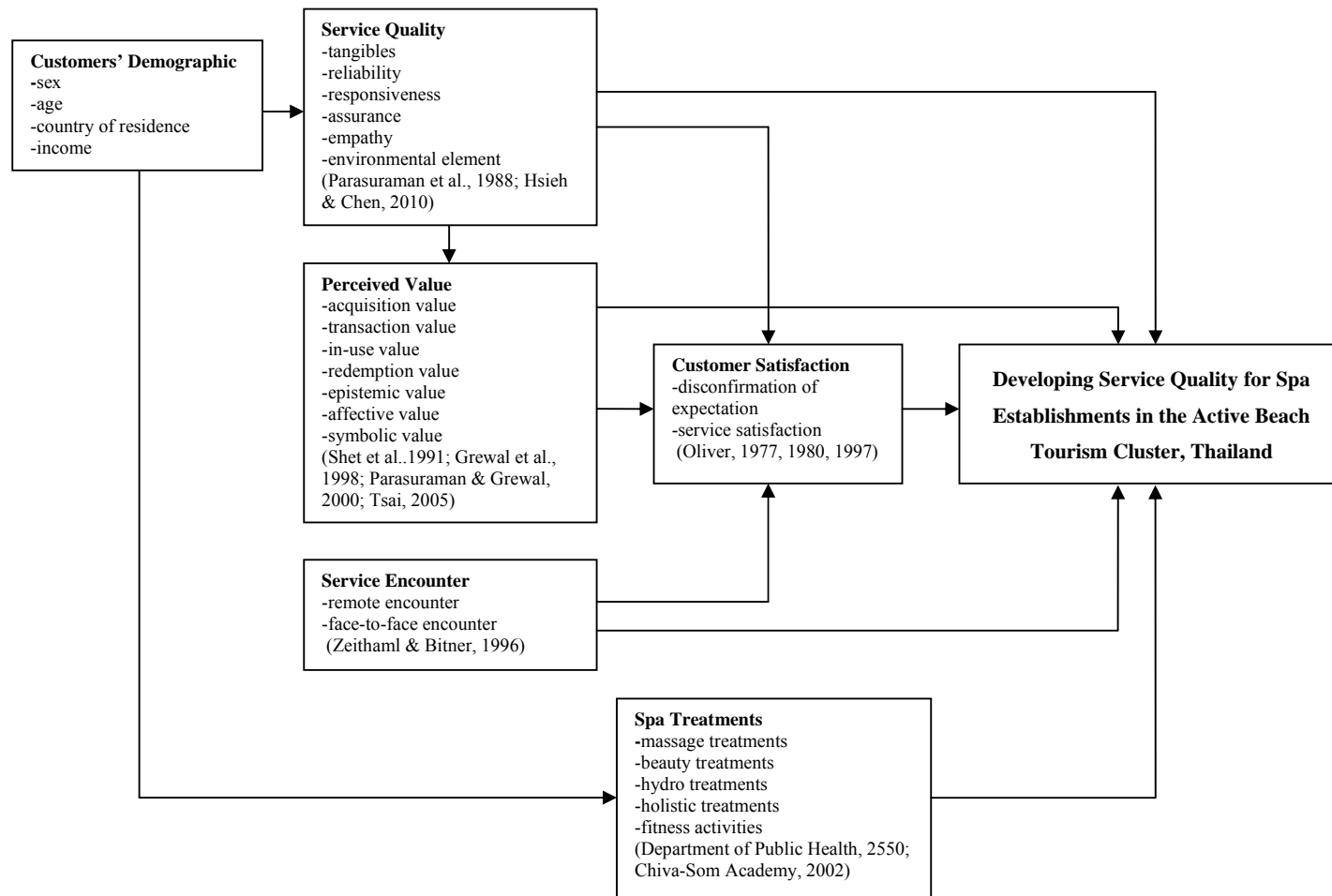
Figure 2.11 Research Conceptual Framework

2.12 Conclusion

This chapter concludes the study of theoretical concepts and explores the origins and meanings of 'spa' from various sources. Historically, 'spa' refers to locations that have hot spring and seek benefits from it. Hot springs can heal the aches and pains which offer good faith to the local communities. Contemporarily, 'spa' refers to places that offer services to customers, using water primarily, in respect of health therapy and mental therapy. The water, as the main therapeutic element, also provides vitamins and minerals. Next, from the study, it can be concluded that the types of spa establishments are categorized by the types of treatments offered; for instance, a health spa establishment, a health massage establishment, or a beauty massage establishment. Additionally, when categorizing the types of spa establishments, the physical location of the spa also act as another consideration point, along with the available treatments offered. Examples of spa treatments and services from various sources are combined and alphabetically illustrated.

The next theory discussed in the study is the service quality concept. The importance of service quality strongly affects customer satisfaction and brand loyalty. In terms of received value, it can be divided into two main parts: 1) technical quality-the type of quality that derives from considering what a customer receives from a service staff 2) functional quality-the type of quality that derives from considering an interaction between a customer and a service staff. Dimensions of service quality by Parasuraman et al., (1985), with the ten service quality determinants, are also discussed earlier. The study has then covered Parasuraman et al., (1985)'s summarized version of determinants and featured only five selected items. Next, regarding tools and service quality evaluation, the study highlights Parasuraman's globally acclaimed SERVQUAL that employs service gaps (Gap 5) as evaluation points. In terms of received value, the summary focuses on the value for money, considering the paid cost and the received service. Additionally, the study also summarizes the types of received values in various aspects including the received value when compared with money spent, the received value when received a good and reasonable deal, the received value during service encounter, and the received value after experiencing the service which indicate the intention to re-purchase in the future. Service encounter, or

'moment of truth' as called by other theorists, is also discussed in the study. It refers to the 'service point' when a service provider has an interaction with a customer, through service delivery, that can create satisfaction. This study covers different aspects of service encounter as follows; 1) the level of interaction-refers to the intensity of interaction; categorized as high, medium, and low interaction levels, 2) the type of interaction-includes distant interaction and face-to-face interaction at a spa establishment 3) cascade of moment of truth and service blueprint-refers to different service encounter points where spa staffs have interactions with customers so the spa owner can carefully plan and prevent any potential mistakes. Customer satisfaction refers to the evaluation point that occurs after receiving the service. The evaluated decision can be either positive (satisfied) or negative (dissatisfied). From the study, satisfaction relates to expectation disconfirmation paradigm which customers may or may not feel any differences between the expectation and the overall outcome. There are three possible outcomes as follow; 1) simply confirmation-occurs when customer receives a service experience as initially expected 2) negative disconfirmation-happens when the received service does not match with the initial expectation and 3) positive disconfirmation-occurs when the received service exceeds the initial expectation.

In this chapter, the researcher also covers the demographic characteristics of respondents; studying relationships amongst gender, age, nationality, country of residence, income, occupation, and education; and finding out if these characteristics have impacts on customer purchasing decision as well as customer service quality perception. Next, related literatures and studies; which include the service quality research study that employs SERVQUAL as the research tool, perceived value research study, service encounter research study, customer satisfaction research study, as well as the relationships between demographic characteristics and perceived value research study; have also been reviewed. Lastly, this study also proposes distributions in various aspects which include; the five service quality dimensions, the seven perceived values, the two service encounters, the two customer satisfaction, and the five spa products' types. The distributions create theoretical issues according to the theory which later on has been developed to become operational items for questions in the questionnaire.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the approach of the research. Firstly, it outlines the types of research methods employed including categories of basic research or applied research and quantitative or qualitative research. A questionnaire was provided as the main method of quantitative research for this study. The research was conducted at the Active Beach Tourism Cluster in Thailand, with many supported reasons. Population and the sample setting explained the target populations and the samples that were selected. Sample sizes, and then sampling technique, were considered systematically, and the population, sample and data collections are presented in response to research objectives 1-4. The research tools, questionnaire structure, question format and the process design of the questionnaire are also discussed in this chapter. The quality assessment of the research tools provides content validity, the construct validity selecting technique of the confirmatory factor analysis and the reliability employing internal consistency. An analysis of the quantitative data is covered for the descriptive statistics, important pieces of information analysis, statistics from the comparative variable differences and the statistics for the relationship using the path analysis between the variables studied.

3.2 Type of Research

Applied research was employed in this thesis to achieve the research objectives. In addition, this study could contribute and benefit related-stakeholders including governmental units. It could also benefit the Ministry of Public Health, spa entrepreneurs from private sectors and academics who are interested in the service quality in the particular spa businesses. Applied research aims to solve practical

problems of the modern world, rather than to gain knowledge for knowledge's sake (Hay, 2000; Holloway and Wheeler, 1996). Lam and Zhang (1999) assert that the goal of the applied scientist is to improve the human condition, and Walle (1997) concludes that knowledge from research achieved through making things or creating simulations will service practical purposes and be very useful.

Quantitative research is used in this thesis, and refers to the systematic empirical investigation of social phenomena via statistical, mathematical or computational techniques (Morgan, 1996). The objective of quantitative research is to design and use mathematical models and ideas pertaining to the area of study. The process of measurement is a key part of quantitative research, as it provides connections between observations and mathematical expressions of quantitative relationships (Baker 1999). Also, quantitative data is any data in numerical form, such as statistics and percentages. Because of this, the quantitative researchers ask specific questions and collect numerical data from the participants to answer the questions (Veal, 1992). The data is analyzed with the help of statistics, and the researcher hopes that the numbers will provide unbiased results that can be related to larger populations (Patton, 1987, 2002).

Qualitative research is used many different academic disciplines, such as social sciences, but is has also been used in market research (Kent, 1999; Kelle, 2001). Polgar and Thomas (1991) add that qualitative research aims to collect a deep understanding of human behavior and the reasons that cause such behaviors. The qualitative method finds the decision-making processes, rather than just what where and when decisions are made. Due to this, smaller, focused samples are usually used rather than large samples (Patton, 1987). Also, support for hypotheses based on observations and experiments can be attained using qualitative research methods. This view has been disputed; with academics arguing that qualitative methods and case study research may both be used for hypotheses testing and for generalizing beyond the samples studied (McNeill, 1990).

3.3 Quantitative Research: Questionnaire Survey

A survey uses a system of standardized questions to obtain information about a population by sampling some of its members (Patton, 1987; Krosnick, 1999). In

order to accomplish this, questionnaires are used as research tools. They are made up of a series of questions to gauge what people think or feel about an issue, products or services (Oppenheim, 1992). Miles and Hubberman (1994) identify questionnaires as a principal data collection method for quantitative studies. There are many ways that questionnaires can be conducted, covering mail, phone, personal interview, using internet, and they can be either administers to individuals or groups (Kotler et al., 1996).

The first mode of a questionnaire survey is conducted in person by an interviewer asking questions and recording the respondent's answers on a one-on-one basis. The interviewer asks the questions and records the respondent's answers, thereby ensuring higher quality data. Another mode is also conducted in person, but the interviewer gives the participant a self-administered answer questionnaire, and after completion, more issues may be asked more by interviewers. This method incurs high costs, takes a lot of time and requires more administrative requirements (Schegloff, 1990; Suchman and Jordan, 1990). Questionnaires conducted by phone are often done from a central office that calls a selected sample of participants. This method has advantages such as good response rates, some anonymity for respondents and respondent selection. On the other hand, participants may be fearful of providing in-depth information, and questions need to short and simple (Dunsmuir and Williams, 1992; Conrad and Schober, 2000). As the data required for this research needs to be detailed, using phone calls to conduct the questionnaires was not considered appropriate. The researcher also decided not to use mail questionnaires for this thesis, even though mail has been used for social science and marketing based research, and mail-based questionnaires can avoid interview bias and distortion (Tourangeau et al., 2000; Sala et al., 2011). The reasons behind avoiding the use of mail questionnaires are because they can produce a low response rate and it can be very time-consuming. The final questionnaire method, Internet, involves respondents to participate via email or when they visit a particular web page. Advantages of this method include avoiding interview bias and low cost, while disadvantages may be issues of unconfidentiality and the difficulty in follow-up contact.

For this thesis the questionnaire survey was conducted in person on a one-on-one basis by an interviewer. In person, the interviewer conducted self-administrative questionnaires with 413 customers between July and October 2013 in the area of study.

3.4 Research Site: The Active Beach Tourism Cluster, Thailand

Due to the financial implications and the time available for the study, it was impossible for this thesis to study all spa establishments in Thailand's 77 provinces. This study concentrated on the Active Beach Tourism Cluster in Thailand, which consisted of four provinces; Chonburi, Rayong, Chantaburi and Trat. These provinces were organized to make the cluster by the Ministry of Tourism and Sports in Thailand's Tourism National Plan 2555-2559. As well, this is in line with the Ministry of Public Health (2011) indicating, these provinces are categorized as zone 9 for spa establishments zoning. To develop an overall picture of service quality and spa products in the Active Beach Tourism Cluster, the researcher designed a selection process to provide a group of spa establishments that were representative of the area. To minimize bias and enhance the research's merit, the selection process was carried out systematically.

There were many reasons for selecting the Active Beach Tourism Cluster as a research site for this thesis, with the number of inbound tourists being the main reason. Other reasons this area was chosen are: Chonburi accounted for 10,823,369 people which is ranked secondly tourists into country. There is convenient transportation between the eastern part of Bangkok and Suvarnabhumi airport. Pattaya's proposed plan to UNESCO for being a cinema city. The provincial development plan to develop a centre for international destination. 90% of Pattaya's revenue comes from tourism. Travel guide in foreign countries name Pattaya as a sun, sand, sea destination. Pattaya's governmental system is a self-governing municipal area. The government supports the industrial Eastern Seaboard zone. Utapao international airport is situated at Rayong, 40 kilometers from Pattaya. Large international events are regularly held in Pattaya (Ministry of Tourism and Sport, 2012).

The above evidence clearly shows the potential for Chonburi, Rayong, Chantaburi and Trat to be considered a desired destination for international tourists. Importantly, the Ministry of Tourism and Sport do the cluster for tourism based on province.

Chonburi is a beach-town province located in the East of Thailand. This tourist-popular province is approximately 80 Kilometers away from Bangkok. It is not

only renowned for the beaches, but also well known for local traditions, culture, as well as the internationally acclaimed industrial estate. The beaches of Bangsaen and Pattaya are famous amongst both Thais and foreigners. Chonburi offers a variety of various tourist attractions and activities; for example, nature, temples, visiting local communities, handicrafts, as well as modern entertainment and adventurous activities. Since the location is conveniently located by the eastern seaboard, the province is also suitable for sea-commerce. Laem Cha Bang Port, internationally awarded as "A World Class Port" plays an important role in the region's sea commerce. The deep-sea port is the main port for commercially importing-exporting internationally. Additionally, there are also many industrial plants; for instance oil refineries, automotive assembly plants, and electrical components manufacturing plants (Ministry of Tourism and Sport, 2012).

Rayong, located in the East of Thailand, is approximately 220 Kilometers from the centre of Bangkok. It is another province that lies on the eastern coast. Geographically, Rayong is full of small mountains and has over 100km of long, untouched beaches. The province has many scenic waterfalls, set around exotic surroundings. Most renowned for its quiet and unspoiled beaches, including Mu Koh Samet National Park, Rayong is a popular beach getaway destination for Bangkok residents. Aside from its natural attractions, Rayong produces an abundance of seafood products and grows a number of tropical fruits, including rambutan and mangosteen. Rayong has become a more industrial province, starting when natural gas was first found in the Gulf of Thailand in 1977, followed by the establishment of the Eastern Seaboard Development Program in 1981 (Ministry of Tourism and Sport, 2012).

Chantaburi is a seaside province located approximately 245 Kilometers from Bangkok. The province contains forests, mountains, highlands, lowlands, and coastal plains; and is famous for its tropical fruits plantation. Additionally, Chantaburi is the centre of mining. Chantaburi is also blessed with rich forests and scenic waterfalls. The Chantaburi River flows through the capital of the province, which has been occupied since ancient times. There are also undisturbed fishing villages located not too far from the city centre. Thus, the province is considered the ultimate get-away-from-it-all Thailand province. Chanthaburi, the capital of the province bordering

Cambodia to the east, was occupied by the French during the end of the 19th century. Their influence can be seen in the architecture of many buildings within Chanthaburi town, including the largest Catholic cathedral in Thailand, which to this day caters to a sizeable Christian population, many of whom are ethnic Vietnamese, who migrated to Thailand in the 20th century (Ministry of Tourism and Sport, 2012).

Trat is Thailand's eastern-most province, located about 315 kilometers from Bangkok. This small province borders Cambodia with the Khao Banthat mountain range forming a natural boundary between the two countries. With 52 large and small islands featuring long, white, sandy beaches and unspoiled coral reefs, Trat offers delightful scenery and a number of quiet hideouts for beach and nature-lovers. The province also serves as a major fruit growing, fishing, and gem-mining region. The city of Trat is the primary launching point for trips to the Koh Chang island group, is popular year round and visitors can still easily and safely visit the island via the normal ferry routes. Visitors can also visit both gem markets and Cambodian border markets. Like Chanthaburi, Trat is a very important ruby-mining province. Trat is an ideal destination for shoppers, as it has more markets for its size than almost any town in Thailand. This is mainly due to busy Cambodian and coastal trade (Ministry of Tourism and Sport, 2012).
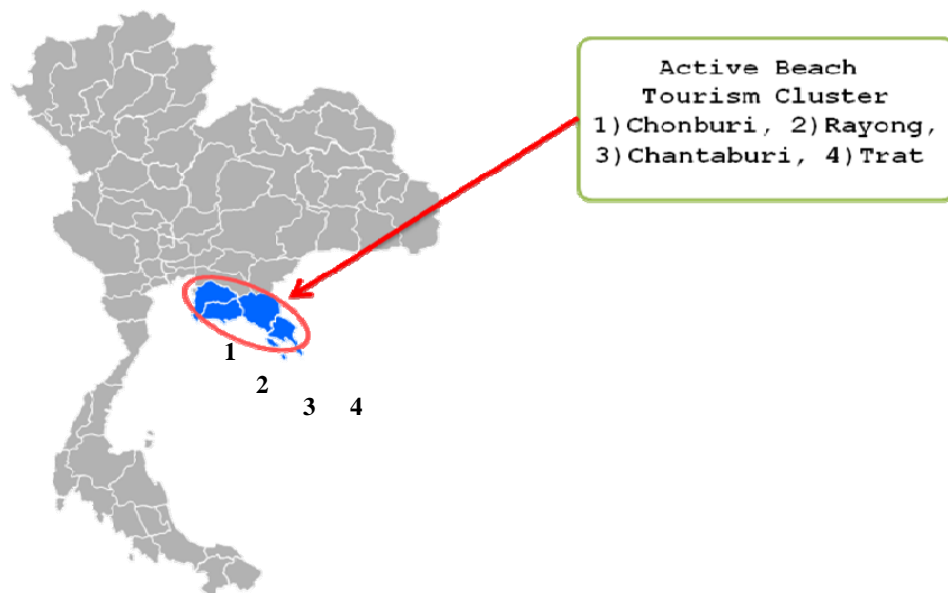
Figure 3.1 Map of Active Beach Tourism Cluster as Research Site

Source: Adapted from Ministry of Tourism and Sports, 2012.

3.5 Research Method for Responding to Research Objective 1

To answer research objective 1 (to assess the level of perception in: service quality, perceived value, service encounter, and customer satisfaction of customers who use spa treatments in the Active Beach Tourism Cluster, Thailand), the research design was as follows:

3.5.1 Target Populations and Samples

The population for this study was foreign spa customers who experienced spa treatments in the Active Beach Tourism Cluster, Thailand. Such customers originated from 4 regions; Asia, Europe, Oceania and the Americas according to Ministry of Tourism and Sports. The sample was representative of the population of foreign spa customers in the area studied.

3.5.2 Sample Size and Sampling Techniques

With regard to the number of spa customers, the Department of Trade Negotiation (2011) reported that approximately four million people used spa services in Thailand during 2008. Most of these customers (80%) were made up of foreign visitors, but there is no information regarding the number of foreign customers for the four studied areas independently, or the Active Beach Tourism Cluster. Key informants were interviewed to forecast the number of spa customers, and they hypothesized that around 700,000 foreigners would utilize spa services in the studied area. In order to calculate a sample size of foreign spa customers, the researcher estimated with 95 percent confidence allowing for a sampling error not greater than five percent. After substituting these values into the formula according to the Taro Yamane table (Siriluk Suwannawong, 1995), the response size of foreign spa customers to be surveyed was 413 sets.

Pertaining to sampling techniques, the researcher employed multistage sampling.

1) Cluster sampling was initially selected to divide the target populations into regions. Cluster sampling is a method used to study huge populations, or populations that are geographically diverse (Altinay and Paraskevas,

2008). The researcher divided the population into mutually exclusive subgroups. As the most common type of subgroup used in research is a geographical cluster, four regions were clustered in accordance with the statistics of tourist arrival from the Ministry of Tourism and Sports, Thailand. The geographical subgroups used for this thesis were Asia, Oceania, Europe and the Americas.

2) Once geographical subgroups were determined, quota sampling was then used. Patton (2002) mentions that quota sampling is a non-probability sampling technique that ensures equal representation of participants in each sample group. The sample size was determined based on the proportion of subgroups or clusters. In similar vein, Kanlaya Wanichbuncha (2011) states that the sample size of each cluster should be proportionate to the entire population in cluster.

3) Convenience sampling was then conducted until the researcher reached a settled number. The researcher was not required to form the sample frame but purposely set the respondents characteristics in advance (Kanlaya Wanichbuncha, 2011).

The population of foreign spa customers for Asia, Oceania, Europe and the Americas was needed to assign the sample size, but there is no record that divides spa customers by region. Because of this, the researcher utilized the techniques from key informants to predict the percentage of spa customers' population by region in the studied area, and then form the proportion of sample size from this (see Table 3.1). Kanlaya Wanichbuncha (2011) identifies that the researcher can determine the sample size from the percentage of each cluster. Then, convenience sampling was conducted in the area studied until the researcher reached 413 sets of questionnaires.

For this study, the researcher snowballed eight spa managers or spa entrepreneurs which considered keys informants for spa business in the Active Beach Tourism Cluster. Altinay and Paraskevas (2008) mention that snowball technique use to identify potential participants when appropriate candidates for the study are hard to locate. After the interview, the researcher has to ask this person to identify other persons involved in that matter. The interview was completed at the eighth key informant since the researcher found, the data gained from interview got repeated. This is consistent with Kent (1999) and Kelle (2001) confirm, snowball interview will be conducted until without doubt or data saturation and then stop interviewing. To be

exact, data saturation may occur in form of emergence of regularities, another is data collected seem to get repeated or identical issues or overlapping issues. They claim that stopping at data saturation is considered adequate reliable information for researchers for snowball sampling interview.

Table 3.1 Proportion of Sample Size divided by Region

	Asia	Oceania	Europe	The Americas
Key informant 1	35%	10%	15%	40%
Key informant 2	40%	15%	30%	15%
Key informant 3	40%	15%	35%	10%
Key informant 4	40%	15%	30%	15%
Key informant 5	45%	15%	30%	10%
Key informant 6	40%	15%	35%	10%
Key informant 7	35%	15%	35%	15%
Key informant 8	45%	15%	30%	10%
Average Percent	40%	14.38%	30%	15.62%
Set of questionnaires	$413(0.40) = \mathbf{165}$	$413(0.1438) = \mathbf{59}$	$413(0.30) = \mathbf{124}$	$413(0.1562) = \mathbf{65}$

3.5.3 Data Collection

This study employed a questionnaire survey to collect data. This required 413 respondents to complete this questionnaire. Interviews were asked on a one-on-one basis. Informants were a self-administered questionnaire survey.

3.6 Research Methods for Responding to Research Objective 2

To answer research objective 2 (to study the dimensions of service quality, which is important in order to evaluate the spa establishments based on customers' demographics), the research design was as follows:

3.6.1 Target Populations and Samples

The population for this study was foreign spa customers who had experienced spa treatments at the Active Beach Tourism Cluster, Thailand. Such customers came from four regions; Asia, Europe, Oceania, and the Americas according to Ministry of

Tourism and Sports. The sample was representative of the population of foreign spa customers in the area studied.

3.6.2 Sample Size and Sampling Techniques

With regard to the number of spa customers, the Department of Trade Negotiation (2011) reported that approximately four million people used spar services in Thailand during 2008. Most of these customers (80%) were made up of foreign visitors, but there is no information regarding the number of foreign customers for the four areas studied, or the Active Beach Tourism Cluster. Key informants were interviewed to forecast the number of spa customers in the area studied. They identified that around 700,000 foreigners would utilize spa services in the studied area. In order to calculate a sample size of foreign spa customers, the researcher estimated with 95 percent confidence allowing for a sampling error not greater than 5 percent. After substituting these values into the formula according to the Taro Yamane table (Suwannawong, 1995), the response size of foreign spa customers to be surveyed was 413 sets.

Pertaining to sampling techniques, the researcher employed multistage sampling.

1) Cluster sampling was initially selected to divide the target populations into regions. Cluster sampling is a method used to study huge populations, or populations that are geographically diverse (Altinay and Paraskevas, 2008). The researcher divided the population into mutually exclusive subgroups. As the most common type of subgroup used in research is a geographical cluster, four regions were clustered in accordance with the statistics of tourist arrival from the Ministry of Tourism and Sports, Thailand. The geographical subgroups used for this thesis were Asia, Oceania, Europe, and the Americas.

2) Once geographical subgroups were determined, quota sampling was then used. Patton (2002) mentions that quota sampling is a non-probability sampling technique that ensures equal representation of participants in each sample group. The sample size is determined based on the proportion of subgroups or clusters. In similar vein, Kanlaya Wanichbuncha (2011) states that the sample size of each cluster should proportionate to the entire population in cluster.

3) Convenience sampling was then conducted until the researcher reached a settled number. The researcher was not required to form the sample frame but purposely set the respondents characteristics in advance (Kanlaya Wanichbuncha, 2011).

The population of foreign spa customers for Asia, Oceania, Europe and the Americas was needed to assign the sample size, but there is no record that divides spa customers by region. Because of this, the researcher utilized the techniques suggested by key informants to offer the percentage of spa customers' population by region in the area studied, and then form the proportion of sample size from this (see Table 3.1). Kanlaya Wanichbuncha (2011) identifies that the researcher can determine the sample size from the percentage of each cluster. Then, convenience sampling was conducted in the area studied until the researcher reached 413 sets of questionnaires.

3.6.3 Data Collection

This study used a questionnaire survey to collect data. This required 413 sets to complete this questionnaire. Interviews were asked on a one-on-one basis. Informants were interviewed together with a partly self-administered questionnaire survey.

3.7 Research Methods for Responding to Research Objective 3

To answer research objective 3 (to study customers' desires toward spa treatments based on their demographics), the research design was as follows:

3.7.1 Target Populations and Samples

The population for this study was foreign spa customers who had experienced spa treatments at the Active Beach Tourism Cluster, Thailand. Such customers came from four regions; Asia, Europe, Oceania and the Americas according to Ministry of Tourism and Sports. The sample was representative of the population of foreign spa customers in the area studied

3.7.2 Sample Size and Sampling Techniques

With regard to the number of spa customers, the Department of Trade Negotiation (2011) reported that approximately four million people used spar services in Thailand during 2008. Most of these customers (80%) were made up of foreign visitors, but there is no information regarding the number of foreign customers for the four studied areas or the Active Beach Tourism Cluster. Key informants were interviewed to forecast the number of spa customers in the area studied. They identified that around 700,000 foreigners would utilize spa services in the studied area. In order to calculate a sample size of foreign spa customers, the researcher estimated with 95 percent confidence allowing for a sampling error not greater than five percent. After substituting these values into the formula according to the Taro Yamane table (Suwannawong, 1995), the response size of foreign spa customers to be surveyed was 413 sets.

Pertaining to sampling techniques, the researcher employed multistage sampling.

1) Cluster sampling was initially selected to divide the target populations into regions. Cluster sampling is a method used to study huge populations, or populations that are geographically diverse (Altinay and Paraskevas, 2008). The researcher divided the population into mutually exclusive subgroups. As the most common type of subgroup used in research is a geographical cluster, four regions were clustered in accordance with the statistics of tourist arrival from the Ministry of Tourism and Sports, Thailand. The geographical subgroups used for this thesis were Asia, Oceania, Europe and the Americas.

2) Once geographical subgroups were determined, quota sampling was then used. Patton (2002) mentions that quota sampling is a non-probability sampling technique that ensures equal representation of participants in each sample group. The sample size is determined based on the proportion of subgroups or clusters. In similar vein, Kanlaya Wanichbuncha (2011) states that the sample size of each cluster should be proportionate to the entire population in cluster.

3) Convenience sampling was then conducted until the researcher reached a settled number. The researcher is not required to form the sample frame but purposely set the respondents characteristic in advance (Kanlaya Wanichbuncha, 2011).

The population of foreign spa customers for Asia, Oceania, Europe and the Americas is needed to assign the sample size, but there is no record that divides spa customers by region. Because of this, the researcher utilized the techniques suggested by the key informants to offer the percentage of spa customers' population by region in the area studied, and then form the proportion of sample size from this (see Table 3.1). Kanlaya Wanichbuncha (2011) identifies that the researcher can determine the sample size from the percentage of each cluster. Then, convenience sampling was conducted in the area studied until the researcher reached 413 sets of questionnaires.

3.7.3 Data Collection

This study used a questionnaire survey to collect data. This required 413 sets to complete this questionnaire. Interviews were asked on a one-on-one basis. Informants were interviewed together with a partly self-administered questionnaire survey.

3.8 Research Methods for Responding Research Objective 4

To answer research objective 4 (to study the effect and causal relationship between service quality, perceived value and service encounter on customer satisfaction of those who use spa treatments in the Active Beach Tourism Cluster, Thailand), the research design was as follows:

3.8.1 Target Populations and Samples

The population for this study was foreign spa customers who had experienced spa treatments at the Active Beach Tourism Cluster, Thailand. Such customers came from four regions; Asia, Europe, Oceania and the Americas according to Ministry of Tourism and Sports. The sample was representative of the population of foreign spa customers in the studied area.

3.8.2 Sample Size and Sampling Techniques

With regard to the number of spa customers, the Department of Trade Negotiation (2011) reported that approximately four million people used spar services

in Thailand during 2008. Most of these customers (80%) were made up of foreign visitors, but there is no information regarding the number of foreign customers for the four studied areas, or the Active Beach Tourism Cluster. Key informants were interviewed to forecast the number of spa customers in the studied area. They identified that around 700,000 foreigners would utilize spa services in the area studied. In order to calculate a sample size of foreign spa customers, the researcher estimated with 95 percent confidence allowing for a sampling error not greater than five percent. After substituting these values into the formula according to the Taro Yamane table (Suwannawong, 1995), the response size of foreign spa customers to be surveyed was 413 sets.

Pertaining to sampling techniques, the researcher employed multistage sampling.

1) Cluster sampling was initially selected to divide the target populations into regions. Cluster sampling is a method used to study huge populations, or populations that are geographically diverse (Altinay and Paraskevas, 2008). The researcher divided the population into mutually exclusive subgroups. As the most common type of subgroup used in research is a geographical cluster, four regions were clustered in accordance with the statistics of tourist arrival from the Ministry of Tourism and Sports, Thailand. The geographical subgroups used for this thesis were Asia, Oceania, Europe, and the Americas.

2) Once geographical subgroups were determined, quota sampling was then used. Patton (2002) mentions that quota sampling is a non-probability sampling technique that ensures equal representation of participants in each sample group. The sample size was determined based on the proportion of subgroups or clusters. In similar vein, Kanlaya Wanichbuncha (2011) states that the sample size of each cluster should be proportionate to the entire population in cluster.

3) Convenience sampling was then conducted until the researcher reached a settled number. The researcher is not required to form the sample frame but purposely set the respondents characteristic in advance (Kanlaya Wanichbuncha, 2011).

The population of foreign spa customers for Asia, Oceania, Europe, and the Americas was needed to assign the sample size, but there is no record that

divides spa customers by region. Because of this, the researcher utilizes the technique of the key informants to offer the percentage of spa customers' population by region in the studied area, and then form the proportion of sample size from this (see Table 3.1). Kanlaya Wanichbuncha (2011) identifies that the researcher can determine the sample size from the percentage of each cluster. Then, convenience sampling was conducted in the area studied until the researcher reached 413 sets of questionnaires.

3.8.3 Data Collection

This study employed a questionnaire survey to collect data. This required 413 sets to complete this questionnaire. Interviews were asked on a one-on-one basis. Informants were interviewed together with a partly self-administered questionnaire survey.

3.9 Research Tools

This research used a questionnaire for collecting information in response to the set objectives. This section comprises of data collection, questionnaire structure, question format of questionnaire and process of questionnaire building presented as follows:

3.9.1 Questionnaire Structure

The questionnaire consisted of six parts as follows;

Part one; Questions about service quality; including tangibles, reliability, responsiveness, assurance, empathy, and environmental element.

Part two; Questions about ranking in importance. Six dimensions mentioned in part one were asked rated in priority of importance by the customers as they evaluated the spa establishment.

Part three; Questions about service encounter containing remote encounter, phone encounter and face-to-face encounter were considered.

Part four; Questions about perceived value concerning acquisition value, transaction value, in-use value, redemption value, epistemic value, and affective value were discussed.

Part five; Questions about customer satisfaction, consisting of disconfirmation of expectation and service satisfaction were discussed.

Part six; Questions about customers' desire towards the followed spa treatments offered were addressed; massage treatments, beauty treatments, hydro treatments, holistic treatments, and fitness activities.

3.9.2 Question Format of Questionnaire

The question format used in the questionnaire was as follows;

Parts one, three, four and five consisted of closed questions and answers were rated using the Likert scale, as it is the most widely used approach in scaling responses in survey research (Buckingham and Saunders, 2004; Kaplan, 2004; Sapsford, 2007). The scale ranged from strongly agree, to strongly disagree (1-7) for positive items. The result point on the scale was used to assess customers' attitude towards the service quality, service encounter, perceived value and customer satisfaction. Then, the scores were embraced with reference to each topic in form of summated rating.

Parts one, the questionnaire was divided into two areas with a list of 27 questions on each. Expected and perceived sections each shared the same questions. Then, gap 5 scores (SERVQUAL scores) were measured by calculating the difference between the rating spa customers gave to the paired expectation of service (ES) and expectation service/perception statement (PS) (e.g. Gap 5 score = Perception scores – Expectation scores/PS-ES). The result of the comparison between expected and perceived scores, indentified that service quality was superior when PS-ES>0, the service quality meet expectations with PS-ES=0 and the service quality was inferior when PS-ES<0.

Part two contained six dimensions that were asked and rated by how important each dimension was to customers when they evaluated the spa establishment's quality of service. This part also used closed questions and rated responses using the Likert scale. The result showed the differences based on customers' demographics. The summed total was used rank the dimensions into the most, second and least important dimensions showing which dimensions were most important to customers. The scale ranged from strongly agree, to strongly disagree (1-7) for positive items. The score

from this scale was used to order the dimensions in priority of importance. Then, results of point were embraced regarding each topic in form of summated rating.

Parts three, four and five included closed questions and answers were graded using the Likert scale, as it is the most widely used approach to scaling responses in survey research (Buckingham and Saunders, 2004; Kaplan, 2004; Sapsford, 2007). The scale ranged from strongly agree to strongly disagree (1-7) for positive items. From the point on the scale, the customers' attitude toward service quality, service encounter, perceived value and customer satisfaction were assessed. The results of the points were considered with reference to each topic in the form of summated rating.

Part six concerned questions about the customers' desire towards different types of spa treatments. Thirty-seven treatments were selected according to the respondents' desire. This section used closed questions and rated responses using the likert as mentioned above. The result showed the differences based on customers' demographics. The sum total was used to rank the treatments showing the most and least desired. The scale ranged from strongly agree, to strongly disagree (1-7) for positive items. The result on the scale was used to rate the desires towards different spa treatments. Then, such results of point were be related with reference to each topic in form of summated rating.

The questions were classified in positive terms, which were then be rated according to the scale from strongly agree to strongly disagree as follows:

Table 3.2 Rated Scale for Questionnaire in Positive Items

	Positive Items
Strongly Agree	7
Moderately Agree	6
Slightly Agree	5
Neutral	4
Slightly Disagree	3
Moderately Disagree	2
Strongly Disagree	1

3.9.3 Process of Question Design in Questionnaire

The questions used in this study included the concepts of service quality (in particular SERVQUAL), service encounters, perceived value, customer satisfaction and types of spa treatments comprised by many academics and scholars.

The design of the questionnaire began with forming theoretical or conceptual definitions of the variables using the literature review. Then operational definitions were produced in accordance with the studied research. Statements were written for all the variables from the operational definitions, and then lists of questions that could be measured were generated for the questionnaire.

Theoretical or conceptual definitions give the terms meaning in a form that is abstract and immeasurable. Operational definitions define something in terms of the operations that count in measuring it (Kerlinger, 1979; Sprinthall, 1990).

3.10 Quality Assessment of Research Tools

Regarding the questionnaire for collecting data, the researcher conducted a quality assessment of the questionnaire before the actual implementation. A pre-test questionnaire with 107 non-target respondents was used to assess content validity, construct validity and the reliability of the questionnaire.

3.10.1 Content Validity

Content validity addresses the match between test questions and the content or subject area they assess (Prasitrattasin 2007; Altinay and Paraskevas, 2008). Similarly, Churchill and Brown (2004) state, "content validity is the adequacy which the important aspects of the characteristics are captured by the measure". In order to achieve content validity, and to ensure the instrument includes all the important features, literature was reviewed to discover the significant variables associated with the construct of service quality. This study used theory to measure the concepts of service quality, perceived value, service encounter and customer satisfaction toward spa treatments using the well-established measurement of the SERVQUAL.

Prior to data collection, the content validity of the questions was checked by seven experts in hospitality using the Item-Objective Congruence (IOC) Index.

Corrections and adjustments were applied in line with their recommendations. The experts were also given an evaluation form and asked to rate each item to see whether it is congruent with the objective stated. Then, the Item-Objective Congruence IOC) Index was calculated by giving scores to 3 types of answers; congruent = +1, questionable = 0, incongruent = -1. Any items with an IOC index lower than 0.5 were removed or revised, and items with IOC index higher than 0.5 were acceptable. In this study, almost all items were rated higher than 0.5 on the IOC index, indicating they were acceptably congruent with the objectives set. The results of content validity measured by the IOC Index show 0.71-1.00. Only 1 item needed to be deleted, and that was question 21 in part 1 section 1 'Spa staff responds the best interest at heart of customers' which produced a score of 0.43 using IOC. Thus, the researcher concluded, question 21 in part 1 section 1 needed to be removed and the remaining 27 questions remained.

3.10.2 Reliability

Churchill and Brown (2004: 335) state reliability as "an ability of a measure to obtain similar scores for the same object, trait, or construct across time, across different evaluation, or across the items forming the measure". As well, they identify that there are two classes of reliability, an inter-judge reliability and an internal consistency. The inter-judge reliability is used to assess how consistently different observers estimate the same phenomenon. The internal consistency is described as a single measurement instrument administered to a group of people on one occasion to estimate reliability (Altinay and Paraskevas, 2008; Prasitrattasin, 2007).

After examining the content validity, 107 non-target responds were allocated to test reliability and measurement error. For this thesis, the internal consistency was selected as the researcher allowed the checking of respondents' scores in different parts and the measurement appeared in a similar pattern. Cronbach's alpha is a coefficient that is used to rate the internal consistency (homogeneity) or the correlation of the items in a test. A good test is one that assesses different aspects of the trait being studied. If a test has a strong internal consistency, most measurement experts agree that it should show only moderate correlation among items (0.70 to 0.90). If correlations between items are too low, it is likely that they are measuring

different traits. Thus, the greater the coefficient alpha is, the more reliable the measurement is.

Regarding the quality of questionnaires completed by 107 respondents, the results were comprised of 6 factors 1) Perceptions of Service Quality 2) Evaluating Service Quality 3) Perceived Value of Spa Establishments' Services 4) Service Encounter of Spa Establishments' Services 5) Customer Satisfaction of Spa Establishments' Services 6) Spa products' Types. The assessment was done using Cronbach Alpha Coefficient Values. If Cronbach's Alpha Coefficient found that the result was too high across the entire factor, they were deleted. From the analysis of the results, the researcher considered that there was no need to delete any items in the questionnaire as cutting off items turned the Cronbach's Alpha Coefficient Value marginally lower or higher in each factor. Therefore, the researcher decided that there was no need to have the items deleted at all. The reliability results showed that

1) Perceptions of Service Quality gave a Cronbach's Alpha Coefficient Value of 0.7334-0.8700

2) Evaluating Service Quality gave a Cronbach's Alpha Coefficient Value of 0.8928

3) Perceived Value of Spa Establishments' Services displayed a Cronbach's Alpha Coefficient Value of 0.7379-0.8423

4) Service Encounter of Spa Establishments' Services revealed a Cronbach's Alpha Coefficient Value of 0.7437-0.8808

5) Customer Satisfaction of Spa Establishments' Services gave a Cronbach's Alpha Coefficient Value of 0.8644-0.8644

6) Types of Spa Products gave a Cronbach's Alpha Coefficient Value of 0.8152-0.9006 (see Table 3.24-3.29).

To sum up, the results of internal consistency tests on reliability showed that Perceptions of Service Quality, Evaluating Service Quality, Perceived Value of Spa Establishments' Services, Service Encounter of Spa Establishments' Services, Customer Satisfaction of Spa Establishments' Services, Customer Satisfaction of Spa Establishments' Services and Spa products all exhibited Cronbach's Alpha Coefficient values between 0.7334-0.9006. This confirms, there is a high level of internal consistency for measuring tools, thus, the measurement was considered highly reliable.

Table 3.3 Results of Reliability of Measurement of Service Quality Perception

Variables	Source of Measure	Cronbach's Alpha	Alpha if Item Deleted
Perceptions of Service Quality	The SERVQUAL	**0.9509**	
Tangible	Instrument –	**0.7334**	
Spa establishments have modern equipment.	Parasuraman et		0.7083
The physical decors are visually appealing.	al., 1985; Hsieh &		0.6543
Spa staffs look well dressed.	Chen, 2010		0.6487
Promotional materials are visually appealing.			0.6771
Reliability		**0.8520**	
Spa establishments perform according to agreed promises.			0.8356
Spa staffs show a genuine interest in solving problems.			0.8126
Spa staffs perform habitually excellent service.			0.7970
Spa staffs complete treatments within agreed time.			0.8346
Spa establishments keep on error-free service.			0.8277
Responsiveness		**0.8552**	
Spa staffs give exact information.			0.8060
Spa staffs offer prompt service.			0.7942
Spa staffs are always willing to help customers.			0.8119
Spa staffs devote enough time for customers' requests.			0.8472
Assurance		**0.8255**	
The behaviors of spa staff instill confidence to customers.			0.8228
Customers feel safe in their transactions.			0.7625
Spa staffs are consistently polite.			0.7525
Spa staffs provide sufficient knowledge of product.			0.7831
Assurance		**0.8255**	
The behaviors of spa staff instill confidence to customers.			0.8228
Customers feel safe in their transactions.			0.7625
Spa staffs are consistently polite.			0.7525

Table 3.3 (Continued)

Variables	Source of Measure	Cronbach's Alpha	Alpha if Item Deleted
Spa staffs provide sufficient knowledge of product.			0.7831
Empathy		**0.7887**	
Spa staffs offer customized spa treatments.			0.7512
Spa establishments have convenient and flexible operating hour for customers.			0.7359
Spa staff take care of customers closely.			0.7418
Spa staff understand specific needs of customers.			0.7183
Environmental element		**0.8700**	
Spa establishments have pleasant landscape.			0.8449
Surrounding areas have proper sanitation.			0.8623
Spa establishments have good ventilation.			0.8612
Spa establishments have relaxing music.			0.8380
Lighting are adequate and proper.			0.8285
Theme of decor is uniquely set up			0.8491

Table 3.4 Results of Reliability of Measurement of Evaluating Service Quality

Variables	Source of Measure	Cronbach's Alpha	Alpha if Item Deleted
Evaluating Service Quality	The	**0.8928**	
The spa establishments' appearance of physical facilities, equipments, clothing and promotional materials (tangible).	SERVQUAL Instrument – Parasuraman et		0.8771
The ability of spa establishments in completing promised service reliably and precisely (reliability).	al., 1985; Hsieh & Chen, 2010		0.8773
The spa staff are eager to assist customers and offer prompt service provision (responsiveness).			0.8609
The product knowledge and courteousness and their ability to express safe and trust (assurance).			0.8695

Table 3.4 (Continued)

Variables	Source of Measure	Cronbach's Alpha	Alpha if Item Deleted
The concern, customized and individual attention, the spa establishments convey to customers (empathy).			0.8791
The supporting circumstances of aroma, cleanliness, air, music, lighting and theme of decor (environmental element).			0.8799

Table 3.5 Results of Reliability of Measurement of Perceived Value

Variables	Source of Measure	Cronbach's Alpha	Alpha if Item Deleted
Perceived Value	Types of Perceived	**0.9381**	
Acquisition value	Value	**0.8285**	
I totally received considerable benefits from usage of the spa treatments.	Grewal et al., 1998; Parasuraman &		0.9335
I received good value regarding spa treatments as they met my expectations.	Grewal, 2000; Shet et al..1991; Tsai,		0.9311
Tradeoff value	2005	**0.7487**	
I feel pleasure with promotional price and saving money.			0.9326
Aside from money I saved, I also fulfill my bliss.			0.9350
In-use value		**0.7976**	
I feel good receiving personalized treatments while being treated.			0.9324
I had a sense of joy and relaxation while being treated.			0.9323
Redemption value		**0.7853**	
It is worth that I will revisit in future as they can fulfill my desire.			0.9358
It is worth that I will spread the excellent services to acquaintances.			0.9338

Table 3.5 (Continued)

Variables	Source of Measure	Cronbach's Alpha	Alpha if Item Deleted
Epistemic value		**0.7665**	
My curiosity was aroused with the newly launched spa treatments.			0.9352
I feel good learning about the product benefits..			0.9337
Affective value		**0.8423**	
I got joyful feeling when I used spa treatments.			0.9327
After treatments, they put me in good mood.			0.9327
Symbolic value		**0.7379**	
I feel that I have became a person with taste.			0.9336
Ability to afford spa treatments fit into my social setting.			0.9371

Notice: Since the measurement of perceived value has only 2 items, the Alpha if Item Deleted then cannot be conducted if comparing in each measurement factor. Thus, the researcher compared the Cronbach's Alpha Coefficient with the entire perceives value measurement-indicating 0.9381.

Table 3.6 Results of Reliability of Measurement of Service Encounter

Variables	Source of Measure	Cronbach's Alpha	Alpha if Item Deleted
Service Encounter	Types of Service	**0.8985**	
Remote encounter	Encounter	**0.7437**	
Content of the spa menu is tempting.	(Zeithaml &Bitner,		0.7652
Online information is nicely interactive i.e., webpage, facebook.	1996)		0.5473
Spa staff had telephone etiquette.			0.6377
Face-to-face encounter		**0.8808**	
Greeting and welcoming of spa staff shows warmness.			0.8664

Table 3.6 (Continued)

Variables	Source of Measure	Cronbach's Alpha	Alpha if Item Deleted
Serving drink upon arrival and after treatment shows Thainess.			0.8690
Spa staff interestingly presented spa menu.			0.8578
Spa staff understandably gave consults on health and product before treatment.			0.8553
Spa staff offered excellently treatment in the treatment room.			0.8523
Spa staff beneficially presented product recommendation after treatment.			0.8683
Cashier process at the end is quick and accurate.			0.8758

Table 3.7 Results of Reliability of Measurement of Customer Satisfaction

Variables	Source of Measure	Cronbach's Alpha	Alpha if Item Deleted
Customer Satisfaction	Types of Service	**0.9190**	
Disconfirmation of expectation	Encounter	**0.8644**	
I was satisfied with the service quality of spa staff since it was excellent as I initially expected.	(Zeithaml &Bitner, 1996)		0.7789
I was satisfied with the quality of spa treatment since it was as excellent as I expected.			0.7831
I was satisfied with service quality of spa establishments since it was as excellent as I expected.			0.8619
Service Satisfaction		**0.8789**	
From my knowledge understanding and experience, I was satisfied being a customer at this spa establishment.			0.8463
I love this spa establishment as I did the right thing.			0.8295
My decision's choice to become a customer at this spa establishment was a wise one.			0.8088

Table 3.8 Results of Reliability of Measurement of Spa products

Variables	Source of Measure	Cronbach's Alpha	Alpha if Item Deleted
Spa products' Types	Spa products' Types	**0.9531**	
Massage Treatments	Ministry of Public	**0.8866**	
Athletic massage	Health (2008), Chiva-		0.8844
Hot stone massage	Som Academy (2002)		0.8746
Invigorating massage			0.8717
Foot massage			0.8800
Shiatsu			0.8727
Swedish massage			0.8739
Thai herbal massage bag (hot compress)			0.8806
Thai traditional massage			0.8897
Tui-na			0.8674
Underwater pressure massage			0.8725
Beauty Treatments		**0.8306**	
Body polish, clay/mud mask			0.7995
Facial massage, scrub, clay/mud mask			0.8017
Manicure			0.7572
Pedicure			0.7837
Hydro Treatments		**0.8152**	
Colon detoxification			0.8035
Scotch hose			0.7921
Steam/sauna			0.7673
Swiss shower			0.7648
Vichy shower			0.7910
Warm bath/Cool bath			0.7963
Holistic Treatments		**0.8975**	
Aroma massage			0.9116
Indian head massage			0.8747
Manual lymphatic drainage (MLD)			0.8705
Maya abdominal massage			0.8743
Reflexology			0.8885
Reiki			0.8752
Shirodhara			0.8780

Table 3.8 (Continued)

Variables	Source of Measure	Cronbach's Alpha	Alpha if Item Deleted
Fitness Activities		**0.9006**	
Aerobic			0.8946
Boxing			0.9004
Chi ball			0.8834
Fit ball			0.8844
Meditation			0.8920
Pilates			0.8800
Qigong			0.8838
Tai chi			0.8861
Yoga			0.8993

3.10.3 Construct Validity

Having evaluated the content validity of the questionnaire from the experts and the pre-test questionnaires with non-target respondents, and the test reliability and measurement, the researcher employed 413 foreign respondents to be used, and analyzed the construct's validity. This was done to validate whether the questionnaire measured the features in line with the theory. To assess construct validity, the researcher employed a technique called the confirmatory factor analysis (CFA).

When using CFA, the samples' respondents must be fivefold of the variable (Steven 1996). In this study, among the variables studied, there can be counted the most variables for thirty-three observation variables, therefore the size of the pre-test sample should have been at least 165 people, and the researcher took a sample of 413 people to be analyzed. Prior to conducting CFA, the strength of the relationship between the variables within the model was measured to verify the correlation, and to see whether they correlated with the components.

1) Pearson's Product-Moment Correlation Coefficient was conducted to explain the strength and direction of the association that existed between two variables. The correlation coefficient can take values between -1 to +1. When the correlation is positive ($r > 0$), the correlation direction is identical (Kanlaya Wanichbuncha, 2011). That is, when two variables change together in the same

direction, they are called 'correlation'. The minimum of 0.30 is accepted (Chusri Wongrattana, 1998).

2) The Kaiser-Meyer-Olkin (KMO) which measures sampling adequacy is an index used to examine the appropriateness of factor analysis. To proceed a score that is at least satisfaction is needed, and this is represented by a score greater than 0.50. If any pair of variables showed a score less than this, one should be dropped from the analysis.

3) Bartlett's Test of Sphericity is another indication of the strength of the relationship among variables. This tests the null hypothesis that the correlation matrix is an identity matrix. Bartlett's Test of Sphericity has a statistical significance if it is less than 0.05. This signifies that the correlation matrix is not an identity matrix showing the correlation of variable (Hair et al., 1998: 99). The results can then be used to conduct the factor analysis and fit to model testing of congruence with the empirical data. (Unsuchote, 2009; Wannarat, 1995).

Also, data must be verified to establish whether it contributed to a normal distribution. This was done using the 4) value of skewness and the 5) value of kurtosis. Both the skewness and kurtosis values are used as indicator of asymmetry and deviation from a normal distribution. The skewness value signifies deviations from normal distributions, while the kurtosis value is an indicator that shows flattening of peakedness of a distribution. Values higher than 3 for skewness and 10 for kurtosis signify the data has non-normal distributions. These values should not be taken as a confirmatory factor analysis (Diamantopoulos & Siguaw, 2000).

After scrutinizing the confirmatory factor analysis, a test model should explain the index of congruence and the fit levels. The statistics to test the congruence between the model and empirical data were 6) Chi-Square-χ^2 7) Goodness of fit index-GFI, 8) Adjusted goodness of fit index-AGFI, 9) Root mean squared error of approximate, RMSEA.

The result of the chi-square indicated that there was no significant difference (Sig.>0.05), implying that the model conformed to the empirical data. In terms of GFI and AGFI values, if the value is over one but is not less than 0.90 (GFI, AGFI $\geq$ 0.90) and if the RMSEA value approaches zero which is less than 0.05 (RMSEA < 0.05) then the model is valid and right for the empirical data (Diamantopoulos & Siguaw, 2000).

The confirmatory factor analysis for the construct validity was presented in 10 issues; 1) Perceptions of Service Quality in Tangible 2) Perceptions of Service Quality in Reliability 3) Perceptions of Service Quality in Responsiveness 4) Perceptions of Service Quality in Assurance 5) Perceptions of Service Quality in Empathy 6) Perceptions of Service Quality in Environmental Element 7) Evaluating Service Quality 8) Perceived Value of Spa Establishments' Services 9) Service Encounter of Spa Establishments' Services 10) Customer Satisfaction of Spa Establishments' Services.

3.10.3.1 The Perceptions of Service Quality

The model of perception of service quality comprised of 6 variables, including tangible, reliability, response, assurance, empathy, and environmental factors. Tangible (TANGIBLE) covered 4 variables, factor of reliability (RELIABLE) covered 5 variables, factor of responsiveness (RESPONSE) included 4 variables, factor of assurance (ASSURE) included 4 variables, factor of empathy (EMPATHY) consisted of 4 variables and factor of environmental element (ENVIRON) comprised of 6 variables. These amounted to 27 variables in total. The results of value of correlation coefficient among the 27 variables showed that there were statistically significant correlations between 350 pairs at a significance level of 0.01, and 1 pair had significance level of 0.05 with a correlation between 0.13-0.66. KMO was calculated at 0.923 (> 0.50) and Bartlett's Test of Sphericity showed a statistical significance level of 0.01 (p = 0.00). This shows a statistical significance that confirms the data is a correlation matrix, not an identity matrix. The results can be used to carry out factor analysis, and compare the empirical data to the model testing of congruence (see Table 3.9).

Pertaining to the skewness and the kurtosis, the data exhibited the value |0.18-0.94| and |0.02-1.10| respectively. The condition of the skewness should be less than |3.00| and the kurtosis should be less than |10.00|. The researcher considered that the data contributed a normal distribution and was appropriate with the confirmatory factor analysis (see Table 3.9).

Table 3.9 Correlation Matrix, Mean, Standard Deviation, Skewness, Kurtosis of all Variables in Perception of Service Quality Factor

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
1. TANGI1	1.00																										
2. TANGI2	0.52**	1.00																									
3. TANGI3	0.38**	0.57**	1.00																								
4. TANGI4	0.40**	0.35**	0.40**	1.00																							
5. RELIA1	0.36**	0.40**	0.47**	0.31**	1.00																						
6. RELIA 2	0.40**	0.33**	0.38**	0.38**	0.59**	1.00																					
7. RELIA 3	0.35**	0.41**	0.39**	0.27**	0.49**	0.57**	1.00																				
8. RELIA 4	0.26**	0.26**	0.32**	0.26**	0.34**	0.31**	0.53**	1.00																			
9. RELIA5	0.33**	0.36**	0.43**	0.30**	0.46**	0.41**	0.53**	0.55**	1.00																		
10. RESPO1	0.34**	0.37**	0.35**	0.31**	0.45**	0.42**	0.50**	0.54**	0.58**	1.00																	
11. RESPO2	0.34**	0.31**	0.41**	0.25**	0.46**	0.42**	0.45**	0.44**	0.52**	0.61**	1.00																
12. RESPO3	0.36**	0.39**	0.33**	0.21**	0.38**	0.41**	0.51**	0.43**	0.39**	0.50**	0.60**	1.00															
13. RESPO4	0.31**	0.30**	0.32**	0.26**	0.45**	0.46**	0.49**	0.38**	0.39**	0.43**	0.49**	0.62**	1.00														
14. ASSUR1	0.24**	0.24**	0.32**	0.26**	0.45**	0.44**	0.49**	0.42**	0.37**	0.43**	0.39**	0.51**	0.62**	1.00													
15. ASSUR2	0.25**	0.30**	0.27**	0.18**	0.31**	0.21**	0.31**	0.35**	0.31**	0.34**	0.42**	0.38**	0.37**	0.41**	1.00												
16. ASSUR3	0.30**	0.35**	0.32**	0.22**	0.25**	0.26**	0.37**	0.39**	0.30**	0.33**	0.41**	0.42**	0.41**	0.43**	0.66**	1.00											
17. ASSUR4	0.26**	0.35**	0.33**	0.23**	0.34**	0.34**	0.35**	0.25**	0.27**	0.28**	0.26**	0.31**	0.39**	0.48**	0.47**	0.55**	1.00										
18. EMPAT1	0.24**	0.23**	0.33**	0.32**	0.33**	0.36**	0.25**	0.24**	0.31**	0.33**	0.31**	0.30**	0.36**	0.37**	0.35**	0.39**	0.55**	1.00									
19. EMPAT2	0.14**	0.19**	0.19**	0.13*	0.23**	0.17**	0.24**	0.27**	0.27**	0.33**	0.34**	0.34**	0.29**	0.24**	0.39**	0.41**	0.32**	0.37**	1.00								
20. EMPAT3	0.27**	0.35**	0.36**	0.27**	0.37**	0.42**	0.44**	0.36**	0.40**	0.45**	0.53**	0.50**	0.44**	0.41**	0.45**	0.42**	0.35**	0.40**	0.42**	1.00							
21. EMPAT4	0.28**	0.31**	0.23**	0.29**	0.31**	0.41**	0.32**	0.23**	0.28**	0.38**	0.38**	0.41**	0.45**	0.41**	0.29**	0.31**	0.36**	0.37**	0.38**	0.62**	1.00						
22. ENVIR1	0.22**	0.27**	0.35**	0.39**	0.26**	0.22**	0.27**	0.46**	0.37**	0.36**	0.35**	0.28**	0.35**	0.33**	0.32**	0.35**	0.26**	0.47**	0.30**	0.42**	0.42**	1.00					
23. ENVIR2	0.41**	0.39**	0.34**	0.25**	0.40**	0.35**	0.31**	0.24**	0.36**	0.36**	0.35**	0.34**	0.36**	0.37**	0.36**	0.40**	0.37**	0.38**	0.38**	0.39**	0.40**	0.49**	1.00				
24. ENVIR3	0.38**	0.40**	0.31**	0.27**	0.28**	0.31**	0.22**	0.16**	0.29**	0.30**	0.27**	0.27**	0.29**	0.28**	0.28**	0.33**	0.34**	0.33**	0.33**	0.35**	0.36**	0.60**	0.42**	1.00			
25. ENVIR4	0.24**	0.34**	0.29**	0.31**	0.21**	0.19**	0.18**	0.25**	0.31**	0.36**	0.29**	0.28**	0.27**	0.29**	0.27**	0.26**	0.19**	0.31**	0.29**	0.37**	0.41**	0.48**	0.39**	0.42**	1.00		
26. ENVIR5	0.20**	0.24**	0.26**	0.27**	0.18**	0.19**	0.22**	0.29**	0.34**	0.31**	0.30**	0.28**	0.28**	0.33**	0.35**	0.36**	0.28**	0.34**	0.35**	0.34**	0.35**	0.49**	0.44**	0.43**	0.60**	1.00	
27. ENVIR6	0.26**	0.26**	0.29**	0.38**	0.17**	0.22**	0.28**	0.27**	0.32**	0.27**	0.23**	0.26**	0.28**	0.32**	0.26**	0.27**	0.24**	0.35**	0.24**	0.32**	0.34**	0.48**	0.34**	0.37**	0.57**	0.58**	1.00
MEAN	4.95	5.11	5.27	4.90	5.24	5.12	5.33	5.36	5.19	5.27	5.42	5.49	5.36	5.35	5.40	5.50	5.26	5.15	5.41	5.46	5.27	5.20	5.35	5.34	5.45	5.35	5.30
S.D.	0.99	1.06	1.00	1.17	1.11	1.19	1.07	1.24	1.10	1.15	1.13	1.10	1.07	1.08	1.11	1.02	1.09	1.05	1.13	1.01	1.02	1.05	1.08	1.06	1.14	1.08	1.14
SKEWNESS	-0.31	-0.26	-0.19	-0.21	-0.18	-0.38	-0.54	-0.94	-0.65	-0.51	-0.63	-0.58	-0.43	-0.50	-0.44	-0.33	-0.36	-0.31	-0.50	-0.31	-0.24	-0.61	-0.44	-0.43	-0.55	-0.82	-0.64
KURTOSIS	0.27	-0.09	-0.49	-0.28	-0.33	-0.13	0.31	0.97	0.73	0.41	0.51	0.55	0.02	0.09	-0.11	-0.11	-0.31	-0.11	-0.11	-0.08	-0.37	0.56	0.10	-0.02	0.24	1.10	0.26

Barlet's Test of Sphericity Chi Square = 5617.507, df =351, p = 0.000, KMO = 0.923

Note: $*p < 0.05$, $** p < 0.01$

The findings of the confirmatory factor analysis for Perception of Service Quality were Chi-Square = 245.32, df = 226, p = 0.180, RMSEA = 0.014, GFI = 0.96, AGFI = 0.93. The researcher considered that the model conformed well to the empirical data and the perception of service quality could be measured by observational variables. The factor loading of the perception of service quality were as follows; (see Figure 3.2, Table 3.10).

With reference to the factor loadings of tangible (TANGIBLE) factors, all factors displayed positive values, which identified at 0.64-0.79. This value revealed a statistically significant difference (p < 0.01) and had a correlation with the tangible factor (TANGIBLE) factor of 30 to 56 per cent. Also, the standardized solution (B) revealed that the most important variable was TANGI2, which was "The physical décor are visually appealing" and the least important variable was TANGI4, which was "Promotional materials are visually appealing". The data represented the standardized solution at 0.75, 0.55 and had a correlation with the tangible factor of 56, 30 per cent respectively.

In terms of the factor loadings of reliable (RELIABLE) factors, all the factors represented positive values of 0.69-0.75. The data was regarded as statistically significantly different (p < 0.01) and had a correlated effect with the reliability factor of 32 to 48 per cent. In addition, regarding the standardized solution (B) the most important variable was RELIA3, which was "Spa staffs perform habitually excellent service" and the least important variable was RELIA4, which was "Spa staffs complete treatments within agreed time". The data showed the standardized solution at 0.69, 0.57 and had a correlation with the reliability factor of 48, 32 per cent in turn.

The researcher investigated the factor loadings of responsiveness (RESPONSE) factors, and found that all factors exhibited a positive value of 0.81-0.92. The data showed a statistically significant difference (p < 0.01) and had a correlation with the responsiveness factor representing 58 to 64 per cent. Also, the standardized solution (B) indicated that the most important variable was RESPO3, which was "Spa staffs are always willing to help customers" and the least important was RESPO4, which was "Spa staffs devote enough time for customers' requests". The data showed the standardized solution of 0.80, 0.76 and had a correlation within the responsiveness factor at 64, 58 per cent respectively.

Refering to the factor loadings of assurance (ASSURE), the results exhibited positive values between 0.58-0.73. The values were considered statistically significant different ($p < 0.01$) and correlated with the assurance factor which displayed at 28 to 46 per cent. In addition, the standardized solution (B) revealed that the most important variable was ASSURE1, which referred to "The behaviors of spa staff instill confidence to customers" and the least important variable was ASSURE4, which referred to "Spa staffs provide sufficient knowledge of product". The data represented the standardized solution at 0.68, 0.53 and had a correlation with the assurance factor of 46, 28 percent respectively.

When considering the factor loadings of empathy (EMPATHY), the results indicated a positive value of 0.61-0.68. The results showed a statistically significant difference ($p < 0.01$) and had a correlation with the empathy factor of 35 to 45 per cent. As well, concerning the standardized solution (B), the researcher considered that the most important variable was EMPAT3, which was "Spa staffs take care of customers closely" and the least important variable was EMPAT1, which was "Spa staffs offer customized spa treatments". The standardized solution accounted for 0.67, 0.59 and had a correlation with the empathy factor at 45, 35 per cent respectively.

The researcher verified the environmenal element (ENVIRON) factors and the data confirmed all factors attained a positive value between 0.64-0.84. The data revealed a statistically significant difference ($p < 0.01$) and correlated with environment element factors between 38 to 61 per cent. In addition, the standardized solution (B) showed that the most important variable was ENVIRON2, which was "Surrounding areas have proper sanitation" and the least important variable was ENVRION1, which was "Spa establishments have pleasant landscape." The standardized solution was at 0.78, 0.62 and had a correlation with an affective value quality factor of 61, 38 per cent respectively.

Chi-Square=245.32, df=226, P-value=0.18008, RMSEA=0.014
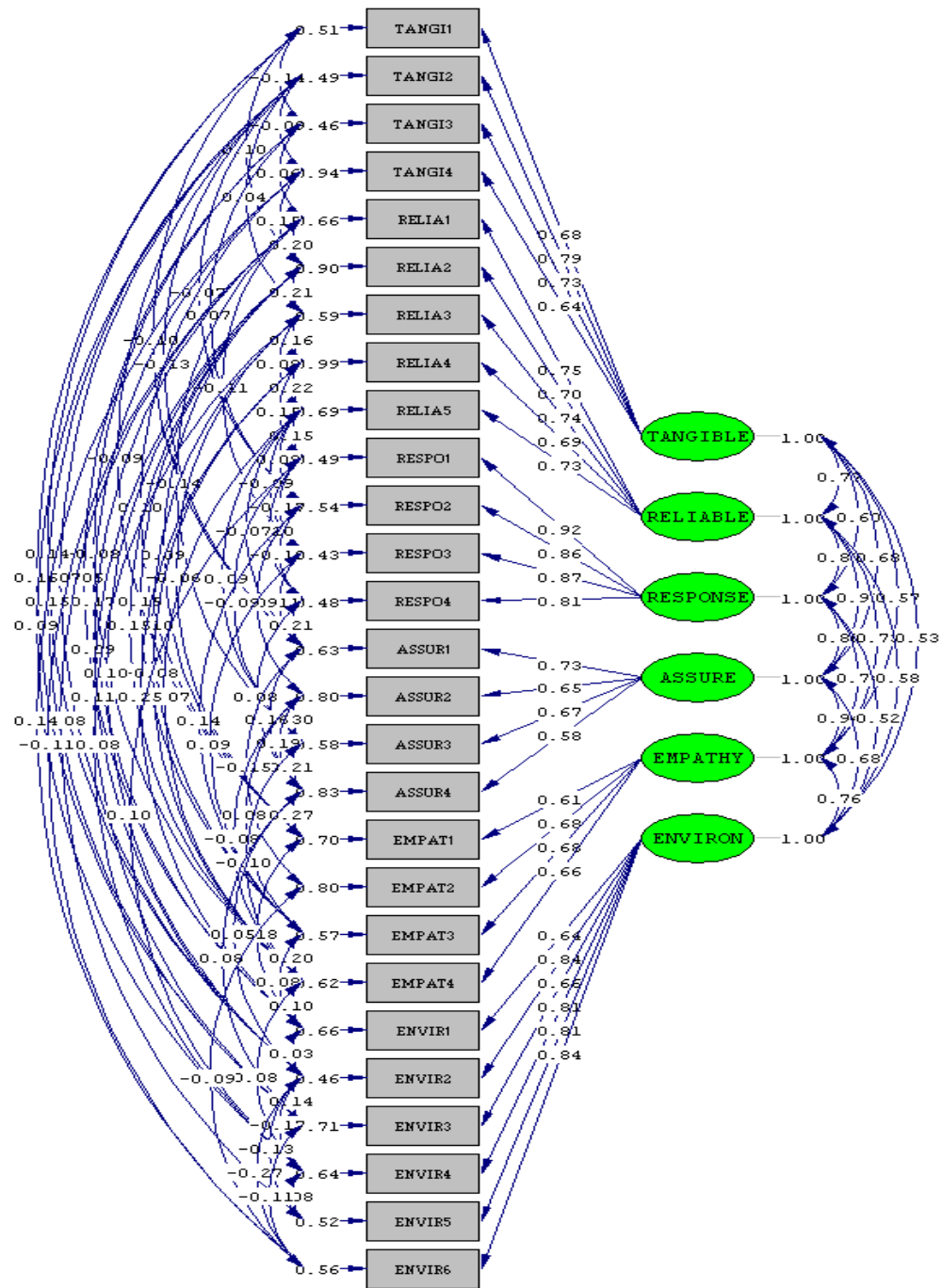
Figure 3.2 Results of Confirmatory Factor Analysis of Model for Perception of Service
Quality

Table 3.10 Results of Validation of Construct Validity of Model for Perception of
Service Quality

Variables	Factor Loading (b)	Standardized Solution (B)	Standard Error (SE)	t	Precision (R^2)
TANGIBLE					
TANGI1	0.68**	0.69	0.05	14.15	0.48
TANGI2	0.79**	0.75	0.05	16.22	0.56
TANGI3	0.73**	0.73	0.05	15.26	0.54
TANGI4	0.64**	0.55	0.06	11.03	0.30
RELIABLE					
RELIA1	0.75**	0.68	0.05	14.65	0.46
RELIA2	0.70**	0.59	0.06	12.42	0.35
RELIA3	0.74**	0.69	0.05	15.02	0.48
RELIA4	0.69**	0.57	0.06	11.93	0.32
RELIA5	0.73**	0.66	0.05	13.84	0.44
RESPONSE					
RESPO1	0.92**	0.79	0.05	17.49	0.63
RESPO2	0.86**	0.76	0.05	17.41	0.58
RESPO3	0.87**	0.80	0.05	18.31	0.64
RESPO4	0.81**	0.76	0.05	16.68	0.58
ASSURE					
ASSUR1	0.73**	0.68	0.05	14.33	0.46
ASSUR2	0.65**	0.59	0.05	11.95	0.35
ASSUR3	0.67**	0.66	0.05	13.62	0.44
ASSUR4	0.58**	0.53	0.05	10.48	0.28
EMPATHY					
EMPAT1	0.61**	0.59	0.05	12.47	0.35
EMPAT2	0.68**	0.60	0.05	12.54	0.37
EMPAT3	0.68**	0.67	0.05	14.23	0.45
EMPAT4	0.66**	0.64	0.05	13.47	0.41
ENVIRON					
ENVIR1	0.64**	0.62	0.05	13.56	0.38
ENVIR2	0.84**	0.78	0.06	13.65	0.61
ENVIR3	0.66**	0.62	0.05	12.68	0.38
ENVIR4	0.81**	0.71	0.05	15.28	0.50

Table 3.10 (Continued)

Variables	Factor Loading (b)	Standardized Solution (B)	Standard Error (SE)	t	Precision (R²)
ENVIR5	0.81**	0.75	0.05	16.20	0.56
ENVIR6	0.84**	0.75	0.05	16.14	0.56
Chi-Square = 245.32, df = 226, p = 0.180, RMSEA = 0.014, GFI = 0.96, AGFI = 0.93					

Note: *p < 0.05, ** p < 0.01

3.10.3.2 The Perception of Perceived Value of Spa Establishments' Services

The factor of perceived value was comprised of seven variables, including acquisition value (ACQUISIT), tradeoff value (TRADEOFF), in-use value (IN_USE), redemption value (REDEMPT), epistemic value (EPISTEM), affective value (AFFECT) and symbolic value (SYMBOL). Each variable covered two items, making 14 in total. The results of the value of correlation coefficient among the 14 variables showed that the relationship that existed between the variables was statistically significant.

There was a statistically significant correlations between all four variables at a significance level of 0.1, that revealed a correlation between 0.15-0.67. KMO was calculated at 0.885 (> 0.50), and Bartlett's Test of Sphericity was reported at a statistically significant at a significance level of 0.01 (p = 0.00). This shows a statistical significance that confirms the data is a correlation matrix, not an identity matrix. The results can be used to carry out factor analysis, and compare the empirical data to the model testing of congruence (see Table 3.11).

The researcher found that the skewness accounted for |0.09 – 0.64| and the kurtosis was calculated at |0.01-0.72|. As the skewness should be less than |3.00| and the kurtosis should be less than |10.00|, the results signified a normal distribution and conformed well to the confirmatory factor analysis (see Table 3.11).

Table 3.11 Correlation Matrix, Mean, Standard Deviation, Skewness, Kurtosis of all Variables in Perceived Value Factor

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. ACQUI1	1.00													
2. ACQUI2	0.66**	1.00												
3. TRADE1	0.49**	0.56**	1.00											
4. TRADE2	0.40**	0.50**	0.56**	1.00										
5. INUSE1	0.44**	0.48**	0.53**	0.52**	1.00									
6. INUSE2	0.51**	0.53**	0.45**	0.51**	0.64**	1.00								
7. REDEM1	0.42**	0.53**	0.41**	0.43**	0.46**	0.61**	1.00							
8. REDEM2	0.41**	0.57**	0.46**	0.45**	0.43**	0.52**	0.64**	1.00						
9. EPIST1	0.29**	0.27**	0.45**	0.37**	0.31**	0.22**	0.25**	0.38**	1.00					
10. EPIST1	0.36**	0.29**	0.43**	0.32**	0.30**	0.22**	0.15**	0.29**	0.67**	1.00				
11. AFFEC1	0.34**	0.47**	0.40**	0.44**	0.48**	0.42**	0.39**	0.41**	0.43**	0.44**	1.00			
12. AFFEC2	0.39**	0.48**	0.35**	0.39**	0.41**	0.48**	0.42**	0.38**	0.28**	0.32**	0.63**	1.00		
13. SYMBO1	0.26**	0.23**	0.39**	0.23**	0.22**	0.25**	0.24**	0.17**	0.44**	0.46**	0.35**	0.45**	1.00	
14. SYMBO2	0.26**	0.29**	0.37**	0.22**	0.26**	0.27**	0.28**	0.24**	0.32**	0.28**	0.30**	0.39**	0.55**	1.00
MEAN	4.85	4.99	4.96	4.99	5.25	5.41	5.31	5.33	4.92	4.95	5.37	5.39	4.97	5.10
S.D.	1.09	1.10	1.18	1.05	1.08	1.08	1.11	1.13	1.18	1.10	1.02	1.07	1.21	1.16
SKEWNESS	-0.45	-0.26	-0.24	-0.24	-0.20	-0.48	-0.57	-0.50	-0.09	-0.18	-0.43	-0.64	-0.44	-0.58
KURTOSIS	0.11	-0.01	-0.04	0.27	-0.14	0.20	0.27	-0.04	-0.42	-0.30	0.15	0.72	0.16	0.71

Barlet's Test of Spericity Chi Square = 2856.518, df = 91, p = 0.000, KMO = 0.885

Note: $*p < 0.05$, $**p < 0.01$

The findings of the confirmatory factor analysis for perceived value were; Chi-Square = 44.90, df = 35 , p = 0.122, RMSEA = 0.026, GFI = 0.98, AGFI = 0.95. Using this data, the researcher concluded that the model conformed well to the empirical data, and the empathy factor (EMPATHY) could be measured by observational variables. The factor loading of perceived value is shown in as follows Figure 3.3 and Table 3.12.

With reference to the factor loadings of acquisition value (ACQUISIT), the findings displayed positive values between 0.81-0.97. This value revealed a statistically significant difference (p < 0.01) and had a correlation with an acquisition value factor of 55 to 78 per cent. Also, the standardized solution (B) revealed that the most important variable was ACQUI2, which was "I received good value regarding spa treatments as they met my expectation." The data represented the standardized solution at 0.88 and had a correlation with the acquisition value factor of 78 per cent.

In respect of the factor loadings of trade-off value (TRADEOFF), the reseacher considered that all the factors represented positive values between 0.76-0.90. The data was regarded as statistically significantly different (p < 0.01) and had a correlated effect with a trade-off value factor of 52 to 59 per cent. In addition, regarding the standardized solution (B), the most important variable was TRADE1, which was "Aside from money I saved, I also fulfill my bliss." The data showed the standardized solution at 0. 82 and had a correlation with the trade-off values factor at 59 per cent.

The researcher investigated the factor loadings of in-use value (IN_USE) and all factors exhibited positive values between 0.85-0.87. The data showed a statistically significant difference (p < 0.01) and had a correlation with in-use value factor between 61 and 66 per cent. Also, the standardized solution (B) indicated that the most important variable was INUSE2 which was "I had a sense of joy and relaxation while being treated." The data showed that the standardized solution of 0.81 had a correlation within in-use value factor at 66 per cent.

Refering to the factor loadings of redemption value (REDEMPT), all factors exhibited positive values between 0.86-0.93. The value was considered statistically significant different (p < 0.01) and correlated with the redemption value

factor, which displayed between 60 to 68 per cent. In addition, the standardized solution (B) revealed that the most important variable was REDEM2, which referred to question 8 in part 3 "I will spread the excellent services to acquaintances." The data represented the standardized solution at 0.82 and had a correlation with the redemption value factor of 68 percent.

When considering the factor loadings of the eepistemic value (EPISTEM), the results indicated a positive value at 0.92-0.93. The results recognized a statistically significant difference ($p < 0.01$) and had a correlation with the epistemic value factor of 61 to 72 per cent. As well, concerning the standardized solution (B), the researcher considered that the most important variable was EPIST2 which was "I feel good learning about the product benefits." The standardized solution accounted for 0.85 and had a correlation with the epistemic value factor at 72 per cent.

The researcher verified the factor loadings of affective value (AFFECT). The findings confirmed a positive value at 0.81-0.85. The data revealed a statistically significant difference ($p < 0.01$) and had a correlation with the affective value factor of 57 to 70 per cent. In addition, the standardized solution (B) showed that the most important variable was AFFEC1, which was question 11 in part 3 "I got joyful feeling when I used spa treatments." The standardized solution was at 0.84 and had a correlation with the affective value quality factor of 70 per cent.

Referring to the factor loadings of the symbolic value (SYMBOL), all factors produced positive results between 0.80-0.99. The results showed a statistically significant difference ($p < 0.01$) and correlated with a symbolic value factor of 47 to 66 percent. As well, the standardized solution (B) indicated that the most important variable was SYMBO1, which was, "I feel that I have become a first-class person with a desirable life style." The standardized solution accounted for 0.81 and had a correlation with the symbolic value factor of 66 per cent.
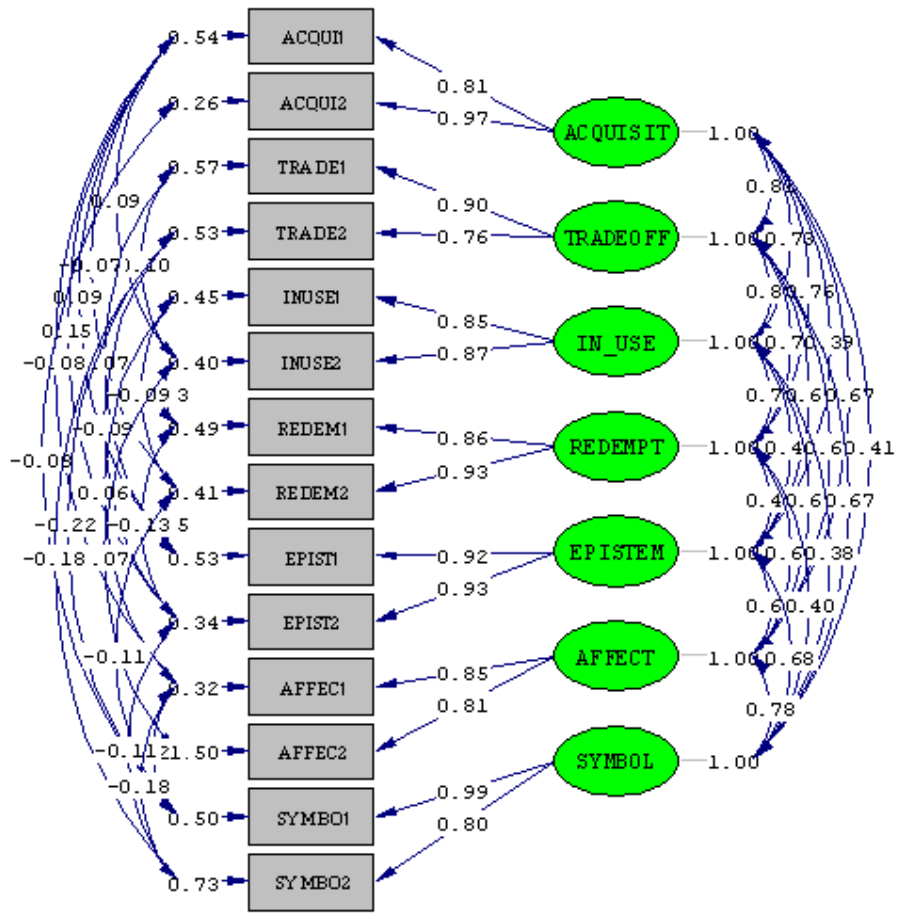
Chi-Square=44.90, df=35, P-value=0.12201, RMSEA=0.026

Figure 3.3 Results of Confirmatory Factor Analysis of Model for Perceived Value

Table 3.12 Results of Validation of Construct Validity of Model for Perceived Value

Variables	Factor Loading (b)	Standardized Solution (B)	Standard Error (SE)	t	Precision (R^2)
ACQUISIT					
ACQUI1	0.81**	0.74	0.05	16.25	0.55
ACQUI2	0.97**	0.88	0.05	20.27	0.78
TRADEOFF					
TRADE1	0.90**	0.77	0.05	16.85	0.59
TRADE2	0.76**	0.72	0.05	15.57	0.52

Table 3.12 (Continued)

Variables	Factor Loading (b)	Standardized Solution (B)	Standard Error (SE)	t	Precision (R^2)
IN_USE					
INUSE1	0.85**	0.78	0.05	17.20	0.61
INUSE2	0.87**	0.81	0.05	18.20	0.66
REDEMPT					
REDEM1	0.86**	0.78	0.05	17.20	0.60
REDEM2	0.93**	0.82	0.05	18.17	0.68
EPISTEM					
EPIST1	0.92**	0.78	0.05	17.08	0.61
EPIST2	0.93**	0.85	0.05	18.09	0.72
AFFECT					
AFFEC1	0.85**	0.84	0.05	18.01	0.70
AFFEC2	0.81**	0.75	0.05	16.06	0.57
SYMBOL					
SYMBO1	0.99**	0.81	0.06	16.66	0.66
SYMBO2	0.80**	0.68	0.06	13.84	0.47
Chi-Square = 44.90, df = 35 , p = 0.122, RMSEA = 0.026, GFI = 0.98, AGFI = 0.95					

Note: $*p < 0.05$, $** p < 0.01$

3.10.3.3   The Perception of Service Encounter of Spa Establishments'
Services

The service encounter was comprised of two variables; remote encounters (REMOTE) and face-to-encounters (FACE). Remote encounters covered 3 variables and face-to-face encounters covered seven variables, amounting to 10 in total. After considering the correlation coefficient value among the 10 variables, there were 45 pairs that were correlated with variables. 41 pairs had a significance level of 0.01, one pair had a significance level of 0.05 and three pairs achieved scores between 0.07-0.63 showing they were not correlated. KMO was calculated at 0.799 (> 0.50) and Bartlett's Test of Sphericity showed a statistical significance at a level of 0.01 (p = 0.00). This shows a statistical significance that confirms the data is a correlation matrix, not an identity matrix. The results can be used to carry out factor analysis, and compare the empirical data to the model testing of congruence (see Table 3.14).

The skewness and the kurtosis exhibited values of |0.03 - 0.47| and |0.001-0.534| respectively. As the kurtosis values were lower than |10.00| and the skewness values were lower than |3.00|, the researcher considered that the data showed a normal distribution and is appropriate with the confirmatory factor analysis.

The finding of the confirmatory factor analysis for service encounters were; Chi-Square = 16.35, df = 14, p = 0.293, RMSEA = 0.020, GFI = 0.99, AGFI = 0.97. From this data, the researcher concluded that the data conformed well to the empirical data, and the service encounter factor could be measured by observational variables. The factor loading of the service ecounter value was as follows (see Figure 3.4, Table 3.14).

Reffering to the factor loadings of remote encounters (REMOTE), all factors gave positive values that accounted for 0.46-1.20. This value was statistically significant different (p > 0.01) and correlated with the service encounter factor at 16 to 80 per cent. Also, the standardized solution (B) showed that the most important variable was REMOTE2, which was "Online information is nicely interactive i.e., webpage, facebook." The data presented a standardized solution at 0.89 and correlated with the service encounter factor at 80 per cent.

In terms of the factor loadings of face-to-face encounters (FACE), all factors presented positive values between 0.39-1.03. The data was considered statistically significant with a difference of (p < 0.01) and correlated with face-to-face encounter factors at 11 to 73 percent. The standardized solution (B) revealed the most important variable was FACE3, "Spa staff interestingly presented spa menu." The data showed a standardized solution at 0.85 and correlated to-face encounter factors at 73 per cent.

Table 3.13 Correlation Matrix, Mean, Standard Deviation, Skewness, Kurtosis of all Variables in Service Encounter Factor

Variables	1	2	3	4	5	6	7	8	9	10
1. REMOTE1	1.00									
2. REMOTE2	0.35**	1.00								
3. REMOTE3	0.26**	0.60**	1.00							
4. FACE1	0.43**	0.19**	0.26**	1.00						
5. FACE2	0.43**	0.23**	0.19**	0.54**	1.00					
6. FACE3	0.25**	0.44**	0.35**	0.30**	0.38**	1.00				
7. FACE4	0.20**	0.48**	0.37**	0.23**	0.21**	0.63**	1.00			
8. FACE5	0.37**	0.26**	0.28**	0.41**	0.34**	0.46**	0.40**	1.00		
9. FACE6	0.10*	0.47**	0.31**	0.09	0.07	0.45**	0.63**	0.31**	1.00	
10. FACE7	0.32**	0.07	0.15**	0.48**	0.318**	0.23**	0.25**	0.33**	0.26**	1.00
MEAN	4.87	4.49	4.65	5.37	5.36	4.91	4.70	5.15	4.64	5.29
S.D.	1.15	1.35	1.23	1.18	1.24	1.20	1.40	1.10	1.33	1.16
SKEWNESS	-0.11	-0.03	-0.25	-0.47	-0.45	-0.36	-0.28	-0.47	-0.23	-0.45
KURTOSIS	-0.53	-0.39	0.01	-0.29	-0.38	0.08	-0.39	0.19	-0.39	-0.15

Barlet's Test of Spericity Chi Square = 1477.037, df =45, p = 0.000, KMO = 0.799

Note: $*p < 0.05$, $** p < 0.01$
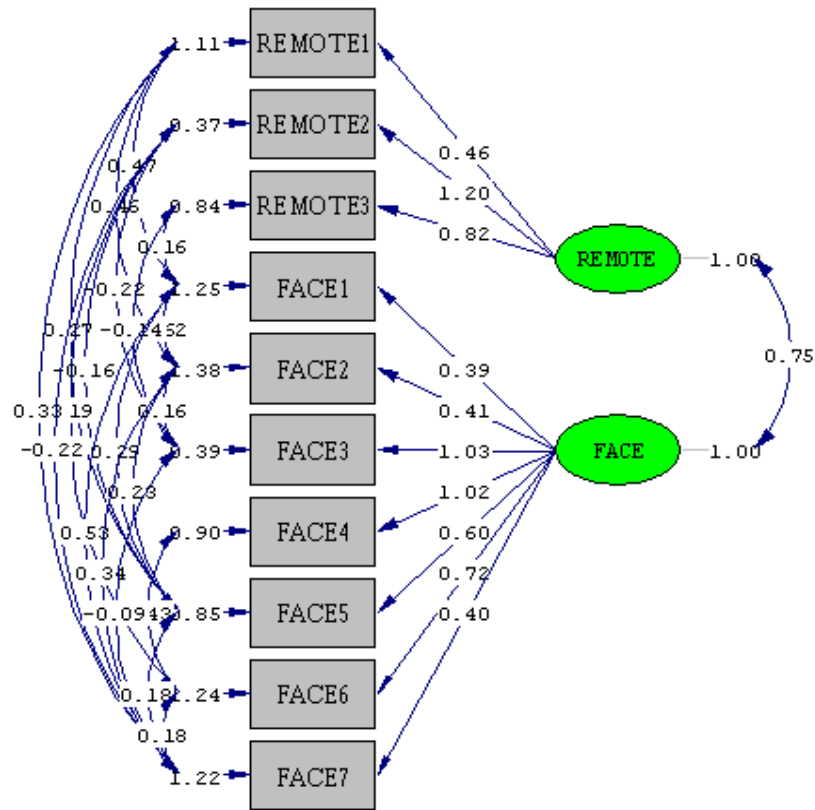
Chi-Square=16.35, df=14, P-value=0.29257, RMSEA=0.020

Figure 3.4 Results of Confirmatory Factor Analysis of Model for Service Encounter

Table 3.14 Results of Validation of Construct Validity of Model for Service Encounter

Variables	Factor Loading (b)	Standardized Solution (B)	Standard Error (SE)	t	Precision (R^2)
REMOTE					
REMOTE1	0.46**	0.40	0.06	8.12	0.16
REMOTE2	1.20**	0.89	0.07	17.61	0.80
REMOTE3	0.82**	0.67	0.06	13.34	0.45
FACE					
FACE1	0.39**	0.33	0.06	6.51	0.11
FACE2	0.41**	0.33	0.07	5.91	0.11

Table 3.14 (Continued)

Variables	Factor Loading (b)	Standardized Solution (B)	Standard Error (SE)	t	Precision (R^2)
FACE3	1.03**	0.85	0.06	16.59	0.73
FACE4	1.02**	0.73	0.07	14.86	0.54
FACE5	0.60**	0.55	0.05	11.03	0.30
FACE6	0.72**	0.54	0.07	10.45	0.30
FACE7	0.40**	0.34	0.07	5.68	0.11
Chi-Square = 16.35, df = 14, p = 0.293, RMSEA = 0.020, GFI = 0.99, AGFI = 0.97					

Note: *p < 0.05, ** p < 0.01

3.10.3.4   The Perception of Customer Satisfaction of Spa Establishments' Services

The customer satisfaction factor was comprised of two variables, disconfirmation of expectation (EXPECT) and service satisfaction (SATISFY). Each variable included three items that added up to six in total. When considering the value of the correlation coefficient among six variables, the results showed a statistically significant relationship at a level of 0.1, with a correlation between 0.578-0.758. KMO was calcumated at 0.892 (> 0.50) and Bartlett's Test of Sphericity showed a statistical significance at a level of 0.01 (p = 0.00). This shows a statistical significance that confirms the data is a correlation matrix, not an identity matrix. The results can be used to carry out factor analysis, and compare the empirical data to the model testing of congruence (see Table 3.15).

In terms of the skewness, it was confirmed at |0.17-0.51| and the kurtosis accounted for |0.03-0.29|. As the skewness value was lower than |3.00| and the kurtosis was lower than |10.00|, the researchers considered that model showed a normal distribution and was appropriate with the confirmatory factor analysis.

Table 3.15 Correlation Matrix, Mean, Standard Deviation, Skewness, Kurtosis of all Variables in Customer Satisfaction Factor

Variables	EXPECT1	EXPECT2	EXPECT3	SATIS1	SATIS2	SATIS3
EXPECT1	1.00					
EXPECT2	0.77**	1.00				
EXPECT3	0.65**	0.65**	1.00			
SATIS1	0.54**	0.61**	0.62**	1.00		
SATIS2	0.43**	0.47**	0.53**	0.56**	1.00	
SATIS3	0.36**	0.44**	0.46**	0.54**	0.72**	1.00
MEAN	5.10	5.17	5.10	5.09	5.09	5.20
S.D.	1.12	1.06	1.05	1.05	1.12	1.12
SKEWNESS	-0.51	-0.46	-0.17	-0.22	-0.27	-0.40
KURTOSIS	0.29	0.25	-0.09	-0.15	-0.10	0.03
Barlet's Test of Sphericity Chi Square = 1407.536, df = 15, p = 0.000, KMO = 0.834						

Note: *p < 0.05, ** p < 0.01

The results of the confirmatory factor analysis for customer satisfaction were Chi-Square = 6.74, df = 5, p = 0.241, RMSEA = 0.029, GFI = 0.99, AGFI = 0.98. The researcher concluded that the model conformed well to the empirical data and customer satisfaction factor could be measured by observational variables. The factor loading of customer satisfaction was as follows (see Figure 3.5, Table 3.16).

The results of the factor loadings of disconfirmation of expectation (EXPECT) were that all factors confirmed postive values between 0.79-0.86. This value was statistically different (p < 0.01) and correlated with the disconfirmation of expectation factor at 49 to 68 per cent. Also, the standardized solution (B) showed, the most important variable was EXPECT3, which was "I was satisfied with service quality of spa establishments since it was as excellent as I expected." The data showed a standardized solution of 0.82 and correlated with the disconfirmation of expectation factor at 68 per cent.

Referring to the factor loadings of service satisfaction (SATISFY), all factors exhibited positive values between 0.71-0.89. The data was produced a statistically significant difference (p < 0.01) and correlated with the service satisfaction

factor at 40 to 71 per cent. In addition, the standardized solution (B) revealed that the most notable variable was SATIS1, which was "From my knowledge, understanding and experience, I was satisfied being a customer at this spa establishment." The data showed a standardized solution of 0.84 and correlated with the service satisfaction at 71 per cent.
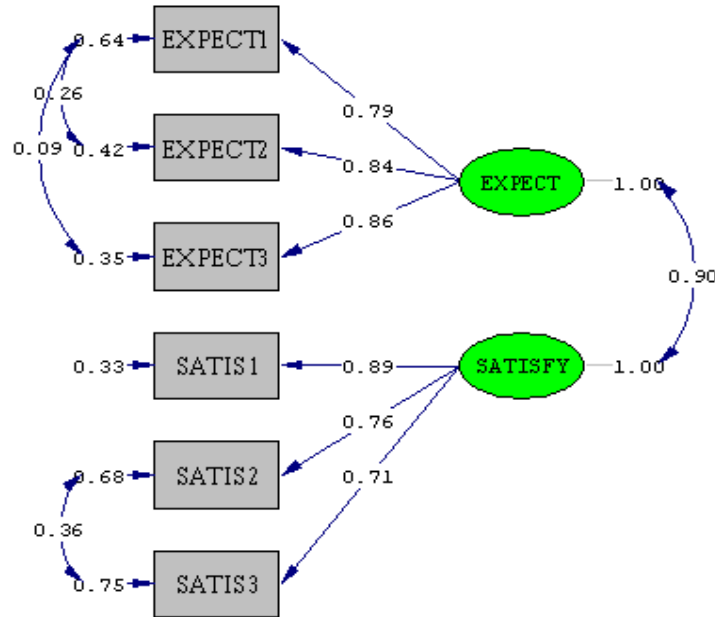
Chi-Square=6.74, df=5, P-value=0.24098, RMSEA=0.029

Figure 3.5 Results of Confirmatory Factor Analysis of Model for Customer Satisfaction

Table 3.16 Results of Validation of Construct Validity of Model for Customer Satisfaction

Variables	Factor Loading (b)	Standardized Solution (B)	Standard Error (SE)	t	Precision (R^2)
EXPECT					
EXPECT1	0.79**	0.70	0.06	14.15	0.49
EXPECT2	0.84**	0.79	0.05	17.72	0.63
EXPECT3	0.86**	0.82	0.05	18.52	0.68
SATISFY					
SATIS1	0.89**	0.84	0.05	18.43	0.71

Table 3.16 (Continued)

Variables	Factor Loading (b)	Standardized Solution (B)	Standard Error (SE)	t	Precision (R^2)
SATIS2	0.76**	0.68	0.05	14.26	0.46
SATIS3	0.71**	0.63	0.05	13.08	0.40
Chi-Square = 6.74, df = 5, p = 0.241, RMSEA = 0.029, GFI = 0.99, AGFI = 0.98					

Note: *p < 0.05, ** p < 0.01

To summarize the results from model testing showed that the construct validity of the research tool was suited to the empirical data. The index of congruence was considered when assessing the model, and the statistics employed included Pearson's Product-Moment Correlation Coefficient, Kaiser-Meyer-Olkin-KMO, Bartlett's Test of Sphericity, the value of Skewness, the value of Kurtosis, Chi-Square, Goodness of fit index-GFI, Adjusted goodness of fit index-AGFI and the Root mean squared error approximate-RMSEA.

3.11 Analysis of Quantitative Data

In response to the research objectives and the hypotheses of this study, the researcher collected samples from foreign spa customers to analyze data. The statistics and techniques employed in the quantitative analysis are as follows:

3.11.1 Descriptive Statistics for Basic Data Analysis

To respond to research objective 1 (to assess the level of perception in: service quality, perceived value, service encounter, and customer satisfaction of customers who use spa treatments in the Active Beach Tourism Cluster, Thailand), the researcher used a package program to analyze the data.

1) Data analysis was used to analyze the frequency and then calculate the percentage of the data from the spa customers' demographics.

2) Mean and standard deviation were used to analyze the data from the perception of service quality, perceived value, service encounter and customer satisfaction.

The point average was calculated using the formula: (highest point-lowest point)/number of intervals. After substituting the values, the equation (7-1)/7, gave the result of the interval range as 0.84. The translation criteria of the point of average toward the interval scale was as shown in Table 3.17.

Table 3.17 The Interpretation Criteria of Point Average towards Interval Scale

Points average	Translation Criteria
6.15 – 7.00	Strongly high
5.29 – 6.14	High
4.43 – 5.28	Moderately high
3.57 – 4.42	Fair
2.71 – 3.56	Moderately low
1.85 – 2.70	Low
1.00 – 1.84	Strongly low

3.11.2 Statistics for Analysis of Difference between Variables

In responses to research objective 2 (to study the dimensions of service quality, which is important in order to evaluate the spa establishments based on customers' demographics), the researcher utilized a package program to analyze the data.

1) When comparing the differences between the variables of gender and the dimension of service quality the researcher used a One-way ANOVA to compare differences.

2) To compare the differences between the variables of age and the dimension of service quality the researcher employed a One-way ANOVA.

3) When comparing the differences between the variables of country of residence and the dimension of service quality, the researcher employed a One-way ANOVA.

4) When comparing the differences between the variables of income and the dimension of service quality, the researcher employed a One-way ANOVA to compare the differences.

In response to research objective 3 (to study customers' desires toward spa treatments based on their demographics), the researcher employed a package program to analyze the data.

1) The researcher used a One-way ANOVA to compare the differences between the variables of gender and customers' desire toward spa treatments.

2) The researcher used a One-way ANOVA to compare the differences between the variables of age and customers' desire toward spa treatments.

3) To compare the differences between the variables of country of residence and the customers' desire toward spa treatments, the researcher used a One-way ANOVA to compare differences.

4) To compare the differences between the variables of income and the customers' desire toward spa treatments, the researcher used a One-way ANOVA to compare differences.

3.11.3 Statistics for Analysis the Causal Relation between Variables

In response to research objective 4 (to study the effect and causal relationship between service quality, perceived value and service encounter on customer satisfaction of those who use spa treatments in the Active Beach Tourism Cluster, Thailand), the researcher used confirmatory factor analysis-CFA and recognized structures and relationships between variables that were investigated from the literature review. The factor analysis was used to confirm whether the research would be valid enough to form conclusions regarding the causal relationships between variables. To perform the analysis on the measurement model factor analysis was used, and path analysis was used to analyze the structural model. To analyze the data, the researcher used a package program.

Table 3.18 The Summary of Overall Research Method Employed

A. Variables Used	Measurement Scale	Rating Scale
Customers' Demographic	Nominal Scale	Category Rating Scale
Service Quality	Interval Scale	Numerical Rating Scale
Perceived Value	Interval Scale	Numerical Rating Scale
Service Encounter	Interval Scale	Numerical Rating Scale
Customer Satisfaction	Interval Scale	Numerical Rating Scale
Spa Treatments	Interval Scale	Numerical Rating Scale

B. Research Method	Research Objective 1	Research Objective 2	Research Objective 3	Research Objective 4
B1. Population	Foreign spa customers using spa treatments in the Active Beach Tourism Cluster, Thailand			
B2. Sampling Technique	Multistage Sampling (cluster sampling, quota sampling, convenience sampling)			
B3. Sample Size	400			
C. Data Collection	Questionnaire Survey (partly self-administered, one-on-one basis) conducted between 1 July – 30 October, 2013			
D. Research Tool	Questionnaire (closed-end question)			
E. Quality Assessment of Research Tools				
E1. Content Validity	Checked by seven experts in statistic and hospitality using the IOC Index.			
E2. Reliability	Technique: Internal Consistency, Method: Coefficient of Cronbach's alpha			
E3. Construct Validity	Confirmatory Factor Analysis – CFA			

Table 3.18 (Continued)

F. Analysis of Quantitative Data	Research Objective 1	Research Objective 2	Research Objective 3	Research Objective 4
F1. Objective of Analysis of Quantitative Data	To explain the characteristics of respondents and to assess the level of perception level	To compare the difference between variables studied	To compare the difference between variables studied	To study the effect and causal relationship between variables studied
F2. Analysis Technique of Quantitative Data	Descriptive Statistics	One-way ANOVA	One-way ANOVA	Path Analysis

3.12 Conclusion

This chapter illustrates and reviews the research methodology and applied research as ultimately the outcome of this research study will act as guidelines for the government body (the Ministry of Public Health) and the public sector (spa establishment operators). In addition, this study is a questionnaire-based quantitative research. The survey took place in the Active Beach Tourism Cluster, Thailand with provinces include Chonburi, Rayong, Chanthaburi, and Trat. The chosen locations demonstrate strong potential in various aspects including convenient transportations on ground, air, and water; international standard; world-famous tourist attractions; second-largest number of foreign visitors following Bangkok; and most importantly, numbers of high potential spa operators.

Next, in respect to the research methodology, respondents are foreign tourists from Asia, Oceania, Europe, and the Americas who have experienced spa treatment services in the chosen areas. The research employs multistage sampling, beginning with cluster sampling that is divided by geographic cluster. Quota sampling is also employed to divide the studied demographics into proportion. Lastly, the research uses convenience sampling method to collect 413 questionnaires from respondents.

As for the questionnaires, the researcher has divided the question structure into six sections; 1) the service quality evaluation of spa establishment 2) the importance of service quality dimension in evaluating the service quality of spa establishment 3) questions about perceived values 4) the evaluation of service encounter 5) the evaluation of customer satisfaction and 6) the spa treatment preferences. In terms of the survey questions, the researcher has employed 7-rating scale, ranging from strongly agree to strongly disagree. As for the questionnaire structure, the researcher begins with a study of the conceptual theories of service quality and scope down into relevant theoretical or conceptual definitions, and then converts them into operational items which are later on used in the questionnaires.

For the assessment of research tool, the researcher has tested the content validity using the IOC form with seven honorary reviewers that include scholars, hotel managers, and spa managers. As a result from the test, there was only one question eliminated. The researcher then ran the reliability test with 107 tested

samples and generated 0.734-0.9006 Cronbach's Alpha Coefficient Value which is considered strong internal consistency and have a standard correlation among tested items.

The result has proven the quality and reliability of the research tool. Lastly, the construct validity test has shown the standard values for Pearson's Product-Moment Correlation Coefficient and Kaiser-Meyer-Olkin, Bartlett's test which can show the strength of relationships between the variables within the model. Additionally, the skewness and kurtosis values have shown normal distributions. Next, from the confirmatory factor analysis, it was found that all values-including the Chi-Square value, Goodness of Fit Index-GFI value, Adjusted Goodness of Fit Index-AGFI value, and Root Mean Squared Error of Approximate-RMSEA value-have shown standard results. Thus, it can be concluded that the tests are conformed to the empirical data and suited the analysis in answering the research objectives.

In terms of quantitative data analysis, the researcher has used basic statistics that include frequency value, percentage value, and standard deviation value to answer the research objective 1. Further, to answer the research objectives 2 and 3, advanced statistical analysis, i.e. One-way ANOVA and Scheffe test, was then used and found that there are differences amongst the tested paired differences. Lastly, the researcher has employed causal relationships statistical analysis' path analysis to answer the research objective 4.

CHAPTER 4

DATA ANALYSIS AND RESEARCH RESULTS

4.1 Introduction

This chapter covers the analysis and explanation of data which can be divided into four parts based on research objectives 1-4. First, it covers basic statistical analysis of the samplings' demographics and the level of perceived service quality, perceived value, service encounter, and satisfaction level. Second, the results of the comparison analysis of service quality dimensions that customers' view as important in order to evaluate the service quality of spa establishments. Third, the results of the comparison analysis of customers' desire towards spa treatments using one-way ANOVA and scheffe test. Fourth, the results of the correlation analysis between the studied variables, using path analysis technique to help analyze the data. Additionally, a correlation model, of the studied variables, is also proposed.

4.2 Data Analysis and Research Results

The results of the data analysis, in response to the research objectives, have been divided into four parts as follows:

Part one: descriptive statistics results for demographic characteristics of spa customers, and the level of perception in: service quality, perceived value, service encounters, and customer satisfaction, in response to research objective 1.

Part two: statistical analysis results of the differences between customers' demographics and dimensions of service quality, which are important in order to evaluate the spa establishment's service quality, in response to research objective 2.

Part three: statistical analysis results of the differences between customers' demographics, and their desires toward spa treatments, in relation to research objective 3.

Part four: statistical analysis results of the effect and causal relationship between service quality, perceived value, service encounters and the effect on customer satisfaction, in response to research objective 4.

4.2.1 Part One: Descriptive Statistics Results for Demographic Characteristics of Spa Customers, and the Level of Perception in: Service Quality, Perceived Value, Service Encounter, and Customer Satisfaction, in Response to Research Objective 1.

The results of the descriptive statistics of respondents have been divided into: 1) personal information: gender, age, country of residence and income 2) travel information: main purpose for travelling to Thailand, preferred tourist destination in Thailand. The results of the data analysis are presented in Tables 4.1.

A sample of 162 respondents from Asia, which accounted for 39.23 per cent of total respondents, was obtained. As shown in Table 4.1, 46.91 per cent of the respondents were male. The age of the respondents ranged from 21-60 years old, with the largest age group being aged between 31-40 years old (33.33 per cent), and the smallest group being those who were aged over 60 years old (1.23 per cent). In terms of income, the majority of respondent's income ranged 667-1,000 USD (31.48 per cent) and 1,001-1,333 USD (27.78 per cent).

Asian respondents main purposes for travelling to Thailand were for leisure (60.49 per cent), followed by business (17.28 per cent), official purposes (11.73 per cent), and the least was for conventions (3.09 per cent). In terms of preferred tourist destination in Thailand, the largest group of Asian respondents, accounted for by 74.69 per cent, identified beaches, islands, and marine areas as their preferred destinations in Thailand, followed by historical and cultural sites (40.74 per cent), natural sites and national forest parks, and man-made tourist attractions, respectively (34.57 per cent, 20.99 per cent).

The study obtained a total of 61 respondents from Oceania, which accounted for 14.77 per cent of the total respondents. As shown in Table 4.1, 52.46 per cent of the respondents from Oceania were male. The largest age group represented was people aged between 31-40 years old (27.87 per cent). The two groups, 21-30 years old and 41-50 years old illustrated the equal rank (22.95 per cent). The largest income group was 1,001-1,333 USD (27.87 per cent) followed by 667-1,000 USD (24.59 per cent).

Table 4.1 Frequency and Percentage of Respondents based on Demographics and Travel Information

Characteristics	Asia		Oceania		Europe		The Americas	
	Frequency	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Gender								
Male	76	46.91	32	52.46	54	43.20	33	50.77
Female	86	53.09	29	47.54	71	56.80	32	49.23
Age (years)								
Lower than 21	10	6.17	3	4.92	5	4.00	2	3.08
21-30	51	31.48	14	22.95	31	24.80	19	29.23
31-40	54	33.33	17	27.87	35	28.00	19	29.23
41-50	37	22.84	14	22.95	29	23.20	18	27.69
51-60	8	4.94	12	19.67	22	17.60	7	10.77
More than 60	2	1.23	1	1.64	3	2.40	-	-
Country of residence	Asia (162)	39.23	Oceania (61)	14.77	Europe (125)	30.26	The Americas (65)	15.74
Income per month (USD.)								
Less than 667	51	31.48	5	8.20	7	5.60	4	6.15
667-1,000	45	27.78	15	24.59	9	7.20	12	18.46
1,001-1,333	28	17.28	17	27.87	20	16.00	8	12.31
1,334-1,666	8	4.94	14	22.95	29	23.20	13	20.00
1,667-2,000	13	8.02	7	11.48	31	24.80	20	30.77
more than 2,000	17	10.49	3	4.92	29	23.20	8	12.31

Table 4.1 (Continued)

Characteristics	Asia		Oceania		Europe		The Americas	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
The main purpose of travelling to Thailand								
Business	28	17.28	10	16.39	26	20.80	17	26.15
Leisure	98	60.49	38	62.30	83	66.40	36	55.38
Official	19	11.73	12	19.67	10	8.00	11	16.92
Convention/Exhibition	5	3.09	1	1.64	3	2.40	1	1.54
Others	12	7.41	-	-	3	2.40	-	-
Preferred tourist destination in Thailand								
Beaches, islands and marine area	121	74.69	50	81.97	98	78.40	48	73.85
Man-made tourist attractions	34	20.99	17	27.87	17	13.60	14	21.54
Historical and Cultural sites	66	40.74	26	42.62	57	45.60	26	40.00
Natural sites and national forest parks	56	34.57	25	40.98	52	41.60	13	20.00
Special interest activities	34	20.99	16	26.23	25	20.00	8	12.31
Others	9	5.56	-	-	4	3.20	3	4.62

More than half of the Oceania respondents travelled to Thailand for leisure purposes (62.30 per cent) were revealed, followed by official purposes (19.67 per cent) and the remainder travelled to Thailand for business purposes (16.39 per cent). In terms of preferred tourist destinations in Thailand, beaches, islands and marine areas received the greatest number amongst Oceania respondents (81.97 per cent), followed by 42.62 per cent for natural sites. National forest parks, man-made tourist attractions, and special interest activities accounted for 40.98 per cent, 27.87 per cent, and 26.23 per cent respectively.

As exhibited in Table 4.1, there were 125 respondents from Europe, which accounted for 30.27 per cent of the total respondents. Out of these 125 respondents, 71 were female (56.80 per cent). In terms of age, 28 per cent of the respondents were aged between 31-40 years old, followed by the age ranges: 21-30 years old (24.80 per cent), and 41-50 years old (23.20 per cent). The income range amongst European respondents was relatively close. 24.80 per cent of European respondents reported to earn within the income range of 1,667-2,000 USD. The income ranges 1,334-1,666 USD and more than 2,000 USD achieved an equal percentage of 23.20.

The majority of respondents (66.40 per cent) stated that their main purpose for travelling to Thailand was for leisure, followed by running business (20.80 per cent) and official purposes (8 per cent), leaving the least represented purpose for travelling to the country as convention and exhibition (2.40 per cent). In terms of preferred tourist destinations in Thailand, beaches, islands and marine areas were reported to be the most preferred destinations in the Kingdom (78.40 per cent), followed by historical and cultural sites (45.60 per cent), special interest activities (41.60 per cent) and man-made tourist attractions (13.60 per cent).

As for the American respondents, they totaled 65, which accounted for 15.74 per cent of total respondents. As evident in Table 4.1, 49.23 per cent of the respondents from The Americas were male. Additionally, the largest age groups reported were in the following three groups: 21-30 years old, 31-40 years old, and 41-50 years old which represented the same percentile of 29.23 per cent. The next group was the range of 41-50 years old, representing 27.69 per cent in turn. As for the income range, the majority of respondent's income group was reported to be 1,667-2,000 USD (30.77 per cent), followed by 1,334-1,666 USD (20 per cent).

As shown in Table 4.1, more than half the American respondents stated that the main purpose of travelling to the Kingdom was for leisure (55.38 per cent), followed by business (26.15 per cent), and official purposes (16.92 per cent). Beaches, islands, and marine areas were ranked as the American's preferred tourist destinations in Thailand, with the percentile as high as 73.85 per cent, followed by historical and cultural sites (40 per cent), man-made tourist attractions (21.54 per cent), natural sites and national forest parks (20.00 per cent), and special interest activities (12.31 per cent) respectively.

The results of perception level in service quality, perceived value, service encounter, and customer satisfaction of customers who used spa treatments in the Active Beach Tourism Cluster, Thailand.

The results of data analysis in response to research objective 1 are presented in mean and standard deviation, with details as follows:

As exhibited in Table 4.2, the comparison between the perception and expectation level of service quality in spa services according to customer attitude, showed that the level of actual service performance was generally higher than the level of customer expectation, which gave a positive gap score of 0.67. The represented gap score implies that the service quality of customers using spa services in the studied area met, and exceeded, the expected service. The delivery of spa service in the studied area was considered high. Customers positively acquired spa services from spa staffs and spa establishments.

Considering each dimension of service quality, the study found that all six dimensions showed positive gap scores: tangible (0.60), reliability (0.64), responsiveness (0.67), assurance (0.69), empathy (0.67) and environmental element (0.71). Regarding the model, gap scores were calculated by subtracting the expectations of service (E) from the actual performance of customers (P). The gap scores were calculated in line with the disconfirmation paradigm; E>P represents a negative value, which is regarded as a negative disconfirmation; E<P represents a positive value, which is regarded as a positive disconfirmation (Parasuraman et al., 1985, 1988).

In terms of the expectation level of customers, the results were shown as moderately high. These included: tangible, reliability, responsiveness, assurance, empathy and environment element, which accounted for 4.46, 4.61, 4.71, 4.69, 4.65,

and 4.62 respectively. The levels of actual performance were moderately high, these being: tangible (5.06), reliability (5.25), responsiveness, assurance, empathy and environment element, which accounted for 5.38, 5.38, and 5.32 respectively.

In conclusion, the overall service quality that customers expected to obtain from using spa services in the area studied were moderately high (4.62), while 5.29 considered actual performance delivered from service providers as high.

The level of perceived value, shown in Table 4.3, found that customers' perceived levels of value for: 'in-use value', 'redemption value' and 'affective value' were high (5.33, 5.32 and 5.38 respectively). These were followed by those at a moderately high level of perceived value, which were: 'acquisition value', 'tradeoff value' and 'symbolic value' indicating averages of 4.92, 4.97, and 5.04, respectively.

Considering each perceived value from using spa services, the levels of acquisition value dimensions that were moderately high included: 'I totally received considerable benefits from the spa treatments' and 'I received good value regarding spa treatments as they met my expectation' with averages of 4.85 and 4.99, respectively.

Similarly, the levels of tradeoff value dimensions that were also considered moderately high were: 'I feel pleasure with promotional price and saving money' and 'Aside from money customer saved, I also fulfill my bliss.' with averages of 4.96 and 4.99, respectively.

The level of in-use value dimensions that were moderately high included: 'I feel good receiving personalized treatments while being treated' and 'I had a sense of joy and relaxation while being treated.' with averages of 5.24 and 5.41, respectively.

Table 4.2 Gap Scores of Service Quality between the Expected Service and the Actual Performance of Customers Using Spa Services in the Active Beach Tourism Cluster, Thailand

Service Quality Dimensions	Expectation (E)		Perception (P)		Gap Scores[a]
	Mean	S.D.	Mean	S.D.	(P-E)
Tangible					
Spa establishments have modern equipment.	4.31	1.250	4.95	0.988	0.64
The physical decors are visually appealing.	4.54	1.264	5.11	1.057	0.56
Spa staffs look well dressed.	4.58	1.296	5.27	1.003	0.69
Promotional materials are visually appealing.	4.41	1.327	4.90	1.166	0.49
Total of Tangible	**4.46**	**1.102**	**5.06**	**0.799**	**0.60**
	Moderately high		**Moderately high**		
Reliability					
Spa establishments perform according to agreed promises.	4.58	1.285	5.24	1.113	0.66
Spa staffs show a genuine interest in solving problems.	4.60	1.280	5.12	1.189	0.52
Spa staffs perform habitually excellent service.	4.72	1.279	5.33	1.070	0.62
Spa staffs complete treatments within agreed time.	4.64	1.285	5.36	1.235	0.71
Spa establishments keep on error-free service.	4.54	1.343	5.19	1.104	0.66
Total of Reliability	**4.61**	**1.081**	**5.25**	**0.871**	**0.64**
	Moderately high		**Moderately high**		

Table 4.2 (Continued)

Service Quality Dimensions	Expectation (E)		Perception (P)		Gap Scores[a]
	Mean	S.D.	Mean	S.D.	(P-E)
Responsiveness					
Spa staffs give exact information.	4.61	1.300	5.27	1.154	0.65
Spa staffs offer prompt service.	4.74	1.254	5.42	1.135	0.69
Spa staffs are always willing to help customers.	4.82	1.313	5.49	1.101	0.67
Spa staffs devote enough time for customers' requests.	4.66	1.273	5.36	1.071	0.70
Total of Responsiveness	**4.71**	**1.113**	**5.38**	**0.904**	**0.67**
	Moderately high		**high**		
Assurance					
The behaviors of spa staff instill confidence to customers.	4.61	1.235	5.35	1.084	0.75
Customers feel safe in their transactions.	4.68	1.365	5.40	1.112	0.72
Spa staffs are consistently polite.	4.83	1.350	5.50	1.018	0.68
Spa staffs provide sufficient knowledge of product.	4.66	1.299	5.26	1.086	0.61
Total of Assurance	**4.69**	**1.155**	**5.38**	**0.850**	**0.69**
	Moderately high		**High**		

Table 4.2 (Continued)

Service Quality Dimensions	Expectation (E)		Perception (P)		Gap Scores[a]
	Mean	S.D.	Mean	S.D.	(P-E)
Empathy					
Spa staffs offer customized spa treatments.	4.52	1.240	5.15	1.045	0.63
Spa establishments have convenient and flexible operating hours for customers.	4.73	1.323	5.41	1.132	0.68
Spa staffs take care of customers closely.	4.77	1.327	5.46	1.013	0.69
Spa staffs understand specific needs of customers.	4.58	1.270	5.27	1.022	0.70
Total of Empathy	**4.65**	**1.109**	**5.32**	**0.794**	**0.67**
	Moderately high		**High**		
Environmental Element					
Spa establishments have pleasant landscape.	4.54	1.283	5.20	1.049	0.66
Surrounding areas have proper sanitation.	4.64	1.371	5.35	1.082	0.71
Spa establishments have good ventilation.	4.62	1.301	5.34	1.060	0.72
Spa establishments have relaxing music.	4.69	1.344	5.45	1.139	0.76
Lightings are adequate and proper.	4.62	1.297	5.35	1.084	0.73
Theme of decor is uniquely set up	4.61	1.257	5.30	1.140	0.70
Total of Environmental Element	**4.62**	**1.088**	**5.33**	**0.816**	**0.71**
	Moderately high		**High**		
Grand Total of Service Quality	**4.62**	**1.002**	**5.29**	**0.667**	**0.67**
	Moderately high		**High**		

Notice: The Gap Scores[a] Mean the Negative One Implies the Actual Perceived Service not Meet the Expected Service While the Positive One Implies the Actual Perceived Service Equate or Exceed the Expected.

The level of redemption value dimensions that were high included: 'It is worthy that I will revisit in future as they can fulfill my desire.' and 'It is worthy that I will spread the excellent services to acquaintances.' with averages of 5.31 and 5.33 in turn.

The level of epistemic value dimensions that were moderately high included: 'My curiosity was aroused with the newly launched spa treatments.' and 'I feel good learning about the product benefits.' with averages of 4.92 and 4.95 in turn.

The level of affective value dimensions that were high included: 'I got joyful feeling when I used spa treatments.' and 'After treatments, they put me in a good mood.' with averages of 5.37 and 5.39 in turn.

The level of symbolic value dimensions that were moderately high covered: 'I feel that I have become a first-class person with a desirable life style.' and 'I feel that ability to afford spa treatments fit into my social setting.' with an average of 4.97 and 5.10 in turn.

In summary, the overall level of perceived value by customers using the spa service in the Active Beach Tourism Cluster, Thailand was considered moderately high, showing an average of 5.13.

Table 4.3 Mean, Standard Deviation and Level of Perceived Value

Perceived Value Dimensions	Mean	S.D.	Level
Acquisition value			
I totally received considerable benefits from the spa treatments.	4.85	1.094	Moderately high
I received good value regarding spa treatments as they met my expectation.	4.99	1.097	Moderately high
Total of Acquisition Value	**4.92**	**0.998**	Moderately high
Tradeoff value			
I feel pleasure with promotional price and saving money.	4.96	1.177	Moderately high
Aside from money I saved, I also fulfill my bliss.	4.99	1.052	Moderately high
Total of Tradeoff value	**4.97**	**0.983**	Moderately high

Table 4.3 (Continued)

Perceived Value Dimensions	Mean	S.D.	Level
In-use value			
I feel good receiving personalized treatments while being treated.	5.24	1.077	Moderately high
I had a sense of joy and relaxation while being treated.	5.41	1.079	High
Total of In-use Value	**5.33**	**0.976**	High
Redemption Value			
It is worthy that I will revisit in future as they can fulfill my desire.	5.31	1.114	High
It is worthy that I will spread the excellent services to acquaintances.	5.33	1.129	High
Total of Redemption Value	**5.32**	**1.016**	High
Epistemic Value			
My curiosity was aroused with the newly launched spa treatments.	4.92	1.175	Moderately high
I feel good learning about the product benefits.	4.95	1.104	Moderately high
Total of Epistemic Value	**4.94**	**1.042**	**Moderately high**
Affective Value			
I got joyful feeling when I used spa treatments.	5.37	1.024	High
After treatments, they put me in a good mood.	5.39	1.073	High
Total of Affective Value	**5.38**	**0.946**	**High**
Symbolic Value			
I feel that I have become a first-class person with a desirable life style.	4.97	1.206	Moderately high
I feel that ability to afford spa treatments fit into my social setting.	5.10	1.160	Moderately high
Total of Symbolic Value	**5.04**	**1.042**	**Moderately high**
Grand Total of Perceived Value	**5.13**	**0.736**	**Moderately high**

In terms of the level of service encountered, Table 4.4 shows that the level of service encountered by customers for 'remote encounter' and 'face-to-face encounter' were both moderately high, scoring 4.67 and 5.06 respectively.

The level of remote encounter dimension, which included: 'Content of the spa menu is tempting.', 'Online information is nicely interactive i.e., webpage, facebook.' and 'Spa staffs had telephone etiquette.' was moderately high, with averages of 4.87, 4.49 and 4.65 respectively.

The level of face-to-face encounter dimension, which included: 'Greeting and welcoming of spa staff shows warmness.', 'Serving drinks upon arriving and after treatment show Thainess.' and 'Cashier process at the end is quick and accurate.,' was high, with average scores of 5.37, 5.36 and 5.29 respectively.

The level of face-to-face encounter dimension, which included: 'Spa staff interestingly presented spa menu.', 'Spa staff clearly gave consults on health and product before treatment', 'Spa staff understandably gave consults on health and product before treatment.' and 'Spa staff beneficially presented product recommendation after treatment.' was moderately high, with average scores of 4.91, 4.70, 5.15 and 4.64, respectively.

In conclusion, the level of service encountered by customers using the spa services in the Active Beach Tourism Cluster, Thailand was moderately high (4.94).

Table 4.4 Mean, Standard Deviation and Level of Service Encounter

Perceived Value Dimensions	Mean	S.D.	Level
Remote encounter			
Content of the spa menu is tempting.			Moderately
	4.87	1.148	high
Online information is nicely interactive i.e.,			Moderately
webpage, facebook.	4.49	1.352	high
Spa staff had telephone etiquette.			Moderately
	4.65	1.227	high
Total of Remote Encounter			**Moderately**
	4.67	**0.970**	**high**

Table 4.4 (Continued)

Perceived Value Dimensions	Mean	S.D.	Level
Face-to-face encounter			
Greeting and welcoming of spa staff shows warmness.	5.37	1.182	High
Serving drinks upon arriving and after treatment show Thainess.	5.36	1.243	High
Spa staff understandably presented spa menu.	4.91	1.198	Moderately high
Spa staff clearly gave consults on health and product before treatment.	4.70	1.396	Moderately high
Spa staff offered excellently treatment in the treatment room.	5.15	1.097	Moderately high
Spa staff beneficially presented product recommendation after treatment.	4.64	1.328	Moderately high
Cashier process at the end is quick and accurate.	5.29	1.162	High
Total of Face-to-face Encounter	**5.06**	**0.818**	Moderately high
Grand Total of Service Encounter	**4.94**	**0.776**	**Moderately high**

The level of customer satisfaction, as illustrated in Table 4.5, suggests that the levels of customer satisfaction for 'disconfirmation of expectation' and 'service satisfaction,' were moderately high, with averages of 5.12 and 5.13.

When considering customer satisfaction in each dimension, the research revealed that the level of 'disconfirmation of expectation' which included: 'I was satisfied with the service quality of spa staff since it was as excellent as I initially expected.', 'I was satisfied with the quality of spa treatment since it was as excellent as I expected.' and 'I was satisfied with service quality of spa establishments since it was as excellent as I expected.' was moderately high, with average scores of 5.10, 5.17 and 5.10 respectively.

The level of service satisfaction, which included: 'From my knowledge, understanding and experience, I was satisfied being a customer at this spa establishment.', 'I love this spa establishment as I did the right things.' and 'My decision's choice to become a customer at this spa establishment was a wise one.' was moderately high, with average scores of 5.09, 5.09 and 5.20, respectively.

In short, the level of customer satisfaction when using the spa services in the Active Beach Tourism Cluster, Thailand was moderately high with an average of 5.12.

Table 4.5 Mean, Standard Deviation and Level of Customer Satisfaction

Customer Satisfaction dimensions	Mean	S.D.	Level
Disconfirmation of expectation			
I was satisfied with the service quality of spa staff since it was as excellent as I initially expected.	5.10	1.124	Moderately high
I was satisfied with the quality of spa treatment since it was as excellent as customer expected.	5.17	1.062	Moderately high
I was satisfied with service quality of spa establishment since it was as excellent as customer expected.	5.10	1.045	Moderately high
Total of Disconfirmation of expectation	**5.12**	**0.962**	**Moderately high**
Service Satisfaction			
From my knowledge, understanding and experience, I was satisfied being a customer at this spa establishment.	5.09	1.054	Moderately high
I love this spa establishment as customer did the right things.	5.09	1.122	Moderately high
My decision's choice to become a customer at this spa establishment was a wise one.	5.20	1.120	Moderately high
Total of Service Satisfaction	**5.13**	**0.945**	Moderately high
Grand Total of Customer Satisfaction	**5.12**	**0.863**	**Moderately high**

4.2.2 Part Two: Statistical Analysis Results of the Differences Between Customers' Demographics and Dimensions of Service Quality, which are Important in Evaluating the Spa Establishment's Service Quality, in Response to Research Objective 2.

The results of the data analysis in response to research objective 2, conducted by Independent Samples t-test, One-way ANOVA and the statistical analysis of paired difference test with Scheffe test are as follows.

Table 4.6 shows the results of the comparison of service quality dimensions, which are important in evaluating the spa establishments' service quality, in relation to gender. The results were conducted by using Independent Samples t-test.

Table 4.6 Statistics Indicating the Difference Comparison of Service Quality Dimensions, which is Important in Evaluating the Spa Establishments' Service Quality in Relation to Gender

Dimension of Service Quality	t	p
- The spa establishments' appearance of physical facilities, equipments, clothing and promotional materials (tangible).	0.509	0.611
- The ability of spa establishments in completing promised service reliably and precisely (reliability).	-0.127	0.899
- The spa staffs are eager to assist customers and offer prompt service provision (responsiveness).	-2.176*	0.030
- The product knowledge and courteousness and their ability to express safe and trust (assurance).	-2.277*	0.023
- The concern, customized and individual attention, the spa establishments convey to customers (empathy).	-2.058*	0.040
- The supporting circumstances of aroma, cleanliness, air, music, lighting and theme of decor (environmental element).	-2.351*	0.019
Total of Service Quality	-2.023*	0.044

Note: *$p < 0.05$, ** $p < 0.01$

As evident in Table 4.6, overall, a significant difference moderated among the dimensions of service quality and the importance placing on, in evaluating spa establishments' service quality in relation to gender.

When comparing the service quality dimensions in relation to gender, there was no significant difference between the importance that males and females placed on the dimensions: 'tangible', 'reliability' while the dimensions of: 'responsiveness', 'assurance', 'empathy' and 'environmental element' of both male and female customers showed a statistical difference of 0.05. This shows that female customers placed more importance on responsiveness, assurance, empathy and environmental element in comparison to male customers.

Table 4.7 shows the comparable results of the service quality dimensions in relation to age. One-way ANOVA was used to calculate the results.

Table 4.7 Statistics Indicating the Difference Comparison of Service Quality Dimensions, which is Important in Evaluating the Spa Establishments' Service Quality in Relation to Age

Service Quality Dimensions	F	p
- The spa establishments' appearance of physical facilities, equipments, clothing and promotional materials (tangible).	2.131	0.076
- The ability of spa establishments in completing the promised service reliably and precisely (reliability).	0.615	0.652
- The spa staffs are eager to assist customers and offer prompt service provision (responsiveness).	0.789	0.533
- The product knowledge and courteousness and their ability to express safe and trust (assurance).	0.419	0.795
- The concerned, customized and individual attention, the spa establishments convey to customers (empathy).	1.042	0.385
- The supporting circumstances of aroma, cleanliness, air, music, lighting and theme of decor (environmental element).	0.745	0.562
Sum of Service Quality	**0.663**	**0.618**

Note: $*p < 0.05$, $** p < 0.01$

Overall, there was no significant difference amongst different age groups when considering the dimensions of service quality.

Additionally, the comparison of the service quality dimensions in relation to country of residence was conducted by One-way ANOVA and the statistical analysis of paired difference test with Scheffe test, are shown in Tables 4.8 and 4.9.

Table 4.8 Statistics Indicating the Difference Comparison of Service Quality Dimensions which is Important in Evaluating the Spa Establishments' Service Quality in Relation to Country of Residence

Service Quality	F	p
- The spa establishments' appearance of physical facilities, equipments, clothing and promotional materials (tangible).	10.336**	0.000
- The ability of spa establishments in completing the promised service reliably and precisely (reliability).	7.573**	0.000
- The spa staffs are eager to assist customers and offer prompt service provision (responsiveness).	8.019**	0.000
- The product knowledge and courteousness and their ability to express safe and trust (assurance).	12.920**	0.000
- The concerned, customized and individual attention, the spa establishments convey to customers (empathy).	35.496**	0.000
- The supporting circumstances of aroma, cleanliness, air, music, lighting and theme of decor (environmental element).	4.954**	0.002
Overall of Service Quality	4.038**	0.008

Note: $*p < 0.05$, $** p < 0.01$

Table 4.8 illustrates that overall, there was significant difference amongst respondents from each country of residence with respect to the service quality dimensions, which are important in evaluating the spa establishments' service quality.

The results of the study show that there was a statistically significant difference, of 0.01, between customers from each country for the six dimensions of service quality: 'tangible', 'reliability', 'responsiveness', 'assurance', 'empathy' and 'environmental element.' After considering the mentioned result, a statistical analysis using a paired difference test with Scheffe test was then carried out.

Table 4.9 Mean Comparing the Differences of Service Quality Dimensions, which
are Important to Customers in Evaluating the Spa Establishments' Service
Quality in Relation to Country of Residence with Paired Difference.

Service Quality	Mean	Country of Residence			
		1	2	3	4
Tangible		4.98	4.08	4.91	5.35
1. Asia	4.98	-	0.90**	0.07	-0.37
2. Oceania	4.08		-	-0.83**	-1.27**
3. Europe	4.91			-	-0.44
4. The Americas	5.35				-
Reliability		5.30	5.13	4.93	4.35
1. Asia	5.30	-	0.17	0.37	0.95**
2. Oceania	5.13		-	0.20	0.78*
3. Europe	4.93			-	0.57
4. The Americas	4.35				-
Responsiveness		5.19	5.44	4.98	4.37
1. Asia	5.19	-	-0.26	0.21	0.82**
2. Oceania	5.44		-	0.47	1.07**
3. Europe	4.98			-	0.61*
4. The Americas	4.37				-
Assurance		5.19	4.44	5.69	5.22
1. Asia	5.19	-	0.74**	-0.50*	-0.03
2. Oceania	4.44		-	-1.25**	-0.77*
3. Europe	5.69			-	0.47
4. The Americas	5.22				-
Empathy		5.10	5.11	5.69	3.82
1. Asia	5.10	-	-0.02	-0.59**	1.28**
2. Oceania	5.11		-	-0.57*	1.30**
3. Europe	5.69			-	1.87**
4. The Americas	3.82				-
Empathy		5.10	5.11	5.69	3.82
1. Asia	5.10	-	-0.02	-0.59**	1.28**
2. Oceania	5.11		-	-0.57*	1.30**
3. Europe	5.69			-	1.87**
4. The Americas	3.82				-

Table 4.9 (Continued)

Service Quality	Mean	Country of Residence			
		1	2	3	4
Environmental element		5.12	5.33	5.34	5.85
1. Asia	5.12	-	-0.21	-0.23	-0.73**
2. Oceania	5.33		-	-0.02	-0.52
3. Europe	5.34			-	-0.50
4. The Americas	5.85				-
Service Quality in Overall		5.15	4.92	5.26	4.83
1. Asia	5.15	-	0.22	-0.11	0.32
2. Oceania	4.92		-	-0.33	0.10
3. Europe	5.26			-	0.43*
4. The Americas	4.83				-

Note: $*p < 0.05$, $** p < 0.01$

As shown in Table 4.9, the study tested differences of service quality by using a paired difference test. The results showed a significant difference of 0.05 between customers from different countries.

For the 'tangible' dimension, the researcher found four pairs. The Asian (Mean = 4.89) and American (Mean = 5.52) customers showed a greater importance on the 'tangible' dimension than the Oceania (Mean = 4.28) and European customers (Mean = 4.91).

For the 'reliability' dimension, there were two pairs. The Asian customers (Mean = 5.30) and Oceania customers (Mean = 5.13) gave more importance to 'reliability' than the American customers (Mean = 4.35).

For the 'responsiveness' dimension, there were three pairs. Asian customers (Mean = 5.19), Oceania customers (Mean = 5.44) and European customers (Mean = 4.98) gave more importance to 'responsiveness' than the American customers (Mean = 4.37).

For the 'assurance' dimension, there were two pairs. Asia customers (Mean = 5.19) and Europe customers (Mean = 5.34) gave more importance to 'assurance' than the Oceania customers (Mean = 4.57).

For the 'empathy' dimension, there were two pairs. Asian customers (Mean = 5.10) and European customers (5.42) gave more importance to 'empathy' than the American customers (Mean = 4.48).

For the 'environmental element' dimension, there was one pair. Asian customers (Mean = 5.05) gave less importance to 'environmental elements' than he American customers (Mean = 5.86).

In overall, there was one pair which is the Europe customers (Mean=5.26) giving importance more than the ones from The Americas customers (Mean=4.83).

The results of differences between service quality based on income were conducted using a One-way ANOVA is shown in Table 4.10.

Table 4.10 Statistics Indicating the Comparison of Service Quality Dimensions that are Important to Customers in Evaluating the Spa Establishments' Service Quality in relation to Income

Service Quality	F	p
- The spa establishments' appearance of physical facilities, equipments, clothing and promotional materials (tangible).	1.933	0.088
- The ability of spa establishments in completing the promised service reliably and precisely (reliability).	2.075	0.068
- The spa staff are eager to assist customers and offer prompt service provision (responsiveness).	1.796	0.113
- The product knowledge and courteousness and their ability to express safe and trust (assurance).	3.200**	0.008
- The concerned, customized and individual attention, the spa establishments convey to customers (empathy).	0.375	0.866
- The supporting circumstances of aroma, cleanliness, air, music, lighting and theme of decor (environmental element).	0.940	0.455
Service Quality in Overall	**1.271**	**0.275**

Note: *$p < 0.05$, ** $p < 0.01$

From Table 4.10, overall, there was no significant difference between customers in each income range with respect to the dimensions of service quality.

4.2.3 Part Three: Statistical Analysis Results of the Differences Between Customers' Demographics, and Their Desires Toward Spa Treatments, in Response to Research Objective 3.

The results of the data analysis in response to research objective 3, that was conducted using an Independent Sample t-test, One-way ANOVA and the statistical analysis of paired difference test with Scheffe test, are as follows:

The results of the differences between the spa customers' desire towards spa treatment in relation to gender, conducted with Independent Samples t-test, are shown in Table 4.11.

Table 4.11 Statistics Indicating the Differences of Spa Customers' Desire toward Spa Treatments in relation to Gender

Type of Spa Products		Test Statistics	
		t	p
Massage Treatments	Athletic massage	3.396**	0.001
	Hot stone massage	0.793	0.428
	Invigorating massage	-0.692	0.489
	Foot massage	-0.410	0.682
	Shiatsu	2.822**	0.005
	Swedish massage	0.628	0.530
	Thai herbal massage bag (hot compress)	-0.531	0.596
	Thai traditional massage	-0.647	0.518
	Tui-na	1.960	0.051
	Underwater pressure massage	0.575	0.566
	Watsu	1.390	0.165
Beauty Treatments	Body polish, clay/mud mask	-4.509**	0.000
	Facial massage, scrub, clay/mud mask	-6.062**	0.000
	Manicure	-8.360**	0.000
	Pedicure	-7.052**	0.000

Table 4.11 (Continued)

Type of Spa Products		Test Statistics	
		t	p
Hydro Treatments	Colon detoxification	-1.667	0.096
	Scotch hose	1.303	0.193
	Steam/sauna	2.168*	0.031
	Swiss shower	2.523*	0.012
	Vichy shower	2.356*	0.019
	Warm bath/Cool bath	3.347**	0.001
Holistic Treatments	Aroma massage	-0.104	0.917
	Indian head massage	1.032	0.303
	Manual lymphatic drainage		
	(MLD)	1.003	0.316
	Maya abdominal massage	1.518	0.130
	Reflexology	0.252	0.801
	Reiki	0.821	0.412
	Shirodhara	0.939	0.348
Fitness Activities	Aerobic	0.222	0.824
	Boxing	4.093**	0.000
	Chi ball	2.208	0.028
	Fit ball	0.929	0.353
	Meditation	1.867	0.063
	Pilates	-1.398	0.163
	Qigong	1.651	0.099
	Tai chi	1.721	0.086
	Yoga	-2.421*	0.016
Spa Treatments in Overall		**0.471**	**0.638**

Note: *p < 0.05, ** p < 0.01

Table 4.11 shows that in overall, male and female customers and desire towards spa treatments were not moderated a statistically significant difference. Nonetheless, from the Table 4.11, when compared with females, male spa customers tended to have stronger desires for Athletic massage, Shiatsu, Warm bath/Cool bath, Boxing, Steam/sauna, Swiss shower, Vichy shower and Chi ball. As for female

customers, it was reported that they tended to prefer Body polish, clay/mud mask, Facial massage, scrub, clay/mud mask, Manicure, Pedicure and Yoga, when compared to males.

The results of the differences between the spa customers' desire towards spa treatments in relation to age, conducted by One-way ANOVA and the statistical analysis of paired difference test with Scheffe test, are presented in Tables 4.12 and 4.13.

Table 4.12 Statistics Indicating the Differences of Spa Customers' Desire towards
Spa Treatments in Relation to Age

Type of Spa Products		F	p
Massage Treatments	Athletic massage	0.556	0.694
	Hot stone massage	3.068*	0.016
	Invigorating massage	0.481	0.750
	Foot massage	0.411	0.801
	Shiatsu	2.277	0.060
	Swedish massage	0.637	0.636
	Thai herbal massage bag (hot compress)	0.759	0.552
	Thai traditional massage	0.665	0.617
	Tui-na	3.393**	0.010
	Underwater pressure massage	4.242**	0.002
	Watsu	6.113**	0.000
Beauty Treatments	Body polish, clay/mud mask	1.985	0.096
	Facial massage, scrub, clay/mud mask	2.118	0.078
	Manicure	4.279**	0.002
	Pedicure	2.704*	0.030
Hydro Treatments	Colon detoxification	2.613*	0.035
	Scotch hose	2.640*	0.033
	Steam/sauna	1.092	0.360
	Swiss shower	2.492*	0.043
	Vichy shower	4.994**	0.001
	Warm bath/Cool bath	3.442**	0.009
Holistic Treatments	Aroma massage	0.395	0.813
	Indian head massage	0.923	0.450

Table 4.12 (Continued)

Type of Spa Products		F	p
	Manual lymphatic drainage (MLD)	2.217	0.066
	Maya abdominal massage	3.613**	0.007
	Reflexology	0.986	0.415
	Reiki	3.361**	0.010
	Shirodhara	2.963*	0.020
Fitness Activities	Aerobic	2.408*	0.049
	Boxing	3.911**	0.004
	Chi ball	3.966**	0.004
	Fit ball	2.037	0.088
	Meditation	0.507	0.731
	Pilates	0.597	0.665
	Qigong	2.068	0.084
	Tai chi	1.961	0.100
	Yoga	1.199	0.311
Type of Spa Products in Overall		4.204**	0.002

Note: *$p < 0.05$, ** $p < 0.01$

From the data shown in Table 4.12, in overall customers in age ranges illustrated a statistically significant difference between the age ranges and the customers' desire toward spa treatments with a level of 0.01. Nonetheless, from the Table 4.13, spa customers from each age range had different desires towards the 17 spa treatments at a statistical significant difference of 0.05. The treatments included: Hot Stone Massage, Tui-na, Underwater Pressure Massage, Watsu, Manicure, Pedicure, Colon Detoxification, Scotch Hose, Swiss Shower, Vichy Shower, Warm Bath/Cool Bath, Maya Abdominal Massage, Reiki, Shirodhara, Aerobic, Boxing and Chi Ball. The statistical analysis of paired difference test with Scheffe test was then carried out, as shown in Table 4.13.

Table 4.13 Mean Comparing the Differences of Spa Customers' Desire toward Spa
Treatment in Relation to Age with Paired Difference

Type of Spa Products	Mean	Age				
		1	2	3	4	5
Tui-na		**4.35**	**4.75**	**4.50**	**4.27**	**3.85**
1. lower than 21 years	**4.35**	-	-0.40	-0.15	0.08	0.50
2. 21-30 years	**4.75**		-	0.25	0.48	0.89**
3. 31-40 years	**4.50**			-	0.23	0.64
4. 41-50 years	**4.27**				-	0.41
5. More than 50 years	**3.85**					-
Underwater pressure massage		**4.80**	**4.70**	**4.54**	**4.35**	**3.78**
1. lower than 21 years	**4.80**	-	0.10	0.26	0.45	1.02
2. 21-30 years	**4.70**		-	0.16	0.36	0.92**
3. 31-40 years	**4.54**			-	0.20	0.76*
4. 41-50 years	**4.35**				-	0.57
5. More than 50 years	**3.78**					-
Watsu		**4.45**	**4.61**	**4.35**	**4.02**	**3.47**
1. lower than 21 years	**4.45**	-	-0.16	0.10	0.43	0.98
2. 21-30 years	**4.61**		-	0.26	0.59	1.14**
3. 31-40 years	**4.35**			-	0.33	0.88*
4. 41-50 years	**4.02**				-	0.55
5. More than 50 years	**3.47**					-
Manicure		**5.30**	**5.17**	**4.50**	**4.95**	**4.47**
1. lower than 21 years	**5.30**	-	0.13	0.80	0.35	0.83
2. 21-30 years	**5.17**		-	0.68*	0.22	0.70
3. 31-40 years	**4.50**			-	-0.45	0.02
4. 41-50 years	**4.95**				-	0.48
5. More than 50 years	**4.47**					-
Scotch hose		4.05	4.54	4.25	4.17	3.67
1. lower than 21 years	**4.05**	-	-0.49	-0.20	-0.12	0.38
2. 21-30 years	**4.54**		-	0.29	0.37	0.87*
3. 31-40 years	**4.25**			-	0.07	0.58
4. 41-50 years	**4.17**				-	0.50
5. More than 50 years	**3.67**					-

Table 4.13 (Continued)

Type of Spa Products	Mean	Age				
		1	2	3	4	5
Vichy shower		**4.65**	**4.85**	**4.47**	**4.10**	**3.95**
1. lower than 21 years	**4.65**	-	-0.20	0.18	0.55	0.70
2. 21-30 years	**4.85**		-	0.38	0.75*	0.91*
3. 31-40 years	**4.47**			-	0.37	0.53
4. 41-50 years	**4.10**				-	0.16
5. More than 50 years	**3.95**					-
Maya abdominal massage		**4.05**	**4.83**	**4.49**	**4.12**	**4.27**
1. lower than 21 years	**4.05**	-	-0.78	-0.44	-0.07	-0.22
2. 21-30 years	**4.83**		-	0.34	0.70*	0.55
3. 31-40 years	**4.49**			-	0.37	0.22
4. 41-50 years	**4.12**				-	-0.15
5. More than 50 years	**4.27**					-
Reiki		**4.75**	**4.70**	**4.47**	**4.35**	**3.85**
1. lower than 21 years	**4.75**	-	0.05	0.28	0.40	0.90
2. 21-30 years	**4.70**		-	0.23	0.36	0.85*
3. 31-40 years	**4.47**			-	0.13	0.62
4. 41-50 years	**4.35**				-	0.49
5. More than 50 years	**3.85**					-
Shirodhara		**4.50**	**4.85**	**4.51**	**4.48**	**4.00**
1. lower than 21 years	**4.50**	-	-0.35	-0.01	0.02	0.50
2. 21-30 years	**4.85**		-	0.34	0.37	0.85*
3. 31-40 years	**4.51**			-	0.03	0.51
4. 41-50 years	**4.48**				-	0.48
5. More than 50 years	**4.00**					-
Boxing		**5.50**	**4.96**	**4.74**	**4.50**	**4.13**
1. lower than 21 years	**5.50**	-	0.54	0.76	1.00	1.37*
2. 21-30 years	**4.96**		-	0.21	0.46	0.83
3. 31-40 years	**4.74**			-	0.24	0.62
4. 41-50 years	**4.50**				-	0.37
5. More than 50 years	**4.13**					-

Table 4.13 (Continued)

Type of Spa Products	Mean	Age				
		1	2	3	4	5
Chi ball		**4.75**	**4.61**	**4.23**	**4.10**	**3.71**
1. lower than 21 years	**4.75**	-	0.14	0.52	0.65	1.04
2. 21-30 years	**4.61**		-	0.38	0.51	0.90*
3. 31-40 years	**4.23**			-	0.13	0.52
4. 41-50 years	**4.10**				-	0.39
5. More than 50 years	**3.71**					-
In Overall		4.86	4.92	4.72	4.64	4.42
1. lower than 21 years	**4.86**	-	-0.05	0.15	0.23	0.44
2. 21-30 years	**4.92**		-	0.20	0.28	0.50**
3. 31-40 years	**4.72**			-	0.08	0.30
4. 41-50 years	**4.64**				-	0.22
5. More than 50 years	**4.42**					-

Note: *$p < 0.05$, ** $p < 0.01$

The data shown in Table 4.13 shows the customers' desire towards spa treatments paired with differences of age. There was a significant difference (0.05) between these two variables.

Specifically for Tui-na treatment, the research found that in one pair; customers aged between 21-30 years old (Mean = 4.75) had a stronger desire when compared with customers who are more than 50 years old (Mean = 3.85).

For Underwater Pressure Massage, there were two pairs; spa customers aged between 21-30 years old (Mean = 4.70) and 31-40 years old (Mean = 4.54) had a greater desire than spa customers aged more than 50 years old (Mean = 3.78).

For Watsu, there were two pairs; spa customers aged between 21-30 years (Mean = 4.61) and 31-40 years old (Mean = 4.35) had more desire than spa customers aged more than 50 years old (Mean = 3.47).

For Manicure, there was one pair; spa customers aged between 21-30 years old (Mean =5.17) had more desire than ones aged between 31-40 years old (Mean = 4.50).

For Scotch Hose, there was one pair; spa customers aged between 21-30 years old (Mean = 4.54) had more desire than one aged more than 50 years old (Mean = 3.67).

For Vichy Shower, there were two pairs; spa customers aged between 21-30 years old (Mean = 4.85) had more desire than ones aged between 41-50 years old (Mean = 4.10) and more than 50 years old (Mean = 3.95).

For Maya Abdominal Massage, there was one pair; spa customers aged between 21-30 years old (Mean = 4.83) had more desire than ones aged between 41-50 years old (Mean = 4.12).

For Reiki, there is one pair; spa customers aged between 21-30 years old (Mean = 4.70) had desire more than ones aged more than 50 years old (Mean = 3.85).

For Shirodhara, there was one pair; spa customers aged between 21-30 years old (Mean = 4.85) had more desire than ones with aged than 50 years old (Mean = 4.00).

For Boxing, there was one pair; spa customers aged less than 21 years old (Mean = 5.50) had more desire than ones aged more than 50 years old (Mean = 4.130).

For Chi ball, there was one pair; spa customers aged between 21-30 years old (Mean = 4.61) had more desire than ones aged more than 50 years old (Mean = 3.71).

In overall, the customers' desire toward spa treatment found that the age-range customers moderate a significant difference with a level of 0.01 for one pair which is age-range of 21-30 (Mean = 4.92) having desire toward spa treatments higher than age-range of more than 50 (Mean = 4.42).

The results of the differences between the customers' desire toward spa treatments based on country of residence, conducted by One-way ANOVA and the statistical analysis of paired difference test with Scheffe test are presented in Tables 4.14 and 4.15.

Table 4.14 Statistics Indicating the Differences of Spa Customers' Desire toward Spa
Treatments in Relation to Country of Residence

Type of Spa Products		F	p
Massage Treatments	Athletic massage	0.363	0.780
	Hot stone massage	3.178*	0.024
	Invigorating massage	0.819	0.484
	Foot massage	0.618	0.604
	Shiatsu	2.640*	0.049
	Swedish massage	3.632*	0.013
	Thai herbal massage bag (hot compress)	2.141	0.094
	Thai traditional massage	2.429	0.065
	Tui-na	2.994*	0.031
	Underwater pressure massage	4.274**	0.005
	Watsu	4.048**	0.007
Beauty Treatments	Body polish, clay/mud mask	2.494	0.060
	Facial massage, scrub, clay/mud mask	2.583	0.053
	Manicure	0.479	0.697
	Pedicure	0.371	0.774
Hydro Treatments	Colon detoxification	3.618*	0.013
	Scotch hose	7.838**	0.000
	Steam/sauna	1.478	0.220
	Swiss shower	7.045**	0.000
	Vichy shower	4.556**	0.004
	Warm bath/Cool bath	2.468	0.062
Holistic Treatments	Aroma massage	1.518	0.209
	Indian head massage	0.539	0.656
	Manual lymphatic drainage (MLD)	1.103	0.348
	Maya abdominal massage	2.471	0.061
	Reflexology	2.580	0.053
	Reiki	4.802**	0.003
	Shirodhara	3.140*	0.025

Table 4.14 (Continued)

Type of Spa Products		F	p
Fitness Activities	Aerobic	2.285	0.078
	Boxing	0.557	0.644
	Chi ball	4.230**	0.006
	Fit ball	5.041**	0.002
	Meditation	3.952**	0.008
	Pilates	5.570**	0.001
	Qigong	1.155	0.327
	Tai chi	1.635	0.181
	Yoga	4.287**	0.005
Type of Spa Products in Overall		**4.141****	**0.007**

Note: *p < 0.05, ** p < 0.01

From the data shown in Table 4.14, in overall, spa customers in each country of residence and desire toward spa treatments demonstrated a statistically significant difference with a significant level of 0.01. Nevertheless, if considering in each country of residence, the study found that spa customers from each country of residence had different desires towards the 17 spa treatments at a statistically significant difference of 0.05. The treatments embraced: Hot stone massage, shiatsu, Swedish massage, Tui-na, underwater pressure massage, watsu, colon detoxification, Scotch hose, Swiss shower, vichy shower, reiki, shirodhara, chi ball, fit ball, meditation, pilates and yoga. Statistical analysis using a paired difference test with Scheffe test was then carried out, as exhibited in Table 4.15.

Table 4.15 Mean Comparing the Differences of Spa Customers' Desire toward Spa
Treatment in Relation to Country of Residence with Paired Difference

Type of Spa Products	Mean	Country of Residence			
		1	2	3	4
Swedish massage		4.72	4.54	4.62	5.22
1. Asia	4.72	-	0.18	0.11	-0.49
2. Oceania	4.54		-	-0.08	-0.67*
3. Europe	4.62			-	-0.60*
4. The Americas	5.22				-
Underwater pressure massage		4.67	4.15	4.18	4.72
1. Asia	4.67	-	0.53	0.50*	-0.05
2. Oceania	4.15		-	-0.03	-0.58
3. Europe	4.18			-	-0.55
4. The Americas	4.72				-
Watsu		4.50	3.79	4.06	4.32
1. Asia	4.50	-	0.71*	0.44	0.18
2. Oceania	3.79		-	-0.27	-0.54
3. Europe	4.06			-	-0.27
4. The Americas	4.32				-
Scotch hose		4.60	3.64	3.89	4.48
1. Asia	4.60	-	0.97**	0.72**	0.13
2. Oceania	3.64		-	-0.25	-0.84
3. Europe	3.89			-	-0.59
4. The Americas	4.48				-
Swiss shower		4.86	4.18	4.15	4.74
1. Asia	4.86	-	0.68*	0.71*	0.13
2. Oceania	4.18		-	0.03	-0.56
3. Europe	4.15			-	-0.59
4. The Americas	4.74				-
Vichy shower		4.73	4.11	4.14	4.52
1. Asia	4.73	-	0.61	0.58*	0.21
2. Oceania	4.11		-	-0.03	-0.41
3. Europe	4.14			-	-0.38
4. The Americas	4.52				-

Table 4.15 (Continued)

Type of Spa Products	Mean	Country of Residence			
		1	2	3	4
Reiki		4.59	4.15	4.15	4.88
1. Asia	4.59	-	0.45	0.44	-0.28
2. Oceania	4.15		-	0.00	-0.73
3. Europe	4.15			-	-0.72*
4. The Americas	4.88				-
Chi ball		4.38	3.74	4.16	4.66
1. Asia	4.38	-	0.64	0.22	-0.28
2. Oceania	3.74		-	-0.42	-0.92*
3. Europe	4.16			-	-0.50
4. The Americas	4.66				-
Fit ball		4.30	3.97	4.27	5.00
1. Asia	4.30	-	0.34	0.03	-0.70*
2. Oceania	3.97		-	-0.30	-1.03**
3. Europe	4.27			-	-0.73*
4. The Americas	5.00				-
Meditation		4.73	4.48	4.76	5.29
1. Asia	4.73	-	0.26	-0.03	-0.56
2. Oceania	4.48		-	-0.28	-0.82*
3. Europe	4.76			-	-0.53
4. The Americas	5.29				-
Pilates		4.55	4.85	5.01	5.35
1. Asia	4.55	-	-0.30	-0.46	-0.80*
2. Oceania	4.85		-	-0.16	-0.50
3. Europe	5.01			-	-0.35
4. The Americas	5.35				-
Yoga		5.12	5.54	5.56	5.77
1. Asia	5.12	-	-0.42	-0.44	-0.65*
2. Oceania	5.54		-	-0.02	-0.23
3. Europe	5.56			-	-0.21
4. The Americas	5.77				-

Table 4.15 (Continued)

Type of Spa Products	Mean	Country of Residence			
		1	**2**	**3**	**4**
In Overall		4.79	4.50	4.63	4.93
1. Asia	4.79	-	0.30	0.17	-0.13
2. Oceania	4.50		-	-0.13	-0.43*
3. Europe	4.63			-	-0.30
4. The Americas	4.93				-

Note: *p < 0.05, ** p < 0.01

Table 4.15 shows that customers from different countries of residence had different desires towards spa treatments at a statistically different level of 0.05

For Swedish Massage, there were two pairs; spa customers from The Americas (Mean = 5.22) had more desire when compared with customers from Oceania (Mean = 4.54) and Europe (Mean = 4.62).

For underwater Pressure Massage, there was one pair: spa customers from Asia (Mean = 4.67) had more desire than ones from Europe (Mean = 4.50).

For Watsu, there was one pair; spa customers from Asia (Mean = 4.50) had more desire towards Watsu more than ones from Oceania (Mean = 3.79).

For Scotch Hose, there were two pairs; spa customers from Asia (Mean = 4.60) had more desire towards Scotch Hose, when compared with those from Oceania (Mean = 3.64) and Europe (Mean = 3.89).

For Swiss Shower, there were two pairs; spa customers from Asia (Mean = 4.86) had more desire towards Swiss Shower when compared with those from Oceania (Mean = 4.18) and Europe (Mean = 4.15).

For Reiki, there was one pair; spa customers from The Americas (Mean = 4.88) had more desire toward Reiki than those from Europe (Mean = 4.15).

For Chi Ball, there was one pair; spa customers from The Americas (Mean = 4.66) had more desire toward Chi Ball than those from Oceania (Mean = 3.74).

For Fit Ball, there were three pairs; spa customers from The Americas (Mean = 5.00) had more desire towards Fit Ball than those from Asia (Mean = 4.30), Oceania (Mean = 3.97) and Europe (Mean = 4.27).

For Meditation, there was one pair; spa customers from The Americas (Mean = 5.29) had more desire than those from Oceania (Mean = 4.48).

For Pilates, there was one pair; customers from The Americas (Mean = 5.35) had more desire toward Pilates than those from Asia (Mean = 4.55).

For Yoga, there was one pair; spa customers form The Americas (Mean = 5.77) had more desire toward Yoga than those from Asia (Mean = 5.12).

In overall, the customers' desire toward spa treatments found that country of residence of customers showed a significant difference with a significant level of 0.05 for one pair which is The Americas (Mean=4.93) having desire toward spa treatments higher Oceania (Mean=4.50).

The differences between spa customers' desire toward spa treatments in relation to their income was conducted using One-way ANOVA is displayed in Table 4.16.

Table 4.16 Statistics Indicating the Difference of Spa Customers' Desire toward Spa Treatment in Relation to Income

Type of Spa Products		F	p
Massage Treatments	Athletic massage	1.415	0.218
	Hot stone massage	1.715	0.130
	Invigorating massage	0.287	0.920
	Foot massage	0.418	0.836
	Shiatsu	1.537	0.177
	Swedish massage	1.994	0.079
	Thai herbal massage bag (hot compress)	0.797	0.552
	Thai traditional massage	2.005	0.077
	Tui-na	0.403	0.847
	Underwater pressure massage	2.801*	0.017
	Watsu	1.674	0.140

Table 4.16 (Continued)

Type of Spa Products		F	p
Beauty Treatments	Body polish, clay/mud mask	2.760*	0.018
	Facial massage, scrub, clay/mud mask	2.166	0.057
	Manicure	0.976	0.432
	Pedicure	1.197	0.310
Hydro Treatments	Colon detoxification	1.764	0.119
	Scotch hose	1.643	0.147
	Steam/sauna	1.974	0.081
	Swiss shower	1.627	0.152
	Vichy shower	1.625	0.152
	Warm bath/Cool bath	1.438	0.209
Holistic Treatments	Aroma massage	1.917	0.090
	Indian head massage	1.325	0.252
	Manual lymphatic drainage (MLD)	1.157	0.330
	Maya abdominal massage	0.884	0.492
	Reflexology	0.446	0.816
	Reiki	3.619**	0.003
	Shirodhara	1.491	0.192
Fitness Activities	Aerobic	2.056	0.070
	Boxing	0.458	0.807
	Chi ball	1.537	0.177
	Fit ball	1.751	0.122
	Meditation	1.080	0.371
	Pilates	1.132	0.343
	Qigong	0.786	0.560
	Tai chi	0.527	0.756
	Yoga	1.127	0.345
Type of spa products in Overall		**1.960**	**0.084**

Note: *$p < 0.05$, ** $p < 0.01$

As shown in Table 4.16, in overall customers with income ranges did not confirm a statistically significant difference.

4.2.4 Part Four: Statistical Analysis Results of the Effect and Causal Relationship Between Service Quality, Perceived Value, Service Encounters and the Effect on Customer Satisfaction, in Response to Research Objective 4.

The results of the data analysis in response to research objective 4 with the path analysis are presented below.

Descriptive statistics; Mean, Standard Deviation of the perception level of service quality, perceived value, service encounter and customer satisfaction of spa customers using spa services in the Active Beach Tourism Cluster, Thailand.

Correlation coefficient between service quality, perceived value, service encounter and customer satisfaction of spa customers using spa services in the Active Beach Tourism Cluster, Thailand.

The analysis of causal relation among service quality, perceived value, service encounter and customer satisfaction of spa customers using spa services in the Active Beach Tourism Cluster, Thailand.

4.2.4.1 Descriptive Statistics of Variables Employed in Research

As exhibited in Table 4.17, the researcher conducted descriptive statistical analysis; mean, Standard Deviation and Skewness and Kurtosis, on the variables, comprised of: service quality, perceived value and service encounters that affected customer satisfaction when using spa services in the studied area. The mean scores of these variables acquired of the study were, then, compared to the criteria.

Table 4.17 Descriptive Statistics of Variables Used in the Analysis of Causal
Relation

Variable	Mean	S.D.	Level	Skewness	Kurtosis
Cause variable					
Service Quality (SER_QUA)	5.29	0.667	Strongly high	-0.610	0.788
Perceived Value (PER_VAL)	5.13	0.736	Moderately high	-0.436	1.087
Service Encounter (SER_ENC)	4.94	0.776	Moderately high	0.059	-0.060

Table 4.17 (Continued)

Variable	Mean	S.D.	Level	Skewness	Kurtosis
Effect variable					
Customer Satisfaction (CUS_SAT)	5.12	0.863	Moderately high	-0.318	0.761

Table 4.17 shows that the level of the perception of service quality was strongly high (Mean = 5.29). Perceived value (Mean = 5.13) and service encounters (Mean = 4.94) were considered moderately high, and spa customers who were satisfied for spa services considered moderately high (Mean = 5.12). The skewness and the kurtosis, having values between |0.059-0.610|, and the kurtosis between |0.060-1.087|, of variables are presented respectively. The skewness showing value less than 3.00 and the kurtosis showing less than 10.00 demonstrated the variables with normal distribution.

4.2.4.2 Correlation Coefficient between the Variables Used in Research

For the analysis of this part, the researcher conducted a Pearson Product-Moment correlation coefficient between the variables that were studied on the causal relations affect on customer satisfaction using spa services, as exhibited in Table 4.18.

Table 4.18 Correlation Coefficient between Variables of Service Quality, Perceived Value, Service Encounter and Customer Satisfaction

Variables	SER_QUA	PER_VAL	SER_ENC	CUS_SAT
SER_QUA	1.000			
PER_VAL	0.515**	1.000		
SER_ENC	0.525**	0.621**	1.000	
CUS_SAT	0.514**	0.703**	0.620**	1.000

Note: *p < 0.05, ** p < 0.01

Table 4.18 shows that the variables in each pair had a positive correlation, at a significantly different level of 0.01. The results displayed the correlation coefficient among the variables between 0.515-0.703.

Considering the correlation between the cause variables and effect variable, it found that all cause variables had a correlation with the variable of customer satisfaction, at a significance level of 0.01. Substantially, the correlation coefficient between cause and effect variables was 0.515-0.620. The variables that had the greatest effect on customer satisfaction were 'perceived value' (r = 0.703), followed by 'service encounter' (r = 0.620) and 'service quality' (r = 0.514).

Referring to the correlation among cause variables, it exhibited that a positive correlation was yielded for all pairs at a significant level of 0.01. The result indicated the correlation coefficient among cause variable ranging from 0.515-0.621.

Though, the aforementioned correlations show that the correlation coefficient between variables in each pair had an appropriate relationship, since the results revealed ± 0.75. The data has no multicollinearity. When there was more than one independent variable, there were no perfect linear relationships between any of the variables. The multicollinearity had an effect on the regression analysis (Prasitrattasin and Dhruv, 2000: 178). Thus, to be certain that there has no multicollinearity between variables, the researcher assessed by calculating the value of tolerance and VIF of variables studied (see Table 4.19). To be considered, if the value of tolerance was higher than 0.10 and the VIF was lower 10, the researcher considered, there is no multicollinearity (Pedhazur, 1997).

Table 4.19 The Value of Tolerance and VIF of Variables Influencing the Customer
Satisfaction

Variables	Tolerance	VIF
SER_QUA	0.667	1.500
PER_VAL	0.565	1.770
SER_ENC	0.557	1.796

Table 4.19 shows that the variables that had an influence on customer satisfaction were the variable of service quality (SER_QUA), perceived value (PER_VAL) and service encounter (SER_ENC) identifying the value of tolerance between 0.557-0.667 (the value was not reached the zero) and VIF value between 1.500-1.796 (lower than 10). The results displayed the correlation coefficient among

the variables but not too high. Thus, there is no multicollinearity, the researcher can conduct the three variables to be assessed as the cause variables in analyzing the causal relation then.

4.2.4.3 The result of the analysis of the causal relationships between: service quality, perceived value, service encounter, and their effects on customer satisfaction when using spa services.

These results were produced using the 'path analysis' and the 'package program,' and the results are shown in Figure 4.1 and 4.2. The result of the analysis of the causal relationships between: service quality, perceived value, service encounters, and their effects on customer satisfaction when using spa services employed the path analysis as analysis technique. The structural equations can be formed in terms of standard scores as follows:

$$PER\_VAL = P_{21} SER\_QUA + e_1$$

$$CUS\_SAT = P_{41} SER\_QUA + P_{42}PER\_VAL + P_{43}SER\_ENC + e_2$$

P_{ij} means the path coefficient that had a direct effect from the cause variables (j) to the effect variable (i). The path diagram can be illustrated in Figure 4.1.
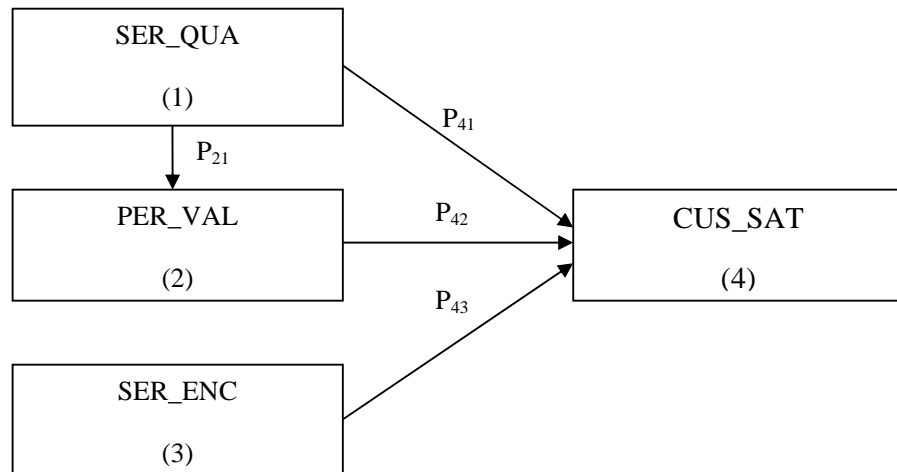
Figure 4.1 The Path Diagram of the Causal Relationships Between Service Quality, Perceived Value, Service Encounter, and Customer Satisfaction

Having employed the LISREL in processing the data, the result is shown in Figure 4.2.
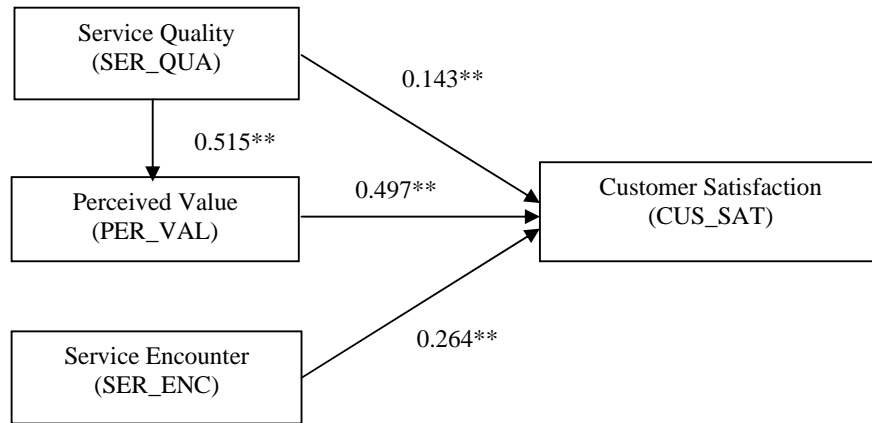
Note: *p< 0.05, ** p < 0.01

Figure 4.2 Model of Causal Relationship of Service Quality, Perceived Value, Service Encounter and their Effects on Customer Satisfaction of Spa Customers Using Spa Services in the Active Beach Tourism Cluster, Thailand (Prior to Model Adjusted)

As displayed in Figure 4.2, the service quality, perceived value and service encounter had an effect on customers' satisfaction level, at a statistically significant difference (0.01), showing the effect size 0.143-0.515. Having examined the suitability of model, the results are presented in Table 4.20.

Table 4.20 Statistics of the Evaluation of Model Suitability and the Empirical Data (Prior to Model Adjusted)

Test Statistic	Assessment Criteria	Statistic Found in Model
1. Absolute fit index		
1.1 GFI (goodness of fit index)	≥ 0.90	0.896
1.2 AGFI (adjusted goodness of fit index)	≥ 0.90	0.774
1.3 PGFI (parsimony goodness of fit index)	≥ 0.05	0.090

Table 4.20 (Continued)

Test Statistic	Assessment Criteria	Statistic Found in Model
2. Relative fit index		
2.1 NFI (normed fit index)	≥ 0.90	0.873
2.2 NNFI (non-normed fit index)	≥ 0.90	0.238
2.3 PNFI (parsimonious normed fit index)	< 0.90	0.145
2.4 CFI (comparative fit index)	≥ 0.90	0.873
2.5 IFI (incremental fit index)	≥ 0.90	0.874
2.6 RFI (relative fit index)	≥ 0.90	0.236
3. Error measurement fit index		
3.1 RMSEA (root mean square error of approximation)	≤ 0.05	0.480
3.2 RMR (root mean square residual)	≤ 0.05	0.077
3.3 Standardized RMR	< 0.05	0.131
Chi-Square test $\chi^2 = 95.371$, df = 1, p = 0.000		

Table 4.20 shows the results of the evaluation of model suitability for research hypotheses with empirical data. The Chi-Square showed a probability (p) = 0.00, in which the p value did not reach the criteria of congruence consideration (p > 0.05). The Chi-Square was statistically significant different, meaning the value rejected the null hypothesis, that is the researched model conforms to the empirical data.

The result of the evaluation of model congruence with the empirical data shows that most index value does not conform to the assessment criteria. This signifies that the model of hypothesis does not conform to the empirical data as follows (Diamantopulos and Siguaw, 2000):

1) Regarding to the absolute fit index, GFI, AGFI and RMSEA account for 0.896, 0.774 and 0.480 respectively which did not reach the criteria of congruence consideration.

2) Pertaining to the relative fit index, NFI, NNFI, PNFI, CFI, IFI and RFI account for 1.000, 1.007, 0.167, 1.000, 1.000 and 1.000 respectively which did not reach the criteria of congruence consideration.

3) Relating to the error measurement fit index, RMSEA, RMR, and standard RMR account for 0.000, 0.002 and 0.003 respectively which did not reach the criteria of congruence consideration.

To sum up, the entire statistics presented show that the model of hypothesis does not conform to the empirical data.

Consequently, the model was adjusted by considering modification indices comprising the theoretical rationale. In order that, Keng et al., (2007) did research about modeling service encounters and customer experiential value in shopping mall customers in Taiwan. The results revealed that: personal interaction and physical environment encounters positively affected all dimensions of customer experiential value. Wu and Liang (2009) studied the effect of experiential value on customer satisfaction with service encounters in luxury-hotel restaurants. The results indicated that service interactions with service employees positively influence the consumer experiential value. Having considered and studied the mentioned researches, the researcher did place one causal path that is the one from the variable of service encounter (SER_ENC) to the variable of perceived value (PER_SER). The analysis is shown in Table 4.21.

Table 4.21 Statistics from the Evaluating Conformance of Model with the Empirical Data (After Model Adjusted)

Test Statistic	Assessment Criteria	Statistic Found in Model
1. Absolute fit index		
1.1 GFI (goodness of fit index)	≥ 0.90	1.000
1.2 AGFI (adjusted goodness of fit index)	≥ 0.90	1.000
1.3 PGFI (parsimony goodness of fit index)	≥ 0.05	1.000
2. Relative fit index		
2.1 NFI (normed fit index)	≥ 0.90	1.000
2.2 NNFI (non-normed fit index)	≥ 0.90	1.007
2.3 PNFI (parsimonious normed fit index)	< 0.90	0.167
2.4 CFI (comparative fit index)	≥ 0.90	1.000

Table 4.21 (Continued)

Test Statistic	Assessment Criteria	Statistic Found in Model
2.5 IFI (incremental fit index)	≥ 0.90	1.000
2.6 RFI (relative fit index)	≥ 0.90	1.000
3. Error measurement fit index		
3.1 RMSEA (root mean square error of approximation)	≤ 0.05	0.000
3.2 RMR (root mean square residual)	≤ 0.05	0.002
3.3 Standardized RMR	< 0.05	0.003
Chi-Square test $\chi^2 = 0.035$, df = 1, p = 0.853		

From Table 4.21, the consequence of placing one causal path as model adjustment shows that the Chi-Square decreased from 95.371 to 0.035 and gave the probability (p) = 0.853, which reached the criteria of congruence consideration (p > 0.05). The Chi-Square was not statistically significant, meaning the value accepted the null hypothesis, that is the research model conformed to the empirical data.

The result of the evaluation of model congruence with the empirical data shows that all index value does conform to the assessment criteria. This signifies that the model of hypothesis does well fit to the empirical data as follows (Diamantopulos and Siguaw, 2000):

1) Regarding to the absolute fit index, GFI, AGFI and RMSEA all account for 1.000 which did reach the criteria of congruence consideration.

2) Pertaining to the relative fit index, NFI, NNFI, PNFI, CFI, IFI and RFI account for 1.000, 1.007, 0.167, 1.000, 1.000, and 1.000 respectively which did reach the criteria of congruence consideration.

3) Relating to the error measurement fit index, RMSEA, RMR, and Standard RMR account for 0.000, 0.002 and 0.003 respectively which did reach the criteria of congruence consideration.

To sum up, the entire statistics presented show that the model of hypothesis does conform to the empirical data.

After the model has been adjusted, the structural equations can be formed in terms of standard scores as follows:

$$PER\_VAL = P_{21}\,SER\_QUA + P_{23}\,SER\_ENC + e_1$$

$$CUS\_SAT = P_{41}\,SER\_QUA + P_{42}PER\_VAL + P_{43}SER\_ENC + e_2$$

The result of analysis of direct effect and indirect effect and total effect of cause variables to effect variables was conducted by the path analysis shown in Table 4.22.

Table 4.22 Direct Effect, Indirect Effect, Total Effect and the Coefficient of Determination of Variables that have an Effect on Customer Satisfaction of Spa Customers Using Spa Services

Cause Variables	Effect Variable					
	PER_VAL			CUS_SAT		
	DE	IE	TE	DE	IE	TE
SER_QUA	0.259**	-	0.259**	0.136**	0.124**	0.260**
PER_VAL	-	-	-	0.477**	-	0.477**
SER_ENC	0.483**	-	0.483**	0.253**	0.230**	0.483**
R^2		0.4317			0.5613	

Note: $*p < 0.05$, $** p < 0.01$

The results of causal pathway that explains customers' satisfaction when using spa services in the Active Beach Tourism Cluster, Thailand are presented below.

The variable of service quality (SER_QUA) positively had a direct effect on customer satisfaction (CUS_SAT), with an effect size of 0.136 at a significant level of 0.01, and positively had an indirect effect on customer satisfaction (CUS_SAT), via perceived value (PER_VAL), with an effect size of 0.124 (0.259*0.477) at a significant level of 0.01. It is claimed that the increase of service quality will definitely augment the positive perceived value of customers and then reinforce the customers' satisfaction of customers using spa treatments in the Active Beach Tourism Cluster, Thailand.

The variable of perceived value (PER_VAL) positively had a direct effect on customer satisfaction (CUS_SAT), with an effect size of 0.477 at a

significant level of 0.01. It is argued that if acquiring more positive a service value, customers using spa services tend to enhance the satisfactory level.

The variable of service encounters (SER_ENC) positively had a direct effect on customer satisfaction (CUS_SAT), with an effect size of 0.253 at a significant level of 0.01, and they positively had an indirect effect on customer satisfaction (CUS_SAT), via perceived value, with an effect size of 0.230 (0.483*0.477) at a significant level of 0.01. It is stated that the effective of service delivery of both front stage and back stage lead to the rise of customer satisfaction and the excellent service encounter shows the way to satisfied state of customers using spa services.

Besides, if considering the variable of perceived value (PER_VAL) as an effect variable, it can be mentioned that the variable of service encounter (having effect size of 0.483) positively had a direct effect on the perceived value which is higher than the variable of service quality (having effect size of 0.259). This implies that the service encounter was more important factor influencing perceived value than the service quality. In contrast, if considering the variable of customer satisfaction (CUS_SAT) as an effect variable, it can be pointed out that the variable of perceived value (having effect size of 0.477) positively had a direct effect on customer satisfaction which is regarded as the highest, followed by the variable of service encounter (having effect size of 0.253) and the variable of service quality (having effect size of 0.136). This signifies that the perceived value was the most important factor influencing customer satisfaction among all factors.

Considering the coefficient of determination (R^2), the studied variables can explain the variance of customer satisfaction identifying 56.13 per cent. The variables of perceived value and service encounter, can explain the variance of the perceived value variable accounting for 43.17 per cent. The causal pathway is presented in Figure 4.3.
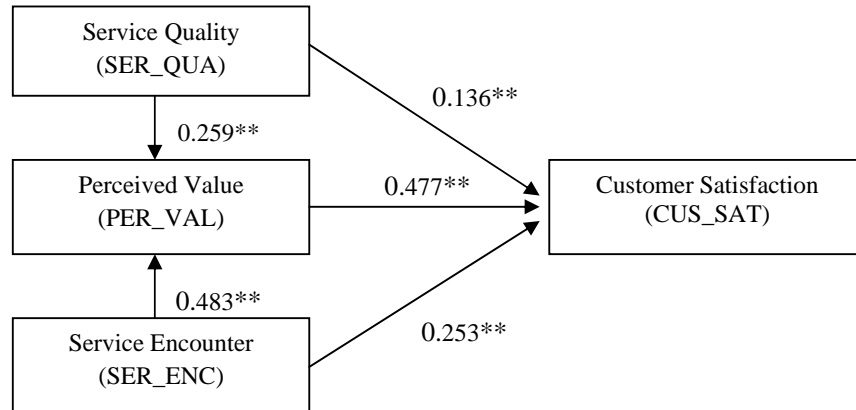
Note: *p < 0.05, ** p < 0.01

Figure 4.3 Adjusted Model of Causal Relationship of Service Quality, Perceived
Value, Service Encounter and their Effects on Customer Satisfaction of
Spa Customers Using Spa Services in the Active Beach Tourism Cluster
(After Model Adjusted)

To conclude, considering the total effect, the variables affected the
total ranging from high to low as follows:

      1) Service encounter had a total effect of 0.483

      2) Perceived value had a total effect of 0.477

      3) Service quality had a total effect of 0.260

Based on the results, it is found that 'service encounter' was
considered the most important factor influencing on customers' satisfaction when
using spa services in the Active Beach Tourism Cluster, Thailand, followed by
'perceived value' and 'service quality' respectively.

Table 4.23 The Summary of Research Hypotheses' Testing

Research Hypotheses	Results Found	Significance Level
1. The variables of service quality, perceived value and service encounter have a positive direct effect on the customer satisfaction.	1.1 The variable of service quality had a positive direct effect on the customer satisfaction.	$P < 0.01$ (significance)
	1.2 The variable of perceived value had a positive direct effect on the customer satisfaction.	$P < 0.01$ (significance)
	1.3 The variable of service encounter had a positive direct effect on the customer satisfaction.	$P < 0.01$ (significance)
2. The variable of service quality has a positive direct effect on the perceived value and service quality has a positive indirect effect on customer satisfaction via perceived value.	2.1 The variable of service quality had a positive direct effect on the perceived value.	$P < 0.01$ (significance)
	2.2 The variable of service quality had a positive indirect effect on customer satisfaction via perceived value.	$P < 0.01$ (significance)
3. Customers' demographics have different effects on identifying the importance of dimension of service quality.	3.1 Overall, the gender had a significance differences on identifying the importance of dimension of service quality.	$P < 0.05$ (significance)
	3.2 Overall, the age groups did not generate a significance differences on identifying the importance of dimension of service quality.	$P > 0.05$ (no significance)
	3.3 Overall, the country of residence had a significance differences on identifying the importance of dimension of service quality.	$P < 0.05$ (significance)
	3.4 Overall, the income had no significance differences on identifying the importance of dimension of service quality.	$P > 0.05$ (no significance)

Table 4.23 (Continued)

Research Hypotheses	Results Found	Significance Level
4. Customers' demographics have different effects on customers' desire toward spa treatments.	4.1 Overall, no significant difference between the gender and customers' desire toward spa treatments was yielded.	*P* > 0.05 (no significance)
	4.2 Overall, the age groups had different effects on customers' desire toward spa treatments.	*P* < 0.05 (significance)
	4.3 Overall, the country of residence had different effects on customers' desire toward spa treatments.	*P* < 0.05 (significance)
	4.4 Overall, no significant difference between the income and customers' desire toward spa treatments was exhibited	*P* > 0.05 (no significance)

4.3 Conclusion

In conclusion, the analysis of research findings, in response to each research objective, is as follow: Section 1-In response to the research objective 1, the researcher has analyzed the perceived service quality, perceived value, service encounter, and customer satisfaction. From the analysis, it was found that the service quality gap has a positive score as the actual service received has a higher value when compared with prior expectations. In other words, the analysis has shown that the spa establishments in Thailand have successfully delivered a high service quality. Section 2-In response to the research objective 2, categorized by the demographic characteristics, the researcher has analyzed the differences of important dimensions of service quality with respect to spa establishments in evaluating service quality of spa establishments. From the analysis, it was found that gender and country of residence affects the evaluation of service quality, while age and income does not. Section 3-In response to the research objective 3, categorized by the demographic characteristics, the researcher has analyzed the differences of customer desire towards spa treatments. From the analysis, it was found that age group and country of residence affects customer preference on spa treatment, while age and income does not show any effect. Section 4-In response to the research objective 4, the researcher has analyzed the effect and causal relationships among service quality, perceived value, and service encounter that affect customer satisfaction. From the first path analysis, the results did not fall into the standard consideration criteria-that is the hypothesis model does not conform to empirical data. Thus, the researcher adjusted the model by incorporating the model modification indices with the support of theoretical reasons. As a result, the researcher has added an additional influence path into the model to link between service encounter and perceived value. After the adjustment, the second analysis has shown a standard result, or in other words, the hypothesis model well conforms to empirical data. The coefficient value has shown that service encounter is the most important variable affecting customer satisfaction in the spa services in the Active Beach Tourism Cluster, Thailand; followed closely by perceived value and service quality dimension.

CHAPTER 5

CONCLUSION, DISCUSSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of this thesis, including the conclusion of results, result analysis, discussion and future recommendations. Firstly, this chapter will present conclusions based on the identified objectives 1-4. Next, a discussion of the findings in relation to objectives 1-5 is included. Literature reviews and theories based around service quality, perceived value, service encounter and customer satisfaction will be used to support and strengthen the credibility of the thesis's findings. The findings from the fifth research objective, in which the study has proposed service quality models for spa entrepreneurs to consider and apply to improve their establishments, will be discussed at the beginning and end of the chapter. Lastly, recommendations for further study are explained for future and further explorations.

5.2 Conclusion

This research, titled "Developing Service Quality for Spa Establishments in the Active Beach Tourism Cluster, Thailand", concentrated on a number of issues regarding the attitude of customers using spa services in the studied area. These issues included: service quality, perceived value, service encounter and customer satisfaction. Since these variables have a great effect on determining customers' expectation and perception, they must be considered when designing quality improvement programs that aim to deliver improvements necessary for effective competition. As spa treatments and services deliver services to customers, the customers' feelings and responses towards the service delivery are a key concern for companies. Variables that affect the decision-making and satisfaction of customers include: tangibility,

reliability, responsiveness, assurance, empathy, and environmental element. Customers require a gentle and dedicated service from the company, and all service staffs must be deemed trustworthy. Currently, there are concerns about service performance and its relationship with reducing cost and unmet product responses. As well, to support the Thai government's aims to make Thailand a 'World Class Healthcare Destination', and the 'Capital Spa of Asia', a high standard of service must be provided along with marketing the 'uniqueness of the Thai spa business' to a global market. Therefore, this research had the following objectives:

1) To assess the level of perception in: service quality, perceived value, service encounter, and customer satisfaction of customers who use spa treatments in the Active Beach Tourism Cluster, Thailand

2) To study the dimensions of service quality, which is important in order to evaluate the spa establishments based on customers' demographics

3) To study customers' desires toward spa treatments based on their demographics

4) To study the effect and causal relationship between service quality, perceived value and service encounter on customer satisfaction of those who use spa treatments in the Active Beach Tourism Cluster, Thailand

5) To create a service quality model for spa establishments in the Active Beach Tourism Cluster, Thailand

Due to the nature of objectives in this thesis, applied research was conducted. The population for this study was foreign customers who had experienced spa treatments in the Active Beach Tourism Cluster, Thailand. These customers originated from four regions including: Asia, Oceania, Europe and the Americas. The response size was 413 sets, and the researcher used multistage sampling. Firstly, cluster sampling was selected to divide the target population into regions. Quota sampling was then used, and after that convenience sampling was conducted until a settled number was reached. The results of the content validity, measured by the IOC index showed 0.71-1.00. Only one item fell out of this range, 0.43, and was deleted from the study. Reliability results were attained by testing internal consistency and exhibited Cronbach's Alpha Coefficient values between 0.7334-0.9006. The researcher used 413 respondents to test the construct validity of the proposed method using

confirmatory factor analysis-CFA. These values included: 1) Pearson's Product-Moment Correlation Coefficient, 2) the Kaiser-Meyer-Olkin (KMO), 3) Bartlett's Test of Sphericity, 4) the Skewness, 5) the Kurtosis, 6) Chi-Square-χ^2,7) Goodness of fit index-GFI, 8) Adjusted goodness of fit index-AGFI and 9) Root mean squared error of approximate RMSEA. The results showed that the values obtained reached the set criteria. Thus, the proposed model conformed to the empirical data and the proposed factors were able to be measured by observational variables.

Regarding the conformance and congruence of the tested model with the empirical data for the causal relation between variables of service quality, perceived value, service encounter and their effects on customer satisfaction, the first finding was that the tested model did not fit the empirical data. Thus, the model was adjusted by considering the model modification indices, and using the support of theoretical rationale. The results from the adapted model produced a Chi-Square score with the probability (p) = 0.853 (p > 0.05). This Chi-Square score was statistically significant difference, and the value accepted the null hypothesis. Regarding to the absolute fit index, GFI, AGFI and RMSEA, all account for 1.000. Pertaining to the relative fit index, NFI, NNFI, PNFI, CFI, IFI and RFI, they account for 1.000, 1.007, 0.167, 1.000, 1.000, and 1.000 respectively. Relating to the error measurement fit index, RMSEA, RMR, and Standard RMR, they account for 0.000, 0.002, and 0.003 respectively. All did reach the criteria of congruence consideration. The statistics presented signify that the adapted hypothetical model did conform to the empirical data.

The conclusion of research will be presented in accordance with the research objectives as follows:

5.2.1 The Results of Research Objective 1: The Perception Level of Service Quality, Perceived Value, Service Encounter and Customer Satisfaction of Customers Using Spa Treatments in the Active Beach Tourism Cluster, Thailand, are Presented Below.

The investigation into the perception of service quality found that the level of actual service was higher than the level the customer expected, producing positive gap scores. This showed that the service quality experienced by customers using the spa

services met and exceeded their expected level of service. The spa service delivery was considered high.

5.2.1.1 Regarding the overall expectation level of service quality, all variables were considered moderately high. To this, responsiveness and assurance produced the highest score, followed by empathy, environmental element and reliability respectively. The tangible variable attainted the lowest score.

5.2.1.2 Regarding the overall perception level of service quality, almost all the factors were considered high. Responsiveness and assurance achieved the highest scores, followed by environmental element, empathy, reliability and tangible, which were regarded to be moderately high.

5.2.1.3 Overall, the customers' perception level of perceived value was moderately high for all factors. In-use value, redemption value and affective value were considered high, while acquisition value, tradeoff value, epistemic value, and symbolic value were all considered moderately high.

1) In terms of the perception level of acquisition value, it was moderately high, which referred to 'I totally received considerable benefits from the spa treatments.', and 'I received good value regarding spa treatments as they met my expectation.'.

2) Regarding the level of tradeoff value, it was moderately high, which referred to 'I feel pleasure with promotional price and saving money.' and 'Aside from money I saved, I also fulfill my bliss.'

3) The level of in-use value dimension was moderately high, which referred to 'I feel good receiving personalized treatments while being treated.' and it was high, which referred to 'I had a sense of joy and relaxation while being treated.'.

4) With reference to the level of redemption value, it was high, which referred to 'It is worthy that I will revisit in future as they can fulfill my desire.' and 'It is worthy that I will spread the excellent services to acquaintances.'.

5) Concerning the level of epistemic value, it was moderately high, which referred to 'My curiosity was aroused with the newly launched spa treatments.' and 'I feel good learning about the product benefits.'

6) In terms of the level of affective value, it was high, referring to 'I got joyful feeling when I used spa treatments." and "After treatments, they put me in a good mood.'.

7) Relating to the level of symbolic value, it was moderately high, which referred to 'I feel that I have become a first-class person with a desirable life style.' and 'I feel that ability to afford spa treatments fit into my social setting.'.

5.2.1.4 The overall perception level of service encounter that customers experienced was moderately high for both face-to-face encounters and remote encounters.

1) Remote encounters were moderately high, with customers reporting that 'Content of the spa menu is tempting.', 'Online information is nicely interactive i.e., webpage, facebook.' and 'Spa staffs had telephone etiquette.'

2) With respect to the level of face-to-face encounter, it was high with customers reporting that 'Greeting and welcoming of spa staff shows warmness.', 'Serving drinks upon arriving and after treatment show Thainess.', and 'Cashier process at the end is quick and accurate.'. Customers reported that face-to-face encounters were moderately high in the following instances: 'Spa staff interestingly presented spa menu.', 'Spa staff understandably gave consults on health and product before treatment.', 'Spa staff offered excellently treatment in the treatment room.', and 'Spa staff beneficially presented product recommendation after treatment.'.

5.2.1.5 The customers' perception level of satisfaction when using spa services in the Active Beach Tourism Cluster, Thailand was moderately high overall, for both disconfirmation of expectation and service satisfaction.

1) Referring to the level of disconfirmation of expectation, it was judged as moderately high with customers reporting: 'I was satisfied with the service quality of spa staff since it was as excellent as I initially expected.', 'I was satisfied with the quality of spa treatment since it was as excellent as I expected.', and 'I was satisfied with service quality of spa establishments since it was as excellent as I expected.'.

2) Regarding the level of service satisfaction, it was moderately high with customers reporting: 'From my knowledge, understanding and experience, I

was satisfied being a customer at this spa establishment.', 'I love this spa establishment as I did the right things.', and 'My decision's choice to become a customer at this spa establishment was a wise one.'.

5.2.2   The Results from Research Objective 2: The Differences Between the Service Quality Dimensions that are Important When Evaluating the Spa Establishments' Service Quality Based the Demographics of Customers Who Used Spa Services in the Active Beach Tourism Cluster, Thailand, are Presented Below.

5.2.2.1 The findings significantly moderated the relationship between the gender variable and service quality dimensions. Both female and male customers placed importance upon responsiveness, assurance, empathy, and environmental element

5.2.2.2 There was no significant difference between the importance that customers placed on the six dimensions of service quality, based on the age-ranges of the customers who used spa services in the Active Beach Tourism Cluster, Thailand.

5.2.2.3 The result was found to be significant relationship between importance that customers placed on the six dimensions of service quality based on the country of residence of the customers who used spa services in the Active Beach Tourism Cluster, Thailand.

5.2.2.4 The finding did not yield a significant overall difference between the importance customers placed on five dimensions of service quality based on their income of customers using spa services in the Active Beach Tourism Cluster, Thailand.

5.2.3   The Results from Research Objective 3; The Difference Comparison of Spa Customers' Desire Toward Spa Treatments Based by Customers' Demographics, are Presented Below.

5.2.3.1 Overall, no significant difference was exhibited between male and female customers desires towards spa treatments in the Active Beach Tourism Cluster, Thailand.

5.2.3.2 The results overall showed a significant difference of spa customers in the Active Beach Tourism Cluster, Thailand desires for the following spa treatment based on their age ranges.

5.2.3.3 Overall, customers of spa services in the Active Beach Tourism Cluster, Thailand showed a significant difference when their desire towards the following spa treatments was related to their country of residence.

5.2.3.4 There was no significant relationship between customers' income and their desires for the following spa treatments overall.

5.2.4 The Results for Research Objective 4: The Causal Relation Between Service Quality, Perceived Value and Service Encounter Having an Effect on Customer Satisfaction, are Presented Below:

5.2.4.1 Service quality had a positive direct effect and a positive indirect effect (via perceived value) on customer satisfaction.

5.2.4.2 Perceived value had a positive direct effect on customer satisfaction.

5.2.4.3 Service encounter had a positive direct effect and a positive indirect effect (via perceived value) on customer satisfaction.

5.3 Discussion of Results

The discussion of the fundamental information regarding the respondents, found that a little over half of the respondents were female, while male respondents reached almost fifty percent. The reason for both male and female respondents making up around half the total respondents is attributed to the increase in interest and awareness that males have for their health, and in particular an increased interest in utilizing spa treatments. This can be contributed to spa entrepreneurs, any coming customers can be proximal number of male and female gender in patronizing spa treatments. After all, gender moderated the significance in perception of service quality of customers. Thus, spa entrepreneurs become aware of gender variable placing on importance in responding customers' demand. As presented from the finding of Thompson and Kaminski (1993), gender resulted in the service quality and

buying-decision on health's products in USA. As well, Choi et al., (2005) conducted a study on health care business in Korea. The result found that gender and dimensions of service quality are highly correlated. Along with the study of Botha and Slabbert (2011), gender was one variable that was correlated with service quality in the case of Art festival in South Africa.

Most respondents were aged between 31-40 years old, with 41-50 respectively. The analysis of this suggests that people in these age ranges are more likely to be in full time employment, and therefore be able to afford the cost of the treatment, and as people become older they may become more conscious about their health, wellness and relaxation. To contribution, spa establishments acknowledge that targeted customers were not young aged and the offering spa products should be suitable for their range of age. In any case, the use of age ranges was related to the service quality of customers. Thus, spa entrepreneurs should take into account all the age ranges in providing customers' desires. As disclosed by the study of Hansman and Schutjen (1993) confirmed, age groups among customers had a significance concerning the needs for attitude estimate and customers' perception. Besides, the finding of Oyewole (2003) revealed that customers came and paid for dinner at all-you-can-eat buffet in USA., they differently perceived the service quality along with age variables. Followed by the research of Luoha and Tsaur (2011) pointing out, age differences were in relation to the consequence of perceived service quality for customers patronizing a dinner in restaurant in Taiwan.

Regarding the country of residence, Chinese and Singaporean respondents made the highest groups of respondents from Asia, followed by Korean, Hongkonger, Indian and Japanese. In terms of Oceania, the study included more respondents from Australia than New Zealand, and in terms of Europe, the majority of the respondents came from the United Kingdom, with French and Dutch respondents providing a similar amount of respondents. And in terms of the Americas, the majority of the respondents came from the United States of America. To be specific, spa establishments know the majority of customers of each region, then they can study the behavior of those countries and respond spa products in accordance with their desires and trends. Anyhow, country of residence is viewed as an importance for customers' perception of service quality. Accordingly, spa entrepreneurs become conscious

regarding country of residence because of influencing on the customers' needs. As mentioned by many persons, the result of study, Tsiotsou and Vsioti (2006), indicated that tourists from several countries and the perceived service quality for tourists travelling in Greece were significantly different. It was found, in the study of Ma et al., (2010), that residential area and service quality dimensions were significant predictor regarding customers dining in Chinese restaurant in Midwest, USA.

Pertaining to customers' income, the prime range of income proved that the one with income of 1,667-2,000, 1,334-1,666 illustrated the top most number for three regions studied. Noticeably, only Asia region held 1,001-1,333 as their income. To this, it confirmed that spa customers using spa services in the studied area are tourists with high income. Since the spa treatment fee is costly, ones are willing to be patrons for spa services require people with high income. This is also discussed that spa establishments can identify from this finding, Oceania, Europe, and The Americas customers using spa services are highly recommended the potential users while Asia in particular, China as emerging market. As well, income was not critical as a factor, and spa establishments did not tailor their marketing strategies according to customers' income. Anyway, income variable is recognized an imperative predictor for the perception of service quality. As a result, spa entrepreneurs have to put an emphasis on customers' income when searching for responding customers' want. Many studies supporting this are exhibited; Gagliano and Hathcote's research in 1994 referred to expectation and performance of customers purchasing cloth and jewelry. They confirmed, customers' revenue could be an excellent predictor involving service quality dimensions and buying behavior.

The main purpose of travelling, for more than half of the respondents who travelled to Thailand, across all the regions included in the study were for leisure. Business and official purposes accounted for a very small amount. This shows that Thailand is seen mainly as a destination for leisure purposes, such as holidays, rather than for official or business purposes, as these produced a small percentage of the visits in this study. This can be claimed that leisure customers are considered the key target and they are interested in choosing spa treatments for their activities while other purposes of traveling showed a small number. The finding mentioned conforms to Putjorn (2009), from his study, indicating the ASEAN image, a case of Thailand. The

finding showed, the strength of Thailand tourism was abundant with tourism resources; historical tourist attraction, cultural event and life pattern, agricultural resources covering most areas in country, natural resources which was miracle places, biodiversity and natural uniqueness. Thus, the researcher concluded that most tourists coming to Thailand for the purpose of leisure time. Since they perceived Thailand as fertility in relation to variety of tourism resources as stated in Putjorn's study, tourists will gain an excellent travelling experience.

Beaches, islands, and marine areas were the first preferred tourist destination for customers in Thailand across all regions. These were followed by: historical and cultural sites, national sites, national forest parks and man-made tourist attractions in turn. This makes it apparent that respondents from all regions prefer a similar destination, and that as Thailand has abundant beaches, islands and marine areas, it proves greatly interesting for international visitors. This is also argued that beaches, islands and marine areas' customers mostly take an interest in spa treatments while spending time there, thus spa entrepreneurs may know this needs and supply their desires exactly. After all, the cited finding was accord with the TAT Tourism Journal. It revealed, from the survey conducted with a number of foreign tourists behavior in year 2011, that the top hit tourist attractions were marine areas, the first was Phi Phi island, the second was Tao island, the third was Pattaya. Thailand had high potential in generating inbound tourism as a variety of tourist attraction that was tempting, in particular marine sites, beaches, islands both Andaman and Thai Golf sides including beaches, islands, natural resources underwater world. These mentioned attractions also facilitated lots of activities to be provided to tourists, for instance diving, marine sports; sailing, banana boats windsurfing as well, activities related to conservation; sea turtle releases, coral reef planting to match up with the conservative trends (Tourism Authority of Thailand, 2012). Therefore, the researcher sums up that tourists coming to Thailand are purposely leisure time. Particularly, they with intent travel to marine sites and islands with mentioned reasons. This is considered the distinctive point related to Thailand tourism.

The discussion of the results the study produced will be presented according to the research objectives.

5.3.1 The Discussion of Research Objective 1: to Assess the Perception Level of Service Quality, Perceived Value, Service Encounter and Customer Satisfaction of Customers Who Use Spa Treatments in the Active Beach Tourism Cluster, Thailand.

There are four main issues to be discussed below.

5.3.1.1 The analysis of the perception level of service quality of customers using spa services in the Active Beach Tourism Cluster, Thailand found that almost all the factors were considered high; responsiveness and assurance while environmental element, empathy, reliability and tangible, were regarded as moderately high. This can be concluded that customer positively obtained service performance regarding all six service quality dimensions from spa establishments. In a similar vein, pertaining to the difference between expected and perceived service, it found that the level of actual performance of all six dimensions was higher than the level of customer expectation, which produced positive gap scores. The tangible dimension showed the least positive gap score among all the dimensions for expectation, while environmental element dimensions produced the greatest gap scores for perception. This implies that the actual perceived service for all the dimensions overall exceeded the level of service that customers expected, resulting the customers feeling positive about the service they were provided. As well, there is not any negative gap score, thus confirming the positive service quality.

This conforms to Parasuraman et al., (1985), when they proposed that a perception of service quality is developed from comparison of consumer expectation with actual service performance. Furthermore, quality evaluation involves both the process and outcome of service delivery. Zeithaml et al., (1990) argued that service quality originates from a comparison between expectation and perception forming attitudes that link disconfirmed expectations to subsequent service quality and consumer satisfaction. Parasuraman et al., (1988) agreed that service quality gap is a customer's judgment as to whether the service provided has met their expectation. It can be summed up that spa establishments offer an excellent spa services to their customers when they strictly follow the standard operating procedure that is a standard for service, and spa staff members are well trained by their manager. It is also important that spa establishments recognize, and search, for what their

prospective customers want and need. They should then respond to this accordingly in order to provide a service that meets the customers' expectation, and subsequently leads to customer satisfaction.

       5.3.1.2 The analysis of the perception level of perceived value of customers using spa services in the Active Beach Tourism Cluster, Thailand found that the affective value held the highest mean. The dimension of affective value that produced the highest mean score was 'After treatments, they put me in a good mood.' This shows that customers placed importance upon the service being acquired meeting their needs, as well as the following: spa services being value for money, the effort it is taken to search for the establishment, location convenience, social elements, confidence, special-treatment benefits and waiting time. Spa customers compare what they give and what they obtain in which they feel value.

       This is in line with Shet et al., (1991), when they confirm that emotional value is another vital determinant customers will afford for company product compared to a same featured and nameless product. As well, emotional benefit offers customers a positive sentiment when consuming a particular product by attaching richness and depth to the experience of utilizing the product. In the same way, Grot and Dye (1999) agree that consumers are more complicated today, as they are not only demand products serving the highest quality, they also desire positive, emotionally satisfying experiences. To be exact for spa establishments, if spa establishments understand ways to attach emotional value to their customers' experiences, they will leave their competitors behind. To attract customers, most industries rely on features and articles that are easily noticed, and when completion arises they focus on their pricing. Instead of these methods, companies should invest in the emotional value from utilizing a service, as this is probably the one thing the competitors cannot duplicate or attack simply. Thus, affective value has a positive effect on the benefits that can be obtained from products. This is a very important idea, and companies would be well advised to construct such emotional value for their products.

       5.3.1.3 The analysis of perception level during service encounter for customers using spa services in the Active Beach Tourism Cluster, Thailand, found that face-to-face encounter produced the highest mean score. When focusing on the

each dimension of face-to-face encounters, 'Greeting and welcoming of spa staff shows warmness.' gave the highest mean score. This implies that staff members delivered an excellent service when they interacted directly with customers during the initial stage. Spa staff members recognize a front stage service encounter, as a moment of truth that has vital effects on customers' perception of service since first interaction can make first impression that will be long lasting memorized. It can be stated that a failure at an early point of spa staffs in the interaction stage results in dissatisfaction at each ensuring stages, conversely, if the first interactions are positive and affirming, it tends to look positively on each ensuring interaction, anticipating for satisfaction.

This corresponds with Czepiel (1990), who proposed that a service encounter is a dynamic interaction between customers and service provider, and this interaction has been recognized as an important determinant of satisfaction. In a similar vein, Lovelock et al., (2002) remarked that service encounters mark a point in service delivery where customers interact with service employees, and the outcome affects perceptions of service quality. Zeithaml and Bitner (2003) put forward that any encounter can be potentially critical in determining customers' satisfaction and loyalty. Shostack (1984), Zeithaml and Bitner (1996) claim that face-to-face encounters occur during direct contact between employee and customers in a physical setting, and both verbal and nonverbal behavior can influence the customer's perception of quality. Fitzsimmon and Fitzsimmon (2001) argued that front stage service is crucial during the service encounter, as it is at the level where customers assess the services satisfaction provided to them.

5.3.1.4 In terms of the customers' perception of satisfaction when using spa services in the Active Beach Tourism Cluster, Thailand, the disconfirmation of expectation dimension showed the highest mean score. Regarding each dimension of disconfirmation of expectation, 'I was satisfied with the quality of spa treatment since it was as excellent as I expected.' produced the highest mean score. This suggests that customers felt satisfied, as their expected level of service was met by the actual service they were provided during spa treatments. Also, perhaps those spa establishments provided ingredients, mixing, raw materials, spa receptionist, spa therapist and physical facilities that were all of the very best quality. After treatment, customers could have felt that they were served with premium quality spa treatments.

This is in agreement with Cardozo (1965), Olshavsky and Mille (1972), Olson and Dover (1976), Oliver (1997, 1980) and Bolton and Drew (1991), who argue that in a service context, customer satisfaction/dissatisfaction is a function of the disconfirmation arising from discrepancies between prior expectations and actual performance To this, customers have certain service standards in mind before consumption (their expectation), they then observe service performance and compare it to their standards forming satisfaction judgments based on their comparison. The resulting judgment is labeled negative disconfirmation if the service is worse than expected, and confirmation if it was exactly as expected. When there is substantial positive disconfirmation, plus pleasure and element of surprise, then customers are likely to be delighted.

5.3.2 The Discussion of Research Objective 2, to Study the Dimensions of Service Quality Which is Important to Customers in Evaluating the Spa Establishments Based on Customers' Demographics.

There are four main issues to be discussed below.

5.3.2.1 A significant difference was yielded for the importance that both male and female customers of spa services in the Active Beach Tourism Cluster, Thailand, placed on the dimensions of service quality overall. It can be argued that gender of spa customers, when spa entrepreneurs want to know dimension of service quality which is important for customers in assessing service quality of spa establishments, is regarded as influencing factor. Thus, spa entrepreneurs bear in mind, to develop service quality dimensions, both male and female consider importance differently, if they want to explore among six features according to how important each feature is to customers.

The results found correspond with research that Thompson and Kaminski (1993) carried out about health services in United States, claimed that gender impacted on service quality and buying decisions towards products and services. In another study, Choi et al., (2005) examined health care in South Korea, and found a relationship between gender and dimensions of service quality. Botha and Slabbert (2011) found that gender moderated the relationship between these variables when they studied service quality at Aardkstlop National Art festivals in South Africa.

5.3.2.2 Overall, there was no significant difference between the age ranges of customers of spa services in the Active Beach Tourism Cluster, Thailand and the importance they placed on dimensions of service quality. Finding can contribute that age range do not facilitate spa entrepreneurs to gain some insights into the dimensions which spa customers consider important. To be exact, if spa entrepreneurs want to enhance the service quality dimensions; i.e., spa establishments' physical facilities, equipment, spa establishments' ability to accomplish the agreed service dependably, willingness to help customers, knowledge and courtesy of staff, caring and attention, supporting elements, they can skip the factor of age ranges of customers in searching for their response.

These findings support the study conducted by Ma et al., (2010), who investigated the relationship between demographics and service quality of Chinese restaurants in the Midwest United States, and found that age range had no relationship with service quality. Likewise, Gagliano and Hathcote (1994) found no relationship between age range, service quality and buying decisions in a study of retail apparel specialty stores in United States. Nandamuri and Gowthami (2012) also showed that age range was not related to service quality in a study regarding service quality in retail outlets in India.

5.3.2.3   Overall, a significant difference was exhibited for the importance that customers of spa services in the Active Beach Tourism Cluster, Thailand, placed on different service quality dimensions in relation to country of residence. The results imply that customers' regions; Asia, Oceania, Europe and the Americas have an effect on the dimensions of service quality, which is important in order to evaluate the spa establishments. To have contribution for spa establishments, features of service quality related to tangible, reliability, assurance, responsiveness, empathy, and environmental element will be certainly important according to each country of residence, spa managers wanting to develop dimensions of service quality need to examine regions as main source of data.

These results comply with the study by Ma et al., (2010) titled 'Chinese restaurant in the Midwest United States' that found a significant relationship between service quality and country of origin. Similarly, Tsiotsou and Vasioti (2006) explored the relationship among residential area and service quality, titled 'Tourism services in

Greece.' The result confirmed that a significant difference existed between different residential areas and service quality. As well, Anand and Selvaraj (2012) conducted research about banking sectors in India, and found that the different race groups (nationality/country) of customers had a large impact on perceptions of service quality.

5.3.2.4 Overall, there was no significant difference between the customers' income of spa services in the Active Beach Tourism Cluster, Thailand and the importance they placed on dimensions of service quality. It can be noted that to obtain some insight into the dimensions of service quality which spa establishments' customers consider important, factor of customers' income should be eliminated in searching for dimensions. As well, since the fee of spa treatments is costly in this spa category, it is claimed that most all spa customers share the same high income making the importance in placing on dimension or service quality not different. Regarding the contribution for this section, spa entrepreneurs have to recognize that no need to investigate income of customers in survey wanting to know the importance each of features is to customers when evaluating the spa establishments' service quality.

Past research by Stafford (1996), concerning banking industries in United Sates, found that customers' income was not associated with service quality and customer satisfaction. A study of transport services in Australia suggested that income had no effect on the choice of service and customer satiation (Ganesan-Lim, 2008). Also, Terzoglou et al., (2012) confirmed that different ranges of income were not related to service quality, in a study titled 'The Private Fitness Centers in Eastern Thessaloniki.' Lee and Chen (2006), pointed out that income had no influence on customers' desire to return and satisfaction for hot springs in Taiwan.

5.3.3 The Discussion of Research of Research Objective 3, to Study the Spa Customers' Desire Toward Spa Treatments Based on Customers' Demographics.

There are main issues to be discussed below.

5.3.3.1 There was no significant relationship between gender and desire towards spa treatments and services in the Active Beach Tourism Cluster, Thailand, showing that overall, males and females had different desires towards the

treatments. It can be claimed that the choices of spa treatments can be both decided on by male and female since gender of spa customers is not associated with them. To be specific, male and female spa customers may try any categories of spa treatments; massage treatments, beauty treatments, hydro treatments, holistic treatment, and fitness activities, not even specific for male treatments or activities. Some contributions from finding are pointed out; spa managers do not need to provide separately the spa treatment menu, activities or package according to male and female customers, but spa treatments menu based on benefit treatment are suggested. Thus, spa mangers should understand all spa treatments that spa establishments catered can possibly be tried by both male and female spa customers

The findings of this study are consistent with those of past research. For example, Webster (1989) conducted the study titled "Can Consumers be Segmented on the Basis of their Service Quality Expectations?" Results found that gender showed no significant differences between male and female relating to the overall service quality dimensions. Ganesan-Lim (2008) conducted a paper titled "The Impact of Service Contact Type and Demographic Characteristics on Service Quality Perceptions." Their results showed that No differences in service quality perceptions on the basis of gender or income were found to affect service quality perceptions. Ko (2010) stated that quality and hygiene, menu, and environment were the three main satisfaction factors. Gender was not significant among the three foodservice satisfaction factors. Elżbieta and Adrian (2012) explored in their research of tourist activity among urban singles in view of socio-demographic factors. They found that a high positive correlation was not revealed between participation in tourism and the sexes.

5.3.3.2 A significant difference was found for customers of spa services in the Active Beach Tourism Cluster, Thailand, for each age range and their desires toward spa treatments. To this, it is confirmed that customers with age group of lower than 21 years, 21-30 years, and 31-40 years, 41-50 years, 51-60 years, and more than 60 years have to be responded different spa treatments. To be accurate, most young spa customers may care for more beauty treatments while the middle age desire the holistic treatments. This finding can form the contribution that spa managers when creating spa menu package for customers need concern the age

groups. Spa menu alternatively will be proposed in relation to age groups; younger spa menu, middle age spa menu as well as spa menu may be recommended by core treatments; massage treatment, beauty treatment, hydro treatment, holistic treatment, and fitness activities since each age group differently represents core treatments as finding shown. Additionally, customers with age range of 31-40, 41-50 years old were the majority of respondents. Spa establishments may also consider the mentioned age ranges as key target market.

This is in line with Hansman and Schutjens (1993) who state that demographics and age are accepted as being vital in forecasting attitudes and perception. Other research conducted by Stafford (1996), Thompson and Kaminski (1994) and Webster (1989) produced results showing that age yielded a strong significance towards attitudes regarding services and products when consumer demographics were studied. Kassim and Bojei (2002) reported that age range was significant in a study of telemarketing in Malaysia. Related to this is a study by Luoha and Tsaur (2011), which explored whether service quality conditions and age stereotypes affected perceptions of service quality in customers of fine dining restaurants in Taiwan. The results showed the respondents' perceived service quality as being higher when served by a server of young appearance, compared to a server who appeared middle-aged. Oyewole (2013) conducted a paper examining the patrons of all-you-can-eat buffet restaurants in America. Demographics were the criteria used to evaluate service quality in those restaurants, and age was found to influence how often they frequented the restaurants, as a well as their perceptions of service quality. Harrington et al., (2013) asserted that the seven factors are described as quality indicators, setting, marketing, price/value indicators, dietary considerations, access issues and special promotion. Age and dining frequency were shown to influence the interrelationship of many of these factors.

5.3.3.3 This study yielded a significant difference between the desires towards different spa treatments of customers from different countries of residence when they used spa services in the Active Beach Tourism Cluster, Thailand. It is reasonable to state that the regions studied; Asia, Oceania, Europe, and the Americas are considered one of essential component in responding the spa treatments' desire of customers. Since culture and environment of customers are dissimilar making

customers wanting treatments differently. To be exact, spa customers from different countries of residence definitely wish for different spa treatments; massage treatment, beauty treatments, hydro treatments, holistic treatments and fitness activities. The finding can produce the contribution that spa entrepreneurs have to respond spa treatments in accordance with the regions studied. Definitely, spa managers are required to set the fitting spa treatment package and propose to each country of residence.

This result adds weight to Ma et al., (2011) who investigated customer perceptions toward Chinese restaurants' service quality. The result found that the influence of different country's characteristics had an effect on customers' service quality perceptions and buying decision-making. Tsiotsou and Vasioti (2006) explored the relationship among residential area and service quality, including decision behaviors, that was titled 'Tourism services in Greece.' The finding confirmed a significant difference between tourists from different residential areas. This agrees with Lovelock et al., (2002) indicating that demographic variables in a particular country of residence have great significance in marketing (buying decision-making) and segmentation, as well the quality of service. They are used as basis for segmenting the market, and their role in consumer's buying decision is notable and essential. Also, Webster (1989) completed a review that supports that race (nationality/country) has a significant effect on service quality expectations for professional services of each of ten service quality dimensions.

5.3.3.4 The results suggest that there was no significant difference between the income ranges of customers who used spa services in the Active Beach Tourism Cluster, Thailand, and their desires towards spa treatments. The obvious finding confirmed the contribution that spa customers with different income ranges had no effect on the selection of spa treatments. One possible reason is customers visiting spa establishments in this category are mostly high income or elite customers because the spa treatments fee is costly. Thus, customers who are patrons of spa services in this category certainly share the similar high income. It is suggested that spa entrepreneurs may put less consideration about the income of customers about the desires toward spa treatments, instead the quality of spa treatments must be built up and meet their desires. To be precise, every treatment needs to contain the hospitable

service provision by spa therapist, treatment benefit obtained and outstanding or specialty of treatments. Therefore, spa entrepreneurs in this category have to recognize that pricing strategy or spa treatments fee need less concern but the quality of spa treatments is regarded priority.

Other studies that support this finding include Stafford (1996) indicated the success of different factors of bank service quality in his research about the demographic discriminators of service quality in the banking industry. He found, income was not significant as a discriminator in this study, and banks did not tailor their marketing strategies according to income. Anand and Selvaraj (2012) evaluated the impact of demographics on satisfaction in the study concerning impact of demographic variables on customer satisfaction in banking sector. The results showed there was no significant relationship between the income variable and customer satisfaction. Selcuk and Osman (2010) studied about the effect of visitors' demographics on the perceptions of Termessos National Park, Turkey. They explored that income was no significance between visitor demographics, perceptions, and their relationships.

5.3.4 The Discussion of Research Objective 4, To Study the Effect and Causal Relationship Between Service Quality, Perceived Value and Service Encounters on Customer Satisfaction of Those Who Use Spa Treatments in the Active Beach Tourism Cluster, Thailand.

There are four main issues to be discussed below.

5.3.4.1 Service quality had a positive direct effect and a positive indirect effect (via perceived value) on customer satisfaction. This finding implies that when spa customers are provided service that meets their expectation, this can certainly lead to them achieving a satisfied state and as well, bring about the perceived value or service value of customers and ultimately can bring about satisfactory level. To broaden, in seeking satisfaction, expectations are a significant determinant generating satisfaction. When customers hold high expectations and the actuality descends short, they will be disappointed and will likely evaluate their experience as less than satisfying. It is suggested that spa establishments ought to provide excellent service in order to differentiate their quality in a way that sets them

apart from their opponents. Having a solid customer based offer benefits this greatly. When spa establishments develop rapport with other customers, they develop strong customer base that always turns to them because they offer a service that creates customer satisfaction. Thus, it can be summarized that the increase of service quality will certainly boost the positive perceived value of customers and then reinforce the customers' satisfaction for spa services.

Previous researches (Cardozo, 1965; Olshavsky and Miller, 1972; Olson and Dover, 1976; Oliver, 1980, 1997) have highlighted that customers have certain service standards in mind before consumption (their expectation), observe service performance and compare it to their standards and then form satisfaction judgments based on this comparison. The resulting judgment is labeled negative disconfirmation, if the service is worse than expected and confirmation if it was as expected. When there is substantial positive disconfirmation, plus pleasure and element of surprise, then customers are likely to be delighted.

The findings of this study are supported by the following preceding research: Lee and Hing (1995) carried out research regarding measuring quality in restaurant operations, an application of the SERVQUAL Instrument. The results showed that patrons' expectation along all dimensions had an effect on customer satisfaction. Lee et al., (2004) completed research concerning service quality improvement in the fast-food industry. The findings indicated that customers were satisfied (relative to their expectations) with the service delivered when the score was higher than one. When the score for all the dimensions were less than one, this indicated performance was lower than expected and therefore dissatisfaction was apparent. Lau et al., (2005) developed a modified SERVQUAL questionnaire to examine the relationship between overall satisfaction levels and the five service quality dimensions in luxury hotels in Malaysia. The findings revealed that customers' perceptions of service quality for all five dimensions and the gaps between customers' expectations and perceptions were significant. Rohini and Mahadevappa (2006) conducted a study based on service quality in a hospital, using the SERVQUAL to measure customer responses. The results indicated that the hospitals were performing satisfactory in the assurance aspect of health care, which is the most critical to patients. Chang (2009) also completed a study assessing service quality of a steakhouse chain in Taiwan. It found

that all dimensions examined lead to customer satisfaction. Blesic et al., (2011) undertook the rating of guests' expectations and calculations of SERVQUAL gap in spa hotels. The results showed that guests' expectations were related to the satisfaction of hotel services. Santhiyavalli and Sandhya (2011) pointed out in service quality evaluation in commercial banks, the three dimensions: assurance, tangibility and reliability' are the major factors responsible for customer satisfaction.

Choi et al., (2004) investigated the relationships among quality, value and behavioral intentions in health care provider choice in South Korea. The results included cognition (service quality and value) affect (satisfaction) and affect conation (behavioral intention). Results showed that both service quality and customers' perceived value had a significant direct impact on behavioral intention, while value assessment was influenced by perceived service quality. Park et al., (2004) carried out a study on the effect of airline service quality on passengers' behavioral intentions in a Korean case study by testing service expectation, service perception, service value, passenger satisfaction, airline image and behavioral intentions. All variables tested for the study were confirmed. Chen and Tsai (2007) studied the destination image and evaluative factors affecting behavioral intention. The results explained that destination image and perceived service both had direct and indirect effects on satisfaction and behavioral intentions. Lin (2007) provided research exploring the customer satisfaction model from a comprehensive perspective. The result indicated that the functional quality had positive and significant effects on customer satisfaction, the service quality had a positive significance on service value and service value had a positive and significant effect on customer satisfaction.

Chen (2008) completed research investigating the relationships between service quality, perceived value, satisfaction and behavioral intentions for air passengers in Taiwan using a structural equation model (SEM). The study's main results were that service expectation had a significantly positive effect on perceived performance, perceived performance had a significantly positive effect on perceived value, perceived value had a significantly positive effect on satisfaction and both perceived value and satisfaction had significantly positive effects on behavioral intentions. In addition, perceived performance had an indirect effect on satisfaction moderated by perceived value. Finally, perceived value revealed a larger effect on overall satisfaction than on behavioral intentions.

Kuo et al., (2009) completed a study on the relationships among service quality, perceived value, customer satisfaction and post-purchase intentions in mobile value-added services. The findings were that service quality positively influenced both perceived value and customer satisfaction, perceived value positively influenced both customer satisfaction, and post-purchase intention, customer satisfaction positively influenced post-purchase intention and service quality had an indirect positive influence on post-purchase intention through customer satisfaction or perceived value. Noticeably, Yu and Fang (2009) provided a paper on the impact of product quality, service quality and experience quality on customer perceived value and intention to shop in the coffee shop market. The study found that for lower-income customers, perceived value was the main influenced. The finding was that for lower-income customers, perceived value was mainly influenced by product quality. In contrast, contextual experience and service were the main direct determinants of perceived value for higher income customers.

Chen and Chen (2010) examined experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists using the SEM technique. The results revealed the direct effects of the quality of experience on perceived value and satisfaction. However, it was the indirect and not direct effects of the quality of experience that impacted on behavioral intentions when mediated by perceived value and satisfaction. Chen and Hu (2010) assessed how the determinant attributes of service quality influenced customer-perceived value. The study found that a number of determinant attributes of service quality significantly influenced functional and symbolic dimensions of perceived value. Yoon et al., (2010) completed research measuring festival quality and value, and how this affected visitors' satisfaction and loyalty using a structural approach. They found, the quality dimensions; program, souvenirs, food, and facilities, all had an impact on perceived value, which in turn, affected satisfaction and loyalty in the context of the Punggi Ginseng festival.

Kim et al., (2012) conducted a study of perceived restaurant food healthiness and its influence on value, satisfaction and revisit intention in restaurant operations in South Korea. SEM showed an indirect relationship between food healthiness to satisfaction via value and then to revisit intentions. In addition, the direct path existed from food healthiness to dinner satisfaction and to revisit

intentions. Lee et al., (2012) studied the influence of physical environment on quality, food and service on restaurant image, customer perceived value, customer satisfaction and behavioral intentions. Findings of the structural equation modeling showed that the quality of the physical environment, food, and service were significant determinants to restaurant image, customer value, customer behavioral intentions.

5.3.4.2 Perceived value had a positive direct effect on customer satisfaction. This finding shows that customers found that they perceived balance between what they paid and what they received concerning spa services, and this lead to customer satisfaction towards the spa services. It is recommended for spa establishments that perceived value is a result from a blend of benefits, which are tangible and psychosocial in essence. As well, the perceived value of a product has a direct consequence on customer's satisfaction state, and is considered one of the determinants when setting a price to offer customers. It can be concluded that if obtaining more positive a service value, customers is subject to augment the satisfactory level.

This finding provides support to Sawyer (1975); Hauser and Shugan (1983) that perceived value is the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given. Though what is received varies across consumers (i.e., some may want volume, others high quality, still others convenience) and what is given varies (i.e., some are concerned only with money expended, others with time and effort), value represents a tradeoff of the salient give and get components. In a similar vein, Zeithaml (1988); Wooddruff (1997); Grewal et al., (1998, 1999); Parasuraman and Grewal (2000) exposed that acquisition value is the perceived net gains associated with services acquired. This will be positively influenced by the benefits buyers believe they are getting by using the product, and negatively influenced by the money given up to acquire the product. Additionally, the perceived transaction value is the perceived psychological satisfaction gained from getting a good deal. When buyers are exposed to price-comparison advertisements and similar price promotions are given with an expressed deal or bargaining, the acquisition value will be reduced in size.

Previous studies supporting the findings are shown below. Sanchez et al., (2006) measured the perceived overall value of a purchasing a tourism product,

and its relationship to satisfaction. The results showed the functional value of the travel agency, contact personal at the travel agency (professionalism), tourism package (quality), functional value price, emotional value and social value were related to customer satisfaction. Lee et al., (2007) explored the relationships among perceived value, satisfaction, and recommendations and how they influenced visitors' satisfaction in the Korean Demilitarized Zone (DMZ) using SEM. The results of SEM indicated that all dimensions of the tourist's DMZ-perceived value (functional, overall and emotional value) had a significant effect on DMZ tour satisfaction. Ashton et al., (2010) carried out research regarding the relationship between perceived value and intention to purchase in a hotel restaurant. The findings showed three significant variables of perceived value that positively contributed to ITP: perceived brand image, perceived quality and perceived sacrifice (both monetary and non-monetary price).

Chen and Hu (2010) studied the effect of relational benefits on perceived value in regard to customer loyalty in Australian coffee outlets. The findings confirmed the relational benefit had a direct effect on perceived value, satisfaction and customer loyalty. Wang and Wang (2010) examined the adoption of mobile hotel reservation from the value perspective. The results illustrated that perceived value was a predictor in explaining the customer's adoption and perception of information quality and satisfaction. Bablic-Hodovic et al., (2011) completed research in relation to the influence of banks' corporate reputation on organizational buyers perceived value to satisfaction. The result found that the influence of banks' corporate reputation on organizational buyers' perceived value was positive and significant. Hallem and Barth (2011) studied the dimensions of customer-perceived value in the context of medical tourism in Tunisia. The findings claimed that the functional dimension greatly contributed to the perception value of the medical tourism experience and patients' satisfaction. Helander and Ulkuniemi (2012) adopted a qualitative approach with a multiple case study of two firms and interviews of representatives of two software buyer companies. The results presented elements of customer perceived value within both software project and product businesses.

5.3.4.3 Service encounter had a positive direct effect, and a positive indirect effect (via perceived value) on customer satisfaction. This finding confirms

that the spa establishments delivered excellent performance in the moment of truth, and a consistently high service quality at every stage. Since such performance can initiate satisfactory condition and alternatively forward to service value for customers as well as finally create satisfaction. This was established by staffs that were service-orientated and driven at every level. As service encounter is critical for spa establishments to deliver an exclusive customer experience, it is essential that spa establishments proactively foresee customers' wants and expectations, and aim to reach beyond these time after time. The suggestion ought to lead to the provision of services being excellent both back and front stage. It can be summed up that the effective of service delivery of both front stage and back stage lead to the growth of customer satisfaction and the excellent service encounter produces the way to satisfied state.

Many academics are in favor of conducting research concerning service encounters. Norman (1984) asserted that the service quality in customer's minds is determined by the interaction during the moment of truth. Bateson (1985) explained a service encounter as a triangle formed interactively by customers, service organizations and service personnel. Shostack (1984) mentioned in some instances, the entire experience could be reduced to a single encounter that involves ordering, payments and execution of delivery on the spot. Carlzon (1987) expressed that when the customers comes into contact with any aspect of a service organization, they can obtain an impression of service quality. Czepiel (1990) cited that nature of the dynamic interaction between a customer and a service provider has been recognized to be a critical determinant of satisfaction with the service. In addition Zeithaml and Bitner (1996) mention that remote encounters occur when interacting through automatic machine or by marketing materials. Customer and provider interact through phone encounters, where tone of voice, employee knowledge, and effectiveness are important in handling customer issues. Direct customer and provider interactions often occur between an employee and a customer in a physical setting. Both verbal and nonverbal behaviors are vital determinants of quality and affect the customer's perception of service quality.

In this regard, the following studies give support to the findings. Yung and Chan (2001) proposed a study investigating business travelers' satisfaction and

repurchase intentions. They studied the following variables for business travelers in Hong Kong hotels: checkout, check-in, room, restaurant encounters, and business center. Findings showed that service encounters affected both customer satisfaction and repurchase intention. Lofgren (2005) conducted theoretical work on purchases containing both tangible and intangible dimensions, arguing that the consumption of physical goods and services should be understood as a process with two major steps. The findings showed that customers evaluate quality when they make a purchase and when they consume their purchase. These first and second moments of truth create the customers' perception quality, making up the total customer experience.

Beatson et al., (2007) researched self-service technology and its influence on service encounters. They investigated: automated check-in, check-out facilities, online booking services, automated room services ordering systems, automated messaging services and automated housekeeping services. The findings showed that performances from both self-service technology and personal services had an effect on the customers' overall satisfaction. Chuang (2007) used a service blueprint, and failure modes and effects analysis (FMEA) to assist service designers in creating a failure-free service system. A hypermarket service system is used to show the approach conceptualized by Chuang (2007). The example not only identifies the most is likely failure modes but also provides causes for customer dissatisfaction at each of the critical failure modes.

Fu and Mount (2007) examined satisfaction judgments regarding hotel guests' cumulative satisfaction in the context of service failure and service recovery. Their results indicated that when examining overall satisfaction, participants weigh their current service encounter satisfaction more heavily than prior cumulative overall satisfaction. Sur (2008) completed a study to identify the source of satisfaction and dissatisfaction in technology-based service encounters, and explored the relationship between type of encounters and intended response of repeated purchase. They found that during transaction encounters, technology based remote service impacted upon customer satisfaction, and led to repeat purchasing and word of mouth communication. Hsieh et al., (2010) completed research concerning the interactive quality control of service encounters in theme restaurants, especially on the elements of encounter quality in the service experience process. The results indicated that

customers' quality evaluation of the service encounter process and satisfaction in theme restaurants was mainly affected by the service environment, service personnel, and the existence of problem customers. Chang (2006) studied the elements affecting customer satisfaction and dissatisfaction in services offered by tour leaders in on-tour service encounters, and the relationship between overall satisfaction with the tour agency and the generation of repeat business. Findings indicated the performance of tour leaders influenced customer satisfaction and determined repeat business when customers were involved in a guided package tour. Lin and Mattila (2010) studied the relative impact of physical surroundings and customer-employee interaction on customer emotion and customer satisfaction in restaurant service encounters. Results revealed both service-scape and service encounter influenced pleasure and satisfaction.

5.3.5 The Discussion of Research Objective 5, to Create a Service Quality Model for Spa Establishments in the Active Beach Tourism Cluster, Thailand.

There are six main issues to be discussed below.

In this study, the researcher carried out an assessment of service performance and customers' desire towards spa treatments, in order to produce guidelines for developing service quality in spa establishments. To this, the model for developing service quality for spa establishments in the Active Beach Tourism Cluster, Thailand, will be proposed into guidelines based on findings which built up from the statistical analysis of findings and theoretical guidelines which theory of management will be applied to suggest.

5.3.5.1 The Guidelines for Spa Establishments to Develop Service Quality Dimensions.

The evaluation of service quality is the comparison between received services and internal expectations. Customers, who have never had direct experience, tend to seek for information from those who have experienced the service, or from other sources, including advertisements and sales people. They tend to use acquired knowledge to compare with their actual personal experience. Thus, it is highly important for spa entrepreneurs to deliver an excellent service quality to establish a truly positive impression amongst customers.

From the assessment of service performance, the researcher recommends spa establishments to prioritize the improvement of the dimension of service quality. To maintain spa service quality, as met by customers, spa establishments need to recognize six dimensions (see Table 5.1) in order. Firstly, spa establishments need to concentrate on the tangible aspects of their service. This refers to the glamour of spa menus and brochures, the modern equipments e.g. hydro bath, whirlpool etc., the attractiveness of treatment areas and place decoration, the neatness of spa therapists and spa receptionists' dress. Secondly, reliability needs to be focused on; working out customer's problem sincerely, serving spa services without fault, keeping promises, trying to perform good service and offering treatments at informed times. Thirdly, spa establishments may need to enhance their empathy towards customers by offering customized spa treatments with therapists that understand and respond to customers' needs, considering opening and closing times and caring for customers closely. The forth dimension to consider is developing the environmental element. In order to do this, spa establishments need to consider: the landscape within their establishment, the theme and décor, keeping a fresh airflow within treatment areas, the lighting and cleanliness in treatment rooms, and the music that is played. Assurance is the fifth dimension, and concerns: the receptionist's knowledge on spa treatments and products, making sure the receptionist's behavior is both trustworthy and polite, and making the customers feel their transactions are safe. Finally, the six dimension that spa establishment should prioritize is responsiveness. This involves giving precise information, dedicating time to customers who have questions, being eager to assist customers and offering fast and efficient services.

Regarding guidelines suggested above, they are consistent with many previous studies about service quality dimensions. It was found that tangible was ranked the least dimension for customers' perception. This signifies that customers are dissatisfied with tangible dimension; consequently, spa entrepreneurs should improve the stated dimensions as first priority. Referring to Chang (2009)'s study, he conducted the assessment service quality in steakhouse business in Taiwan. The finding revealed the least level perception of service quality was tangible dimension, with sub-issues, comfortable seats and dining area, cleanliness of rest room, followed by courtesy, reliability and assurance were next below ranks with sub-issues,

receiving accurate check, receiving accurate reservation. Then, the study of Juwaheer and Ross (2003) carried out the perception of hotel guests in Mauritius. The result was disclosed, the expectation level of customer was not consistent with the service performance regarding the tangible; bedroom décor, landscape within compound area, followed by reliability, responsiveness and assurance. In contrast, hotel's customers perceived service as good as expected for only empathy with sub-issues; staffs' communication, caring customers whenever required. Next research is of Akama and Kieti (2003) accomplishing about the evaluation of tourists satisfaction when traveling Kenya's wildlife safari. The finding explained that tourists travelling to Tsavo in Kenya were satisfied with service quality in dimension of assurance with sub-concerns; safety for tourists, knowledge provision and empathy dimension. Conversely, dissatisfied dimension was tangible with sub-concerns; politeness of staffs, natural richness of national park. It is claimed that restaurant business and hotel business requires decoration of establishments that need appealing and uniqueness as well as making customer feel comfortable and impressive state. The decoration of spa establishments is considered a focal points, spa entrepreneur need caring and improvement not to be negative perceived service quality, in particular spa business needing an service excellence from spa staffs. As well, it needs considering the dimension of tangible; spa establishments' decoration with sub-topics spa reception area, spa treatment room, these areas have to décor to gain high perception level.

On the contrary, the study of Santhiyavalli and Sandhya (2011) conducting the assessment of service quality in bank business in India. It was revealed, the less pleased factors in delivering bank service were assurance with sub-subjects; websites secure for credit card information, employees had adequate knowledge to answer technology related question, followed by responsiveness, tangible, empathy and the most pleased factor was reliability with sub-subjects; sincerity in solving problem, providing service with promised time, being accurate information via e-delivery channel. From the finding above, the perception regarding assurance dimension was the least rank. It is possible to state that bank business needs providing assurance as first priority to customers; they will feel being assured in offering safety as a key business function. This is the reason why this finding of bank business differs from spa business. This is because; different business can escort

different customer perception. To expand, spa business needs less assurance dimension while tangible and empathy dimensions are mostly required to emphasis on customers to gain positive perceived service quality. Therefore, dimension developing spa business suggested as guideline may or may not match up with guideline developing in others businesses. The researcher realizes that different business lead to different expectation and perception of customers.

Spa establishments should utilize the ranking priority for improving service quality in accordance with the wants of customers based on country of residence (see table 5.1 and 5.2). This should be used to create guidelines, that when applied, generate excellent service performance in meeting customers' expectations.

Table 5.1 Ranking Priority for Improving the Service Quality Dimensions in Overall
　　　　　Divided by Country of Residence

Ranking	Asia	Oceania	Europe	The Americas	In Overall
1	Tangible	Tangible	Tangible	Tangible	Tangible
2	Reliability	Assurance	Environmental elements	Empathy	Reliability
3	Empathy	Empathy	Reliability	Reliability	Empathy
4	Responsiveness	Reliability	Empathy	Environmental element	Environmental element
5	Assurance	Environmental element	Responsiveness	Assurance	Assurance
6	Environmental element	Responsiveness	Assurance	Responsiveness	Responsiveness

Table 5.2 Ranking Priority for Improving the Service Quality Dimensions, by Dimension, by Country of Residence

Asia	Oceania	Europe	The Americas	In overall
The first rank of priority **Tangible**	**The first rank of priority** **Tangible**	**The first rank of priority** **Tangible**	**The first rank of priority** **Tangible**	**The first rank of priority** **Tangible**
1. Promotional materials are visually appealing.	1. Spa establishments have modern equipment.	1. Promotional materials are visually appealing.	1. Promotional materials are visually appealing.	1. Promotional materials are visually appealing.
2. Spa establishments have modern equipment.	2. Promotional materials are visually appealing.	2. Spa establishments have modern equipment.	2. Spa establishments have modern equipment.	2. Spa establishments have modern equipment.
3. The physical decors are visually appealing.	3. The physical decors are visually appealing.	3. Spa staffs look well dressed.	3. The physical decors are visually appealing.	3. The physical decors are visually appealing.
4. Spa staffs look well dressed.	4. Spa staffs look well dressed.	4. The physical decors are visually appealing.	4. Spa staff look well dressed.	4. Spa staff look well dressed.
The second rank of priority **Reliability**	**The second rank of priority** **Assurance**	**The second rank of priority** **Environmental element**	**The second rank of priority** **Empathy**	**The second rank of priority** **Reliability**
1. Spa staffs show a genuine interest in solving problems.	1. Customers feel safe in their transactions.	1. Spa establishments have pleasant landscape.	1. Spa staffs show a genuine interest in solving problems	1. Spa staffs show a genuine interest in solving problems.
2. Spa establishments keep on error-free service.	2. Spa staffs provide sufficient knowledge of product.	2. Theme of decor is uniquely set up.	2. Spa staffs offer customized spa treatments..	2. Spa establishments keep on error-free service.
3. Spa establishments perform according to agreed promises.	3. The behaviors of spa staff instill confidence to customers.	3. Lighting is adequate and proper.	3.Spa staffs understand specific needs of customers.	3. Spa establishments perform according to agreed promises.

Table 5.2 (Continued)

Asia	Oceania	Europe	The Americas	In overall
4. Spa staffs perform habitually excellent service.	4. Spa staffs are consistently polite.	4. Spa establishments have relaxing music.	4. Spa establishments have convenient and flexible operating hours for customers.	4. Spa staff perform habitually excellent service.
5. Spa staffs complete treatments within agreed time.		5. Surrounding area has proper sanitation.	5. Spa staffs take care of customers closely.	5. Spa staffs complete treatments within agreed time.
		6. Spa establishments have good ventilation.		
The third rank of priority Empathy	**The third rank of priority Empathy**	**The third rank of priority Reliability**	**The third rank of priority Reliability**	**The third rank of priority Empathy**
1. Spa staffs understand specific needs of customers.	1. Spa staffs offer customized spa treatments.	1. Spa staffs show a genuine interest in solving problems.	1. Spa staffs show a genuine interest in solving problems.	1. Spa staffs offer customized spa treatments.
2. Spa staffs offer customized spa treatments.	2. Spa establishments have convenient and flexible operating hours for customers.	2. Spa establishments perform according to agreed promises.	2. Spa establishments keep on error-free service	2. Spa staffs understand specific needs of customers.
3. Spa establishments have convenient and flexible operating hours for customers.	3. Spa staffs understand specific needs of customers.	3.Spa establishments keep on error-free service.	3.Spa establishments perform according to agreed promises.	3. Spa establishments have convenient and flexible operating hours for customers.

Table 5.2 (Continued)

Asia	Oceania	Europe	The Americas	In overall
4. Spa staffs take care of customers closely.	4. Spa staffs take care of customers closely.	4. Spa staffs complete treatments within agreed time. 5. Spa staffs perform habitually excellent service.	4. Spa staffs perform habitually excellent service. 5. Spa staffs complete treatments within agreed time.	4. Spa staffs take care of customers closely.
The forth rank of priority **Responsiveness**	**The forth rank of priority** **Reliability**	**The forth rank of priority** **Empathy**	**The forth rank of priority** **Environmental element**	**The forth rank of priority** **Environmental element**
1. Spa staffs devote enough time for customers' requests.	1. Spa establishments perform according to agreed promises.	1. Spa staffs offer customized spa treatments.	1. Spa establishments have pleasant landscape	1. Spa establishments have pleasant landscape.
2. Spa staffs give exact information.	2. Spa establishments keep on error-free service.	2. Spa staffs understand specific needs of customers	2. Theme of decor is uniquely set up.	2. Theme of decor is uniquely set up.
3. Spa staffs offer prompt service.	3. Spa staffs show a genuine interest in solving problems.	3. Spa staffs take care of customers closely.	3. Spa establishments have good ventilation.	3. Spa establishments have good ventilation.
4. Spa staffs are always willing to help customers.	4. Spa staffs perform habitually excellent service.	4. Spa establishments have convenient and flexible operating hours for customers.	4. Lighting is adequate and proper.	4. Surrounding area have proper sanitation

Table 5.2 (Continued)

Asia	Oceania	Europe	The Americas	In overall
	5. Spa staffs complete treatments within agreed time.		5. Surrounding area have proper sanitation.	5. Lighting is adequate and proper.
			6. Spa establishments have relaxing music.	
The fifth rank of priority Assurance	**The fifth rank of priority Environmental element**	**The fifth rank of priority Responsiveness**	**The fifth rank of priority Assurance**	**The fifth rank of priority Assurance**
1. Customers feel safe in their transactions.	1. Spa establishments have good ventilation.	1. Spa staffs give exact information.	1. Spa staffs provide sufficient knowledge of product.	1. Spa staff provide sufficient knowledge of product.
2. Spa staffs provide sufficient knowledge of product.	2. Surrounding areas have proper sanitation.	2. Spa staffs devote enough time for customers' requests.	2. The behaviors of spa staff instill confidence to customers.	2. The behavior of spa staff instill confidence to customers.
3. The behaviors of spa staff instill confidence to customers.	3. Theme of decor is uniquely set up	3. Spa staffs offer prompt service.	3. Customers feel safe in their transactions.	3. Spa staff are consistently polite.
4. Spa staffs are consistently polite.	4. Spa establishments have pleasant landscape.	4. Spa staffs are always willing to help customers.	4. Spa staffs are consistently polite.	4. Customers feel safe in their transactions.
	5. Lightings are adequate and proper.			

Table 5.2 (Continued)

Asia	Oceania	Europe	The Americas	In overall
	6. Spa establishments have relaxing music.			
The sixth rank of priority **Environmental element**	**The sixth rank of priority** **Responsiveness**	**The sixth rank of priority** **Assurance**	**The sixth rank of priority** **Responsiveness**	**The sixth rank of priority** **Responsiveness**
1. Spa establishments have pleasant landscape.	1. Spa staffs give exact information.	1. Spa staffs provide sufficient knowledge of product.	1. Spa staffs give exact information.	1. Spa staffs give exact information.
2. Lightings are adequate and proper.	2. Spa staffs devote enough time for customers' requests.	2. The behaviors of spa staff instill confidence to customers	2..Spa staffs devote enough time for customers' requests.	2. Spa staffs devote enough time for customers' requests
3. Spa establishments have good ventilation.	3. Spa staffs are always willing to help customers.	3. Spa staffs are consistently polite.	3. Spa staffs offer prompt service.	3. Spa staffs are always willing to help customers.
4. Surrounding areas have proper sanitation.	4. Spa staffs offer prompt service.	4. Customers feel safe in their transactions.	4. Spa staffs are always willing to help customers.	4. Spa staffs offer prompt service.
5. Theme of decor is uniquely set up				
6. Spa establishments have relaxing music.				

In spite of this, spa establishments need to guarantee customer satisfaction and maintain their customer base. The spa staffs' service quality is regarded as one of the most important components that lead to positive customer perception levels. The dimensions: tangible, reliability, responsiveness, assurance, empathy and environmental element need to be performed consistently at a high level by spa staff members. Thus, the following are developing guidelines for spa staff members to consider, and follow, in order to offer excellent services.

1) Improve knowledge and understanding of the service they are providing; spa staff members must have good knowledge for what they are responsible for, as well as the regulations and policies in the business. Spa receptionists and therapists should be able to answer customers' questions regarding the products correctly. Ongoing knowledge development is also encouraged. To accomplish this, spa entrepreneurs should hold monthly training sessions for spa receptionists in order for them to be educated about new information, as well as the benefits of various spa treatments so they can recommend customers successfully. Spa therapists should participate in sessions to increase their knowledge about massage techniques, different spa treatments, as well as specific requirements for some specific treatments so they can deliver the service properly.

2) Be enthusiastic; spa staffs should be alert, prompt, and happy to provide services and offer sufficient servicing time for customers. To be exact, spa receptionists should be receptive and provide services promptly. Also, therapists should be enthusiastic, and have pleasant and welcoming gestures when in contact with customers.

3) Be positive; providing services like spa treatments for various types of customers requires positivity and passion for the services, in order to successfully deliver a satisfying service. That is, spa therapists should be content with sincere appreciation from customers, rather than expecting tips after every service. Additionally, spa therapists should always feel the urge to take good care of customers as well as taking good care of themselves, and always keep in mind that if they feel resentment, customers will undoubtedly feel the same.

4) Use initiative; spa establishments should allow their staffs freedom of thought. Creativeness and innovation should be encouraged. Spa

establishments, as well as their staff, should take into account what customers additionally request in their normal treatments; e.g. adjustments in taste, smell, or colors. For Thai massage treatments, therapists should be creative, and are encouraged to tailor the services based on customers' desires; e.g. to focus on any particular spot, in order to deliver the best service possible.

5) Be responsible for their work and customers; responsibilities include those in sales and marketing and operations i.e., product advertisements, sales promotions, and providing services. For example, when customers inquire about some specific spa treatments, spa receptionists should be honest and not oversell. When staffs want to increase sales volume, they should not unprofessionally rush or create uncomfortable feelings, e.g. up sale or cross sale, towards customers. Similarly, spa entrepreneurs should emphasize to spa therapists not to aggressively push sales in order to simply gain sales commission.

6) Be conscious and calm when problems occur; all spa staffs should demonstrate consciousness to gain customers' trust. They should demonstrate the highest honesty to help solve problems. For example, if a customer who uses spa scrubbing treatment has an allergy incurred by some spa treatment ingredients, spa therapists need to be conscious and have the skill to solve this problem, as well as informing spa manager immediately.

7) Be able to control emotions; working in the spa business requires staffs to work with various types of customers. Customers generally vary in their preference, desire, and even how they response to different things. Therefore, spa receptionists need to be able to control their emotions when encountering demanding customers. They need to continue offering services with positive spirits, by being cheerful and hospitable. As well, spa therapists need to work under sensitive and delicate spa treatment processes; they need to be able to contain their emotions successfully.

8) Be polite; conversations, manners, and behaviors of all spa staffs must demonstrate sincere politeness, which will enhance their personalities. Thus, all staff should constantly improve their behaviors when dealing with customers; for instance spa receptionists should start with a sincere greeting, as well as use welcoming and providing pleasant conversation when introducing spa

treatment products and collecting payments. Likewise, spa therapists should always inform, and request for, permission for every service provided.

9) Be observant and ingenious; spa staff must observe their customers well so they can provide satisfying services. That is, staff can guesstimate customers' desires from the customers' personalities in order to offer the perfect service. For example, a spa receptionist should observe a customer's desire during the welcoming process in order to introduce him/her to the appropriate spa treatment. As well, spa therapists should be able to guess the customer's desire from verbal discussions during treatment processes, and offer post-treatment product recommendations accordingly.

5.3.5.2 Guidelines for Spa Establishments to Develop the Perceived Value

Perceived value is the customer's perception of service or product quality. It is comprised from the comparison between received benefits and costs, and evaluates the received value of the product or service. Invested costs and received benefits are also used to evaluate level of service performance. As shown in Tables 5.3 and 5.4, from the service performance study under 'perceived value', the researcher recommends spa entrepreneurs to develop the following dimensions of perceived value. First, spa entrepreneurs must improve their acquisition value dimension, with sub-dimension details including overall received benefits from spa treatments and positive acquisition value from the spa treatments that match with customers' expectations. Second, the dimension of epistemic value, with sub-dimensions that include the feeling of being excited to experience the newly launched spa treatment product and the positive feelings when benefits of spa treatments are learned. Third, the tradeoff value, with sub-dimensions including the pleasure of acquiring a product though a sales promotion derived from saving money, and the happiness and fulfillment gained during spa treatments. Fourth, the symbolic value; which includes the customer feeling that he or she is a first class human being having a fulfilling life, and the cost of treatments reflects his or her social status. Fifth, the redemption value which includes the customers' intention to return, and the intention to tell people about the good service experienced. Sixth, in-use value which includes the customer feeling that he or she has received a personalized treatment, and he or she felt relaxed during the treatment process. Seventh, affective value which includes

customers achieving feelings of fulfillment and contentment after receiving spa services.

Guidelines suggested above are consistent with many studies; Lee (2005) surveyed about perceived value and tourists satisfaction travelling to DMZ in Korea. The finding showed the least perceived dimension was emotional value with sub-concerns; visiting the DMZ was economical, visiting the DMZ made me feel better, after visited the DMZ my image of the DMZ was improved. Next, functional value, overall value were top ranks as gained moderately high perception. They indicated that the emotional value needed first priority to improve the performance because of gaining moderately low perception. On the other side, with reference to Sanchez et al., (2004) studied about the perceived value from purchasing tourism products. The finding indicated, the emotional value was ordered the highest scores and led to a great deal of satisfaction. Sub-issues presented here; I am comfortable with the tourism package purchased, the personnel didn't pressure me to decide quickly, I felt relaxed in the travel agency, the personnel were always willing to satisfy my wishes, followed by professional value, quality value, installation value, function price value, social value. In addition, they furthered that dimension needing reinforcement at earliest priority was emotional value as found the high level perception given. Consequently, the emotional value should be raised to become apparent. Still, Seymour (2005) completed a research associated with the perceived value of tourists diving in marina in Africa. The finding was declared that the emotional value showed the highest among perceptions while the function value was ranked the least. She furthered that the emotional value could grasp attention and long last in customer mind, as a result, it needed an emphasis on. To this, it can be argued, the three mentioned studies illustrate the finding of perceived value in a different way but guideline to promote perceived value is mostly parallel, that is emotional value promoted. To be precise, the finding of Lee et al. showed the least rank for emotional value and firstly improved this dimension value while the ones of Sanchez et al., and Seymour put an emphasis on and supported the high dimension of value which was emotional value. These aforementioned finding (emotional value) is consistent with the finding of researcher, that to promote the emotional value as first concern. It is discussed, the emotional value is one that competitors cannot imitate and produce

easily. Plus, today' customers demand not only products that of high quality provided but positive perceived value as well, fascinating perceived experience require to be offered. In consequence, researcher confirms that at present, functional value or prime benefits seems to be inadequate regarding customers' demand. This leads to spa entrepreneurs need placing an emphasis on accelerating the emotional value every time when delivering services. This view also conforms to many academics namely, (Wooddruff et al., 1987; Grewal et al., 1998, 1999; Parasuraman and Grewal, 2000).

Table 5.3 Ranking Priority for Improving the Perceived Value Dimensions in Overall Divided by Country of Residence

Ranking	Asia	Oceania	Europe	The Americas	In Overall
1	Acquisition value	Epistemic value	Epistemic value	Acquisition value	Acquisition value
2	Symbolic value	Acquisition value	Tradeoff value	Epistemic value	Epistemic value
3	Tradeoff value	Tradeoff value	Acquisition value	Tradeoff value	Tradeoff value
4	Epistemic value	Symbolic value	Symbolic value	Symbolic value	Symbolic value
5	Redemption value	In-use value	In-use value	Redemption value	Redemption value
6	Affective value	Affective value	Affective value	In-use value	In-use value
7	In-use value	Redemption value	Redemption value	Affective value	Affective value

Table 5.4 Ranking Priority for Improving the Perceived Value Dimensions, by Dimension, by Country of Residence

Asia	Oceania	Europe	The Americas	In Overall
The first rank of priority	**The first rank of priority**	**The first rank of priority**	**The first rank of priority**	**The first rank of priority**
Acquisition value	**Epistemic value**	**Epistemic value**	**Acquisition value**	**Acquisition value**
1. I received good value regarding spa treatments as they met my expectation	1. I feel good learning about the product benefits.	1. My curiosity was aroused with the newly launched spa treatments.	1. I totally received considerable benefits from the spa treatments.	1. I totally received considerable benefits from the spa treatments.
2. I totally received considerable benefits from the spa treatments.	2. My curiosity was aroused with the newly launched spa treatments.	2. I feel good learning about the product benefits.	2. I received good value regarding spa treatments as they met my expectation.	2. I received good value regarding spa treatments as they met my expectation.
The second rank of priority	**The second rank of priority**	**The second rank of priority**	**The second rank of priority**	**The second rank of priority**
Symbolic value	**Acquisition value**	**Tradeoff value**	**Epistemic value**	**Epistemic value**
1. I feel that ability to afford spa treatments fit into my social setting.	1. I totally received considerable benefits from the spa treatments.	1. Aside from money I saved, I also fulfill my bliss.	1. I feel good learning about the product benefits.	1. My curiosity was aroused with the newly launched spa treatments.
2. I feel that I have become a person with taste.	2. I received good value regarding spa treatments as they met my expectation.	2. I feel pleasure with promotional price and saving money.	2. My curiosity was aroused with the newly launched spa treatments.	2 I feel good learning about the product benefits.

Table 5.4 (Continued)

Asia	Oceania	Europe	The Americas	In Overall
The third rank of priority Tradeoff value	**The third rank of priority Tradeoff value**	**The third rank of priority Acquisition value**	**The third rank of priority Tradeoff value**	**The third rank of priority Tradeoff value**
1. I feel pleasure with promotional price and saving money.	1. I feel pleasure with promotional price and saving money.	1. I totally received considerable benefits from the spa treatments.	1. I feel pleasure with promotional price and saving money.	1. I feel pleasure with promotional price and saving money.
2. Aside from money I saved, I also fulfill my bliss.	2. Aside from money I saved, I also fulfill my bliss.	2. I received good value regarding spa treatments as they met my expectation.	2. Aside from money I saved, I also fulfill my bliss.	2. Aside from money I saved, I also fulfill my bliss.
The forth rank of priority Epistemic value	**The forth rank of priority Symbolic value**	**The forth rank of priority Symbolic value**	**The forth rank of priority Symbolic value**	**The forth rank of priority Symbolic value**
1. My curiosity was aroused with the newly launched spa treatments.	1. I feel that I have become a person with taste.	1. I feel that I have become a person with taste.	1. I feel that I have become a person with taste.	1. I feel that I have become a person with taste.
2. I feel good learning about the product benefits.	2. I feel that ability to afford spa treatments fit into my social setting.	2. I feel that ability to afford spa treatments fit into my social setting.	2. I feel that ability to afford spa treatments fit into my social setting.	2. I feel that ability to afford spa treatments fit into my social setting.
The fifth rank of priority Redemption value	**The fifth rank of priority In-use value**	**The fifth rank of priority In-use value**	**The fifth rank of priority Redemption value**	**The fifth rank of priority Redemption value**
1. It is worthy that I will revisit in future as they can fulfill my desire.	1. I feel good receiving personalized treatments while being treated.	1. I feel good receiving personalized treatments while being treated.	1. It is worthy that I will revisit in future as they can fulfill my desire.	1. It is worthy that I will revisit in future as they can fulfill my desire.

Table 5.4 (Continued)

Asia	Oceania	Europe	The Americas	In Overall
2. It is worthy that I will spread the excellent services to acquaintances.	2. I had a sense of joy and relaxation while being treated.	2. I had a sense of joy and relaxation while being treated.	2. It is worthy that I will spread the excellent services to acquaintances.	2. It is worthy that I will spread the excellent services to acquaintances.
The sixth rank of priority **Affective value**	**The sixth rank of priority** **Affective value**	**The sixth rank of priority** **Affective value**	**The sixth rank of priority** **In-use value**	**The sixth rank of priority** **In-use value**
1. After treatments, they put me in good mood.	1. After treatments, they put me in good mood.	1. I got joyful feeling when I used spa treatments.	1. I feel good receiving personalized treatments while being treated.	1. I feel good receiving personalized treatments while being treated.
2. I got joyful feeling when I used spa treatments.	2. I got joyful feeling when I used spa treatments.	2. After treatments, they put me in good mood.	2. I had a sense of joy and relaxation while being treated.	2. I had a sense of joy and relaxation while being treated.
The seventh rank of priority **In-use value**	**The seventh rank of priority** **Redemption value**	**The seventh rank of priority** **Redemption value**	**The seventh rank of priority** **Affective value**	**The seventh rank of priority** **Affective value**
1. I feel good receiving personalized treatments while being treated.	1. It is worthy that I will spread the excellent services to acquaintances.	1. It is worthy that I will revisit in future as they can fulfill my desire..	1. After treatments, they put me in good mood..	1. I got joyful feeling when I used spa treatments.
2. I had a sense of joy and relaxation while being treated.	2. It is worthy that I will revisit in future as they can fulfill my desire.	2. It is worthy that I will spread the excellent services to acquaintances	2. I got joyful feeling when I used spa treatments.	2. After treatments, they put me in good mood.

The customers' delivered value is their overall feeling towards the received service. Customers generally compare paid costs with acquired benefits. Thus, it is essential for spa entrepreneurs to deliver services at their customers' expectations so they can feel content and show loyalty. It is important to value all aspects of the values in order to create successful perceived value or service value. The aspects include: acquisition value, tradeoff value, in-use value, redemption value, epistemic value, emotional value, and symbolic value. Thus, guidelines for creating and developing service values for spa establishments to achieve service excellence are as follows.

1) Create product value; including product quality, the readiness to provide service, product and service variety, emphasizing the key and supporting abilities. For example, spa establishments should carry wide variety of essential oils for customers' selection based on their preference or personal desires. Also, spa establishments should offer comprehensive spa treatment products and services, for instance comprehensive massage treatments, beauty treatments, holistic health treatments, or special muscle tightening treatments.

2) Create service value; all spa staffs must demonstrate high credibility and trustworthiness, appropriate spa treatments should be delivered at the agreed manner, spa staff should enhance customers' trust through their behavior, all responses and feedback must show sincerity and effort to deliver the best service. Spa establishments should prepare comprehensive services for customers before they purchase the service, during the service process, and after the service is completed.

3) Create service provider value; spa receptionists and spa therapists should develop this value to enhance the value for customers, for instance having smiles on their faces, being enthusiastic, attentive, and responsible. Spa therapists should also offer high and impressive service quality, be gentle and polite, truly believe that customers always come first and be dedicated to the customers.

4) Create company image value; spa establishments should be utterly aware of the importance of the company's image, as it is part of customer perception. Spa establishments can create and enhance its image through advertising, public relations, customer service, word of mouth, as well as direct experience with the service, documents, staffs, activities and management. Thus, spa establishments

should plan and establish the desired company image and strategically promote it in order to successfully create company image value in the hearts of customers. Spa establishments are encouraged to:

(1) Build an image using the CEO approach; employing the spa establishment's management person to be its presenter to enhance credibility.

(2) Build an image using the innovation approach; promoting unique spa services and treatments, or technologically innovative spa treatment equipment.

(3) Build an image using the legend approach; spa establishments might consider using its originality, long-opening, legendary status as an image building approach.

(4) Build an image using the social responsibility approach; spa establishments are encouraged to use the concept of being a good corporate citizen, as commonly seen these days. Spa entrepreneurs should be ethical and socially responsible in various aspects, for example: culture, education, care for youth, care for the environment, and not taking advantage of customers.

(5) Build an image through corporate communication activities; spa establishments should invest in corporate communications through various channels, including modern and tasteful advertisements and public relations. Message contents also need to be unified, honest, humble, and correctly reflect the true uniqueness of the company.

(6) Build an image through distributional channel approach; focusing largely on service locations, including networks and number of spa branches, and operating hours of spa establishments that are convenient for customers.

(7) Build an image using the price based approach; strategically using pricing strategy and developing reasonable service fees.

5) Enhance the importance of monetary cost; be aware that customers have to pay the costs for spa treatments, therefore the treatment services delivered should be as expected.

6) Enhance the importance of time cost; be aware that the time cost all customers spend is highly important, therefore it is essential for spa entrepreneurs to deliver valuable treatment services to customers.

7) Enhance the importance of psychic cost; give emphasis on this aspect as customers' mental perception is personal and ever changing. Spa establishments should offer more services, in addition to the original spa treatment menu, to psychologically satisfy customers.

In summary, the cost that customers spend plays a huge role in perceived value or service value. In fact, cost is the most important indicator that a customer receives from purchasing a product or service, when compared to customer's expectation. Thus, setting the price of the service is crucially important to customer's perceived value. Guidelines for setting a service price for spa entrepreneurs are as follows. Spa entrepreneurs should:

1) Employ customer's value-based pricing; spa entrepreneurs should consider adding customer's value as part of their pricing strategy, as many satisfied customers are willing to pay higher prices to get unique and satisfying spa treatment services.

2) Employ market customer-segment pricing; a pricing strategy categorized by customer segmentation into groups that have different perceptions of service value. For example, customers may be grouped by country of origin like Asia, Oceania, Europe, or The Americas. The results of service value perception, as shown in Tables 5.3 and 5.4, could be used as consideration points in pricing strategy. To be precise, spa establishments are recommended to use all spa products related to premium grade. By this, it can generate elite value to customers, the customers are content to pay high price.

3) Employ image pricing; well-known, large or franchised spa establishments, have better advantages, image-wise, as they are often perceived to have more variety of services and established standards. Therefore, customers tend to accept the set prices and feel they are acceptable in terms of service value.

4) Employ time pricing; spa establishments should strategically set the price based on different time periods. For example, price reductions during low seasons, or price increases during peak time periods.

5.3.5.3 The Guidelines for Spa Establishments to Develop the Service Encounter.

The moment of truth of a service encounter is the service delivery point when a customer gets to interact with service staffs. This also includes self-service

equipment as well. The interaction results impact customer's perception and satisfaction. From the service performance evaluation in regards to remote and face-to-face encounters, the researcher suggests spa entrepreneurs develop service encounter dimensions in sequence as follows (as illustrated in Tables 5.5 and 5.6). Remote encounters need to be developed first, with sub-dimensions including; providing information about the spa treatment in well-established online channels, spa staff's telephone communication skills, and level of interestingness of spa menu. Secondly, face-to-face encounters also need to be developed, with sub-dimensions including: relevant and beneficial product presentation after-treatment, health consultation before treatment, interesting spa treatment suggestions, excellent service, payment process, Thai welcome drinks, and warm and hospitable welcoming gestures.

With reference to guidelines suggested above match up with several studies. The study of Sur (2008) completed the relationship between service encounter and intention of repeat purchase. The result revealed that technology-based remote service influenced on customer satisfaction when interacting service and caused repeat business. It was claimed that Sur (2008) study was parallel to Shostack (1984) explaining, remote encounter with instances; communication via automatic answering, printed brochures and media, as these had an effect on consuming behavior of customers. Additionally, Beatson et al., (2007) confirmed their studies that self-service technology associated service encounter, for example auto check-in system and check-out, online booking, online meal ordering, auto-response message, these services can bring about satisfactory state if appropriately responded. On the contrary, the study of Fu and Mount (2007) evaluating hotel satisfaction found that hotel guests placed importance on an in-person service encounter as first concern. Followed by Chang (2006) conducted about satisfaction and dissatisfaction as regards service of tour leader, the performance of tour leaders concerning on-tour service encounters (face-to-face) ended in satisfaction including repeat business.

Though, the studies of both Sur (2008) and Shostack (1984) discussing remote encounter had an influence on satisfactory state and produced repeat purchase while the ones of Fu and Mount (2007) and Chang (2006) the face-to-face performance did. To this, it is discussed that entrepreneurs should improve and support dimension

of service encounter that gave moderately low perception as first priority. As well, many academics said, service interaction occurring in the first stages of an overall service experience are critical. A failure at an early point in the relationship results in risk of dissatisfaction at each ensuring stages. Conversely, a cascade of goodwill can occur. If the first interactions are positive and affirming we tend to look positively on each ensuring interaction, anticipating goodwill and 'looking for' satisfaction (Kandampully, 2007; Widjaja, 2005; Hoffman and Bateson, 1997).

Table 5.5 Ranking Priority for Improving the Service Encounter Dimensions in Overall Divided by Country of Residence

Ranking	Asia	Oceania	Europe	The Americas	In Overall
1	Remote encounter	Remote encounter	Remote encounter	Remote encounter	Remote encounter
2	Face-to-face encounter	Face-to-face encounter	Face-to-face encounter	Face-to-face encounter	Face-to-face encounter

Table 5.6 Ranking Priority for Improving the Service Encounter Dimensions, by Dimension, by Country of Residence

Asia	Oceania	Europe	The Americas	In Overall
The first rank of priority **Remote Encounter**	**The first rank of priority** **Remote Encounter**	**The first rank of priority** **Remote Encounter**	**The first rank of priority** **Remote Encounter**	**The first rank of priority** **Remote Encounter**
1. Content of the spa menu is tempting.	1. Online information was well interactive i.e., webpage, facebook.	1. Online information is nicely interactive i.e., webpage, facebook.	1. Online information is nicely interactive i.e., webpage, facebook.	1. Online information is nicely interactive i.e., webpage, facebook.
2. Online information is nicely interactive i.e., webpage, facebook.	2. Spa staff had telephone etiquette.	2. Spa staff had telephone etiquette.	2. Spa staff had telephone etiquette.	2. Spa staff had telephone etiquette
3. Spa staff had telephone etiquette.	3. Content in the spa menu was tempting.	3. Content of the spa menu is tempting.	3. Content in the spa menu is tempting.	3. Content in the spa menu is tempting
The second rank of priority **Face-to-face Encounter**	**The second rank of priority** **Face-to-face Encounter**	**The second rank of priority** **Face-to-face Encounter**	**The second rank of priority** **Face-to-face Encounter**	**The second rank of priority** **Face-to-face Encounter**
1. Spa staff beneficially presented product recommendations after treatment.	1. Spa staff understandably gave consults on health and product before treatment.	1. Spa staff understandably gave consults on health and product before treatment	1. Spa staff beneficially presented product recommendations after treatment.	1. Spa staff beneficially presented product recommendations after treatment.
2. Spa staff understandably gave consults on health and product before treatment.	2. Spa staff beneficially presented product recommendations after treatment.	2. Spa staff beneficially presented product recommendation after treatment.	2. Spa staff understandably gave consults on health and product before treatment	2. Spa staff understandably gave consults on health and product before treatment.

Table 5.6 (Continued)

Asia	Oceania	Europe	The Americas	In Overall
3. Spa staff interestingly presented spa menu.	3. Spa staff interestingly presented spa menu.	3. Spa staff interestingly presented spa menu.	3. staff interestingly presented spa menu.	3. Spa staff interestingly presented spa menu.
4.Cashier process at the end is quick and accurate.	4.Spa staff offered excellently treatment in the treatment room.	4.Spa staff offered excellently treatment while treated	4.Spa staff offered excellently treatment in the treatment room.	4. Spa staff offered excellently treatment in the treatment room.
5. Spa staff offered excellently treatment in the treatment room.	5. Serving drinks upon arrival and after treatment show Thainess.	5. Offering drinks when arriving and after treatment showed Thainess.	5. Greeting and welcoming of spa staff show courtesy.	5. Cashier process at the end is quick and accurate.
6. Greeting and welcoming of spa staff shows warmness.	6. Greeting and welcoming of spa staff shows warmness.	6. Cashier process at the end is quick and accurate.	6. Cashier process at the end is quick and accurate.	6. Serving drinks upon arrival and after treatment show Thainess.
7. Serving drinks upon arrival and after treatment show Thainess.	7. Cashier process at the end is quick and accurate.	7. Greeting and welcoming of spa staff shows warmness	7. Serving drinks upon arrival and after treatment show Thainess.	7. Greeting and welcoming of spa staff show warmness.

Interactions between customers and staffs are considered important. The importance of interactions include a service outcome (i.e., what customers receive during the exchange) and the process of service delivery (i.e., the way through which outcome is delivered to customers). Moreover, at each service encounter, there is a transaction satisfaction point, and all interactions are considered equally important. Spa entrepreneurs should emphasize the importance of service encounters in both face-to-face encounters and remote encounters. Guidelines for spa establishments to develop customer's service encounter to achieve service excellence are as follows. Spa establishments should:

1) Develop service encounter of front stage – service provider views; spa establishments should give importance to staff training regarding service encounters. It is worth emphasizing the service encounter points as follows: (1) greetings, welcoming customers (2) inviting customer to take a seat, offering welcome drinks (3) introducing different spa treatments (4) inquiring about health history and physical check (5) providing treatment services in the spa treatment room (6) recommending post-treatment products (7) payment process (8) thank you and farewell.

2) Develop service encounter of front stage-customer views; spa establishments should give importance to staff training regarding service encounter, with emphasis on the customers' side as follows; (1) inquiring about different treatments, both by phone and email (2) traveling to a spa establishment (3) drinking welcome drinks and waiting for service (4) reading spa menu and inquiring further details on different treatments and promotions offered (5) answering health inquiries and being physically evaluated/examined by the staff (6) receiving treatment services (7) waiting after the treatment (8) paying the bill.

3) Develop back stage service encounters; spa establishments should give importance to staff training for backstage staffs, including sales persons and marketing staff, even though the backstage staff do not directly interact with customers. Customers' satisfactions, as well as dissatisfaction, also derive from various things including how interesting and appealing the design of treatment menus are, and reasonable pricing strategies.

Thus, both front and backstage staffs must be careful in every step of service encounters, since they play an essential role to customer satisfaction.

5.3.5.4 The Guidelines for Spa Establishments to Develop Customer Satisfaction

It is claimed that satisfaction or dissatisfaction might be assessed by the degree of disparity between expectations and perceived product performance a customer experiences after a purchase. Consequently, satisfaction does influence the customer's evaluation of service quality, customer perception, purchase intentions and behavior. From the service performance evaluation under service satisfaction, the researcher suggests spa entrepreneurs pay attention to customer's satisfaction in regards to service satisfaction dimensions as follows (see Tables 5.7 and 5.8). The first satisfaction dimension that needs to be developed is disconfirmation of expectation, with dimensions to be focused upon including: spa staff service quality, spa entrepreneur service quality and spa treatment quality. Secondly, service satisfaction, with dimensions to be focus upon including: satisfaction toward the expertise of spa establishment, the belief that the customer has chosen the 'right' spa establishment, and the belief that choosing this spa establishment is 'smart'.

Referring to guidelines above suggested is accord with many concepts of academics. Commencing with Churchill and Surprenant (1982) asserted that expectation, previous experience, word of mouth, media, would occur prior to consumption. Then, Oliver (1977) declared, disconfirmation of expectation disconfirmation derived from the differences between expectations and actual service performance and it essentially affected the level of customer satisfaction. Satisfaction referred to the comparison result between the purchased cost and received rewards. It was relatively similar to attitude as it was the whole feelings towards the service and could be both positive and negative. On the other hand, attitude happened before the actual purchase decision, while satisfaction occurred after the consumption (Olshavsky and Miller, 1972; Olson and Dover, 1976; Johnson et al., 1995). Patterson et al., (1997) claimed that performance or customers' perceptions of product or service performance was customers comparing the price and service quality. That was, the level of customers' satisfaction will increase if they view that the actual service performance matches with their expectations.

To this, researcher suggests that it needs improvement for disconfirmation of expectation as first concern since it is moderately low regarding perceived quality.

This conforms to what mentioned above that customer will consider the level of disconfirmation of expectation whether the quality of spa staffs, spa treatments, spa establishments provided meet expectation or not. Then, when finishing services, customers compare it to their standards in mind before consumption (their expectation) standards and then form satisfaction judgments based on this comparison. It is noted, if disconfirmation of expectation are low, it affects on satisfaction evaluation and tend to be at risk for dissatisfaction. Thus, researcher suggests guidelines to improve disconfirmation of expectation as mentioned in order to protect dissatisfactory state.

Table 5.7 Ranking Priority for Improving the Satisfaction Dimensions in Overall
Divided by Country of Residence

Ranking	Asia	Oceania	Europe	The Americas	In Overall
1	Service Satisfaction	Disconfirmation of expectation	Disconfirmation of expectation	Disconfirmation of expectation	Disconfirmation of expectation
2	Disconfirmation of expectation	Service Satisfaction	Service Satisfaction	Service Satisfaction	Service Satisfaction

Table 5.8 Ranking Priority for Improving the Satisfaction Dimensions, by Dimension, by Country of Residence

Asia	Oceania	Europe	The Americas	In Overall
The first rank of priority Service Satisfaction	**The first rank of priority Disconfirmation of expectation**	**The first rank of priority Disconfirmation of expectation**	**The first rank of priority Disconfirmation of expectation**	**The first rank of priority Disconfirmation of expectation**
1. I love this spa establishment as I did the right things.	1. I was satisfied with service quality of spa establishment since it was as excellent as I expected.	1. I was satisfied with service quality of spa establishment since it was as excellent as I expected.	1. I was satisfied with the service quality of spa staff since it was as excellent as I expected.	1. I was satisfied with the service quality of spa staff since it was excellent as I expected.
2. My decision's choice to become a customer at this spa establishment was a wise one.	2. I was satisfied with the service quality of spa staff since it was as excellent as I expected.	2. I was satisfied with the service quality of spa staff since it was excellent as I expected.	2. I was satisfied with the quality of spa treatment since it was as excellent as I expected.	2. I was satisfied with service quality of spa establishment since it was as excellent as I expected.
3. From my knowledge, understanding and experience, I was satisfied being a customer at this spa establishment.	3. I was satisfied with the quality of spa treatment since it was as excellent as I expected.	3. I was satisfied with the quality of spa treatment since it was as excellent as I expected.	3. I was satisfied with service quality of spa establishment since it was as excellent as I expected.	3. I was satisfied with the quality of spa treatment since it was as excellent as I expected.

Table 5.8 (Continued)

Asia	Oceania	Europe	The Americas	In Overall
The second rank of priority Disconfirmation of expectation	**The second rank of priority Service Satisfaction**	**The second rank of priority Service Satisfaction**	**The second rank of priority Service Satisfaction**	**The second rank of priority Service Satisfaction**
1. I was satisfied with service quality of spa establishment since it was as excellent as I expected.	1. From my knowledge, understanding and experience, I was satisfied being a customer at this spa establishment.	1. I love this spa establishment as I did the right things.	1. From my knowledge, understanding and experience, I was satisfied with this spa establishment.	1. From my knowledge, understanding and experience, I was satisfied with this spa establishment.
2. I was satisfied with the service quality of spa staff since it was initially as excellent as I expected.	2. I love this spa establishment as I did the right things.	2. From my knowledge, understanding and experience, I was satisfied with this spa establishment.	2. I love this spa establishment as I did the right things.	2. I love this spa establishment as I did the right things.
3. I was satisfied with the quality of spa treatment since it was as excellent as I expected.	3. My decision's choice to become a customer at this spa establishment was a wise one.	3. My decision's choice to become a customer at this spa establishment was a wise one.	3. My decision's choice to become a customer at this spa establishment was a wise one.	3. My decision's choice to become a customer at this spa establishment was a wise one.

It is noted that when quality assessments appear high, customer satisfaction arises and may lead to an increase in customers' positive behavioral intention, i.e. turning favorable which reinforces customers' rapport with the company. Conversely, dissatisfied customers show unfavorable behavioral intentions, which can be viewed as indicators implying whether customers remain with or defect from the company. Consequently, service recovery comes into play when something in a service delivery fails. The company performs actions to guarantee that customers acquire their desired results, and then corrects their process so that the failure will not reoccur. Service recovery exercises are means to accomplish the hidden value a customer holds for a company by creating a positive rapport. As well, many steps must be taken in order to attract and retain customers. Notably, the costs of customer acquisition far outweigh the costs of customer retention. For this reason, companies habitually employ abundant solutions to retain customers from leaving.

Thus, the following are recommended guidelines for spa establishments whenever service failure occur, or proactive guidelines that should recognize and improve any fault that has occurred. The guidelines for service recovery suggested are divided into three categories comprising: customer recovery, process recovery, and employee recovery respectively.

1) Customer recovery; when a service failure occurs, the following indicate the principles associated with the customer recovery:

(1) Acknowledgement; spa staff members have to admit the customers' troubles, and not to try to convince customer that there is no problem

(2) Understanding; spa staff members need to comprehend the problem from customers' perspectives and understand customers' feelings of displeasure. They should build an atmosphere that helps maintain a positive solution

(3) Regret; spa managers should train and cultivate all spa staff members to sincerely say sorry in the name of company or his/her name

(4) Being in possession of problem; no matter what position i.e. spa receptionists, spa therapists, spa cashier, sale & marketing staff, members have to guarantee that customers feel they are taking care in resolving their problems

(5) Repair the problem; spa staff members are required to place the customer problem as their first priority

(6) Provide guarantee; a feeling of assurance that the trouble will be definitely settled and will not come about again

(7) Offer compensation; the best thing that spa establishments need to accomplished is making an angry customer happy, i.e. gift voucher for spa treatments, some discounts for spa treatment fee, spa products' gift set etc. Notably, a spa manager should bear in mind that in some instances, if money is offered in an unfriendly manner in a tiresome deal with customers, satisfaction will not be restored.

2) Process recovery

(1) Service blueprint; spa managers should fully understand the service structure, both front-side that has direct contact with customers and the backstage side that helps with support, in order to instruct and inform all spa staffs on each individual's role and responsibility. It is crucial to emphasize the importance of the 'moment of truth/service encounter' between spa staffs and customers, as it is the key moment to create either satisfaction or dissatisfaction. In short, spa managers should strictly emphasize the importance of these encounter moments with all staff.

(2) Standard operating procedure; spa managers should establish such procedures and enhance them with regular training sessions. For instance, standard operating procedures for spa receptionists and standard operating procedures for therapists can be divided into operating procedures for each spa treatment. For example: procedures for Thai massage treatment, oil massage treatment, facial treatment, scrub treatment, as they have different operating procedures. The advantage of establishing a standard operating procedure is that staffs will have clear knowledge and understanding of all practices at all times, as well as avoiding any potential mistakes. Spa managers should carefully establish standard operating procedures for every position and review its accuracy on regular basis.

(3) Power distribution; spa establishments should distribute power equally. In addition to spa managers, operational staffs should also have the authority to initially solve any possible problems occurring before, during, or after the treatment. Official distribution of power should be established at the early stage to

enhance spa staffs' self confidence so that he/she can make decisions on the spot, ensuring prompt problem-solving ability resulting in the reduction of potential customers' dissatisfaction.

(4) Duty manager; spa establishments should have a duty manager to control service quality. Having a duty manager is different from distributing power to staffs for initial problem solving, because when a serious problem occurs in the absence of the spa manager, in order to avoid any dissatisfaction, a duty manager can automatically fill in and take charge to help solve the problem in time.

(5) Customer feedback; spa establishments need to take customer feedback into consideration. Spa establishment needs to emphasize the importance of customer feedback and request all staffs to take the feedback into account, and not ignoring or going against the feedback for future improvement. Customer feedback includes recommendations to add more ingredients into treatments, or adding additional massage movement techniques, as well as customer's comments about therapists or spa receptionist's work.

(6) Customer feedback response system; spa establishments should pay attention to customer feedback. A convenient customer feedback channel is highly recommended so that spa establishments can easily put feedback recommendations into action. Convenient feedback means including online channels, e.g. email, website, Facebook, call centers or even a direct line to the spa manager. Most importantly, spa establishments need to establish a customer feedback tracking system to inform and update the customer once the feedback has taken into action.

3) Employee recovery

(1) Being service minded; spa staff members are urged to cultivate the service-minded notion that customers are extremely important. Spa staff members have to be eager to assist customers' requests, for instance, solving customers' problems with sincere solutions and paying attention to customer closely.

In cultivating a service minded approach, suggested means are proposed: (1) Exchanging the function's role from service providers to customers, monthly department meetings should be set up to give a chance for spa staff members. They are assigned to relate the daily experience for being served as a customer in any

outlet. Bad or superior issues are discussed in order that spa staff members always recognize the importance of a customer's role. (2) Inviting both satisfied and dissatisfied customers to give talks reflecting their points of view regarding the perceived services. Spa staff members need to listen to what customers expect to obtain, and what customers expect not to experience from spa staffs, including what will make them feel happy at the establishment. This makes spa staff members know the source of the feedback, and deeply comprehend and accept it to aid the improvement process.

(2) Having the right servicing attitude; spa establishments need to place importance on staff attitude being adjusted towards service excellence. (1) Spa staffs have to tune their mindset into providing services that are 'superior' and not 'as met expectation of customers' as superior services lead to greater positive impressions about the service, while the other will result in customers being just satisfied. (2) Spa staffs need to follow the golden rule in customer service, i.e. the customer is always right. If the customer is wrong, refer to the previous rule, the customer is always a priority, never argue with a customer, show respect and treat the customer the way the staff member would like to be treated themselves, and be sincere and friendly at all times. These make the customer feel like an important person.

(3) Organizing knowledge training and product training; spa receptionists may have to be instructed about the knowledge of spa menu treatments in relation to treatment procedures and material treatment's benefits, including sales promotion. Spa therapists need to be coached monthly on the precise processes and operations of spa treatments. This is to check whether they still follow the standard instruction, as it will guarantee the result of process and procedure. New products, treatments and lunches require both spa receptionists and spa therapists to be trained. On the other hand, it is recommended for spa establishments to provide chances for spa mangers, spa receptionists and spa therapists to participate in seminars, exhibitions and fairs related to spa matters so that they can update their information and knowledge.

(4) Improving communication and comprehension skills for marketing and sales departments; the communication and provision of services is

implemented to increase marketing understanding and knowledge. All staff members in spa establishments, including marketing and sales departments, service operation department (spa receptionists, spa therapists) need to be communicated to and provided equal information regarding lunch products, new treatments, news on weekly or monthly promotions and signature treatment suggestions. This may be done via meetings or by online communication i.e. via e-mail. As well, the marketing and sales department ought to share information related to any of current and potential spa competitors, as well as trendy and popular spa products. These provisions ensure all spa staff members are always updated with spa establishment products, and can recognize the movement of company they work for.

(5) The empowerment for decision-making; spa establishments may need to assign a greater scope of authority when facing troubles on the job. Solutions to daily or frequent problems may include a few per cent discount for treatment price, changing treatment rooms, asking for some extra or additional matters, as keeping customers waiting may lead to them developing an unsatisfied state. Notably, spa staff members need showing a genuine interest in solving customers' problems or requests.

5.3.5.5 The Guidelines for Spa Establishments to Discern the Important Dimensions of Service Quality to Customers in Evaluating the Spa Establishments' Service Quality.

The researcher suggests spa establishments need to be aware and take service quality dimensions, which are valued highly by customers, into consideration (see Table 5.9). Spa establishments should use the suggested service quality recommendations as development guidelines to improve service quality as follows: 1) the appearance of physical facilities in the spa establishment: equipment, clothing and promotional materials (tangible). It can be stated that since spa customers do not acquire only massage, spa treatments, but also a number of element of service quality, they certainly count on other cues in the absence of tangible evidence by which to evaluate service quality i.e., service-minded of spa staffs 2) the ability of spa establishments to complete the promised service reliably and precisely (reliability). Its contribution for spa establishments is, this possibly will engage treatment booking, preparation of spa treatments and service, and precise billing 3) the eagerness of spa

staffs to assist customers and offer prompt service provisions (responsiveness) 4) the concerned, customized and individual attention the spa establishments convey to customers (empathy) 5) the product knowledge, courteousness and ability to express safety and trust (assurance) and 6) creation of positive aroma, cleanliness, air, music, lighting and theme of decor (environmental element).

Nevertheless, there are many academics revealing dimensions of service quality which is important to evaluate services. The research conducted by Akan (1995) about service quality of hotel customers for four and five star hotels in Turkey. The finding showed the courtesy and competence of the personnel were placed the most important dimension for service perception. Next, the result of study about service quality dimension in hotel business conducted by Saleh and Ryan (1992) was shown. Dimension of conviviality and tangible were main concerns in terms of importance of service quality evaluation. Another study is of Knutson et al., (1990) which developed LODGSERV in assessing service quality in hotel business. The finding disclosed, reliability hold the first dimension that was essential in evaluating service quality, followed by assurance, responsiveness, tangible, and empathy in consequence. To this, it is apparent that many academics studied about dimensions which are important in evaluating service quality. The finding showed, the sequence priority regarding service quality dimensions were dissimilar. It can be discussed, it is because the nature and characteristics of business; hotels, restaurants, airlines, level of service; premium, mass service, target groups. Guidelines that researchers found and suggested to spa entrepreneurs place importance on dimension of environmental element as first rank with sub-subjects; spa entrepreneurs need to offer importance to aroma within area, hygiene, airflow, music, lighting and unique décor. Hence, researcher confirms that guidelines suggested may be not compatible with some studies as reasons mentioned above.

Table 5.9 Ranking Priority for Improving the Important Dimensions of Service
Quality Dimension to Customers in Evaluating the Spa Establishments'
Service Quality Divided by Country of Residence

Ranking	Asia	Oceania	Europe	The Americas	In Overall
1	Reliability	Responsiveness	Assurance / Empathy	Environmental element	Environmental element
2	Responsiveness / Assurance	Environmental element		Tangible	Assurance
3		reliability	Environmental element	Assurance	Empathy
4	Environmental element	Empathy	Responsiveness	Responsiveness	Responsiveness
5	Empathy	Assurance	Reliability	Reliability	Reliability
6	Tangible	Tangible	Tangible	Empathy	Tangible

5.3.5.6   The Guidelines for Spa Establishments to Respond the Customers'
Desire toward Spa Treatments.

The researcher has suggested desire guidelines based on customers
preferred spa treatments. As shown in Table 5.10, the top ten preferred spa treatments
are listed for spa establishments to learn about current trends, behaviors, as well as
preferences based on customers' demographics, in particular, country of residence in
order to strategically apply to an appropriate marketing initiatives. The preferential
treatments include: Thai traditional massage, yoga, foot massage, Thai herbal
massage bag (hot compress), aroma massage, facial massage, scrub, clay/mud mask,
body polish, clay/mud mask, Indian head massage, reflexology and pedicure. On the
other hand, spa establishments also need to know the least preferred spa treatments in
order to strategically adjust the marketing and promotional plans to enhance the
customers' interest in them. The least preferred spa treatments included scotch hose,
watsu, chi ball, tai chi, fit ball, qigong, tui-na, Vichy shower, reiki and Maya
abdominal massage.

Nonetheless, Tourism Authority of Thailand (2013) surveyed the
behavior and satisfaction of foreigners caring for healthcare and beauty treatment. It
revealed that treatments which were in favor of tourists covered; Thai massage (65%),

aromatherapy massage (46%), body polish (22%), milk bathing (18%), facial care (15%), foot massage (19%), and hot herbal compress and massage (11%). From results presented above clearly showed, Thai massage was the highest top priority among spa treatments, foreign tourists were pleased and favored, and next below ranks of treatments are accord with the finding of researcher. Therefore, researcher analyzes that tourists perceived Thai massage as famous activities in Thailand. In fact, spa entrepreneurs discern well that Thai massage is popular as first rank. It is possible to produce Thai massage that can be applied additional gestures and treatment combined as a signature treatments of Thai massage. This will differentiate treatments from others.

Most importantly, when divided into types of spa treatments, spa establishments also need to know the top and least preferred treatments as well (see Table 5.11). For massage treatments, the list of most preferred treatments includes Thai traditional massage, foot massage, Thai herbal massage bag (hot compress), and while the least preferred treatments are watsu, tui-na and underwater pressure massage. For beauty treatments, the list for most preferred treatments includes facial massage, scrub, clay/mud mask, body polish and clay/mud mask, while the least preferred treatments were manicures and pedicures. For hydro treatments, the most preferred treatments were steam/sauna, warm bath/cool bath and Swiss shower, while the least preferred treatments were scotch hose, Vichy shower and colon detoxification. For holistic treatments, the most preferred treatments were aroma massage, Indian head massage and reflexology, while the least preferred treatments included reiki, Maya abdominal massage and manual lymphatic drainage (MLD). For fitness activities, the most preferred treatments were yoga, Pilates, aerobic and meditation, while the least preferred treatments included chi ball, tai chi, fit ball and Qigong.

As well, Tourism Authority of Thailand (2013) surveyed the behavior and satisfaction of foreigners caring for healthcare and beauty treatment. The finding revealed, treatments which were in favor of tourists grouped regarding type of treatments cover; the most popular treatment type was massage treatment (94%), followed by body treatment (35%), hydro therapy (29%), beauty treatment (28%) in turn. Besides, 35% of tourists buying healthcare products from retail shops and the

most popular products comprising oil/jell/cream for massage (76%), soap/cleansing products for facial body care (20%), herbal compress and scrubbers (15%). It is clearly to state, massage treatment is the most popular and next below treatments are consistent with the finding of researcher. Therefore, researcher recommends spa entrepreneurs regularly survey demand of tourist toward spa treatments in order to know trends. Spa entrepreneurs can use this trend survey to respond appropriately customers and create promotion offered.

It is possible that the establishment's standards and quality need to be considered with care, including the service personnel. The spa entrepreneurs should establish operational standards and examine the service quality in response to customers' desire to gain satisfaction. 'Service' is intangible and servicing tasks are when a member of the service staff delivers a service to a service purchaser. Feelings of satisfaction or dissatisfaction occur after the purchased product has been received. Therefore, service quality will undoubtedly affect a customer's satisfaction, which can lead to a positive relationship between a spa establishment and a customer, as well as encouraging a customer to return which can ultimately progress to loyalty.

5.4 Recommendations

In terms of the researcher's recommendation, there are several recommend-dations for future applications as follows:

5.4.1 Recommendations for Spa Entrepreneur

To complete marketing performance and effectively building relationship with customers, recommendation provided may help spa entrepreneurs to be competitive. Researcher, from findings, set some recommendations regarding service quality management for spa establishments in the Active Beach Tourism Cluster, Thailand;

Table 5.10 Ranking Priority for Improving the Customers' Desire toward Spa Treatments by Country of Residence

Ranking	Asia	Oceania	Europe	The Americas	In Overall
1	Thai traditional massage	Yoga	Thai traditional massage	Thai traditional massage	Thai traditional massage
2	Facial massage, scrub, clay/mud mask	Thai traditional massage	Yoga	Yoga	Yoga
3	Foot massage	Aroma massage	Foot massage	Thai herbal massage bag (hot compress)	Foot massage
4	Aroma massage	Foot massage	Aroma massage	Foot massage	Thai herbal massage bag (hot compress)
5	Thai herbal massage bag (hot compress)	Body polish, clay/mud mask	Thai herbal massage bag (hot compress)	Pilates	Aroma massage
6	Yoga	Facial massage, scrub, clay/mud mask	Indian head massage	Facial massage, scrub, clay/mud mask	Facial massage, scrub, clay/mud mask
7	Body polish, clay/mud mask	Thai herbal massage bag (hot compress)	Pilates	Meditation	Body polish, clay/mud mask
8	Steam/sauna	Reflexology	Pedicure	Swedish massage	Indian head massage
9	Aerobic	Aerobic	Facial massage, scrub, clay/mud mask	Body polish, clay/mud mask	Reflexology
10	Reflexology	Pilates	Manicure	Reflexology	Pedicure
11	Indian head massage	Indian head massage	Invigorating massage	Indian head massage	Steam/sauna

Table 5.10   (Continued)

Ranking	Asia	Oceania	Europe	The Americas	In Overall
12	Swiss shower	Pedicure	Steam/sauna	Aerobic	Pilates
13	Warm bath/Cool bath	Boxing	Meditation	Fit ball	Manicure
14	Invigorating massage	Manicure	Athletic massage	Pedicure	Invigorating massage
15	Hot stone massage	Invigorating massage	Body polish, clay/mud mask	Aroma massage	Aerobic
16	Pedicure	Steam/sauna	Hot stone massage	Hot stone massage	Meditation
17	Manicure	Athletic massage	Swedish massage	Manicure	Swedish massage
18	Boxing	Swedish massage	Reflexology	Reiki	Boxing
19	Shiatsu	Meditation	Boxing	Invigorating massage	Hot stone massage
20	Vichy shower	Warm bath/Cool bath	Aerobic	Shiatsu	Warm bath/Cool bath
21	Shirodhara	Maya abdominal massage	Manual lymphatic drainage (MLD)	Boxing	Athletic massage
22	Meditation	Shiatsu	Shiatsu	Steam/sauna	Shiatsu
23	Swedish massage	Manual lymphatic drainage (MLD)	Qigong	Maya abdominal massage	Swiss shower
24	Colon detoxification	Hot stone massage	Warm bath/Cool bath	Warm bath/Cool bath	Shirodhara
25	Underwater pressure massage	Colon detoxification	Shirodhara	Swiss shower	Manual lymphatic drainage (MLD)

Table 5.10 (Continued)

Ranking	Asia	Oceania	Europe	The Americas	In Overall
26	Athletic massage	Swiss shower	Tai chi	Underwater pressure massage	Colon detoxification
27	Tui-na	Underwater pressure massage	Fit ball	Shirodhara	Underwater pressure massage
28	Scotch hose	Reiki	Tui-na	Colon detoxification	Maya abdominal massage
29	Reiki	Shirodhara	Maya abdominal massage	Manual lymphatic drainage (MLD)	Reiki
30	Pilates	Vichy shower	Underwater pressure massage	Chi ball	Vichy shower
31	Maya abdominal massage	Qigong	Chi ball	Tui-na	Tui-na
32	Watsu	Tui-na	Colon detoxification	Athletic massage	Qigong
33	Manual lymphatic drainage (MLD)	Fit ball	Swiss shower	Vichy shower	Fit ball
34	Tai chi	Tai chi	Reiki	Scotch hose	Tai chi
35	Qigong	Watsu	Vichy shower	Tai chi	Chi ball
36	Chi ball	Chi ball	Watsu	Qigong	Watsu
37	Fit ball	Scotch hose	Scotch hose	Watsu	Scotch hose

Table 5.11 Ranking Priority for Improving the Customers' Desire toward Spa Treatments, Core treatment, by Country of Residence

Ranking	Asia	Oceania	Europe	The Americas	In Overall
Massage Treatments					
1	Thai traditional massage	Thai traditional massage	Thai traditional massage	Thai traditional massage	Thai traditional massage
2	Foot massage	Foot massage	Foot massage	Thai herbal massage bag (hot compress)	Foot massage
3	Thai herbal massage bag (hot compress)	Thai herbal massage bag (hot compress)	Thai herbal massage bag (hot compress)	Foot massage	Thai herbal massage bag (hot compress)
4	Invigorating massage	Invigorating massage	Invigorating massage	Swedish massage	Invigorating massage
5	Hot stone massage	Athletic massage	Athletic massage	Hot stone massage	Swedish massage
6	Shiatsu	Swedish massage	Hot stone massage	Invigorating massage	Hot stone massage
7	Swedish massage	Shiatsu	Swedish massage	Shiatsu	Athletic massage
8	Underwater pressure massage	Hot stone massage	Shiatsu	Underwater pressure massage	Shiatsu
9	Athletic massage	Underwater pressure massage	Tui-na	Tui-na	Underwater pressure massage
10	Tui-na	Tui-na	Underwater pressure massage	Athletic massage	Tui-na
11	Watsu	Watsu	Watsu	Watsu	Watsu

Table 5.11   (Continued)

Ranking	Asia	Oceania	Europe	The Americas	In Overall
Beauty Treatments					
1	Facial massage, scrub, clay/mud mask	Body polish, clay/mud mask	Pedicure	Facial massage, scrub, clay/mud mask	Facial massage, scrub, clay/mud mask
2	Body polish, clay/mud mask	Facial massage, scrub, clay/mud mask	Facial massage, scrub, clay/mud mask	Body polish, clay/mud mask	Body polish, clay/mud mask
3	Pedicure	Pedicure	Manicure	Pedicure	Pedicure
4	Manicure	Manicure	Body polish, clay/mud mask	Manicure	Manicure
Hydro Treatments					
1	Steam/sauna	Steam/sauna	Steam/sauna	Steam/sauna	Steam/sauna
2	Swiss shower	Warm bath/Cool bath	Warm bath/Cool bath	Warm bath/Cool bath	Warm bath/Cool bath
3	Warm bath/Cool bath	Colon detoxification	Colon detoxification	Swiss shower	Swiss shower
4	Vichy shower	Swiss shower	Swiss shower	Colon detoxification	Colon detoxification
5	Colon detoxification	Vichy shower	Vichy shower	Vichy shower	Vichy shower
6	Scotch hose	Scotch hose	Scotch hose	Scotch hose	Scotch hose

Table 5.11 (Continued)

Ranking	Asia	Oceania	Europe	The Americas	In Overall
Holistic Treatments					
1	Aroma massage	Aroma massage	Aroma massage	Reflexology	Aroma massage
2	Reflexology	Reflexology	Indian head massage	Indian head massage	Indian head massage
3	Indian head massage	Indian head massage	Reflexology	Aroma massage	Reflexology
4	Shirodhara	Maya abdominal massage	Manual lymphatic drainage (MLD)	Reiki	Shirodhara
5	Reiki	Manual lymphatic drainage (MLD)	Shirodhara	Maya abdominal massage	Manual lymphatic drainage (MLD)
6	Maya abdominal massage	Reiki	Maya abdominal massage	Shirodhara	Maya abdominal massage
7	Manual lymphatic drainage (MLD)	Shirodhara	Reiki	Manual lymphatic drainage (MLD)	Reiki
Fitness Activities					
1	Yoga	Yoga	Yoga	Yoga	Yoga
2	Aerobic	Aerobic	Pilates	Pilates	Pilates
3	Boxing	Pilates	Meditation	Meditation	Aerobic

Table 5.11 (Continued)

Ranking	Asia	Oceania	Europe	The Americas	In Overall
4	Meditation	Boxing	Boxing	Aerobic	Meditation
5	Pilates	Meditation	Aerobic	Fit ball	Boxing
6	Tai chi	Qigong	Qigong	Boxing	Qigong
7	Qigong	Fit ball	Tai chi	Chi ball	Fit ball
8	Chi ball	Tai chi	Fit ball	Tai chi	Tai chi
9	Fit ball	Chi ball	Chi ball	Qigong	Chi ball

5.4.1.1 Recommendation Concerning Customers' Demographics

Spa entrepreneurs should group customers according to the finding of customers' demographics in order to suitably respond customers' desires. This is, for instance, replying customers' desires toward spa treatments that spa entrepreneurs should cluster customers along with age-ranges. The first is, age-ranges hold different types of spa treatments and the range of 31-40 years, and 41-50 year are considered the most patronizing customers. It is summed up, the mentioned ranges are key target. Next, spa entrepreneurs should grouping customers in accordance with country of residence as studied into four regions; Asia, Oceania, Europe and the Americas. It is certain to state that country of residence influence on customers' demand toward dissimilar spa treatments. Thus, spa treatments should not ignore issues of age-ranges and country of residence in providing proper demands.

5.4.1.2 Recommendation Regarding the Perception of Service Quality Dimensions

It is said that, from the finding found, dimension of service quality is considered the third order influencing satisfaction. Spa entrepreneurs make an attempt to deliver an excellent service meeting or exceeding customers' demand. This leads to consider dimensions needing necessitous improvement. The first is tangible with sub-subjects; appealing sale promotion materials, modern-looking spa equipments, interesting décor of spa establishments, spa staffs dress, followed by reliability with sub-concerns; genuine problem solving, error-free service, service as promised, all-time service excellence, service as to time agreed, then, empathy with sub-issues; serve as customers' demand, spa staffs understand specific demand, spa staffs offer convenient service hour, spa staffs closely serve customers. Thus, researcher recommends spa entrepreneurs take into account dimensions priority seriously develop and improve dimensions in being consistent with customers' expectation.

5.4.1.3 Recommendation Referring to the Perceived Value

It is found, from the finding, that the perceived value is placed the second among variables influencing satisfaction. To be accurate, when comparing between quality and price paid including time lost in purchasing spa treatments, considered whether it values for money or not. Spa entrepreneurs have to generate value added service in order to attach into customers' mind. Besides, responding

tangibles provided, spa entrepreneurs also form kind of touching service, added value later will emerge. This certainly impresses customers. However, spa entrepreneurs need concern in improving as follows; the first is acquisition value with sub-topics; overall benefits gained positive value accord with customers' expectation, followed by epistemic value with sub-topics; newly launched product grasp customers attention, benefits from spa products received. Tradeoff value is next with sub-topics; feeling pleasure with promotional price and saving money, fulfilling happiness indeed. Consequently, producing services attaching value in customers' mind is today's importance in serving customers. Spa entrepreneurs put forward to build up and improve service delivering as ranking priority suggested above. This initiates positive buying intention of long run customers.

      5.4.1.4 Recommendation Concerning the Service Encounters

      It is stated, from the finding of research, the service encounter is the first priority of dimension having an effect on satisfaction. Spa entrepreneurs have to realize the period that spa staffs and spa therapists are serving customers. This mentioned duration is critical and can positively or negatively engrave on customers' experience, as a result, spa entrepreneurs need considering service encounter dimensions to be improved. The first, remote encounter with sub-issues to be emphasized; spa entrepreneurs need concentrating on the online information access and content, telephone etiquette, being tempting after reading spa menu. Hence, researcher found, from research, remote encounter or called backstage encounter is ranked moderately dissatisfied. Spa entrepreneurs not only concentrate on face-to-face encounter or front stage, instead back stage also influences satisfaction.

      5.4.1.5 Recommendation Associated with the Customer's Satisfaction

      It is found, from the finding, that customers evaluating service provided is accord with the expected or not. If met, satisfactory emerged, but gained below, dissatisfaction happened. To broaden, factors influencing satisfaction cover service quality, perceived value, and service encounter. Notably, if spa entrepreneurs can produce satisfactory state, this certainly brings about repeat business including brand loyalty. From finding, the first dimension to be improved; disconfirmation of expectation, spa entrepreneurs recommend develop quality of spa staffs, spa treatments, spa establishments which are moderately low as expected. Thus, if spa

entrepreneurs can identify with customers' demand toward spa treatments, character of spa staffs in providing service affect receiving satisfied service.

5.4.2 Recommendations for Governmental Bodies

Ministry of Public Health is governmental body that is responsible for healthcare business both in terms of business performance and professional standard. It is found that the perception of customers using spa services regarding some dimensions are considered as fair ranks, as a result, governmental bogy mentioned should strictly give force in implementing to spa establishments as the following issues;

5.4.2.1 Recommendation Regarding Service Standard

This is to verify whether spa establishments serve customers accurately as well, produce satisfaction. This includes details and procedures of treatment that must be clear, duration consumed for spa treatment, service price in spa menu, providing polite information and exact spa products, service standard system, providing service as required by customers, service evaluation form or customer satisfaction comment card.

5.4.2.2 Recommendation Concerning Standard of Service Staffs

This is to evaluate their knowledge and ability whether they have minimum professional standard and qualification. Issues needing rigidity embrace service persons (spa therapists) have to be attended spa treatment-related courses certified by Ministry of Public Health as well as, spa entrepreneurs need certification of spa manager.

5.4.2.3 Recommendation Related to Standard of Products and Equipments

These items should be regularly evaluated that they are in safety condition and ready to use and try to make customers feel assured. As well, hygienic issue of equipments and in treatment rooms are required.

5.4.2.4 Recommendation Being About the Administrative and Organization Management

This is to be effective system for spa establishments. Severe issues need implementing comprising setting up training courses system for spa therapists to meet

standard, producing standard operating procedures (SOP) for spa therapists which are comprehensible, launching the evaluation of work performance that is moral.

        5.4.2.5 Recommendation Considering the Standard of Workplace and Circumstances

These comprising figure, taste, odor, sound, touch can impress customers. Spa entrepreneurs are suggested; service area decoration of spa establishments need unique and Thainess, areas within spa establishments need air-flowing and hygiene, lighting is proper in treatment rooms, music that helps customers relaxed while treatment.

        5.4.2.6 Recommendation Involving Moral and Ethical Behavior of Spa Staffs

Rigid subjects incorporate the non taking advantage of customers in terms of service quality, materials of spa treatments, quantity and duration for spa treatments as informed, no additional charged as agreed, no criticizing customers' body.

5.4.3 Recommendations for Future Researcher

5.4.3.1 The Model for Developing Service Quality for Spa Establishments in the Active Beach Tourism Cluster, Thailand, collected data from only the identified area, therefore, for future research, interested researchers could consider expanding the study to other potential areas based on the National Tourism Development Plan (2012-2016), in order to study the potential of spa businesses as well as the level of service quality in that specific area. The potential areas based on the National Tourism Development Plan (2012-2016) are listed as follows: Lanna cultural and upper northern region Tourism Cluster, World Heritage in relations to Ecotourism Tourism Cluster, central watershed cultural Tourism Cluster, Royal Coast Tourism Cluster, The two oceans Tourism Cluster, Mekong river cultural Tourism Cluster, and lower northeastern cultural Tourism Cluster.

5.4.3.2 This study is merely a quantitative study. For the future, interested researchers could employ mixed research methods, combining quantitative with qualitative studies, in order to gain an in-depth knowledge from spa customers. For example, interested researchers could use in-depth interviews with tourists in

order to learn about their rationales, as well as their feedback towards spa treatments in the studied area. In-depth interviews could also be conducted with spa owners or spa managers in order to provide comments, as well as guidelines, for in-depth quality improvements.

5.4.3.3 This study was targeted merely on foreign tourists. For the future, interested researchers can adjust to target only Thai customers, or expand to both Thai and foreign customers in order to study demographic differences for developing service quality for spa establishments.

5.4.3.4 This study collected data merely from the health spa segment, categorized by the Ministry of Public Health. For the future, interested researchers could apply this study and collect data from different segments, including the health massage segment and beauty massage segment, with some alteration or adjustment on the research tools as other spa segments have, to some extent, different spa services and products.

5.4.3.5 This research studied four variables that influenced, or were relevant to, service quality, including the service quality dimensions: perceived value, service encounter, customer satisfaction, customers' demographic and spa treatments. For the future, interested researchers could extend the research to cover other independent variables and dependent variables, for instance post-purchase behavioral intentions (negative and positive), customer retentions and customer loyalty.

5.4.3.6 This research studied only four variables in the target demographic profiles, which were: gender, age, country of residence, and level of income. For the future, interested researchers could expand to wider range of demographic variables, for instance level of education, marital status, and type of travel, etc., in order to find out which demographic variables have the greatest influence on the perception of service quality of spa establishments, or on the preference on any specific spa treatments.

5.4.3.7 Interested researchers can conduct The Model for Developing Service Quality for Spa Establishments in the Active Beach Tourism Cluster, Thailand, in the following years. For instance the study could later on be conducted in the next 2-3 years in order to compare the results to this study.

5.4.3.8 Interested researchers can apply this conceptual framework with other researches or businesses. For instance, this could be applied to study the

service quality of an airline, a MICE business, a hotel business, a restaurant business in order to acquire knowledge regarding the level of service quality and the desire and preference of the studied product.

5.5 Closing Comments

This research provides the service quality development guidelines for spa establishments in Thailand, especially in the studied area at the Active Beach Tourism Cluster, Thailand. In order to deliver the excellence service quality in spa business, the researcher suggests the service quality development guidelines in various aspects including service quality dimension, perceived value, service encounter, and customer satisfaction. The researcher also proposes the priority checklist, in a table format, to demonstrate all service items that need improvements. And the preferred desires of customers on spa treatments are regarded as trends, behaviors and wants of targeted customers for spa establishments to appropriately respond. Lastly, the researcher also provides recommendations for this study as well as suggestions for interested researchers who want to apply this research for future use.

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APPENDICES

APPENDIX A

QUESTIONNAIRE

QUESTIONNAIRE

"A Model for Developing Service Quality for Spa Establishments
in the Active Beach Tourism Cluster, Thailand"

My name is Anan Chieochankitkan. I am a Ph.D. student at National Institute of Development Administration (NIDA), School of Tourism Management. As part of the completion of my degree, I am conducting research regarding service quality, perceived value, service encounter and customers' desire toward spa treatments that were surveyed at the Active Beach Tourism Cluster, Thailand. To help the researcher achieve this, I would appreciate you taking a few minutes of your valuable time to complete this questionnaire. Your information is greatly essential for analysis and will be kept confidential and used for research purposes only.

Thank you very much for your co-operation.

There are six parts to complete.
Part I: Background and General Information

Direction: Please mark ☑for your answers

1. Gender

    1. ☐ Male   2. ☐ Female

2. Age

    1. ☐ Lower than 21 years   2. ☐ 21-30 years
    3. ☐ 31-40 years   4. ☐ 41-50 years
    5. ☐ 51-60 years   6. ☐ More than 60 years

3. Country of residence (please specify nationality)

    1. ☐ Asia   ……………………
    2. ☐ Oceania   ……………………
    3. ☐ Europe   ……………………
    4. ☐ The Americas   ……………………
    5. ☐ Others   ……………………

4. Income per month (USD.)

    1. ☐ Less than 667 USD.   2. ☐ 667-1,000 USD.
    3. ☐ 1,001-1,333 USD.   4. ☐ 1,334-1,666 USD.
    5. ☐ 1,667-2,000 USD.   6. ☐ more than 2,000 USD.

5. The main purpose of travelling to Thailand (mark only one answer)

    1. ☐ Business   2. ☐ Leisure
    3. ☐ Official   4. ☐ Convention/Exhibition

    5. ☐ Others (please specify) ………………

6. Preferred tourist destination in Thailand (mark as many as appropriate)

    1. ☐ Beaches, islands and marine area   2. ☐ Man-made tourist attractions
    3. ☐ Historical and Cultural sites   4. ☐ Natural sites and national forest parks
    5. ☐ Special interest activities   6. ☐ Others (specify) ………………..

Use the scale below to answer the questionnaire for Part II to Part VI.

strongly disagree	moderately disagree	slightly disagree	neutral	slightly agree	moderately agree	strongly agree
1	2	3	4	5	6	7

Part II Section I: Measuring <u>Expectations</u> and <u>Perceptions</u> of Service Quality Attributes

Direction: Please circle the number that best signify the spa establishments' performance about expectations and perceptions

Note: Attributes are included in center column that customers will expect and would be perceived from the spa establishments. The left assesses your expectation level before treatment and the right is your perception level during or after treatment.

Before Treatment							**Attributes**	**After Treatment**						
strongly disagree		neutral			strongly agree			strongly disagree		neutral		strongly agree		
1	2	3	4	5	6	7	1. Spa establishments have modern equipment.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	2. The physical decors are visually appealing.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	3. Spa staffs look well dressed.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	4. Promotional materials are visually appealing.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	5. Spa establishments perform according to agreed promises.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	6. Spa staffs show a genuine interest in solving problems.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	7. Spa staffs perform habitually excellent service.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	8. Spa staffs complete treatments within agreed time.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	9. Spa establishments keep on error-free service.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	10. Spa staffs give exact information.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	11. Spa staffs offer prompt service.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	12. Spa staffs are always willing to help customers.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	13. Spa staffs devote enough time for customers' requests.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	14. The behaviors of spa staff instill confidence to customers.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	15. Customers feel safe in their transactions.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	16. Spa staffs are consistently polite.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	17. Spa staffs provide sufficient knowledge of product.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	18. Spa staffs offer customized spa treatments.	1	2	3	4	5	6	7
1	2	3	4	5	6	7	19. Spa establishments have convenient and flexible operating hours for customers.	1	2	3	4	5	6	7

Before Treatment							**Attributes**	**After Treatment**						
strongly disagree		neutral			strongly agree			strongly disagree		neutral			strongly agree	
1 2 3 4 5 6 7							20. Spa staffs take care of customers closely.	1 2 3 4 5 6 7						
1 2 3 4 5 6 7							21. Spa staffs understand specific needs of customers.	1 2 3 4 5 6 7						
1 2 3 4 5 6 7							22. Spa establishments have pleasant landscape.	1 2 3 4 5 6 7						
1 2 3 4 5 6 7							23. Surrounding areas have proper sanitation.	1 2 3 4 5 6 7						
1 2 3 4 5 6 7							24. Spa establishments have good ventilation.	1 2 3 4 5 6 7						
1 2 3 4 5 6 7							25. Spa establishments have relaxing music.	1 2 3 4 5 6 7						
1 2 3 4 5 6 7							26. Lighting is adequate and proper.	1 2 3 4 5 6 7						
1 2 3 4 5 6 7							27. Theme of decor is uniquely set up	1 2 3 4 5 6 7						

Part II Section II: Measuring Features Importance in Evaluating Service Quality

Direction: Listed below are 6 features related to services that spa establishments provide. I would like to know the importance each of these features is to you when you assess the spa establishments' service quality. Please circle the number from 1 to 7 that the most important, circle number 7 and the least important, circle number 1.

Items	strongly disagree		neutral			strongly agree	
1. The spa establishments' appearance of physical facilities, equipments, clothing and promotional materials (tangible).	1	2	3	4	5	6	7
2. The ability of spa establishments in completing promised service reliably and precisely (reliability).	1	2	3	4	5	6	7
3. The spa staffs are eager to assist customers and offer prompt service provision (responsiveness).	1	2	3	4	5	6	7
4. The product knowledge and courteousness and their ability to express safe and trust (assurance).	1	2	3	4	5	6	7
5. The concern, customized and individual attention, the spa establishments convey to customers (empathy).	1	2	3	4	5	6	7
6. The supporting circumstances of aroma, cleanliness, air, music, lighting and theme of decor (environmental element).	1	2	3	4	5	6	7

Part III: Your Perception related to Perceived Value of Spa Establishments' Services

Direction: Please circle the number that best signify the spa establishments' performance about perceived value

Items	strongly disagree		neutral			strongly agree	
1. I totally received considerable benefits from the spa treatments.	1	2	3	4	5	6	7
2. I received good value regarding spa treatments as they met my expectation.	1	2	3	4	5	6	7
3. I feel pleasure with promotional price and saving money.	1	2	3	4	5	6	7
4. Aside from money I saved, I also fulfill my bliss.	1	2	3	4	5	6	7

5. I feel good receiving personalized treatments while being treated.	1	2	3	4	5	6	7
6. I had a sense of joy and relaxation while being treated.	1	2	3	4	5	6	7
7. It is worthy that I will revisit in future as they can fulfill my desire.	1	2	3	4	5	6	7
8. It is worthy that I will spread the excellent services to acquaintances.	1	2	3	4	5	6	7
9. My curiosity was aroused with the newly launched spa treatments.	1	2	3	4	5	6	7
10. I feel good learning about the product benefits.	1	2	3	4	5	6	7
11. I got joyful feeling when I used spa treatments.	1	2	3	4	5	6	7
12. After treatments, they put me in a good mood.	1	2	3	4	5	6	7
13. I feel that I have become a first-class person with a desirable life style.	1	2	3	4	5	6	7
14. I feel that ability to afford spa treatments fit into my social setting.	1	2	3	4	5	6	7

Part IV: Your Perception related to <u>Service Encounter</u> of Spa Establishments' Services
Direction: Please circle the number below that best represent the spa establishments' performance about service encounter

Items	strongly disagree		neutral			strongly agree	
1. Content of the spa menu is tempting.	1	2	3	4	5	6	7
2. Online information is nicely interactive i.e., webpage, facebook.	1	2	3	4	5	6	7
3. Spa staff had telephone etiquette.	1	2	3	4	5	6	7
4. Greeting and welcoming of spa staff shows warmness.	1	2	3	4	5	6	7
5. Serving drinks upon arriving and after treatment show Thainess.	1	2	3	4	5	6	7
6. Spa staff interestingly presented spa menu.	1	2	3	4	5	6	7
7. Spa staff understandably gave consults on health and product before treatment.	1	2	3	4	5	6	7
8. Spa staff offered excellently treatment in the treatment room.	1	2	3	4	5	6	7
9. Spa staff beneficially presented product recommendation after treatment.	1	2	3	4	5	6	7
10. Cashier process at the end is quick and accurate.	1	2	3	4	5	6	7

Part V: Your Perception related to <u>Customer Satisfaction</u> of Spa Establishments' Services
Direction: Please circle the number below that best signify the spa establishments' performance about customer satisfaction

Items	strongly disagree		neutral			strongly agree	
1. I was satisfied with the service quality of spa staff since it was as excellent as I initially expected.	1	2	3	4	5	6	7
2. I was satisfied with the quality of spa treatment since it was as excellent as I expected.	1	2	3	4	5	6	7
3. I was satisfied with service quality of spa establishments since it was as excellent as I expected.	1	2	3	4	5	6	7
4. From my knowledge, understanding and experience, I was satisfied being a customer at this spa establishment.	1	2	3	4	5	6	7
5. I love this spa establishment as I did the right things.	1	2	3	4	5	6	7
6. My decision's choice to become a customer at this spa establishment was a wise one.	1	2	3	4	5	6	7

Part VI: Your Desire toward Spa Treatments
Direction: Listed below are 5 categories containing 37 treatments, spa establishments may provide some. I would like to know your desire to treatments which you feel interested in trying. Please circle the number from 1 to 7 that the most desired/interested a treatment is to you, circle number 7 and the least, circle number 1. (mark all 37 Items)

	Items	strongly disagree		neutral		strongly agree		
Massage Treatments	1. Athletic massage	1	2	3	4	5	6	7
	2. Hot stone massage	1	2	3	4	5	6	7
	3. Invigorating massage	1	2	3	4	5	6	7
	4. Foot massage	1	2	3	4	5	6	7
	5. Shiatsu	1	2	3	4	5	6	7
	6. Swedish massage	1	2	3	4	5	6	7
	7. Thai herbal massage bag (hot compress)	1	2	3	4	5	6	7
	8. Thai traditional massage	1	2	3	4	5	6	7
	9. Tui-na	1	2	3	4	5	6	7
	10. Underwater pressure massage	1	2	3	4	5	6	7
	11. Watsu	1	2	3	4	5	6	7
Beauty Treatments	12. Body polish, clay/mud mask	1	2	3	4	5	6	7
	13. Facial massage, scrub, clay/mud mask	1	2	3	4	5	6	7
	14. Manicure	1	2	3	4	5	6	7
	15. Pedicure	1	2	3	4	5	6	7
Hydro Treatments	16. Colon detoxification	1	2	3	4	5	6	7
	17. Scotch hose	1	2	3	4	5	6	7
	18. Steam/sauna	1	2	3	4	5	6	7
	19. Swiss shower	1	2	3	4	5	6	7
	20. Vichy shower	1	2	3	4	5	6	7
	21. Warm bath/Cool bath	1	2	3	4	5	6	7
Holistic Treatments	22. Aroma massage	1	2	3	4	5	6	7
	23. Indian head massage	1	2	3	4	5	6	7
	24. Manual lymphatic drainage (MLD)	1	2	3	4	5	6	7
	25. Maya abdominal massage	1	2	3	4	5	6	7
	26. Reflexology	1	2	3	4	5	6	7
	27. Reiki	1	2	3	4	5	6	7
	28. Shirodhara	1	2	3	4	5	6	7
Fitness Activities	29. Aerobic	1	2	3	4	5	6	7
	30. Boxing	1	2	3	4	5	6	7
	31. Chi ball	1	2	3	4	5	6	7
	32. Fit ball	1	2	3	4	5	6	7
	33. Meditation	1	2	3	4	5	6	7
	34. Pilates	1	2	3	4	5	6	7
	35. Qigong	1	2	3	4	5	6	7
	36. Tai chi	1	2	3	4	5	6	7
	37. Yoga	1	2	3	4	5	6	7

Comments
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………………………………………………………………………………Thank you very much.

APPENDIX B

LETTER OF ADMISSION OF THE PORT AUTHORITY OF THAILAND FORDATA COLLECTION WITH IN AIRPORT

AOT

บริษัท ท่าอากาศยานไทย จำกัด (มหาชน)
Airports of Thailand Public Company Limited

ที่ ทอท. 7410 /2556

๒๕ กรกฎาคม 2556

เรื่อง การขอความอนุเคราะห์และขออนุญาตแจกแบบสอบถามนักท่องเที่ยวในสถานที่
       ของท่าอากาศยานสุวรรณภูมิ

เรียน คณบดี สถาบันบัณฑิตพัฒนบริหารศาสตร์

อ้างถึง หนังสือ สถาบันบัณฑิตพัฒนบริหารศาสตร์ ที่ ศธ 0526.16/302 ลงวันที่ 3 กรกฎาคม 2556

         ตามหนังสือที่อ้างถึง สถาบันบัณฑิตพัฒนบริหารศาสตร์ ได้แจ้งความประสงค์ขอให้
นักศึกษาปริญญาเอก สาขาวิชาการจัดการการท่องเที่ยวแบบบูรณาการ คณะการจัดการการท่องเที่ยว
ชื่อ นายอนันต์ เชี่ยวชาญกิจการ และคณะ จำนวน 6 คน เข้าไปทำการเก็บรวบรวมข้อมูลเพื่อไปประกอบการ
จัดทำดุษฎีนิพนธ์เรื่อง "รูปแบบการพัฒนาคุณภาพบริการสถานประกอบการสปาในกลุ่มจังหวัดแอ็กทีฟบีช
ประเทศไทย" บริเวณห้องพักผู้โดยสารขาออก อาคารผู้โดยสาร ท่าอากาศยานสุวรรณภูมิ (ทสภ.)
ระหว่างวันที่ 15 กรกฎาคม 2556 ถึงวันที่ 15 ตุลาคม 2556 ดังความละเอียดทราบแล้วนั้น

         บริษัท ท่าอากาศยานไทย จำกัด (มหาชน)(ทอท.) พิจารณาแล้ว ยินดีอนุญาตให้สถาบัน ฯ
ดำเนินการตามที่แจ้งขอไปได้ โดยขอให้ติดต่อที่ งานปฏิบัติการท่าอากาศยาน ส่วนบริการอาคารผู้โดยสาร
ฝ่ายการท่าอากาศยาน โทรศัพท์เลขหมาย 0-2132-9230 เพื่ออำนวยความสะดวกให้ต่อไป และทั้งนี้ ทอท.
พิจารณาแล้วเห็นว่าผลการวิจัยเกี่ยวกับเรื่องดังกล่าวจะเป็นประโยชน์ต่อการดำเนินกิจการของ ทอท.
และการท่องเที่ยวของประเทศในภาพรวม จึงใคร่ขอให้สถาบัน ฯ จัดส่งสำเนาผลการวิจัยให้กับ ทอท.
ทราบต่อไปด้วย

         จึงเรียนมาเพื่อทราบ

                                        ขอแสดงความนับถือ

                           นาวาอากาศเอก

                                (สมัย จันทร)
                    รองผู้อำนวยการท่าอากาศยานสุวรรณภูมิ ปฏิบัติงานแทน
                                ผู้อำนวยการใหญ่

ฝ่ายการท่าอากาศยาน
โทรศัพท์ 0-2132-9230
โทรสาร 0-2132-9219

APPENDIX C

**LIST OF SPA ESTABLISHMENT FOR HEALTH CERTIFIED BY
MINISTRY OF PUBLIC HEALTH IN THE ACTIVE BEACH
TOURISM CLUSTER, THAILAND IN YEAR 2012**

List of Spa Establishment for Health Certified by Ministry of Public Health in the
Active Beach Tourism Cluster, Thailand in Year 2012

Number/ Province	Name of Spa Establishments (Thai)	Name of Spa Establishments (English)	Address of Spa Establishments
Chonburi			
1.	ราวินทรา สปา	Ravindra Spa	246 หมู่ 4 สุขุมวิท นาจอมเทียน สัตหีบ
2.	ดิ โอเอซิส สปา พัทยา	The Oasis Spa Pattaya	322 หมู่ 12 หนองปรือ บางละมุง
3.	รัสยานารีทรีตท์	Rasayana Retreat	179/201 หมู่ 5 นาเกลือ บางละมุง
4.	บุษบารีสอร์ท แอนด์ สปา	Budsaba Resort and Spa	69/1 หมู่ 11 ห้วยใหญ่ บางละมุง
5.	ซีโฟร่า สปา	Zphora Spa	555/65 หมู่ 5 พัทยา-นาเกลือ นาเกลือ บางละมุง
6.	สปาเซ็นวารี	Spa Cenvaree	277 หมู่ 5 พัทยา-นาเกลือ นาเกลือ บางละมุง
7.	ซี แซนด์ ซัน สปา	Sea Sand Sun Spa	78/4 หมู่ 8 สุขุมวิทนาจอมเทียน สัตหีบ
8.	พี เอส สปา	P S SPA	369/1 หมู่ 9 พัทยากลาง หนองปรือ บางละมุง
9.	รอยัลการ์เด้นท์ สปา	Royal Garden Spa	218/2-4 หมู่10 เลียบชายหาด หนอง ปรือบางละมุง
10.	บรีซ สปา	Breeze Spa	240 หมู่ 5 พัทยา-นาเกลือ นาเกลือ บางละมุง
11.	เคป สปา	Cape Spa	35/1 เจิมจอมพล ศรีราชา ศรีราชา
Rayong			
1.	จักระสปา	Chakra Spa	11 ราษฎร์บำรุง เนินพระ เมือง
2.	บีอิ้ง แอท สปา	Being at spa	276/19-20 หมู่ 8 โพธิ์ เมือง
3.	ทิวารินสปา	Dhivarin Spa	292/4 เพ
4.	ปารดีสปา	Paradee Spa	76 หมู่ 4 เพ
5.	อาศรมสปา ณ ระยอง	Arsom Spa @ Rayong	217/25 สุขุมวิท เนินพระ
6.	อควอซ เฮลท์เซนเตอร์ แอนด์ สปา	Aqua Health Center & Spa	4/5 หมู่ 3 เพ-แกลง-กร่ำ ชากพง

Number/ Province	Name of Spa Establishments (Thai)	Name of Spa Establishments (English)	Address of Spa Establishments
7.	ดาวดึงส์รีทรีท	Daovadeung Retreat	186 หมู่ 1 เพ
8.	อภิญญาสปา แอนด์ บิวตี้ซาลอน		157/8 หมู่ 3 พลงตาเอี่ยม
Chantaburi			
1.	โฮมออฟสปา	Home of Spa	7 นิมิตใหม่ เมือง
2.	ทีน่าเพอร์โซน่า บิวตี้แอนด์ สปา		86/19 อัมพวา วัดใหม่ เมือง
3.	โฮมออฟสปา	Home of Spa	21/65-67หมู่ 7 จันทนิมิต
Trat			
1.	เดอะ เนเจอรัล สปา	The Natural Spa	15/4 หมู่ 4 เกาะช้างใต้ เกาะช้าง
2.	อัยยะสปา	Aiya Spa	29 หมู่ 3 เกาะช้าง
3.	เกาะช้างรีสอร์ท แอนด์ สปา	Kohchang Resort & Spa	39 หมู่ 4 เกาะช้าง
4.	บ้านปูเฮลท์สปา	BanPu Health Spa	199 หมู่ 1 หนองคันทรง
5.	อัปสรา สปา	Apsara Spa	99/9 หมู่ 4 เกาะช้าง
6.	บอดิเวอร์ก สปา	Bodiwork Spa	39/4 หมู่ 4 เกาะช้าง
7.	น้ำสปา	Namm Spa	111/1 หมู่ 1 เกาะช้าง
8.	ศิวรา สปา	Sivara Spa	88/8 หมู่ 4 เกาะช้าง

BIOGRAPHY

NAME	Anan Chieochankitkan
ACADEMIC BACKGROUND	B.A.(Second Class Honors), (Silver Awards of Academic Excellence) in Tourism, Saint John's University, Bangkok, Thailand in 2002
	MITHM, Master of International Tourism and Hotel Management, Southern Cross University, Australia in 2003
PRESENT POSITION	Lecturer, Faculty of Tourism and Hospitality, Dhurakij Pundit University, Bangkok, Thailand