

**MANAGING SPA BUSINESS AFTER THE COVID-19 CRISIS
THROUGH MCKINSEY'S 7-S FRAMEWORK**

The image shows a large, faint watermark of the Mahidol University logo in the background. The logo is circular with a blue center containing a golden emblem of a traditional Thai stupa. The outer ring of the logo contains Thai text. Overlaid on this watermark is the author's name.

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**A THESIS SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
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Thesis
entitled
**MANAGING SPA BUSINESS AFTER THE COVID-19 CRISIS
THROUGH MCKINSEY'S 7-S FRAMEWORK**



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for the degree of Master of Management (Marketing)

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MANAGING SPA BUSINESS AFTER THE COVID-19 CRISIS THROUGH MCKINSEY'S 7-S FRAMEWORK

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ABSTRACT

The spa industry has been severely affected by the COVID-19 outbreak and spa operators have struggled with long-term impacts from the pandemic. The McKinsey's 7-S Framework is a tool to improve organizational performance and to determine how to implement a proposed strategy in changing circumstances like the COVID-19 crisis. Therefore, this study aimed to investigate problems and challenges of spas during the COVID-19 crisis, problem management of spas through the McKinsey's 7-S Framework, and explore preparedness of spas for the post-COVID-19 phase. This study adopted a qualitative approach involving an in-depth interview to collect data from two hotel spas in Bangkok and Khon Kaen to gain deep understanding and insightful information from the case studies. After the analysis based on the McKinsey's 7-S Framework, the findings revealed the hotel spas encountered a dramatic customer loss and the reduced number of staff. The hotel spas adjusted their marketing plans to attract more domestic customers and managed insufficient staff with a job rotation which requires multitasking skills. In terms of preparation, the hotel spas' staff need to maintain good health to ensure customers of spa safety and they consider recruiting more staff to meet customer demands in the future. This study provides useful guidance and recommendations for spas and other businesses to survive the COVID-19 crisis and get prepared for future incidents and serves as a secondary data for future research.

KEY WORDS: SPA/ HOTEL SPA/ COVID-19/ MCKINSEY'S 7-S FRAMEWORK

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การจัดการธุรกิจสปาหลังวิกฤตโควิด-19 ผ่านกรอบแนวคิดของแมคคินซี (McKinsey's 7-S Framework)
MANAGING SPA BUSINESS AFTER THE COVID-19 CRISIS THROUGH MCKINSEY'S 7-S
FRAMEWORK

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บทคัดย่อ

ธุรกิจสปาได้รับผลกระทบอย่างหนักจากการระบาดของโรคโควิด-19 ผู้ประกอบการสปาต่างก็พยายามต่อสู้กับผลกระทบในระยะยาวที่เกิดขึ้นจากโรคระบาดนี้ โดยกรอบแนวคิดของแมคคินซี (McKinsey's 7-S Framework) เป็นเครื่องมือหนึ่งในการพัฒนาหรือปรับปรุงผลการดำเนินงานขององค์กรและกำหนดการปฏิบัติงานต่างๆตามกลยุทธ์ที่วางไว้ ในสถานการณ์ที่มีการเปลี่ยนแปลงอย่างวิกฤติโควิด-19 ดังนั้นการศึกษานี้มีจุดมุ่งหมายเพื่อสำรวจปัญหาและความท้าทายต่างๆของสปาในระหว่างการเกิดวิกฤติโควิด-19 การจัดการปัญหาต่างๆของสปาผ่านกรอบแนวคิดของแมคคินซี และการเตรียมพร้อมของสปาสำหรับหลังโควิด-19 การศึกษานี้ได้ใช้วิธีการวิจัยเชิงคุณภาพ โดยการสัมภาษณ์เชิงลึกเพื่อเก็บข้อมูลจากสปาโรงแรม 2 แห่งในกรุงเทพมหานครและจังหวัดขอนแก่น เพื่อให้มีความเข้าใจอย่างลึกซึ้งและได้ข้อมูลเชิงลึกจากสปาโรงแรมที่เป็นกรณีศึกษา หลังการวิเคราะห์โดยอ้างอิงจากกรอบแนวคิดของแมคคินซี ผลการศึกษาพบว่า สปาโรงแรมประสบปัญหาการสูญเสียลูกค้าจำนวนมากและจำนวนพนักงานที่ลดลง สปาโรงแรมปรับเปลี่ยนแผนการตลาดเพื่อดึงดูดลูกค้าในประเทศมากขึ้นและจัดการกับจำนวนพนักงานที่ไม่เพียงพอโดยการหมุนเวียนเปลี่ยนงานซึ่งทำให้พนักงานต้องมีทักษะในการทำงานหลายอย่างในเวลาเดียวกัน ในแง่ของการเตรียมตัวพนักงานสปาโรงแรมจำเป็นต้องรักษาสุขภาพร่างกายให้ดีเพื่อให้ลูกค้าเกิดความมั่นใจในความปลอดภัยของสปา และสปาโรงแรมพิจารณาการจ้างพนักงานเพิ่มเติมเพื่อรองรับความต้องการของลูกค้าในอนาคต การศึกษานี้ได้ให้แนวทางและคำแนะนำที่เป็นประโยชน์สำหรับสปาและธุรกิจอื่นๆ เพื่อให้อยู่รอดในวิกฤตโควิด-19 และเตรียมพร้อมรับมือสำหรับเหตุการณ์ต่างๆที่จะเกิดขึ้นในอนาคต และงานวิจัยนี้ใช้เป็นข้อมูลทฤษฎีสำหรับงานวิจัยในอนาคตได้

คำสำคัญ: สปา/สปาโรงแรม/โควิด-19/กรอบแนวคิด 7S ของแมคคินซี

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CHAPTER I

INTRODUCTION

1.1 Background and Problem Statement

The spa business is one of the world's largest leisure industries and spas have become one of the standard facilities in luxury hotels and resorts (Cohen & Bodeker, 2008). The spa business segment is also considered as the main driver of the wellness tourism growth around the world. It contributed \$3.7 trillion dollars due to the growing wellness trends (Global Wellness Summit, 2017) and the number of total wellness industry revenue in the US was estimated to increase from \$5.6 billion to \$11.32 trillion between 2007 to 2021 (The Statistics Portal, 2015). Among countries around the world, Thailand has been recognized as one of primary countries for spa and wellness tourism in Asia apart from being a leading holiday destination in the world. Thailand received 10 best hotel spa prizes, 9 resort spa prizes, and 8 wellness retreat prizes in World Spa Awards 2017 and Thailand was also well-recognized by World Spa Awards in 2018. The growth of this spa business has been driven by the current trend of health consciousness among Thai and foreign tourists. The business has been greatly supported through the cooperation of the Ministry of Public Health and the Ministry of Commerce which aim to establish Thailand as the "Health Tourism Hub of Asia" and the Wellness Capital of Asia" (Johnston *et al.*, 2011). Despite the great support from the government sector and the rising trends of health and wellness tourism, the spa business is not always run as smoothly as expected since operators have to tackle challenges in various aspects such as the entry of new competitive spas, the development of spa service differences, and the creation of unique experience to attract targeted customers. More importantly, the spa business is more vulnerable to threats caused by reoccurring catastrophe and unprecedented pandemics like COVID-19.

COVID-19 (Coronavirus Disease 2019) was declared by the World Health Organization as a global pandemic on 11 March, 2020. Originated in Wuhan, the capital city of Hubei, China, the disease emergence occurred in late December 2019 and the

disease spread rapidly across 203 countries around the globe as of 9 April, 2020, less than a month after the WHO's pandemic outbreak declaration (Association of Southeast Asian Nations, 2020). COVID-19 is caused by the same family of viruses as Severe Acute Respiratory Syndrome (SARS), an epidemic occurring during 2002 and 2003. However, COVID-19 has spread more easily and widely and caused more fatalities. During the SARS outbreak across 29 countries between 2002 and 2003, 8,098 infectious people and 774 deaths were reported (Johns Hopkins University, 2020). Meanwhile, since the beginning of COVID-19 outbreak, the number of global infectious cases was 1.45 million and global deaths was over 83,500 (Johns Hopkins University, 2020). As COVID-19 is more severe and people more vulnerable to the disease, many countries worldwide have imposed several new measures like nationwide lockdowns, curfews, quarantines, social distancing, and travel restrictions in order to contain the outbreak of this unprecedented disease. Moreover, from global to local economy and from small- to large-scale businesses have been drastically impacted by the outbreak of COVID-19.

Several businesses have been forced to shut down as the current disease had led to dramatic changes in business practices and consumer behaviors such as social distancing and more time spending at home in accordance with mandatory regulations imposed by worldwide governments. Apparently, the current disease has had great impacts on tourism and hospitality sectors which are key pillars for economic growth in several countries due to the imposed disease outbreak control measures including travel restrictions and entry bans on travelers from countries with certain levels of active COVID-19 cases. According to the UN World Tourism Organization, as much as 96% of the world's destinations have implemented such measures to stem the spread of COVID-19 (World Tourism Organization, 2020). Besides the strict travel measures, people's fears and high anxiety of the novel disease have caused cancellation of planned trips, flights, and hotel room bookings. 80% of hotel rooms globally become empty amid the COVID-19 crisis (Asmelash & Cooper, 2020). Countries dependent on arrivals of foreign travelers are more vulnerable and hugely devastated by the impacts of the COVID-19 crisis (International Labour Organization, 2020) due to the sharp decline of tourists from China and other countries around the world.

In Thailand, tourism is one of the key economic sectors and the country also relies heavily on foreign tourist visits. Prior to the wide spread of COVID-19, Thailand had enjoyed the high number of foreign tourist arrivals growing rapidly from 14.1 million to 39.7 million in 2019 (Ministry of Tourism and Sport, 2019). In 2019, Thailand also generated a total of 1.9 trillion baht revenues from foreign tourists, accounting for 65% of the sector. China, Japan, Korea, and Hong Kong contributed to 39.5% of all receipts and accounted for 41% of total foreign tourists. Europe is the second largest contributor of tourism revenues at 25.2% of all receipts from foreign arrivals. However, after the COVID-19 pandemic outbreak, the number of Chinese tourists as a main tourism contributor that visited Thailand in March 2020 was dramatically decreased from 985,000 to 57,000 compared to March 2019. In the meantime, the total number of international tourists in Thailand fell by 76.40% compared to March 2019 (Statista Research Department, 2020). The outbreak of Covid-19 has led to the decline in the number of foreign tourists dropping to 6.69 million people, which is 38% less than last year. The income generated from tourism, at 330 billion baht, is 40% less compared to the same period last year (Ministry of Tourism and Sports, 2020).

Although Thailand's tourism industry has been hit hard by the COVID-19 crisis, in terms of the disease control and prevention, Thailand is praised as one of the countries with the best handle on the spread of COVID-19 compared with other countries all over the world (World Health Organization, 2020). As of October 2020, zero new COVID-19 positive cases were reported in Thailand thanks to the effective and rigorous disease control measures through the cooperation of all government units in the country (Ministry of Public Health, 2020). Furthermore, since the onset of the COVID-19 disease outbreak, cumulative infections have remained at 3,634 and recoveries have increased to 3,445 while death tolls have remained at 59 as of October, 2020 (Ministry of Public Health, 2020). The effective management with the control of the pandemic outbreak can restore both Thai and foreign tourists' confidence with the Thai tourism and revive the economy of the country.

Operators of spas and other businesses now also have more confidence with resuming their operations after the government eased all business and activity lockdowns due to zero cases of COVID-19 infections. However, the spread of COVID-19 pandemic seems unlikely to stop in the near future. All entrepreneurs and operators

of businesses including hotel spas may face several problems and challenges. They cannot help adjusting their business practices and operations to the new normal of COVID-19 in order to sustain during the crisis. The businesses have put a lot of their efforts to survive by adopting various business management models to adjust their business operations in response to the COVID-19 crisis. It is important that hotel spa operators understand the underlying problems, challenges and proper ways to handle these problems during this pandemic time. One of the effective business management tools useful for tackling challenges and handling all problems emerging during the crisis is the McKinsey's 7-S framework. Therefore, it is interesting that how do the business operators handle problems or difficulties through the McKinsey's 7-S framework, especially during the emergence of the unprecedented COVID-19 outbreak which has caused much greater impacts on numerous business sectors when compared with other pandemics in the past.

The McKinsey's 7-S framework is a business management model developed by McKinsey & Company consultants, namely Tom Peters, Robert Waterman, and Julien Philips, together with Waterman's friends in 1980s (Peters & Waterman, 1982). It was also developed as a tool to handle organization efficiency problems and it is a necessary tool to help form an effective strategy responding to and adapting to influences caused by changing environment or situations. This business model is comprised of seven essential elements: 1) Strategy, 2) Structure, 3) Systems, 4) Superordinate Goals (or Shared values), 5) Style, 6) Staff, and 7) Skills (Waterman *et al.*, 1980). These elements are also categories into two main areas: 1) "Hard S" including Strategy, Structure, and Systems and 2) "Soft S" including Shared Values, Skills, Staff, and Style (Peters & Waterman, 1982). The 'Hard' elements are easy to identify and management can influence a business directly; meanwhile, the 'Soft' elements are more influenced by company culture. Superior performance of companies can be achieved if their strategies are successfully implemented (Noble, 1999). The elements of model have been considered and widely used to form successful strategies by leading global companies such as IKEA, a Swedish home furniture and appliances company, (IKEA, 2019) and Microsoft, the US-based technology company, (Microsoft, 2019) and the framework remains one of the most popular tools for strategy formulation and effectiveness enhancement. As a result, the elements of McKinsey's 7-S framework

need to be considered by key management in different businesses in order to survive crises like the current COVID-19 situation.

Since there is limited number of research thoroughly exploring the hotel spa business after experiencing the COVID-19 crisis, this research aims to fulfill the research gaps by investigating what problems hotel spas encounter by adopting the McKinsey's 7-S framework. This research also studies how hotel spa operators handle the problems caused by the outbreak of COVID-19 through the framework of McKinsey's 7-S. In addition, the research explores how hotel spa operators adapt to survive the COVID-19 crisis and how they prepare their business for the post-COVID-19 phase.

1.2 Research Questions

1. What problems and challenges do hotel spas encounter during the outbreak of COVID-19?
2. How do the hotel spas handle/manage these problems during the outbreak of COVID-19?
3. How will hotel spas make preparations for the aftermath of the COVID-19 outbreak?

1.3 Research Objectives

1. To investigate problems and challenges experienced by hotel spas during the COVID-19 crisis
2. To study how the hotel spas manage the problems during the outbreak of COVID-19
3. To study how the hotel spas prepare their business for the aftermath of COVID-19

1.4 Research Scope

This research will investigate problems or difficulties which two hotel spas experience during the COVID-19 crisis and study how they deal with the problems through the McKinsey's 7-S framework in order to survive this unprecedented pandemic crisis. The research will explore case example of how the two hotel spas adapt their business to the crisis and prepare themselves after the COVID-19 outbreak.

This research will explore two registered hotel spa operators in two cities in Thailand: Bangkok, a capital city, and Khon Kaen Province, a non-capital city.

In this research, in-depth interviews will be conducted to collect responses on various aspects based on the idea of McKinsey's 7-S framework from three groups of respondents including management, staff, and customers from the two selected hotel spas.

1.5 Research Contribution

This research will provide guidance of how spa or other related businesses can practically apply the McKinsey's 7-S framework to overcome struggles or difficulties during the COVID-19 crisis through the case study of two spa operators. Moreover, the research will deliver useful and practical recommendations of how spa business operators can adapt and prepare themselves for reoccurring pandemics in the future. The research will also serve as a secondary data source for future research opportunities.

CHAPTER II

LITERATURE REVIEW

2.1 Spa

2.1.1 The meaning of spa

The word “spa” was derived from the Walloon word “espa” which was the name of the Spa town in Belgium, where a remedial, thermal spring was found in the 14th century”. Later, “espa” became the word “spaw” in English and eventually became the update word spa. (Miller, 1996; James & McCarthy, 2005). The term “spa” originated from the Latin phrase “sanitas per aqua” which means “health through water”. In fact, the concept of spa came from the period of the Roman Empire as the soldiers tried to recover from wounds, pains and sickness resulted from their military services.

Later on, the Roman bathing culture gradually changed from the purposes of medical treatment to relaxation and pleasure; however, the bathing culture was faded after the fall of the Roman Empire in 476 (Routh *et al.*,1996). After that, from the 13th century onwards, bathing culture was rebuilt. Since there was no entrance fee, therefore, the public baths were often congested as people stayed there for hours for relaxation and pleasure. (Tubergen & Linden, 2002).

The bath culture became unfavorable again in Renaissance period as it was considered to be a source of communicable diseases and the people could not afford to the public bath fee that became more expensive (Tubergen & Linden, 2002). Around the year 1800, the demand in the bathing culture had increased. There was development of combinations of treatments, such as, using hot and cold baths, herbal baths together with other features and services such as mud packs, active physical exercises, massages, and diets.

In the 1900s, The European resort spa was built by focus at elite, the rich and famous who escaped hot cities for the pastoral country side. At that time, the hotels and guesthouse at the springs became popular throughout Europe and North America (Routh *et al.*, 1996). Apart from the spa, every spa resort had its own recreational

activities such as theatre, casino and promenades or sport center. In the 2000s, spa has become more than the cure by taking the water or only the part of the medical treatment but also the relaxation, the prevention of diseases and healthy lifestyle.

Recently, International Spa Association provided a broader definition of spas as “places provide professional services regarding overall well-being including the renewal of mind, body and spirit.” (ISPA, 2017). Spa is also defined as “a holistic treatment that mainly use natural water and a combination of other alternative medicines” (Ministry of Public Health, 2013).

2.1.2 History of spas in Thailand

Around the year 1994, spas were established in Thailand in response to the demand of foreign visitors at that time (Ninnar, 2006). At the beginning, the spas were popular and fashionable among the foreign tourists and expatriates. However, spas have recently become popular among the local Thais as new alternative therapy.

At the early stage, most spas in Thailand were located in luxurious or five-star hotels. However, due to the increase in the demand of the local people in different cities. Spas are located everywhere nationwide, especially famous tourist attraction. Nowadays, tourists can visit spas at all the major tourist cities in Thailand such as, Bangkok, Pattaya, and Chiang Mai. Moreover, Thailand has also been recognized as a spa capital of Asia thanks to the unique way of delivering a relaxing atmosphere, warm hospitality, service, and Thai therapists with welcoming personalities.

Because of the increasing popularity and growth of Thai spa industry, the Thai government established a policy to promote Thailand as Spa Capital of Asia in the year 2004 by launching five-year strategic plan to establish Thailand as ‘Centre of Excellent Health of Asia’. There are three key areas that the strategy focused, that were, medical services, healthcare services and Thai herbal products. Besides the 5 years strategic plan for spa as initiated by the Ministry of Public Health, Thailand Board of Investment (BOI) has executed several economic incentives for spa, wellness, and related investors supported the Thai government policy to promote Thailand as a medical tourism hub during 2012 and 2016.

In order to promote and develop the spa industry in Thailand, the Thai Spa Association and the Thai Spa Operators Association were established as the main private sectors to promote and develop. The association has established a voluntary Thai Spa Excellence Quality Standard in 2011. It is an internationally-designed audit and certification program specifically for spas, which seeks to offer regular and independent monitoring to enhance spa safety, reduce accident risks and set the highest standard of services, thereby providing an independent quality endorsement for spa. (Cohall *et al.*, 2013).

2.1.3 Types of spas

According to International Spa Association, there are 7 different types of spas: day spa, club spa, medical spa, mineral spring spa, resort and hotel spa, cruise ship spa, and destination spa (Quintela *et al.*, 2016). Brief information of each spa is given as follows (Wisnom & Capozio, 2012):

Day spa is a business that offers a variety of professionally administered spa services to day-use clients. Day spa is open to the public and offer a la carte spa service to customers who can enjoy one or two individual treatments or a full day treatment.

Club spa is a business that offers a variety of professionally administered spa and fitness services to its membership. Club spa is emerged from fitness club looking to provide more comprehensive wellness offerings to their customers. To receive services in a club spa, you are generally required to be a member.

Medical spa is a business that offers a variety of professionally administered spa services, including medical and wellness care, to day-use clients, typically with on-site supervision by a licensed health care professional. It is generally located in a hospital. This spa offers a blend of conventional and alternative medicine therapies in a clinical setting. Medical spa can include skin injections, cosmetic dental services, and laser skin care.

Mineral spring spa is a business that offers an on-site source of natural mineral, thermal or seawater used in professionally administered hydrotherapy treatment. Some of these spas may offer only hydrotherapy treatment, whereas others

may offer a wide range of spa services, lodgings, fitness, and other opportunities. It is the 'spring' that makes this spa different from other types of spas.

Resort and hotel spa is a business that operates as a division of and within a resort or hotel. It provides professionally administered spa, wellness, and occasionally, medical services primarily to guests of the establishment. Resort and hotel spas operate in a similar manner to a day spa. Famous examples of hotel spas include Banyan Tree Spa and Kempinski the Spa (SCB Economic Intelligence Center, 2018).

Cruise ship spa is a spa that operates on board a cruise ship and provides professionally administered spa and wellness services to passengers. These unique spas serve exclusively those on a cruise vacation.

Destination spa is an extended-stay resort with the primary purpose of providing guests with healthy lifestyle services. These spas have health, wellness, and 'spa-ing' as the focal point of the visit. Modern destination spas encourage stays of a week or longer, as well as provides a blending of health related activities such as spa treatment, wellness education, healthy cuisine and medical services.

2.1.4 Spa products and services

Spa products and services can be categorized into various types (Miller, 1999; Wisnom & Capozio, 2012) such as:

| | |
|--------------------------|---|
| Hair services | styling, cutting, coloring, scalp treatment |
| Nail services | regular manicures, regular pedicure, oil massage for hands/feet, food spa |
| Facial treatments | deep cleansing, exfoliation, masks, facial massage, facial nutrition, aromatherapy, layer, waxing, makeup |
| Body treatments | hydrotherapy, exfoliation, masks, body massage, body tanning, wraps, foot spa/massage, sauna, thermal treatment |
| Mind therapy | meditation, yoga, and relaxation classes |
| Fitness services | personal training, general fitness and weight exercises |

Educational programs nutrition counseling and stress management

2.1.5 Overview of Thailand's spa business

Spa business has become popularity in the past decade (Han *et al.*, 2017) due to the increasing demands of consumers to pursue a better quality of life and well-being (Quintela *et al.*, 2016). Spa business is directly associated with wellness tourism in that tourists spend some of their or leisure time) to receive the services enhancing their physical and mental well-being. The business has also contributed to Thailand's tourism sector. The overall value of Thailand's spa industry has seen a steady increase of 8% per annum during 2013-2015, increasing from 30 billion in 2013 to 35 billion baht in 2015 (SCB Economic Intelligence Center, 2018).

Spa market in Thailand has been rapidly growing for decades due to the increasing health-conscious consumers among Thais and internationals (Han *et al.*, 2017) as well as the reputation of high quality services, welcoming hospitality and inexpensive cost of living (Ministry of Public Health, 2014). These reasons consequently make Thailand be one of the largest spa destinations in the Asia Pacific region (Han *et al.*, 2017). Today, wellness tourism is one of the target tourism products under the government's Thailand 4.0 policy with the aims to accelerate Thailand's future economic growth and to earn higher incomes (Klaysung, 2016; Ministry of Public Health, 2014).

Thailand's spa industry has started to expand clearly since 2002 both in terms of the number of service users and spa service places. Most of the spa service places in Thailand are operated by small operators (Siam Wellness Group, 2018). According to the statistics of Thai Spa Association, it showed that during the years 2008 and 2012, Thailand had about 60% of the places of business being set up in the hotels and resorts and about 40% of the places of business, which were set up as Stand Alone. Moreover, Thai Spa Association forecasted that in the future, the ratio of the place of business of the two formats would switch to 50:50 due to the Stand Alone spa which started to embark on investment in the business format and increasingly expanded to more branches. (Siam Wellness Group, 2018). In 2016, the Ministry of Public Health counted 2,053 spa establishments being legally registered. Out of these establishments, 1,790 are located in Bangkok and 263 in other regions of the country, with 3 in the

northern region, 23 establishments in the north-eastern region, 113 located in central Thailand and 124 establishments in the south (Ministry of Public Health, 2016).

The total market value for spa in 2018 is estimated to be approximately 4 billion baht, growing from 2017's sum market value of 3.85 billion baht. The growth of the spa market in Thailand is resulted from increasing demand from locals and foreigners. Similar expectation is also anticipated for the spa products market. The strategy is to maintain the unique Thai spa business and products in both the therapists and Thai herbs (Thai Spa Association, 2018). This goes in line with Tourism Authority of Thailand's policy of Discover Thainess, which targets quality leisure tourists. The Ministry of Tourism and Sports anticipated that the revenue from the tourism business will be 2.7 trillion baht (Ministry of Tourism and Sports, 2018). For the local market, there is also expectation of strong growth as the economy continues to grow which results in higher income per capita and higher proportion of expenses on health related products. Moreover, people are taking better care of themselves. More than 48% of people in Bangkok use natural remedies for relaxation and rejuvenation (Kasikornbank Research, 2016). Thus, the health sector has potential positive growth.

2.1.6 Overview of Thailand's luxury hotel spa industry

International arrivals historically accounted for more than 60% of Bangkok total arrivals (Tourism Authority of Thailand Intelligence Center, 2016). Hotel spas provide services for a plenty of foreign guests, especially from Europe and America. The European and American guests once dominated the reservations in hotel spas; however, hotel spas are currently recording higher spa usage from Asian visitors. American and European guests still dominate bookings at Riverside Spas and Suburban Spas, located near Suvarnabhumi International Airport, accounting for 95% of total internal spa guests, referred to as those staying at the hotel. Meanwhile, due to the increase in the number of arrivals from China, the Chinese spa guests grew up by more than 26% in 2015 (Tourism Authority of Thailand, 2015). In addition, the percentage of Chinese spa guests at Downtown and Suburban Spas (other than by the international airport) accounted for 50% of total internal spa guests.

On average, between 70% and 90% of total spa guests stayed at the hotel where the spa is located. External guests, defined as nonresidential visitors to spa facilities, accounted for 10% to 30% of total spa guests, and these guests were Thai nationals or foreign expats living in Bangkok. Due to the large number of easily accessible day spas in Bangkok, hotel spas captured lower levels of external guests than hotel spas in other capital cities in Asia and The Middle East. Leisure guests historically accounted for 70% to 80% of total internal spa guests. Due to the nature of the hotel properties, Riverside Spas capture more leisure spa guests, whereas, Downtown and Suburban Spas capture a higher percentage of business spa guests. Bangkok's MICE market is improving (4.5% growth in MICE arrivals in 2015) (Health & Wellness Market Reports Bangkok, 2016).

Riverside, Downtown, and Suburban Hotel Spas, on average, realized between 5% and 10% revenue growth per year. On average, they generated between 3% and 5% of total revenue through the sale of spa retail products. Spas at the upper-end of the luxury range generated between 8% and 10% of total spa revenue through the sale of retail products. Between 20% and 40% of guests accessing Riverside, Downtown, and Suburban Hotel Spas (including guests not staying at the hotel) visit multiple times. Although Bangkok has a high number of spas, guests of Hotel Spas, internal and external, tend to demonstrate loyalty. (Health & Wellness Market Reports Bangkok, 2016).

In Thailand, one of the best hotel spas is The Spa at Lebua at State Tower, the winner of Thailand's Best Hotel Spa in both 2018 and 2019, rewarded by the World Spa Awards. Meanwhile, in 2016 and 2017, Anantara Spa at Anantara Siam Bangkok Hotel was the winner of Thailand's Best Hotel Spa in the World Spa Awards.

2.1.7 Spa business standards before and during the COVID-19 outbreak

Standards for the spa business are set up and identified into five elements as follows Ministry of Public Health (2014): 1) Service quality: This element will examine if the spa business provides customers with good services and quality as well as enhance customer satisfactions. 2) Spa staff: This element will examine if the spa personnel has appropriate qualification to provide standard services and customer satisfactions. 3)

Tool and equipment: This element will examine if the spa business provides tool & equipment in good quality and safety for customers. 4) Organization and management: This element will examine if the spa business has effective working procedures and further service development. 5) Environment: This element will examine if the spa business provides customers with good environment and customer well-being.

During the outbreak of the COVID-19 disease, spas are used with restrictions in accordance with relevant national guidelines. In particular, the following measures should be in place (World Health Organization, 2020):

- A maximum number of persons must be determined to ensure adequate physical distancing, and this maximum number should be displayed prominently for guests and users of the facility.
- Individuals using these facilities should follow national and/or local requirements for wearing of fabric masks in public settings such as these facilities.
- Each facility should follow the ventilation and air conditioning recommendations as described earlier in the document. It should be noted that in steam baths, ventilation is normally minimal, and therefore extra attention should be paid to physical distancing by restricting number of users, hygiene, surface cleaning and disinfection.
- Guest should have easy access to facilities for hand hygiene (soap and water and alcohol hand rub), especially in toilet and changing room areas.
- Towels provided must be for single use only. Provide a bin for guests to place their towel after use for laundering.
- Drinking water should be provided in containers for individual use.
- Changing rooms should be equipped with disposable tissue dispensers, disinfectant materials and containers with lids for waste.

Cleaning staff should clean and disinfect showers, changing rooms, toilets and high touch surfaces such as door handles, toilet handles, and faucet handles several times per day, depending on the frequency of use of these areas.

2.2 COVID-19 Pandemic and Impacts

2.2.1 Overview of the COVID-19 disease

COVID-19 is the infectious disease caused by the newly discovered coronavirus, SARS-CoV-2, which is a respiratory pathogen. The new virus was first identified in Wuhan, Hubei, China on 31 December 2019 (World Health Organization, 2020). On February 11, 2020, the World Health Organization announced the official name of the disease “Coronavirus Disease 2019”, abbreviated as COVID-19. ‘CO’ stands for ‘corona’, ‘VI’ for ‘virus’, and ‘D’ for ‘disease’. Formerly, this disease was referred to as “2019 novel coronavirus” or “2019-nCoV” (Centers for Disease Control and Prevention, 2020). In fact, Coronaviruses (CoV) are a large family of viruses that lead to illness ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS-CoV) and Severe Acute Respiratory Syndrome (SARS-CoV). Coronaviruses are zoonotic, meaning they are transmitted between animals and people. Detailed investigations found that SARS-CoV was transmitted from civet cats to humans and MERS-CoV from dromedary camels to humans. Meanwhile, a novel coronavirus (COVID-19) is a new strain that has not been previously identified in humans. (World Health Organization, 2020.)

With regard to transmission, the virus spreads between people, especially an infected person is in close or direct contact with another person (less than 1 meter apart). The virus can spread from an infected person’s mouth or nose small liquid particles ranging from larger respiratory droplets to smaller aerosols when they cough, sneeze, speak, sing, or breathe heavily. People can become infected with COVID-19 when the virus gets into their mouth, nose, or eyes. Current evidence suggests that respiratory droplets are the main way of virus spreading. People can also become infected by touching contaminated surfaces or objects like tables, doorknobs, and handrails and then touching their eyes, noses, or mouths without cleaning their hands first (World Health Organization, 2020). Aerosol transmission, meanwhile, can occur in specific places, particularly indoor, crowded, and inadequately spaces, where infected persons spend quite a long period of time with other people, such as restaurants, gyms, nightclubs, offices, and places of worship like churches, temples, or mosques. (World Health Organization, 2020).

The most common symptoms of COVID-19 include fever, dry cough, and tiredness. Other less common symptoms are aches and pains, nasal congestion, headache, nasal congestion, conjunctivitis (also known as red eyes), and sore throat, diarrhea, nausea or vomiting, dizziness, loss of taste or smell, a rash on skin, or discoloration of fingers or toes. Some people are infected but only have mild symptoms while some infected people might have no symptoms at all. Severe symptoms of the COVID-19 disease are high temperature (above 38 °C) breathing difficulty, loss of appetite, chest pain or pressure, and confusion. Most infected people will develop mild to moderate illness and recover without hospitalization (World Health Organization, 2020).

People aged 60 and over and those who have underlying medical problems such as high blood pressure, heart and lung problems, diabetes, obesity or cancer, are at increased risk of the disease. However, anyone can be infected with COVID-19 and become seriously ill or die at any age (World Health Organization, 2020). Children have been less affected by COVID-19 compared to adults, children can be infected. Children with underlying medical conditions are at higher risk for severe illness compared to children without underlying medical conditions. Current evidence on which underlying medical conditions in children are associated with increased risk is limited. Children with the following conditions will probably be at increased risk for severe illness: obesity, medical complexity, severe genetic disorders, severe neurologic disorders, inherited metabolic disorders, congenital (since birth) heart disease, diabetes, asthma and other chronic lung disease, and immunosuppression due to malignancy or immune-weakening medications. (Centers for Disease Control and Prevention, 2020).

2.2.2 Current situation of the COVID-19 outbreak

The incidence of new COVID-19 cases has continued to increase while the incidence of new deaths has remained relatively constant (Figure 2.1). As of 18 October 2020, over 40 million cases and 1.1 million deaths have been reported worldwide. Over the past week, over 2.4 million new cases and 36,000 new deaths were reported (World Health Organization, 2020).

In mid-October, 2020, the European Region has reported a rapid increase in cases and deaths with over 927,000 new reported cases or an increase by 25%, contributing to 38% of all new cases reported globally. Gradual increases are also observed in the African, Eastern-Mediterranean and Western Pacific regions while declines continued to report in the Region of Americas and the South-East Asia region. However, the incidence of these two regions stays high and collectively contribute to over half of new cases and deaths globally. The countries having reported the highest number of cases since mid-October have remained the same: India, the United States of America, France, Brazil, and the United Kingdom (World Health Organization, 2020).

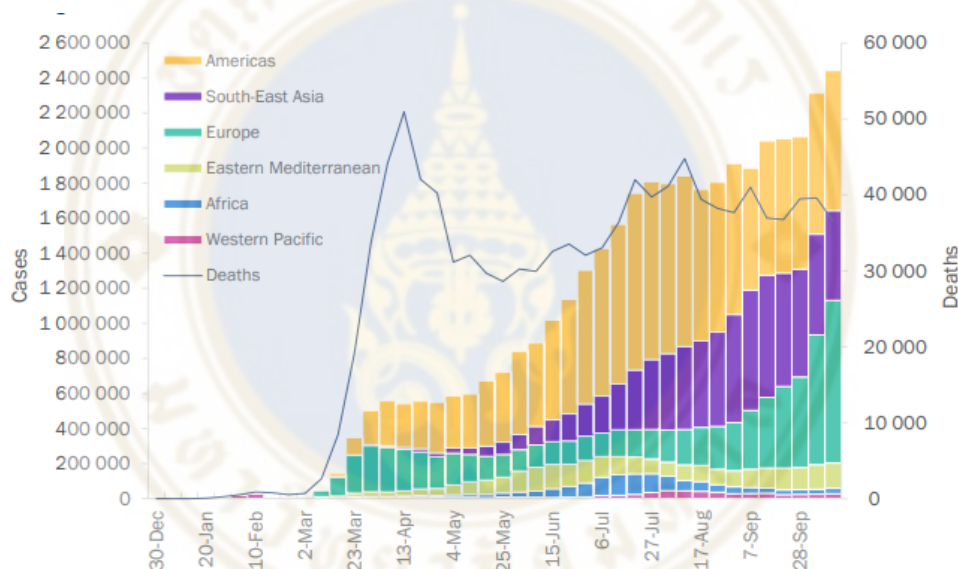


Figure 2.1 Number of COVID-19 cases reported weekly by WHO Region, and global deaths from 30 December 2019 to 18 October 2020 (World Health Organization, 2020)

Considering the situation in South-East Asia region, the region continues to show a decrease in cases and deaths. However, Nepal is the only country in the region with an increase in new cases rising by 12% and new deaths rising by 31% since mid-October 2020. In addition, Nepal reported 810 new cases per one million populations, the highest in the region, followed by the Maldives with 590 new cases and India with 319 new cases. Among 386,086 cases reported as of 16 October, the majority were adults aged 21-60 years, accounting for 81% and almost three-quarters were male,

accounting for 72%. Myanmar reported an increase in new deaths by 6% in mid-October. The majority of the cases and deaths in this country was reported from Yangon. In addition, Myanmar's government has further extended stay-at-home orders for 44 townships from 8-21 October, 2020 (World Health Organization, 2020). Compared with other countries in the South-East Asia region, Thailand continues to report relatively low numbers of cases and deaths (Figure 2.2). From 3 January, 2020 to mid-October, 2020, there have been 3,709 confirmed cases of COVID-19 with 59 deaths in Thailand (World Health Organization, 2020).

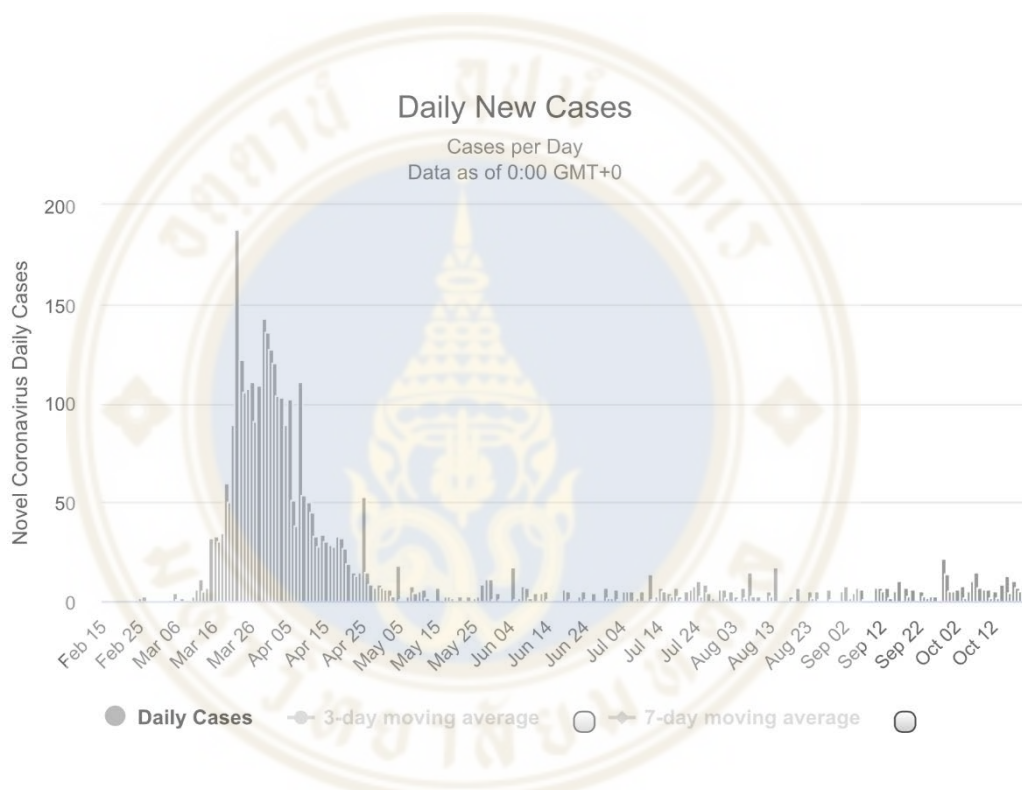


Figure 2.2 Number of daily new cases in Thailand from 15 February to 12 October 2020 (worldometers.info, 2020)

Since the beginning of the COVID-19 disease outbreak, Thailand's government was quick to address the COVID-19 threats with initial interventions focusing on surveillance and control. The Thai government has enacted several public health interventions, travel bans, other restrictions related to social distancing in order to contain the COVID-19 outbreak. From March 26 to June 30, 2020, the government declared a state of emergency as well as a nationwide curfew from 11.00pm to 4.00am until further notice. Restrictions on travel across high-risk provinces such as border or

tourism provinces were also announced by the government in order to control the pandemic outbreak in the country. Moreover, a ban on inbound and outbound commercial flights was extended to end-June and a 14-day quarantine has been implemented for tourists entering Thailand from abroad (World Bank, 2020).

Thailand, indeed, is praised as one of the countries with the best handle on the spread of COVID-19 compared with other countries all over the world. Furthermore, Thailand is also one of the countries in the world to complete an assessment of how its health system has so far responded to COVID-19. The process, known as a Joint Intra-Action Review (IAR), aims to identify what went well during the first 6 months of the pandemic in Thailand and to recommend how the Ministry of Public Health could improve its response to future COVID-19 outbreaks. The IAR report highlights some of the factors that have allowed Thailand to successfully control COVID-19 so far: these include strong leadership that responds to best scientific evidence; a strong public health system and a strong collaboration with the academic and private sectors. (World Health Organization, 2020).

2.2.3 Impacts of the COVID-19 outbreak on global tourism industry

The outbreak of COVID-19 has serious impacts on several industry sectors globally. Three key sectors have faced a deep contraction during the first quarter of 2020: agriculture – 5.7%, industry – 1.9%, and services – 1.1%. The reduction of tourist arrivals have a negative impact the accommodation and food service industries which significantly fell by 24.1%. All figures are year on year (Thailand Economic Focus by Office of the UN Resident Coordinator, 2020).

The services sector faced a contraction by 1.1% year-on-year in the first quarter of 2020. The sector registered the first contraction in over five years. The contraction is mainly caused by a sharp decrease in tourist arrivals, leading to a decline in tourism-related sectors such as transportation, accommodation, and food services businesses. Jobs in the services sector were particularly at risk from NPIs which kept people from visiting shopping malls, bars, restaurants, hotels, and other places. The highest risk sectors are tourism, retail, accommodation, food, and manufacturing in export-oriented products (World Bank, 2020).

In fact, the tourism sector has always been severely affected by pandemics and macroeconomic shocks. Historically, the tourism industry has been hit hard by several pandemics including Black Death (1346-1353), Spanish Flu (1918-1920), SARS (2002-2004), H1N1 Swine Flu (2009-2010) and Ebola Virus (2014-2016). For example, the Spanish flu led to travel restrictions for four months and the Swine flu caused an economic downturn in the tourism industry in Mexico, facing a loss of million international tourists in a period of five months.

Naturally, the tourism industry involves people travelling from one place to another and it increases virus infection among people; therefore, the tourism industry both increases the virus spread and also suffers from impacts resulted from the virus outbreak. In times of the COVID-19, restrictions on travel, shutting down of international borders, and lock-down measures are instituted by the government of countries around the world to control the spread of the disease. The pandemic causes a fear among travelers and the news on the media also deters tourists from visiting destinations severely affected by the virus. Therefore, there is a wide spread cancellation of flights, hotel bookings, and special events. It is estimated that around 50 million workers in the tourism sector might become unemployed. (World Travel and Tourism Council, 2020).

The COVID-19 pandemic and the worldwide measures taken to contain the spread of the virus, might cause the international tourism sector to shrink by 45% to 70%. Resorts, dining services, tour agents, airplane operators and cruises have minimized their activities to a great extent. In hotel and restaurant businesses, 51 million businesses are facing economic difficulty and a large number of people working in these sectors might face unemployment (Organisation for Economic Co-operation and Development, 2020). As the industry is going through financial losses, people employed in the tourism industry are facing reduced work hours, a fear of unemployment and difficulties at work (International Labour Organization, 2020).

In Europe, approximately 13 million people are employed by the tourism industry, around 1 billion Euros is estimated to be the loss in tourism revenue, as major tourist destinations such as Spain and Italy are closed to international tourists due to the spread of the COVID-19 pandemic. Italy is among several other countries most severely affected by COVID-19 pandemic and the country has witnessed a sharp drop in tourist

numbers and the occupancy rates of attractive tourist attractions like Rome, Milan and Venice has fallen as low as 6%. The World Travel and Tourism Council has estimated that around 50 million people employed in the tourism sector, might face unemployment (hospitalitynet.org, 2020). In the tourist areas of United Kingdom, approximately 80% of workers in the accommodation and food services sector were placed on leave, and one-third of jobs were at risk of unemployment (the Guardian, 2020). In the United States, since the beginning of March, the outbreak of the COVID-19 pandemic has led to over \$424 billion in cumulative losses for the U.S. travel economy. Overall travel-related job losses represented 51% of all job loss (US. Travel Association, 2020). In addition, hotel occupancy rate fell sharply due to the COVID-19 pandemic. An estimated 1.6 million people working at hotels were removed from their positions or put on leave and around 3.9 million hotel support workers were unemployed (CNN.com, 2020). In fact, the impact of the COVID-19 outbreak on the travel industry in the United States is worse than two of the most significantly devastating times in America's history: September 11 and the Great Depression (US. Travel Association, 2020).

Asia is estimated to witness the highest drop in revenue from travel and tourism in 2020, and China will incur the majority share of revenue loss from tourism. Figure 2.3 presents a forecasted change in revenue from the tourism sector in different regions from 2019 to 2020. This change was brought about by the COVID-19 pandemic. The graph shows that the tourism sector in Europe is most severely affected by the pandemic and its revenue is expected to decline from \$211.97 billion in 2019 to \$124.2 billion in 2020. Europe is followed by Asia where the revenue from tourism sector declined from \$225.88 billion in 2019 to \$150.4 billion in 2020 (Statista, 2020).

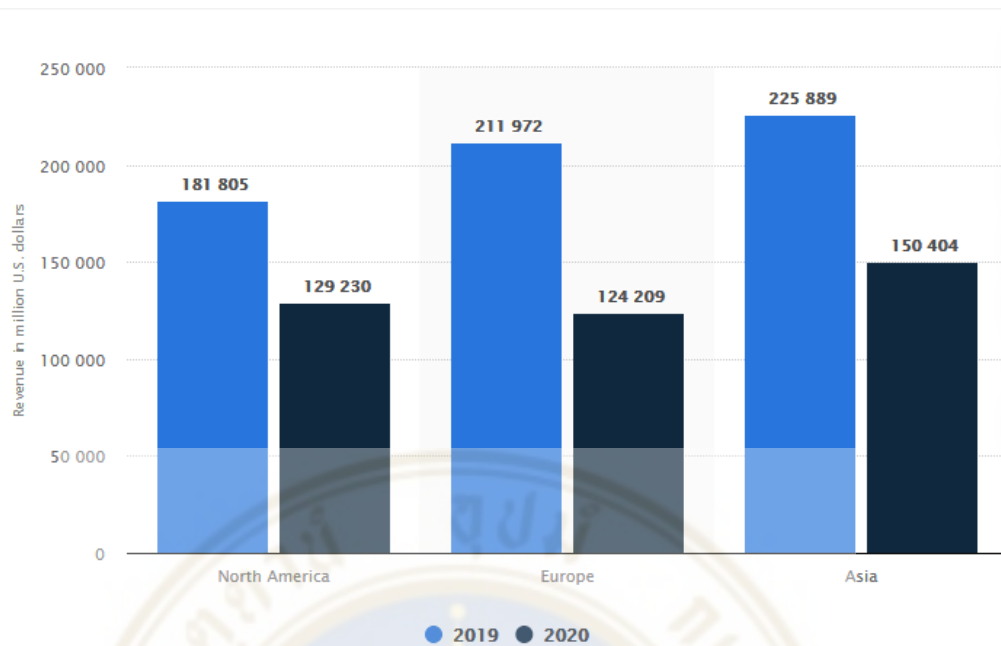


Figure 2.3 Forecasted change in revenue from the travel and tourism industry due to the coronavirus (COVID-19) pandemic worldwide from 2019 to 2020, by region (Statista, 2020)

2.2.4 Impacts of the COVID-19 outbreak on Thailand's tourism industry

Southeast Asian countries, especially Thailand are particularly exposed to events in China and the rest of the world through trade and tourism. Thailand also relies heavily on tourism and electronics and appliances for export earnings and exports account for more than two-thirds of GDP (Harvard University, 2018).

Due to the COVID-19 pandemic, the number of Chinese tourists that visited Thailand in March 2020 was only 57 thousand compared to 985 thousand in March 2019. In that period, the total number of international tourists in Thailand decreased by 76.40 percent compared to March 2019 (Statista Research Department, 2020). Thailand has been severely affected as the country depends heavily on the visits of Chinese tourists. From January – March, 2020 the number of foreign tourists was 6.69 million people, which is 38% less than 2019. The income generated from tourism, at 330 billion baht, is 40% less compared to the same period in 2019 (Ministry of Tourism and Sports, 2020). Tourism in April was at a complete stand-still with zero arrivals. The total income generated from international tourists was 333 billion baht in the first three months of

2020, down from 557 billion baht one year earlier, a decrease of more than 40%. (International Labour Organization, 2020).

In 2019, Thailand's labor force participation rate was at 67%, with a very low unemployment rate of 0.7%, total employment was 37.6 million, of which 45.6 per cent were women. However, after the outbreak of the COVID-19 pandemic, the unemployment increased to 34,000 persons, a decline of 59,000 persons employed and an increase of 92,000 in the number of persons outside the labor market from the fourth quarter 2019 to first quarter 2020 (International Labour Organization, 2020). The total number of work hours of labors in Thailand dropped by nearly 6% from the last quarter 2019 through first quarter 2020, equivalent to the loss of 2.2 million full-time jobs (assuming a 40 hour working week). The hours actually worked per week in Thailand declined in 2020, from both fourth quarters in 2019 and comparing the same first quarter in 2019 (International Labour Organization, 2020).

The decline in tourism numbers and revenues was across the board in terms of origin countries, but the largest decrease was resulted from the decline in tourists from China. According to data from the Ministry of Tourism and Sport of the Government of Thailand, also the total income brought by international tourists declined, corresponding to 293 million baht in the first two months of 2020, down from 381 million baht one year earlier, a decrease of more than 23% (International Labour Organization, 2020).

Thailand's tourism sector, which accounts close to 15 percent of GDP, has been severely impacted with a near cessation of international tourist arrivals since March 2020. Finally, the mobility restrictions imposed in response to the outbreak, while critical to flattening the infection curve, has severely dented private consumption, particularly for retail and recreational services.

2.3 McKinsey's 7-S Framework

2.3.1 Historical development of the McKinsey's 7-S Framework

The McKinsey's 7-S Framework was created during a meeting of four McKinsey & Company's consultants: Tom Peters, Robert Waterman, Richard Pascale, and Anthony Athos in 1978. In 1980, the McKinsey's 7-S concept was introduced in

1980 in the article entitled “Structure Is Not Organization”, published in *Business Horizons* (Waterman *et al.*, 1980). Later, the framework appeared in “The Art of Japanese Management” published in 1981 and investigated by Pascale and Athos who studied the huge success of Japanese businesses (Chimera Consulting, 1999).

At around the same time, the other two consultants, Peters and Waterman, were dedicated to exploring reasons of organizational excellence and then they published the invented framework in their book entitled “In Search of Excellence”. At this time, the framework developed by McKinsey & Company’s consultancy team became a basic tool for global-scale management and it was officially known as “McKinsey’s 7-S Framework” (Chimera Consulting, 1999). Later, one of the framework’s co-inventor, Tom Peters, showed up to explain the concept in his “Brief History of the 7-S Model” in 2011 (Peters, 2011).

The McKinsey’s 7-S Framework is one of a managerial tools developed to get a structural approach to handle organizational problems, especially efficiency. The framework is also suited to analyze an organization’s current situation, a proposed future scenario, or identify gaps to reach an organization’s desired state (Waterman, 1982). The framework consist of seven essential elements that make up an organization. The elements include Structure, Strategy, Style, Systems, Skills, Staff and Shared values.

In the McKinsey’s 7-S Framework, an organization is seen as a holistic perspective and considered as a combination of all the elements. The individual elements are related and connected; therefore, changes in one element will affect all the others. However, no starting or end points are identified in this framework structure and it is unobvious which elements are driving force (Waterman *et al.*, 1980). Organizational effectiveness is derived from the interaction of the seven interrelated elements in the McKinsey’s 7-S Framework. In other words, when all the seven elements are aligned, a company is effectively organized (Waterman, 1982; Waterman *et al.*, 1980).

2.3.2 Seven Elements of McKinsey’s 7-S Framework

The seven elements include strategy, structure, systems, style, staff, skills, and shared values (Waterman *et al.*, 1980). The elements are also classified into “Hard S” and “Soft S”. The ‘Hard’ elements consisting of strategy, structure, and systems are easy to identify or recognize in an organization since they are often documented in a

corporate plans, organizational charts, and strategy statements. In addition, management can influence these factors directly (mindtools.com, 2011). Meanwhile, the ‘Soft’ elements including skills, style, staff, and shared values are harder to identify and more intangible. They seldom appear in corporate publications (Pascale & Athos, 1981). The factors are more influenced by a company’s culture (mindtools.com, 2011). The following is a description of the seven elements of the McKinsey’s 7-S Framework.

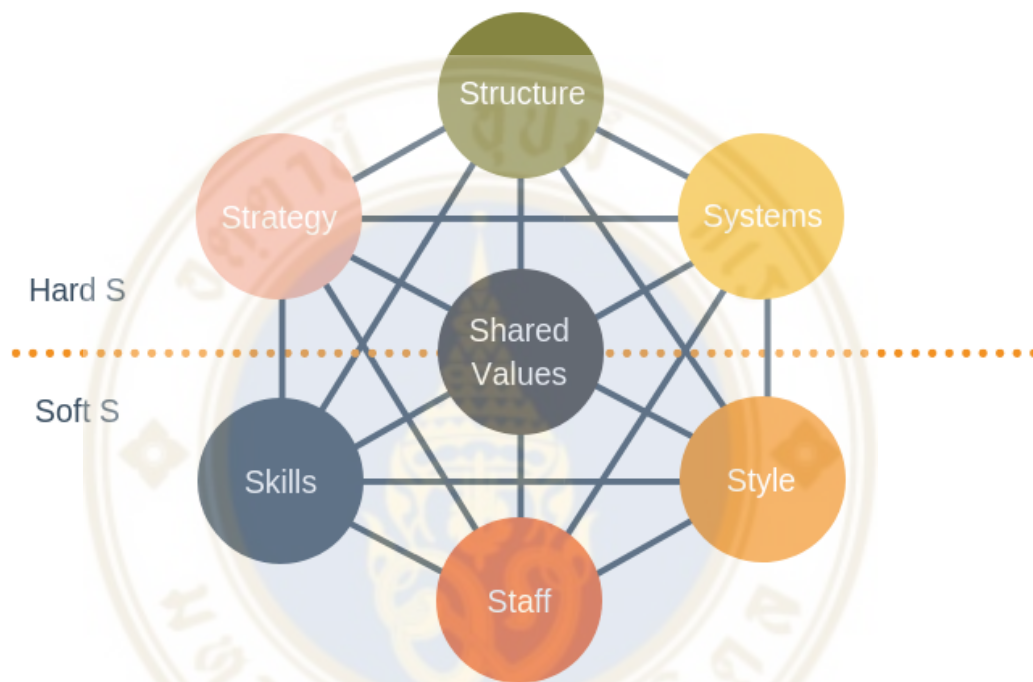


Figure 2.4 McKinsey’s 7-S Framework (Waterman *et al.*, 1980)

The foundation of this framework is organization effectiveness is derived from the interaction of the interrelated elements in the framework. When all the seven elements in the framework are aligned, the company is effectively organized. Figure 2.5 below shows framework is in a pedagogical way explained by arrows signaling the alignment on the left side and the misalignment on the right side. If all the factors are aligned as on the left side, it gives a rise to an overall strategic alignment and organizational effectiveness. Meanwhile, on the right side, the individual elements are pointing in different directions which result in a misalignment in the overall model. In this way the organization is operating in different directions and does not act in a consistent and coherent way, which brings about misalignment and an organizational ineffectiveness (Waterman, 1982; Waterman *et al.*, 1980).

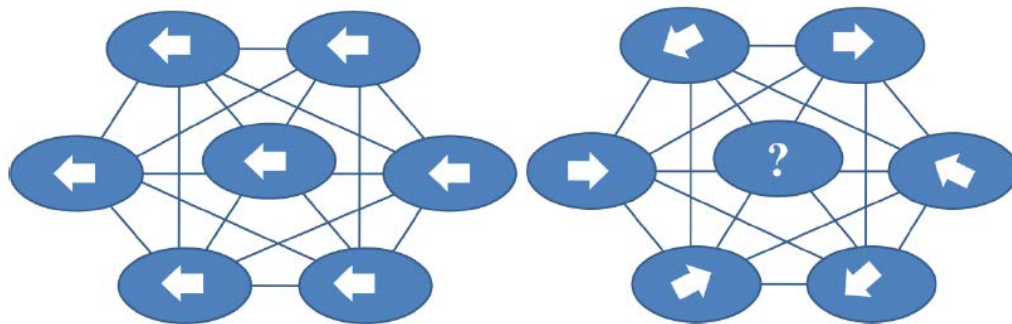


Figure 2.5 Seven elements aligned (left) and not aligned (right) (Waterman, 1982)

2.3.2.1 Strategy

Strategy refers to positioning and actions taken by an organization in response to changing external environment or to maintain and build competitive advantages over competitors (Pascale & Athos, 1981; Peters & Waterman, 1982; Kaplan, 2005). Strategy is also defined as the way how to allocate an organization's resources to achieve goals and to improve its position in order for maximizing strengths and gaining success (Crew 2002; Fox 2002). Strategy of an organization needs to be well communicated and strongly tied throughout the organization. If organizational operations are unaligned with the organization's strategy, it definitely brings about strategic failure (Johnson *et al.*, 2008).

2.3.2.2 Structure

Structure refers to distribution of authority, tasks, and reporting relationships within an organization (Karami, 2005; Kaplan, 2005). Organizations have different structures dependent on the organizations' goals and cultures (Pascale *et al.*, 1981; Waterman *et al.*, 1980). In terms of decision making authority, it is essential that a firm makes strategic decisions which properly divide its resources, capabilities, and competences in competitive environment (Nemati *et al.*, 2010). The type of organizational structure can also be referred to decision power distribution: centralization or decentralization. Considering decentralization, the vertical decentralization form is delegating decision-making rights to lower levels of the

organization whereas the horizontal decentralization form is distributing decision-making authority equally across an organization (Mintzberg, 1980). Moreover, structure is also referred to a hierarchical or flat organization. The hierarchical structure is a very centralized and top-to-down decision making distribution while the flat organization is more decentralized. The structure is also how an organization's units relate to each other and how departments or teams, assignments or tasks, and responsibilities are coordinated (Waterman *et al.*, 1980; Burke, 1982). An efficient organization needs to have a clear structure which coherently establishes its sets of boundaries and internal units within the organization communicate and collaborate well (Hansen & Wernerfelt, 1989).

2.3.2.3 Systems

Systems refer to routine processes and procedures that an organization's staff members follow. Examples of organizational processes and flows are information systems, capital budgeting systems, manufacturing processes, quality control systems, and performance measurement systems (Waterman, 1982). Systems show how a firm works and gets things done and systems are seen as the manual of organizational procedures (Pascale & Athos, 1981). From an organizational perspective, systems can be used to establish organizational focus, cohesion, learning and execution of selected strategies (Shang & Seddon, 2002). Meanwhile, from a managerial perspective, systems can be used as an instrument for making decisions like resource allocation and monitoring and assessing a firm's operations (Shang & Seddon, 2002). Systems need to be evaluated, maintained, and developed to create a firm's value and efficiency. A firm with well-established systems that are evaluated, developed, and maintained to suit its strategic purpose has competitive advantage (Irani, 1999). Moreover, an importance of the evaluation of a firm's existing systems is the systems respond to the firm's overall goals, not the individual needs of employees. (Shang & Seddon, 2002).

2.3.2.4 Style

Style refers to top or senior management's leadership styles. In other words, the style of leadership means how top or senior managers spend their time, what they focus attention on, what questions they ask of employees, and also organizational culture (Kaplan, 2005). What kind of decisions top managers make and

how they allocate, combine, and develop resources has a great impact on corporate culture (Byrne & Bradley, 2007; Pascale & Athos, 1981; Waterman *et al.*, 1980). Leadership styles also have a huge impact on the coherence of overall strategy (Waterman, 1982). Leaders or managers can create a certain environment based on the decisions they make and leadership behaviors or patterns can shape organizational culture. For example, if a leadership style is collaborative, which means staff members are given freedom for decision making and providing feedbacks, it is easier for leaders to gain engagement from staff members who have established their trust towards the management through this pattern of leadership. It is clear that the importance of leadership styles is how leaders apply strategies to ensure trust and support among staff members and how they manage individuals to be counted for tasks or projects (Erskine, 2013).

2.3.2.5 Staff

Staff refers to both the staff itself and demographic characteristics of people within an organization (Drucker, 2007; Pascale & Athos, 1981). Staff is also defined as people's backgrounds and competencies and an organization's staff recruiting, selecting, training, managing, and promoting processes (Kaplan, 2005). This staff element can be linked to the Human Resources function of an organization. Recruitment processes should find suitable employees who have the right commitment and proficiency to match an organization (Ulrich *et al.*, 2008). An organization has to hire staff members, train them well, and assign them to right jobs. Other key issues in this element include motivation, recognition, and reward (Crew, 2002; Fox 2002). Motivation tools can be related to tangible rewards such as financial means and intangible incentives such as professional development and knowledge enhancement (Gottschalg & Zollo, 2017). It is also evidently important for a firm to find and develop staff members to match overall strategy in order to achieve the firm's goals. Staff should also have right mindset towards a firm and feel motivated and committed to reach the firm's goal. Motivation tools and recruitment processes are important procedures for staff alignment with a firm.

2.3.2.6 Skills

Skills refer to distinctive competencies or capabilities of an organization and key personnel who carry out the organization's strategy and the ways of how an organization differentiate themselves from its competitors (Pascale & Athos, 1981; John, 2005). The skills element also refers to what an organization does best along dimensions such as people, management, processes, systems, technology, and customer relationship (Waterman, 1982; Kaplan, 2005). In addition, skills are defined as capability in organizational management by entire employees, not individual capability (Peters and Waterman, 1982). To create capabilities and competencies, education and training is fundamental (Senge, 1990). Training and development are essential in ensuring personnel how to do their jobs and keep up to date with the latest techniques and technology (Crew, 2002; Fox, 2002).

2.3.2.7 Shared Values

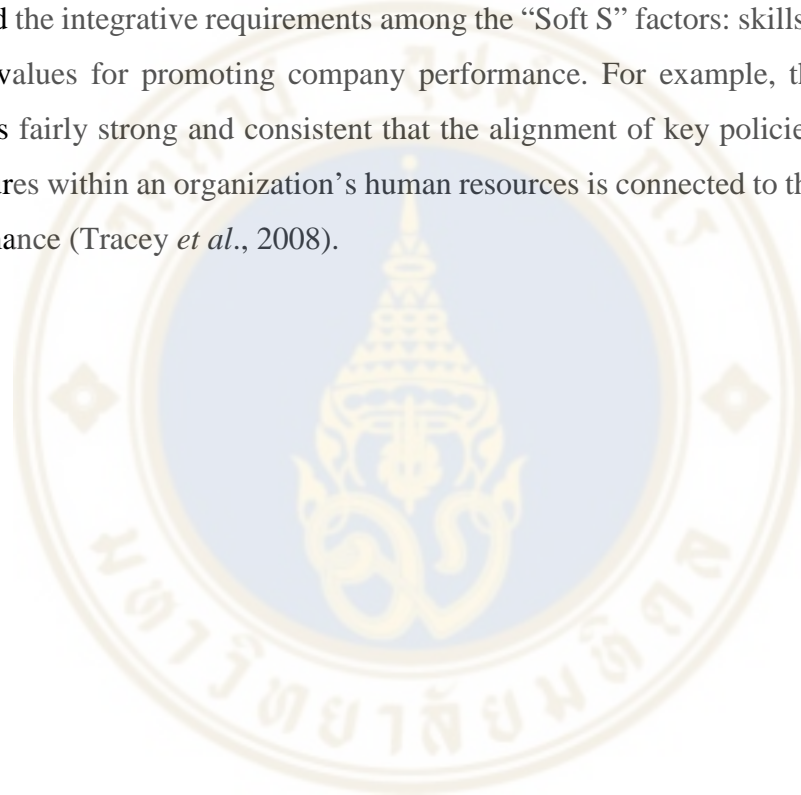
Shared values refer to the core or fundamental set of values shared within an organization and serve as guiding principles of what is important including vision, mission, and value statements which provide a broad sense of purpose for all employees (Pascale & Athos, 1981; Kaplan, 2005). In fact, the core values of an organization, as shown in its corporate culture and general work ethic, were called "superordinate goals" when the framework was first developed (Waterman *et al.*, 1980). This Shared Values element is essential to develop all other elements in the framework; that is, if Shared Values change, all other factors are directly affected (Waterman, 1982). Shared values are expressed at high levels of abstraction. Shared values can mean very little for outsiders who do not know the organization well; however, they are significant or mean a lot for employees of the organization.

2.3.3 Application of McKinsey's 7-S Framework

Since it was originally created in the 1980s, the McKinsey's 7-S Framework has been widely used in a number of research and in academia. The framework has been also adopted to add value into theoretical models (Hitt, 1995; Feurer & Chaharbaghi, 1997; Levinthal, 1997; Schwering, 2003; Kaplan, 2005). It has also been integrated with other business models such as Balanced Scorecard (Kaplan, 2005). In addition, most

scholars and practitioners have evidently assumed the framework's validity and adopted it as an inquiry guide (Guenzi *et al.*, 2013; D'Aveni *et al.*, 1995).

The efficacy of the McKinsey's 7-S Framework has been supported indirectly by findings of several study fields. For instance, studies in the economic and management literatures, including some focusing on the hospitality industry, have shown that the alignment of the "Hard S" factors: strategy, structure, and systems has a significant impact on a company's competitiveness (Enz, 2010). Furthermore, evidence in the human resources, organizational behavior, and psychology literatures have revealed the integrative requirements among the "Soft S" factors: skills, style, staff, and shared values for promoting company performance. For example, there is evidence which is fairly strong and consistent that the alignment of key policies, practices, and procedures within an organization's human resources is connected to the organization's performance (Tracey *et al.*, 2008).



CHAPTER III

RESEARCH METHODOLOGY

This research only makes use of a qualitative method to gain deep understanding and insights on problems, challenges, management, and preparation of hotel spa management and operations during the COVID-19 crisis. This research adopts a case study design which is a qualitative analysis form. The study is done on one organization and it provides detailed investigation of a single subject (Kothari, 2004). This type of research design is aimed at providing context and processes analysis (Nachamias & Nachamias, 1996). In addition, the case study research design is often adopted in an exploratory or descriptive research and answers questions including “How”, “Why”, and “What” (Ghauri & Gronhaug, 2011). As a result, the case study is suitable for this research in order to get both a clear and accurate focus and in-depth understandings of hotel spa management during the COVID-19 crisis. In this study, a case study of two hotel spa will be conducted.

One of appropriate sampling techniques for qualitative research is purposive sampling (Boenhke, 2011). The technique suggests researchers to choose the samples with actual experiences. The selected samples in this research possess appropriate knowledge and real experiences contributing to the completion of spa management during the crisis.

In this study, we use purposive sampling to sample two hotel spas to gain insight on one spa in a capital city, i.e., Bangkok and a non-capital city, Khon Kaen province. Both Bangkok and Khon Kaen are similar in terms of a gateway for both local and foreign tourists. Bangkok and Khon Kaen have an airport which can accommodate Thai and international passengers. Khon Kaen, in additional, has been developed and promoted to be one of MICE or Meetings, Incentives Travel, Conventions, and Exhibitions city centers besides Bangkok (Thailand Convention & Exhibition Bureau or TCEB, 2015).

3.1 Research Populations and Samples

The population are the all spa businesses located in the 4-5 star hotels located in Bangkok and Khon Kean provinces. The spas have to be operated before, during, and after the COVID-19 outbreak.

The samples are the two spa cases. One is in Bangkok, and another one is in Khon Kaen. Within the case, the purposive sampling technique will be used to recruit potential interviewees. In-depth interview on a one-on-one basis is used to collect data from the samples in response to the research objectives. In general, interviews consist of data of meaningful expressed through words, pattern and impacts (Saunders *et al.*, 2009).

Total of 14 respondents will be sampled based on convenient basis. Respondents will be divided into three groups including 1 hotel spa manager from each spa, 3 hotel spa staff from each spa, and 3 customers from each spa. Hotel spa managers and staff have to be on duty before, amid, and after the spread of the COVID-19 pandemic.

3.2 Research Instrument

The interview contains open-ended questions based on the McKinsey's 7-S Framework. Open-ended questions enable respondents to include more information including feelings, attitudes, and understanding of issues (Kothari, 2004); therefore, they are useful for researchers to collect qualitative data in order to gain a better understanding of certain issues and more insightful interpretation of research results. Based on the McKinsey's 7-S Framework and the situation of the COVID-19 crisis, the open-ended questions in the in-depth interview are developed from Gaspar (2017), Chartered Institute of Internal Auditors (2015), mindtools.com (2011), and The Organizational Strategist (2011). The interview questions are divided into two sections as follows;

Section A

This section contains the open-ended questions asking the respondents about their position in the organizational structure, their roles or responsibilities, and their total years of work experience among hotel spa management and staff. For hotel spa customers, this section contains the questions asking about general demographic information including gender and age.

Section B

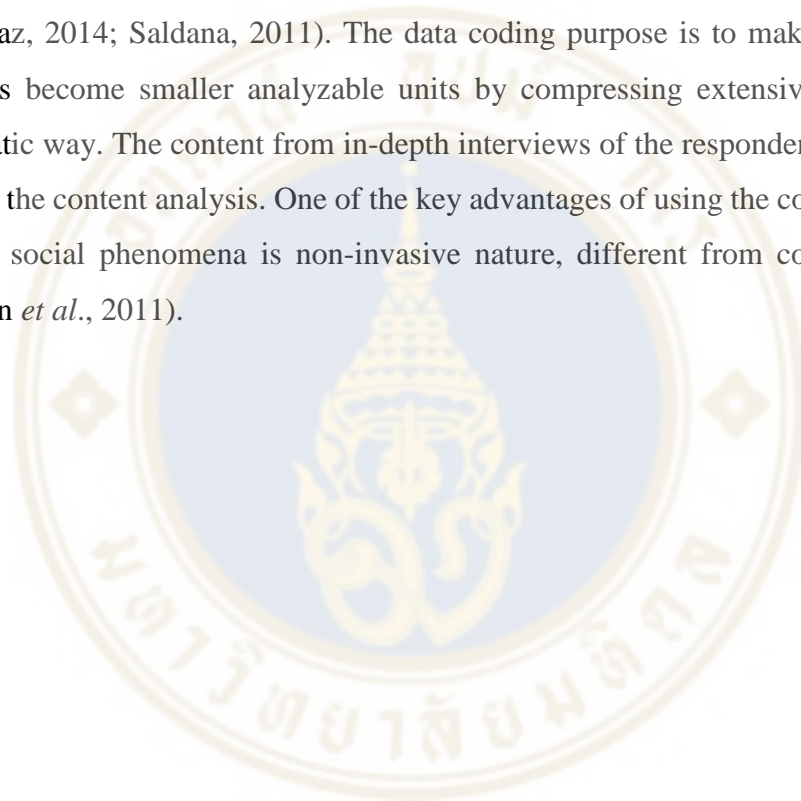
This section contains questions based on the McKinsey's 7-S Framework in response to the research objectives: 1) problems and challenges experienced by hotel spa managers, hotel spa staff, and hotel spa customers during the COVID-19 outbreak, 2) ways to manage/handle the problems during the COVID-19 outbreak, and 3) preparations of hotel spa managers, hotel spa staff, and hotel spa customers for the aftermath of the COVID-19 outbreak.

3.3 Data Collection

The primary data was collected from in-depth personal interviews administered through open-ended questions based on the McKinsey's 7-S Framework. The key informants included hotel spa managers, hotel spa staff, and hotel spa customers from two hotel spas in a capital city, Bangkok, and a non-capital city, Khon Kaen Province. The interview required a student verification letter from College of Management Mahidol University. To gather the data, the interview was recorded by note taking, voice, and visual recording if agreed by the respondents. Data collection was conducted during November 2020 – December 2020 (after the outbreak of COVID-19 or after the hotel spa reopening). In addition, the personal interviews on a one-on-one basis were conducted in accordance with the World Health Organization's preventive measures including hand and respiratory hygiene and physical distancing for preventing transmission of COVID-19 (WHO, 2020). The researcher and the respondents had to wash hands with soap or alcohol-based hand-rub before and after the interview, wear a face mask throughout the interview, and keep a distance of at least 1 meter between each other during the interview.

3.4 Data Analysis

The primary data collected through the in-depth personal interviews was transcribed and analyzed based on content analysis which is a systematic replicable technique for compressing many words of text into fewer content categories (Krippendorf, 1980). Since the open-ended question interview approach was applied in this study, the interviewees were able to fully express their answers in as much details as they want, so a comprehensive data coding process was necessary. In fact, coding is a way of developing and refining interpretations of the data in qualitative research (Charmaz, 2014; Saldana, 2011). The data coding purpose is to make categories and concepts become smaller analyzable units by compressing extensive data sets in a systematic way. The content from in-depth interviews of the respondents was analyzed through the content analysis. One of the key advantages of using the content analysis to analyze social phenomena is non-invasive nature, different from collecting surveys (Bryman *et al.*, 2011).



CHAPTER IV

RESEARCH FINDINGS

For confidential reasons, the names of all in-depth interview respondents including hotel spa managers, staff, and customers were not revealed. The hotel spa manager in Bangkok was referred to as “M1” and the hotel spa manager in Khon Kaen was referred to as “M2”. The hotel spa staff in Bangkok were referred to as “S1, S2, and S3” and the hotel spa staff in Khon Kaen were referred to as “S4, S5, and S6”. The hotel spa customers in Bangkok were referred to as “C1, C2, and C3” and the hotel spa customers in Khon Kaen were referred to as “C4, C5, and C6”.

The profiles of in-depth interview respondents including spa managers and staff in Bangkok and Khon Kaen are shown below in Table 4.1.

Table 4.1 Profiles of Hotel Spa Managers and Staff in Bangkok and Khon Kaen

| Respondents | Gender | Position | Responsibilities | Work Experience (year) |
|----------------|--------|---------------|---|------------------------|
| Bangkok | | | | |
| M1 | Female | Spa Manager | Oversee and manage the hotel’s spa and fitness facilities | 10 |
| S1 | Female | Spa Therapist | Body/Foot Massage, Face/Body Scrub and Treatments | 4 |

Table 4.1 Profiles of Hotel Spa Managers and Staff in Bangkok and Khon Kaen (cont.)

| Respondents | Gender | Position | Responsibilities | Work Experience (year) |
|--------------------|---------------|------------------------------|--|-------------------------------|
| Bangkok | | | | |
| S2 | Female | Spa Therapist | Body/Foot Massage, Face/Body Scrub and Treatments | 2.5 |
| S3 | Female | Spa Receptionist/ Supervisor | Foot Massage, Face/Body Scrub, Answer customer phone calls, Check room availability, Make spa room reservations, Arrange therapist work schedules, Arrange training schedules, Cashier | 3 |
| Khon Kaen | | | | |
| M2 | Female | Spa Manager | Oversee and manage the hotel's spa and fitness facilities and front desk | 7 |

Table 4.1 Profiles of Hotel Spa Managers and Staff in Bangkok and Khon Kaen (cont.)

| Respondents | Gender | Position | Responsibilities | Work Experience (year) |
|--------------------|---------------|---|--|-------------------------------|
| Khon Kaen | | | | |
| S4 | Female | Spa Therapist | Massage and Face/Body Treatment, Spa room booking, Cashier | 7 |
| S5 | Female | Spa Therapist | Therapeutic/Remedial Massage and Face/Body Treatment, Spa room booking, Cashier | 5 |
| S6 | Male | Spa Receptionist/ Bellboy/Hotel Shuttle Driver | Answer spa customer phone calls, Take spa customer messages, Check spa room availability | 2 |

The profiles of customers participating in the in-depth interview in Bangkok and Khon Kaen are shown below in Table 4.2.

Table 4.2 Profiles of Hotel Spa Customers in Bangkok and Khon Kaen

| Respondents | Gender | Age (Year) | Types of Spa Service Use | Frequency of Hotel Spa Service Use |
|--------------------|---------------|-----------------------|-------------------------------------|---|
| Bangkok | | | | |
| C1 | Female | 39 | Thai Massage/Body Scrub | 1 / month |
| C2 | Female | 32 | Aroma Oil Massage | 3-4 / month |
| C3 | Female | 32 | Aroma Oil Massage | 1 / month |
| Khon Kaen | | | | |
| C4 | Female | 42 | Aroma Oil Massage/Foot Massage | 1-2 / year |
| C5 | Female | 38 | Thai Massage/Body Scrub | 2 / year |
| C6 | Female | 33 | Thai Massage/Remedial Massage | 2 / year |

4.1 Problems and Challenges of Spas during COVID-19 Crisis

4.1.1. Strategy

Hotel Spa in Bangkok

The spa's competitive advantage is location. The spa is part of a 5-star hotel's facility located in the heart of Bangkok and near BTS sky trains which

offer easy access to the city's great restaurants and popular shopping malls. The hotel spa features a panoramic city view as it is almost at the top floor of the hotel and it also uses well-known high-quality products like HARNN, a renowned Thai brand for spa products around the world. The hotel, therefore, attracts international tourists and the hotel guests, especially from the Middle East, are the spa's major customer group accounting for approximately 80%. However, after the COVID-19 outbreak, the hotel spa was temporarily closed from 18th March, 2020 to comply with the government's measure imposed to control and prevent the spread of the epidemic. In fact, spa is one of close-contact or high-touch businesses susceptible to the COVID-19 transmission. Moreover, the Civil Aviation Authority of Thailand announced a temporary ban on all international flights to Thailand from 6th April, 2020 to 30th June, 2020 for the prevention and control of the COVID-19 disease. Due to the implemented measures, the hotel spa lost all major international customers and it was unable to reach its sales target.

“The spa's major customers are from the Middle East which account for 80% and around 10-15% are customers from Asian countries like China, Hong Kong, and Singapore. Thai customers account for only 5%. The customers from the Middle East are also international patients of leading hospitals in Bangkok like Bumrungrad Hospital. They fly to Thailand to receive medical treatments and services and they choose to stay at the hotel for at least 1-2 weeks and also use our spa services during the stay. But inevitably, we had to temporarily close the spa in compliance with the government's COVID-19 prevention and control measures. We lost major international spa customers and this led to a huge loss of the spa revenues,” expressed by M1.

“Most of our customers are Arabian and they are mainly from the Middle East. They choose to stay at the hotel because it is adjacent to BTS sky trains and it is convenient for the hotel guests to travel to nearby leading shopping malls in Bangkok. And these hotel guests are also our spa customers. Unfortunately, after the government ordered to close spas which is one of a high-risk businesses and international tourists were not permitted to enter the country, we lost all major international customers and absolutely, we lost revenues,” expressed by S3.

After the hotel spa was reopened on 8th September, 2020, the spa had no any domestic or Thai customers because they were in fear of the unprecedented COVID-19 epidemic. In Thailand, the public have been always informed about the situations regarding the COVID-19 disease and the outbreak through various channels, especially news updates on TV and social media such as Facebook and LINE. Thai people have been educated about the disease such as transmission and self-prevention through the media. Therefore, they have become much more concerned about hygiene or sanitation of places and services. Spa is one of businesses which pose a high risk of COVID-19 because it requires physical proximity between a service provider and a customer. Even though there have been zero COVID-19-positive cases in Thailand after the hotel spa was reopened due to the rigorous imposed disease control and prevention measures, people still fear of getting the COVID-19 disease. Moreover, consumers have been looking for best hygiene and cleanliness wherever they go.

“The COVID-19 crisis caused a huge loss of our international spa customers. Besides, Thai people have a fear of the epidemic and spa services like massage as spa is one of high risk businesses due to direct or close contact with customers. So, after the spa was reopened, we had no any Thai customers,” expressed by M1.

“After we reopened in early September, there weren’t any Thai customers coming to our spa because Thai people and even all of the spa staff here are in fear of COVID-19 infection,” expressed by S3.

Another challenge of the hotel spa during the COVID-19 crisis is the higher competitiveness among hotel spas in Bangkok. After the government eased the measure of temporary business closure, spas were allowed to resume operations from 1st July, 2020 onwards. However, the measure of temporary ban on some groups of international passengers to Thailand are still effective. The major customer group of the hotel spa, therefore, are currently Thai people. Not only the hotel spa but other competitors are striving to attract more domestic customers to generate their revenues. They have reduced prices of spa service packages and spa products by more than half. As mentioned earlier, the number of Thai customers at this hotel spa account for only 5%. It is challenging for the hotel spa to build its brand awareness among the new customer group and attract the domestic customers. In addition, there has been only a

small proportion of Thai customers who use spa services in a hotel because of higher prices. Some of Thai customers' perceptions towards a hotel spa such as costly prices are even more of a challenge for the hotel spa.

“The competition among hotel spas has become intense, especially after they were reopened. Most of hotel spas or competitors have reduced spa package prices by more than half of their original prices in order to draw Thai customers. We also need to do the same in order to attract local customers. Normally, we have few Thai customers. And most don't know that there is a spa inside this 5-star hotel. They also perceive that prices of spa packages and products are costly and spa or hotel staff might look down on them if they aren't well-dressed. They even think that the hotel spa is too luxurious for them or beyond their reach,” expressed by M1.

“Our original prices started from over 2,000 baht and definitely, the prices are too high for Thai customers when compared with general spa outlets. Hotel spas are trying hard to attract domestic customers. Thai customers become our new target and only few know us. We are trying to make customers know more about our spa and attract Thai people who are our new target to use our spa products and services. For example, we adjusted a 1.30-hour massage package price from 4,400 Baht to 1,400 Baht exclusively for Thai customers,” expressed by S3.

One of the spa customer respondents mentioned that several hotel spas are offering big discounts of more than 50% after they were reopened. The spa customer revealed that prices of hotel spa services are currently attractive because the prices are at only 1,400 Baht and less than 2,000 Baht. In fact, the current prices of hotel spas are almost the same as luxury day spa outlets. She enjoyed the discount and stated that customers now have more spa choices and they also would like to gain more experiences from hotel spas. However, two of the respondents used the hotel spa's spa services at more costly prices.

“I used an aroma oil massage service priced at 3,500 Baht at the hotel spa. And I think it's a bit expensive and much higher than other hotel spas which are now offering great deals and big discounts of more than

50%. Most hotel spas offer packages at only 1,400 Baht. So, the price at this hotel spa is too high for Thai customers, I think,” expressed by C2.

“The price of an aroma oil massage package I used was 3,500 Baht. I think it is too expensive for Thai customers. In time of this crisis, prices of spa packages should not be too high for Thai customers who have less purchasing power or lower income than foreigners. Spa packages of other hotel spas are now half-priced or only 1,500 Baht. I think the prices at other hotel spas are friendlier,” expressed by C3.

Hotel Spa in Khon Kaen

The spa is inside a 4-star hotel and it is part of the hotel's recreational facilities. The hotel is known for the city's one of the biggest and the most perfect meeting venues with spacious space able to accommodate up to 2,000 guests and equipped with the latest technology to facilitate meetings. The majority of hotel customers, therefore, are participants in meetings, conventions, and seminars and they are mainly from government agencies or units. These hotel customers are the spa's customer base. Most are domestic or Thai customers. The hotel spa manager revealed that the spa has 50% of regular customers and the rest are non-regular customers. There is also only a small number of customers who are expats in Khon Kaen. The spa's major customers are not tourists or foreigners. The hotel spa's strategy is to maintain a standard of service excellence in order to provide customers with the best spa services and offer them the best customer service experience. The spa is committed to meeting all of the high spa standards of the hotel which is a chain of one of the world's largest international leisure and hospitality companies in the Asia Pacific region.

Besides maintaining the standards of excellence, the hotel spa has been a partner with other hotel spas and standalone spas and build a strong spa business network in the northeastern region. The hotel spa has partnered with the other spas in Khon Kaen with great support from an association named Spa & Health Massage, Khon Kaen and Khon Kaen Provincial Public Health Office to promote 'Traditional Esan Massage' which is an indigenous massage technique called 'Khit-Sen' in the northeastern region. The ultimate aim of the association and the public health office is that spa operators including hotel and standalone spas in Khon Kaen offer the

Traditional Esan Massage service package at their place as an identity of spas in the city. In fact, this project is still ongoing. Before the COVID-19 outbreak, the hotel spa and most spa operators in Khon Kaen had sent their masseurs or therapists to receive Traditional Esan Massage trainings organized by the association in collaboration with the public health office. However, when the COVID-19 outbreak occurred, the project had to be temporarily on hold because all spa establishments had to be closed in compliance with the government's disease control measure. The Traditional Esan Massage trainings and courses were also not allowed to be arranged due to the imposed measures of the government.

“Our hotel spa doesn't compete with any other spas in Khon Kaen. Instead, we have joined hands to promote the traditional northeastern massage which will help differentiate the spas in Khon Kaen, including our hotel spa, from the spas in other regions. Our hotel spa and the spa partners have moved forward in the same direction. The hotel spa, actually, is in the process of therapist training for the massage. But, the trainings and courses have to be temporarily on hold during the COVID-19 outbreak,” expressed by M2.

Moreover, the majority of the respondents stated that another problem is that customers have a fear of COVID-19 infection, especially from using close-contact services like spas. The public are well informed and educated about this unprecedented disease through national and local media and through COVID-19 news updates on social media like Facebook and LINE. Therefore, most people are aware that they are most likely infectious through close physical contact. Spa and massage services pose a high risk of the disease transmission. After the hotel was reopened on 1st July, 2020, the hotel spa had few customers. They have to put a greater effort to reassure spa customers of best hygiene and health safety during the COVID-19 crisis.

“The COVID-19 crisis enabled customers of spa services which require close physical contact to feel unsafe or to be at a high risk of getting the virus. We have to try hard to regain customers' confidence in spa services after we reopened,” expressed by M2.

“Actually, we had seen a smaller number of spa customers since February this year when the COVID-19 outbreak started and became

worse. After we reopened, only few customers used the spa service while most feared that they might get COVID-19,” expressed by S4.

“The number of spa customers sharply dropped because they feared of getting COVID-19, especially during the high peak of the COVID-19 cases. Not only spa customers, I admitted that I also became nervous about infection,” expressed by S5.

4.1.2. Structure

Hotel Spa in Bangkok

The spa was ordered to be closed from 18th March, 2020 in compliance with the government’s measure imposed to control the spread of the COVID-19 epidemic. It was closed earlier than other facilities of the hotel because spa is a business which poses a high risk of COVID-19 transmission. The hotel had still been opened to accommodate some remaining guests from Kuwait, around 40-50 rooms in the hotel, until the hotel was closed on 16th May, 2020. Staff were required to work across department as security guards at hotel entrances during the temporary closure of the spa. They were responsible for checking body temperature of hotel guests and other customers entering the hotel by using a handheld thermometer and requesting all hotel guests and customers to check in and check out by scanning the Thai Chana QR Code, which is developed to facilitate COVID-19-control tracking. They were assigned to be at different entrances of the hotel. It was the first time for all of spa therapists to work across departments and they needed to follow the security department’s work procedures. The security department used the LINE application to assign daily tasks and communicate with the spa therapists who worked temporarily as security guards. The two spa therapists revealed that they normally rotate duties within the spa every 3 months and they are responsible for only spa-related tasks. They stated that they had slight problems with working across departments.

“The hotel has several entrances and it is necessary to have security guards at every entrance. During the COVID-19 outbreak, the security guard department was short-staffed. My spa staff were able to support the department because our spa was closed earlier than other departments of the hotel. In fact, the spa therapists usually meet a few customers per day.

But when they were security guards, they had to meet a lot of people. Some spa therapists are shy and they aren't self-confident when meeting several people," expressed by M1.

"When the spa was closed, I was asked to help the security department. I had to come to work on time when I worked as a security guard. I couldn't be late. Actually, for the spa department, spa therapists are usually allowed to be 5-10 minutes late. But the security department was very strict about punctuality. I also needed to use a thermometer which I have never used before. And I had to speak more with hotel guests and clients to ask them to check in and check out Thai Chana. In fact, spa therapists rarely speak with customers while on duty," expressed by S1.

"I was asked to be a security guard when our spa was closed. Each day, I was assigned to different entrances of the hotel. Previously, I worked only at the spa. I never know the areas and different parts of the hotel. The head of security guards assigned daily tasks through the LINE application before starting work. But it was difficult for me to follow up chats on LINE if the head assigned additional tasks or had other requests during the day. It's a problem because I couldn't use a mobile phone while I was on duty," expressed by S2.

The hotel spa receptionist also worked across departments when the spa was temporarily closed. She was requested to be a sales representative and sell vouchers of the hotel's Chinese and Italian restaurants together with spa service packages at popular shopping malls around Bangkok. She worked together with other sales representatives in the sales department. This spa staff respondent stated she had no problems with working across departments. Instead, working as a sales representative brought her enjoyment and new experiences because she had a good chance to participate in booth exhibitions to sell the vouchers at leading shopping malls such as Siam Paragon, EmQuartier, and Central World and meet a lot of new customers.

"I had no job at the spa during the temporary closure. So, the hotel requested every spa staff to help other departments' jobs. I was asked to help the hotel's sales department to sell vouchers of the hotel's Chinese and Italian restaurants together with spa service packages. I went to

leading shopping malls around Bangkok with other sales reps. I really enjoyed working outside the hotel and met a lot of new people. The sales staff were also friendly and they were happy to share knowledge about the hotel's restaurants with me. And I enjoyed learning about it," expressed by S3.

Hotel Spa in Khon Kaen

There are totally 3 spa staff including 1 spa receptionist and 2 spa therapists after the hotel spa was reopened on 1st July, 2020. There were few spa customers after reopening. One of the two spa therapists was asked to help the meeting and banquet facilities department which was short-staffed. She helped the department's staff with arranging meeting and banquet rooms and preparing drinks like coffee and tea and snacks for coffee break. She stated that she had no problems in working with employees in other departments. The other spa therapist stated she needs to stand by at the spa when another spa therapist helps other departments. This spa therapist has to perform more than one task at the spa including welcoming spa customers, managing room bookings, receiving client payment, issuing receipts, and cleaning up rooms after use. This spa therapist also stated that she had no problems with performing increased tasks. She explained that she has realized the hotel is currently in a tough situation and she is willing to support other departments as much as possible. The spa receptionist has also worked across departments since the spa reopened. He also serves as a bellboy and a hotel shuttle bus driver.

"The hotel has a decreased number of employees after reopening. I was asked to help the meeting and banquet department when there was no customers at the spa after reopening. At the spa, I also have more duties such as room cleaning, keeping track of spa products such as massage oil and scrubs, and displaying other spa products. I need to work much harder but I also get higher service charge. So, I think I'm lucky to have a job in times of this crisis," expressed by S4.

"Our responsibilities have increased a lot because of a decrease in hotel employees. Before the COVID-19 crisis, hotel housekeepers cleaned up our spa rooms after use. Now, we have to clean up rooms by ourselves

when the housekeepers aren't available. By the way, I understand the situation and I can do every task. Any job is better than no job," expressed by S5.

"The hotel has requested all employees to be responsible not only for their own department's tasks but additional duties of other departments of the hotel. I'm not only a spa receptionist. I also help the spa therapists clean up rooms and a waiting area. At the same time, I also work as a bellboy, helping hotel guests with their luggage and also work as a hotel shuttle driver. But I can do it all. The harder we work, the higher service charge we get," expressed by S6.

All of the spa staff respondents revealed they have no problems with both previous and current spa structure. The spa manager clearly and effectively delegates the authority of making decisions. The spa therapists are able to make decisions mainly relevant to their jobs. For example, if customers get an itchy rash or their skin is irritated during massage or treatment, the spa therapists can decide to stop the massage or treatment immediately without reporting the spa manager. Moreover, before receiving massage or treatments during the outbreak of COVID-19 disease, if customers' temperature is above 37 degrees Celsius after having body temperature measured, the spa therapists can decide to deny offering massage or spa services to the customers. The spa manager, meanwhile, has the authority to make other major decisions such as discounts and marketing promotions.

4.1.3 Systems

Hotel Spa in Bangkok

The hotel spa had used an Australian online application named 'SpaOne WebConnect' before the COVID-19 disease outbreak in order to help manage the spa business. This web-based spa management application has features such as customer appointment management, spa room management, employee management, inventory management, and online booking. The hotel spa manager and the staff were able to check their work schedules online. This system allows the spa manager and therapists check their daily work easily. However, this system is inconvenient and a bit difficult for the spa receptionist in terms of managing room bookings. During the

COVID-19 crisis, the SpaOne WebConnect' application was terminated because the hotel needs to reduce costs.

“It was easy for me to check therapists' daily work schedules through the SpaOne online application. The application actually expired in March but the subscription was not extended because the hotel needs to cut costs as much as possible. And we don't need the system now because of a lower number of spa customers after the outbreak of the COVID-19,” expressed by M1.

“When I used the SpaOne, I had to log in to the system in the computer every time. And this caused a bit delay in a booking process. The app, in fact, was not easy to use and it took more time than writing on paper. Previously, when a lot of customers called me, I wrote customers' bookings on paper because it was much faster. But I also needed to fill in the information in the system. And I considered that the work process was repetitive or redundant,” expressed by S3.

Hotel Spa in Khon Kaen

The hotel spa has managed its room booking and work scheduling with a manual procedure because of the low number of staff and customers. The spa staff write a customer's booking time on paper and also inform the spa manager about customer bookings and work schedules of spa therapists in the spa department's LINE group. After reopened, the number of staff at the spa was reduced to only 3 people including 1 spa receptionist and 2 spa therapists. The hotel needs to reduce expenses including labor costs, so the hotel requires an employee to perform not only spa-related tasks but also other duties. The spa receptionist also serves as a bellboy and a hotel shuttle bus driver. That the spa receptionist performs several tasks at the same time causes a problem, especially in case that all of the spa therapists are on duty. The spa receptionist is unable to stand by at the spa and answer phone calls of spa customers when he is requested to replace a hotel shuttle bus driver or a bellboy immediately.

“If all therapists are on duty and a spa receptionist has to drive a hotel shuttle or help hotel guests with their luggage immediately. So,

nobody is available to answer customer calls at the spa and this means we lose spa customers,” expressed by M2.

“I definitely can’t stand by at the spa if I’m asked to drive a hotel shuttle or replace a bellboy at the hotel entrance. I need to leave the spa to perform the other tasks at the hotel. And of course, customer calls are missed when I leave the spa to do those jobs,” expressed by S6.

One of the spa customer respondents stated that she experienced the problem regarding making a phone call to book a spa service and she considered this was possibly resulted from a low number of hotel employees.

“I made 4 phone calls but no spa receptionist answered the phone. After that, the hotel’s front desk receptionist answered my fifth call and then she transferred my call to the hotel spa. Personally, I think the spa should not keep customers waiting,” expressed by C5.

4.1.4 Shared Values

Hotel Spa in Bangkok

The hotel spa staff have been committed to following global etiquettes to offer the best service experience. They are always aware that customers’ cultural differences are important and better understanding of cultural diversities leads to greater customer satisfaction. Before the COVID-19 crisis, the hotel spa staff had undergone continual customer culture differences and foreign languages trainings supported by the hotel to meet the spa customers’ different needs. The spa staff had also kept learning global customer service etiquettes through everyday team briefings by the spa manager. The major customers were previously international tourists from the Middle East and Asia. After the COVID-19 crisis, the hotel spa customer group has changed to domestic or Thai people, previously accounting for only 5%. All of the respondents stated that the problem is that international customers were more concerned than domestic customers. They rarely receive trainings regarding behaviors and expectations of domestic customers.

“Before the outbreak of COVID-19, we had received trainings in customer service, different customer cultures, and languages such as English and Chinese every month. The trainings depended on who was our

major customers at that time. In other words, if most customers were Chinese in that month, all trainings related to the Chinese customers were provided for us,” expressed by M1.

“Our customer target has completely changed to Thai people because international tourists have been still unable to enter the country due to the COVID-19 outbreak. Previously, our trainings such as customer service and foreign languages were mainly related to international customers,” expressed by S3.

Hotel Spa in Khon Kaen

All of the respondents at this hotel stated they have the same work attitudes and they go in the same directions. They have been committed to adjusting to changing environments and being adaptable to change. The spa staff have stayed well-informed about the current business situations and all struggles the whole hotel is facing during the COVID-19 crisis. The staff were communicated that what the hotel spa is encountering in the time of this crisis is not problems but they are challenges. They are always encouraged to overcome all of challenges together during this hard time.

The other shared value of the entire staff at this hotel spa is customers are always a top priority. The spa staff have always been dedicated to offering the best customer service experience and making customers feel that spa services give them value for their money. Moreover, the spa staff have been committed to maintaining both hotel's spa standard of customer service excellence and spa industry standards.

“In the time of this crisis, our hotel spa keeps making our customers feel that spa services they receive are worth more to them. We don't cut prices of our spa services. Instead, we add value to every service in order that customers gain outstanding service experience by professionally- and well-trained spa therapists,” expressed by M2.

“On the day when I used the service, I was there 30 minutes ahead of time and waited in front of the spa. Actually, I booked the service at 1.30 p.m. in the afternoon. A spa therapist saw me and she said she was

available. And she gave me the foot massage service at 1.00 p.m., earlier than my original booking time,” expressed by C4.

4.1.5 Style

Hotel Spa in Bangkok

All of the spa staff stated that they had no problems with the leadership style of the spa manager during the COVID-19 crisis. In fact, before the COVID-19 crisis, the spa manager always listens to all of the staff’s ideas, suggestions, comments, and feedbacks and always gives support to all staff. At the same time, the spa manager also corrects and warns the spa supervisor and therapists when they make mistakes. The hotel spa has a family-like work environment. The spa manager acts as an older sister who takes good care of the staff as younger sisters. The manager and all spa staff are very close and they also respect each other. They never compete with each other. Instead, all of the spa staff are always willing to help and support each other.

“When I’m not busy, I always help the spa therapists clean up rooms after use or take out used towels of the rooms. When the spa receptionist or therapists have any suggestions or interesting ideas for our spa, I’m always happy to listen to them,” expressed by M1.

“The spa manager is like my real sister. She is also an easy-going person. I have worked with her for 4 years. We know each other very well. She always gives help and useful suggestions,” expressed by S1.

“Of all the staff, I have the lowest year of work experience here. The spa manager always gives suggestions and teaches me when she has free time. And my coworkers with higher work experience are happy to share their massaging techniques and they teach me when they aren’t busy,” expressed by S2.

“The spa manager is open-minded. She always listens to our ideas, comments, and suggestions. For example, during the Songkran Holiday in 2019, I suggested ‘Butterfly Pea Flower Juice with Lime’ as a new welcome drink during the festival. I also recommended passion fruit for body scrub. And I was very happy that she accepted my ideas,” expressed by S3.

“On the day when I went to the spa, before receiving the service, I saw branded spa products displayed at the waiting room. I was interested in the products. Not only the spa receptionist explained about the products in which I was interested but also the other two therapists helped the receptionist explain them.” expressed by C2.

During the temporary spa closure for 5 months, the spa manager stated she lacked of face-to-face communications with the spa staff. In the time of this crisis, the spa manager became much more concerned about the staff. The spa manager needed to work harder to keep all of the spa staff encouraged and motivated and helped as much as possible to help them overcome all struggles resulted from the crisis. The spa manager also needed to make sure all of the staff were physically and mentally fine during the crisis.

Hotel Spa in Khon Kaen

All of the spa staff respondents revealed they never have problems with the leadership or management style of the spa manager. The spa manager has been working together with the spa therapists for quite a long time, so they know each other very well. The spa manager always listens to the spa therapists' suggestions, comments, and new ideas and always provides support and advice for the spa staff. There is a strong sense of trust between the manager and spa staff. The spa manager trusts that the spa staff are able to handle tasks by themselves, so she does not need to be at the spa to control or monitor the staff for a whole day. In addition, the spa has a family-like work environment. They are like brothers and sisters. They always take care and help each other.

“I'm not bossy. I hardly ever tell my staff what to do. I let them perform daily tasks and I always stand by to give them support and urgent help. We have worked together for several years and I can say that our relationship is strong, making the spa feel family-like,” expressed by M2.

“The spa manager always encourages the staff to share ideas and suggestions. I can discuss matters with her and she listens to my opinions. She is also a dependable person. She always shows up whenever we need help,” expressed by S4.

“We are like sisters because I have worked with the spa manager for several years. She always listens to my suggestions regarding the spa or massage service to improve our service quality,” expressed by S5.

During the temporary spa closure for 3 months, the spa manager stated she had a problem with the lack of face-to-face communications with the spa staff at the workplace. The spa staff became nervous, stressful, and uncertain about their job because of the COVID-19 crisis. During the COVID-19 crisis, there was one spa therapist making a decision to quit to do a business because the spa was closed for too long and she was uncertain about her job at the spa. The spa manager needed to put more considerable effort into encouraging the spa staff in the time of this crisis and she did not want to lose any other staff during the crisis.

4.1.6 Staff

Hotel Spa in Bangkok

There were totally 11 spa employees at the hotel spa in Bangkok including 1 manager, 1 spa receptionist and supervisor 9 spa therapists. In the time of the COVID-19 crisis, the hotel was unable to hire all 10 spa therapists due to a loss of the hotel's revenues which are unable cover salaries of all hotel spa employees. The hotel spa had to lay off 4 spa therapists. The termination was based on performance and years of work experience of the staff and all the laid-off employees received termination compensations and other payments required by Thailand's employment and labor laws.

After reopened on 8th September, 2020, there are totally 6 spa therapists at the spa. Each day, there are only 3 spa therapists at the spa while the rest of them take unpaid leave or leave without pay due to the hotel's cost saving policy. Two of the hotel spa staff mentioned that the decrease in the staff number after the COVID-19 crisis has caused workload.

“Before the COVID-19 outbreak, I provided services for only 2-3 customers a day. It meant that I had time to take a break during the day. Since we reopened in early September, more customers have come to our spa. Sometimes, I face a workload problem. For example, I had to massage as much as 5-6 customers on one day and I felt exhausted. I think we need more therapists to cover the increasing number of customers, especially

domestic or Thai customers. I don't think 3 therapists per day are enough and there should be more," expressed by S1.

"Now, we have only 3 therapists a day and I admit that it isn't enough. Customers can't choose to use a spa service or book the time as they want at times because there aren't therapists available. I have to reject customers' requests and ask them to come at another time when our therapists are available. Customers need to wait," expressed by S3.

The responses from 2 customers of the hotel spa also highlighted that the current number of spa therapists seem insufficient.

"At first, I booked the hotel spa's aroma oil massage service at 4.00 p.m. but I needed to change the booking time to 1.00 p.m. because I had another appointment at 4.00 p.m. But the spa receptionist said no spa therapists were available at the time I requested. Normally, I can change a booking time if I'm not free or I have an urgent appointment. But this time, I wondered why there weren't spa therapists available," expressed by C2.

"I called to book the hotel spa's aroma oil massage and the receptionist said a therapist was available after 6.00 p.m. So, I booked the spa service at 7.00 p.m. On the day when I used the service, I felt that the therapist didn't apply enough pressure or put deep pressure. And I thought the therapist possibly worked all day and she was too tired. So, on that day, I didn't feel completely relaxed," expressed by C3.

Of the three spa staff respondents, only one of them felt uncertain about the job and work position and became financially insecure while the hotel spa was temporarily closed for 5 months.

"Because the hotel spa had been closed for 5 months, I became stressful and uncertain about my job and work position. At that time, I was nervous that I would be laid off," expressed by S3.

Hotel Spa in Khon Kaen

There were totally 5 employees at the hotel spa in Khon Kaen including 1 manager, 1 spa receptionist, and 3 spa therapists before the outbreak of

COVID-19. One of the spa therapists had resigned before the hotel spa temporarily closed. During the temporary spa closure from 18th March, 2020 to 30th June, 2020 in accordance with the government's measure to stem the COVID-19 pandemic spread, one of the remaining spa therapists decided to quit to run her own business. After reopening on 1st July, 2020. There are 1 spa receptionist 2 spa therapists. All of the spa staff mentioned that they had the feelings of uncertainty about their career and financial insecurity because they were forced not to go to work over 3 months and they did not get paid.

“The number of customers has dramatically decreased since late February due to the outbreak of COVID-19. And at that time, I started thinking what will happen next and whether our hotel spa will still be opened. I felt unsure whether I will still have a job,” expressed by S4.

“During the temporary hotel spa closure, I admitted that I became hopeless and discouraged. While the spa was being closed, I kept asking my manager how long our spa had to be closed, when would it reopened, and when I could go back to work,” expressed by S5.

“The COVID-19 has lasted longer than we expected. I have never thought we had to stop working for more than 3 months and we didn't get paid. In the time of this crisis, I became uncertain about my job and the future of the hotel spa,” expressed by S6.

4.1.7 Skills

Hotel Spa in Bangkok

The spa manager, spa receptionist, and spa therapists at this hotel spa were all licensed and certified by the Ministry of Public Health. Before the spa was closed, they had received ongoing trainings from the hotel's spa specialist who had several years of spa service experiences to keep up with both industry and hotel spa standards. When the spa was temporarily closed, spa-related trainings for the spa staff were conducted by the specialist through the Zoom video-conferencing platform. Later, the only spa specialist or trainer decided to resign and this resulted in the lack of continual on-site retraining of spa staff. The spa staff also had to work as a security guard when the spa was closed. They almost had no time to retrain their skills.

“Our massage skills weren’t continually retrained because the spa was closed for several months. Some younger spa therapists kind of forgot some steps of massage. They need skill retraining after the spa reopening,” expressed by S1.

“Before the COVID-19 outbreak, we received ongoing massage trainings and I could learn from senior therapists and got new techniques from them. When the spa was temporarily closed, I learnt from online and I didn’t have actual work practice. I admitted I forgot some steps of massage,” expressed by S2.

One of the spa staff respondents who serve as a spa therapist with lower years of experience than other spa therapists suggested that the hotel spa should have therapeutic or remedial treatments. The hotel’s spa services are mainly for relaxation and body and facial treatments. The spa receptionist who has only a foot massage certificate stated she also wants to upskill to receive certificates of other types of massage and spa services.

Hotel Spa in Khon Kaen

The hotel spa has skilled and experienced spa therapists. All of them have licenses and certificates relevant to spa services from the Ministry of Public Health. One of the spa therapists has an outstanding skill of deep impact massage which offers therapies for sport injuries. The other spa therapist at this hotel spa also has an outstanding skill of therapeutic or remedial treatment for customers with office syndrome and this spa staff obtained the skill from her previous workplace which was a hospital in Bangkok, where she worked as an office syndrome therapist. Before the COVID-19 outbreak, they had received continual skill trainings from the hotel group’s special team of professionals and specialists in order to meet the hotel group’s spa service standards. During the temporary spa closure, the hotel allowed spa therapists to find and work part-time jobs at other spas.

“I have kept improving my massage skills and learning new techniques. When our hotel spa was closed, I gave massage services to clients at other spas. When the spa was reopened, I’m ready to give

customer our hotel spa's same standard of massage. So, I don't think I have a problem with skills," expressed by S1.

"The hotel allowed us to work at other spa outlets while the hotel spa was closed. I didn't find my massage skills lost during the temporary closure because I still worked part-time job," expressed by S2.

"I used the foot massage service and the therapist applied very deep pressure. Initially, I felt painful and I became relaxed later. The therapist has special techniques to make customers feel the most relaxed in the end," expressed by C4.

"I selected the hotel spa's foot massage service. The spa therapist gave the right amount of pressure to my feet. I felt relaxed and had less muscles tension after massage," expressed by C5.

The spa receptionist revealed that he is still unable to fully support the other spa staff in terms of giving customers information of the hotel spa's products and services such as spa massage and body treatment packages. He is responsible for only answering customer phone calls and taking notes of customers' phone number to call back. He further explained that he does not have much time to learn about the spa's products and services because he has other responsibilities including a bellboy and a hotel shuttle driver.

4.1.8 Other problems

Hotel Spa in Bangkok

The spa manager and staff revealed that before the COVID-19 outbreak, a majority of customers is from the Middle East, accounting for 80%, and around 10-15% are from Asian countries including China, Hong Kong, and Singapore. Meanwhile, the proportion of Thai customers is only 5%. After the outbreak of COVID-19, the hotel spa has lost all major international customers due to the Civil Aviation Authority of Thailand's temporary ban on all international flights to the country from 3rd April, 2020 to 30th June, 2020 in order to prevent and control the epidemic spread. As a result, a majority of spa customers are currently domestic or Thai. All of the respondents stated that they have slight problems with Thai customers' behaviors which

are partially different from international customers'. For example, Thai customers arrive late and they do not give an advance notice in case of immediate cancellation.

"Thai customers aren't on time or they arrive late. For example, a customer said she would arrive the hotel spa around 2.00 p.m. to 2.30 p.m. and this caused a delay to another customer and also affected our booking management. And they often postpone or cancel their booking without notice. Thai customers also have much higher expectation than Arabian or Asian customers," expressed by M1.

"Thai customers have high expectation because our spa is located inside a 5-star hotel and prices of our spa packages are very high. But they often bargain on prices and ask for more special discounts," expressed by S1.

"Thai customers have high expectation and they make more requests than international customers. When I give Thai customers massage, they often ask me to apply more pressure or give deeper pressure on different parts of their body," expressed by S2.

"Thai customers are more detail-oriented. I mean they pay attention to every single detail. They ask a lot of questions about our spa packages. They expect that our service quality and spa packages are the best value for their money. We have to double our service quality in order to meet Thai customers' expectation which is higher than that of international ones," expressed by S3.

Regarding other problems with the government's rigorous hygiene and health safety regulations, two of the respondents had some problems with the regulations. One of the spa therapists revealed that the staff were required to take several hygiene and sanitation practices to prevent the COVID-19 spread and the other spa therapist stated that it was inconvenient for her to wear a face shield or a facial mask while working.

"Apart from our hotel spa's standard sanitation practices, we need to take extra daily hygiene and sanitation practices required by the government during the spread of COVID-19. I was unaccustomed to the additional practices at first," expressed by S1.

“I had to wear a face shield while on duty to comply with the hygiene regulations. It’s uncomfortable and made massage a bit more difficult,” expressed by S2.

One of the spa customer respondents considered that the requirement of wearing protective equipment made it become more difficult for spa therapists when they massage.

“On the day when I used the spa service, the therapist wore a surgical mask. And I think it’s the reason why the spa therapist didn’t give deep pressure,” expressed by C1.

Hotel Spa in Khon Kaen

The hotel spa stated that they have no problems with customers because their regular customers are domestic or Thai people. The hotel spa has a good understanding of Thai customers’ behaviors and knows how to meet their service expectations. However, the majority of the respondents stated the number of customers has remained low after the spa reopening. The hotel spa aims to attract to reach and attract new customers to gain experience from the hotel spa with high standard of services.

Regarding the government’s COVID-19 prevention measures and relevant regulations, all of the respondents revealed they have regularly performed already-stringent hygiene and sanitation practices to meet the hotel spa’s highest cleanliness standards before the spread of COVID-19. In addition, they found it not difficult to follow new strict COVID-19 control measures and meet additional required tourism safety standards such as SHA, the Amazing Thailand Safety and Health Administration certificate initiated by the Tourism Authority of Thailand. The two spa therapists stated they found no problem or difficulties with using protective equipment such as a surgical mask and a face shield while providing massage and spa treatments to customers.

“Our spa has maintained the hotel group’s own standard of hygiene and sanitation. Before the COVID-19 outbreak, we have always worn a surgical mask and regular washed our hands before and after massage

and treatments. We have easily adapted to new safety measures,” expressed by S4.

“It is essential for spas to have hygienic environment. We have always worn a surgical mask before the spread of COVID-19. Our spa has been committed to maintaining the hotel group’s standards of hygiene and sanitation and meeting the industry’s standards of cleanliness such as SHA,” expressed by S5.

4.2 Problem Management of Spas during COVID-19 Crisis

4.2.1 Hotel in Bangkok

1. Strategy

Due to the huge loss of revenues after losing the major customers, the hotel spa has carried out its operations on a limited budget. All of the spa staff have reduced expenses as much as possible and cut unnecessary costs in accordance with the hotel’s cost reduction policy. For cost saving and safety reasons, all aroma or massage oil testers are not provided for customers. The hotel spa has matched the most suitable aromatic and massage oils with each spa treatment. This reduces expenses of ordering excessive aromatic and massage oils.

Regarding management with the abrupt change of major customers during the COVID-19 crisis, the hotel spa has put their effort to attract more Thai customers who became the spa’s new customer target and they have worked hard to raise the spa’s brand awareness among the domestic customers. Before the spa was reopened in September, the hotel spa had participated in tourism booth exhibitions and fairs held in August at leading shopping centers such as Siam Paragon, EmQuartier, and Central World to sell vouchers of spa treatment packages with great discounts of more than 70%. The hotel spa offered deals of spa services priced at only 1,400 Baht. In addition, the hotel spa has used more online social media platforms such as Facebook and Instagram to promote its products and services and publicized their special deals and promotions on the social media more frequently. The hotel spa has recently welcomed local online product and service reviewers to help promote the hotel spa through online channels.

In terms of giving customers reassurance of hygiene and sanitation during the COVID-19 outbreak, the hotel spa has ensured health safety of spa customers with the awarded Amazing Thailand Safety and Health Administration (SHA) certificate which is issued to establishments that follow all the guidelines of Ministry of Public Health and meet hygiene and health safety standards for their products and services. The hotel spa, in fact, had been committed to already-rigorous cleaning procedures under the hotel's program which includes deep cleaning with hospital-grade disinfectants since 2015. Moreover, since the spread of the COVID-19, the hotel spa staff have been required not to take off customers' shoes in order to avoid possible risks of the COVID-19 infection from shoes.

“Unlike the other hotel spas, this spa pays attention to details to ensure customer safety and spa hygiene. A pen for customers to fill in a pre-treatment form is sterilized and it is in a sealed plastic wrap,” expressed by C1.

“I'm a spa lover. And I'm always concerned about hygiene of spas. Normally, the spas located inside a 4- or 5-star hotel are trusted. I noticed the SHA standard logo at the entrance of the hotel and this makes me feel confident with the hotel spa's services,” expressed by C2.

2. Structure

During the COVID-19 crisis, because the number of hotel employees was reduced and the organization is restructured, which caused the problem of insufficient staff in some departments of the hotel, the hotel spa staff were required to rotate work across departments. Normally, the spa manager rotated duties of spa staff only within the spa department. During the COVID-19 crisis, the spa therapists had to rotate their job and work across departments for the first time when the spa was temporarily closed. The spa manager gave continual encouragement to the spa therapists who temporarily worked as security guards and in order to keep the spa staff stay confident and keep patient with the new duties they were unfamiliar.

“I know quite well that some of our therapists aren't outgoing and they're quite shy. Previously, they hardly ever met a lot of customers or hotel guests during a day at the spa. I kept encouraging them to stay

confident and keep patient with their new role. I told them that they were able to do their best due to their great service mind and outstanding manners. And I was very happy that the head of the security department praised the spa staff and appreciated their effort,” expressed by M1.

3. Systems

The hotel spa has managed spa customers’ service bookings and spa therapists’ work schedules with a manual procedure after the suspension of the web-based SpaOne application due to reduced operational costs. The spa receptionist who are responsible for booking and scheduling duties write down all room bookings of customers and all work schedules of spa therapists on paper. The paper of schedules is printed and posted on the spa’s notice board daily. The LINE application is also used to inform spa therapists of their daily work schedules and to keep track of customer bookings. In fact, this manual system has become more suitable and convenient during the COVID-19 crisis because it saves costs and is easy to manage due to the low number of spa customers per day. The number of customers have remained not as high as the previous period before the epidemic outbreak; therefore, the manual spa room booking and spa therapist work schedule systems continue to be used during the COVID-19 crisis.

“We can easily check our daily work schedules printed and posted on the spa’s notice board. The spa receptionist also informs us of the schedules on the LINE application to make sure we have to show up for work when there is a customer,” expressed by S1.

“Writing spa service bookings and work schedules on paper became much easier and more convenient for me than using the online application. The customers are still low, so this manual procedure seems the most suitable during this time,” expressed by S3.

4. Shared Values

The hotel spa’s team briefing and pre-shift meetings are still carried on every day. After the COVID-19 outbreak, every hotel spa staff needs to shift its major focus to domestic or Thai customers who are a new target of the hotel spa. In

the meantime, they continue to maintain their commitment to the global etiquettes to offer customers the best service experience. After the reopening, all of the spa staff need to double service quality, especially for Thai customers, in order to meet their needs and expectations which are much higher than international customers. The highest customer satisfaction remains their top priority no matter who customers are. They also consider conducting trainings about Thai customers' behaviors, needs, and expectations to have better understandings about the new customer target and to offer them the best service experiences.

“Our spa continues to maintain the highest service standards. We stay sincere and honest with customers no matter where they are from. I’m ready to give massage and spa services to any types of customers. And I truly understand the higher the price is, the higher expectations are. So, I’m committed to meeting all customers’ expectations,” expressed by S1.

“We have been always sincere and honest with customers and provided the same excellent standard of massage and spa treatments. Our spa always keeps customers top of mind,” expressed by S2.

“During the COVID-19 crisis, Thai customers became our major customers and our new target group. We found their demands and expectations much higher than those of international customers. But, all of us need to take much better care of the domestic customers in order to meet their expectations. We aim to make them experience value-for-money services from our spa,” expressed by S3.

5. Style

During the temporary spa closure, the hotel spa manager and staff lacked face-to-face communication. Thanks to new communication technologies, the hotel spa manager used the LINE application to stay in touch with the staff who felt uncertain about their job and nervous and lacked motivation. The spa manager communicated with the spa staff via LINE throughout 5 months. The staff always felt connected, supported, and motivated and the constant communication created a sense of trust among the staff. They felt confident that they were not left behind in the time of this crisis. After the spa reopening, the spa manager has become much more concerned

about the staff. The spa manager needed to work harder to keep all of the spa staff encouraged and motivated and helped as much as possible to help them overcome all struggles resulted from the crisis. The spa manager also needed to make sure all of the staff have physical and mental well-being during the crisis.

“Manpower is always top of my mind. Without spa staff, the spa can’t deliver products and services. I have tried my best to keep them, especially during the crisis. Throughout 5 months, I kept talking and sharing all necessary information with my staff. After we reopened, I have always encouraged them to keep motivated and patient to go through this difficult time together,” expressed by M1.

“When the spa had to be temporarily closed, I went back to my hometown. The spa manager had kept communicating with me through the spa department’s LINE group. She always informed me of the hotel situations and benefits and relief from the hotel and the Social Security Office. I always felt connected with all of the staff,” expressed by S2.

6. Staff

There are currently 6 spa staff after the hotel spa reopening. The spa is currently unable to hire part-time therapists due to limited budgets which can cover only salaries of the current number of spa staff. On each day, there are only 3 spa therapists on duty at the spa while the other 3 spa therapists are required to take leave without pay due to the hotel’s cost saving policy. Sometimes, only 3 spa therapists are not enough on a busy day. The hotel spa has handled the problem by asking other spa therapists who take leave of absence without pay and available to come to work to help ease the workload problem, especially on busy days with the high number of customers.

Regarding the management with the feelings of career and financial uncertainty of the spa staff, the spa staff were ensured their career certainty through assistant measures. They were assigned to work from home when the spa was temporarily closed and they were also allowed to work part-time jobs at other spas. Moreover, when the security department was short-staffed, the spa manager informed the spa therapists who had no jobs during the temporary closure to come to work as a security guard of the hotel in order to help them to earn money and ease their financial

burdens during the COVID-19 crisis. In addition, the hotel also launched an interest-free personal loan program for the hotel employees and offered a relief grant around 1,800 Baht per month in order to retain the remaining employees who are still employed. Some benefits and welfare are still given to staff such as free three meals a day in spite of the hotel's cash flow difficulty.

“The hotel was also concerned about the employees’ mental health because many became stressful during the COVID-19 crisis. The hotel’s fitness attendant conducted a workout training via Zoom to relieve stress. The spa staff also attended the training and they enjoyed it,” expressed by M1.

“We didn’t receive salary during the temporary spa closure. The hotel allowed spa therapists to work part-time jobs at other spas to get money. And we now receive only 75% of our normal salary but the hotel’s employee benefits have helped relieve my financial difficulty,” expressed by S1.

“In the time of the COVID-19 crisis, we have got lower paid than before. The benefit of three meals a day provided by the hotel has helped me a lot to save money during the crisis,” expressed by S2.

7. Skills

The hotel's spa specialist who had several years of experiences conducted online trainings of massage and spa treatments for the hotel spa's therapists through the Zoom's video-conferencing application to keep skills of the spa therapists up-to-date and handle a skill loss issue during the temporary spa closure. Moreover, to follow the hotel's work from home policy on a temporary basis, the spa therapists were assigned to make videos related to spa massage or services and post and share them on the hotel spa's Facebook Page. This helped them keep learning and reviewing skills and not to lose massage or treatment skills required for spa therapists. After the spa reopening, the senior spa therapists with higher experiences need to help retrain therapists with lower years of experiences because the hotel's spa specialist unexpectedly resigned during the COVID-19 crisis. The retraining has been conducted

mainly in the afternoon from 1.00 p.m. to 3.00 p.m. because no customers come to use services during this time.

“During the temporary closure, the spa therapists who worked from home had to create videos regarding the spa products and services. For example, one of them made a video about an herbal compress ball or ‘Look Pra Kop’ and she taught how to use it via her video. The policy encouraged them to keep learning,” expressed by M1.

“I can say that I have an innate ability to massage. Since the spa was reopened, I have helped retrain other therapists with lower experiences. We reviewed massage postures and steps and learnt new techniques during the retraining session,” expressed by S1.

8. Other problems

The hotel spa staff are unaccustomed to some behaviors of Thai customers such as not arriving on time and not giving advance notice of cancellation. The hotel spa manager and staff have handled the problems regarding the domestic customers’ behaviors by informing customers of special pre-treatment services such as welcome drinks which are well prepared to make customers feel relaxed before receiving massage or spa treatments. The spa receptionist requests customers to arrive 15 minutes early in order to enjoy the spa’s welcome drinks and enjoy the panoramic city view at the spa’s waiting area. Moreover, when talking with customers on the phone every time, the spa receptionist emphasizes customers of the spa service policies. For example, customers are requested to give a minimum 3-hour advance notice and treatment time of customers will be decreased in case that they arrive late.

“Our spa has handled problems with the behaviors of Thai customers by informing them of special services or benefits of on-time arrival. When customers come ahead of time, they can enjoy our pre-treatment welcome drinks. We’d like customers to gain the relaxing experience,” expressed by M1.

4.2.2 Hotel Spa in Khon Kaen

1. Strategy

Due to the COVID-19 outbreak, regarding the strategy of partnering with other spas in Khon Kaen to promote the Traditional Esan Massage as an identity of spas exclusively in Khon Kaen, the traditional massage trainings are still on hold. The hotel spa manager and a spa therapist have joined the LINE group of the Spa & Health Massage, Khon Kaen association and Khon Kaen Provincial Public Health Office to receive up-to-date news and information regarding trainings from the organizations. The hotel spa well understands that the trainings are unable to be conducted due to the pandemic but they always get prepared and ready for training sessions in the future.

“One of the spa therapists and I have joined the Traditional Esan Massage’s LINE group in order to keep track with news and any updates about ongoing trainings from the association and the Public Health office. Once they announce a training, our hotel spa staff will definitely attend it,” expressed by M2.

With regard to ensuring spa customers of hygiene and sanitation, the hotel has followed all stringent safety guidelines and secured the Amazing Thailand Safety and Health Administration or SHA certificate from the Tourism Authority of Thailand in June, 2020. The hotel shared this safety standard achievement on its Facebook Page in order to let customers know and have confidence to use the hotel’s facilities including the spa. The certificate assures customers of hygiene, sanitation and health safety. Before entering the spa, customers’ body temperature is checked and customers are also requested to fill in a COVID-19 pre-screen form to prevent the COVID-19 transmission.

2. Structure

Because the hotel’s staff were reduced during the COVID-19 crisis, the hotel required staff to help support tasks of other departments. When one of the spa therapist was required to help the meeting and banquet facilities department, the other spa therapist stood by at the spa to welcome customers and answer customer calls. Moreover, when both spa therapists and the spa receptionist were unavailable, the spa

manager came to stand by at the spa to help with all the tasks. They responded they had no problems with working across departments and they have been always communicated about the hotel's current situations and all challenges. All of them have realized that they have to help each other during this difficult time.

"We always stand by to help each other when someone is busy or unavailable. When my colleague was asked to help the meeting department, I stayed at the spa to welcome customers," expressed by S5.

"All of us can't go to have lunch together as we did before. Now, when the two spa therapists go to have lunch at noon, I have to stand by at the spa. I wait at the spa until they come. And then I go to have lunch and I have no problem waiting them," expressed by S6.

3. Systems

The spa receptionist, sometimes, is unable to stand by at the spa to receive customer calls because he needs to perform other tasks within the hotel. The hotel spa has handled the problem of lost customer phone calls through cooperation with the hotel's front desk. In case there is nobody is available to answer customer phone calls at the spa, the customers' calls are automatically transferred to the hotel's front desk. This helps handle with the problem and prevent the loss of spa customers. Regarding the spa service booking and therapist work scheduling, the hotel has applied the manual procedure and it is suitable for the current low number of customers.

"About the spa booking, I found no problem with it. The spa receptionist answered my call quickly," expressed by C5.

"I faced no problem regarding spa service booking, the female spa staff answered my call on the first ring. And I was impressed," expressed by C6.

4. Shared Values

There are no shared values issues to be handle at this hotel spa. All of the hotel spa staff have followed the hotel spa's shared value principles including commitment to being adaptable to any changing circumstances including the COVID-19 crisis. The hotel has both pre-crisis and post-crisis communications with the entire

hotel employees and the hotel stays honest to reveal the hotel's real situations such as decreased revenues and insufficient budgets. This enables the employees, including the spa staff, to become realized that collaboration is crucial in the time of this crisis. Moreover, within the spa department, because they have worked together at the hotel spa for several years, they know each other very well. They have become much more considerate and willing to help each other. In terms of customer service quality, the spa staff keep customers a top priority and maintain both the hotel's spa standards of excellence and the spa industry's required standards.

“The hotel organized a big or town hall meeting in order to explain the entire employees about huge impacts from the COVID-19 crisis before and after the temporary closure. The hotel told us all the truth such as why we had to temporarily close and why we need to resize. This made all the staff have great understanding and become willing to collaborate to survive the crisis together,” expressed by M2.

5. Style

The main problem regarding style is the lack of face-to-face communications with the spa staff at the workplace. All of the staff became desperate, stressful, and uncertain about their spa job when the spa was temporarily closed. Throughout the 3-month period, the spa manager had stayed in touch with the spa staff by communicating with them through the LINE application. The spa manager stated she has communicated more with the staff and needs to keep in touch with them in the time of this crisis. The spa manager stated she aims not to lose any staff during the crisis and aims to overcome all struggles and difficulties with them. She keeps the staff stay informed about the real situations of both hotel and spa in order to make them understand and realize why they need to help each other during this time. The spa manager explained the staff that the hotel's top-level managers make more sacrifices during the COVID-19 crisis. The spa manager informed the staff that she is required by the hotel to take leave without pay for 3 days a week while the spa staff is required to take leave without pay only 1 day a week. This enables the spa staff to clearly see that the spa manager is in tougher situations than they are.

“Amid the COVID-19 crisis, it is necessary to communicate more and stay in touch with the staff to keep them and encourage them to overcome all difficulties together. We’ve worked together for several years, so we’re considerate to each other during this time.” expressed by M2.

6. Staff

The spa hotel’s major problem regarding staff is their feelings of career uncertainty and financial insecurity during the 3-month closure of the spa. In order to ensure the staff of career certainty and help ease the staff’s financial difficulties, the spa manager had kept encouraging and motivating the staff by communicating with them through the LINE application throughout the 3 months. Even after the spa was reopened, the spa manager continues to keep the staff encouraged, motivated, and patient to overcome difficulties during the COVID-19 crisis. The spa manager has informed the staff of the current situations of the local spa business. She explained the staff that most spas in Khon Kaen are still unable to open and some were permanently closed during the COVID-19 crisis. The spa manager’s reasons and explanations made the staff feel lucky to be employed during this difficult time. When the staff are tired from workload, the spa manager encourages them that they will also receive much higher service charge from an increase in work. This is the reason which enables them to continue working at the hotel spa. In addition, during the temporary spa closure, the hotel also allowed the spa staff to work part-time jobs to have money.

“The spa manager always tells us that we are luckier than others who lost their job during the crisis. I’ve become more patient during this time. And I’m also very happy with the increased service charge due to the lower number of staff. Once, I got the service charge as much as 7,900 Baht apart from my salary,” expressed by S4.

“I admit that I feel exhausted with extra responsibilities. But when I see the amount of service charge I receive, all tiredness goes away. It’s much higher than the amount I received before the COVID-19 crisis,” expressed by S6.

In addition, since the spa is operated under the hotel, the spa staff receives the hotel's assistance and benefits which are still maintained to support the staff and help relieve burdens of the staff. The hotel spa staff are offered 2 free meals a day and provided with COVID-19 protective equipment such as cloth face masks, face shields, and alcohol-based hand sanitizing hand gel.

"I don't need to spend my money buying protective equipment for work such as a face mask or alcohol hand gel because the hotel provides all for us. This helps save my money a lot during the crisis," expressed by S5.

In the time of this crisis, the hotel also continues to arrange special events for the hotel employees to express its gratefulness and appreciation for all of the remaining hotel staff after the hotel reopening. For example, an event called 'an appreciation week' is scheduled to take place every month. In this special event, the hotel provides the entire staff with special meals such as pizza or spaghetti. The other event is called 'Birthday of the Quarter' which gives small presents or gifts to staff in each quarter. However, due to a decrease in the hotel's revenues, the costs of presents of gifts are now less than those before the COVID-19 outbreak. The hotel aims to enable all employees to feel appreciated and motivated to keep up the good work even though the hotel has limited budgets.

7. Skills

Only the spa receptionist has a problem regarding skills. He is unable to provide customers information and details about massage and spa treatments and he has no much time to learn about the spa's products and services due to other responsibilities in the hotel. He stated that in order to give better support to other staff. Whenever he has free time and has no other hotel's duties, he has tried to learn about the spa's products and services by reading all of the information in a brochure.

"I admit I can't fully support the other staff at the spa. But I've tried to read a brochure to know more what products and services our spa offers. I also brings the spa's brochure with me all the time. I read it when there aren't any customers," expressed by S6.

According to the other two spa therapists, even though they had no problems of skills loss during the temporary spa closure, they have to maintain their outstanding skills and maintain both excellent service standards of the hotel and other standards of Thailand's spa industry. The hotel has provided the spa therapists with continual trainings related to all spa products and services such as calm and energy boost treatments.

“After the spa reopening, a spa specialist team of the hotel group has come to our spa to provide us continual trainings. We need to maintain our skills in accordance with the hotel's spa service standards,” expressed by S4.

“Our spa undergoes rigorous inspections from Khon Kaen Provincial Public Health Office every year. We always follow all regulations of the Ministry of Public Health to meet the industry's required standards,” expressed by S5.

8. Other problems

The hotel spa staff have no problems regarding behaviors of customers because the majority of spa customers is Thai people. Currently, the hotel spa wishes to see more Thai customers to come to experience the spa's hotel-standard massage and treatment services. The hotel spa informs regular customers of the government's tourism stimulus campaign called 'We Travel Together' through the spa's customer LINE group. Customers who join this campaign receive a special discount up to 50% from the hotel spa. For non-regular customers, the hotel spa promotes its special deals and discounts on social media such as Facebook.

4.3 Preparations of Spas for the aftermath of COVID-19

4.3.1 Hotel Spa in Bangkok

The hotel spa respondents stated that they have to rely more heavily on domestic or Thai customers after the COVID-19 crisis. They need to put more emphasis on publicizing their products and services through channels, particularly social media such as Facebook and Instagram in order to raise customers' awareness of the hotel spa.

They also prepare to run sales promotions offering special deals and discounts more frequently to attract Thai customers to use spa services and share their hotel-standard spa experiences to friends or acquaintances.

“We expect that Thai customers will know more about our hotel spa through word of mouth after we promote more on social media,” expressed by M1.

Moreover, since Thai customers have become a major customer group, they prepare to learn more about preferences, needs, and expectations of spa goers in Thailand in order to adjust services to meet the Thai customers’ needs and expectations. The hotel spa’s staff also plan to upskill to provide a wide range of massage and treatments which are mainly for relaxation purposes.

“I’d like learn about therapeutic or remedial massage to be different from other spas because our hotel spa mainly provides relaxation massage and treatments,” expressed by S1.

“Apart from the spa receptionist’s role, I’m now capable of only foot massaging and facial and body scrub treatments. I want to learn more about Thai or deep massage and want to get certified,” expressed by S3.

4.3.2 Hotel Spa in Khon Kaen

The spa manager stated that the most important thing of the hotel spa to prepare is the number of spa therapists to serve the possible increase of spa customers in the future. In case that the number of customers increases in the post-COVID-19 phase, the hotel spa considers hiring more staff to work on a part-time basis. Moreover, part-time therapists are also required to undergo intensive trainings to meet the hotel spa standards of excellence apart from other common qualifications.

“Currently, there are totally 142 hotel employees. Due to the decreased revenues, the hotel can’t hire full-time staff over 142 people. New employees have to work part-time only,” expressed by M2.

The two spa therapist respondents stated that in preparation for the post-COVID-19 phase, it is necessary to maintain good health and the best sanitation practices such as regular handwashing and mask wearing because safety has become customers’ top of mind after the pandemic outbreak.

“I will have to do exercises regularly in order to keep good health and to make customers feel confident and safe from using our spa services,” expressed by S4.

“Before the COVID-19 outbreak, customers didn’t mind when we had a little cough. But during the current pandemic outbreak, only a little cough can scare off customers,” expressed by S5.



CHAPTER V

CONCLUSION AND DISCUSSION

5.1 Conclusion

The COVID-19 pandemic outbreak has had a huge impact on the hotel spas. The hotel spas have struggled with problems and challenges during the pandemic outbreak. It is essential for them to understand underlying problems, handle the problems effectively, and prepare themselves to sustain the spa business through the McKinsey's 7-S Framework business tool for organization performance improvement and successful implementation of a proposed strategy in changing environments such as the COVID-19 crisis. Therefore, this research aimed to investigate problems and challenges at the hotel spas during the COVID-19 crisis, how they handle the problems and challenges through the McKinsey's 7-S Framework, and explore their preparedness for the aftermath of the COVID-19 outbreak. This study applied a qualitative method involving an in-depth interview to gain deep understanding and insightful information from the two hotel spas in Bangkok and Khon Kaen. The findings from this research showed that during the COVID-19 crisis, the two hotel spa case studies are capable of reopening and fully resuming their operations while other spas are unable to do and some were permanently shut down. After the analysis based on the McKinsey's 7-S framework, both hotel spas have well adapted to changes resulted from the COVID-19 crisis even though they encountered difficulties and needed to put greater efforts to handle struggles in the early phase. The summary of the hotel spas' problems and management is shown in Table 5.1.

Table 5.1 Problems and Management of Hotel Spas in Bangkok and Khon Kaen

| 7-S Elements | Problems | Management |
|--|--|---|
| <p>1. Strategy</p> <p>Bangkok</p> | <ul style="list-style-type: none"> • Loss of international spa customers from the Middle East and some Asian countries • Customers became not confident with safety of close-contact spa service | <ul style="list-style-type: none"> • Adjust marketing strategies and offer special deals to attract more domestic customers • Assuring customers of spa service safety during COVID-19 with the SHA certificate |
| <p>Khon Kaen</p> | <ul style="list-style-type: none"> • Temporary hold on the ongoing Traditional Esan Massage project to create Khon Kaen's spa identity • Customers became not confident with safety of close-contact spa service | <ul style="list-style-type: none"> • Stay in touch with project organizers through LINE app to get updates about the project resuming • Assuring customers of spa service safety during COVID-19 with the SHA certificate |
| <p>2. Structure</p> <p>Bangkok</p> | <ul style="list-style-type: none"> • Spa staff were required to work across department due to the decreased number of hotel employees and they were unfamiliar and unconfident with a security guard role | <ul style="list-style-type: none"> • Spa manager kept encouraging the spa therapists and emphasized their personal strengths to make them feel confident and keep them patient with their new task |

Table 5.1 Problems and Management of Hotel Spas in Bangkok and Khon Kaen (cont.)

| 7-S Elements | Problems | Management |
|---------------------|---|--|
| 2. Structure | | |
| Khon Kaen | <ul style="list-style-type: none"> Spa staff were required to work across department due to the decreased number of hotel employees | <ul style="list-style-type: none"> All spa staff normally stand by to replace one another when someone is required to help another department |
| 3. Systems | | |
| Bangkok | <ul style="list-style-type: none"> Suspension of web-based spa management application due to limited budgets | <ul style="list-style-type: none"> Use a manual system by writing spa customer bookings and staff schedules on paper |
| Khon Kaen | <ul style="list-style-type: none"> Spa receptionist sometimes misses spa customer phone calls because he needs to do other tasks and cannot always stand by at the spa | <ul style="list-style-type: none"> Spa customer calls are automatically transferred to the hotel's front desk when the spa receptionist is away in order to receive all incoming spa customer calls |

Table 5.1 Problems and Management of Hotel Spas in Bangkok and Khon Kaen (cont.)

| 7-S Elements | Problems | Management |
|--|--|--|
| <p data-bbox="336 488 464 573">4. Shared Values</p> <p data-bbox="296 685 424 719">Bangkok</p> <p data-bbox="296 1238 456 1272">Khon Kaen</p> | <ul data-bbox="528 685 935 987" style="list-style-type: none"> • Shared values remain the same as the pre-COVID-19 phase, except some unaccustomed behaviors of Thai customers such as late arrival | <ul data-bbox="981 685 1390 1155" style="list-style-type: none"> • Maintain commitment to the global etiquettes to offer customers the best service experience, keep customer satisfaction a top priority, and enhance service quality by double to meet domestic customers' expectations |
| | <ul data-bbox="528 1238 935 1435" style="list-style-type: none"> • Shared values remain the same as the pre-COVID-19 phase such as focusing on customers | <ul data-bbox="981 1238 1390 1648" style="list-style-type: none"> • Hold the shared values principles including keeping customers a top priority and maintaining both the hotel's spa standards of excellence and the spa industry's required standards. |

Table 5.1 Problems and Management of Hotel Spas in Bangkok and Khon Kaen (cont.)

| 7-S Elements | Problems | Management |
|---------------------|--|--|
| 5. Style | | |
| Bangkok | <ul style="list-style-type: none"> • Lack of face-to-face communication with staff during temporary spa closure | <ul style="list-style-type: none"> • Devoted to staying in touch with staff through the LINE application to give encouragement to staff |
| Khon Kaen | <ul style="list-style-type: none"> • Lack of face-to-face communication with staff during temporary spa closure | <ul style="list-style-type: none"> • Devoted to staying in touch with staff through the LINE application to give encouragement to staff |
| 6. Staff | | |
| Bangkok | <ul style="list-style-type: none"> • Spa therapists have workload due to the insufficient number of staff • Spa staff became uncertain about career and financially insecure | <ul style="list-style-type: none"> • Make a phone call to other available therapists who take leave of absence without pay to help on a busy day • Keep communicating with staff to encourage them during temporary closure and continue to provide employee benefits such as free 3 meals and monthly relief grants to ease staff's financial burdens |

Table 5.1 Problems and Management of Hotel Spas in Bangkok and Khon Kaen (cont.)

| 7-S Elements | Problems | Management |
|---------------------|--|---|
| 6. Staff | | |
| Khon Kaen | <ul style="list-style-type: none"> Spa staff became uncertain about career and financially insecure | <ul style="list-style-type: none"> Keep communicating with staff to encourage them during temporary closure, provide employee benefits such as free 2 meals and protective equipment, and hold special events to appreciate staff's hard work and dedication |
| 7. Skills | | |
| Bangkok | <ul style="list-style-type: none"> Lack of actual work practice and discontinued trainings cause spa therapists to forget some massage postures and steps | <ul style="list-style-type: none"> Allow spa therapists to work part-time jobs at other spas in order not to lose skills during temporary closure and receive skills retraining from senior therapists after reopening |
| Khon Kaen | <ul style="list-style-type: none"> Only spa receptionist is unable to provide information of spa services and products | <ul style="list-style-type: none"> Read through all details in a spa service brochure and study about all products and services |

In preparation for the aftermath of the COVID-19 crisis, the hotel spa in Bangkok pays attention to attract domestic or Thai customers and adjusts themselves to meet all the needs and expectations of Thai customers. Meanwhile, the hotel spa in Khon Kaen focuses on a sufficient number of staff to serve all customers and good physical health of spa therapists to ensure customers of health safety.

As for managerial implications, the findings from this research suggested that the hotel spas have adapted by means of rethink, reduce, revive, reskill, and retain. Rethink means to shift its focus to Thai customers whom the hotel spas have to currently rely on or pay more attention to and to adjust products and services to meet their needs and expectations. Reduce means to cut down unnecessary operating costs and to be able to perform tasks with the decreased number of staff during the COVID-19 crisis. Revive means to bring back confidence of customers with hygiene and health safety of spa services and also confidence of staff with their career. Reskill means the hotel spa staff need to learn other new skills, not only job-specific skills since a job rotation scheme is necessary to be implemented during the COVID-19 crisis. Retain means to keep staff who are valuable assets to deliver products and services by providing them with various forms of support and benefits and to keep domestic customers' satisfaction as a top priority.

5.2 Discussion

Different Emphasis on Hard S and Soft S Elements

The hotel spa in Bangkok puts more emphasis on 'Hard S' elements, especially 'strategy' because the COVID-19 crisis has caused the hotel spa to make big adjustments to meet needs and expectations of Thai customer who have become a new customer target group. The hotel spa has to rely heavily on domestic or Thai people and shift its major focus on them instead of international customers who have not been allowed to travel to Thailand due to the government's measures to stem the COVID-19 spread. As for the hotel spa in Khon Kaen, it puts more emphasis on 'Soft S' elements, particularly staff, because there are currently only two skillful and experienced therapists at the hotel spa. In preparation for an increase in spa customers after the post-

COVID-19 phase, the hotel spa needs to recruit more spa therapists who are certified and qualified to meet all requirements of hotel-spa standards.

Right Price for Right Customers

With regard to customers, it is obvious that the two hotel spas have completely different major customer groups. Before the COVID-19 outbreak, the majority of the hotel spa in Bangkok was international customers. However, the hotel spa in Bangkok encountered an abrupt change of customers from international to domestic customers during the COVID-19 crisis. According to the spa customer respondents, the price of aromatic oil massage starts at 3,500 Baht for a 1.30-hour duration and they commented that the prices are quite high compared with other hotel spas during the crisis. In fact, crises appeared to generate additional price considerations such that increasing or high price generated consumer complaints (Ferguson, 2010). The price is generally considered low among international customers who have much higher purchasing power than domestic clients. The prices of services at this hotel spa, therefore, are relatively high for Thais who have lower purchasing power and have received lower income during this crisis. It is possibly hard for the hotel spa to attract Thai customers. Meanwhile, the hotel spa in Khon Kaen normally serves domestic or Thai customers. The price of a 1.30-hour package is 1,700 Baht and the prices of other packages which last from 30 minutes to 1 hour start from 700 Baht. These prices at the hotel spa in Khon Kaen are set to suit purchasing power of domestic customers. The prices have remained the same after the pandemic outbreak. The hotel spa does not reduce the prices but it makes customers feel that the service they receive are worth more than they pay or the service is value for their money. This is consistent with the research finding that it was essential to provide better value and be better marketed with an emphasis that services were well worth customers' money if they paid the extra (Petrik, 2002).

Participative Leadership Style

According to the findings, the spa manager in both Bangkok and Khon Kaen have a participative management style. They always listen to staff who come up with new ideas or have some suggestions which are possibly useful for the spa. For example,

the spa receptionist at the hotel spa in Bangkok suggested a new welcome drink and the spa manager accepted her idea. The spa receptionist feels motivated and she spends time to find more information about interesting drinks and refreshments to make spa customers satisfied. At the hotel spa in Khon Kaen, the spa manager allows the spa therapists to immediately stop massage or treatments without informing and asking for her permission when a customer has any allergies. The hotel spa staff at the two spas are empowered to share ideas, suggestions, and comments to their hotel spa manager. The participative managerial style gives opportunities to employees to share creative ideas which can improve a critical situation. A participative leader invites employees to be involved in decision making and this makes employees to be devoted to achieving organizational goals, which also results in enhancing performance (Lamb, 2014).

Consistent Communication amid Crisis

The findings also indicated that for managers, a communication skill is as crucial as other management skills such as planning and decision-making. Communication skills are important for today's leaders to enhance organizational effectiveness and facilitate relationships between staff (Bucăța & Rizescu, 2017). Throughout the period of the temporary spa closure in compliance with the government's measures for the COVID-19 disease prevention and control, the spa managers in both Bangkok and Khon Kaen had always stayed in touch with their staff through the LINE application to keep the staff encouraged during the difficult time and enable them to have career certainty. The constant communication can help retain staff during the crisis. Pre-crisis and post-crisis communications of an organization are also an integral part to build employees' trust and loyalty. It can be seen from the case study of the hotel spa in Khon Kaen. The hotel has set up an official town hall meeting before and after the temporary close to reveal the truths about the hotel's situations and difficulties to all of the hotel employees. Honest and transparent communications make the staff have a great understanding of what struggles and challenges which they encounter. The effective communication enhances collaboration among employees.

Ability of Staff to Multitask

In addition, during the COVID-19 crisis, a job rotation across departments occurred at both hotel spas. The hotels implemented the cross-function scheme because they reduced the number of employees in each department due to a loss of revenues during the pandemic outbreak. Hotel spa staff were required to work and assist another department for the first time in this crisis. As in the hotel spa in Bangkok, never before have the spa therapists worked as a security guard and used unfamiliar equipment such as a handheld thermometer. They also needed to be more social and outgoing because working as a security needed to communicate or talk more with hotel guests. At the hotel spa in Khon .Kaen, the spa staff were also required to do extra tasks within the hotel. For example, the spa receptionist is responsible not only for spa-related duties such as answering customer calls and taking customers' messages, but also driving a hotel shuttle bus and bringing luggage to hotel guests' room. After the COVID-19 outbreak, since the staff are required to do more than one task, they need to learn other new and necessary skills apart from job-related skills and possesses a multitasking skill in time of the crisis when the optimization of resources is necessary (Marchewka, 2018).

Strong Shared Values Sustain Business

The findings indicated that all of the hotel spa staff in both Bangkok and Khon Kaen keep customers their top priority. As in the case study in Bangkok, even though the hotel spa staff are unaccustomed to behaviors of domestic customers, all of them have made big adjustments and worked harder to try to meet needs and expectations of Thai customers. The hotel spa in Khon Kaen, similarly, has solved the problem of missing customer phone calls and managed customer bookings effectively in order to be able to serve all customers who would like to use its services. Both spa therapists in Khon Kaen have undergone continual spa and massage trainings in order to maintain standards of service excellence. Furthermore, the two hotel spas have the same supportive culture. The hotel spa staff well collaborate with and assist each other in both normal situations and abnormal circumstances such as the COVID-19 crisis. None of the hotel spa staff show resistance to the formation and implementation of new policies or measures of their hotel. They earnestly embrace its hotel spa organizational cultures and absorb the hotel spa's shared values. The Shared Values element in the

McKinsey's 7-S framework is essential to the development of all other elements; that is, if Shared Values change, all other factors are directly affected (Waterman, 1982). With the strong shared values, the entire hotel spa staff are adaptable to any changes and customers always come to the top of their mind. These are essential elements to drive a business forward and sustain in the crisis.

5.3 Recommendations

During the COVID-19 outbreak, it is ideal time to examine and review their operations since the number of customers becomes lower after the pandemic. Spa operators and entrepreneurs can spend time to thoroughly explore each internal key element within their spa based on the McKinsey's 7-S Framework during this time and examine what problems they have in each element and what elements they need to change in order to improve organizational performance and manage any changes caused by the spread of the pandemic.

Recommendations for Spa Operators/Establishments/Entrepreneurs

1. In order to successfully implement new strategies in response to the crisis, they are suggested to make sure all key elements based on the McKinsey's 7-S Framework align or support each other, especially the Soft S element 'Shared Values', which are the core element for the development of all the others. For example, if all spa staff hold the same shared values principle of keeping customers a top priority, the spa staff are dedicated to giving the best massage and spa treatments to customers. Accordingly, customers will receive the best service experience which can enhance competitive advantage of spas.

2. Because health safety and hygiene become a top concern among spa customers, it is essential for spa operators to ensure customers of high standards of safety and sanitation such as wearing protective equipment like surgical masks and face shields, requiring customers to fill in a COVID-19 pre-screening form, and securing the Amazing Thailand Safety and Health Administration (SHA) certificate from the Tourism Authority of Thailand. Besides common certificates and licenses of the spa industry, spa operators and entrepreneurs need to be devoted themselves to following

rigorous safety guidelines imposed by Ministry of Public Health in order to secure the SHA certificate which can give extra assurance to spa customers during the pandemic and build customers' confidence to use services at their spas.

Recommendations for Government Agencies

Even during the COVID-19 crisis, the demand for spas of Thai people is gradually increasing in Thailand. In fact, Thailand has been recognized as one of the world's primary countries for spa tourism in Asia.

1. The Tourism Authority of Thailand (TAT) should collaborate with other related organizations to continue promoting Thailand's spa industry, one of a key domestic tourism sector, through special tourism stimulus campaigns which offer special discounts for domestic spa goers. According to our findings, all spa customers rarely know about spa special discounts they are entitled to receive from the government's latest campaign called 'We Travel Together'. Moreover, only the hotel spa in Khon Kaen informs spa customers of the We Travel Together campaign and provides customers with the information of special discounts. The Tourism Authority of Thailand should collaborate with relevant organizations together with any types of spas throughout the country to run campaigns widely and publicize the campaign effectively to all domestic tourists through several channels, especially social media such as Facebook and Instagram. The government's tourism campaigns, in fact, can also help spas sustain their business and help stimulate Thailand's tourism industry during this crisis.

2. As for the Amazing Thailand Safety and Health Administration (SHA) certificate, relevant government agencies such as Ministry of Public Health should facilitate spa operators or entrepreneurs, especially stand alone or day spas, to secure the certificate such as sharing information of safety guidelines which are easy to understand for spa owners and sending officials or representatives of the relevant agencies to help educate private spa operators at their establishment or through online such as a ZOOM's video conferencing.

5.4 Limitation and Future Research

This research applied only a qualitative method. Further studies can also make use of quantitative or statistical methods. The research, in addition, studied all of elements in the McKinsey's 7-S Framework. Future research can pay attention to individual elements in the framework to study in more details. Also, further studies can explore alignment and non-alignment of all 7 elements in the framework to help spas and other businesses improve performance, manage changes effectively, and implement strategies successfully. Furthermore, this research mainly gathered data from hotel spas only in Bangkok and Khon Kaen. Further studies can explore spas within a region or across regions and investigate other types of spas such as day and destination spas which can be reopened and fully operated amid the crisis in order to study how different types of spas tackle difficulties and challenges, sustain their business during the epidemic outbreak crisis, and prepare themselves for future incidents.

5.5 Research Contribution

The findings from this study may be guidance of how spa or other related businesses can practically apply the McKinsey's 7-S Framework to overcome struggles or difficulties during the COVID-19 crisis through the case studies. Moreover, the study hopefully provided useful and practical recommendations of how spa business operators can adapt and prepare themselves for reoccurring pandemics in the future. The research will also serve as a secondary data source for future research opportunities.

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APPENDIX A

QUESTIONNAIRE: ENGLISH VERSION

1. In-depth Interview

For Hotel Spa Manager

Research Topic: “Managing Spa Business after the Covid-19 Crisis through McKinsey’s 7-S Framework”

The in-depth interview is divided into 2 sections:

Section A: General Information

Section B: In-depth Interview

Research Objectives:

1. To investigate problems and challenges experienced by the hotel spas during the COVID-19 crisis
2. To study how the hotel spas manage the problems during the outbreak of COVID-19
3. To study how the hotel spas prepare their business for the aftermath of COVID-19

Section A: General Information

1. Name of position
2. Roles and responsibilities
3. Period of work at the hotel spa

Section B: Open-ended Questions Based on the McKinsey's 7-S Framework for Respondents

- **Strategy**

1. How would you define your organization/spa strategy?
2. How do you position yourself in comparison with your competitors and what are your competitive advantages?
3. During the COVID-19 crisis, what are problems regarding your strategy formation and implementations and what are solutions for the problems?
4. How will you form your business strategy in order to be prepared and ready for the post-COVID-19 phase and for other reoccurring incidents?

- **Structure**

1. How would you say your organization/spa is structured? (How is the hierarchy?)
2. How do the staff align themselves to the organizational structure or implemented strategies?
3. How are decisions made? (Centralized or decentralized?)
4. During and after the Covid-19 crisis, do you have any problems regarding your current organizational structure and if so, how do you handle the problems?
5. How will you prepare your organizational structure for the post-COVID-19 phase?

- **Systems**

1. What business and technical systems are there for the operations of your organization/spa?
2. What advantages do your current systems have?
3. During the COVID-19 crisis, do you have any problems with your current systems, and if so, how do you handle the problems regarding your systems?

4. How will you prepare your systems after the COVID-19 crisis?

- **Shared Values**

1. What are the organization/spa's core values, mission, and vision?

2. How are those core values, mission, and vision communicated to staff in your organization/spa?

3. Do you think that your current organization/spa culture is suitable for the operations during and after the COVID-19? If not, what are problems or barriers of following your organization/spa culture? How do you handle the problems regarding your shared values/culture?

4. Do you think you have to adjust your organization/spa's core values, mission, vision, and culture after the COVID-19 crisis and how will you prepare your shared values for the post-COVID-19 phase?

- **Style**

1. What is the current management /leadership style in your organization/spa like? (Participating or delegating?)

2. Do you think it is a competitive or collaborative work environment of departments and staff in your organization/spa?

3. What kind of support is given to staff?

4. During the COVID-19, are there any problems resulted from the current management/leadership style, and if so, how do you handle the problems?

5. Do you think you have to adjust your management/leadership style after the COVID-19 crisis and how will you prepare management/leadership style and support your staff after the COVID-19 crisis?

- **Staff**

1. What is the size of your organization/spa?

2. What are main personal characteristics of staff in your organization/spa?

3. What are internal processes to motivate the staff in your organization/spa?

4. During the COVID-19 crisis, are there any problems regarding staff, and if so, how do you handle the problems?

5. Do you think you have to adjust the size of organization or revise criterion for staff to be most qualified and suitable for the operations of your organization/spa for the post-COVID-19 phase and how will you prepare about staff after the COVID-19 crisis?

- **Skills**

1. What are skills used to deliver your core spa products and services?

2. Are there any skill gaps or skill insufficiency among staff in your organization/spa in the present?

3. How is educational and personal development of staff encouraged by the organization/spa?

4. During the COVID-19 crisis, are there any problems regarding skills of staff, and if so, how do you handle the problems?

5. Do you think you have to improve skills of staff to get ready for operations after the COVID-19 crisis, and if so, in what aspects of skills? And how will prepare skills of staff for the post-COVID-19 phase?

- **Other aspects of problems encountered during the COVID-19 crisis**

1. Do you have any other problems or difficulties apart from the aspects mentioned above such as additional laws and regulations imposed after the COVID-19 crisis, customers, hygiene and sanitation regulations, and finance?

2. How to do you manage or handle these additional problems or difficulties caused by the COVID-19 crisis?

3. How will you prepare yourself for other essential aspects related to your business operations after the COVID-19 crisis?

2. In-depth Interview

For Hotel Spa Staff

Research Topic: “Managing Spa Business after the Covid-19 Crisis through McKinsey’s 7-S Framework”

The in-depth interview is divided into 2 sections:

Section A: General Information

Section B: In-depth Interview

Research Objectives:

1. To investigate problems and challenges experienced by the hotel spas during the COVID-19 crisis
2. To study how the hotel spas manage the problems during the outbreak of COVID-19
3. To study how the hotel spas prepare their business for the aftermath of COVID-19

Section A: General Information

1. Name of position
2. Roles and responsibilities
3. Period of work at the hotel spa

Section B: Open-ended Questions Based on the McKinsey’s 7-S Framework for Respondents

- **Strategy**

1. Do you think how your organization/spa defines or determines strategies?
2. Do you think how your organization/spa positions itself in comparison with competitors and what are competitive advantages of the organization/spa?

3. During the COVID-19 crisis, do you think what problems regarding strategies you encounter and what are solutions for the problems?

4. Do you think how your organization/spa should form business strategies in order to be prepared and ready for the post-COVID-19 phase and for other reoccurring incidents?

- **Structure**

1. How would you say your organization/spa is structured? (How is the hierarchy?)

2. How do the staff align themselves to the organizational structure?

3. How are decisions made? (Centralized or decentralized?)

4. During and after the Covid-19 crisis, do you have any problems regarding your current organizational structure and if so, how do you handle the problems?

5. Do you think how your organization/spa should prepare the organizational structure for the post-COVID-19 phase?

- **Systems**

1. What business and technical systems are there for the operations of your organization/spa?

2. What advantages do your current systems have?

3. During the COVID-19 crisis, do you have any problems with your current systems, and if so, how do you handle the problems regarding your systems?

4. Do you think how your organization/spa should prepare systems for operations after the COVID-19 crisis?

- **Shared Values**

1. What are the organization/spa's core values, mission, and vision?

2. How are those core values, mission, and vision communicated to staff in your organization/spa?

3. Do you think that your current organization/spa culture is suitable for the operations during and after the COVID-19? If not, what are problems or barriers of following your organization/spa culture? How do you handle the problems regarding your shared values/culture?

4. Do you think whether you have to adjust your organization/spa's core values, mission, vision, and culture after the COVID-19 crisis and how will you prepare your shared values for the post-COVID-19 phase?

- **Style**

1. What is the current management /leadership style in your organization/spa like? (Participating or delegating?)

2. Do you think it is a competitive or collaborative work environment of departments and staff in your organization/spa?

3. What kind of support from your organization/spa is given to staff?

4. During the COVID-19 crisis, are there any problems resulted from the current management/leadership style, and if so, how do you handle the problems?

5. Do you think your organization/spa has to adjust the management/leadership style after the COVID-19 crisis and do you think how your organization/spa will prepare the management/leadership style and support staff after the COVID-19 crisis?

- **Staff**

1. What is the size of your organization/spa?

2. What are main personal characteristics of staff in your organization/spa?

3. What are internal processes to motivate the staff in your organization/spa?

4. During the COVID-19 crisis, are there any problems regarding staff, and if so, how do you handle the problems?

5. Do you think your organization/spa has to adjust the size of organization or revise criterion for staff to be most qualified and suitable for the operations of your

organization/spa for the post-COVID-19 phase and how will you prepare about staff after the COVID-19 crisis?

- **Skills**

1. What are skills used to deliver your core spa products and services?

2. Are there any skill gaps or skill insufficiency among staff in your organization/spa in the present?

3. How is educational and personal development of staff encouraged by the organization/spa?

4. During the COVID-19 crisis, are there any problems regarding skills of staff, and if so, how do you handle the problems?

5. Do you think you have to improve your skills to be ready for operations after the COVID-19 crisis, and if so, in what aspects of skills? And how will prepare your skills for the post-COVID-19 phase?

- **Other aspects of problems encountered during the COVID-19 crisis**

1. Do you have any other problems or difficulties apart from the aspects mentioned above such as additional laws and regulations imposed after the COVID-19 crisis, customers, hygiene and sanitation regulations, and finance?

2. How to do you manage or handle these additional problems or difficulties caused by the COVID-19 crisis?

3. How will you prepare yourself for other essential aspects related to your business operations after the COVID-19 crisis?

3. In-depth Interview

For Hotel Spa Customer

Research Topic: “Managing Spa Business after the Covid-19 Crisis through McKinsey’s 7-S Framework”

The in-depth interview is divided into 2 sections:

Section A: General Information

Section B: In-depth Interview

Research Objectives:

1. To investigate problems and challenges experienced by the hotel spas during the COVID-19 crisis
2. To study how the hotel spas manage the problems during the outbreak of COVID-19
3. To study how the hotel spas prepare their business for the aftermath of COVID-19

Section A: General Information

1. Gender
2. Age

Section B: Open-ended Questions Based on the McKinsey’s 7-S Framework for Respondents

- **Experience of hotel spa service use**
 1. What hotel spa services do you normally use?
 2. How often do you use hotel spa services?
 3. How do you feel about the hotel spa services you use?

4. Are you satisfied with the hotel spa services you use, and if so, in what aspects?

5. What are advantages of the hotel spa you use in comparison with other hotel spas?

- **Problems encountered during the COVID-19 crisis**

What problems or difficulties of using hotel spa services do you encounter such as spa therapists or staff, service systems, additional laws and regulations imposed after the COVID-19 crisis, and hygiene and sanitation regulations during the COVID-19 outbreak?

- **Problem management of the hotel spa you use**

1. Do you think how the hotel spa you use manage or handle the problems resulted from the COVID-19 crisis?

2. Do you think how the hotel spa you use should manage or handle the problems resulted from the COVID-19 crisis?

- **Preparations of the hotel spa and services you use**

1. Do you think how the hotel spa you use prepares itself for providing customers with hotel spa services such as preparations of spa therapists or staff and service systems during the COVID-19 crisis?

2. Do you think how the hotel spa you use should prepare itself for providing customers with hotel spa services such as preparations of spa therapists or staff and service systems after the post-COVID-19 phase?

APPENDIX B

QUESTIONNAIRE: THAI VERSION

1. แบบสัมภาษณ์เชิงลึก (In-depth Interview)

สำหรับผู้บริหารสปาโรงแรม

เรื่อง “การจัดการธุรกิจสปาหลังวิกฤตโควิด-19 ผ่านกรอบแนวคิดของแมคคินซี (McKinsey’s 7-S Framework)”

แบบสอบถามแบ่งออกเป็น 2 ส่วน ดังนี้

ส่วนที่ 1 ข้อมูลทั่วไป

ส่วนที่ 2 แบบสัมภาษณ์เชิงลึก

โดยจุดประสงค์ของแบบสอบถาม มีดังนี้

1. เพื่อศึกษาปัญหาและความท้าทายต่างๆ ที่ธุรกิจสปาในโรงแรมได้เผชิญในช่วงระหว่างการเกิดวิกฤตจากโรคระบาดโควิด-19
2. เพื่อศึกษาวิธีหรือแนวทางแก้ไขหรือรับมือกับปัญหาและความท้าทายต่างๆ ในช่วงระหว่างวิกฤตโควิด-19
3. เพื่อศึกษาการเตรียมตัวของสปาในโรงแรมหลังวิกฤตโควิด-19

ส่วนที่ 1 ข้อมูลทั่วไป

1. ตำแหน่งงาน
2. หน้าที่และความรับผิดชอบในงาน
3. ระยะเวลาการทำงานในสปาของโรงแรม

ส่วนที่ 2 คำถามปลายเปิด โดยอ้างอิงกรอบแนวคิดของของแมคคินซี (McKinsey's 7-S Framework)

● กลยุทธ์

1. ท่านกำหนดหรือระบุกลยุทธ์องค์กร/สาขาของท่านอย่างไร
2. ท่านวางตำแหน่งของท่านเมื่อเปรียบเทียบกับคู่แข่งในตลาดอย่างไร และอะไรคือข้อได้เปรียบในการแข่งขันกับคู่แข่งของท่าน
3. ในช่วงระหว่างการเกิดวิกฤตโรคระบาดโควิด-19 ท่านเผชิญกับปัญหาอะไรบ้าง ในแง่ของการสร้างกลยุทธ์หรือการนำกลยุทธ์ไปใช้ และท่านแก้ไขกับปัญหาเหล่านั้นอย่างไร
4. ท่านจะวางกลยุทธ์อย่างไรเพื่อเตรียมตัวรับมือและเตรียมพร้อมสำหรับช่วงหลังการเกิดวิกฤตโควิด-19 รวมถึงโรคระบาดอื่นที่อาจเกิดขึ้นอีกครั้ง

● โครงสร้าง

1. โครงสร้างองค์กร/สาขาของท่านเป็นอย่างไร (หรือลำดับชั้นในการทำงาน)
2. พนักงานของท่านปฏิบัติงานตามโครงสร้างองค์กรหรือกลยุทธ์ที่บริษัทวางไว้อย่างไร
3. การตัดสินใจเรื่องต่างๆ ในองค์กรเป็นอย่างไร (อำนาจการตัดสินใจอยู่ที่ผู้บริหารระดับสูงเท่านั้น หรือมีการกระจายอำนาจการตัดสินใจ)
4. ในช่วงระหว่างการเกิดวิกฤตโรคระบาดโควิด-19 ท่านเผชิญกับปัญหาอะไรบ้าง ในแง่ของโครงสร้างองค์กร หากมีปัญหากเกิดขึ้น ท่านแก้ไขหรือจัดการกับปัญหาเหล่านั้นอย่างไร
5. ท่านจะเตรียม โครงสร้างองค์กรของท่านให้พร้อมสำหรับช่วงหลังการเกิดวิกฤตโควิด-19 อย่างไร

● ระบบ

1. ระบบที่ใช้ในการดำเนินธุรกิจหรือระบบทางเทคนิคต่างๆ ในองค์กร/สาขาของท่านมีอะไรบ้าง
2. ข้อดีของระบบการดำเนินงานที่ท่านใช้ในปัจจุบันมีอะไรบ้าง

3. ในช่วงระหว่างการเกิดวิกฤตโรคระบาดโควิด-19 ท่านพบกับปัญหาเกี่ยวกับระบบในการดำเนินงานที่ท่านใช้ในปัจจุบันอย่างไรบ้าง หากมีปัญหากเกิดขึ้น ท่านแก้ไขหรือจัดการกับปัญหาเหล่านั้นอย่างไร

4. ท่านจะเตรียมระบบการดำเนินงานต่างๆ ของท่านให้พร้อมสำหรับช่วงหลังการเกิดวิกฤตโควิด-19 อย่างไร

● **คุณค่าร่วม**

1. ค่านิยมหลัก พันธกิจ และวิสัยทัศน์ ขององค์กร/สปลา ของท่านคืออะไร

2. ค่านิยมหลัก พันธกิจ และวิสัยทัศน์ ขององค์กร/สปลา ได้รับการถ่ายทอดหรือสื่อสารให้กับบุคลากรในองค์กร/สปลาอย่างไร

3. ท่านคิดว่าวัฒนธรรมองค์กรของท่านในปัจจุบันเหมาะสมกับการดำเนินงานในช่วงระหว่างการเกิดวิกฤตโรคระบาดโควิด-19 หรือหลังการเกิดวิกฤตโควิด-19 หรือไม่ หากไม่ใช่ อะไรคือปัญหาหรืออุปสรรคของการดำเนินงานตามวัฒนธรรมองค์กร และท่านจัดการกับปัญหาเกี่ยวกับคุณค่าร่วมหรือวัฒนธรรมองค์กรอย่างไร

4. ท่านคิดว่าท่านจะต้องปรับเปลี่ยนค่านิยมหลัก พันธกิจ และวิสัยทัศน์ ขององค์กร/สปลา ของท่านหรือไม่ หลังการเกิดวิกฤตโควิด-19 และท่านจะเตรียมการเกี่ยวกับคุณค่าร่วมของท่านสำหรับช่วงหลังการเกิดวิกฤตโควิด-19 อย่างไร

● **รูปแบบการบริหารงาน**

1. รูปแบบการบริหารงานของผู้นำหรือผู้บริหารหรือรูปแบบภาวะผู้นำในองค์กร/สปลาของท่านในปัจจุบันเป็นอย่างไร (บริหารงานแบบให้ทุกฝ่ายมีส่วนร่วม หรือบริหารงานแบบกระจายหรือมอบหมายงาน)

2. ท่านคิดว่าสภาพแวดล้อมในการทำงานหรือบรรยากาศในการทำงาน อยู่ในรูปแบบที่แต่ละแผนกหรือพนักงานแต่ละท่านมีการแข่งขันกันในการทำงาน หรือจูงใจให้ร่วมมือกันทำงาน

3. ทางองค์กร/สปลาของท่าน ให้การสนับสนุนแก่บุคลากรหรือพนักงานด้านใดบ้าง

4. ในช่วงระหว่างการเกิดวิกฤตโควิด-19 ท่านพบเจอปัญหาที่มาจากรูปแบบการบริหารงานปัจจุบันอะไรบ้าง หากมีปัญหากเกิดขึ้น ท่านแก้ไขหรือจัดการกับปัญหาเหล่านั้นอย่างไร

5. ท่านคิดว่าท่านจำเป็นต้องปรับรูปแบบการบริหารงานหรือรูปแบบภาวะผู้นำ ในช่วงหลังการเกิดวิกฤตโควิด-19 หรือไม่ และท่านจะเตรียมรูปแบบการบริหารงานหรือรูปแบบภาวะผู้นำ รวมถึงการสนับสนุนในด้านต่างๆ สำหรับพนักงาน หลังการเกิดวิกฤตโควิด-19 อย่างไร

● พนักงาน

1. ขนาดขององค์กร/สปลา ของท่านเป็นอย่างไร
2. บุคลิกหรือลักษณะหลักของบุคลากรหรือพนักงานในองค์กร/สปลา ของท่านคืออะไร
3. ขั้นตอนหรือกระบวนการในการสร้างแรงจูงใจให้กับบุคลากรหรือพนักงาน ภายในองค์กรของท่านคืออะไรบ้าง
4. ในช่วงระหว่างการเกิดวิกฤตโควิด-19 ท่านพบเจอปัญหาเกี่ยวกับบุคลากรหรือพนักงานอะไรบ้าง หากมีปัญหากเกิดขึ้น ท่านแก้ไขหรือจัดการกับปัญหาเหล่านั้นอย่างไร
5. ท่านคิดว่าท่านจำเป็นต้องปรับขนาดขององค์กร/สปลาของท่าน หรือแก้ไขข้อกำหนดหรือเงื่อนไขเกี่ยวกับคุณสมบัติของบุคลากรหรือพนักงาน เพื่อให้เหมาะสมกับการดำเนินงานของท่านหรือไม่ ในช่วงหลังการเกิดวิกฤตโควิด-19 และท่านจะเตรียมพร้อมด้านบุคลากรหรือพนักงานของท่าน หลังการเกิดวิกฤตโควิด-19 อย่างไร

● ทักษะ

1. ทักษะต่างๆที่ใช้ในการส่งมอบหรือให้บริการสปลาหรือผลิตภัณฑ์สปลาหลักขององค์กร/สปลา ของท่าน คืออะไร
2. ช่องว่างทางด้านทักษะหรือการขาดแคลนทักษะของบุคลากรหรือพนักงานในองค์กร/สปลาของท่านในปัจจุบันมีอะไรบ้าง
3. ทางองค์กร/สปลา มีการสนับสนุนหรือกระตุ้นบุคลากรหรือพนักงานในการพัฒนาตัวเองหรือพัฒนาความรู้ได้อย่างไรบ้าง
4. ในช่วงระหว่างการเกิดวิกฤตโควิด-19 ท่านพบเจอปัญหาเกี่ยวกับทักษะต่างๆของบุคลากรหรือพนักงานอะไรบ้าง หากมีปัญหากเกิดขึ้น ท่านแก้ไขหรือจัดการกับปัญหาเหล่านั้นอย่างไร
5. ท่านคิดว่าท่านจำเป็นต้องพัฒนาทักษะต่างๆของบุคลากรหรือพนักงานของท่านหรือไม่ เพื่อให้พร้อมสำหรับการดำเนินงานในช่วงหลังการเกิดวิกฤตโควิด-19 และท่านจะเตรียมพร้อมด้านทักษะของบุคลากรหรือพนักงานของท่าน หลังการเกิดวิกฤตโควิด-19 อย่างไร

- **ปัญหาด้านอื่นๆ ที่เผชิญในช่วงระหว่างการเกิดวิกฤตโรคระบาดโควิด-19**

1. ท่านเผชิญหรือพบเจอกับปัญหา หรือความยากลำบากด้านอื่นๆ นอกเหนือจากที่กล่าวมาข้างต้นหรือไม่ อย่างเช่น ปัญหาด้านกฎระเบียบข้อบังคับหรือมาตรการต่างๆ ที่เพิ่มขึ้น หลังจากเกิดวิกฤตโรคระบาดโควิด-19 ปัญหาด้านลูกค้า ปัญหาด้านมาตรการหรือการดูแลรักษา ความสะอาดในช่วงระหว่างการเกิดโรคระบาด และปัญหาด้านการเงิน

2. ท่านมีวิธีการหรือแก้ไขปัญหาด้านอื่นๆ ที่เผชิญหรือพบเจอ เนื่องมาจากวิกฤตโรคระบาดโควิด-19 อย่างไร

3. ท่านมีการเตรียมตัวหรือเตรียมพร้อมสำหรับองค์ประกอบในการดำเนินงานหรือดำเนินธุรกิจที่สำคัญต่างๆ ของท่านอย่างไร หลังการเกิดวิกฤตโรคระบาดโควิด-19



2. แบบสัมภาษณ์เชิงลึก (In-depth Interview)

สำหรับพนักงานสปาโรงแรม

เรื่อง “การจัดการธุรกิจสปาหลังวิกฤตโควิด-19 ผ่านกรอบแนวคิดของแมคคินซี (McKinsey’s 7-S Framework)”

แบบสอบถามแบ่งออกเป็น 2 ส่วน ดังนี้

ส่วนที่ 1 ข้อมูลทั่วไป

ส่วนที่ 2 แบบสัมภาษณ์เชิงลึก

โดยจุดประสงค์ของแบบสอบถาม มีดังนี้

1. เพื่อศึกษาปัญหาและความท้าทายต่างๆ ที่ธุรกิจสปาในโรงแรมได้เผชิญในช่วงระหว่างการเกิดวิกฤตจากโรคระบาดโควิด-19
2. เพื่อศึกษาวิธีหรือแนวทางแก้ไขหรือรับมือกับปัญหาและความท้าทายต่างๆ ในช่วงระหว่างวิกฤตโควิด-19
3. เพื่อศึกษาการเตรียมตัวของสปาในโรงแรมหลังวิกฤตโควิด-19

ส่วนที่ 1 ข้อมูลทั่วไป

1. ตำแหน่งงาน
2. หน้าที่และความรับผิดชอบในงาน
3. ระยะเวลาการทำงานในสปาของโรงแรม

ส่วนที่ 2 คำถามปลายเปิด โดยอ้างอิงกรอบแนวคิดของแมคคินซี (McKinsey’s 7-S Framework)

- กลยุทธ์

1. ท่านคิดว่าองค์กร/สปาของท่านกำหนดหรือระบุกลยุทธ์เป็นอย่างไร
2. ท่านคิดว่าองค์กร/สปาของท่านวางตำแหน่งในตลาดเป็นอย่างไรเมื่อเปรียบเทียบกับคู่แข่ง และอะไรคือข้อได้เปรียบในการแข่งขันกับคู่แข่งขององค์กร/สปาของท่าน

3. ในช่วงระหว่างการเกิดวิกฤตโรคระบาดโควิด-19 ท่านคิดว่าเผชิญกับปัญหาอะไรบ้าง ในแง่ของกลยุทธ์ และท่านแก้ไขกับปัญหาเหล่านั้นอย่างไร

4. ท่านคิดว่าองค์กร/สพของท่านควรวางกลยุทธ์อย่างไรเพื่อเตรียมตัวรับมือและเตรียมพร้อมสำหรับช่วงหลังการเกิดวิกฤตโควิด-19 รวมถึงโรคระบาดอื่นที่อาจเกิดขึ้นอีกครั้ง

- **โครงสร้าง**

1. โครงสร้างองค์กร/สพของท่านเป็นอย่างไร (หรือลำดับขั้นในการทำงาน)
2. พนักงานในองค์กร/สพของท่านปฏิบัติงานตามโครงสร้างองค์กรอย่างไร
3. การตัดสินใจเรื่องต่างๆ ในองค์กรเป็นอย่างไร (อำนาจการตัดสินใจอยู่ที่ผู้บริหารระดับสูงเท่านั้น หรือมีการกระจายอำนาจการตัดสินใจ)
4. ในช่วงระหว่างการเกิดวิกฤตโรคระบาดโควิด-19 ท่านเผชิญกับปัญหาอะไรบ้าง ในแง่ของโครงสร้างองค์กร หากมีปัญหากเกิดขึ้น ท่านแก้ไขหรือจัดการกับปัญหาเหล่านั้นอย่างไร
5. ท่านคิดว่าองค์กร/สพของท่านควรจะเตรียมโครงสร้างองค์กรของท่านให้พร้อมสำหรับช่วงหลังการเกิดวิกฤตโควิด-19 อย่างไร

- **ระบบ**

1. ระบบที่ใช้ในการดำเนินธุรกิจหรือระบบทางเทคนิคต่างๆ ในองค์กร/สพของท่านมีอะไรบ้าง
2. ข้อดีของระบบการดำเนินงานที่ท่านใช้ในปัจจุบันมีอะไรบ้าง
3. ในช่วงระหว่างการเกิดวิกฤตโรคระบาดโควิด-19 ท่านพบกับปัญหาเกี่ยวกับระบบในการดำเนินงานที่ท่านใช้ในปัจจุบันอย่างไรบ้าง หากมีปัญหากเกิดขึ้น ท่านแก้ไขหรือจัดการกับปัญหาเหล่านั้นอย่างไร
4. ท่านคิดว่าองค์กร/สพของท่านควรจะเตรียมระบบการดำเนินงานต่างๆ ของท่านให้พร้อมสำหรับช่วงหลังการเกิดวิกฤตโควิด-19 อย่างไร

- **คุณค่าร่วม**

1. ค่านิยมหลัก พันธกิจ และวิสัยทัศน์ ขององค์กร/สพ ของท่านคืออะไร
2. ค่านิยมหลัก พันธกิจ และวิสัยทัศน์ ขององค์กร/สพ ได้รับการถ่ายทอดหรือสื่อสารให้กับบุคลากรในองค์กร/สพอย่างไร

3. ท่านคิดว่าวัฒนธรรมองค์กรของท่านในปัจจุบันเหมาะสมกับการดำเนินงานในช่วงระหว่างการเกิดวิกฤตโรคระบาดโควิด-19 หรือหลังการเกิดวิกฤตโควิด-19 หรือไม่ หากไม่ใช่ อะไรคือปัญหาหรืออุปสรรคของการดำเนินงานตามวัฒนธรรมองค์กร และท่านจัดการกับปัญหาเกี่ยวกับคุณค่าร่วมหรือวัฒนธรรมองค์กรอย่างไร

4. ท่านคิดว่าท่านจะต้องปรับเปลี่ยนค่านิยมหลัก พันธกิจ และวิสัยทัศน์ ขององค์กร/สปลา ของท่านหรือไม่ หลังการเกิดวิกฤตโควิด-19 และท่านจะเตรียมการเกี่ยวกับคุณค่าร่วมของท่านสำหรับช่วงหลังการเกิดวิกฤตโควิด-19 อย่างไร

- **รูปแบบการบริหารงาน**

1. รูปแบบการบริหารงานของผู้นำหรือผู้บริหารหรือรูปแบบภาวะผู้นำในองค์กร/สปลาของท่านในปัจจุบันเป็นอย่างไร (บริหารงานแบบให้ทุกฝ่ายมีส่วนร่วม หรือบริหารงานแบบกระจายหรือมอบหมายงาน)

2. ท่านคิดว่าสภาพแวดล้อมในการทำงานหรือบรรยากาศในการทำงาน อยู่ในรูปแบบที่แต่ละแผนกหรือพนักงานแต่ละท่านมีการแข่งขันกันในที่ทำงาน หรือจูงใจให้ร่วมมือกันทำงาน

3. ทางองค์กร/สปลาของท่าน ให้การสนับสนุนแก่บุคลากรหรือพนักงานด้านใดบ้าง

4. ในช่วงระหว่างการเกิดวิกฤตโควิด-19 ท่านพบเจอปัญหาที่มาจากรูปแบบการบริหารงานปัจจุบันอะไรบ้าง หากมีปัญหากเกิดขึ้น ท่านแก้ไขหรือจัดการกับปัญหาเหล่านั้นอย่างไร

5. ท่านคิดว่าองค์กร/สปลาของท่านจำเป็นต้องปรับรูปแบบการบริหารงานหรือรูปแบบภาวะผู้นำ ในช่วงหลังการเกิดวิกฤตโควิด-19 หรือไม่ และท่านคิดว่าองค์กร/สปลาของท่านจะเตรียมรูปแบบการบริหารงานหรือรูปแบบภาวะผู้นำ รวมถึงการสนับสนุนในด้านต่างๆ สำหรับพนักงานหลังการเกิดวิกฤตโควิด-19 อย่างไร

- **พนักงาน**

1. ขนาดขององค์กร/สปลาของท่านเป็นอย่างไร

2. บุคลิกหรือลักษณะหลักของบุคลากรหรือพนักงานในองค์กร/สปลา ของท่านคืออะไร

3. ขั้นตอนหรือกระบวนการในการสร้างแรงจูงใจให้กับบุคลากรหรือพนักงาน ภายในองค์กรของท่านคืออะไรบ้าง

4. ในช่วงระหว่างการเกิดวิกฤตโควิด-19 ท่านพบเจอปัญหาเกี่ยวกับบุคลากรหรือพนักงานอะไรบ้าง หากมีปัญหากเกิดขึ้น ท่านแก้ไขหรือจัดการกับปัญหาเหล่านั้นอย่างไร

5. ท่านคิดว่าองค์กร/สาขาของท่านจำเป็นต้องปรับขนาดขององค์กร/สาขาของท่าน หรือแก้ไขข้อกำหนดหรือเงื่อนไขเกี่ยวกับคุณสมบัติของบุคลากรหรือพนักงาน เพื่อให้เหมาะสมกับการดำเนินงานของท่านหรือไม่ ในช่วงหลังการเกิดวิกฤตโควิด-19 และท่านจะเตรียมพร้อมด้านบุคลากรหรือพนักงานของท่าน หลังการเกิดวิกฤตโควิด-19 อย่างไร

- **ทักษะ**

1. ทักษะต่างๆที่ใช้ในการส่งมอบหรือให้บริการสปาหรือผลิตภัณฑ์สปาหลักขององค์กร/สาขาของท่านคืออะไร

2. ช่องว่างทางด้านทักษะหรือการขาดแคลนทักษะของบุคลากรหรือพนักงานในองค์กร/สาขาของท่านในปัจจุบันมีอะไรบ้าง

3. ทางองค์กร/สาขาของท่านมีการสนับสนุนหรือกระตุ้นบุคลากรหรือพนักงานในการพัฒนาตัวเองหรือพัฒนาความรู้อะไรบ้าง

4. ในช่วงระหว่างการเกิดวิกฤตโควิด-19 ท่านพบเจอปัญหาเกี่ยวกับทักษะต่างๆของบุคลากรหรือพนักงานอะไรบ้าง หากมีปัญหากเกิดขึ้น ท่านแก้ไขหรือจัดการกับปัญหาเหล่านั้นอย่างไร

5. ท่านคิดว่าท่านจำเป็นต้องพัฒนาทักษะต่างๆของท่านหรือไม่ เพื่อให้พร้อมสำหรับการดำเนินงานในช่วงหลังการเกิดวิกฤตโควิด-19 และท่านจะเตรียมพร้อมด้านทักษะของท่านอย่างไร หลังการเกิดวิกฤตโควิด-19

- **ปัญหาด้านอื่นๆ ที่เผชิญในช่วงระหว่างการเกิดวิกฤตโรคระบาดโควิด-19**

1. ท่านเผชิญหรือพบเจอกับปัญหา หรือความยากลำบากด้านอื่นๆ นอกเหนือจากที่กล่าวมาข้างต้นหรือไม่ อย่างเช่น ปัญหาด้านกฎระเบียบข้อบังคับหรือมาตรการต่างๆ ที่เพิ่มขึ้นหลังจากเกิดวิกฤตโรคระบาดโควิด-19 ปัญหาด้านลูกค้า ปัญหาด้านมาตรการหรือการดูแลรักษาความสะอาดในช่วงระหว่างการเกิดโรคระบาด และปัญหาด้านการเงิน

2. ท่านมีวิธีการหรือแก้ไขปัญหาด้านอื่นๆที่เผชิญหรือพบเจอ เนื่องจากวิกฤตโรคระบาดโควิด-19 อย่างไร

3. ท่านมีการเตรียมตัวหรือเตรียมพร้อมสำหรับองค์ประกอบในการดำเนินงานหรือดำเนินธุรกิจที่สำคัญต่างๆ ของท่านอย่างไร หลังการเกิดวิกฤตโรคระบาดโควิด-19

3. แบบสัมภาษณ์เชิงลึก (In-depth Interview)

สำหรับลูกค้าสปาของโรงแรม

เรื่อง “การจัดการธุรกิจสปาหลังวิกฤตโควิด-19 ผ่านกรอบแนวคิดของแมคคินซี (McKinsey’s 7-S Framework)”

แบบสอบถามแบ่งออกเป็น 2 ส่วน ดังนี้

ส่วนที่ 1 ข้อมูลทั่วไป

ส่วนที่ 2 แบบสัมภาษณ์เชิงลึก

โดยจุดประสงค์ของแบบสอบถาม มีดังนี้

1. เพื่อศึกษาปัญหาและความท้าทายต่างๆ ที่ธุรกิจสปาในโรงแรมได้เผชิญในช่วงระหว่างการเกิดวิกฤตจากโรคระบาดโควิด-19
2. เพื่อศึกษาวิธีหรือแนวทางแก้ไขหรือรับมือกับปัญหาและความท้าทายต่างๆ ในช่วงระหว่างวิกฤตโควิด-19
3. เพื่อศึกษาการเตรียมตัวของสปาในโรงแรมหลังวิกฤตโควิด-19

ส่วนที่ 1 ข้อมูลทั่วไป

1. เพศ
2. อายุ

ส่วนที่ 2 คำถามปลายเปิด โดยอ้างอิงกรอบแนวคิดของแมคคินซี (McKinsey’s 7-S Framework)

- ประสิทธิภาพในการใช้บริการสปาของโรงแรม
 1. ปกติท่านใช้บริการอะไรบ้างในสปาของโรงแรม
 2. ท่านใช้บริการสปาของโรงแรมบ่อยแค่ไหน
 3. ท่านรู้สึกว่าการบริการของสปาโรงแรมที่ท่านใช้บริการเป็นอย่างไร

4. ท่านพึงพอใจกับบริการของสปาโรงแรมที่ท่านใช้บริการด้านใดบ้าง

5. ข้อดีหรือข้อได้เปรียบในด้านต่างๆของสปาที่ท่านใช้บริการเมื่อเปรียบเทียบกับสปาของโรงแรมอื่นๆ มีอะไรบ้าง

- **ปัญหาที่เผชิญในช่วงระหว่างเกิดการเกิดวิกฤตโรคระบาดโควิด-19**

ท่านพบเจอปัญหาหรือความยากลำบากในการใช้บริการสปาของโรงแรมอะไรบ้าง อย่างเช่น ปัญหาด้านพนักงาน ปัญหาด้านระบบการให้บริการ ปัญหาด้านกฎระเบียบข้อบังคับหรือมาตรการต่างๆที่เพิ่มขึ้นหลังจากเกิดวิกฤตโรคระบาดโควิด-19 หรือปัญหาด้านมาตรการหรือการดูแลรักษาความสะอาดในช่วงระหว่างเกิดการเกิดโรคระบาด

- **แนวทางการจัดการแก้ไขปัญหาของสปาของโรงแรมที่ท่านใช้บริการ**

1. ท่านคิดว่าสปาของโรงแรมที่ท่านใช้บริการมีวิธีการหรือแก้ไขปัญหานี้เนื่องจากวิกฤตโรคระบาดโควิด-19 อย่างไรบ้าง

2. ท่านคิดว่าสปาของโรงแรมที่ท่านใช้บริการควรมีวิธีการหรือแก้ไขปัญหานี้เนื่องจากวิกฤตโรคระบาด โควิด-19 ด้านต่างๆ เหล่านี้ได้อย่างไร

- **แนวทางการเตรียมตัวและเตรียมพร้อมสำหรับการให้บริการของสปาของโรงแรมที่ท่านใช้บริการ**

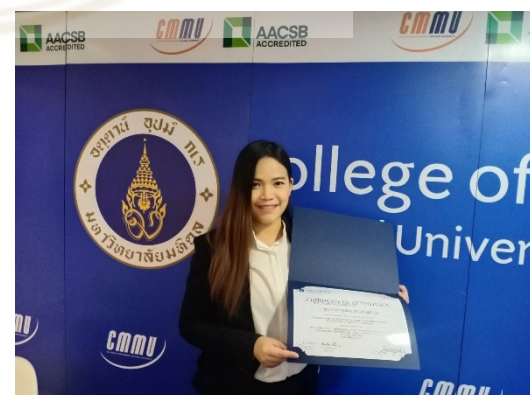
1. ท่านคิดว่าสปาของโรงแรมที่ท่านใช้บริการมีการเตรียมตัวหรือเตรียมพร้อมสำหรับการให้บริการลูกค้าสปาของโรงแรมในด้านต่างๆอย่างไร อย่างเช่น ด้านพนักงาน ด้านระบบการให้บริการต่างๆ ในระหว่างการเกิดวิกฤตโรคระบาดโควิด-19

2. ท่านคิดว่าสปาของโรงแรมที่ท่านใช้บริการควรมีการเตรียมตัวหรือเตรียมพร้อมสำหรับการให้บริการลูกค้าสปาของโรงแรมในด้านต่างๆอย่างไร อย่างเช่น ด้านพนักงาน ด้านระบบการให้บริการต่างๆ หลังการเกิดวิกฤตโรคระบาดโควิด-19

APPENDIX C

PROCEEDINGS AND PRESENTATION

One part of this thesis was published in proceedings and presented orally at the 9th Annual International Conference on Consumer Research and Marketing: Frontiers of Theory, Method, and Practice on 21st November 2020 at College of Management, Mahidol University in Bangkok, Thailand.





APPENDIX D
CERTIFICATE OF APPROVAL FROM MAHIDOL
UNIVERSITY CENTRAL INSTITUTIONAL REVIEW BOARD

| | |
|---|--|
|  | COA No. MU-CIRB 2020/197.0212 |
| <p>Mahidol University Central Institutional Review Board <i>Certificate of Approval</i></p> | |
| <p>Protocol No.: MU-CIRB 2020/354.0211 Title of Project: Managing Spa Business after the COVID-19 Crisis Through McKinsey's 7-S Framework</p> | |
| <p>Approval Includes:</p> <ol style="list-style-type: none">1) Principal Investigator: Miss Umaporn Wiwatreungdech Affiliation: College of Management, Mahidol University Research Site: Bangkok and Khon Kaen Province2) Submission Form Version Date 12 November 20203) Protocol Version Date 16 November 20204) Participants Information Sheet Version Date 30 October 20205) Informed Consent Form Version Date 30 October 20206) Interview Guideline Version Date 16 September 2020 | |
| <p>MU-CIRB is in Full Compliance with International Guidelines for Human Research Protection such as Declaration of Helsinki, The Belmont Report, CIOMS Guidelines and the International Conference on Harmonization in Good Clinical Practice (ICH-GCP)</p> | |
| <p>Date of Approval: 02 / December / 2020 Date of Expiration: 01 / December / 2021</p> | |
| <p>Signature of Chairperson:</p> |  (Emeritus Professor Dr. Wariya Chinwanno) MU-CIRB Chair |
| <p><small>* See list of Co-Investigators at the back page</small></p> | |
| <p><small>Page 1 of 2</small></p> | |

List of Co – Investigators

1. Prattana Punnakitikashem, Ph.D.

All MU-CIRB Approved Investigators must comply with the Following:

1. Conduct the research according to the approved protocol.
2. Conduct the informed consent process without coercion or undue influence, and provide the potential subjects sufficient time to consider whether or not to participate.
3. Use only the Consent Form bearing the MU-CIRB Approval stamp.
4. Obtain approval of any changes in research activity before commencing and informed research participants about the changes for their consideration in pursuing the research.
5. Timely report of serious adverse events to MU-CIRB and any new information that may adversely affect the safety of the subjects or the conduct of the trial.
6. Provide MU-CIRB the progress reports at least annually or as requested.
7. Provide MU-CIRB the final reports when completed the study procedures.

MU-CIRB Address: Office of the President, Mahidol University, 4th Floor, Room Number 411

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E-mail: mucirb@gmail.com

Website: <http://www.sp.mahidol.ac.th>

APPENDIX E
CITI COMPLETION CERTIFICATE OF ATTENDANCE
FOR HUMAN SUBJECT PROTECTION TRAINING OR COURSE



CITI
PROGRAM

Completion Date 20-Jun-2017
Expiration Date 19-Jun-2021
Record ID 23624580

This is to certify that:

Umaporn Wiwatreungdech

Has completed the following CITI Program course:

Human Subjects Research (Curriculum Group)
Student Social, Behavioral & Humanity Research (Course Learner Group)
1 - Basic Stage (Stage)

Under requirements set by:

Mahidol University

Not valid for renewal of certification through CME. Do not use for TransCelerate mutual recognition (see Completion Report).

CITI
Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?w2f069f15-06f7-499d-bc71-95e6bd4ad9da-23624580