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Influence of Marketing Strategies, Perceived Product and Service Quality, Image, Perceived Value, and Customer Satisfaction on the Loyalty of Spa Service Toward Users in Bangkok Metropolitan Area

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Abstract

The spa industry in the Bangkok metropolitan area plays a pivotal role in supporting and driving Thailand's tourism sector. It significantly contributes to economic value creation and the generation of employment opportunities for the population. The cultivation of customer loyalty has emerged as a crucial strategy in enhancing the sustainable and stable growth of the spa industry in the present day. This study aims to: 1) To examine the level of influence of the factors on customer loyalty in the health spa service industry in the Bangkok metropolitan area. 2) To study the influence of factors on customer loyalty in the health spa service industry in the Bangkok metropolitan area, and 3) To develop models for raising the level of customer loyalty in the health spa service industry in the Bangkok metropolitan area. This study employed a mixed-methods approach. For the quantitative research, data were collected from a sample of 380 participants who had previously used spa services in the Bangkok metropolitan area, utilizing a 5-point Likert scale questionnaire. The item discriminant power for the observed variables ranged from .472 to .912. The overall reliability Cronbach's alpha of each observed variable was between .752 and .972. The quantitative data were analyzed using descriptive statistics (mean, standard deviation) and Structural Equation Modeling (SEM). For the qualitative research, data were collected through in-depth interviews with 15 experts selected via purposive sampling. These data were subsequently analyzed using content analysis. The findings of the study were as follows: 1. Among the variables, perceived product and service quality had the highest mean score (M = 4.31). This was followed by service marketing strategy (M = 4.21), customer satisfaction (M = 4.20), brand image (M = 4.01), and customer loyalty (M = 3.91), respectively. All variables were rated at a high level. 2.The predictor variables—customer satisfaction, service marketing strategy, perceived product and service quality, and brand image—collectively explained 84% of the variance in customer loyalty in the health spa service industry in the Bangkok metropolitan area., and 3. The development of a model to enhance customer loyalty resulted in the QSCB Strategy. This model comprises three key phases of spa operation: 1) Focusing on quality and standards, 2) Implementing customer-centric management, and 3) Building a strong and memorable brand. The new knowledge derived from this study is that, to enhance customer loyalty in the health spa service industry, operators should prioritize the development of service marketing strategies tailored to the characteristics of their core customer groups.

Keywords: Customer Loyalty, Spa Business, Bangkok

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INTRODUCTION

Nowadays, spa business models are attracting more interest and investment from various companies in terms of strategic alliances and partnerships. This is because these growth strategies help define target customers and increase brand recognition and revenue.

The spa industry's growth remains strong due to factors such as rapid urbanization, the increase in fast-paced urban lifestyles, and busy work schedules. This has boosted the demand for spa treatments to relieve anxiety and stress. The growth of the female population and the trend of anti-aging spa treatments will increase the number of potential customers for the spa industry between 2021 and 2028. As a result, customized, premium, and high-quality spa businesses are gaining momentum, supported by international hotel chains. Additionally, the growth of both inbound and outbound wellness tourism, increasing demand from emerging markets, and awareness are driving the growth of the spa market. The Asia-Pacific region accounts for more than half of all spas worldwide (Grandviewresearch.com, 2020).

Currently, there are many spa businesses, both standalone spas and spas within other businesses such as tourism, beauty salons, hotels, and resorts. These are managed differently to best meet customer needs and gain a competitive edge. Therefore, spa businesses need to adopt modern innovation and technology to better serve customers. This includes improving service quality, using marketing strategies, and reaching customers to build awareness of their services. Digital communication that allows for instant, anytime, anywhere interaction is key, especially providing virtual information to customers before they choose a service. It's also essential to build trust in fair pricing. Once a spa business builds trust with consumers and customers, it will establish a strong brand image and loyalty.

Whitley (2019) states that spa business management must be able to meet customer needs at all levels and for all types of services to build customer loyalty. This aligns with Timberlake (2020), who discussed the spa and wellness trends for 2020, stating that the development of the spa industry requires the adoption of modern innovation and technology in organizational management, including digital marketing, to meet the consumer's need for convenience without limits of time and place. For a business to grow and have a competitive advantage, it must manage both internal and external factors by studying market trends to respond appropriately and use modern innovation and technology efficiently in its operations and customer service. A spa business with market power will be recognized by customers for its service quality, organizational management, and network of distributors, customers, and consumers, which can lead to higher financial and non-financial returns.

The Thai spa business has an even greater opportunity for growth after the opening of the ASEAN Economic Community (AEC). The AEC facilitates tourism by making travel easier among member countries. Tourists from the 10 ASEAN member countries can travel visa-free, while tourists from outside the region can travel more conveniently with a single visa for all ASEAN countries (ASEAN Single Visa) and online visa services (Export-Import Bank of Thailand, 2015). Currently, Thailand has over 13,514 spa and wellness massage businesses with a total market value of 33,574 million Baht, growing at 8%, which is higher than the global average. This led to increased profits for Thai spa businesses in the first quarter of 2018. However, competition in the health and beauty business is also increasing.

The total market value of Thailand's health and beauty business in 2017 was about 136.5 billion Baht, divided into medical services (102.926 billion Baht) and spa and Thai massage businesses (33.574 billion Baht). The Economic and Business Research Center of Siam Commercial Bank (EIC) revealed that the Thai spa business grew by 8%, higher than the average global growth rate of about 5% per year, ranking the Thai spa business 16th in the world and 5th in Asia. Of its customers, 75% are foreigners and 25% are Thais (BLT Bangkok, 2018).

Due to the highly competitive spa market, businesses must plan and define their marketing strategies carefully, clearly, and effectively. One such process is clearly defining the target customer group to plan marketing strategies efficiently, such as pricing or products and services (Google Site, 2018).

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Research Questions

1. What are the personal characteristics, general information about health spa services, and behavior of the users?
2. How do marketing strategies, perceived quality, corporate image, and satisfaction influence the loyalty of health spa users in Bangkok?
3. What is the loyalty-building model for health spa users in Bangkok?

Objective

This study aims to:

4. 1) To examine the level of influence of the factors on customer loyalty in the health spa service industry in the Bangkok metropolitan area.
5. 2) To study the influence of factors on customer loyalty in the health spa service industry in the Bangkok metropolitan area
6. 3) To develop models for raising the level of customer loyalty in the health spa service industry in the Bangkok metropolitan area.

Research Methodology

Population and Sample

The **population** for this study is individuals who have used spa services in Bangkok. The **quantitative sample** size was determined by a ratio of observation variables. Based on the 19 observation variables in this study, the researcher set the sample size at **380 participants**, following the guideline that the sample size should be no less than 20 times the number of observation variables (Jackson, 2003; Hair, Ringle, & Sarstedt, 2011).

Variables

The research variables are divided into two types:

1. Internal Variables: Service satisfaction and loyalty of spa users in Bangkok.
2. External Variables: Spa service marketing strategy, perceived quality of spa products and services, and corporate image.

Content

The content of this research focuses on the variables that affect the loyalty of spa users in Bangkok, including spa service marketing strategy, perceived quality of spa products and services, corporate image, and service satisfaction.

Time

This research will be conducted from **May 2024 to August 2025**.

Area

The research will be limited to **Bangkok**.

Research Result

Table 1 Variable

Latent Variable	Abbreviation	Observation Variable	Abbreviation
Service Marketing Strategy	SVMS	Product	PRDT
		Price	PCS
		Place	PLC
		Promotion	PMT
		Personnel	PSN
		Process	SRV
		Physical Evidence	EVD
Perceived Quality of Products & Services	PCPSQ	Service Quality	PCSC
		Ability	ABLT
		Convenience	PCVN

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Image	IMAG	Experience	EXPR
		Reliability	RELB
		Modernity	MDNT
Satisfaction	STFN	Attentiveness	ATIN
		Value	VLE
		Atmosphere	ENVR
		Facilities	FACL
Customer Loyalty	LOYT	Repeat Patronage	RPAT
		Referrals	RFRL

The majority of the sample group were male, accounting for 268 people or 70.50%. The largest age group was between 41-60 years old, with 160 people (42.00%). Most had a bachelor's degree, totaling 171 people (45.00%). The most common occupation was a company employee, with 125 people (33.00%), and the majority had an income of more than 30,000 Baht, with 217 people (57.00%).

Factors Affecting Customer Loyalty in Health Spa Businesses in Bangkok

Data was collected using a 5-level rating scale questionnaire from a sample of 380 people who have used spa services in Bangkok. The data was analyzed using descriptive statistics, which included calculating the mean and standard deviation. The scores were interpreted as follows:

- Mean 4.51 – 5.00: Highest level
- Mean 3.51 – 4.50: High level
- Mean 2.51 – 3.50: Moderate level
- Mean 1.50 – 2.50: Low level
- Mean 1.00 – 1.50: Lowest level

The details are as follows:

Table 2 Mean, Standard Deviation, and Interpretation of Factors Affecting Customer Loyalty in Health Spa Businesses in Bangkok (n=380).

Variable	Mean	S.D.	Interpretation
Service Marketing Strategy (SVMS)	4.21	0.79	High
Product (PRDT)	4.12	0.84	High
Price (PCS)	4.40	0.77	High
Place (PLC)	4.30	0.71	High
Promotion (PMT)	4.38	0.71	High
Personnel (PSN)	3.75	1.11	High
Process (SRV)	4.16	0.78	High
Physical Evidence (EVD)	4.39	0.61	High

Based on the survey, the overall Service Marketing Strategy (SVMS) received a mean score of 4.21, indicating a high level of influence. Among the specific variables, Price (PCS) and Physical Evidence (EVD) had the highest mean scores at 4.40 and 4.39, respectively, both falling into the high category. Personnel (PSN) had the lowest mean score at 3.75, but it was still considered to have a high level of influence.

Here is the translation of the research findings: Research Findings: Factors Influencing Customer Loyalty The study found that all key factors influencing customer loyalty were rated at a high level. Service Marketing Strategy (SVMS) was rated as high, with an overall mean score of 4.21. When broken down, all individual components—Product (PRDT), Price (PCS), Place (PLC), Promotion (PMT), Personnel (PSN), Process (SRV), and Physical Evidence (EVD)—were also rated as high, with mean scores ranging from 3.75 to 4.40. Perceived Quality of Products and Services (PCPSQ) was also rated as high, with a mean of 4.31. Individually, Service Quality (PCSC), Ability (ABLT), and Convenience (PCVN) all received high ratings, with mean scores between 4.17 and 4.41. Image (IMAG) was rated as high, with a mean of 4.01. The sub-factors—Experience (EXPR), Reliability (RELB), and Modernity (MDNT)—were all rated as high, with

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mean scores ranging from 3.88 to 4.09. Satisfaction (STFN) was rated as high, with a mean of 4.20. Attentiveness (ATIN), Value (VLE), Atmosphere (ENVR), and Facilities (FACL) were all rated as high, with mean scores between 4.20 and 4.29. Customer Loyalty (LOYT) was also rated as high, with an overall mean of 3.91. The specific components—Repeat Patronage (RPAT) and Referrals (RFRL)—both received high ratings, with mean scores ranging from 3.86 to 3.96.

Research Findings on Influential Factors of Customer Loyalty in Health Spa Businesses in Bangkok

The data was analyzed using Structural Equation Modeling (SEM) with LISREL Version 8.72. This was done to study the influence of Service Marketing Strategy (SVMS), Perceived Quality of Products and Services (PCPSQ), Image (IMAG), and Satisfaction (STFN) on Customer Loyalty (LOYT).

The researcher first conducted preliminary statistical checks and analyzed the data according to the research objectives, which included:

1. Normal Distribution of the observed variables (n=380).
2. Bivariate Correlation Coefficients of the observed variables used in the model (n=380).
3. Overall Relationship of the observed variables in the structural equation model (n=380).
4. Quality Check of the Measurement Model (n=380).

After these steps, the data was analyzed to test the following:

5. Results of the Structural Equation Model based on the hypotheses (n=380).
6. Results of the Structural Equation Model (Adjusted Model) (n=380).
7. Equations of the Adjusted Structural Equation Model (n=380).

Normal Distribution of Observed Variables (n=380)

The distribution of the 19 observed variables in the structural equation model was checked using the Chi-Square test. If the statistical significance is at the .05 level, it indicates that the variable has a non-normal distribution. Conversely, if there is no statistical significance (p-value > .50), it means the variable has a normal distribution.

Table 3: Mean (M), Standard Deviation (SD), Percentage of Coefficient of Variation (%CV), Minimum (Min), Maximum (Max), Skewness (Sk), Kurtosis (Ku), and P-value of the Chi-Square Test for the Observed Variables Studied (n=380)

Variable	$\overline{X}$	S.D.	%CV	Sk	Ku	χ^2	P-value
PRDT	4.12	0.84	20.39	-2.743	-3.519	19.906	.000
PCS	4.40	0.77	17.50	-4.073	-3.126	26.360	.000
PLC	4.30	0.71	16.51	-3.128	-2.486	15.965	.000
PMT	4.38	0.71	16.21	-4.221	-2.504	24.083	.000
PSN	3.75	1.11	29.60	-1.845	-2.451	9.413	.009
SRV	4.16	0.78	18.75	-1.917	-.351	3.798	.150
EVD	4.39	0.61	13.90	-3.540	-5.030	37.841	.000
PCSC	4.17	0.54	12.95	-.138	.451	0.222	.895
ABLT	4.41	0.68	15.42	-3.318	-3.227	21.420	.000
PCVN	4.36	0.63	14.45	-3.348	-5.439	40.794	.000
EXPR	3.88	0.87	22.42	-1.913	-.109	3.670	.160
RELB	4.09	0.83	20.29	-2.875	-1.784	11.449	.003
MDNT	4.05	0.77	19.01	-2.051	-.030	4.206	.122
ATIN	4.20	0.71	16.90	-2.180	-.347	4.873	.087
VLE	4.27	0.78	18.27	-3.170	-1.645	12.758	.002
ENVR	4.29	0.67	15.62	-2.607	-1.776	9.951	.007
FACL	4.34	0.64	14.75	-3.298	-2.133	15.426	.000
RPAT	3.96	1.07	27.02	-2.344	-3.414	17.152	.000
RFRL	3.86	0.87	22.54	-1.493	1.095	3.428	.180

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Table 4: Confirm Factor Analysis

Variable	Factor Loading (λ)	Error (θ)	t	R^2
SVMS				
PRDT	.66	.57	13.36	.43
PCS	.53	.22	10.58	.78
PLC	.66	.57	12.12	.43
PMT	.53	.22	10.39	.78
PSN	.53	.22	10.66	.78
SRV	.60	.64	12.12	.36
EVD	.86	.26	17.77	.74
ρ_c= .88 ρ_v= .51				
Chi-Square=14.10, df=8, P-value=0.07925, RMSEA=0.044				

Analysis of the Hypothesized Structural Equation Model

The hypothesized model, which examines the influence of marketing strategy, perceived quality, corporate image, and satisfaction on customer loyalty, was found to have a poor fit with the empirical data. While the latent variable for **Service Marketing Strategy (SVMS)** showed good internal consistency (Composite Reliability of .88 and Average Variance Extracted of .51) and its components had significant standardized loadings, the overall structural model did not meet the required standards. Key fit indices such as the Chi-Square (χ^2) p-value (0.00000), the χ^2 /df ratio (8.33), and other metrics like RMSEA (.137) and CFI (.87) all fell outside of acceptable ranges. This poor fit indicates that the proposed relationships within the model are not well supported by the collected data. Therefore, the researcher cannot be confident in the model's parameter estimations, and further adjustments are necessary to improve the model's fit to the data.

Given that the hypothesized model did not fit the empirical data, the researcher needed to modify the model. This involved allowing the variance of the standard errors (q) of certain pairs of observed variables to be correlated. This decision was based on a combination of theoretical and conceptual appropriateness, relevant research, and the potential for a meaningful discussion of the results. The model was modified until the adjusted model achieved a good fit with the empirical data. Only then were the detailed path relationships within the model considered. Results of the Hypothesized Model Analysis

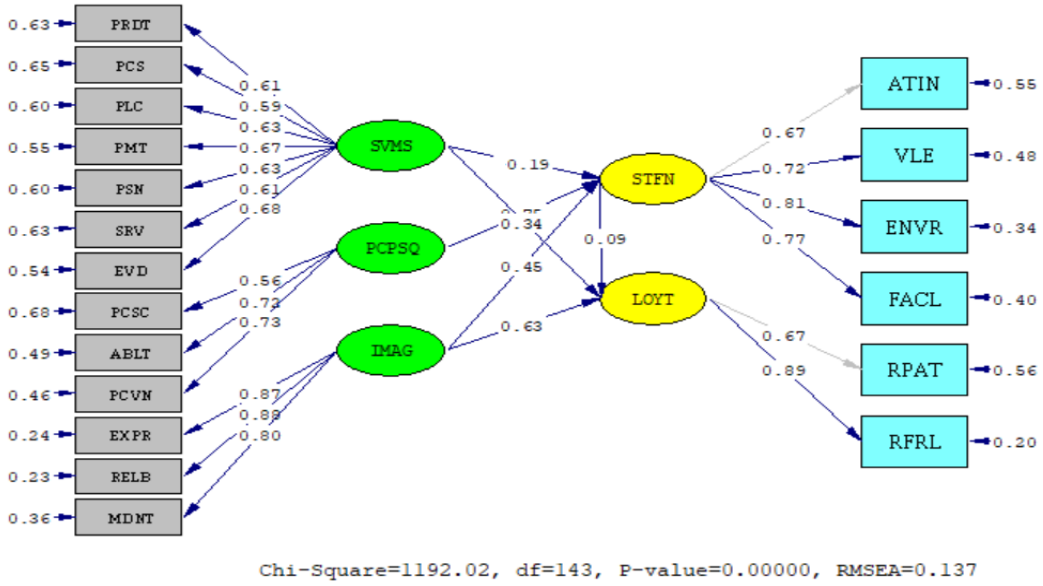

Fig 1. hypothesized model (n=380)

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The researcher proceeded to modify the hypothesized model to achieve a better fit with the empirical data. This was done by allowing the variance of the standard errors (q) of 20 pairs of observed variables to be correlated (the degrees of freedom changed from 143 to 123). The process continued until the adjusted model achieved a good fit with the empirical data, as determined by the following fit indices: χ^2= 221.05 df =123. p-value = .00000 , χ^2 / df = 1.79, RMSEA = .047, RMR = .045, SRMR = .049, CFI = .99, GFI = .93, AGFI = .91, CN = 283.07

Analysis of the Adjusted Structural Equation Model

The researcher modified the hypothesized model to achieve a better fit with the empirical data. This was done by allowing the variance of the standard errors (q) of 20 pairs of observed variables to be correlated (the degrees of freedom were reduced from 143 to 123). The adjusted model was found to have a good fit with the empirical data, as determined by the following fit indices:

- χ^2 = 221.05 with df = 123 and p-value = .00000. While the p-value is statistically significant and fails the criterion (p > .05), the Chi-Square test is sensitive to sample size. Therefore, the researcher also considered the χ^2/df ratio, which was 1.79, meeting the criterion of being less than 2.00.
- RMSEA = .047, which meets the criterion of being less than .05.
- RMR = .045 and SRMR = .049, both of which meet the criterion of being less than .05.
- CFI = .99, GFI = .93, and AGFI = .91, all of which meet the criterion of being greater than .90.
- CN = 283.07, which meets the criterion of being greater than 200.00.

Based on these fit indices, it can be concluded that the adjusted structural equation model has a good fit with the empirical data, and the parameter estimations within the model are therefore acceptable.

Table 5: Comparison of Calculated Statistics with Criteria to Check the Goodness-of-Fit of the Adjusted Structural Equation Model with Empirical Data

Fit Index	Threshold (Joreskog & Sorbom, 1996)	Model's Value	Result
Likelihood Ratio Chi-Square (c2)	P-value ≥.05	χ^2 =221.05 p-value = .00000	Fail
Relative c2 (χ^2 /df)	≤ 2.00	1.79	Pass
Root Mean Squared Error of Approximation (RMSEA)	≤ .05	.047	Pass
Root Mean Squared Residual (RMR)	≤ .05	.045	Pass
Standardized Root Mean Squared Residual (SRMR)	≤ .05	.049	Pass
Comparative Fit Index (CFI)	≥ .90	.99	Pass
Goodness of Fit Index (GFI)	≥.90	.93	Pass
Adjusted Goodness of Fit Index (AGFI)	≥.90	.91	Pass
Critical N (CN)	≥200	283.07	Pass

The table shows that the goodness-of-fit indices of the adjusted structural equation model are in agreement with the empirical data, as determined by the following fit indices:
χ^2= 221.05 df = 123, p-value = .00000, χ^2 / df = 1.79, RMSEA = .047, RMR = .045, SRMR = .049, CFI = .99, GFI = .93, AGFI = .91, CN = 283.07 The adjusted structural equation model has a good fit with the empirical data. This conclusion is supported by the fact that the parameter estimations in the model are now considered acceptable.

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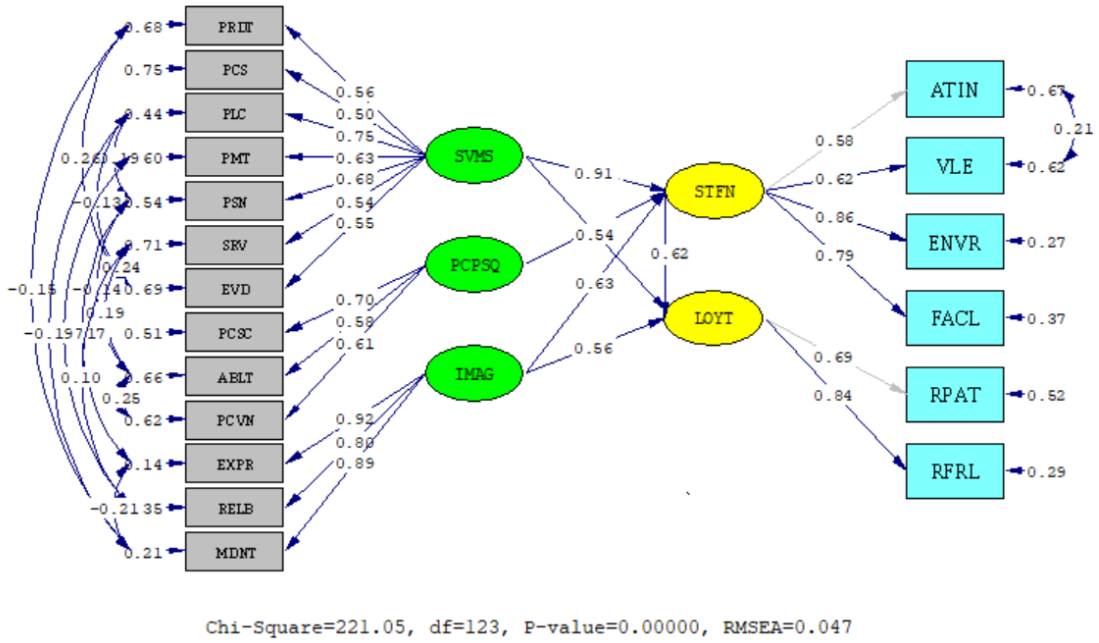
Table 6: Parameter Estimation Results for Direct Effects, Indirect Effects, and Total Effects from the Adjusted Equation Model (n=380)

Independent	R^2	Effect	Independent			
			STFN	SVMS	PCPSQ	IMAG
STFN	.96	DE		.91*(2.52)	.64*(4.18)	.63*(4.86)
		IE		-	-	-
		TE		.91*(2.52)	.64*(4.18)	.63*(4.86)
LOYT	.84	DE	.62*(2.05)	.54 *(8.27)	-	.56*(8.60)
		IE	-	.30*(2.56)	.65*(5.83)	.27*(2.89)
		TE	.62*(2.05)	.84*(5.93)	.65*(5.83)	.83*(7.65)
χ^2= 221.05 df = 123 p-value = .00000 , χ^2 / df = 1.79, RMSEA = .047, RMR = .045, SRMR = .049, CFI = .99, GFI = .93, AGFI = .91, CN = 283.07						



The adjusted structural equation model, which examines the influence of service marketing strategy (SVMS), perceived quality of products and services (PCPSQ), image (IMAG), and satisfaction (STFN) on customer loyalty (LOYT) in health spa businesses in Bangkok, was found to have an acceptable fit with the empirical data. This was based on the following fit indices: χ^2=221.05, df=123, p−value=0.00000, χ^2/df=1.79, RMSEA = 0.047, RMR = 0.045, SRMR = 0.049, CFI = 0.99, GFI = 0.93, AGFI = 0.91, and CN = 283.07.

The parameter estimations from the structural equation model are as follows:

1. Service Marketing Strategy (SVMS) has a direct influence on customer loyalty (LOYT), with a path coefficient of 0.54 (t-value = 8.27). This is statistically significant at the 0.05 level, supporting hypothesis 1, which states that service marketing strategy has a direct influence on customer loyalty toward spa businesses in Bangkok.

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2. Service Marketing Strategy (SVMS) has a direct influence on satisfaction (STFN), with a path coefficient of 0.91 (t-value = 2.52). This is statistically significant at the 0.05 level, supporting hypothesis 2, which states that service marketing strategy has a direct influence on satisfaction with spa services.
3. Perceived Quality of Products and Services (PCPSQ) has a direct influence on satisfaction (STFN), with a path coefficient of 0.64 (t-value = 4.18). This is statistically significant at the 0.05 level, supporting hypothesis 3, which states that the perceived quality of spa products and services has a direct influence on satisfaction.
4. Image (IMAG) has a direct influence on satisfaction (STFN), with a path coefficient of 0.63 (t-value = 4.86). This is statistically significant at the 0.05 level, supporting hypothesis 4, which states that image has a direct influence on satisfaction with spa services.
5. Image (IMAG) has a direct influence on customer loyalty (LOYT), with a path coefficient of 0.56 (t-value = 8.60). This is statistically significant at the 0.05 level, supporting hypothesis 5, which states that image has a direct influence on customer loyalty toward spa businesses in Bangkok.
6. Satisfaction (STFN) has a direct influence on customer loyalty (LOYT), with a path coefficient of 0.62 (t-value = 2.05). This is statistically significant at the 0.05 level, supporting hypothesis 6, which states that satisfaction with spa services has a direct influence on customer loyalty.
7. Satisfaction (STFN), Service Marketing Strategy (SVMS), and Image (IMAG) collectively explain 84% of the variance in customer loyalty (LOYT).
8. Service Marketing Strategy (SVMS), Perceived Quality of Products and Services (PCPSQ), and Image (IMAG) collectively explain 96% of the variance in satisfaction (STFN).

Conclusion

The spa industry in the Bangkok metropolitan area is a vital component of Thailand's tourism sector, significantly contributing to economic growth and employment. Cultivating customer loyalty has emerged as a crucial strategy for ensuring the industry's sustainable and stable development (Kotler & Keller, 2016). This study aimed to: 1) examine the influence of key factors on customer loyalty, 2) investigate the relationships among these factors, and 3) develop a strategic model to enhance loyalty within the health spa service industry. Using a mixed-methods approach, the study collected qualitative and quantitative data. A survey of individuals who had used spa services in Bangkok was conducted, and the questionnaire demonstrated strong psychometric properties. The quantitative data were analyzed using descriptive statistics and structural equation modeling (SEM). Additionally, in-depth interviews were conducted with industry experts. The findings revealed that all core variables—perceived product and service quality, service marketing strategy, customer satisfaction, brand image, and customer loyalty—were rated at a high level. The final SEM model showed a strong fit with the empirical data, confirming that customer satisfaction, brand image, and service marketing strategy are significant and direct predictors of customer loyalty (Zeithaml et al., 2018). The study also found that perceived quality, marketing strategy, and brand image collectively explain a substantial amount of the variance in customer satisfaction (Lovelock & Wirtz, 2016). The research concludes with the development of the QSCB Strategy, which stands for focusing on Quality and Standards, implementing Customer-centric management, and building a strong and memorable Brand. This framework provides a new approach for spa operators to enhance loyalty by prioritizing service marketing strategies tailored to their core customer groups, maintaining strict quality standards, and building a powerful brand identity (Aaker, 1996). Recommendations for Enhancing Customer Loyalty in the Spa Industry Based on the study's findings, which confirm that a well-defined service marketing strategy, strong brand image, and high customer satisfaction are critical drivers of loyalty, the following recommendations are provided to help spa businesses cultivate long-term relationships with their clients. These strategies are actionable and designed to create a competitive advantage in a crowded market. Prioritize Service Marketing Strategy A robust service marketing strategy is the foundation of loyalty (Parasuraman et al., 1988). Businesses should meticulously focus on the 7 Ps of marketing: Product: Beyond treatments, the "product" includes the entire client experience. Ensure a diverse range of high-quality services, from traditional Thai massage to modern aromatherapy, and consider personalized packages that cater to individual needs and

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preferences. Price: Pricing should reflect the value and quality of the service. Instead of competing on low prices, offer tiered pricing, loyalty discounts, and bundle deals that provide a sense of greater value. Place: The physical location is part of the experience. Ensure the spa is easily accessible and located in a convenient area. For multiple locations, maintain a consistent quality standard across all branches. Promotion: Utilize modern digital and traditional promotion methods. This includes targeted social media ads, engaging email newsletters, and partnerships with hotels and tourism agencies. Focus on promotions that highlight unique services and quality, not just discounts (Kapferer, 2012). People: Staff are the core of the service. Invest in regular and comprehensive training for all employees, from receptionists to therapists. Ensure they are knowledgeable, professional, and empathetic. Their ability to deliver personalized, attentive service is a key differentiator. Process: Streamline all operational processes to be smooth and efficient. This includes easy online booking, a simple check-in process, and seamless payment options. A hassle-free experience reduces customer friction and enhances satisfaction. Physical Evidence: The spa's physical environment is a silent salesperson. Invest in creating a visually appealing and hygienic space. The ambiance, from lighting and music to decor and cleanliness, should immediately put clients at ease and reinforce the brand's commitment to quality (Bitner, 1992). Cultivate Perceived Quality and a Strong Brand Image Perceived quality and a powerful brand image directly influence customer satisfaction (Fornell et al., 1996). Businesses should: Maintain Impeccable Standards: Quality control is non-negotiable. Ensure that all treatments, products, and services consistently meet or exceed client expectations. This includes using high-grade oils and creams, maintaining pristine facilities, and ensuring every therapist adheres to established protocols. Build a Cohesive Brand: A strong brand image is more than a logo; it's the sum of a client's experiences. Develop a unique brand identity that reflects your spa's values, mission, and target clientele. This identity should be consistent across all marketing materials, physical spaces, and staff interactions. Building a brand based on reliability, professionalism, and authenticity will foster trust and repeat business (Keller, 2013). Enhance Customer Satisfaction and Foster Loyalty Satisfaction is a prerequisite for loyalty (Oliver, 1999). To elevate satisfaction and ensure clients return: Personalize the Experience: Collect and use customer data (with permission) to tailor services. Remember client preferences, special occasions, or previous treatment choices. A personalized touch makes clients feel valued and understood. Implement a Loyalty Program: Create a tiered loyalty program that rewards repeat visits. Offer exclusive discounts, early access to new treatments, or special birthday perks. This incentivizes clients to choose your spa over competitors. Encourage Feedback and Act on It: Actively solicit customer feedback through surveys or follow-up emails. Critically analyze this feedback to identify areas for improvement and implement changes. Demonstrating that you listen to your clients builds a strong bond and shows a commitment to continuous improvement (Reichheld, 2003).

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