

Factors affecting the loyalty of spa service users in Bangkok

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ABSTRACT

The objective of this research is to develop a conceptual framework illustrating the causal relationships among key factors that influence customer loyalty in the spa service industry in Bangkok. This study adopts a documentary research methodology, analyzing a wide array of scholarly articles, research reports, and relevant publications to identify theoretical and empirical insights. The conceptual framework integrates four core constructs—Service Marketing Strategy, Image, Perceived Quality, and Satisfaction—which are posited to have direct and indirect effects on customer loyalty. The findings reveal that well-defined service marketing strategies and strong brand image positively influence customer satisfaction and loyalty, with satisfaction acting as a significant mediating variable. The framework not only contributes to the advancement of service marketing theory in wellness tourism but also offers practical implications for spa business operators aiming to foster long-term customer relationships, particularly in the post-pandemic context. The study recommends future empirical validation of the framework using Structural Equation Modeling (SEM) and encourages exploration of moderating factors such as demographic characteristics, cultural influences, and behavioral patterns.

Keywords: Customer Loyalty, Satisfaction, Service Marketing Strategy, Perceived Quality, Image, Structural Equation Modeling, Spa Business

INTRODUCTION

Over the past decade, the global health-conscious trend has become a dominant movement, including in Thailand. This growing awareness has led to the expansion of the health service industry, particularly spa businesses and wellness tourism, which are key components of the rapidly growing Global Wellness Economy. Thailand officially became an aging society in 2021, leading to an increased demand for health services, especially among individuals aged 40 and above and middle-class consumers with high purchasing power. As a result, the health service sector, including spa businesses, has attracted significant interest from both domestic and international investors (Department of Business Development, 2018; Economic Intelligence Center, 2021). According to the Department of Business Development (2018), the number of business registrations for spa services in Thailand has continuously increased from 2018 to 2022. This reflects the industry's growth potential, aligning with global health industry trends. The expansion is supported by both governmental and private sector initiatives, including state policies promoting health services, private investments, and accessible financial support for SMEs to strengthen their operational capabilities. Thailand also has a competitive advantage in local wisdom, including traditional Thai medicine, Thai massage, and the abundant variety of local herbs, which have been successfully integrated into spa services. These unique characteristics have earned recognition from both local and international tourists, particularly those from China, Japan, and Hong Kong (Spayu, 2018).

Thai spas stand out due to their distinctive features, combining local identity and cultural elements into service delivery—such as the use of indigenous herbs, traditional massage techniques, and meditation—which creates an experience difficult to replicate elsewhere (Pitikraisorn, 2017). In addition, collaborations between the public and private sectors in upgrading service standards and embracing technology have helped Thai spas enhance their competitiveness in ASEAN and global markets. This

development has also contributed to local employment and sustainable income generation for small-scale entrepreneurs in regional areas (Thailand Holistic Health, 2019). Wellness tourism is becoming increasingly popular in Thailand, especially in key tourist destinations where spa resorts are being rapidly established. Thai spas have emerged as a signature element in promoting tourism, driven by the synergy of various attributes—natural beauty, Thai medicinal wisdom, herbal diversity, traditional massage, Thai cuisine, and the uniquely warm Thai hospitality (Spayu, 2018).

According to the Global Wellness Institute (GWI), post-pandemic wellness tourism has experienced exponential growth, with an average annual growth rate of 20.9%. The global spa market is projected to reach USD 1 trillion by 2024, and the wellness economy as a whole is estimated to hit USD 7 trillion by 2025 (Bangkok Business, 2022). The core consumer base of the spa industry comprises individuals aged 40 and above, middle-class customers with spending capacity, and urban populations affected by chronic stress associated with fast-paced lifestyles in the digital era (EIC, 2021). The spa business has evolved into a significant global industry, particularly in the post-COVID-19 era, where businesses had to adopt stringent hygiene and social distancing protocols. Grandviewresearch.com (2020) reported that the global spa market was valued at USD 47.5 billion in 2020 and is projected to grow at a CAGR of 12.1%, reaching approximately USD 117.9 billion by 2028. Although spa visits dropped by over 70% during the peak of the pandemic, the industry has rebounded quickly, especially within the Hotel Spa segment, which effectively generates additional revenue from tourism (CBRE, 2021).

Today, the spa business model has diversified significantly. Innovations and modern technologies have been incorporated into business operations, service delivery, and digital marketing. These include online booking systems, virtual experience previews, and customer loyalty apps that enhance brand engagement. Modern consumers prioritize convenience, speed, and personalized wellness experiences. Thus, spa operators must adapt their services and communication strategies to remain competitive (Whitley, 2019; Timberlake, 2020). In such a highly competitive market, it is essential for Thai spas to implement well-defined marketing strategies, such as customer segmentation, service differentiation, and value-based pricing (Google Sites, 2018). Furthermore, building brand trust through service standardization, continuous staff training, and consistent quality control is vital in cultivating long-term customer loyalty. Thai spa businesses possess a high potential for global market penetration, grounded in unique elements such as traditional Thai medicine, the diverse use of herbal ingredients, and culturally enriched service delivery (Pitikraisorn, 2017). Thailand currently has over 13,514 spa and wellness service providers, with a total market value of THB 33.574 billion and an annual growth rate exceeding 8%, which surpasses the global average of around 5% (BLT Bangkok, 2018). The ASEAN Economic Community (AEC) has further facilitated regional mobility, allowing easier cross-border travel among member countries. This integration supports the internationalization of Thai spa businesses, especially as ASEAN tourists can travel visa-free, and international visitors can benefit from the ASEAN Single Visa scheme (EXIM Bank, 2015). Moreover, hotels with spa facilities can sell rooms at a premium, offering an opportunity for spa entrepreneurs to tap into high-end hotel markets (CBRE, 2021). Currently, foreign customers account for 75% of Thai spa users, compared to 25% domestic users, emphasizing the spa industry's significance as a national economic driver.

Given these developments, the researcher is motivated to explore the topic “Developing a conceptual framework of causal relationships for factors affecting the loyalty of spa service users in Bangkok” The objective is to construct a research framework that identifies variables influencing loyalty in the Thai spa industry. This will contribute to the development of sustainable business practices and enhance the sector's role in supporting Thailand's national economy.

OBJECTIVE

(1) To conduct a literature review and gather theoretical and empirical evidence in order to identify variables that are expected to influence and collectively predict the increasing level of customer loyalty.

(2) To formulate hypotheses that explain the causal relationships among variables and to develop a conceptual framework in the form of a structural relationship model capable of explaining the increase in customer loyalty.

METHODOLOGY

This study employs a documentary research methodology, focusing on the examination of literature pertaining to innovations in sustainable tourism for the elderly in Thailand, encompassing developments from historical contexts to current practices. The research process includes gathering and analyzing a broad range of documents relevant to the subject matter, such as government publications, scholarly books, academic research, theses, newspaper articles, printed publications, journals, magazines, and bulletins. These materials function as the core data sources supporting the study's development. For data collection, the researcher utilized various documentary sources, including official and academic publications, research reports, dissertations, media articles, and newsletters. The information was gathered independently from multiple access points, such as online platforms, academic libraries, and information resource centers. The collected data were then systematically organized in alignment with the study's predefined objectives. In analyzing the data, the researcher categorized the content based on the key research themes, followed by a descriptive interpretation of the findings. Content analysis techniques were employed to synthesize the information, and the results were articulated in essay format to present the study's insights and conclusions.

RESULTS

The study by Bestoon Abdulmaged Othman et al. (2021) investigated the impact of integrated marketing communication and after-sales services on the traditional marketing mix model in Umrah travel services in Malaysia. Their findings revealed that enhancing the traditional marketing mix with additional elements such as communication and after-sales services significantly contributed to customer satisfaction and Customer Loyalty. The refinement of the Service Marketing Strategy helped to foster long-term relationships between customers and Umrah service providers. The sample consisted of 384 respondents, selected through random sampling at four major international airports in Malaysia. Meanwhile, Adil Zahoor et al. (2022) explored "Frontline service employees and customer engagement: Further insights," aiming to examine how proactive personality traits of frontline employees influence customer engagement. The study focused on employee work engagement and perceived service recovery performance as mediating factors within a structural equation modeling framework. The sample included 837 customers, 649 frontline employees, and coworkers working with those employees. Conducted across various branches of six banks, the study collected data through structured questionnaires measuring customer perceptions of service recovery and engagement. The findings demonstrated that proactive personality traits positively affected customer engagement, mediated by work engagement and perceived service recovery. The study emphasized the role of proactive frontline employees in enhancing customer interaction and increasing Satisfaction and Customer Loyalty within the service industry, as well as the significance of employee engagement in strengthening this relationship.

Davoud Nikbin et al. (2022) examined marketing mix strategies during and after the COVID-19 pandemic and the global recession, with the objective of analyzing whether businesses should increase or reduce marketing expenditures during economic crises. The study also considered how marketing mix strategies should be adapted in the post-pandemic era. Findings suggested that businesses should not cut marketing budgets during crises like COVID-19. Instead, strategic adjustments should be made across product, price, promotion, and distribution to maintain market presence. The research provided practical insights for adapting Service Marketing Strategies to crisis conditions and emphasized the importance of maintaining marketing investments in the face of global uncertainty. Similarly, Bharti Ramtiyal et al. (2023) studied the effects of the marketing mix on the adoption of clothing rental and exchange services within the context of collaborative consumption. The study aimed to assess the impact of the circular economy and Service Marketing Strategy on consumer behavior in the clothing-sharing economy, utilizing the Theory of Planned Behavior and employing Structural Equation Modeling (AMOS). The findings indicated that key factors influencing consumers' intention to engage in clothing rental and

exchange included promotion and perceived behavioral control. The latter had a direct influence on actual participation in collaborative consumption, highlighting its crucial role in sustainable fashion services. Bushra K. Mahadin et al. (2022) examined airline brand equity: Do advertising and promotion matter?—a study based on travelers' perceptions in the United Arab Emirates (UAE). The study aimed to analyze the role of advertising and promotion in creating airline brand equity, particularly investigating the mediating role of Perceived Value. It also assessed the impact of brand equity on trust, Satisfaction, and Customer Loyalty. The study was based on a structured questionnaire completed by 234 airline passengers, with 197 valid responses analyzed using exploratory and confirmatory factor analyses to ensure validity and reliability. The findings showed that advertising directly influenced airline brand equity, while Perceived Value served as a mediator between promotional efforts and brand equity. Furthermore, brand equity positively affected trust, customer satisfaction, and Customer Loyalty. Christian Kowalkowski (2023) explored integrating “service” into B2B marketing, with a focus on how service research can contribute to the evolving B2B marketing landscape. The study reviewed the growing importance of the B2B service sector compared to manufacturing and identified four key themes in the literature: value capture in knowledge-intensive economies, servitization, service performance optimization, and intelligent automation in service delivery. The paper highlighted how service theories and frameworks can be adapted and extended to B2B marketing, offering new perspectives on value creation and strategic development in B2B contexts. Lastly, Chuanhui Wu et al. (2023) conducted a scoping review on consumer engagement behaviors in value co-creation processes in healthcare services. The study aimed to build a conceptual framework that outlines the current state of knowledge and research progression in this domain. Findings revealed that most research focused on patient engagement behaviors, particularly among individuals with chronic diseases. Consumers were found to engage in value co-creation through actions such as searching for and sharing health information. Key drivers of engagement included personal characteristics, interpersonal interaction, and digital technology. Moreover, consumer participation in value co-creation contributed to improved health outcomes and behavioral changes, underscoring its significance in healthcare service development.

H:1 The Service Marketing Strategy exerts a direct effect on Customer Loyalty

The study by Alex Iddy Nyagango et al. (2024) examined the factors influencing Satisfaction in the use of mobile phones for accessing agricultural marketing information among smallholder grape farmers in Dodoma, Tanzania. The study employed a cross-sectional design and a mixed-methods approach, utilizing questionnaires and focus group discussions to collect data from a sample of 400 participants. The findings indicated that farmers were most satisfied with accessing information regarding sales timing, compared to other types of information such as prices, buyers, quality, and quantity. Key factors influencing Satisfaction included ease of use, cost-effectiveness, user experience, and affordability of mobile phone services. The study provides useful insights for developing strategies to enhance Satisfaction with mobile phone usage among smallholder farmers in accessing agricultural market information. In another study, Hardeep Chahal et al. (2023) conducted a review on brand performance metrics and their impact on Customer Loyalty in the Indian banking sector, with a focus on the mediating roles of Relational Quality and Relationship Duration. Data were collected from 1,000 bank account holders across public and private banks in India, using exploratory and confirmatory factor analysis, along with structural path analysis. The results revealed that Brand Performance Metrics (BPMs)—including brand commitment, brand content and knowledge, brand image, brand ethics, and brand value—had significant positive effects on relational quality and Satisfaction. Moreover, relational quality served as a mediator between BPMs and Customer Loyalty, moderated by the length of the customer-bank relationship. The study emphasized the importance of maintaining brand excellence and offering benefits such as cashback, discounts, annual gifts, or exclusive services to foster long-term customer relationships and enhance Customer Loyalty. Ha Thi Thu Bui et al. (2023) explored the relationship between service quality, Satisfaction, and Customer Loyalty in the context of higher education in Vietnam. Using a self-constructed questionnaire administered to 350 full-time students at a university in Vietnam, the study applied exploratory factor analysis and Cronbach's alpha to validate the scale. The findings indicated that both academic and non-academic aspects of service quality had significant positive effects on student Satisfaction, which in turn led to increased Customer Loyalty. This study underscores the importance of holistic quality management in educational services. Jean-Alain Heraud et al. (2023) investigated public services, environmental quality, and subjective well-being in

urban Europe, focusing on the Strasbourg metropolitan area in France. Data were collected via online surveys from 2,405 individuals across 33 municipalities, including nearby areas in Germany. The study analyzed the external factors influencing residents' well-being. Results showed that both environmental quality and public service quality had significant positive effects on residents' Satisfaction and subjective well-being. It further highlighted the importance of local policies aimed at improving quality of life in urban areas. Pablo Gálvez-Ruiz et al. (2023) analyzed the impact of Perceived Quality and customer engagement on Customer Loyalty among fitness center users in Spain. The study evaluated dimensions such as facility, staff, and program quality, along with aspects of customer engagement such as attention and participation. Data were gathered through online surveys from 6,584 users across 44 low-cost fitness centers in various Spanish cities. Findings revealed that both Perceived Quality and customer engagement positively influenced perceived value, Satisfaction, and future usage intentions, which directly contributed to Customer Loyalty. Notably, customer engagement emerged as a key variable in fostering long-term loyalty among fitness center members. In a related context, Safinaz AbouRokbah et al. (2023) examined quality and Satisfaction in women's fitness centers in Saudi Arabia. The study aimed to identify the factors influencing service quality and customer Satisfaction, and to assess the mediating roles of age and income in the relationship. Utilizing the Service Quality Assessment Scale (SQAS), which includes seven dimensions such as personnel, facilities, programs, and social environment, the researchers surveyed women using fitness centers in Saudi Arabia. Results showed that service quality had a strong positive impact on Satisfaction, and both age and income functioned as mediators in this relationship. These findings provide managerial insights for service enhancement tailored to diverse customer segments.

H:2 Service Marketing Strategy has a direct influence on Customer Loyalty.

Pınar Özkan et al. (2020) investigated the impact of service quality and customer satisfaction on Customer Loyalty in the Turkish banking industry, emphasizing the mediating roles of Perceived Value, Image, and corporate reputation. The study utilized survey data collected from general banking customers in İzmir, Turkey, and analyzed the relationships among variables using Structural Equation Modeling (SEM). The findings revealed that corporate image and reputation are significant indicators of bank performance and have direct effects on Customer Loyalty. Additionally, both Service Quality and Satisfaction influenced Customer Loyalty indirectly through Perceived Value and Image. Similarly, Amani Gratton Tegambwage et al. (2023) examined factors affecting Customer Loyalty in Islamic banks, focusing on the moderating role of religiosity. The objective was to determine how religiosity enhances Customer Loyalty through Service Quality, Satisfaction, and relationship quality. Quantitative data were collected from 267 customers of Islamic banks in Tanzania and analyzed using SEM and regression techniques. The study found that religiosity strengthened the relationship between Satisfaction and Customer Loyalty but had no significant effect in moderating the relationship between Service Quality and Customer Loyalty. Moreover, religiosity did not improve relationship quality between customers and the bank.

In another study, Rashed Al Karim et al. (2023) explored the links between electronic Customer Relationship Management (e-CRM), e-loyalty, and customers' intention to recommend banking services, focusing on the mediating roles of electronic service quality and electronic Satisfaction. The research used a quantitative approach, collecting data from 372 private bank customers in Chittagong, Bangladesh, via convenience sampling. The data were analyzed using SEM, and findings showed that e-CRM positively influenced e-service quality, e-Satisfaction, and Customer Loyalty. Moreover, the relationship between e-CRM and Customer Loyalty was sequentially mediated by both Perceived Quality and Satisfaction. Ultimately, e-loyalty significantly affected customers' intention to recommend services. Shahidul Islam et al. (2023) investigated the impact of consumer Perceived Value and store Image on brand loyalty in emerging markets, focusing on consumer attitudes and loyalty in the context of household electronics purchases in Bangladesh. Using data from 209 consumers, the study employed multiple structural equation modeling and PROCESS macro analysis to test hypotheses. The findings revealed that dimensions of Perceived Value—including product quality, price fairness, and brand positioning—significantly influenced brand loyalty. Store Image also strengthened the relationship between brand attitude and Customer Loyalty, with stronger effects observed when store image was perceived positively. In a related study, Shahab Alam Malik et al. (2023) examined the influence of library service quality, library Image, location, personal control, and trust on Customer Loyalty, using

Perceived Value and Satisfaction as mediating variables. Quantitative data were collected from 407 respondents, including students and staff at Minhaj University Lahore, via questionnaire. Data analysis using SEM revealed that library Image, trust, and Service Quality significantly influenced Satisfaction. Furthermore, both Perceived Value and Satisfaction had direct positive effects on Customer Loyalty. However, Satisfaction did not mediate the relationship between library location and loyalty. Tuan Duong Vu et al. (2024) focused on enhancing customer Satisfaction and repurchase intention in mobile-based taxi services, particularly examining the roles of Perceived Value, personal innovativeness, and organizational Image. The study collected data via online surveys from 388 mobile taxi users in Vietnam and analyzed them using Partial Least Squares Structural Equation Modeling (PLS-SEM). Results indicated that Perceived Value—in terms of functional, hedonic, and economic aspects—positively influenced Satisfaction, while social value was not statistically significant. Personal innovativeness enhanced all dimensions of Perceived Value, and Image played a crucial role in linking Satisfaction with repurchase intention.

H:3 Service Marketing Strategy has a direct influence on Customer Loyalty.

Urooj Zulfiqar et al. (2024) investigated the influence of destination Image on tourists' revisit intention, focusing on the mediating role of Satisfaction and the moderating effect of place attachment. The study applied a quantitative approach, collecting data from 2,638 Chinese tourists visiting Pacific Island destinations. Structural Equation Modeling (SEM) revealed that memorable tourism experiences significantly influenced both cognitive and affective dimensions of destination Image. Satisfaction served as a crucial mediator linking memorable experiences to revisit intention, while place attachment positively moderated the relationship between Image and intention to return. Daniel Martínez-Cevallos et al. (2024) examined the relationship between brand perception and participant Satisfaction in virtual sports events. The study explored how brand Image, credibility, and trust influence Satisfaction among participants. Data were collected via survey from 313 virtual event participants and analyzed using SEM. Results indicated that brand Image and credibility positively impacted participant Satisfaction, with trust playing a critical mediating role in enhancing perceived Satisfaction. In a related study, Shikha Agnihotri et al. (2024) explored the influence of organizational social capital, university Image, and perceived employability on career Satisfaction among IT professionals. Using PLS-SEM with a sample of 412 respondents, the study found that university Image was the most influential factor on career Satisfaction, followed by employability perception and organizational social capital. A multi-group analysis (PLS-MGA) further indicated that the impact of social capital was stronger among older professionals. Oussama Saoula et al. (2024) investigated how trust and service commitment influence Customer Satisfaction in financial insurance services, emphasizing the mediating role of corporate Image. Data were collected from 264 clients in Malaysian financial insurance organizations and analyzed using SEM. The study revealed that Service Quality, perceived cost, and the role of service agents significantly influenced Satisfaction, and corporate Image reinforced the relationships between these antecedents and Satisfaction. Md Rabiul Islam et al. (2024) explored emotional brand Image and Satisfaction in co-creation experiences, examining how emotional Image and Satisfaction mediate the relationship between co-creation experiences and customer engagement. The study, conducted among 465 guests at international hotel chains, found that co-creation experiences positively influenced emotional Image and Satisfaction, although their direct effect on engagement was limited. However, customer engagement was shown to significantly influence future behavioral intentions. Hoang Viet Nguyen et al. (2024) focused on the impact of Service Quality on student Satisfaction and loyalty in Vietnam, with university Image serving as a mediating factor. The study collected data from 140 university students via a structured questionnaire and employed Exploratory Factor Analysis (EFA). Findings confirmed that Service Quality positively influenced both Satisfaction and Customer Loyalty, with university Image strengthening these relationships. Syed Ahamed Suban (2024) analyzed how emotional visitor experiences predict destination Image, Satisfaction, and revisit intention in spa tourism. Using an integrated approach, the study linked visitor experiences with perceived Image and behavioral intentions. The study found that positive emotional experiences significantly influenced Satisfaction and destination Image, which in turn affected revisit intentions. Moreover, Satisfaction predicted tourists' likelihood to recommend the destination to others.

H:4 Image has a direct influence on Satisfaction

Promise Omo-Obas et al. (2023) investigated the cognitive, affective, and motivational factors influencing Satisfaction and Customer Loyalty among international tourists visiting South Africa. Using SEM on data collected from 390 foreign tourists, the study found that destination knowledge and memorable experiences positively impacted Satisfaction and loyalty, with trust and destination attachment serving as key reinforcing factors. However, destination Image did not directly influence Customer Loyalty, though it positively affected Satisfaction. Similarly, Yan-Kai Fu (2023) analyzed the effect of airline brand Image on Perceived Value and Customer Loyalty among Taiwanese passengers in both full-service and low-cost carriers. The findings, based on SEM and multigroup analysis, indicated that brand Image positively influenced Perceived Value, which in turn enhanced Customer Loyalty, regardless of airline type. In Indonesia, Sri Suranta et al. (2024) explored how university Image and Service Quality moderated the impact of University Social Responsibility (USR) on student Customer Loyalty. The study, conducted with 608 university students, revealed that university Image strengthened student Satisfaction and trust, leading to increased Customer Loyalty. Ismah Osman et al. (2024) examined the loyalty of Malaysian tourists toward Muslim-friendly accommodations. Using data from 378 respondents, they found that social, emotional, economic, and usability-related values influenced attitudes toward such accommodations. Additionally, Image played a moderating role, reinforcing the relationship between perceived value and tourist attitudes. Thanh Tiep Le et al. (2024) studied the role of brand Image and Customer Loyalty as mediators between Corporate Social Responsibility (CSR) and organizational sustainability in Vietnamese SMEs. The study, involving 438 samples, confirmed positive relationships between CSR, brand Image, loyalty, and sustainability, with Image and Customer Loyalty serving as key mediators. In the Ghanaian banking industry, Deli Dotse Gli et al. (2024) analyzed the impact of corporate reputation on Customer Loyalty, with organizational origin as a contextual factor. Using SEM on data from 375 banking customers, results showed that corporate reputation significantly influenced customer trust, which in turn enhanced Customer Loyalty. Organizational origin also played a role in shaping perceptions of reputation, alongside factors like Service Quality, institutional stability, and customer orientation.

H:5 Image has a direct influence on both Satisfaction and Customer Loyalty

John G. Dawes (2024) explored the directional relationship between Satisfaction and Customer Loyalty in the banking sector, questioning whether Satisfaction leads to Loyalty or vice versa. Analyzing behavioral data from bank customers, the study found that while Customer Loyalty is often perceived as an outcome of Satisfaction, in certain cases, loyalty may precede and influence Satisfaction. This perspective offers fresh insights for bank marketing strategies that prioritize fostering Loyalty as a pathway to long-term Satisfaction. Similarly, Achmad Supriyanto et al. (2024) examined how academic Service Quality influences Satisfaction and Customer Loyalty in autonomous higher education institutions in Indonesia. Using SEM with data from 750 students, results showed that Service Quality directly impacts Satisfaction, which in turn significantly affects Loyalty. However, the direct effect of Service Quality on Loyalty was minimal, suggesting that Satisfaction serves as a key mediating variable. Rachel Wang et al. (2024) investigated the relationships among experience, Satisfaction, and Customer Loyalty in the context of online music festivals in China. SEM analysis of factors such as music quality, atmosphere, novelty, escapism, and social interaction revealed that four out of five variables significantly influenced both Satisfaction and revisit intentions, highlighting the viability of online festivals in enhancing user engagement and loyalty. In the healthcare sector, Rania Ahmed Aly El Garem et al. (2024) studied Customer Loyalty among patients in Egypt's private hospitals. The study used SEM to analyze data and found that Service Quality had a direct positive effect on Satisfaction, while trust was a key predictor of Loyalty. Satisfaction also mediated the relationship between Perceived Quality and Loyalty, suggesting that satisfied and trusting patients were more likely to return and recommend services. Deniz Karagöz et al. (2024) examined the effect of festival personality on Satisfaction and Customer Loyalty, with visitor involvement as a moderator. Surveying 279 attendees of a film festival, the study found that festival personality influenced both Satisfaction and Loyalty, with involvement strengthening these relationships. This highlights the importance of event identity and participant engagement in shaping long-term visitor loyalty. Riyad Moosa et al. (2023) explored the role of Islamic banking objectives, Customer Satisfaction, and Customer Loyalty in South Africa. Findings indicated that Shariah compliance significantly enhanced Satisfaction, which in turn led to stronger Loyalty. Additionally, promoting awareness of halal branding supported sustained Loyalty in the long term. Albert Caruana et al. (2024) investigated the link between brand–community integration and Customer

Loyalty in the UK's retail banking sector. With a sample of 302 bank clients and using SEM, the study found that brand–community ties positively influenced Loyalty, mediated by corporate reputation and Customer Satisfaction. These findings underscore the importance of corporate image and Satisfaction in loyalty-building strategies.

H:6 Satisfaction has a direct influence on Customer Loyalty

Based on these hypotheses, the researcher can develop the following conceptual framework for the study.

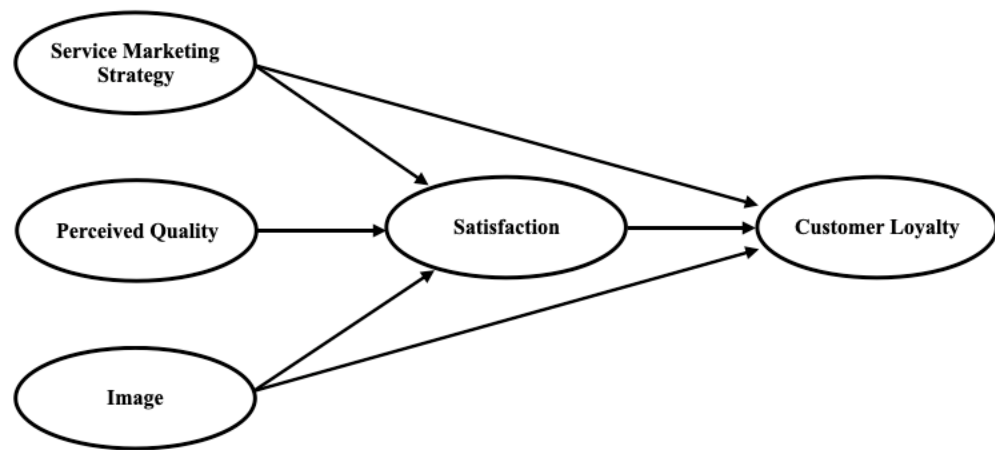


Figure 1: The Research Framework

CONCLUSION

This study aimed to develop a conceptual framework that elucidates the causal relationships among key determinants influencing customer loyalty in the spa service sector in Bangkok. Drawing from extensive documentary analysis and empirical findings from prior studies, the framework integrates crucial constructs including Service Marketing Strategy, Image, Perceived Quality, and Satisfaction—each playing a significant role in shaping Customer Loyalty. The results suggest that Service Marketing Strategy exerts a direct and substantial influence on customer loyalty, particularly when complemented by a strong brand image and high perceived service quality. Customer satisfaction emerges as a central mediating variable, reinforcing the pathways between service-related perceptions and loyalty outcomes. Furthermore, brand image was found to have both direct and indirect effects on loyalty through its impact on satisfaction, underscoring the multidimensional role of image in service consumption behavior. The conceptual framework proposed in this study provides theoretical contributions to the field of service marketing by synthesizing multi-dimensional factors into an integrated model. Practically, the findings offer strategic implications for spa service providers seeking to enhance customer retention, especially in a post-pandemic context marked by heightened consumer expectations and intensified market competition. By focusing on service excellence, personalized engagement, and image cultivation, spa businesses can strengthen customer relationships and foster sustainable loyalty.

Future research is encouraged to empirically validate the proposed framework using quantitative methods such as Structural Equation Modeling (SEM), and to examine potential moderating effects of demographic, cultural, or behavioral variables. Such expansions would further deepen the understanding of loyalty dynamics in wellness-focused service industries and inform effective managerial practices.

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