



Integration of International Standards (the GHA WellHotel and GBAC STAR Standard) and Thainess Services for Wellness Tourism: An Onion Model Approach

Wipada Kunaviktikul^a, Benjamas Suksatit^b, Chomphunut Singmanee^a, Panitsiree Pangsapa^c & Wilaipan Jaiwilai^{d*}

^a School of nursing, Panyapiwat Institute of Management, Bangkok, 11120 Thailand

^b Faculty of nursing, Chiang Mai University, Chiang Mai, 50100 Thailand

^c Health and Elderly Establishment Confederation, Bangkok, 10400 Thailand

^d Health Science Affairs, Panyapiwat Institute of Management, Bangkok, 11120 Thailand

Article info

Article history:

Received: 19 March 2024

Revised: 20 September 2024

Accepted: 25 September 2024

Keywords:

Wellness tourism, International standard, Thainess, Health promotion engagement development

Abstract

Wellness tourism has seen growing global interest, particularly in the aftermath of the COVID-19 pandemic, which heightened tourists' awareness of health, safety, and hygiene. As Thailand seeks to reposition itself as a leading wellness destination, the integration of international standards with culturally distinctive services is essential. This study explores how two internationally recognized standards—the GHA WellHotel and GBAC STAR—can be harmonized with elements of “Thainess” to develop a high-quality, hygienic, and culturally immersive experience for health-conscious travelers. Employing a mixed-methods approach, this research aimed to (1) develop a prototype hotel or wellness establishment offering sports and spa services that meet both GHA WellHotel and GBAC STAR certification criteria, and (2) integrate Thai identity into these services. Data were collected from 242 participants, including hotel executives, employees, entrepreneurs, consultants, academics, and tourists, through surveys and in-depth interviews. Findings revealed exceptionally high levels of organizational commitment among employees, particularly in terms of work effort. Customer satisfaction with the prototype hotel was also at the highest level, reflecting evolving tourist preferences that prioritize health, safety, and cultural authenticity. The prototype, developed through a synthesis of qualitative and quantitative data, is conceptualized using the “Onion Model,” comprising six interconnected layers. This model illustrates how the integration of global standards and Thai service identity can contribute to the sustainable advancement of wellness tourism in Thailand.

Introduction

Tourism is an important industry that generates revenue for Thailand. Wellness tourism focuses on relaxation and health care, and wellness tourists pay great attention to health, safety, and cleanliness standards.

Moreover, wellness tourism is important, generating some of the highest revenue for Southeast Asian economies, ranking fourth. However, due to the spread of the COVID-19 virus, the global tourism industry has

* Corresponding Author
email: wilaipanjai@pim.ac.th

been severely affected, especially in Thailand, which was particularly hard hit (Farzanegan et al., 2021). Global Wellness Institute's (2021) report "The Global Wellness Economy: Looking Beyond COVID" provides valuable insights into the wellness tourism market. The Global Wellness Institute projects that the wellness tourism market will grow rapidly, reaching \$1.1 trillion by 2025. This indicates a strong potential for countries like Thailand that offer wellness tourism services. These findings underscore the growing wellness tourism market and Thailand's potential to capitalize on this trend. By investing in wellness infrastructure, developing unique offerings, and promoting itself as a wellness destination, Thailand can attract a larger share of this lucrative market and drive economic growth in the tourism sector.

Currently, the epidemic situation is under control, and the Thai government has implemented various policies and measures to stimulate and promote tourism in the country upon re-opening. Preparations for this reopening included various aspects, especially focusing on safety in tourist service selection. Because tourists increasingly pay attention to health, safety, and cleanliness standards, wellness tourism with safety is a selling point for tourism in Thailand. Moreover, this type of tourism can also combine the unique Thai identity in terms of culture, food, history, beautiful natural attractions, and the kindness of Thai people in helping and supporting each other, creating an additional selling point for tourism. The government must be prepared to develop and strengthen the value of this existing potential. What is important going forward are the standards in the processes of cleanliness and safety and that these standards are recognized at both national and international levels. Applying these standards to benefit the wellness tourism industry will strengthen Thai tourism and support recovery effectively. A study by Zheng et al. (2021) highlighted the importance of trust and safety in post-pandemic travel decisions, especially after a global health crisis. The study suggests that to encourage travel, building trust among tourists is crucial to implementing and communicating effective safety measures and protocols.

Internationally recognized standards, such as the GBAC STAR standard or the Global Biorisk Advisory Council, are certifications that demonstrate that service providers are ready to provide care for their service recipients. The GBAC STAR standard is developed by the Global Biorisk Advisory Council (GBAC), a leading organization in biosafety and hygiene. This standard outlines the best practices for preventing and controlling

the spread of germs at service provision locations, such as hotels, spas, hospitals, and medical facilities. The GBAC STAR standard covers ten fundamental areas: 1. Biorisk Management; 2. Employee Training; 3. Environmental Hygiene; 4. Personal Hygiene; 5. Access Control; 6. Cleaning and Disinfection; 7. Cleaning and Disinfection of Equipment; 8. Waste Disposal; 9. Assessment 10. Leadership; and Management Commitment. Moreover, the GBAC STAR standard is recognized worldwide as an effective standard for preventing the spread of germs. Service providers certified to the GBAC STAR standard receive a certification mark recipient, demonstrating their commitment to their service recipients' safety and hygiene. Implementing the GBAC STAR standard in the wellness tourism industry has many benefits, including: 1. Building confidence with tourists: tourists will be confident in the safety and hygiene of service providers that have been certified to the GBAC STAR standard, which will help attract more tourists to use the service; 2. Reducing the risk of the spread of germs: the GBAC STAR standard sets the best practices for preventing the spread of germs, which helps prevent tourists from getting sick via service providers; and 3. Increasing operational efficiency: The GBAC STAR standard helps businesses operate more efficiently and reduces the risk of safety and hygiene problems.

Ludwigs & Erdtmann (2019) introduced the Happiness Analyzer model's layers representing different dimensions of well-being, with the core layer focusing on basic needs and the outer layers representing more complex aspects of happiness. The Onion Model, in their study, is a multi-layered framework that assesses various aspects of happiness, including life satisfaction, positive and negative emotions, and the fulfillment of basic psychological needs. Considering the importance of these issues, the researcher's idea was to develop a prototype standard for the management of wellness tourism to increase the potential of wellness tourism management with quality, meeting wellness tourists' needs while effectively building their confidence, in line with the needs of tourists under the new lifestyle.

The ultimate goals include hotels and health establishments becoming certified to Thai standards and international standards, being models for implementation for relevant organizations to use in their own operations, and leading to cooperation in promoting hotel and accommodation businesses that provide wellness tourism services recognized by countries around the world.

Research Objective

To develop a prototype hotel and/or an establishment providing sports and services that meet international safety and hygiene standards (the GHA WellHotel and GBAC STAR standard), incorporating Thai identity into the services, leading to the development of other hotels in Thailand.

Literature Review

The researchers reviewed the literature from various relevant sources and summarized the research topics as follows:

The impact of COVID-19 on tourism

A study of the relationship between international tourism and COVID-19 infection and COVID-19-related deaths in more than 90 countries found that countries with a large influx of foreign tourists are more likely to experience COVID-19 infections and deaths. When other economic and social determinants of the pandemic were controlled, a 1% increase in inbound and outbound tourism was associated with a 1.2% and 1.4% increase in the confirmed cases and deaths of COVID-19, respectively (Farzanegan et al., 2021). Fear and the perception of the threat posed by the pandemic affected the decision to travel. A study by an online survey of 1,208 respondents across regions in mainland China (Zheng et al., 2021) found that fear and the perception of the threat of COVID-19, both in terms of the severity of the disease and the risk of infection, led tourists to avoid travel. Although trust in the government can help reduce travel fear, it is still an obstacle to travel intentions in the post-pandemic era. Therefore, building trust among tourists related to travel after the COVID-19 pandemic to reduce fear and increase confidence in COVID-19 prevention measures remains a critical issue.

Tourism and wellness tourism

Tourism is an important industry that generates revenue for Thailand. Wellness tourism is a type of tourism that focuses on promoting health and well-being. It is a growing market, with an estimated global value of \$639 billion in 2022. Thailand is a popular destination for wellness tourism with several advantages, including its natural beauty, rich culture and history, and availability of affordable and high-quality spa treatments. There are several standards for wellness tourism, both at the national and international levels. These standards help to ensure the quality and safety of wellness tourism services. The GBAC STAR standard is a global standard for preventing and controlling infectious diseases in healthcare facilities.

The standard also applies to other settings, such as wellness tourism establishments. Incorporating Thai identity into wellness tourism can help make it more attractive to tourists. Thai identity can be incorporated into wellness tourism by using Thai herbs, traditional Thai medicine, Thai food and beverages, and Thai culture and arts. The development costs for wellness tourism can be high. Makcharoen (2008) defined the costs can include the cost of building and renovating facilities, the cost of training staff, and the cost of obtaining certification.

The type of wellness tourism implemented in this research is a hotel or resort spa. This type of wellness tourism is characterized by a focus on relaxation, rejuvenation, and overall well-being through spa treatments, fitness activities, and healthy lifestyle practices. The research specifically explores the integration of Thai traditional medicine and cultural elements into spa services, aligning with the broader concept of wellness tourism as defined by Kazakov & Oyner (2021). The researchers concluded that developing a prototype hotel and/or establishment that provides sports and spa services that meet the GHA WellHotel and GBAC STAR standards while incorporating Thai identity into the services is valuable to developing wellness tourism in Thailand.

Wellness concept

As the service industry has begun to respond to tourists' well-being and health concerns, the concept of wellness has been incorporated into hotel services worldwide. New products or services are being introduced to make guests feel they are taking care of their health and health. This has led to hotels being recognized for their commitment to the health of tourists.

Wellness hotel concept

Ardell (1977) proposed a model for creating a state of wellness for individuals, including diet, awareness, stress management, physical well-being, and sensitivity to social and environmental factors. Mueller and Kaufmann (2001) discussed six characteristics of wellness, which included:

- Physical well-being, which includes physical health, fitness, and vitality.
- Mental well-being includes stress management, self-awareness, emotional health, mental clarity, and resilience.
- Social well-being includes strong relationships, a sense of belonging, and community involvement.
- Spiritual well-being includes a sense of purpose, meaning, and connection to something greater than oneself.

- Intellectual well-being includes continuous learning, creativity, and curiosity
- Occupational well-being includes job satisfaction, work-life balance, and career development

Wellness services in hotels

Chi et al. (2020) defined that Wellness hotels offer a variety of services and amenities designed to promote wellness. These services may include:

- Spa treatments: These treatments can help to improve physical and mental well-being.
- Fitness facilities: These facilities can help guests stay active and healthy.
- Healthy food options can help guests maintain a healthy diet.
- Mindfulness activities can help guests reduce stress and improve mental clarity.
- Education and support: These programs can help guests learn about wellness and make healthy lifestyle changes.

The wellness concept is becoming increasingly important in the tourism industry. Wellness hotels offer numerous services and amenities to promote wellness and improve guests' overall experience.

A study of wellness hotels found that each establishment offers various wellness services. Scott (2017) cites an example of a hotel that has added modern equipment to attract health-conscious tourists, such as Hilton Hotels' in-room wellness service with a range of health products and supports. The MGM Grand Hotel and Casino in Las Vegas also offers 171 rules regarding healthy living. These features include blackout curtains and the option for in-shower vitamin injections, all at a minimal additional cost. Bedi and Chamoli's (2020) study focused on health hotels in a northern Indian urban area. By selecting 21 hotels from the top three popular websites in each city, the study identified various aspects that contribute to a hotel being considered 'healthy,' including physical aspects (52.38%), mental aspects (35.71%), and environmental aspects (50.79%). They found that 46.30% of these hotels possessed health characteristics. The results show that hotels have paid more attention to providing services related to physical health, with the psychological aspect still requiring further development. However, these hotels will increase their focus on health and well-being in their offerings to travelers.

For upper-upscale and luxury hotels, guests have grand expectations due to the prohibitive cost of services. To meet these expectations, these hotels provide

unique and wellness-oriented services that aim to exceed guest satisfaction. These wellness-focused services include yoga lessons, meditation sessions, and in-room spa treatments. Additionally, these hotels may have a fitness center with personal training options and a swimming pool, all designed to promote guest satisfaction through a focus on well-being.

Trust

Trust is a complex concept that has been defined in many ways. In the context of tourism, trust can be defined as the willingness of a tourist to rely on the honesty, integrity, and reliability of another person or organization.

Trust beliefs, whether in the form of management or expectations, lead to trust intentions to believe or not believe in those who are trusted and in trust-related behaviors. McKnight and Chervany (2001) noted that the concepts and definitions of trust involve 1) attitudes, beliefs, and expectations; 2) intentions; and 3) behaviors.

The forms or levels of trust can be divided into five levels (Crotts & Turner, 1999, cited in Woradeththanangkul, 2015): Level 1: Blind trust is trust that occurs even with insufficient knowledge. The trust that occurs is, therefore, irrational. Level 2: Calculative trust is trust that uses the principles of costs or benefits as guidelines for decision-making to maintain a relationship. Level 3: Verifiable trust occurs when one party can verify the actions of the other party and consider whether it is appropriate to give trust. Level 4: Earned trust is trust that arises from the experience one party has received from the other party's actions. Level 5: Reciprocal trust is both parties' trust in each other.

In tourism, trust can affect the chosen tourist destination or brand loyalty, as tourists stay regularly or for a long time, compared to tourists who stay less often or only once.

Trust is essential in tourism for several reasons. First, it can help tourists have a positive and enjoyable experience. When tourists trust the people and organizations they interact with, they are more likely to feel safe and comfortable. This can lead to increased satisfaction and repeat visits. Second, trust can help build relationships between tourists and their destinations. When tourists trust a destination, they are more likely to feel a sense of connection to it. This can lead to increased advocacy and promotion of the destination to others. Third, trust can help protect tourists from harm. When tourists trust the people and organizations they interact with, they are less likely to be taken advantage of. This

can help reduce the risk of crime, fraud, and other forms of harm.

Standards for hotel businesses

The results of the research project “Well Hotel Management Model as a Quality Health Tourism Destination” (Thungcharoenkul et al., 2021) can be used to develop other hotels in the country to be certified according to the standards of a quality Well Hotel. To be certified as a Well Hotel, hotel operators must prepare to implement all 18 components, promote services and the 6 GHA standards, prepare a self-assessment report according to the certification criteria, and prepare for the committee to visit the hotel for certification. The process of entering WellHotel certification is divided into the pre-certification preparation phase and the second phase of post-certification operation. This will lead to cooperation in promoting hotel and accommodation businesses in providing health tourism services in Thailand to meet international standards and to be trusted and accepted as a destination for tourists.

In the pre-certification preparation phase, hotel operators must prepare to implement all 18 components and promote their services and the 6 GHA standards. Global Healthcare Accreditation (2020) proposed the 18 components cover the following areas: Policy and management: The hotel has a policy and management that supports health promotion; Environment: The hotel’s environment is conducive to health promotion; Food and beverage: The hotel provides healthy food and beverage options; Activities and services: The hotel provides activities and services that promote health; Staff: The hotel staff is trained in health promotion; and Guests: The hotel provides information and support to guests to promote health.

The 6 GHA standards include Cleanliness: The hotel is clean and sanitary; Safety: The hotel is safe for guests and staff; Comfort: The hotel is comfortable for guests; Service: The hotel provides excellent service; and Value: The hotel provides excellent value for money.

In the post-certification operation phase, hotel operators must continue implementing all 18 components, promoting services, and adhering to the 6 GHA standards. They must also monitor and improve their performance regularly. The WellHotel standard is an essential tool for promoting health tourism in Thailand, helping to ensure that hotels and accommodation businesses provide high-quality health tourism services that meet tourists’ needs.

WellHotel embodies the concept of a hotel dedicated to providing health services for medical tourists. Despite how tourists participate in these activities, WellHotel focuses on preventative measures to promote individual well-being. Standard Operating Procedures (SOPs) are developed to specify work processes involving multiple departments for precise work management. Everyone adheres to these SOPs. This standard establishes a framework for implementing quality and standards across six key areas, creating a guest experience that promotes both hotel services and guest well-being. (Medical Tourism Association, n.d.). The Global Healthcare Accreditation (GHA) standard also uses 18 elements to evaluate hotels serving medical tourists. Developed by the Medical Tourism Association (MTA) of the United States, Medical Travel certification ensures the safety of medical tourists.

Furthermore, GBAC STAR standards address the COVID-19 pandemic by setting the industry’s highest cleaning and disinfection standards for hotel facilities and staff.

The Thailand Division of Alternative Medicine defines a Wellness Center as where clients learn theory and practice related to all senses (sight, taste, smell, sound, and touch) to achieve good health in body, mind, emotions, and beliefs. This includes guidance to raise awareness and receive advice or services for health promotion, disease prevention, or rehabilitation. Wellness Centers are classified into five types: 1) Tourist accommodations regulated by the Department of Provincial Administration under the Ministry of Interior (following hotel laws). 2) Restaurants are not subject to specific laws but are regulated by the Department of Health under the Ministry of Public Health (following public health laws). 3 & 4) Health massage shops and health spas are governed by the law on health establishments under the Department of Health Service Support of the Ministry of Public Health. 5) Hospitals, governed by the law on medical facilities under the Department of Health Service Support of the Ministry of Public Health.

In response to customer demand for health-related products and services, hotels are increasingly offering wellness options.

Global Biorisk Advisory Council (GBAC STAR) standard and GBAC STAR certification criteria

GBAC STAR is an international hygiene standard accredited by the International Sanitary Supply Association

(ISSA) of the United States and founded in 1923. This certification standard is awarded to facilities prepared when the facility or the service provider establishes and maintains a cleaning, disinfection, and infection prevention program to reduce the risk associated with infectious pathogens such as the new coronavirus (SARS-CoV-2). It includes rules, regulations, or guidelines for proper cleaning, disinfection techniques, and practices to prevent biohazards and infectious diseases to train cleaning professionals for preparation and response during an outbreak or infectious disease. (GBAC STAR Facility Accreditation, a division of ISSA, n.d.; SEA Consulting, 2020)

The GBAC STAR standard consists of specific performance criteria and guidelines, with a total of 20 program elements (GBAC STAR Facility Accreditation, a division of ISSA, n.d.; SEA Consulting, 2020): organizational role; facility commitment; sustainability and continuous development as the facility is developed with the GBAC STAR program; compliance and adherence to requirements; goals and objectives; control and monitoring of the facility program; risk assessment and risk reduction strategies; standard operating procedures; tools and equipment; cleaning and disinfection chemicals; inventory management and control; personal protective equipment; waste management; staff training and competency; emergency preparedness and response; infection prevention policies in the facility; health programs; audits and audit team; supplier control; and document management.

Several establishments in Thailand have received GBAC STAR accreditation as referenced by SEA Consulting (2020): These include 137 Pillars Suites & Residences Chiang Mai, 137 Pillars Suites & Residences Bangkok, Akira Thonglor Bangkok, Grand Hyatt Erawan Bangkok, Hyatt Place Bangkok Sukhumvit, Hyatt Regency Bangkok Sukhumvit, Hyatt Regency Hua Hin & The Barai, Hyatt Regency Koh Samui, Hyatt Regency Phuket Resort, Koh Yao Yai Village, Park Hyatt Bangkok, Patong Bay Hill Resort, The Okura Prestige Bangkok and Tiger Muay Thai. Many other hotels and service establishments in Thailand are certified by GBAC STAR, such as Ao Nang Princeville Villa Resort & Spa.

The GBAC STAR standard is a crucial tool for promoting hygiene in the tourism industry. It helps to ensure that facilities and service providers in the tourism industry provide high-quality hygiene services that meet the needs of tourists.

Concepts related to the prototype design

Prototype

According to the Royal Society of Thailand (2011) a prototype is “the original pattern, the first pattern, the pattern that was made first, the thing that was built as a standard, used as a template for creating other things with the same or similar characteristics.”

Design thinking process

The design thinking process is a popular tool for prototype design. It considers the user's nature and the use of appropriate technologies to solve existing problems creatively and efficiently (Isarasena Na Ayutthaya & Triratanaphan, 2017) and (Wiboonpanich, n.d).

The design thinking process consists of five phases:

1. Empathize: Understand the needs and desires of the user.
2. Define: Define the problem and the desired outcome.
3. Ideate: Generate ideas for solutions.
4. Prototype: Build a prototype to evaluate the ideas.
5. Test: Test the prototype with users and get feedback.

The importance of prototype design

Prototype design is important for several reasons. First, it allows designers to evaluate their ideas and get user feedback early in the design process. This can help ensure that the final product meets the user's needs. Second, prototype design can help reduce the cost of development. By testing ideas early, designers can avoid wasting time and resources on ideas that are not feasible or desirable. Third, prototype design can help improve the quality of the final product. By getting user feedback, designers can identify and address any potential problems with the design.

Prototype design is an essential part of the design process. By following the design thinking process, designers can create effective prototypes that meet the user's needs.

Concepts of integration

Integration is a concept based on systems theory, which states that systems comprise smaller parts that work together to achieve a common goal. Once a system has been defined, functional analysis is used to divide it into smaller parts. The purpose of this is to understand, create, and manage the integration system by bringing the smaller parts back together to create a model of aligned performance.

Integrated management concept

Wichian et al. (2018) study focused on the integrated management concept, in the context of project integration, means that there is a main host for the operation; there is a joint work plan between agencies; functional integration includes the use of resources, budget, and personnel together; and operational integration includes the joint working goals and working together. There are principles for creating a working process for mobilizing the participation of all relevant stakeholders to jointly define the strategy and the process of converting the strategy into a concrete form that can integrate work, creating a management system to implement the strategic plan by applying modern management principles, and creating a system for monitoring and evaluating the

holistic view of the situation.

Integration is a valuable tool for improving the performance of organizations or systems. By following the principles of integrated management, organizations can create a more efficient, effective, and cohesive approach to their work.

Conceptual Framework

This research utilizes a five-element logical model framework: input factors (resources), project activities, outputs, results, and impacts. It adapts the wellness hotel concept by Oscar et al. (2018) and the concept of wellness by Adams et al. (1997). The challenge: Driving medical tourism during and after the COVID-19 outbreak.

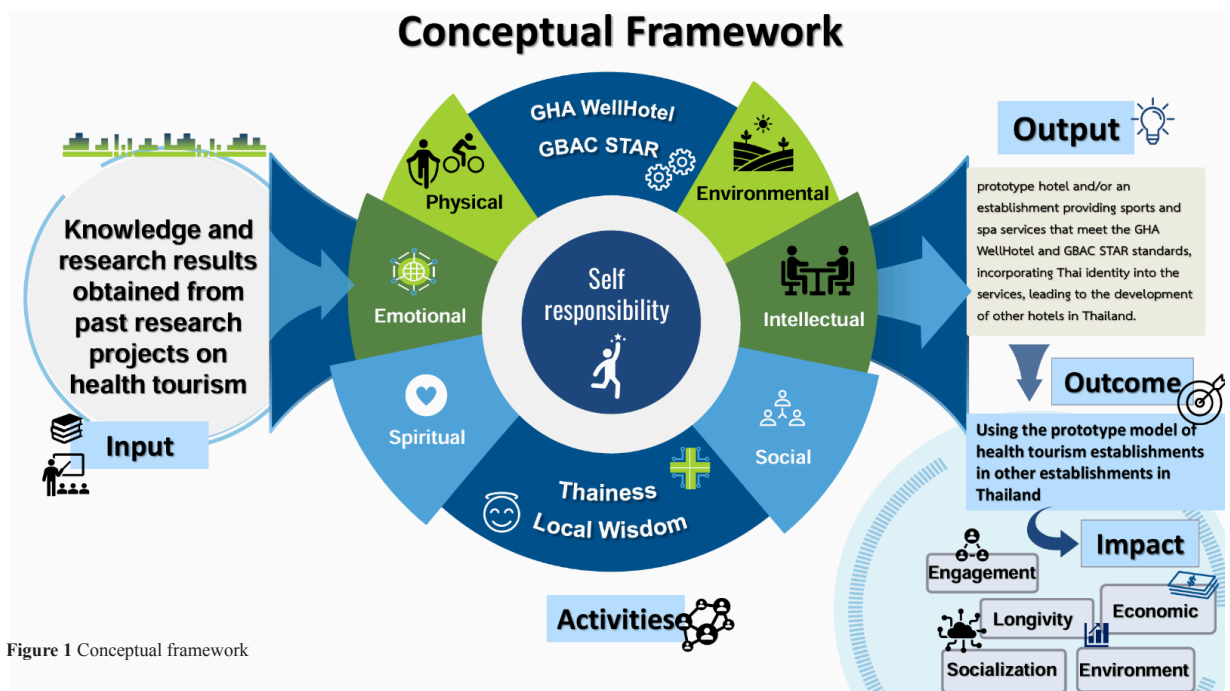


Figure 1 Conceptual framework

implementation of the strategic plan. This occurs in the form of reporting the results of the implementing unit and monitoring results in the field to be continuously aware of progress and problems and obstacles in operation.

The importance of integration

Integration is important for several reasons. First, it can help improve efficiency and effectiveness by reducing duplication of effort and resources. Second, it can help enhance communication and coordination between different organizations or departments. Third, it can help improve decision-making by providing a more

Input Factors: Tourist Background: This considers tourists' needs and responses regarding physical health, human capital, social capital, natural capital the environment, and financial resources.

Supporting Resources: Past research results and strategic plans related to sports and spa health tourism in Thailand.

Project Activities: Quality and Knowledge Development: This section focuses on enhancing health tourism's quality and knowledge base in sports and spas. Promoting Wellness Behaviors: Activities aim to raise

awareness of healthy practices encompassing physical, mental, spiritual, social, emotional, intellectual, and cognitive aspects. It adapts the Onion Model by Ludwigs & Erdtmann (2019) to integrate international standards and Thainess in wellness tourism for hygiene and germ prevention, avoiding pollution, vaccination for staff and clients, and promoting relaxation through spa and sports activities. Creating a Healthy Environment: This focuses on providing a clean and safe environment with natural elements, emphasizing good nutrition, and incorporating Thai wisdom and spa identity. It also includes strong hygiene standards and protection against environmental hazards. Promoting Certified Establishments: Activities promote health tourism establishments with international cleanliness certifications to build trust and increase the value of spa and sports services by integrating Thai wisdom and spa identity.

Outputs: Prototype Hotel/Establishment: This includes a prototype hotel or establishment focused on sports and spa services, certified by GHA WellHotel and GBAC STAR standards while integrating Thai elements in service delivery. Development costs are also evaluated to ensure adherence to health and safety standards.

New Spa Services and Packages: New spa services and benefit packages for spa and sports activities will be developed.

Results: Innovation Effectiveness: This section will assess the effectiveness of the proposed model.

Project Acceptance and Applicability: Stakeholder satisfaction, acceptance, and the applicability of the model hotel/establishment will be evaluated. This includes the potential for broader adoption by other hotels in Thailand to establish a long-term, high-quality health tourism destination.

Impacts: Targeted Environmental and Societal Changes: The project aims to create positive environmental changes, improve the quality of life for residents, and contribute to the sustainability of health tourism. This includes collaboration with stakeholders such as government agencies, the private sector, and local communities. Increased Income and Policy Implementation: Adherence to Thai and international health tourism management standards is expected to generate long-term income and contribute to new business models. Additionally, the research findings aim to influence policy and practice by promoting new plans and regulations that acknowledge the social and environmental benefits of research and innovation.

Research Methodology

The scope of this study included research conducted in hotels that follow the guidelines and standards of GHA WellHotel and/or the international standard GBAC STAR, incorporating the use of Thainess and the creation of engagement in health promotion through the development of new benefit packages for spa and sports activities. This study employed an exploratory sequential mixed methods design, as Truong et al. (2020) described. This design involves two distinct phases: 1. Qualitative data collection and analysis: In the initial phase, qualitative data were collected through in-depth interviews with hotel staff, management, and industry experts. This data was analyzed using thematic analysis to identify key themes and patterns related to integrating international standards and Thainess in wellness tourism. 2. Quantitative data collection and analysis: The insights gained from the qualitative phase informed the development of a quantitative survey instrument. This survey was then administered to a larger sample of hotel guests to assess their satisfaction and perceptions of wellness tourism services. The quantitative data was analyzed using descriptive and inferential statistics to quantify the impact of the integrated approach. This exploratory sequential design allowed for a comprehensive understanding of the research problem. The qualitative phase provided in-depth insights into the experiences and perspectives of stakeholders, while the quantitative phase allowed for the generalization of findings to a larger population. This mixed-methods approach enhanced the validity and reliability of the research findings, providing a more nuanced understanding of Thailand's complex phenomenon of wellness tourism.

1. Population and Samples

This research was conducted in hotels that have been certified to the GBAC STAR standard and/or the GHA WellHotel standard in Thailand, including Ao Nang Princeville Villa Resort & Spa, Krabi Town, Krabi; Sabai Boutique Hotel & Spa, 137 Pillar House, Chiang Mai City; and Grand Hyatt Erawan Bangkok, and Hua Hin, Prachuap Khiri Khan; A total of 242 people participated in the selection process, meeting the specified criteria to be a model hotel. These participants included executives, employees, academics, experts, consultants, and stakeholders from the public and private sectors. The breakdown is as follows: 27 executives, 45 employees, 110 researchers and academics, 35 experts or consultants, 7 representatives from government agencies, and 18

representatives from private agencies and entrepreneurs. The criteria for selecting key informants for the in-depth interviews in this mixed-methods study were as follows: expertise and experience: key informants were selected based on their expertise and experience in wellness tourism, hotel management, or public health. This ensured the interviewees had in-depth knowledge and insights relevant to the research topic. role and responsibility: participants were chosen based on their roles and responsibilities within their respective organizations. This included hotel managers, spa directors, wellness practitioners, and government officials involved in tourism or public health. The diversity of roles provided a comprehensive understanding of the challenges and opportunities in implementing international standards and incorporating Thainess into wellness tourism services. accessibility and willingness to participate: key informants were selected based on their availability and willingness to participate in the in-depth interviews. This ensured a high response rate and facilitated the collection of rich and detailed qualitative data. By adhering to these criteria, the researchers gathered diverse perspectives and insights from key stakeholders in the wellness tourism industry, contributing to the robustness and validity of the research findings.

2. Research instruments

The research instruments used in this study consisted of:

- Interview questions for debriefing the management of the GHA WellHotel and GBAC STAR prototype hotels and guidelines for upgrading hotel development to meet the GHA WellHotel and GBAC STAR standards. The interview questions were developed based on the research objectives and the literature review.
- An evaluation form for selecting hotels certified to the GHA WellHotel standard using the GHA WellHotel certification criteria. The evaluation form was developed based on the GHA WellHotel certification criteria. The form was designed to assess the hotels' compliance with the GHA WellHotel standards.
- An evaluation form for selecting hotels certified to the GBAC STAR standard using the GBAC STAR certification criteria. The evaluation form was developed based on the GBAC STAR certification criteria. The form was designed to assess the hotels' compliance with the GBAC STAR standards.

3. Ethical Considerations and Data Collection

Ethical approval was obtained from The Human Research Ethics Committee of Panyapiwat Institute

Management (approval number PIM-REC 010/2565). All participants signed an informed consent form and were given information about their rights and benefits, that participation in the study was voluntary, and that they were free to refuse, stop, or withdraw from this study at any time without being punished and losing any benefits. The information provided by participants was used only for study purposes and kept confidential.

After receiving IRB approval, data were collected in four phases as follows:

Phase 1: Planning and design

A prototype for the management of hotels and/or establishments providing sports and spa services was planned and designed in order to obtain information for the implementation of the GHA WellHotel and GBAC STAR standards by holding a joint meeting with researchers, entrepreneurs, executives, and relevant hotel personnel, using the data provided via in-depth interview and focus group. Following this selection, the project then evaluated the readiness of the chosen hotels and/or sports and spa establishments to become model facilities.

Phase 2: Implementation

The researchers implemented and conducted in-depth interviews with executives and staff from selected hotels and/or establishments providing sports and spa services during implementation. To Develop compliance guidelines for GHA WellHotel and GBAC STAR standards. Create guidelines for evaluating results and success indicators in hotel development to meet standards. Enhance hotel personnel's understanding of GHA WellHotel and GBAC STAR concepts and principles at all levels. Analyze interview data using content analysis. This involves grouping content, studying scenarios and future trends (including Health [Spa] and Wellness tourist numbers), and synthesizing this information to create a comprehensive future image. Data triangulation was used to ensure data validity. Meet with safety and hygiene standards experts to obtain additional insights and suggestions for refining the prototype hotel. The raw data containing the actual hotel names will be kept confidential and will not be shared publicly. This approach maintains the research's integrity while respecting the participating hotels' privacy and confidentiality.

Phase 3: Follow-up

After implementing and developing a draft model for integrating international standards and Thainess services in food, spa, and sports programs, the model

was proposed to the experts, entrepreneurs, and hotel executives for comments and suggestions. Then, it was revised further.

Provide ongoing support and guidance to selected hotels and/or sports and spa establishments as they work to achieve and maintain GHA WellHotel and GBAC STAR standards while incorporating Thai elements. This will include monthly evaluations to monitor management improvement and standardized service delivery progress.

Phase 4: Satisfaction survey

Data were collected from the hotel customers and employees using the prepared questionnaires.

Evaluate the effectiveness of the prototype hotel/establishment model based on GHA WellHotel and GBAC STAR standards with Thai characteristics. This will involve a 26-question satisfaction survey aligned with service quality principles (tangibles, reliability, responsiveness, empathy, and assurance). Descriptive statistics were used to analyze quantitative data. Organize meetings with researchers, safety and hygiene standards experts, and executives to gain approval for certifying the prototype hotel/establishment related to sports and spa services. Disseminate the prototype hotel/establishment model for sports and spa services, which integrates GHA WellHotel and GBAC STAR standards with Thai service elements, for potential certification.

4. Data Analysis

The data collected from the research instruments was analyzed using thematic analysis, which is a qualitative data analysis method that involves identifying, coding, and categorizing themes in the data. The quantitative data was analyzed using descriptive statistics and inferential statistics.

Results

The results section has been meticulously revised to present the findings in a cohesive paragraph format, thereby enhancing the overall flow and readability of the manuscript. In accordance with Decrop's (1999) recommendations on triangulation, multiple data sources and perspectives have been interwoven to bolster the credibility of the qualitative findings. This multifaceted approach encompasses data gleaned from in-depth interviews with hotel staff and management, comprehensive guest satisfaction surveys, and direct observations of hotel practices. Based on the 20 elements of the international standard, the researcher conducted interviews with 9 individuals involved in hotel

management and various departments across 4 different hotels. These interviews provided in-depth insights into the process of obtaining GBAC STAR international standard accreditation. A qualitative content analysis was then performed, categorizing the data using Koontz & O'Donnell (1972) management framework, which outlines 5 key management functions e.g. Planning, Organizing, Staffing, Directing, and Controlling. The in-depth interviews revealed that first, function of planning that the interviewees emphasized the critical role of planning in successfully implementing the GBAC STAR standard within their hotel operations. This includes not only meticulous planning in accordance with GBAC guidelines but also extending beyond the standard to cater to the evolving needs and preferences of their clientele. To further enhance the guest experience, the hotel has strategically prepared additional offerings, particularly for the luxury and eco-conscious traveler segments. These include healthy dining options, tree-planting initiatives, bicycle tours, and engaging activities focused on environmental conservation. Furthermore, the hotel has incorporated wellness programs and other enriching experiences to complement its commitment to sustainability and holistic well-being. Second, function of the organizing management emphasizes the crucial role of employees in driving all aspects of the hotel's operations. Hotel executives demonstrate a commitment to continuous improvement by constantly refining the operational structure. This includes adapting the physical infrastructure to meet international standards, ensuring safety and optimal experiences for all guests. The hotel actively seeks to enhance various operational standards, reflecting a dedication to providing exceptional service and exceeding expectations. Third, in terms of Staffing or human resource management, most interviewees described a selection process that includes assessing employees' existing knowledge and providing additional training to ensure a proper understanding of cleaning and disinfection procedures in line with the GBAC STAR standard. This is followed by orientation, job assignments, and ongoing training tailored to each employee's responsibilities. Department heads and staff are trained to competently perform their duties according to the standard. The hotel also conducts annual performance evaluations, rewarding employees with bonuses or salary adjustments. Despite the challenges posed by the COVID-19 pandemic, the hotel demonstrated its commitment to employee well-being by providing

non-monetary benefits such as uniforms and meal allowances, even when bonuses were not feasible. It is evident that the implementation of these practices in the prototype hotel has yielded tangible results, particularly in terms of safety. Employees feel safe and secure, which in turn enhances the safety of their colleagues, families, and guests. This sense of security enables them to fully dedicate themselves to their work and earn a livelihood, ultimately contributing to a strong sense of organizational commitment. Fourth, in part of directing, hotel executives directly communicate the hotel's vision and mission to their employees. This transparent communication is evident in the decision-making process, where executives decided to pursue international standard certifications, building upon the foundation of the SHA standard. Furthermore, the hotel fosters a sense of organizational commitment by actively involving employees in understanding the GBAC STAR standard, thereby promoting a sense of ownership and belonging. Fifth, function of controlling, hotel executives highlight the importance of maintaining rigorous quality control across all operational aspects in accordance with the GBAC STAR standard, even after achieving accreditation. This commitment involves continuous improvement and preparedness for audits, ensuring adherence to standard operating procedures (SOPs) and the proper use of cleaning agents and disinfectants. Executives, along with staff from the front office, procurement, and housekeeping departments, all confirmed the presence of robust internal quality checks within the hotel. Furthermore, the executives highlighted their commitment to upholding the legal requirements outlined in the Hotel Act. This comprehensive approach to operational control and quality assurance encompasses adherence to the Hotel Act, compliance with standard operating procedures, internal quality audits, risk management protocols, waste management strategies, and ongoing assessment of customer satisfaction. The research also identified opportunities to enhance health promotion by incorporating Thainess into spa and sports activities, such as offering Thai massage or yoga classes, or providing discounts on healthy food and beverages. This aligns with previous research by Pimthong et al. (2022) and Suavansri et al. (2022), highlighting the cultural nuances of well-being in Thailand and the importance of cultural factors in shaping well-being perceptions. Implementing such initiatives could offer significant benefits for hotels, guests, and society, including attracting a wider range of guests, improving guest health and well-being, and reducing healthcare costs.

Meanwhile, quantitative analysis demonstrates a positive correlation emerged between implementing international standards and elevated guest satisfaction. Additionally, employees at the prototype hotel displayed strong organizational commitment, particularly in their work efforts. This study explored the organizational commitment of employees across different departments within a prototype hotel. A diverse group of 41 employees participated, with a slightly higher representation of women (56.1%) compared to men (43.9%). To gain a comprehensive understanding of their commitment, the study delved into five key aspects: First, desire to remain explored the employees' inherent desire to continue their employment at the hotel, indicating a sense of belonging and job satisfaction. Second, intention to stay that beyond mere desire, this examined the employees' conscious plans and intentions to remain with the organization in the long term, suggesting a deeper level of commitment. Third, consistent attendance and enthusiasm focused on observable behaviors, measuring employees' regularity in attendance and their level of enthusiasm and motivation when coming to work. Fourth, dedication and effort assessed the employees' commitment to their roles, reflecting their willingness to go the extra mile and contribute to the hotel's success. The last key, Fifth, maintaining membership delved into the employees' sense of affiliation and identification with the hotel, demonstrating their commitment to being a part of the organization's community. These five facets of organizational commitment, the study provides valuable insights into the employees' connection to the prototype hotel and their overall job satisfaction as the result in Table 1 shows:

Table 1 Results of the organizational commitment assessment of employees working in various departments at the prototype hotel

The organizational commitment of employees across different departments	mean (\bar{x})	SD
Desire to stay in the organization	4.44	.30
Intention to stay in the organization	4.56	.27
Consistent work attendance	4.54	.25
the organization in terms of Effort and dedication to work	4.63	.28
Maintaining membership in the organization	4.61	.32
the overall organizational commitment	4.55	.21

Table shows the average organizational commitment of employees working in various departments in the prototype hotel. It was found that the overall organizational commitment was at the highest level ($\bar{x} = 4.55$, $SD = .21$). When analyzed by all 5 components of organizational commitment, it was found that employees had the highest

commitment to the organization in terms of Effort and dedication to work (\bar{x} = 4.63, SD = .28), followed by Maintaining membership in the organization (\bar{x} = 4.61, SD = .32), Intention to stay in the organization (\bar{x} = 4.56, SD = .27), Consistent work attendance (\bar{x} = 4.54, SD = .25), and Desire to stay in the organization was at a high level (\bar{x} = 4.44, SD = .30).

A satisfaction survey was conducted at a prototype hotel in December 2022, involving a diverse group of 20 Thai and foreign guests who had utilized the hotel’s services. The survey revealed that the majority of respondents were female (70%), aged between 40-60 years old (65%), with a significant portion (45%) earning a monthly income exceeding 45,000 baht. Notably, most participants (65%) were first-time visitors to the hotel, indicating a successful attraction of new clientele. The top reasons cited for choosing this particular hotel included its strong reputation, prime location, attractive package deals, and adherence to various recognized standards and certifications, highlighting the hotel’s strengths in meeting guest expectations and preferences as table 2 follows.

Table 2 The average satisfaction scores across various aspects of service at the prototype hotel

The average satisfaction scores across various aspects of service	mean (\bar{x})	SD
Tangibles	4.66	.34
Reliability	4.75	.46
Responsiveness	4.74	.42
Assurance	4.80	.41
Empathy	4.80	.52
Overall of satisfaction	4.74	.40

Table shows the survey results indicate that overall, guests expressed high levels of satisfaction with all aspects of the hotel’s services. The highest satisfaction ratings were observed in the areas of Assurance (\bar{x} = 4.80, S.D. .41) and Empathy (\bar{x} = 4.80, S.D. .52), highlighting the hotel’s ability to inspire trust and confidence while demonstrating genuine care for its guests. Following closely behind were Reliability (\bar{x} = 4.75, S.D. .46), Responsiveness (\bar{x} = 4.74, S.D. .42), and Tangibles (\bar{x} = 4.66, S.D. .34), showcasing the hotel’s consistent service quality, prompt attention to guest needs, and the impressive physical attributes of the establishment. In summary, the qualitative analysis offers nuanced insights into the opportunities and challenges of merging Thai elements with international standards in wellness tourism. Conversely, the quantitative analysis provides tangible evidence of the positive.

Case study of a prototype hotel: Ao Nang Princeville Villa Resort & Spa, Krabi Province

The case study of Ao Nang Princeville Villa Resort & Spa, Krabi Province, using the prototype model of a hotel that has been certified according to international standards combined with Thainess, found that the model in the first layer (layer 1 of the prototype model), which is the element of customer satisfaction, demonstrated that tourists who received services at Ao Nang Princeville Villa Resort & Spa were highly satisfied with the quality of service. This is also shown by empirical evidence, including the various awards that Ao Nang Princeville Villa Resort & Spa has received, which include the World Travel Awards 2023: Thailand’s Leading Green Hotel; Thailand Tourism Awards 2023: Sustainable Tourism Award; and Thailand Tourism Awards 2023: Eco-Friendly Hotel Award.

The reason the Ao Nang Princeville Resort & Spa was evaluated for customer satisfaction from tourists at a high level is due to the services that the hotel provides to tourists, the covering as Buhalis (2000) proposed all 6 aspects of tourism and services or the 6As (Layer 2 of the prototype model) including:

1. Tourism resources/attractions (Attractions): Provide tourism information, recommend important tourist attractions in the province, and suggest tourism alternatives.
2. Accessibility to tourist attractions (Accessibility): The hotel has a shuttle service and a provincial transportation system, making it convenient for tourists to access tourist attractions.
3. Additional programs (Available packages): The hotel has organized additional programs for tourists who come, both those directly provided by the hotel and those continuously provided in collaboration with community networks.
4. Tourism activities (Activities): The hotel has organized various tourism activities for tourists, such as Thai massage, yoga, cooking classes, and cycling tours.
5. Accommodation (Accommodation): The hotel offers various accommodation options to suit the needs of different tourists.
6. Attitude and behavior of service providers (Attitude): The hotel’s staff is friendly and helpful and always willing to go the extra mile to ensure that tourists have a pleasant stay.

In addition to the above, the hotel also emphasizes using Thainess in its services. This is reflected in the hotel’s design, which incorporates Thai architectural

elements, and in the hotel's staff, who are trained in Thai hospitality. The use of Thainess in the hotel's services has been well-received by tourists, as it helps to create a unique and memorable experience. The Ao Nang Princeville Villa Resort & Spa case study shows that hotels can achieve elevated levels of customer satisfaction by providing services that cover all aspects of tourism and services, including the use of Thainess. This is a valuable lesson for other hotels in Thailand looking to improve customer satisfaction and compete in the global tourism market.

The second layer of the model concerns tourism activities (Activities). The hotel has organized a variety of tourism activities for tourists to choose from, such as Thai massage, yoga, cooking classes, and cycling tours. These activities are designed to promote health and well-being in numerous ways.

(Layers 3-4 of the prototype model) The third and fourth layers of the model are about creating a holistic approach to health promotion (Health promotion). The hotel provides numerous services and amenities to promote health and well-being in all aspects of the guest's experience. The hotel's staff are trained in Thai hospitality, emphasizing the importance of creating a welcoming and relaxing environment for guests. The hotel uses safe and environmentally friendly products, in addition to providing a variety of accommodation types that can accommodate guests with different physical

needs. In sum, the Ao Nang Princeville Villa Resort & Spa provides a holistic approach to health promotion.

(Layer 5 of the prototype model) Layer 5 of the model focuses on management processes that help hotels drive and develop service activities to achieve their goals. These processes include planning, organizing, staffing, directing, and controlling (POSDC).

The Ao Nang Princeville Villa Resort & Spa has a systematic workflow and clear organizational management to ensure its operations align with international and other certified standards. The hotel also has a human resource management system that selects employees based on job requirements. Employees are given orientation and assigned tasks. They are also trained in international standards to understand their roles, responsibilities, and mindset for service. The hotel has clear Standard Operation Procedures (SOPs).

Regarding the directing process, the hotel is medium-sized, so management has close relationships with service providers. Moreover, management has a vision and skills in communication and motivation. This

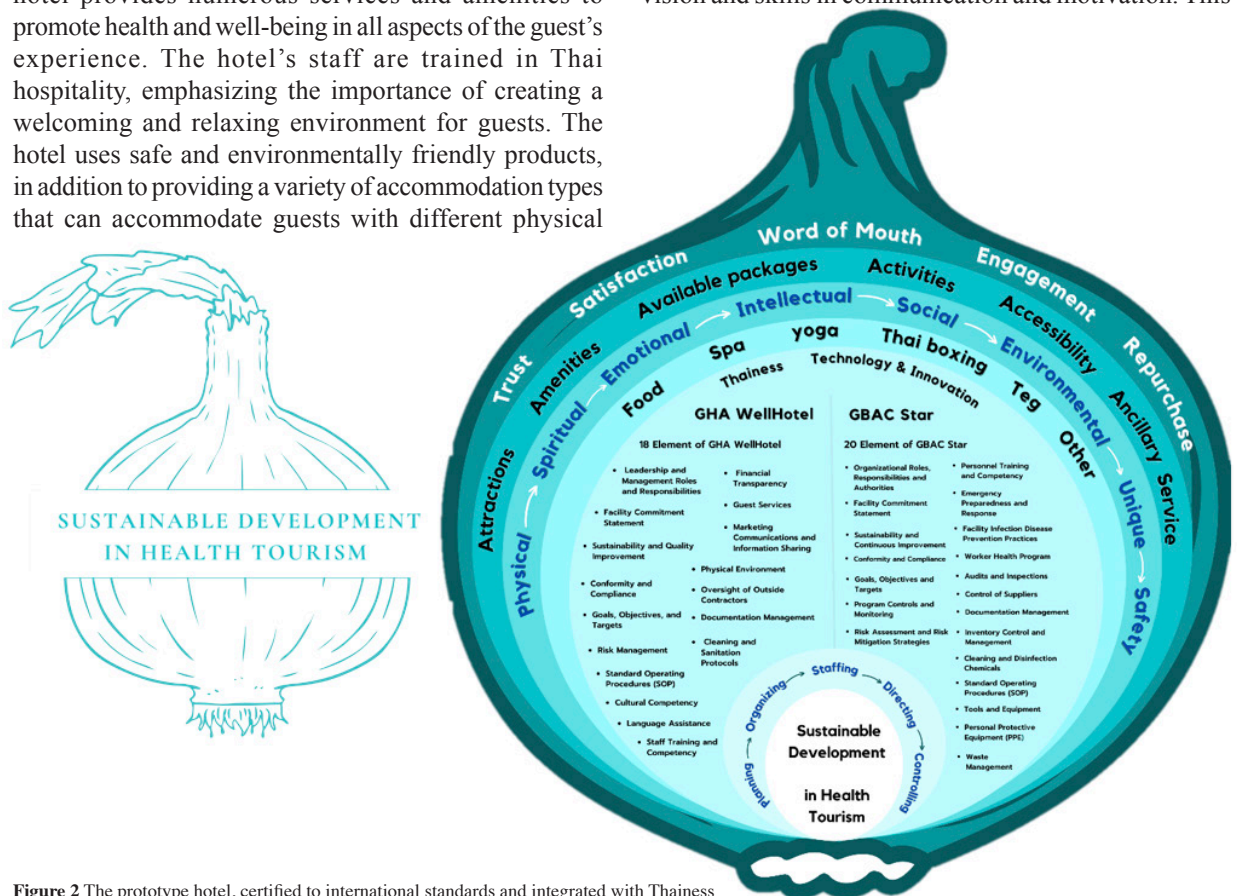


Figure 2 The prototype hotel, certified to international standards and integrated with Thainess

allows them to communicate their vision and mission directly to employees. As a result, all departments in the hotel have a shared understanding of the goals and objectives. The hotel continuously monitors and controls the quality of its operations by reviewing compliance with operating standards, conducting internal quality audits, managing risks, managing waste, and evaluating customer satisfaction. The results of these activities are used to maintain the hotel's standard of service and to develop its services to meet the changing needs of tourists. The hotel's management believes that the above-mentioned actions and continuous development will lead to sustainability in the future.

This prototype was developed from research to help other operators interested in utilizing international standards learn and apply them to the context of each specific organization. The hotel prototype hotel, certified to international standards and integrated Thainess, is a valuable tool for hotels/establishments that want to improve their service quality and meet the needs of tourists. The prototype is comprehensive and addresses all aspects of hotel operations, from quality of service to sustainability. The researchers recommend that hotels/establishments use the prototype as a guide to develop their plans and strategies. The prototype can be adapted to the specific context of each hotel/establishment, but it provides an ideal starting point for improvement.

Discussion

The researchers assessed the prototype hotel and surveyed employees' organizational commitment. They found that the overall organizational commitment of employees was at the highest level, with the highest average score in trying to work hard. Next, in order, were the aspects of maintaining organizational membership, the intention to stay in the organization, coming to work regularly, and the desire to stay in the organization. Organizational commitment is essential for the operation of an organization. If an organization has employees with high organizational commitment, the organization will achieve its goals. A detailed process of the Onion Model is a conceptual framework with six layers, each representing a crucial aspect of integrating international standards with Thai identity in wellness tourism. Layer 1: Service Quality Satisfaction: This layer focuses on ensuring guest satisfaction by meeting and exceeding expectations related to service quality, trust, engagement, word-of-mouth marketing, and repurchase intention. To achieve this, hotels must prioritize personalized service,

cultural sensitivity, and adherence to international standards like GHA WellHotel and GBAC STAR, guaranteeing safety and hygiene. Layer 2: As of Tourism: This layer encompasses the six essential components of tourism: attractions, amenities, available packages, activities, accessibility, and ancillary services. Integrating Thai identity into these components involves showcasing local attractions, offering Thai-inspired amenities and packages, incorporating cultural activities, ensuring accessibility for diverse tourists, and providing ancillary services that reflect Thai hospitality. Layer 3: Wellness Dimensions: This layer emphasizes the integration of wellness dimensions into hotel services. By incorporating Thai elements into spa treatments, fitness activities, healthy food options, and mindfulness programs, hotels can create a unique wellness experience that resonates with Thai culture and traditions. Layer 4: National and International Standards: This layer focuses on obtaining and maintaining certifications like GHA WellHotel and GBAC STAR. These certifications ensure adherence to international safety and hygiene standards and serve as a testament to the service quality, enhancing the hotel's reputation and attracting wellness tourists. Layer 5: Management Processes (POSDC): This layer emphasizes the importance of effective management processes, including planning, organizing, staffing, directing, and controlling. By implementing these processes, hotels can ensure the smooth operation of their wellness tourism initiatives, allocate resources efficiently, and maintain a high standard of service quality. Layer 6: Sustainable Development in Health Tourism: This innermost layer represents the goal of achieving sustainable development in health tourism. This involves collaboration between government agencies, private sectors, communities, and tourists to create a thriving and responsible wellness tourism industry that benefits all stakeholders. The practical implementation of the Onion Model involves a continuous cycle of assessment, planning, implementation, and evaluation. Hotels can start by assessing their current practices and identifying areas to integrate Thai identity and international standards. This can be followed by developing a strategic plan that outlines specific actions and timelines for implementation. The implementation phase involves incorporating Thai elements into various aspects of the hotel's services, such as spa treatments, cuisine, activities, and design. Regular evaluation and feedback mechanisms are crucial to ensure that the integrated approach is effective and meets the evolving needs of wellness tourists. By following this detailed

process, hotels can successfully integrate international standards with Thai identity, creating a unique and sustainable wellness tourism experience that benefits the industry and the local community.

The prototype hotel's customers, or users, were found to be satisfied at the highest level. They chose to use the service because it was certified to national and international safety standards. This is due to tourists' changing behavior and needs, who focus on safety and hygiene.

Therefore, this prototype hotel, which has been certified to international standards and combined with a Thainess approach, was developed from the results of integrating quantitative and qualitative data, as presented in the form of the 6-layer "onion model."

Layer 1, or the outer shell of the onion, reflects what tourists expect from hotels/establishments, namely quality of service. The indicators include trust in the service received, satisfaction, word of mouth, engagement, and repeat purchases. For hotels/establishments to be able to maintain or improve the indicators in Layer 1, they must consider how their services cover the elements of the prototype. The way that represents Thai identity in products and services such as develop wellness programs that integrate Thai traditional medicine with modern approaches for a holistic experience, source ingredients for spa treatments and cuisine from local farmers and suppliers, supporting the local economy and ensuring authenticity and Train staff in Thai hospitality, emphasizing warmth, respect, and personalized service. By implementing these models, hotels and establishments can create a unique and authentic wellness tourism experience that highlights the best of Thai culture and hospitality while adhering to international standards for safety and hygiene.

Layer 2 includes the elements of tourism and services across 6 aspects, or the 6as, namely: 1) tourism resources and attractions; 2) amenities; 3) available packages; 4) tourism activities; 5) accessibility to tourism; and 6) tourism ancillary services.

Layer 3 focuses on promoting well-being, including physical, emotional, mental, social, intellectual, environmental, and safety aspects. There must be a clear identity of the hotel/establishment that is conveyed to tourists, via aspects such as food, spa, yoga, Muay Thai, Tekken, or other elements which integrate Thainess, together with the use of technology to create innovative and valuable services, meet the needs of tourists, add value, and provide a variety of choices that are consistent with the specific context of the tourists.

Layer 4 represents the hotel's accreditation to international standards which are recognized in various countries. This model creates international standards for safety and hygiene and represents Thai identity in products and services, such as developing and implementing mitigation strategies to address these risks, such as enhanced cleaning protocols, staff training, and emergency response plans. Moreover, align practices with recognized international standards like the Global Biorisk Advisory Council (GBAC) STAR accreditation program and ensure compliance with local regulations and guidelines related to hygiene and safety. Then, monitor and evaluate the effectiveness of hygiene and safety protocols and provide comprehensive training to staff on hygiene protocols, infection prevention, and emergency response procedures and communicate hygiene and safety measures clearly to guests and stakeholders.

Layer 5 expresses the management principles (POSDC) for hotels/establishments to be able to drive accreditation to international standards, consisting of 1) planning to be accredited to GBAC STAR standards, 2) organizing, 3) hotel personnel management, 4) leading the organization, and 5) controlling the work and quality of hotel operations.

Layer 6, which is the innermost layer, is the core of the prototype, namely the sustainable development of health tourism. To achieve this outcome, it must be a collaboration of government and private sector agencies, communities, tourists, and all stakeholders.

Conclusion

The development of an international standard hotel prototype to increase the potential for tourism management using the "onion model" can be a prototype for the development of hotels and/or establishments that provide sports and spa services and aim to be certified to national and international standards for the management of health tourism by integrating Thainess into their services. It can also effectively build the confidence of healthy tourists, which is in line with the needs of new-style tourists who are interested in cleanliness and safety standards. It is also a model for implementation for relevant organizations to use in implementing and cooperating regarding promotion of hotels and accommodation businesses in providing health tourism services to be recognized by the international community. It is a driving force for Thailand to become a quality health tourism destination presenting a unique national identity.

Suggestions

From the implementation of this research, the results were achieved according to the objectives set. Suggestions for future research are as follows:

1. Using the prototype model of health tourism establishments in establishments with different contexts in terms of hotel size, location, and terrain, as well as among tourists with different languages and cultural backgrounds.

2. In-depth research on issues related to increasing the efficiency of using the health tourism prototype; the health tourism management process, such as sharing and exchanging, and learning through individuals who affect the various steps; and the role of government, the private sector, relevant agencies, and internal and external factors that affect the management of establishments that provide sports and spa services.

3. By systematically addressing each layer of the Onion Model, hotel entrepreneurs can create a comprehensive and integrated approach to wellness tourism that meets international standards and highlights Thailand's unique cultural heritage. This comprehensive approach can increase guest satisfaction, enhance brand reputation and promote sustainable growth in the wellness tourism sector. The onion model serves as a conceptual framework to guide developing and enhancing wellness tourism services in hotels and related establishments. It offers a structured approach to integrate international standards (GHA WellHotel and GBAC STAR) with Thai cultural elements, aiming to elevate the quality and appeal of wellness tourism offerings as follows

Layer 1: Hotel entrepreneurs can utilize the model to assess and improve service quality, aiming to enhance guest satisfaction, trust, and loyalty.

Layer 2: By aligning these components with wellness offerings and incorporating Thai elements, hotels can create a unique and attractive experience for wellness tourists.

Layer 3: The Onion Model emphasizes the integration of wellness dimensions into hotel services such as spa treatments, fitness activities, healthy food options

Layer 4: Hotel entrepreneurs can use the model as a roadmap to achieve these certifications

Layer 5: to ensure all staff members align with the hotel's wellness goals.

Acknowledgments

We are grateful to Program Management Unit Competitiveness (PMUC) for funding the research program "Propelling Wellness Tourism under International Standards and Thai Wisdom, and Health Promotion Engagement Development During and Post COVID-19 Pandemic" for fiscal year 2022. We would also like to thank the experts, hotel owners and executives, hotel personnel, and hotel customers for providing us with the data to develop this integrated model.

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