



Concept of Business Management and Development to Ensure the Success of Spa Business

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ABSTRAK

This study aims to provide a comprehensive understanding of the development and management of a tourism business, specifically in the context of spa services. The research highlights key strategies for excellence management, including the re-creation of tourism products, implementation of the EFE concept (education, flexibility, empathy), and effective marketing strategies. Additionally, the study emphasizes the importance of financial literacy among young individuals and its implications for savings behaviour and financial problems. Furthermore, the research explores the concept of spa and its significance in providing holistic relaxation services for the mind, body, and soul. The study also identifies obstacles faced by spa businesses in Jakarta and the need for full-service facilities that cater to the physical and psychological well-being of individuals. Finally, the research discusses factors driving the performance of tourism businesses, such as technology drivers, marketing strategies, innovation, and financial performance. It emphasizes the role of innovation in enhancing financial performance and competitiveness in the tourism industry, while acknowledging the potential aversion to innovation in family businesses.

INTRODUCTION

The government is making various efforts in developing tourism because tourism has contributed to increasing income and employment. Tourism is an economic activity that has a long chain, so that it creates many job opportunities for the surrounding community. The development of tourism has also increased people's income, from the sale of goods and services such as restaurants, hotels, travel agencies, tour guides, sales of souvenirs, and so on. In this era of globalization, developments in the world of business, property, fashion and culinary have also resulted in an increasing awareness of maintaining health and taking care of the body. One of the impacts is the rise of Spa businesses in big cities and also in remote areas of Indonesia. In big cities, many young professionals, especially career women, live and work, supported by an established economy, they need a place to socialize and relax apart from their busy daily routine, relax and do body care at the same time (Rodríguez et al., 2020).

Tourism sector and business have provided one of the biggest contributions toward nation's gross domestic product (GDP), namely of the most known business in tourism and hospitality, is SPA, according to the International Spa Association (ISPA), Spa is a place to provide professional services that help improve people's welfare through refreshment, refreshing body and soul. The word "Spa" comes from the Latin language and is taken from the word "Sante Par Aqua" or "Solus Per Aqua", which means healthy through water therapy. The ancient Greeks can be called the inventors of Spa, they were the first to use water to cure various diseases by soaking in warm water in the open air. The tradition of alternating hot and cold baths is one of the oldest forms of spas, which is said to have originated from the Islamic empire that built bath equipment called Hamman. Spas are geared towards treatments that include body (physical), mind, and spirit in order to achieve peace and comfort. Therefore, spas began to appear in various places, especially big cities (Navarrete & Shaw, 2021).

The Spa market is one of the fastest growing entertainment sectors, where societal tendencies and aspirations find instant reflection in developments on both the demand and supply sides. The market is highly fragmented, each segment serving different customer needs, which are constantly changing in line with social and lifestyle changes. With the rapid growth of the Spa market, where wellness is a part of the lifestyle, it makes some social class and middle-class customers prefer to visit Spa services due to demographic changes and high value living standards. The uniqueness of today's wellness Spa emphasizes the variety of services and accommodation facilities, pleasant atmosphere. That is why people are interested in enjoying spa services. By focusing on pampering, ensuring the balance between body, spirit and mental health that has been provided (Szromek, 2020).

Most people have difficulty getting an in-depth understanding of spa services. Limited knowledge of the actual concept of Spa makes people unaware of the true meaning and value of the definition of Spa. Taking care of the whole body is very important to get peace of mind and body fitness. To get

a healthy body and calm mind requires special treatment. Spa is a treatment that provides services using a combination of water therapy, aromatherapy, massage, spices, healthy food or beverage services, and physical activity with the aim of balancing the body and mind while taking into account the traditions and culture of the Indonesian people (Szromek & Polok, 2022).

The dense level of mobility of the people of the city of Jakarta, such as the dreary office atmosphere, the congested street traffic makes workers feel tired, so people forget how important it is to maintain health, maintain fitness so that the body feels relaxed and feels psychologically calm. However, there are various obstacles encountered, including: (1) Spa places which only focus on body (physical) care services, without any additional services that focus on peace of mind and soul (psychological); (2) There is no Spa concept that provides full-service (all day) services in Jakarta; (3) The lifestyle of the people of the city of Jakarta, which demands to perform maintenance in order to support the appearance and health of the body which can affect individual performance. Nowadays, the pattern of human life, especially in big cities or urban communities, is increasingly modern, fast-paced, and instantaneous. This encourages the emergence of psychological tension, especially for those who have a lot of activity. Physical fatigue and stress often become a daily menu. If this continues to be allowed to drag on, it will cause stress. Therefore, a facility is needed that is capable of providing multiple services that provide mind, soul and body relaxation services in one place.

THEORITICAL REVIEW

SPA Business Management

SPA stands for "Sanus Per Aquam," which is Latin for "health through water." It refers to a range of treatments and activities that promote health, relaxation, and well-being using water. This can include various therapies such as hydrotherapy, hot tubs, saunas, steam rooms, and other water-based treatments. The concept of SPA has evolved to include not only water-based therapies but also a wide range of wellness services such as massages, facials, body treatments, and fitness activities (Leontaridou et al., 2022). Spa management involves overseeing and coordinating the operations of a spa facility to ensure its smooth and efficient functioning. It encompasses various aspects such as leadership, employee motivation, customer service, quality management, sustainability, health and safety, marketing and sales, financial management, spa experience design, and future trends. Leadership in spa management involves guiding and directing the spa team, setting goals, and creating a positive work environment. Effective leadership is crucial for motivating employees and ensuring their satisfaction and retention. Employee motivation is an important aspect of spa management. Studies have highlighted the need for stimulating work, appreciation, involvement in decision-making, and incentives to enhance staff motivation and performance. Spa managers should provide ongoing training and development opportunities for their staff, along with fair salaries and financial rewards. Customer service is a key focus

in spa management. Providing exceptional customer experiences and satisfaction is essential for attracting and retaining clients. Spa managers need to ensure that their staff is well-trained in delivering high-quality services and creating a positive atmosphere for customers. Quality management involves maintaining high standards of service and ensuring consistency in service delivery. Spa managers should implement quality control measures, monitor customer feedback, and continuously improve the spa's offerings. Sustainability is an emerging concern in spa management. Spa managers need to adopt environmentally friendly practices, such as energy efficiency and waste reduction, to minimize the spa's impact on the environment. Health and safety are paramount in spa management. Spa managers must comply with health and safety regulations, implement proper sanitation protocols, and ensure the well-being of both staff and customers. Marketing and sales play a crucial role in spa management. Spa managers need to develop effective marketing strategies, promote the spa's services, and attract new customers. They should also focus on customer retention through loyalty programs and membership schemes. Financial management and funding are essential aspects of spa management. Spa managers need to have good financial planning skills, monitor financial performance, control costs, and optimize revenue through pricing strategies and promotions. Spa experience design involves creating a unique and memorable experience for spa customers. Spa managers should focus on innovative treatments, aesthetics, atmosphere, and integrating holistic wellness practices to cater to customer preferences and enhance their well-being. Lastly, spa managers need to stay updated on industry trends and future developments. They should be aware of emerging wellness trends, technological advancements, and changing customer preferences to adapt their spa offerings accordingly (Smith & Wallace, 2019).

Spa management plays a crucial role in the success and sustainability of spa facilities. It involves overseeing various aspects of the spa business, including operations, customer service, marketing, and financial management. Here are some reasons why spa management is important (Szromek, 2021):

1. **Efficient Operations:** Spa management ensures that all operational processes run smoothly, from scheduling appointments and managing staff to maintaining cleanliness and hygiene standards. This helps create a positive and seamless experience for spa guests.
2. **Customer Satisfaction:** Effective spa management focuses on providing exceptional customer service. This includes personalized treatments, attentive staff, and a welcoming atmosphere. Satisfied customers are more likely to become repeat clients and recommend the spa to others, contributing to the spa's success.
3. **Business Growth:** Spa management plays a vital role in driving business growth. It involves developing and implementing marketing strategies to attract new customers, retain existing ones, and increase revenue. Effective management also involves identifying market trends and adapting the spa's offerings to meet customer demands.

4. **Financial Management:** Spa management is responsible for financial planning, budgeting, and cost control. This includes monitoring expenses, optimizing revenue streams, and ensuring profitability. Effective financial management helps the spa stay financially stable and invest in growth opportunities.
5. **Staff Management:** Spa management oversees the recruitment, training, and development of spa staff. This includes hiring skilled therapists, providing ongoing training, and fostering a positive work environment. Well-trained and motivated staff contribute to the overall success of the spa.
6. **Compliance and Safety:** Spa management ensures that the spa operates in compliance with relevant regulations and safety standards. This includes maintaining proper licensing, adhering to health and safety protocols, and implementing appropriate risk management practices. Compliance and safety measures are essential for the well-being of both customers and staff.

In summary, spa management is important for efficient operations, customer satisfaction, business growth, financial stability, staff management, and compliance with regulations. It plays a crucial role in creating a positive and successful spa experience for both customers and the business itself.

Self-Management and Development

Self-management in the context of tourism refers to the ability of individuals to regulate their own behavior and adhere to social norms and expectations without the need for external intervention or enforcement. It involves taking personal responsibility for one's actions and making conscious choices to engage in appropriate and ethical behavior while traveling. Self-management in tourism can be facilitated through various means. For example, practitioners can implement measures such as using drones or encouraging tourists to report uncivilized behavior using smartphones, which promotes self-awareness and reminds deviant tourists that their behavior is unacceptable [2]. Additionally, cultivating a civilized culture through government regulations, media influence, and social media discussions can help internalize moral identity at a higher level, reducing conflicts between deviant tourists and those who intervene. Self-management in tourism is important for maintaining a positive and harmonious travel experience for all individuals involved. It allows tourists to take ownership of their behavior and make conscious choices that align with societal norms and expectations. By promoting self-management, the negative impacts of uncivilized behavior can be minimized, and a more responsible and respectful tourism culture can be fostered. Overall, self-management in tourism involves individuals taking responsibility for their actions, adhering to social norms, and making conscious choices to engage in appropriate behavior while traveling. It is a crucial aspect of promoting a positive and sustainable tourism experience for both tourists and destination communities (Li & Chen, 2021).

Self-management is important because it allows a socio-technical system, such as tourism sector of SMEs to adapt and respond to its environment. It involves the ability to build and change behavior or internal organization based

on the context. Self-management is crucial for tourism business in various ways. Firstly, it promotes continuous adaptation to changes in the business environment, which is essential for the success and sustainability of the company. Tourism sectors face significant challenges in managing their human capital, and self-management plays a key role in coordinating and regulating the working groups within the organization. Furthermore, self-management fosters cohesion within the working groups, leading to improved operational performance and adaptability. It allows businesses to effectively utilize their human capital, educate employees, and coordinate their efforts to achieve organizational objectives. In the context of lodging tourism sectors, self-management is particularly relevant as it contributes to the continuous innovation and responsiveness of the company. By integrating coordination mechanisms and ensuring continuous regulation, self-management enables businesses to fulfill their objectives while considering environmental restrictions. Overall, self-management is important for businesses as it enables them to effectively manage their human capital, adapt to changes, and achieve their organizational goals. It plays a crucial role in promoting innovation, responsiveness, and sustainability in the competitive market (Núñez-Ríos et al., 2020).

Meanwhile, Self-development in tourism refers to the continuous improvement and growth of individuals working in the tourism industry. It involves acquiring new knowledge, skills, and competencies, as well as developing personal qualities and attitudes that contribute to professional success and personal fulfillment in the field of tourism. Self-development in tourism is essential for individuals to stay updated with the latest trends, technologies, and best practices in the industry. It allows tourism professionals to enhance their expertise, provide better services to tourists, and contribute to the overall development of the tourism sector. Self-development in tourism is crucial for individuals to thrive in a dynamic and competitive industry. It not only benefits the individual's career growth but also contributes to the overall success and sustainability of the tourism sector. Self-development in tourism can be achieved through various means, including (Khashimov, 2022):

1. **Continuous Learning:** Engaging in lifelong learning through formal education, training programs, workshops, seminars, and conferences. This helps individuals acquire new knowledge and skills relevant to their roles in the tourism industry.
2. **Professional Networking:** Building and maintaining relationships with other professionals in the tourism industry. Networking provides opportunities for knowledge sharing, collaboration, and staying informed about industry developments.
3. **Personal Growth:** Developing personal qualities and attitudes such as adaptability, resilience, creativity, and cultural sensitivity. These qualities enable tourism professionals to effectively navigate challenges, provide excellent customer service, and create memorable experiences for tourists.

4. Leadership Development: Enhancing leadership skills and abilities to effectively manage teams, inspire others, and drive positive change in the tourism industry.
5. Self-Reflection: Engaging in self-reflection and self-assessment to identify strengths, weaknesses, and areas for improvement. This allows individuals to set goals, create action plans, and monitor their progress in their professional development journey.

Self-development is important because it allows individuals to continuously grow, develop, and learn throughout their lives. It is a process of self-actualization and personal growth that leads to a deeper understanding of oneself and the world around them. Self-development helps individuals discover their true potential, enhance their skills and abilities, and improve their overall well-being. Research has shown that tourism can facilitate self-change, self-transformation, identity formation, and cathartic experiences. Spiritual tourism, in particular, is often pursued as a means of self-actualization and self-development. By engaging in spiritual tours, individuals seek personal growth, spiritual growth, and transformative experiences. Tour guides play a crucial role in facilitating self-development on spiritual tours. They act as experience brokers, co-creating tourism experiences by facilitating physical access, understanding, encounters, and empathy. Guides have the ability to draw attention to client behaviors as opportunities for growth and self-development. They can provide feedback, mentorship, and support to encourage tourists' receptivity to formative feedback. Guides also facilitate group reflection and discussion, creating a space for tourists to connect with themselves and others on a deeper level. Furthermore, tour guides can foster self-development by providing opportunities for contemplation of power imbalances and privilege, enabling tourists to develop a more comprehensive and empathetic understanding of the societies they visit. By incorporating visits to impoverished local neighborhoods, guides can offer opportunities for empathetic education and a more rounded experience. In summary, self-development is important because it allows individuals to continuously grow, learn, and discover their true potential. Spiritual tourism provides a unique context for self-development, and tour guides play a crucial role in facilitating this process by creating favorable circumstances, offering mentorship and support, and providing opportunities for reflection and contemplation (Parsons et al., 2019).

Spa has the potential and significant contribution toward the tourism sector. According to research, the spa industry globally reached a value of US\$99 billion in 2015, with over 121,595 spas operating worldwide. In Indonesia, the spa industry generated US\$0.92 billion in revenue in 2015, ranking 17th in the Top 20 Spa Markets. The growth of Indonesia's halal tourism, which includes halal spa services, is the most significant in the world, and investment in five-star hotel accommodations presents an opportunity to cater to Muslim tourists' needs. Moreover, spas are one of the private facilities and services that foreign tourists seek when traveling, making them an important aspect of the tourism experience (Faidah et al., 2021).

Management plays a crucial role in the success of spa establishments. Effective management ensures the smooth operation of the spa, enhances customer satisfaction, and drives business growth. Effective management in spas involves various aspects, including, (1) Strategic Planning: Managers need to develop a clear vision and set strategic goals for the spa. This includes identifying target markets, defining the spa's unique selling proposition, and formulating strategies to attract and retain customers; (2) Operational Efficiency: Efficient management ensures smooth day-to-day operations, including scheduling appointments, managing staff, and maintaining a clean and welcoming environment. This helps in providing a seamless and enjoyable experience for customers; (3) Customer Service: Managers play a crucial role in ensuring excellent customer service. They need to train and motivate staff to deliver exceptional service, handle customer complaints effectively, and continuously monitor customer satisfaction levels; (4) Financial Management: Effective financial management is essential for the success of a spa. Managers need to monitor and control costs, optimize revenue streams, and develop pricing strategies that balance profitability with customer value; (5) Marketing and Promotion: Managers need to develop effective marketing strategies to attract new customers and retain existing ones. This includes utilizing various marketing channels, such as social media, online advertising, and partnerships with other businesses; (6) Continuous Improvement: Successful spa managers are committed to continuous improvement. They stay updated with industry trends, invest in staff training and development, and regularly evaluate and enhance the spa's offerings to meet changing customer needs. Effective management is a key factor in the success of spa establishments. It encompasses strategic planning, operational efficiency, customer service, financial management, marketing, and continuous improvement (Szromek & Naramski, 2019).

METODOLOGI

This paper is qualitative research, in the form of literature review and conceptual paper. This paper uses empirical research as main sources of data to form opinion and conclusion, upon its process, this paper uses deductive reasoning to achieve its purposes, this paper are expected to serves its purposes and function as business plan reference for the development of spa business and further, contribute toward tourism sectors.

RESULT AND DISCUSSION

The Importance of Business Management in Term of Spa Business

Spa businesses, like any other, want to make money and grow, but management plays a big role in this process. This paper explains how tourist management plans, organizes, and controls tourism activities to ensure the smooth operation and success of tourism businesses. First, tourist management boosts profits and competitiveness. Tourism managers can identify target audiences, produce appealing products, and run successful promotional efforts to attract tourists and generate money by using strategic planning and

marketing. Tourism management optimizes resource use. Tourism companies can maximize profits by managing human capital, infrastructure, and natural attractions. Staff management, facility maintenance, and environmental sustainability are included. Tourism management boosts client satisfaction. Businesses can gain client loyalty by offering exceptional customer service, meeting consumer needs, and constantly enhancing tourism products and services. Tourism management also develops destinations and communities. Tourism managers may assure sustainability, social responsibility, and economic benefit by working with local stakeholders. Including local communities in decision-making, fostering cultural heritage, and supporting local enterprises (Mtapuri & Giampiccoli, 2020).

Developing a tourism business through excellence management involves several key strategies. (1) it is important to focus on the re-creation of tourism products and the modification of segments and directions of marketing. This can be achieved by critically reconsidering tourism's growth trajectory and questioning the assumption that more arrivals always imply greater benefits; (2) implementing the concept of EFE (education, flexibility, empathy) can be beneficial. Education involves continuously updating knowledge and skills to adapt to changing circumstances. Flexibility allows for quick adjustments and responsiveness to customer needs. Empathy involves understanding and addressing the concerns and preferences of customers. Marketing also plays a crucial role in the development of a tourism business. Effective marketing strategies should be employed to attract and retain customers. This includes segmentation, targeting specific customer groups, and tailoring marketing efforts to their needs and preferences (Lubowiecki-Vikuk & Sousa, 2021).

The continuation of one's business is also a sustainable thing that require a good strategy, which in term of tourism business such as spa, value of the wellness tourist offer has a significant impact on visitor satisfaction and loyalty. Therefore, spa managers should focus on optimizing the tourist offer by continuously improving the quality and value of their services and facilities. This can be achieved through regular updates and enhancements to the spa treatments, amenities, and overall guest experience. By providing a high-value wellness experience, spa managers can increase customer satisfaction and loyalty, ultimately leading to repeat visits and positive word-of-mouth recommendations (Lakićević et al., 2021).

In term of managing a spa business, there are several strategies that can impact its performance and its future success, which is (Al-Hashimi & Aldhari, 2019):

1. Targeting specific age segments and creating special packages: It is important for spa businesses to target specific age segments, such as school and university students, by creating special packages tailored to their needs.
2. Emphasizing seasonal promotions: Recognizing the importance of seasons like Eids, spa businesses can increase their inputs to accommodate the needs of customers during these periods.

3. Offering complementary services: Providing complementary services like Wi-Fi, snacks, and beverages can enhance the overall spa experience and attract more customers.
4. Utilizing social media marketing: Designing marketing campaigns with a special focus on Instagram, a popular social media channel, can help reach and engage potential customers.
5. Encouraging word-of-mouth recommendations: Since family and friends' recommendations play a significant role in spa service consumption, businesses should focus on accelerating positive word-of-mouth through special offers and incentives.
6. Considering price consciousness: Price is an important criterion for consumers, especially for hair and fitness services. Spa businesses should design their service menus and prices with price-conscious consumers in mind.
7. Increasing capacity during peak seasons: During high-demand periods like Eids, increasing the working hours and capacity of the spa can help capture more customers.
8. Conducting qualitative observation studies: Future researchers are recommended to explore influencing factors within each consumer group through qualitative observation studies to gain insights into actual behavioral perspectives.

Running a business require knowledge, due to the fact that knowledge makes managers or business owner to have capability to identify the factors that may have affect business performance, namely in tourism business, according to empirical research, The factors driving the performance of tourism businesses include technology drivers, marketing strategies, innovation, and financial performance. (1) Technology drivers, such as storytelling as a marketing strategy, online promotions, and social network services, play a crucial role in attracting tourists; (2) Marketing approaches that focus on communication messages to modify and direct ecological behavior within accommodation facilities can also contribute to performance; (3) Innovation is another important factor, as it can enhance financial performance and competitiveness in the tourism industry. However, tourism businesses tend to be less innovative than any other businesses. Financial performance is a key objective for tourism firms, and innovation is a fundamental element that contributes to it. It is worth noting that family businesses may be more averse to innovation and external collaborations, preferring to maintain control within the company (Arcese et al., 2021).

The Development in the Context of Spa Business

Development in tourism aims to create a sustainable and competitive tourism sector that contributes to the overall economic development of a region or country. It involves strategic planning, investment, and implementation of policies and initiatives to attract tourists, generate revenue, create employment opportunities, and improve the quality of life for local communities. The concept of development in tourism also encompasses the preservation and conservation of natural and cultural resources, as well as the promotion of

responsible and ethical tourism practices. It emphasizes the importance of balancing economic growth with environmental protection and social well-being, ensuring that tourism development is sustainable in the long term. Development in tourism involves continuous improvement, innovation, and capacity building to enhance the overall tourism experience, increase visitor satisfaction, and maximize the positive impacts of tourism on the destination and its stakeholders (Nursiani et al., 2023).

Spa as form of business, will need its inputs overtime, which in this case, the development of spa will involve few aspects, which include (1) Human resources development; (2) Financial ability enhancement; (3) Material, product, and services; (4) overall management; and (5) Information and distribution channels. It is also important for this development aspect to follow guidelines such as management methods, and problem-solving approaches. In terms of marketing strategies spa establishments should focus on differentiation, customer behavior analysis, competitor analysis, and factors such as location, store design, environment, safety, and employee skills. This highlights the importance of human resources, financial resources, service excellence, and many other factor as key elements for the success of spa business development (Ayamuang et al., 2021)

. Development is important in the spa business. The development of entrepreneurs and health spa service providers is crucial for the success and enhancement of the quality and standards of health spas. The study emphasizes the need for career development planning at both the national and provincial levels, with collaboration between the Krabi Spa and Wellness Business organization, stakeholders, and government agencies. This development includes aspects such as training institutes for service providers, investment promotion, and marketing promotion. Additionally, guidelines for the professional development of entrepreneurs and service providers in the spa industry have been proposed, focusing on areas such as investment planning, spa standards, marketing, training, and adapting to changes (Kumsri et al., 2022).

Spa development also have some strategy to ensure the success of that spa business, these strategies are including (Velayuthan et al., 2019):

1. Market Research: Conduct thorough market research to identify the target market, customer preferences, and trends in the spa industry.
2. Infrastructure and Facilities: Invest in creating state-of-the-art infrastructure and facilities that provide a comfortable and relaxing environment for spa visitors.
3. Service Offerings: Develop a diverse range of services and treatments that cater to different customer needs and preferences.
4. Staff Training and Development: Invest in training and development programs for spa staff to ensure they have the necessary skills and knowledge to deliver high-quality services.
5. Marketing and Promotion: Implement a robust marketing and promotion strategy to create awareness and attract customers.

6. Partnerships and Collaborations: Establish partnerships and collaborations with other wellness-related businesses, such as fitness centers, yoga studios, nutritionists, and beauty salons.
7. Quality Assurance: Implement quality assurance measures to ensure consistent service delivery and customer satisfaction.
8. Sustainability Practices: Incorporate sustainable practices into spa operations, such as using eco-friendly products, minimizing water and energy consumption, and promoting local and organic ingredients.

Another technique outlined in empirical research shows that to design a successful spa marketing strategy, it's vital to consider the characteristics that attract visitors to visit spas and wellness facilities. These include health and beauty, getaway, relaxation, and self-development. Spa marketing might emphasize relaxation and relief. By emphasizing the spa's tranquility and relaxing treatments, you can achieve this. The spa can attract tourists who want to unwind and rest by emphasizing relaxation and alleviation. Health and beauty matter too. Spagoers want to improve their health and looks. The spa can sell its health and beauty benefits. Promote natural and organic products and give tailored treatments for certain health and cosmetic issues. Tourists also attend spas to escape. Spas are a popular method to unwind. The spa might sell itself as a place to escape and recharge. Promote the spa's tranquility and offer packages and bargains to encourage longer visits and relaxation. Finally, self-improvement draws spa visitors. Many spagoers desire self-improvement. The spa can sell its health and self-care programs and classes as self-development. The spa can attract tourists who want to better their health and learn new skills by marketing itself as a destination for self-improvement (Hashim et al., 2021).

Spas provide a big economic impact. Spas give value and boost tourism. 21 localities and 28 firms are licensed to operate natural health spas and spas medical facilities, according to empirical evidence. Due to the abundance of natural healing resources, spa enterprises are vital to the country's economic success. Spas also fall within the health and social aid category, emphasizing their healthcare significance. This highlights their economic contribution. spas create value, provide healthcare, and boost tourism, contributing to the economy (Cabinova et al., 2021). Spa company growth boosts the economy. Spas sell wellness and relaxation services and related items. They also produce sector jobs. Spas boost multiple sectors of the economy. Construction and trade gain from spa development and sales. The banking and insurance sectors finance spa growth, and the culinary industry serves spa guests. Spas attract tourists, which indirectly boosts the economy. This boost spending on lodging, transportation, food, and other services, benefiting many economic sectors. In conclusion, the spa business boosts the economy by generating income, creating jobs, stimulating sectors, and attracting tourists. Beyond providing services, it affects a region or country's economic development (Kyrylov et al., 2022).

Spa businesses need management and development. The spa's success depends on effective management and development. Spa management includes personnel resources, financial management, overall management, and marketing. It coordinates and regulates organizational working groups,

improving operational effectiveness and adaptability. To satisfy customers, effective management comprises excellent customer service, individualized treatments, and a friendly atmosphere. Spa management also plans, budgets, and controls expenses and revenue. However, spa business development requires innovation, improvement, and capacity building. It comprises developing human resources, financial ability, and materials, products, and services. Spa business development includes differentiation, customer behavior study, competitor analysis, location, store design, atmosphere, safety, and personnel capabilities. Spas may improve their services, attract more consumers, and stay competitive by investing in development. Management and development are crucial to spa business success. Development emphasizes constant improvement, innovation, and market competitiveness, while management assures the spa's smooth operation, profitability, and client happiness. Spas can succeed and improve their services by employing good management and investing in development.

CONCLUSION AND RECOMMENDATION

After performing this research, the result indicate effective management and development are vital for the success of a spa business. Management ensures the smooth operation, profitability, and customer satisfaction of the spa, while development focuses on continuous improvement, innovation, and staying competitive in the market. By implementing strong management practices and investing in development, spa businesses can achieve long-term success, enhance the overall quality of their services, and contribute to the growth of the tourism sector. Additionally, strategic planning, operational efficiency, customer service, financial management, and marketing are key aspects of effective spa management. The development of spa businesses involves factors such as human resources development, financial ability enhancement, material/product/services, overall management, and marketing strategies. By prioritizing management and development, spa businesses can create a sustainable and competitive environment, attract more customers, and contribute to the economic growth of the industry.

Based on this paper, here are some suggestions for spa businesses to enhance their management and development strategies:

1. Implement technology drivers: Utilize technology-driven marketing strategies such as online promotions, social network services, and storytelling to attract tourists.
2. Focus on innovation: Embrace innovation to enhance financial performance and competitiveness in the spa industry.
3. Enhance customer value: Continuously improve the quality and value of your services and facilities to optimize visitor satisfaction and loyalty.
4. Target specific customer segments: Create special packages and promotions tailored to specific age segments or seasonal demands.
5. Utilize social media marketing: Design marketing campaigns with a focus on popular social media channels like Instagram to reach and engage potential customers.

6. Invest in staff training and development: Provide comprehensive training programs for spa staff to ensure they have the necessary skills and knowledge to deliver high-quality services.
7. Conduct market research: Regularly conduct market research to identify target markets, customer preferences, and industry trends.
8. Emphasize word-of-mouth recommendations: Encourage positive word-of-mouth recommendations by providing exceptional customer experiences and offering incentives for referrals. Satisfied customers can become brand ambassadors and help attract new customers.

ADVANCED RESEARCH

Limitations of the current research include the lack of empirical data specific to the spa industry and the limited scope of the sources used. Future research should aim to address these limitations and provide more industry-specific insights. Additionally, the current research does not delve into the cultural and regional factors that may influence spa business success. Future studies could explore the impact of cultural preferences, local traditions, and regional market dynamics on spa management and development strategies. Furthermore, the current research does not extensively discuss the role of sustainability and environmental practices in spa business success. Future studies could investigate the integration of sustainable practices, such as eco-friendly products, energy-efficient operations, and waste management, into spa management and development strategies. To improve future research, it is recommended to conduct empirical studies that involve data collection from spa businesses, customers, and industry experts. This could include surveys, interviews, and observations to gather comprehensive and firsthand insights into the management and development practices that contribute to spa business success. Additionally, incorporating a comparative analysis of different spa businesses across various regions and cultures would provide a more comprehensive understanding of the factors influencing success in the industry.

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