

# TANACHIRA

## Quality Management and Control

Tanachira Retail Corporation Public Company Limited (“the Company”) places great importance on quality management and control across all aspects of its business operations. This is to ensure the delivery of the highest quality products and services, meet customer expectations, and uphold the standards of the international brands under its care. The Company adheres to the principle of “quality” as a fundamental foundation for sustainability—across products, services, personnel, and customer experience.

At the organizational level, the Company has established a systematic and continuous approach to quality management, focusing on three main dimensions:

1. Product Quality Control – through the selection of brands and products that meet international standards, along with processes for evaluating quality, safety, reliability, and the sustainability of raw materials.
2. Enhancing Customer Experience – by designing services that align with the lifestyle and expectations of present-day consumers.
3. Personnel Development – by fostering a quality-focused work culture and creating an environment where employees are encouraged to participate in continuous improvement and innovation.

Based on this concept, quality management is designed to be flexible and adaptable to the context of each business group. This ensures that each brand can efficiently deliver products and services that meet a consistent standard of quality. To achieve this, the Company has established clear and specific guidelines as follows:

### Service Quality Control for HARNN Wellness and Hospitality

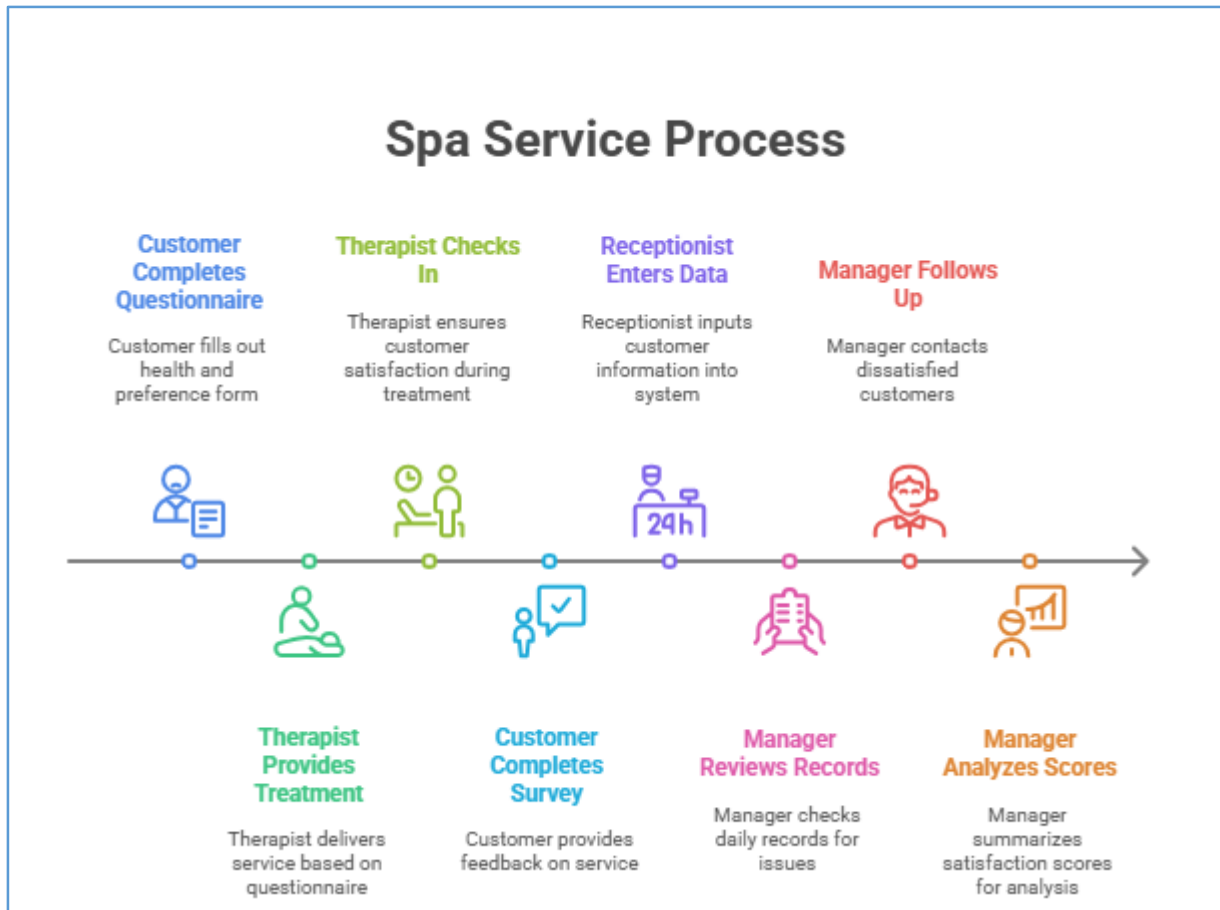
Providing health and beauty services to customers is not only about meeting their needs but also about creating a positive and memorable experience. To ensure that our products and services meet the expected quality standards, we are committed to maintaining, developing, and continuously improving our service in every aspect—whether it be the products used, the cleanliness of the premises and equipment, the techniques used in treatments, or the attentiveness of our staff. We also conduct customer satisfaction surveys after each service session using in-store evaluation forms. The feedback is then recorded and analyzed to develop and implement improvement plans.

### Operating Procedure

1. The customer completes a Health Questionnaire and specifies any personal preferences, such as areas to avoid and preferred massage pressure.
2. The therapist provides the treatment according to the information provided in the questionnaire.
3. The therapist observes and checks in with the customer during the treatment to ensure satisfaction.

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4. After the treatment, the customer completes a service satisfaction survey.
5. The receptionist enters the customer's information into the system.
6. The spa manager reviews the daily records. If any customer is found to be dissatisfied with the service or has submitted a complaint, the manager will follow up with the customer the next day for further inquiry.
7. At the end of each month, the spa manager summarizes the customer satisfaction scores to analyze the results and develop improvement plans to enhance service quality.



## Customer Satisfaction Evaluation Topics for Maintaining Service Quality

### 1. Arrival Journey – Reception

- 1.1 Warm Welcome: Received a friendly and warm welcome from the staff.
- 1.2 Informative Consultation: Received accurate, appropriate, and personalized consultation based on individual needs.

### 2. Treatment Journey – During the Service

- 2.1 Therapist Techniques: The therapist demonstrated knowledge and expertise in performing the treatment.
- 2.2 Care & Attention: Received attentive care in every detail.
- 2.3 Product Quality: The products used were of high quality and effective.

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## 3. Departure Journey – After the Service

3.1 Result/Outcome as Expected: The results were satisfying and met expectations.

3.2 Value for Money: The service received was worth the amount paid.

## 4 Facility – Spa Amenities

4.1 Facility & Hygiene: Equipment is in good condition, clean, and hygienic.

4.2 Ambience & Design: The atmosphere and interior design create a relaxing environment.

## 5. Overall Experience

### Scoring Criteria

There are 4 levels of scoring, from 1 to 4:

- ☐ 1 = Disagree / Dissatisfied
- ☐ 2 = Neutral
- ☐ 3 = Agree / Satisfied
- ☐ 4 = Strongly Agree / Very Satisfied

### Data Recording

The scores from the customer satisfaction surveys are recorded in an Excel file at the end of each business day. This ensures that the data is up to date, allowing for quick issue resolution and helping to promptly address customer complaints or dissatisfaction.

### Data Processing and Analysis

The customer satisfaction data recorded in the Excel file is calculated into monthly average scores for each evaluation category, separated by branch. This provides an overview of service quality and serves as a basis for analysis and the development of improvement plans.

### Monitoring and Evaluation

The company monitors performance by conducting customer satisfaction surveys through online questionnaires or in-store surveys. Afterwards, regular monthly meetings are held with relevant parties to evaluate performance and develop strategies for improving work processes and services based on the collected data. This also includes designing methods to handle various potential situations that may arise.

### Goals and Performance Measurement

The KPI (Key Performance Indicators) for evaluating service performance based on customer satisfaction are:

- An average score of no less than 3.80 in each evaluation category
- Reduce customer service complaints to zero

## Customer Satisfaction Evaluation Results in 2024

### 1. Arrival Journey

3.88

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1.1 Warm Welcome	3.89
1.2 Informative Consultation	3.87
<b>2.Treatment Journey</b>	<b>3.86</b>
2.1 Therapist techniques	3.85
2.2 Care & Attention	3.88
2.3 Product Quality	3.86
<b>3. Departure Journey</b>	<b>3.79</b>
3.1 Result/Outcome as expected	3.80
3.2 Value of Money	3.79
<b>4. Facility</b>	<b>3.84</b>
4.1 Facility & Hygiene	3.83
4.2 Ambience & Design	3.84
<b>5. Overall Experience</b>	<b>3.84</b>

Based on the scores from 2024, it was found that the evaluation item that received a score below the set benchmark was “Receiving service that is worth the money spent.” As a result, further investigation was conducted using the additional comments section in the questionnaire. The key issues that customers felt indicated a lack of value for money can be summarized as follows:

Topics	Action Plan for Improvement
1. The quality of towels and bathrobes	<ol style="list-style-type: none"> <li>Inspect the condition of towels and bathrobes at all branches to separate those that do not meet service standards.</li> <li>Procure new towels and bathrobes to replace the old ones.</li> <li>Conduct monthly quality checks with the cleaning service providers responsible.</li> <li>Establish standard operating procedures for branch staff: if any towels or bathrobes are found to be below standard, they must be removed from use immediately.</li> </ol>
2. The service duration was shortened due to the customer arriving later than the scheduled appointment time	<ol style="list-style-type: none"> <li>Establish standard procedures for scheduling customer appointments to ensure that customers receive services at the designated time, with the following guidelines: <ul style="list-style-type: none"> <li>Reception staff must inform customers at the time of booking that they should arrive at least 15 – 20 minutes early to allow time for preparation before the service.</li> </ul> </li> </ol>

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	<ul style="list-style-type: none"><li>- Adjust the appointment schedule to allow at least 30 minutes between each customer's service session.</li><li>2. Enhance communication of service policies through the website, program materials, phone calls, or emails to ensure that customers are fully informed of the service terms and conditions before their appointment.</li><li>3. Provide training for receptionists and therapists on essential skills to effectively handle customer complaints and concerns.</li></ul>
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## Service Improvement and Development Plan


To sustainably enhance the quality of service standards, the following action plan has been established:

1. Conduct quarterly Brand Standard Audits by the Spa Equity & Training team every year to ensure that all spa branches operate in accordance with the brand's quality standards.
2. Regularly inspect and maintain equipment and tools to ensure they are in good condition and safe for use at all times.
3. Provide continuous staff training programs, covering treatment techniques, customer service, and knowledge enhancement in health and wellness.
4. Regularly share updates on key trends and developments relevant to the business, such as consumer behavior and wellness trends, to ensure the ability to effectively respond to changing customer needs.

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## References

### Spa Consultation Form



SPA CONSULTATION CARD 水疗咨询卡

General Information 一般信息

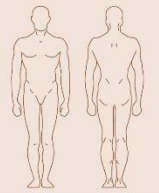
First Name 姓名 ..... Last Name 姓 .....  
Room No 按摩室 ..... Telephone No 电话号码 .....  
Date of Birth 出生日期 ..... J ..... J ..... E-mail 电子邮件 .....

Health 健康

Please indicate if any of the following conditions apply to you. 请指出以下任何情况是否适用于您。  
☐ Asthma 哮喘 ☐ Menstruation 月经 ☐ Skin Rash/Eczema 皮疹/湿疹 ☐ Allergies 过敏  
☐ High/Low Blood Pressure 高血压/低血压 ☐ Pregnant 怀孕 ☐ Diabetes 糖尿病  
☐ Injury/Surgery 损伤/手术 ☐ Heart Condition 心脏病 ☐ Back Problem 背部问题  
☐ Others 其他 .....

Body Treatment 身体按摩

Circle the body parts that you would like to focus (a). 请圈出您想关注的身体部位 (a).  
and cross out those you would like to avoid (x).  
划掉您想避免的身体部位 (x).



What is your massage pressure preference? 您喜欢按摩的力度?  
☐ Light 轻柔 ☐ Medium 中等 ☐ Firm 按摩

Facial Treatment 面部护理

What is your skin type? 您的肤质是?  
☐ Dry 干性  
☐ Normal 中性  
☐ Combination 混合性  
☐ Oily 油性  
☐ Sensitive skin 敏感性

Please specify area you would like to avoid? 请说明您想避免的部位。  
.....  
.....  
.....

Treatment Detail

Therapist ..... Room .....  
Receptionist ..... Treatment/Package .....  
Essential Oil .....

I confirm that the information I have provided are accurate and I have not omitted any relevant information related to my spa treatment. 我确认我提供的信息是准确的,并且我没有遗漏任何相关的与水疗治疗相关的信息。

I acknowledge full responsibility for my decisions regarding spa services and facilities. I will not hold the spa or its employees liable for any adverse reactions, losses, or damages to myself or my property resulting from any treatments or facilities associated with the spa and its affiliates. 我对选择水疗服务和设施所产生的任何不良反应、损失或财产损失,均由我本人承担全部责任,与水疗中心及其员工无关。

I consent that my health information is collecting for the purpose of ensuring safe spa services, sending exclusive promotions, discounts, and personalized recommendations related to spa services. 我同意收集我的健康信息,以便提供更安全的水疗服务,并为您提供专属的促销活动、折扣和个性化的水疗建议。

By signing this form, I confirm that I have read and understood the above statements and agree to the spa's data usage policies. 我确认我已阅读并理解上述声明,同意水疗中心的数据使用政策。

Guest Signature 嘉宾签名 ..... Date 日期 .....

GUEST QUESTIONNAIRE 顾客问卷

Date 日期 .....

Therapist 治疗师 ..... Room 按摩室 .....

Receptionist 接待员 ..... Treatment/Package 治疗/套餐 .....

Essential Oil 宾客姓名 .....

Poor 差 1	Fair 一般 2	Good 好 3	Excellent 优秀 4
Arrival/Reception 到达/接待			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Warm Welcome 热烈欢迎			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Informative Consultation 信息丰富的咨询			
Treatment/Therapist 治疗/治疗师			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technique 技术			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Care & Attention 护理			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product Quality 产品质量			
Departure/Reception 出发/接待			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Result/Outcome as Expected 结果/成果符合预期			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value of Money 金钱价值			
Facilities 设施			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance & Hygiene 维护与卫生			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ambience & Design 氛围与设计			
Overall Experience 总体体验			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments 评论 .....			
Would you like to receive news/promotions by e-mail? 您希望通过电子邮件接收新闻和促销信息吗? <input type="checkbox"/> Yes 是 <input type="checkbox"/> No 否			
Would you like to return for your next visit? 您下次还想再来吗? <input type="checkbox"/> Yes 是 <input type="checkbox"/> No 否			
How do you know about us? 您怎么知道我们的?			
<input type="checkbox"/> Spa Menu & Advertisement 水疗菜单和广告	<input type="checkbox"/> Recommendation 推荐	<input type="checkbox"/> Hotel Staff 酒店工作人员	
<input type="checkbox"/> Magazine/Guidebook 杂志/指南	<input type="checkbox"/> Tour Guide/Agent 导游/旅行社	<input type="checkbox"/> Website 网站	
<input type="checkbox"/> Facebook/Instagram 脸书/Instagram	<input type="checkbox"/> Others 其他的 .....		

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## Service Quality Management at HARNN Wellness and Hospitality

Service quality management is a key component in creating sustainable value in spa and wellness operations. It aims to maintain quality standards in accordance with the guidelines of the Department of Health Service Support, Ministry of Public Health, international spa service standards such as those of the International Spa Association (ISPA), and the brand's Standard Operating Procedures (SOPs). The objective is to operate the business efficiently by establishing an appropriate quality management system that aligns with the organization's vision, mission, and core values, with clear goals and a well-defined plan for effective implementation.

## Procedures for Service Quality Management

1. Identify all establishments under the organization's quality control, both domestic and international.
2. Develop an annual quality audit plan, with the following inspection frequencies:
  - a. Establishments operated by HARNN Global in Thailand: audited quarterly (4 times per year).
  - b. Franchise establishments, both domestic and international: audited every 6 months (2 times per year).
3. Auditors conduct inspections according to the scheduled plan.
4. Prepare a summary report of the service quality audit to be submitted to the organization's management and the franchise management within 2 weeks after the inspection date.
5. Develop a service improvement plan based on the audit findings, to be implemented by the respective establishments in order to maintain or elevate service standards.



## Service Standards Inspection Criteria

1. Spa Minimum Standard  
Covers the readiness of the facility, equipment, tools, service area allocation, and spa safety management.

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## 2. Spa Operations

Includes having clear operational procedures, a sufficient and appropriate number of staff, effective sales and service management systems, and proper customer data storage in compliance with personal data protection laws.

## 3. Spa Facilities

Ensures that all equipment and amenities are in good working condition, hygienic, and safe for staff, customers, and all involved parties.

3.1 Reception Area – Properly arranged, clean, well-lit, and with a relaxing atmosphere.

3.2 Treatment Room – Prepared according to the brand's Standard Operating Procedures (SOP).

3.3 Sink – Handwashing sinks must be in good condition, clean, and stocked with the required products.

3.4 Lavatory – Restrooms must be available within or near the spa and easily accessible.

3.5 Shower – Showers must be available in treatment rooms and equipped with the required products.

## 4. Spa Treatment Quality

4.1 Reservation – Efficient and user-friendly booking system.

4.2 Arrival – Warm welcome upon arrival and clear pre-treatment guidance.

4.3 Treatment – Treatments must follow the brand's SOPs, with attentive customer care and results that meet customer expectations.

4.4 The Employee – Staff must be knowledgeable, skilled, polite, courteous, and attentive in their service.

### Scoring Criteria

Evaluation is based on three levels:

- ☐ Meet – Meets the standard: Score = 1
- ☐ Below – Below the standard: Score = 0
- ☐ N/A – Not applicable / Cannot be evaluated: Not included in the score calculation

### Data Processing and Analysis

The scores from each category are compared with those from previous inspections to observe trends and changes. The results are then used to identify areas that do not meet the standards and require improvement. A comprehensive report is prepared and submitted to the management of the respective establishment to support the development and implementation of an improvement plan.



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## SUMMARY

CATEGORIES	SCORE	LAST AUDIT SCORE
SPA MINIMUM STANDARDS		
SPA OPERATIONS		
SPA FACILITIES		
SPA TREATMENT		
TOTAL:		

### Goals and Performance Measurement

The company has set the following targets for maintaining service quality standards:

- ☐ Each category must score no less than 80%
- ☐ The overall average score across all categories must be no less than 80%

### Example of Service Standards Audit Results

Service standards audit results for SCape by HARNN, Central Pinklao branch, Q3 2024:

Scores for each category were as follows:

1. Spa Minimum Standard – Scored 90%
2. Spa Operations – Scored 82%
3. Spa Facilities – Scored 80%
4. Spa Treatment - Scored 79%

Topics	Action Plan
1. The therapist did not follow the massage procedures outlined in the SOP.	<ul style="list-style-type: none"><li><input type="checkbox"/> Evaluate individual staff performance to design a training plan focused on areas that need improvement.</li><li><input type="checkbox"/> Conduct treatment training sessions to ensure alignment with the standards specified in the SOP, led by the Master Trainer team</li></ul>
2. The therapist was unable to recommend products that were suitable and aligned with the customer's needs	<ul style="list-style-type: none"><li><input type="checkbox"/> Provide additional training on product knowledge, focusing on the properties and benefits of each product.</li></ul>

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	<ul style="list-style-type: none"><li><input type="checkbox"/> Create a detailed product manual to be kept at the spa as a reference for further study.</li><li><input type="checkbox"/> Conduct regular product knowledge assessments to ensure staff maintain up-to-date understanding</li></ul>
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The overall average score was 82.75%, which indicates that the service standards have been well maintained. However, the area that requires further analysis and the development of an improvement plan is Spa Treatment, with the following details:

## **Service Management Improvement and Development Plan**

To continuously enhance the efficiency of service quality management and achieve sustainable outcomes, the following action plan has been established:

1. Develop a Spa Service Standards Manual, which includes the Spa Operations Procedure and Spa Treatment Protocol, with regular reviews and updates to ensure relevance and accuracy.
2. Assess the current service situation by collecting feedback from both customers and staff to identify issues and suggestions for ongoing service quality improvement.
3. Communicate with staff and customers to encourage participation and gather diverse perspectives.
4. Establish a quality assurance system aligned with international standards to build trust and credibility for both domestic and international establishments.