



Manual for Quality  
Development for the  
**Thailand Wellness Awards  
(TiWA)**

(Translation)

-Thailand Wellness Awards Logo-

# Manual for Quality Development for the Thailand Wellness Awards (TiWA)

Department of Health Service Support

Book Title: **Manual for Quality Development for the Thailand Wellness Awards (TiWA)**

(Translation)

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## Foreword

(Translation)

Under the 20-Year National Strategy (2018 - 2037) and the 13<sup>th</sup> National Economic and Social Development Plan (2023 - 2027), Milestone 2: Thailand is a sustainable quality-oriented tourist destination, and Milestone 4: Thailand is a high-value medical and wellness hub, the objective is to enhance competitiveness in the high-value medical and wellness sectors and to elevate Thailand's potential in health tourism.

As UNESCO has recognized Nuad-Thai (Thai massage) as the intangible cultural heritage of humanity, the unique charm and distinctiveness of Thai culture can be leveraged to create value and attract health tourists from around the world. The Department of Health Service Support has thus promoted the development of health services and wellness products to meet international quality standards through the Thailand Wellness Awards (TiWA). This initiative aims to drive the achievement of these goals by using strategies and fostering cooperation from all sectors to create value for the Thai health economy at every level, from entrepreneurs to the community. The success of these efforts depends on the collective hands and minds of the Thai people to build a quality and sustainable health tourism ecosystem.

The Ministry of Public Health sincerely hopes that the Thai people will benefit from this initiative. In particular, I hope that Thai citizens will take pride in being part of this project and be prepared to be gracious hosts, welcoming health tourists and foreigners visiting Thailand from high-value health tourism routes in every province. This will help create a lasting impression of goodwill in the uniquely Thai way.

-Signature-

(Opas Karnkawinpong, M.D.)

Permanent Secretary for Public Health

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## Preface

The Thailand Wellness Awards (TiWA) aims to develop and enhance the quality of establishments, communities, and products in the wellness industry to be competitive at the international level. It seeks to improve lifestyles and promote wellness by connecting the business sector to the community, fostering a sustainable way of life for the people that highlights outstanding local identity and wisdom.

In 2024, the Thailand Wellness Awards are divided into eight categories: (1) Wellness Care, (2) Wellness Nuad-Thai, (3) Wellness Spa, (4) Wellness Hotel & Resort, (5) Wellness Restaurant, (6) Wellness Community, (7) Wellness Home-lodge & Homestay, and (8) Wellness Products.

The Department of Health Service Support has tasked the Bureau of Medical Hub Industry Promotions with creating the Manual for Quality Development for the Thailand Wellness Awards (TiWA). This manual serves as a guideline for implementing wellness quality criteria, comprising 4 components and 33 indicators: **Component 1:** Wellness Organization Management; **Component 2:** Wellness Services and Activities; **Component 3:** Customers and Stakeholders; and **Component 4:** Excellent Wellness Outcomes. The development levels are divided into four tiers: Standard, Advancement, Role Model, and Sustainability. There are also two award levels: Gold and the highest level, Platinum.

The Department of Health Service Support would like to thank the experts, academics, network partners, and government and private sectors, including the Ministry of Public Health, Ministry of Tourism and Sports, Tourism Authority of Thailand, Federation of Thai Spa & Wellness Association, Federation of Thai Industries, educational institutions, and other agencies that contributed to the development of the criteria for the Thailand Wellness Awards. We sincerely hope that this manual will be useful for those interested in participating in the development and enhancement of establishments, communities, and products, ensuring a consistent understanding during implementation and certification assessment. The results of these efforts will help increase the competitiveness of the health service industry and create economic value for Thailand.

The Department of Health Service Support  
2024



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### 1.1 Background

The Thai government has continuously emphasized the policy of developing Thailand as a medical hub to boost the country's economy and achieve Sustainable Development Goals (SDGs). According to the Global Wellness Institute, the wellness economy is projected to grow from a value of \$ 4.5 trillion in 2020 to \$ 6.99 trillion in 2025 (Global Wellness Institute, 2021). Data from the Trade Strengthening Policy Division, Trade Policy and Strategy Office, Ministry of Commerce, shows Thailand's potential in the wellness sector, which is divided into groups based on the growth trend in the global market (estimated growth 2023 - 2025) as follows:

**Group 1: Thailand's potential sector - Health Tourism** – (Currently, Thailand holds a 1.08% share in the global market, which is growing at a rate of 10.2%. The global market value for health tourism is expected to reach \$1,127.6 billion by 2025.) This sector is anticipated to experience substantial growth following the full reopening of tourism. Consequently, it is crucial to prioritize this sector when formulating Thailand's market expansion strategy.

**Group 2: Sectors with development opportunities for Thailand** – These sectors present significant development opportunities for Thailand due to the country's currently low share of the global market but the high growth rates observed globally, which are **Real Estate** (Thailand's share of the global market is 0.14%, with the global market growing at 12.4%; and the market value is expected to reach \$580.3 billion by 2025), and **Exercise** (Thailand holds a 0.39% share of the global market, which has grown by 9.5%; and the global market value is anticipated to be \$1,198.8 billion by 2025). This sector also shows considerable growth potential, but Thailand's current market share is relatively low, suggesting room for increased participation and development.

**Group 3: The sector in which Thailand excels** (Thailand has a high share in the world market but the world market is growing moderately): This sector is spas (Thailand's share in the world market is 1.55%, with the global market growing at a rate of 7.0%; and the global market

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value is expected to reach \$150.5 billion by 2025). Although the total value of this market is relatively small compared to others, Thailand has effectively developed a distinct identity and niche, targeting specific customer segments.

Another significant opportunity is the increasing global focus on health, with a rising demand for health tourism as a substitute for traditional tourism. This trend is particularly strong among high-quality tourists with substantial purchasing power. As a result, the number of wellness tourists has reached 12.5 million, generating over 400 billion baht in revenue and creating 530,000 jobs (Global Wellness Institute, 1979). Popular health services among international health tourists have included Thai massage for health, health spas, beauty treatments, hot spring spas, the use of Thai herbs, healthy food, physical activity promotions, and wellness resorts.

Therefore, a key strategy for promoting Thailand's wellness industry is to diversify and enhance its offerings to increase attractiveness for tourists. The Department of Health Service Support acknowledges the importance of integrating wellness concepts with health services to boost health tourism and improve international marketing and public relations. This approach is supported by the Global Wellness Institute's economic value estimate of Thailand's wellness industry, which from 2020 to 2022, had a global market share of approximately \$1.2 trillion (Thailand Wellness Economy Report, 2023), as illustrated in Figure 1.



Figure 1: Economic Value of 11 Wellness Industries in Thailand

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It can be observed that the wellness business is on a growth trajectory and is closely linked to health tourism. Thailand stands out as a prominent destination for health tourism, generating substantial income for the country.

To support this, the Department of Health Service Support has developed criteria for the Thailand Wellness Awards (TiWA) through a systematic process: 1. Document review and consultation with experts; 2. Workshop to draft the criteria; 3. Criteria testing; and 4. Public hearing. This process ensures that the award criteria are of high quality and reliability. The criteria aim to enhance and upgrade the quality of wellness services and activities, integrating Thai wisdom with international best practices to foster innovative health services and products.

## 1.2 Objectives

- 1) To elevate the quality of health establishments to meet international standards.
- 2) To enhance knowledge in wellness and foster the creation of diverse, engaging, and exceptional wellness services and activities that support health tourism and gain international recognition.
- 3) To strengthen Thailand's global image by showcasing wellness services that combine a distinctive Thai uniqueness with high-quality health services and products.
- 4) To drive economic growth by expanding opportunities within the wellness sector.

## 1.3 Wellness concept

### 1.3.1 Definitions and keywords

The Global Wellness Institute (GWI) defines “wellness” as “the active pursuit of activities, choices, and lifestyles that lead to a state of holistic health.” This definition emphasizes seeking activities, choices, and lifestyles that promote overall well-being.

Wellness or well-being refers to a multi-dimensional state of being that encompasses body, mind, spirit, emotion, environment, society, and wisdom, all contributing to a balanced and holistic sense of well-being. This concept aims to achieve a high quality of life, good environment, and sustainable health behaviors (Department of Health Service Support, 2023). Therefore, a state of well-being signifies optimal health and balance across all dimensions: physical, emotional, social, intellectual, spiritual, and environmental.

**Wellness**, according to the criteria for the Thailand Wellness Awards (TiWA), refers to health services and activities that foster a multidimensional state of optimal well-being. This includes physical, mental, spiritual, emotional, environmental, social, and intellectual dimensions.

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Wellness is achieved through participation in wellness activities, learning, and receiving health advice.

It encompasses the well-being of individuals resulting from the operations of health establishments and other establishments, including accommodations, restaurants, wellness communities, and health promotion products.

**Wellness tourism** refers to travel undertaken to seek, maintain, or enhance one’s health. It encompasses all services designed to care for and improve health in a preventive and holistic manner. This form of tourism involves the deliberate choice of travelers to engage in health promotion services during their trips to various destinations (Global Wellness Institute, 2015).

### 1.3.2 Dimensions of Wellness

The Global Wellness Institute adopted the “Wheel of Wellness” model by Myer et al. (2000) to describe the dimensions of wellness, providing a framework for assessing overall well-being. Initially, the GWI defined wellness as having six dimensions. However, a seventh dimension, Intellectual Wellness, was later incorporated to provide a more comprehensive view (Global Wellness Institute, 2023). Subsequently, academic institutions introduced two additional dimensions: Financial Wellness and Occupational Wellness. The Department of Health Service Support has applied this expanded concept to create the Seven Dimensions of Thailand Wellness Wheel, as illustrated in Figure 2.



Figure 2: Seven Dimensions of the Wellness Wheel of Thailand  
(Adapted from: Wellness Wheel of the Global Wellness Institute: GWI, 2023)

(Translation)

Therefore, to promote the development of establishments, communities, and products according to the criteria for the Thailand Wellness Awards (TiWA), and to apply the 7 dimensions of wellness as a framework for holistic health promotion activities and services supporting health tourism in Thailand, the following additional explanations are provided to enhance understanding of each dimension:

**Dimension 1: Physical Wellness** -- This dimension focuses on overall health and encompasses all aspects related to physical well-being. It includes proper nutrition, regular exercise, weight management, routine health monitoring, health-promoting behaviors, avoidance of harmful habits, sufficient sleep, disease prevention through preventive and anti-aging medicine, and appropriate care when ill.

**Dimension 2: Mental Wellness** -- This dimension contributes to overall health by focusing on the promotion of a fulfilling life. It includes strengthening positive internal factors such as feelings, thoughts, and problem-solving skills. It emphasizes creativity, enthusiasm, and a positive outlook on life. Setting appropriate life goals and maintaining a positive attitude can enhance work performance and overall quality of life.

**Dimension 3: Emotional Wellness** -- This dimension is crucial for overall health. It encompasses the ability to recognize and manage personal emotions effectively, cope with everyday stress, adapt to changes and challenging situations, and seek relaxation and stress reduction. Emotional wellness involves constructive emotional management and learning from life experiences to foster personal growth.

**Dimension 4: Social Wellness** -- This dimension contributes to overall health and social well-being. It encompasses aspects related to social relationships, such as enjoying interactions with others, maintaining close relationships with romantic partners, and participating in community health promotion. Social wellness also involves building supportive social networks, improving work performance, and enhancing financial status.

**Dimension 5: Spiritual Wellness** -- This dimension contributes to overall health by addressing personal choices in seeking the meaning of life, leading to a state of joy, peace, and mindfulness. Spiritual wellness may include mental energy that transcends physical reasoning (metaphysics). It is not necessarily tied to any specific religion but can align with personal beliefs and values, allowing for a range of practices and activities.

**Dimension 6: Environmental Wellness** -- This dimension contributes to overall health by focusing on the relationship between individuals and their environment. It encompasses all aspects

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of health related to the environment, inspiring us to live in harmony with and respect nature. Environmental wellness motivates us to take action to protect the earth, engage with natural surroundings, and appreciate time spent outdoors. It involves avoiding pollution of air, water, and soil, and creating environments at home and in the workplace that support and nurture good health.

**Dimension 7: Intellectual Wellness** -- This dimension contributes to overall health by focusing on intellectual processes that support and promote healthy lifestyle. It includes aspects related to adopting effective health practices to prevent chronic non-communicable diseases such as high blood pressure, cardiovascular disease, and diabetes. Intellectual wellness also involves strengthening cognitive and social skills, enabling individuals to manage their health more effectively. This dimension encompasses continuous learning, skill development, and the application of knowledge in various health-related areas.

**1.3.3 Wellness Service and Activity Formats:** Details are provided in Table 1.

Dimension of wellness promotion	Examples of wellness service and activity formats in Thailand
Physical wellness	<p><b>Exercise</b></p> <ul style="list-style-type: none"> <li>⊙ Physical exercise activities such as yoga/Qigong/resistance training</li> <li>⊙ Various exercises such as adventurous activities, horseback riding, white-water rafting, skydiving, diving, and rowing</li> <li>⊙ Assessment of physical fitness combined with therapy to enhance overall physical health</li> </ul> <p><b>Nutrition</b></p> <ul style="list-style-type: none"> <li>⊙ Utilizing program tools for evaluating health</li> <li>⊙ Participating in long-term courses or detox programs that focus on healthy food and beverages</li> <li>⊙ Learning to modify lifestyle and eating habits, including creating meal plans for health, such as low-fat, muscle-building, low-sugar, weight-loss, and organic foods.</li> </ul> <p><b>Body Treatment</b></p> <ul style="list-style-type: none"> <li>⊙ Spa treatments</li> <li>⊙ Thai massage</li> <li>⊙ Water therapy (Hydrotherapy)</li> <li>⊙ Seawater therapy (Thalassotherapy)</li> <li>⊙ Hot springs bathing</li> <li>⊙ mud therapy</li> </ul> <p><b>Sleep</b></p> <ul style="list-style-type: none"> <li>⊙ Program to improve sleep quality</li> </ul>

(Translation)

Dimension of wellness promotion	Examples of wellness service and activity formats in Thailand
Mental wellness	<ul style="list-style-type: none"> <li>⊙ Workplace relocation</li> <li>⊙ Art therapy</li> </ul>
Mindfulness, spiritual, and emotional wellness	<ul style="list-style-type: none"> <li>⊙ Using meditation to promote relaxation and manage stress</li> <li>⊙ Activities and services that support individual and group therapy to maintain mental calmness and emotional relaxation</li> <li>⊙ Incorporating music therapy into health promotion activities</li> <li>⊙ Utilizing activities to treat various types of addictions</li> </ul>
Social wellness	<ul style="list-style-type: none"> <li>⊙ Group activities involving therapists and the community</li> <li>⊙ Learning to create specialized experiences in health and Thai wisdom</li> <li>⊙ Participating in community dining and travel activities to gain an in-depth understanding of the community's way of life</li> <li>⊙ Therapeutic activities to strengthen relationships within the family, workplace, and community</li> </ul>
Environmental wellness	<ul style="list-style-type: none"> <li>⊙ Forest bathing</li> <li>⊙ Trekking</li> <li>⊙ Bird watching</li> <li>⊙ Healthcare incorporating local wisdom</li> <li>⊙ Reforestation</li> <li>⊙ Engaging in environmental conservation activities and celebrating achievements together with the community</li> </ul>
Intellectual wellness	<ul style="list-style-type: none"> <li>⊙ Screening for health conditions and implementing lifestyle modifications at the individual, family, and community levels</li> <li>⊙ Health cooking class</li> <li>⊙ Self-health management activities using integrated practices, with a focus on holistic outcomes</li> <li>⊙ Creative activities and services designed to promote good health and longevity</li> </ul>

Table 1: Wellness Activities and Services in Thailand

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## **1.4 Award Categories**

The Thailand Wellness Awards recognize establishments, communities, and wellness products that meet the Thailand wellness criteria, which are evaluated across 4 components and 33 indicators to support health tourism in Thailand. The awards are divided into the following 8 categories:

1. Wellness Care
2. Wellness Nuad-Thai
3. Wellness Spa
4. Wellness Hotel & Resort
5. Wellness Home-lodge & Homestay
6. Wellness Restaurant
7. Wellness Community
8. Wellness Products

## **1.5 Criteria**

### **1.5.1 Qualifications of Participants**

(1) Entrepreneurs who wish to apply for certification under the Thailand Wellness Awards (TiWA) must hold a valid business license from the appropriate regulatory agency and be able to provide evidence of license renewal or proof that the renewal process is underway.

(2) Establishments, communities, or products that have been previously assessed and certified under the criteria for the Thailand Wellness Awards (TiWA) in the past year are eligible to submit a new application for certification until the development goals are achieved.

(3) Communities wishing to participate must have the status of a juristic person or community enterprise.

### **1.5.2 Components of the Award Criteria**

The assessment for the Thailand Wellness Awards (TiWA) comprises 4 components and 33 indicators, as follows:

Component 1: Wellness Organization Management

Component 2: Wellness Services and Activities

Component 3: Customers and Stakeholders

Component 4: Excellent Wellness Outcomes

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## **1.6 Benefits**

### **1.6.1 Benefits to Establishments, Communities, and Products**

Establishments, communities, and products that receive the Thailand Wellness Awards (TiWA) will be honored with a prestigious national trophy and will enjoy the following benefits:

1. Recipients will be promoted to develop and enhance Upskills – Reskills, with the opportunity to participate in seminars and workshops, such as online digital marketing workshops and knowledge exchange activities, organized by the Department of Health Service Support and related network agencies.

2. Recipients will benefit from marketing and public relations promotion by the Department of Health Service Support and related agencies, such as the Tourism Authority of Thailand (TAT), the Department of International Trade Promotion, and others.

### **1.6.2 Benefits to Society and the Country**

1. Promote health tourism businesses, enabling them to compete effectively in the wellness industry at the international level.

2. Raise the standards of sustainable health tourism, ensuring it covers convenience, cleanliness, safety, and fairness, while also being environmentally friendly.

3. Create awareness of the importance of achieving a state of well-being in self-care for Thais in the long term.

4. Encourage the use of Thai wisdom to create innovations in health services and products, helping health businesses gain international recognition and reputation.

## Chapter 2

### Criteria for the Thailand Wellness Awards

#### 2.1 Award Criteria Framework

The quality development for the Thailand Wellness Awards for establishments, communities, and products legally authorized by relevant agencies is designed to align with international health tourism objectives. This initiative aims to enhance the image of wellness services, build trust in the exceptional quality of health establishments in Thailand, and create significant health value. The ultimate goal is to achieve international recognition and acceptance, while continuously developing and upgrading wellness services to increase competitiveness and add value to Thailand's health tourism on a global scale.

Steps in developing criteria and indicators

1. Clearly define both the main components and sub-components.
2. Identify and define indicators for each sub-component and define the scoring criteria for each assessment item.
3. Determine the specific assessment items and the evidence required to support each indicator.

The criteria framework for the Thailand Wellness Awards consists of 4 components and 33 indicators, which include:

Component 1: Wellness Organization Management (12 indicators)

Component 2: Wellness Services and Activities (4 indicators)

Component 3: Customers and Stakeholders (5 indicators)

Component 4: Excellent Wellness Outcomes (12 indicators)

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Each component will be evaluated based on its respective indicators, with different weights assigned according to the priority set by the Thailand Wellness Awards (TiWA) assessment criteria. The total score is 100 points, distributed across the components and indicators as detailed in Table 2.

Component	Number of indicators	Weight	Raw score	Total score
1) Wellness Organization Management	12	0.5	48	24
2) Wellness Services and Activities	4	2	16	32
3) Customers and Stakeholders	5	1	20	20
4) Excellent Wellness Outcomes	12	0.5	48	24
	33			100

Table 2: Number of Indicators, Weight, and Scores by Component and Indicator

## 2.2 Scoring Format

The scoring format is determined using a scoring rubric, ensuring that the criteria for scoring each indicator align with the level of development specified for each category. The score range is set from 0 to 4 points. Assessors will assign scores based on interviews, observations, and supporting documents. After all scores are assigned, the scores for each component are combined, and the total score is calculated to evaluate the overall development level and determine eligibility for the award.

Establishments, communities, and products that have undergone evaluation by the committee are provided with the opportunity to address and implement the committee's recommendations for corrections and improvements. They may submit additional information and supporting documents within the timeframe specified by the Department of Health Service Support. Once the period for score improvement has elapsed, the committee's decision will be considered final.

### 2.3 Overview of the Criteria for the Thailand Wellness Awards

Indicator	Component 1: Wellness Organization Management	Component 2: Wellness Services and Activities	Component 3: Customers and Stakeholders	Component 4: Excellent Wellness Outcomes
<b>33 indicators</b>	1.1 Wellness organizational leadership and strategic management	2.1 Wellness services and innovations focused on service recipients	3.1 Customer needs and expectations system and response	4.1 Wellness service and activity outcomes
	1.2 Work system and personnel motivation	2.2 Wellness services through the five senses (sight, taste, smell, sound, and touch)	3.2 Long-term engagement system	4.2 Wellness leadership and personnel outcomes
	1.3 Management based on social and environmental responsibility	2.3 Creating an environment conducive to wellness services and activities		4.3 Health innovation development outcomes
	1.4 Risk management and support	2.4 Wellness workshops		
Total Score: 100 points				

Table 3: Overview of the Criteria for the Thailand Wellness Awards

### 2.4 Structure of the Criteria for the Thailand Wellness Awards

Criteria for the Thailand Wellness Awards		
Components and indicators	Comparison of assessment results (scores)	
	Self-assessment	Assessment by the committee
<b>Component 1: Wellness Organization Management</b>		
<b>1.1 Wellness organizational leadership and strategic management</b>		
1.1.1 Wellness organizational leadership behavior		
1.1.2 Strategic and action plan preparation consistent with wellness vision		
1.1.3 Organizational structure and assignment of responsibilities aligned with mission, strategy, and objectives		
1.1.4 Setting targets, indicators, and assessment of plan and strategy success		

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Criteria for the Thailand Wellness Awards		
Components and indicators	Comparison of assessment results (scores)	
	Self-assessment	Assessment by the committee
<b>1.2 Work system and personnel motivation</b>		
1.2.1 Work process		
1.2.2 Personnel motivation system		
<b>1.3 Management based on social and environmental responsibility</b>		
1.3.1 Policy and measures for social and environmental responsibility		
1.3.2 Code of ethics for wellness business		
<b>1.4 Risk management and support</b>		
1.4.1 Customer		
1.4.2 Personnel		
1.4.3 Finance		
1.4.4 Service		
<b>Component 2: Wellness Services and Activities</b>		
2.1 Wellness services and innovations focused on service recipients		
2.2 Wellness services through the five senses (sight, taste, smell, sound, and touch)		
2.3 Creating an environment conducive to wellness services and activities		
2.4 Wellness workshops		
<b>Component 3: Customers and Stakeholders</b>		
<b>3.1 Customer needs and expectations system and response</b>		
3.1.1 Survey system for analyzing interests, needs, expectations, and consumer behavior		
3.1.2 System for responding to suggestions, comments, and complaints from customers and stakeholders		
<b>3.2 Long-term engagement system</b>		
3.2.1 Long-term engagement system		
3.2.2 Marketing and organizational communication system		
3.2.3 Creation and management of product, service, and organizational brand		

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Criteria for the Thailand Wellness Awards		
Components and indicators	Comparison of assessment results (scores)	
	Self-assessment	Assessment by the committee
<b>Component 4: Excellent Wellness Outcomes</b>		
<b>4.1 Wellness service and activity outcomes</b>		
4.1.1 Outcome 1 (Customer well-being across 7 dimensions/user behavior, etc.)		
4.1.2 Outcome 2 (Marketing results, number of customers, market share, etc.)		
4.1.3 Outcome 3 (Financial performance, net profit per sales, value delivery to customers, etc.)		
4.1.4 Community Outcomes (Increased income, employment, wellness knowledge, etc.)		
4.1.5 Environmental Outcomes (Physical, social, and environmental aspects, etc.)		
<b>4.2 Wellness leadership and personnel outcomes</b>		
4.2.1 Leaders with vision, skills, abilities, learning, and competence in leading the organization		
4.2.2 Skills, abilities, and competencies of personnel		
4.2.3 Engagement of wellness personnel (e.g., satisfaction, commitment, volunteering for the organization)		
<b>4.3 Health innovation development outcomes</b>		
4.3.1 Innovation in wellness products and services		
4.3.2 Process innovation		
4.3.3 Marketing innovation		
4.3.4 Organizational innovation		
<b>Total score</b>	<b>100</b>	<b>100</b>

Table 4: Structure of the Criteria for the Thailand Wellness Awards

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## Chapter 3: Guidelines for Participation in the Development for Thailand Wellness Awards (TiWA)

### 3.1 Application Procedure

Interested establishments, communities, and products can apply to participate in the development process according to the criteria for the Thailand Wellness Awards (TiWA).

- (1) **Application Submission:** Apply via the website of the Bureau of Medical Hub Industry Promotions, Department of Health Service Support:

(<https://thaimedhub.hss.moph.go.th/>)

- (2) **Supporting Documents:**

1. An application form for participation in quality award certification, or Form S.S.P. 10 (submit online).

2. A self-assessment form according to Form S.S.P. 11 (self-assess online).

3. A valid license or standard documents as specified by law. If the license is under renewal, evidence of payment for the license renewal application fee must be submitted.

The list of establishments, communities, and products eligible for assessment in the Thailand Wellness Awards (TiWA) will be published on the website of the Bureau of Medical Hub Industry Promotion, Department of Health Service Support.

Eligible participants must prepare by attending an informational session, where explanations and guidance will be provided. This session will be accessible via the website of the Bureau of Medical Hub Industry Promotions, Department of Health Service Support:

(<https://thaimedhub.hss.moph.go.th/>)

(Translation)

### **3.2 Preparation**

Establishments, communities, and products listed in the announcement of participation in the Thailand Wellness Awards certification should prepare all necessary supporting documents in advance of the assessment committee's visit.

1. Prepare and submit an organization profile within 15 days after the application date (details provided in Appendix A).
2. The self-assessment results according to the S.P. 11 form after completing the online self-assessment. These results can be used to compare with the assessment conducted by external committees.
3. Prepare the evidence specified for each indicator in alignment with the self-assessment results.

### **3.3 Assessment, Screening, and Certification**

The on-site assessment will be conducted by the district assessment committee.

If the committee provides suggestions for improvement, correction, or additional information, these corrections must be made within 10 working days. If the specified time is exceeded, the score will be finalized based on the opinion of the assessment committee, and the decision will be in accordance with the resolution of the assessment committees for Districts 1-12 and Bangkok, District 13. Following this, the screening and certification will be carried out by a committee appointed by the Department of Health Service Support. The certification result determined by this committee will be final.

### **3.4 Announcement of Results**

The results of the Thailand Wellness Awards (TIWA) will be announced on the website of the Bureau of Medical Hub Industry Promotions, Department of Health Service Support (<https://thaimedhub.hss.moph.go.th/>). Additionally, a formal document listing the names of those who have passed the assessment and certification at every level of development will be sent to the regional agencies to officially inform the entrepreneurs.

The award ceremony will be held annually by the Department of Health Service Support in collaboration with network organizations.

(Translation)

3.5 Framework of the criteria for the Thailand Wellness Awards (TiWA)

Quality criteria level	Standard	Advancement	Role model	Sustainability
<p><b>1.Characteristics</b></p>	<p>The establishment demonstrates its <b>commitment by thoroughly understanding the criteria for the Thailand Wellness Awards</b> according to its components. This includes conducting a self-assessment to prepare for the assessment as specified by the assessment agency.</p>	<p>The establishment demonstrates <b>the systematic development of wellness operations</b> in alignment with the criteria for the Thailand Wellness Awards in a comprehensive manner, transitioning its quality management approach from “reactive” to “proactive.”</p>	<p>The establishment demonstrates <b>its commitment to becoming a national model</b> in accordance with the criteria for the Thailand Wellness Awards. <b>Its innovative work is nationally recognized, and its wellness services and activities are well-accepted by customers.</b></p>	<p>The establishment demonstrates <b>its potential to compete internationally</b>, having continuously upgraded its quality according to the criteria for the Thailand Wellness Awards until it has become an integral part of its “organizational culture.” <b>Its innovative work is internationally recognized, its wellness services and activities are well-accepted by customers, and its wellness operations are exemplary.</b></p>
<p><b>2.Action targets</b></p>	<p>(1) Initiating the use of value-based criteria in developing quality according to the components of the award criteria.</p>	<p>(1) Utilizing value-based criteria as a core element of the organization, with clear guidelines for quality development in accordance with the award criteria.</p>	<p>(1) Utilizing value-based criteria as a core element of the organization, with an emphasis on initiating innovations that align with the value components of the award criteria.</p>	<p>(1) The organization integrates value-based criteria as a core element, making it a clear aspect of the organizational culture, which leads to sustainable management in line with the quality development guidelines set by the award criteria.</p>

(Translation)

Quality criteria level	Standard	Advancement	Role model	Sustainability
<b>2.Action targets</b>	<p>(2) The organization’s leaders recognize the importance of incorporating quality criteria into the development of long-term strategies and management.</p> <p>(3) The organization’s policies and commitments are aligned with the core elements or values of the award criteria and are clearly communicated.</p> <p>(4) A committee or working group is established to support the organization’s vision, goals, values, and key missions.</p>	<p>(2) The organization’s leaders are committed to continuous quality development by promoting effective management and practices, developing personnel, and initiating major projects aimed at enhancing quality throughout the organization.</p> <p>The organization has shifted from a “reactive” approach to quality development to a “proactive” one.</p> <p>(3) All levels of the team possess knowledge and understanding of the organization’s policies, plans, and operations.</p> <p>(4) Strategies and operations are clearly aligned and interconnected, encompassing all elements.</p> <p>(5) Stakeholders’ expectations and needs are regularly assessed to improve service quality.</p>	<p>(2) The organization’s leaders establish an operational system that encompasses all elements according to the criteria, utilizing effective management practices to achieve strategic goals and objectives.</p> <p>(3) Resources are managed in an integrated manner to effectively focus on developing and enhancing quality criteria.</p> <p>(4) Personnel at all levels are engaged in operations that align with the organization’s strategy.</p> <p>(5) There is a systematic approach to measuring outcomes, creating value in health services for recipients and fostering true value in promoting comprehensive well-being.</p>	<p>(2) The organization’s leaders have established a vision, strategic mission, and development plan aimed at achieving excellence in wellness value.</p> <p>(3) A continuous quality development system is in place to ensure the organization’s sustainability in operational performance, service delivery, and care for the environment and community.</p> <p>(4) The organization has demonstrated consistent development aligned with strategic guidelines and sustainable value components for more than three consecutive years.</p> <p>(5) The organization has been recognized and honored or certified for innovations that are linked to global or international value criteria components.</p>
<b>3. Awards</b>	Continuously promoted and developed		The TIWA Gold Award (GOLD)	The Platinum Award (PLATINUM)
<b>4. Scoring Criteria</b>	60% and above but less than 70%	70% and above but less than 80%	80% and above but less than 90%	90% and above

(Translation)

### 3.6 Assessment Criteria

The assessment for the Thailand Wellness Awards (TiWA) consists of 4 components and 33 indicators as follows:

**Component 1:** Wellness Organization Management (12 indicators)

**Component 2:** Wellness Services and Activities (4 indicators)

**Component 3:** Customers and Stakeholders (5 indicators)

**Component 4:** Excellent Wellness Outcomes (12 indicators)

To meet the standard level for the Thailand Wellness Awards, an entity **must score at least 1 point for every indicator and achieve a total score of more than 60 percent across all components**. The award criteria are divided into 4 levels as follows:

1. **Sustainability:** Score of 90 percent and above
2. **Role model:** Score of 80 percent and above but less than 90 percent
3. **Advancement:** Score of 70 percent and above but less than 80 percent
4. **Standard:** Score of 60 percent and above but less than 70 percent

### 3.7 Benefits

#### 3.7.1 Establishments, communities, and products that participate in the assessment of the Thailand Wellness Awards (TiWA) at the standard level and above

will be invited to join online seminars for continuous development and improvement, organized by the Department of Health Service Support and other responsible agencies.

#### 3.7.2 Establishments, communities, and products that receive awards at the national honor stage

will have the opportunity to benefit from marketing promotion and public relations in various forms, provided by the Department of Health Service Support, Ministry of Public Health, and network partners both domestically and internationally.

(Translation)

### **3.8 Quality Assessment and Accreditation**

#### **3.8.1 Quality Assessment and Accreditation Mechanism**

The quality assessment and accreditation for the Thailand Wellness Awards (TiWA) is conducted by a committee appointed by the Department of Health Service Support.

#### **3.8.2 Quality Accreditation Mark**

The TiWA symbol serves as a quality accreditation mark for establishments, communities, and products that have received the Thailand Wellness Awards (TiWA).

The TiWA symbol is the intellectual property of the Department of Health Service Support.

#### **3.8.3 Accreditation Period**

The Thailand Wellness Awards (TiWA) is valid for 3 years from the date of certificate issuance. Accredited establishments, communities, and products must maintain the quality standards specified in the criteria throughout the validity period of the certificate.

#### **3.8.4 Cancellation of Quality Accreditation**

The Department of Health Service Support reserves the right to cancel the quality accreditation if establishments, communities, or wellness promotion products fail to maintain the quality standards according to the specified criteria.

(Translation)

### **3.9 Responsible Agencies for Promoting and Upgrading according to the Criteria for the Thailand Wellness Awards (TiWA)**

3.9.1 Bureau of Medical Hub Industry Promotions, Department of Health Service Support

3.9.2 Health Service Support Centers 1-12, Department of Health Service Support

3.9.3 Provincial Public Health Offices, Office of the Permanent Secretary, Ministry of Public Health

#### **3.9.1 Bureau of Medical Hub Industry Promotions, Department of Health Service Support**

##### **Responsibilities:**

1. Develop guidelines for promoting the Thailand Wellness Awards (TiWA).
2. Establish a mechanism for assessment, screening, and accrediting the Thailand Wellness Awards (TiWA).
3. Develop a curriculum and organize learning activities to enhance the potential of visiting assessors, in collaboration with educational institutions and related network agencies.
4. Establish a network of visiting assessors for establishments participating in the Thailand health tourism competition (Thailand Wellness Awards: TiWA) in Bangkok.
5. Promote and develop benefits to create incentives for upgrading the quality of Thailand health tourism establishments.

#### **3.9.2 Health Service Support Centers 1-12, Department of Health Service Support**

##### **Responsibilities:**

1. Appoint a committee to assess and accredit establishments, communities, and products according to the criteria for the Wellness Awards at the district level.
2. Promote and support the development of establishments, communities, and products in alignment with the criteria for the Wellness Awards at the district level.
3. Communicate and publicize relevant information through the communication channels, including the website of the Bureau of Medical Hub Industry Promotions (<https://thaimedhub.hss.moph.go.th/>).

(Translation)

4. Establish a database of establishments, communities, and products that are target groups for promotion and development according to criteria for the Wellness Awards at the district level.
5. Facilitate forums for exchanging knowledge and sharing lessons learned from quality improvement operations based on the criteria for the Wellness Awards at the district level.

### **3.9.3 Provincial Public Health Offices,**

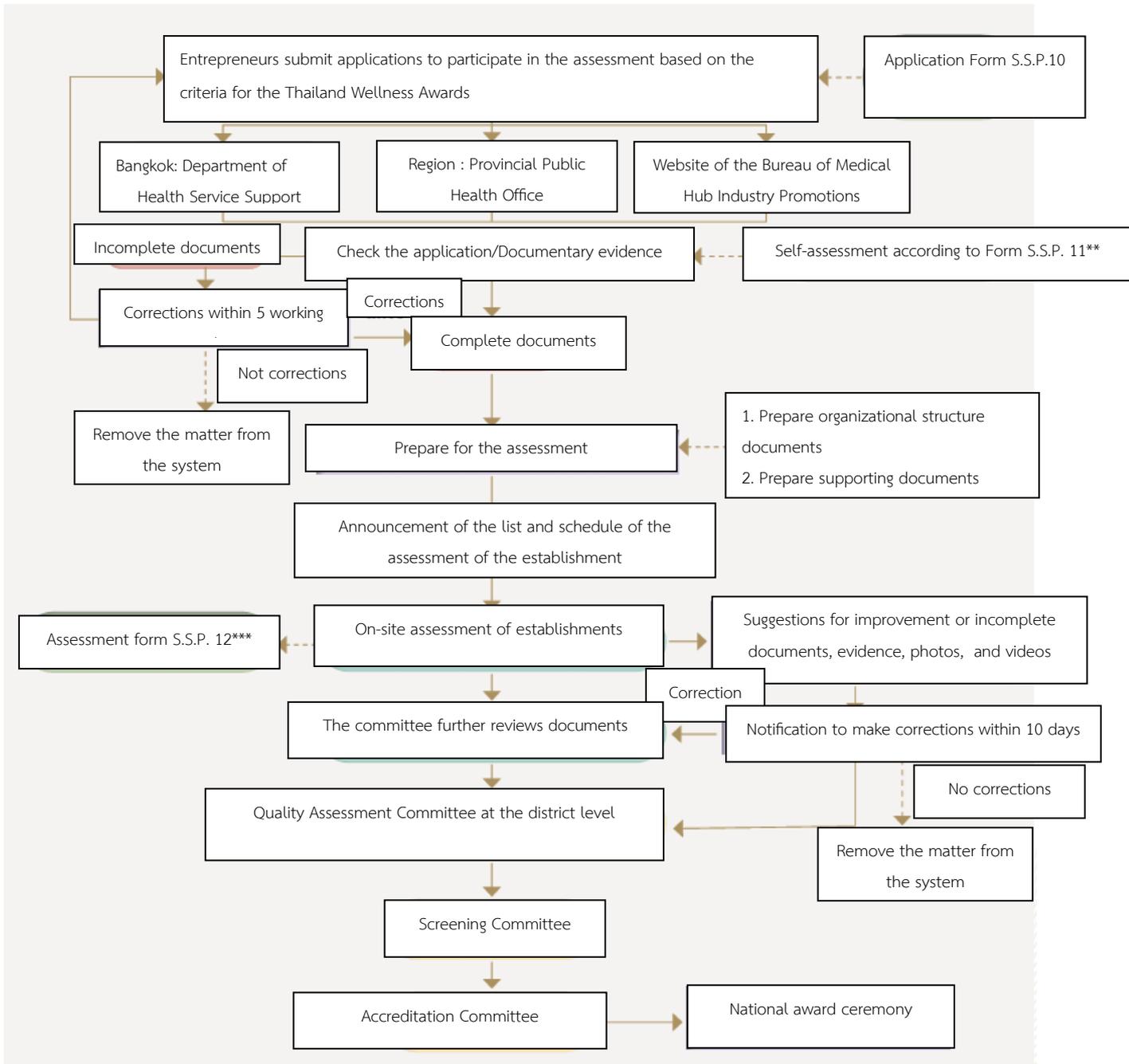
#### **Office of the Permanent Secretary, Ministry of Public Health**

##### **Responsibilities:**

1. Promote public relations channels through the website of the Bureau of Medical Hub Industry Promotions: <https://thaimedhub.hss.moph.go.th/>.
2. Serve as an assessment committee for accrediting establishments in the provinces according to the criteria for the Thailand Wellness Awards (TiWA).
3. Create and maintain a database of target establishments operating in compliance with the law, to be used as a resource for promoting and upgrading wellness standards in the province.

(Translation)

### 3.10 Process Flow Chart for Assessment and Accreditation Process



\*Form S.P.S.10 = Application form for participation in the assessment and accreditation based on the criteria for the Thailand Wellness Awards

\*\*Form S.P.S.11 = Self-assessment form for preparation for participation in the assessment and accreditation based on the criteria for the Thailand Wellness Awards

\*\*\*Form S.P.S.12 = Assessment form for accreditation based on the criteria for the Thailand Wellness Awards

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(Translation)

## Appendix

### **Appendix A:**

Guidelines for Preparing an Organizational Profile

### **Appendix B:**

Application Form for Participation in the Assessment Based on the Criteria for the Thailand Wellness Awards

### **Appendix C:**

Self-Assessment Form for Preparation for Accreditation Application Based on the Criteria for the Thailand Wellness Awards

### **Appendix D:**

Assessment Form Based on the Criteria for the Thailand Wellness Awards (for Establishments)

### **Appendix E:**

Key Concepts and Knowledge

(Translation)

## Appendix A:

### Guidelines for Preparing an Organizational Profile

#### Organizational Profile

The organizational profile provides a brief overview of the organization and its strategic environment, serving as a crucial piece of information for initiating the quality development process.

Entrepreneurs, communities, and products seeking to participate in the accreditation assessment process should begin with the organizational profile. This is the most appropriate starting point for conducting a self-assessment of the organization's information and for preparing a report to support the accreditation application submitted to the committee.

#### **The organizational profile is crucial for several reasons:**

- ⦿ Establishments, communities, and products applying for the Thailand Wellness Awards can use the organizational profile for initial self-assessment. If there are any areas of conflict or insufficient information, these issues can be addressed in planning for improvement.

- ⦿ The organizational profile provides the context for understanding operations, allowing operators, establishments, communities, and products to identify specific organizational characteristics that help address the criteria questions across all components and indicators. The answers to these criteria questions should be relevant to the context of the health tourism establishment as described in the organizational profile.

- ⦿ The organizational profile helps identify key information that may be missing and guides the organization in focusing on answering critical performance questions and outcomes.

- ⦿ The organizational description addresses the question: What are the key characteristics of your health tourism establishment? This information is divided into two parts: a. Environment and b. Structure.

(Translation)

**A. Environment** consists of:

1. **Product Offerings:** The main service products of the establishment.

“**Product Offerings**” refers to the products and services that the health tourism establishment offers in the market. These products may be delivered to customers directly or indirectly through agents, distributors, partners, or allies.

2. **Vision, Values, Mission, and Culture:**

**Vision:** A vision is a picture of future success (answering the question of what the success of a health tourism establishment should look like).

**Mission:** The mission defines the fundamental purpose of the health tourism establishment. It serves to inspire the organization and guide the establishment of values.

**Values:** Values are integral to the organizational culture. They may include shared beliefs and norms that contribute to the uniqueness of the organization’s internal environment.

3. **Workforce Profile, including:**

- ⊙ Groups and types of personnel or employees
- ⊙ The educational qualifications required for each group and type of employee
- ⊙ The main factors that motivate and engage employees.
- ⊙ Groups established to negotiate benefits with the organization, such as labor unions (if any).

4. **Assets:**

The organization’s key assets, including important buildings, equipment, technology, and intellectual property.

5. **Regulatory Requirements:**

The critical regulations under which the organization operates, covering the following areas: 1) occupational health and safety; 2) accreditation, certification, or registration; 3) service standards; and 4) environmental, financial, and product regulations

**B. Structure** consists of:

1. **Organizational Structure:** This section addresses the organizational leadership and governance structure. It explains the leadership structures and mechanisms within the organization and describes the reporting system between the organization's board of directors, senior leaders, and the parent organization of the health tourism establishment.

2. **Customers and Stakeholders:** This section identifies the market segments, customer groups, and key stakeholder groups of the establishment, community, and product. It outlines the expectations and needs of these groups regarding the services and products that support customers and operations. It also explains how these expectations and needs differ from one another.

**Description:** Customer groups may be divided based on their expectations, behaviors, preferences, or similarities within each group. Customers may also be categorized according to differences, common characteristics, or both. Health tourism establishments may segment their market based on product or service characteristics, marketing channels, customer numbers, location, or other specified factors.

3. **Suppliers, Partners, and Collaborators**

**Description:** This section identifies the key suppliers, partners, and collaborators of the organization. It explains the role each group plays in:

- ⦿ Their involvement in delivering products and services that support key customers.
- ⦿ Their contribution to improving the organization's competitiveness.

The questions are what these groups contribute to the innovation of the organization and what the key requirements of a medical tourism business's supply network are.

**Description:**

1. Personnel or employees (including groups established to negotiate benefits with the organization) may be categorized by type of employment or contract, work location (including remote work), remote stationing, work environment, family-oriented policies, or other factors. For organizations with volunteers and unpaid interns, these groups should also be included as part of the workforce.

2. Understanding the needs and expectations of customers, stakeholders, and operational requirements enables medical tourism businesses to anticipate and prepare for potential disruptions to service delivery and the distribution of products, services, and supply networks. This includes being prepared for disruptions caused by natural disasters and other emergencies.

(Translation)

S.S.P. 1/2567	
Receipt No. ....	
Date.....	
Signed.....	Application Recipient

-Emblem of the Ministry of Public Health-  
 Department of Health Service Support

**Application Form for Participation in the Assessment Based on the Criteria  
 for the Thailand Wellness Awards (TiWA)**

1.1 Name-Surname of the applicant (Mr./Mrs./Miss).....Age..... years  
 Telephone.....Email.....

1.2 Name of establishment/community/product.....  
 License No.....Date of Issuance.....

1.3 Located at No.....Village No.....Alley/Lane.....  
 Road.....Sub-district.....  
 District.....Province.....Postcode.....  
 Telephone.....Email.....  
 Website..... Facebook..... Google Map

1.4 Types of awards received  
 (1).....  
 (2).....  
 (3).....

I would like to apply for the Thailand Wellness Awards (TiWA) competition.

(Signed).....Applicant  
 (.....)  
 .....  
 Date.....

**Remarks**

Specify names-surnames of the coordinators

1.1 Name-Surname.....Position.....  
 Telephone.....Fax.....  
 1.2 Name-Surname.....Position.....  
 Telephone.....Fax.....

(Translation)

Appendix C

**Self-Assessment Form for Preparation for Accreditation Application Based on the Criteria for  
the Thailand Wellness Awards (for Establishments)  
(Form S.S.P. 11)**

**Instructions:** Please assess your establishment to determine the appropriate score for each of the 4 components and 33 indicators. Complete the assessment for each topic thoroughly and specify the available evidence. Mark the “Assessment Result” box with a score from 0 to 4 based on the following quality assessment criteria.

**Note**

**Supporting evidence** may include the management and unit structure chart, the unit’s operation plan, report documents, various evaluation results, marketing information, meeting photos, operational or image files, meeting reports, activity clips, online media posts, website pages, various online communication channels, presentation files (e.g., PowerPoint), certificates, award images, and more.

Examples

Quality Criteria	Score Level		Assessment result	Specify evidence
<b>1.1 Wellness Organizational Leadership and Strategic Management</b>				
1.1.1 Wellness organizational leadership behavior	0 point	Organizational leadership is unclear.		
	1 point	The vision, mission, values, culture, and strategy of the wellness organization are determined.		
	2 points	The vision, mission, values, culture, and strategy of the wellness organization are determined, communicated, and conveyed under good governance.		
	3 points	The vision, mission, values, culture, and strategy of the wellness organization are determined, communicated, and conveyed under good governance. Additionally, there is motivation, supervision, follow-up, advice, and consultation to create engagement.		
	4 points	The vision, mission, values, culture, and strategy of the wellness organization are determined, communicated, and conveyed under good governance. This includes motivating, supervising, following up, giving advice, and consulting to create engagement, with the results of supervision and follow-up used for continuous improvement and development.	✓	Meeting photos

(Translation)

Quality Criteria	Score Level		Assessment result	Specify evidence
<b>1.1 Wellness Organizational Leadership and Strategic Management</b>				
1.1.1 Wellness organizational leadership behavior	0 point	Organizational leadership is unclear.		
	1 point	The vision, mission, values, culture, and strategy of the wellness organization are determined.		
	2 points	The vision, mission, values, culture, and strategy of the wellness organization are determined, communicated, and conveyed under good governance.		
	3 points	The vision, mission, values, culture, and strategy of the wellness organization are determined, communicated, and conveyed under good governance. Additionally, there is motivation, supervision, follow-up, advice, and consultation to create engagement.		
	4 points	The vision, mission, values, culture, and strategy of the wellness organization are determined, communicated, and conveyed under good governance. This includes motivating, supervising, following up, giving advice, and consulting to create engagement, with the results of supervision and follow-up used for continuous improvement and development.		
1.1.2 Strategic and action plan preparation consistent with wellness vision	0 point	No systematic preparation of strategic plans and action plans in line with the wellness vision and mission.		
	1 point	The strategic planning and action plan process is systematically aligned with the wellness vision and mission.		
	2 points	The strategic planning and action plan process is systematically aligned with the wellness vision and mission, taking into account the benefits of society, customers, and stakeholders.		
	3 points	The strategic planning and action plan process is systematically aligned with the wellness vision and mission, taking into account the benefits of society, customers, and stakeholders, and is effectively communicated, transferred into practice, and evaluated.		
	4 points	The strategic planning and action plan process is systematically aligned with the wellness vision and mission, taking into account the benefits of society, customers, and stakeholders. The plan is communicated and transferred into practice, the results are evaluated, and the findings are used to adjust the action plan in a timely manner for challenging situations.		
1.1.3 Organizational structure and assignment of responsibilities aligned with mission, strategy, and objectives	0 point	No organization or plan makers in place.		
	1 point	Organizational guidelines and plan makers are established, in accordance with the plan strategy.		
	2 points	Organizational guidelines and plan makers are in accordance with the plan strategy and work together to implement it.		
	3 points	Organizational assessment and plan makers are in accordance with the plan strategy, with flexible management practices in place.		
	4 points	Organizational adjustment and plan makers are in accordance with the plan strategy, and the organization demonstrates a capacity for learning.		
1.1.4 Setting targets, indicators, and assessment of plan and strategy success	0 point	No targets or indicators for organizational success.		
	1 point	Guidelines are in place for setting indicators and organizational success targets.		
	2 points	Guidelines are in place for setting indicators and organizational success targets, and these are clearly conveyed into practice.		

(Translation)

Quality Criteria	Score Level		Assessment result	Specify evidence
	3 points	Guidelines for setting organizational success targets and indicators are in place, with these targets and indicators clearly conveyed into practice. Performance results are consistently supervised and monitored according to the indicators.		
	4 points	Guidelines for setting organizational success targets and indicators are in place, with these targets and indicators clearly conveyed into practice. Performance results are consistently supervised and monitored, and the results are used to refine and improve the indicators to achieve excellence.		
<b>1.2 Work system and personnel motivation</b>				
1.2.1 Work process	0 point	The need to analyze and design important processes is not clearly defined.		
	1 point	The need to analyze and design important processes is defined.		
	2 points	The need to analyze and design important processes is defined, with linked working guidelines established. Measurement criteria are set to control the work from start to finish.		
	3 points	The need to analyze and design important processes is defined, with linked working guidelines established. Measurement criteria are set to control the work from start to finish, and quality of work is supervised, monitored, and controlled.		
	4 points	The need to analyze and design important processes is defined, with linked working guidelines established. Measurement criteria are set to control the work from start to finish, quality of work is supervised, monitored, and controlled, and the results of process operations are used to determine guidelines for development towards excellence.		
1.2.2 Personnel motivation system ☉Salary, compensation, bonus, medical expenses, health care ☉Recognition, promotion, outstanding personnel, rewards	0 point	Driving factors are unclear.		
	1 point	Driving factors are clearly defined.		
	2 points	Driving factors are clearly defined and implemented to enhance satisfaction, employee engagement, and organizational engagement.		
	3 points	Driving factors are clearly defined, implemented to enhance satisfaction, employee engagement, and organizational engagement, with ongoing monitoring and follow-up on the results of measuring satisfaction and engagement.		
	4 points	Driving factors are clearly defined, implemented to enhance satisfaction, employee engagement, and organizational engagement. The results of measuring satisfaction and engagement are monitored and followed up, and the insights gained are used to improve and develop the employee motivation system.		
<b>1.3 Management based on social and environmental responsibility</b>				
1.3.1 Policy and measures for social and environmental responsibility	0 point	The policy and measures for social and environmental responsibility are unclear.		
	1 point	The policy and measures for social and environmental responsibility are clear, with an emphasis on providing support and assistance (CSR).		
	2 points	The policy and measures for social and environmental responsibility are clear, with the policy announced as one of the organization's main missions.		
	3 points	The policy and measures for social and environmental responsibility are clear, with the policy announced as one of the organization's main missions. There is also transmission, supervision, and monitoring of the results of operations in accordance with the specified policies and measures.		

(Translation)

Quality Criteria	Score Level	Assessment result	Specify evidence
	4 points The policy and measures for social and environmental responsibility are clear and have been announced as one of the organization's main missions. The implementation of these policies and measures has been effectively communicated, supervised, and monitored. Improvements have been made in line with the BCG (Bio-Circular-Green) model concept, and partners at the national or international level are actively involved in implementing social and environmental responsibility initiatives.		
1.3.2 Code of ethics for wellness business ⊙ Financial transparency ⊙ Service information ⊙ Reasonable price ⊙ Customer rights/treatment customer confidentiality	0 point Ethical guidelines are unclear.		
	1 point The Code of Ethics has been announced.		
	2 points The Code of Ethics has been announced, transmitted, and implemented in practice.		
	3 points The Code of Ethics has been announced, transmitted, implemented in practice, and the results of operations are monitored.		
	4 points The Code of Ethics has been announced, transmitted, implemented in practice, with results of operations monitored and used for continuous organizational development and improvement.		
<b>1.4 Risk management and support</b>			
1.4.1 Customer ⊙ Customer complaints ⊙ Issues of expressing opinions on social media	0 point No risk management plan.		
	1 point A risk management plan is systematically formulated.		
	2 points A risk management plan is systematically formulated, communicated, and transferred, leading to implementation.		
	3 points A risk management plan is systematically formulated, communicated, transferred, and supervised, with monitoring, control, and evaluation in place.		
	4 points A risk management plan is systematically formulated, communicated, transferred, and supervised, with monitoring, control, and evaluation in place. The results of the monitoring are used to continuously improve the risk management plan.		
1.4.2 Personnel ⊙ Turnover/Resignation rate of personnel in the organization ⊙ Balance between staffing and workload ⊙ Employee well-being	0 point No risk management plan.		
	1 point A risk management plan is systematically formulated.		
	2 points A risk management plan is systematically formulated, communicated, and transferred into practice, including preventive and mitigating measures for risks.		
	3 points A risk management plan is systematically formulated, communicated, transferred into practice, and supervised, with monitoring, control, and evaluation in place.		
	4 points A risk management plan is systematically formulated, communicated, and transferred into practice, with supervision, monitoring, control, and evaluation in place. The results of the monitoring are used to continuously improve the risk management plan.		
1.4.3 Finance ⊙ Sales ⊙ Profit ⊙ Cost ⊙ Cash flow	0 point No risk management plan.		
	1 point A risk management plan is systematically formulated.		
	2 points A risk management plan is systematically formulated, communicated, and transferred into practice, including preventive and mitigating measures for risks.		
	3 points A risk management plan is systematically formulated, communicated, transferred into practice, and supervised, with monitoring, control, and evaluation in place.		
	4 points A risk management plan is systematically formulated, communicated, and transferred into practice, with supervision, monitoring, control, and evaluation in place. The results of the monitoring are used to continuously improve the risk management plan.		

(Translation)

Quality Criteria	Score Level		Assessment result	Specify evidence
1.4.4 Service ⊙ First aid ⊙ Emergency and disaster prevention measures	0 point	No risk management plan.		
	1 point	A risk management plan is systematically formulated.		
	2 points	A risk management plan is systematically formulated, communicated, and transferred into practice, including preventive and mitigating measures for risks.		
	3 points	A risk management plan is systematically formulated, communicated, transferred into practice, and supervised, with monitoring, control, and evaluation in place.		
	4 points	A risk management plan is systematically formulated, communicated, and transferred into practice, with supervision, monitoring, control, and evaluation in place. The results of the monitoring are used to continuously improve the risk management plan.		
2.1 Wellness services and innovations focused on service recipients (7 dimensions of wellness: physical, mental, spiritual, emotional, social, environmental and intellectual wellness)	0 point	Wellness services and innovations are unclear.		
	1 point	Wellness services and innovations cover at least 3 dimensions.		
	2 points	Wellness services and innovations cover at least 3 dimensions and are evaluated.		
	3 points	Wellness services and innovations cover at least 3 dimensions, and the evaluation results are used to improve and develop the experience format.		
	4 points	Wellness services and innovations cover at least 3 dimensions, and the evaluation results are used creatively to enhance services towards excellence.		
2.2 Wellness services through the five senses (sight, taste, smell, sound, and touch)	0 point	The arrangement of the 5 senses experience is unclear and incomplete in all 5 aspects.		
	1 point	The arrangement of the 5 senses experience is complete.		
	2 points	The arrangement of the 5 senses experience is complete and the results are evaluated		
	3 points	The arrangement of the 5 senses experience is complete, and the evaluation results are used to improve and develop the experience format.		
	4 points	The arrangement of the 5 senses experience is complete, and the evaluation results are used creatively to enhance the experience towards excellent service.		
2.3 Creating an environment conducive to wellness services and activities	0 point	Physical environment management conducive to wellness is unclear.		
	1 point	Physical environment management conducive to wellness is integrated with natural elements.		
	2 points	Physical environment management conducive to wellness is integrated with natural elements and aesthetics to promote a relaxing atmosphere, and evaluation is carried out.		
	3 points	Physical environment management conducive to wellness is integrated with natural elements and aesthetics to promote a relaxing atmosphere, and evaluation results are used to improve and develop the experience format.		
	4 points	Physical environment management conducive to wellness is integrated with natural elements and aesthetics to promote a relaxing atmosphere, and evaluation results are used creatively to develop a wellness environment that aims for excellence.		
2.4 Wellness workshops	0 point	The organization of wellness activities (Workshop) is unclear.		
	1 point	Wellness activities (Workshop) are organized.		
	2 points	Wellness activities (Workshop) are organized and evaluated.		
	3 points	Wellness activities (Workshop) are organized, and the evaluation results are used to improve and develop the format of the experiences.		
	4 points	Wellness activities (Workshop) are organized, and the evaluation results are used to create an environment conducive to creative wellness, aiming for excellence.		
Quality Criteria	Score Level		Assessment	Specify

(Translation)

			result	evidence
<b>3.1 Customer needs and expectations system and response</b>				
3.1.1 Survey system for analyzing interests, needs, expectations, and consumer behavior	0 point	The survey system analyzes the interests, needs, expectations, and behaviors of each consumer, but the specific goals or outcomes are unclear.		
	1 point	The survey system in <u>document format</u> is designed to analyze the needs and expectations of consumers and to improve the main service.		
	2 points	The survey system in <u>online format</u> is designed to analyze the needs and expectations of consumers and to improve the main service.		
	3 points	The survey system in <u>online format</u> is designed to analyze the needs and expectations of consumers, improve the main service, and determine service activities to promote well-being.		
	4 points	The survey system in <u>online format</u> is designed to analyze the needs and expectations of consumers, improve the main service, determine service activities to promote well-being, and strive for excellence in the future.		
3.1.2 System for responding to suggestions, comments, and complaints from customers and stakeholders	0 point	The process of responding to customer suggestions, comments, complaints, and feedback from stakeholders is unclear.		
	1 point	Define and design a system to respond to customer suggestions, comments, complaints, and feedback from stakeholders, but it does not adequately cover all customers and stakeholders.		
	2 points	Define and design a system to respond to customer suggestions, comments, complaints, and feedback from stakeholders, fully covering both customers and stakeholders.		
	3 points	Define and design a system to respond to customer suggestions, comments, complaints, and feedback from stakeholders, fully covering customers and stakeholders, and including mechanisms to supervise, monitor, evaluate, and manage complaints, suggestions, and comments.		
	4 points	Define and design a system to respond to customer suggestions, comments, complaints, and feedback from stakeholders, fully covering customers and stakeholders, with supervision, monitoring, evaluation, and the use of management results to guide the development and improvement of practices towards excellence.		
<b>3.2 Long-term engagement system</b>				
3.2.1 Long-term engagement system	0 point	Unclearly define customer relationship system		
	1 point	Define customer relationship system		
	2 points	Implement appropriate information technology system to support customer relationship system		
	3 points	Customer relationship system connects long-term commitment, customer loyalty and group of stakeholders		
	4 points	Customer relationship system connects long-term commitment, customer loyalty and group, individual and stakeholder		
3.2.2 Marketing and organizational communication system	0 point	Unclearly define communication system consisting of marketing/organizational communication channels and tools		
	1 point	Define communication system consisting of marketing/organizational communication channels and tools		
	2 points	Define communication system consisting of marketing/organizational communication channels and tools into practice		
	3 points	Evaluate, monitor, and use communication system consisting of marketing/organizational communication channels and tools continuously		

(Translation)

Quality Criteria	Score Level		Assessment result	Specify evidence
	4 points	Evaluate and monitor the use of communication systems, including channels and tools, integrated with marketing and organizational communication continuously, and use the evaluation results to improve the marketing and organizational communication system towards excellence.		
3.2.3 Creation and management of product, service, and organizational brand	0 point	The process of creating and managing product or service brands and organizational brands is not clear.		
	1 point	Initiate the creation and management of product or service brands and organizational brands.		
	2 points	Promote product or service brands and organizations to be recognized at the community/local level.		
	3 points	Promote product or service brands and organizations to be recognized at the national level.		
	4 points	Promote product or service brands and organizations to be recognized internationally.		
<b>4.1 Wellness service and activity outcomes</b>				
4.1.1 Outcome 1 (Customer well-being across 7 dimensions/user behavior, etc.)	0 point	Results are unclear.		
	1 point	Results are below the target.		
	2 points	Results meet the target.		
	3 points	Results exceed the target.		
	4 points	Results have exceeded the target continuously for 3 years.		
4.1.2 Outcome 2 (Marketing results, number of customers, market share, etc.)	0 point	Results are unclear.		
	1 point	Results are below the target.		
	2 points	Results meet the target.		
	3 points	Results exceed the target.		
	4 points	Results have exceeded the target continuously for 3 years.		
4.1.3 Outcome 3 (Financial performance, net profit per sales, value delivery to customers, etc.)	0 point	Results are unclear.		
	1 point	Results are below the target.		
	2 points	Results meet the target.		
	3 points	Results exceed the target.		
	4 points	Results have exceeded the target continuously for 3 years.		
4.1.4 Community Outcomes (Increased income, employment, wellness knowledge, etc.)	0 point	Results are unclear.		
	1 point	Results are below the target.		
	2 points	Results meet the target.		
	3 points	Results exceed the target.		
	4 points	Results have exceeded the target continuously for 3 years.		
4.1.5 Environmental Outcomes (Physical, social, and environmental aspects, etc.)	0 point	Results are unclear.		
	1 point	Results are below the target.		
	2 points	Results meet the target.		
	3 points	Results exceed the target.		
	4 points	Results have exceeded the target continuously for 3 years.		
<b>4.2 Wellness leadership and personnel outcomes</b>				
4.2.1 Leaders with vision, skills, abilities, learning, and competence in leading the organization	0 point	Skills, abilities, and basic competencies are unclear.		
	1 point	Skills, abilities, learning, and basic competencies.		
	2 points	Recognized within the agency.		
	3 points	Recognized internally and by the community/local level.		
	4 points	Recognized nationally and internationally.		

(Translation)

Quality Criteria	Score Level	Assessment result	Specify evidence
4.2.2 Skills, abilities, and competencies of personnel <input type="radio"/> Language skills <input type="radio"/> Digital skills <input type="radio"/> Service behavior <input type="radio"/> Career/service skills <input type="radio"/> Creating new products, creating innovation (innovative thinker) Innovative capabilities	0 point	Basic skills, abilities, and competencies are unclear.	
	1 point	Basic skills, abilities, and competencies.	
	2 points	Recognized within the agency.	
	3 points	Recognized within and by the community/local level.	
	4 points	Recognized nationally and internationally.	
4.2.3 Engagement of wellness personnel (e.g., satisfaction, commitment, volunteering for the organization)	0 point	Results are unclear.	
	1 point	Results are set below the target.	
	2 points	Results are set equal to the target.	
	3 points	Results are set higher than the target.	
	4 points	Results are set higher than the target for 2 consecutive years and continue to exceed the target.	
<b>4.3 Health innovation development outcomes</b>			
4.3.1 Innovation in wellness products and services	0 point	The concept of developing innovation in wellness products and services is unclear.	
	1 point	Innovation in wellness products and services.	
	2 points	Innovation in wellness products and services is accepted at the community level.	
	3 points	Innovation in wellness products and services is accepted at the national level.	
	4 points	Innovation in wellness products and services is accepted at the international level.	
4.3.2 Process innovation	0 point	The concept of developing process innovation is unclear.	
	1 point	Process innovation	
	2 points	Process innovation is accepted at the community level.	
	3 points	Process innovation is accepted at the national level.	
	4 points	Process innovation is accepted at the international level.	
4.3.3 Marketing innovation	0 point	The concept of developing marketing innovation is unclear.	
	1 point	Marketing innovation	
	2 points	Marketing innovation is accepted at the community level.	
	3 points	Marketing innovation is accepted at the national level.	
	4 points	Marketing innovation is accepted at the international level.	
4.3.4 Organizational innovation	0 point	The concept of developing organizational innovation is unclear.	
	1 point	Organizational innovation.	
	2 points	Organizational innovation is accepted at the community level.	
	3 points	Organizational innovation is accepted at the national level.	
	4 points	Organizational innovation is accepted at the international level.	
Total score			

(Translation)

## Appendix D

### Assessment Form Based on the Criteria for the Thailand Wellness Awards (for Establishments) (Form S.S.P. 12)

Assessment Criteria	Assessment Results					Suggestions/guidelines for improvement
	0	1	2	3	4	
<b>Component 1: Wellness Organization Management</b>						
<b>1.1 Wellness organizational leadership and strategic management</b>						
1.1.1 Wellness organizational leadership behavior						
1.1.2 Strategic and action plan preparation consistent with wellness vision						
1.1.3 Organizational structure and assignment of responsibilities aligned with mission, strategy, and objectives						
1.1.4 Setting targets, indicators, and assessment of plan and strategy success						
<b>1.2 Work system and personnel motivation</b>						
1.2.1 Work process						
1.2.2 Personnel motivation system						
<b>1.3 Management based on social and environmental responsibility</b>						
1.3.1 Policy and measures for social and environmental responsibility						
1.3.2 Code of ethics for wellness business						
<b>1.4 Risk management and support</b>						
1.4.1 Customer						
1.4.2 Personnel						
1.4.3 Finance						
1.4.4 Service						
<b>Component 2: Wellness Services and Activities</b>						
2.1 Wellness services and innovations focused on service recipients						
2.2 Wellness services through the five senses (sight, taste, smell, sound, and touch)						
2.3 Creating an environment conducive to wellness services and activities						
2.4 Wellness workshops						

(Translation)

Assessment Criteria	Assessment Results					Suggestions/guidelines for improvement
	0	1	2	3	4	
<b>Component 3: Customers and Stakeholders</b>						
<b>3.1 Customer needs and expectations system and response</b>						
3.1.1 Survey system for analyzing interests, needs, expectations, and consumer behavior						
3.1.2 System for responding to suggestions, comments, and complaints from customers and stakeholders						
<b>3.2 Long-term engagement system</b>						
3.2.1 Long-term engagement system						
3.2.2 Marketing and organizational communication system						
3.2.3 Creation and management of product, service, and organizational brand						
<b>Component 4: Excellent Wellness Outcomes</b>						
<b>4.1 Wellness service and activity outcomes</b>						
4.1.1 Outcome 1 (Customer well-being across 7 dimensions/user behavior, etc.)						
4.1.2 Outcome 2 (Marketing results, number of customers, market share, etc.)						
4.1.3 Outcome 3 (Financial performance, net profit per sales, value delivery to customers, etc.)						
4.1.4 Community Outcomes (Increased income, employment, wellness knowledge, etc.)						
4.1.5 Environmental Outcomes (Physical, social, and environmental aspects, etc.)						
<b>4.2 Wellness leadership and personnel outcomes</b>						
4.2.1 Leaders with vision, skills, abilities, learning, and competence in leading the organization						
4.2.2 Skills, abilities, and competencies of personnel						
4.2.3 Engagement of wellness personnel (e.g., satisfaction, commitment, volunteering for the organization)						
<b>4.3 Health innovation development outcomes</b>						
4.3.1 Innovation in wellness products and services						
4.3.2 Process innovation						
4.3.3 Marketing innovation						
4.3.4 Organizational innovation						
Total score						

(Translation)

## Appendix E

Key concepts and knowledge

1. Wellness Organization Management Concept
2. Wellness Concept
3. Customer and Stakeholder Concept
4. Social and Environmental Responsibility Concept
5. Tourism and Creative Economy Concept

### 1. Wellness Organization Management Concept

**1.1 The Wellness Organization Management Concept** is developed based on the Thailand Quality Award (TQA) criteria. It emphasizes establishing a systematic and suitable internal management system within the organization, encompassing the entire process from planning, implementation, and evaluation to continuous improvement based on assessment outcomes. This approach fosters a quality cycle throughout the organization, aligned with the National Quality Award criteria, which includes seven categories: Organizational Management; Strategic Planning; Customer Focus; Measurement Analysis and Knowledge Management; Personnel Focus; Operational Focus; and Results.

**1.2 Improving the Quality of Establishments, Communities, and Products** According to the criteria for the Thailand Wellness Awards (TiWA), the main components of wellness organization management are specified in four areas: 1. Wellness Organization and Strategic Management; 2. Work System and Personnel Motivation; Management Based on Social and Environmental Responsibility; and 4. Risk Management and Support

**1.3 Management services are designed with the goal of creating core values** for developing establishments according to the criteria for the Thailand Wellness Awards (TiWA), which includes the following characteristics:

**(1) Excellent Wellness Service Formats:** These include wellness services that integrate Thai uniqueness with wellness activities and services (holistic health care activities and services across seven dimensions: physical, mental, spiritual, emotional, social, environmental, and intellectual).

**(2) Holistic Health and Wellness Care Services:** This refers to establishments that implement concepts, formats, and methods of providing holistic health care services. These services focus on activities that promote balance and integration for overall physical, mental, spiritual, and social well-being. The approach includes health promotion, disease prevention, care, treatment, and rehabilitation aimed at achieving longevity. It emphasizes creating happiness, comfort, relaxation, and a healthy lifestyle by incorporating the science and art of Thai wisdom and alternative health care. Furthermore, it promotes learning, integration, and the exchange and transfer of wisdom and technology to the community for sustainable and environmentally friendly development.

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(3) **Excellent Management** refers to an establishment with a strategic management system focused on enhancing and elevating the organization's quality to compete at the international level. This includes creating value and fostering a quality-centric organizational culture, driving sustainable organizational growth, effectively managing resources to develop quality, delivering outstanding healthcare services, meeting the needs and expectations of service recipients, and being responsible for society, the environment, and sustainable development.

(4) **Innovative Wellness Service** refers to an establishment that offers a variety of health promotion services with a unique identity, capable of meeting the specific needs of individual service recipients. It maintains a high level of quality that is widely recognized, by integrating the science and art of Thai traditional medicine, Thai culture, local wisdom, and locally available Thai herbal products with universal knowledge and modern technology. This integration is applied to develop or research products, provide healthcare services in a cohesive manner, ensure quality, and deliver value to service recipients.

(5) **Excellent Wellness Services** refers to an establishment that provides comprehensive healthcare services aimed at promoting and restoring health for optimal well-being and longevity. This service is organized as a space dedicated to fostering well-being through a health care concept that emphasizes the balance between the body, mind, and environment, in harmony with the nature. The approach involves selecting treatment methods that combine the strengths of Thai wisdom with various alternative practices, such as using health-beneficial herbs, along with massage, herbal compresses, steaming, and the use of Thai fragrances and aromas.

**5.1 Thai identity** refers to the distinctive and refined lifestyle and exceptional service culture of the Thai people, characterized by their cheerful, kind, and friendly nature, particularly towards tourists. This unique service-oriented mindset, which is inherently Thai, is difficult to replicate and serves as a significant attraction for tourists from various countries to visit and use services in Thailand.

**5.2 Thai wisdom** refers to healthcare practices based on the principles of traditional Thai medicine, which are rooted in Ayurveda. It involves creating a holistic sensory experience by engaging the five senses: **Sight**: An attractive and relaxing atmosphere and environment; **Taste**: The experience of herbal foods and drinks; **Smell**: Treatments involving herbs, aromatic herbs, and fragrant flowers; **Sound**: The sounds of nature and soothing music; and **Touch**: Thai massage combined with the principles of **Sappaya** in Buddhism, which signifies comfort or a peaceful life. **Sappaya** consists of: 1) **Avas Sappaya** -- a comfortable, clean place located in a good, safe environment that can be used for beneficial purposes, suitable for healthcare and promotion; 2) **Kochar Sappaya** -- a location that is easy to find, easy to travel to, where walking around and using the space for activities or receiving services is convenient, safe, and

(Translation)

fosters interaction; 3) **Bhassappaya** -- good speech and communication, which is beneficial, fosters understanding, provides comfort, and promotes learning, goodness, and positive interactions, ultimately enhancing service quality and leaving a lasting impression; 4) **Bukkalasappaya** -- the people involved, including executives, service providers, and service recipients, who are friendly, cheerful, knowledgeable, skilled in their respective roles, and possess a strong service-minded attitude; 5) **Pochana Sappaya** -- the availability of sufficient and appropriate food for everyone, ensuring it is nutritious, safe, and prepared in a hygienic manner; 6) **Utu Sappaya** -- having an environment, climate, and temperature that promote a health-enhancing atmosphere. This includes a clean and pure natural setting, with shady trees, beautiful fragrant flowers, and a variety of elements that refresh the mind and create a balanced and peaceful state; 7) **Ariyapatha Sappaya** -- the design of spaces and activities that support body movement, facilitating balanced and proper postures when standing, walking, sitting, and sleeping. It also encompasses behaviors that reflect happiness and peace of mind.

5.3 **Application of Alternative Medical Knowledge** refers to utilizing medical approaches from various cultural traditions. This includes practices like Chinese medicine in foot massage, acupuncture, and the use of Chinese herbs; Indian Ayurveda for balancing the body according to its elements and yoga exercises; and Western alternative medicine practices such as manual therapy, hydrotherapy, aromatherapy, nutritional therapy, psychotherapy, and well-being therapy. These approaches can be combined to create a unique or original identity.

**6. Collaborative Partnership for Value-Based Wellness Tourism** involves creating collaboration between service providers, government agencies, private sectors, and communities. The goal is to disseminate knowledge, develop innovative service programs, and enhance services, products, and experiences in health tourism. This collaboration aims to generate valuable proposals and jointly drive initiatives across all sectors, promoting a circular economy and sustainable resource management in health tourism. It also includes linking wellness services with communities (community collaboration or partnership) and developing environmentally friendly wellness products and services (eco-products and services).

## 2. Wellness Concept

### 2.1 Definition of Wellness

The Global Wellness Institute defines Wellness as “the active pursuit of activities, choices, and lifestyles that lead to a state of holistic health.” This means that wellness involves engaging in alternative activities and adopting lifestyles that contribute to holistic health.

Wellness encompasses two key aspects: First, good health is not a passive or static state; it is an “active pursuit” that requires intention, awareness, decision-making, and actions in our daily lives, ultimately leading to health and well-being. Second, well-being is associated with holistic health care, which extends beyond physical health to integrate various dimensions of health in a harmonious and consistent manner.

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**Wellness** is an indication of good health and well-being that is balanced across all dimensions: physical, emotional, social, intellectual, spiritual, and environmental.

The term “wellness” refers to a multi-dimensional state of complete physical, mental, spiritual, emotional, environmental, social, and intellectual well-being. This state is linked to balanced overall health, contributing to a good quality of life and environment, with sustainable health behaviors (Department of Health Service Support, 2023).

## 2.2 Dimensions of Wellness

According to the Global Wellness Institute, the “Wheel of Wellness” model—adapted from the concept by Myer et al. (2000)—initially defined wellness as encompassing six dimensions. Later, a seventh dimension, Intellectual Wellness, was added to provide a more comprehensive approach to holistic health.

### Additional Explanation of the 7 Dimensions Leading to a State of Well-Being

**Dimension 1: Physical Wellness:** This dimension contributes to holistic health. The physical dimension encompasses all aspects related to the physical well-being of the body, including proper nutrition/eating habits, regular exercise, weight management, consistent monitoring of health indicators, engagement in health promotion behaviors, avoidance of harmful health practices, adequate sleep, disease prevention through preventive medicine and anti-aging practices, and proper care of the body when ill, etc.

**Dimension 2: Mental Wellness:** This dimension contributes to holistic health. The mental dimension encompasses all aspects related to promoting a fulfilling life, including strengthening positive factors within individuals, such as emotional well-being, constructive thinking, problem-solving abilities, creativity, enthusiasm for life, maintaining a positive attitude, and setting appropriate life goals. These factors influence work efficiency and contribute to a good quality of life, etc.

**Dimension 3: Emotional Wellness:** This dimension contributes to holistic health. The emotional dimension involves the knowledge and skills to identify personal feelings and the ability to manage emotions effectively. It includes the capacity to cope with everyday stress, adapt to changes and challenges, and seek ways to relax, reduce stress, and manage emotions constructively. Emotional wellness enables individuals to learn and grow from the experiences they encounter in life.

**Dimension 4: Social Wellness:** This dimension contributes to holistic health and social well-being. It encompasses all aspects related to social relationships, including enjoying interactions with others, maintaining healthy relationships, fostering close connections with romantic partners, participating in health-promoting communities, and building social support networks. Social wellness also plays a role in enhancing work performance and financial well-being.

**Dimension 5: Spiritual Wellness:** This dimension contributes to holistic health. The spiritual dimension encompasses all aspects of well-being related to personal choices in seeking the meaning of life, and creating a state of joy, peace, and mindfulness, which may involve metaphysical aspects beyond physical reasoning. Spiritual wellness does not have to align with any specific religion but can include activities that resonate with religious beliefs and values, allowing for inclusive participation.

**Dimension 6: Environmental Wellness:** This dimension contributes to holistic health. The environmental dimension encompasses all aspects of health related to the environment. It involves being inspired to live in harmony with the environment and taking actions to protect it. Environmental wellness encourages interaction with nature, appreciation of outdoor activities, and efforts to avoid polluting the air, water, or soil. It also includes creating home and work environments that support and nurture good health.

**Dimension 7: Intellectual Wellness:** This dimension contributes to holistic health. The intellectual dimension encompasses all aspects related to having appropriate intellectual processes that lead to adopting healthier lifestyle for the prevention and management of non-communicable diseases, such as high blood pressure, cardiovascular disease, and diabetes. It involves developing intellectual and social skills that empower individuals to take care of their health, including learning new things and continuously developing and refining essential health-related skills.

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### 3. The Concept of Customers and Stakeholders

Creating a competitive advantage involves delivering value that surpasses competitors to satisfy customers. This requires strategies aligned with the market situation, considering factors such as cost efficiency, product or service differentiation, and swift responsiveness to target customers (Porter, 1980). A business that can attract and engage customers more effectively than its competitors gains a competitive edge in the market, meeting customer needs in ways that competitors cannot. This advantage might come from lower costs, superior services, better products, or stronger marketing. Creating a competitive advantage using the 4C concept includes:

1. **Customer Differentiation:** Analyzing customers to deliver products or services that are clearly distinct from those of competitors.
2. **Character Determination:** Defining high-value product characteristics to enhance competitiveness.
3. **Content Creation**
4. **Connection**

**Service quality** is the ability to provide services that meet or exceed customer needs and expectations. It involves delivering exceptional services that impress and satisfy customers, fostering good relationships with customers, creating memorable customer experiences, and building customer engagement and trust. High service quality encourages repeat business and positive referrals. Therefore, service quality is a crucial factor in management that enables health service businesses to differentiate themselves and remain competitive. Maintaining a service level superior to competitors by consistently offering quality services that meet customer needs and expectations is vital. Various quality indicators are evaluated based on the components of products or services under the SERVQUAL service quality measurement model, which consists of five main dimensions (Parasuraman, Zeithaml & Berry, 1990, p. 133).

1) **Tangibles** refers to the physical aspects of services that are visible and can be touched. This includes the quality and modernity of materials, equipment, tools, the attractiveness of locations or environments, and the attire of the service provider. It also involves communication with service recipients, which helps them recognize and feel impressed by the service provider's dedication and willingness to deliver services.

2) **Responsiveness** refers to the service provider's readiness and willingness to respond to customer needs. It involves being prepared to offer care, assistance, and services promptly, ensuring that service recipients benefit conveniently and quickly.

3) **Reliability** refers to fulfilling promises and agreements made with customers, ensuring that services are delivered accurately, precisely, and consistently. This builds trust between the service provider and the customer.

4) **Assurance** involves providing services with the necessary knowledge, skills, and expertise related to the service work, meeting the needs of service recipients. It includes delivering services with honesty, politeness, and good human relations, which helps customers trust and feel confident that they will receive quality service.

5) **Empathy** means offering services with care by understanding and addressing the specific needs and expectations of each service recipient.

**Customer Relationship Management (CRM)** refers to a marketing strategy focused on building and maintaining relationships with customers by placing them at the center of the business. CRM involves creating and managing relationships at different levels with each customer or customer group. This strategy is continually adapted to changing consumer behavior to help organizations retain customers in the long term and foster customer loyalty. As a result, CRM is a crucial business strategy for understanding how to build relationships with different customer groups and deliver products that align with their needs (Kotler & Keller, 2012; Kotler & Armstrong, 2016).

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**Common CRM Application** involves integrating the conceptual framework into five key processes of the CRM strategy as outlined by Lovelock and Wirtz (2007, p. 380):

1. **Data Collection:** Gathering customer information, such as contact history, demographic details, purchase history, or service use history.
2. **Data Analysis:** Categorizing and analyzing data based on business conditions.
3. **Sales Force Automation:** Utilizing a customer database management system to support sales staff, enabling them to create opportunities to reach customers and build relationships using the CRM system.
4. **Marketing Automation:** Segmenting the customer database to allow businesses to effectively reach target markets. CRM strategy enables one-to-one marketing services for each customer, reducing costs and increasing the efficiency of marketing campaigns.
5. **Call Center Automation:** Allowing call center staff to use customer inquiry data to improve and develop services. This strategy can also be used to group customers and provide special privileges, such as expedited service for card member customers, without having to wait in line.

**Customer Experience Management (CEM)** involves creating and managing customer experiences at every touchpoint or service interaction with each customer to foster customer loyalty (Kotler & Armstrong, 2016). Customer Experience refers to the customer's perception, both intentional and automatic, of the brand throughout the customer's life cycle, encompassing the customer journey and various touchpoints. In the online and digital worlds, customer experience has become increasingly important. Therefore, managing customer experiences to meet or exceed customer expectations and enhance satisfaction is more critical than ever. Positive experiences result in customers supporting the brand throughout their lives.

**How to manage the experience of every customer at every service connection point:**

1. Develop and implement strategies to design and respond to customer interactions in a way that meets or exceeds customer expectations. This approach leads to customer satisfaction, customer loyalty, and brand loyalty.
2. Leverage qualitative insights by integrating customer lifecycle relationship data and prioritizing customer experiences to ensure that customer needs are effectively addressed.
3. Concentrate on customer objectives to foster strong customer engagement, ensuring that interactions are meaningful and contribute to long-term customer relationships.

**Customer Engagement** is a marketing strategy that focuses on creating meaningful interactions with customers, delivering targeted and timely messages through the channels customers use. This approach is considered real-time marketing. By understanding and addressing the true needs and desires of customers, businesses can ensure that customers remain loyal to the brand over the long term, providing ongoing support and patronage. Building customer loyalty is crucial for business success. Strengthening the relationship between the brand and its customers through effective marketing and brand communication is essential. Managing the customer experience at every touchpoint to ensure positive interactions helps foster emotional attachment, leading to customer engagement and trust, and ultimately resulting in brand loyalty. Integrating strategies to ensure that consumers can access the brand across all channels (Omni-channel Integration), including content marketing and social CRM, is key to building customer engagement in the digital age (Kotler, Kartajaya, and Setiawan, 2016).

**Strategies for Enhancing Customer Engagement**

1. **Understand the Customer's Journey:** Begin by mapping the customer journey to identify all key touchpoints related to customer needs, purchasing or service behaviors, and opportunities to engage with the brand.
2. **Develop a Customer Loyalty Program:** One of the most effective ways to boost customer engagement is by creating a customer loyalty program. These programs serve as incentives to reward loyal customers who continue to engage with your brand, offering benefits such as a points system, discounts, special gifts, and more.

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3. **Offer personalized services to customers:** By using personalized marketing strategies with customer data, businesses can recommend products more effectively.

4. **Use chatbots:** AI-powered chatbots can analyze data and interact with customers, helping them experience products or services. This strategy enhances customer engagement by providing convenient and easy access to service information tailored to customer needs.

5. **Conduct business analysis:** Analysis and measurement are crucial components of customer engagement strategies, including gathering customer opinion data, answering customer questions, and more.

6. **Utilize marketing technology tools (Mar-tech):** Implement customer engagement systems and technological innovations to enhance business competitiveness and efficiency.

#### 4. The Concept of Social and Environmental Responsibility

In line with the United Nations Framework Convention on Climate Change (UNFCCC), which came into effect on March 21, 1994, 196 member countries have signed and ratified the agreement to control human-generated greenhouse gas concentrations at levels that do not harm the climate. This also allows natural ecosystems time to adjust to climate change.

The carbon market has since taken on a significant role, leading to continuous implementation and expansion at the international level across both developed and developing countries. Following the Kyoto Protocol, which came into effect on February 16, 2005, developed countries listed in Annex B were required to reduce their greenhouse gas emissions by at least 5 percent compared to their 1990 levels. The first phase of implementation occurred between 2008 and 2012.

At the Doha Convention in 2012, the parties to the Kyoto Protocol agreed to extend the commitments from the first phase into a second phase of greenhouse gas emission reduction commitments, effective from January 1, 2013, to December 31, 2020. Non-Annex B countries, which are classified as developing countries, are not obligated to reduce emissions under this commitment. However, they can participate voluntarily in reducing greenhouse gas emissions through the Clean Development Mechanism (CDM), which supports Annex B countries in achieving their greenhouse gas reduction targets. Developing countries can benefit by selling the reduced amount of greenhouse gases, known as “CERs - Certified Emission Reductions,” a type of carbon credit.

These results are considered the starting point for using market mechanisms to reduce greenhouse gas emissions, aiming to mitigate and adapt to climate change under the framework of the convention. Thailand is one of the countries that have ratified the Kyoto Protocol but is not part of the group required to reduce greenhouse gas emissions. However, if Thailand reduces its emissions by implementing projects under the Clean Development Mechanism (CDM), it will be able to sell carbon credits, registered with the UNFCCC, to other countries or within the carbon market.

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The 21<sup>st</sup> session of the Conference of the Parties to the United Nations Framework Convention (COP 21) in Paris, France, adopted the Paris Agreement on December 12, 2015. This agreement is the latest legal instrument adopted under the UNFCCC framework, following the Kyoto Protocol and the Doha Amendment, and it establishes a more ambitious set of international rules for Parties' participation in addressing climate change. The Paris Agreement entered into force on November 4, 2016. Its main objectives are to strengthen the global response to the threat of climate change in the context of sustainable development and poverty eradication efforts by:

1. Limiting the increase in the global average temperature to well below 2 °C above pre-industrial levels, while striving to limit the increase to 1.5 °C above pre-industrial levels, recognizing that this will significantly reduce the risks and impacts of climate change.

2. Strengthening the capacity for adaptation to the impacts of climate change and promoting resilience-building and the development of low-emission economies without compromising food production.

3. Establishing a revolving fund consistent with low-emission development and climate resilience to support mitigation efforts aimed at achieving long-term temperature targets. Parties aim to achieve global peaking of greenhouse gas emissions as soon as possible and then rapidly reduce emissions to achieve a balance between anthropogenic emissions at sources and removals by sequestration in the second half of the century.

The Paris Agreement also supports voluntary cooperation among Parties. Article 6 of the Paris Agreement provides for the following key cooperation mechanisms and approaches:

1. Where Parties voluntarily participate in cooperative approaches that use internationally transferred mitigation outcomes (ITMOs) to achieve nationally determined contributions, they shall promote sustainable development and ensure environmental integrity and transparency in mitigation processes. This includes using robust accounting and governance to avoid double counting, in line with the guidance adopted by the Conference of the Parties acting as the meeting of the Parties to the Paris Agreement.

2. Establish a mechanism under the authority and guidance of the Conference of the Parties to contribute to the mitigation of greenhouse gas emissions and support sustainable development. The Conference of the Parties shall adopt rules, modalities, and procedures for this mechanism, which Parties may use on a voluntary basis.

3. Establish a framework for non-market approaches to sustainable development (Wikanda Wanwisit, Academic Office, the Secretariate of the Senate, Carbon Credit: Business for Relieving Global Warming, February 2015.)

#### **Domestic Carbon Market in Thailand**

In November 2021, Thailand announced its ambitious commitment to fully address the climate crisis, aiming to reduce greenhouse gas emissions by 40 percent by 2030. This target aligns with Thailand's goal of achieving net-zero greenhouse gas emissions by 2050 and net-zero greenhouse gas emissions by or before 2065. In support of this commitment, Thailand submitted a long-term strategy for low-emission development to the Secretariat of the United Nations Framework Convention on Climate Change under the Paris Agreement during the 26<sup>th</sup> Conference of the Parties to the United Nations Framework Convention on Climate Change (COP26) in Glasgow, Scotland. In the past, Thailand has implemented two types of greenhouse gas reduction projects that sold carbon credits in the carbon market:

- 1) Greenhouse gas reduction projects under the Clean Development Mechanism (CDM) as part of the Kyoto Protocol.

- 2) Voluntary greenhouse gas reduction projects aligned with other international standards.

(Translation)

However, the carbon market in Thailand continues to operate as a “voluntary carbon market.” In 2014, Thailand Greenhouse Gas Management Organization (Public Organization) or TGO initiated the Thailand Voluntary Emission Reduction (T-VER) project under the Thai standard. This initiative aims to encourage all sectors, particularly small project developers, to voluntarily participate in reducing greenhouse gases within the country. The carbon credits certified by these projects are known as T-VER credits, which can be used for carbon offsetting at various levels, including organization, product, event, and daily life. TGO certifies these operations through the Thailand Carbon Offsetting Program (T-COP), which is categorized into carbon offset and carbon neutral.

Currently, those who wish to buy or sell T-VER carbon credits can trade through the Over-the-Counter (OTC) system. This system allows participants to select projects that offer co-benefits in addition to greenhouse gas reduction, such as reducing pollution, increasing shade and green spaces, lowering energy consumption and electricity costs, and supporting the local economy. It also promotes the development of new, environmentally friendly careers. In this system, buyers and sellers can directly negotiate prices.

Additionally, TGO has collaborated with the Federation of Thai Industries to develop the “Thailand Carbon Credit Exchange Platform,” which is intended to serve as the country’s primary carbon credit trading center according to the T-VER standard. TGO acts as the certifier and oversees the carbon credit registry system. The Thailand Carbon Credit Exchange Platform utilizes an electronic trading method where buyers and sellers submit bids and offers via computers or other devices, such as mobile phones and tablets, through the platform. The system automatically sorts and matches orders. This platform is expected to be operational by early 2022.

Furthermore, TGO offers an opportunity for those interested in developing a carbon credit trading center to link their trading system with the TGO registry system. This initiative aims to create a transparent, accurate, and reliable central market that can report fair price levels and has the potential to evolve into an international trading platform. The platform is designed for leading organizations with a strong commitment to reducing greenhouse gases, enabling them to lower their greenhouse gas reduction costs by purchasing carbon credits to offset emissions, rather than implementing reduction measures themselves (which may be more expensive or impractical). At the same time, organizations that develop greenhouse gas reduction projects at lower costs can profit from selling credits and expand their projects.

Individuals or juristic persons who are eligible to sell T-VER carbon credits include:

1. Project developers who voluntarily reduce greenhouse gas emissions according to Thailand Voluntary Emission Reduction (T-VER).
2. Those who are not project developers must first join the Exchange Platform as a broker/dealer. This role involves purchasing carbon credits from the primary market and reselling them to buyers who hold accounts in the secondary market, functioning similarly to a stock market broker, as illustrated in Figure 1.

Environmental issues and climate change are universally acknowledged challenges. The technological and economic developments since the Industrial Revolution have left lasting scars that will impact future generations if we remain indifferent. The traditional economic development model is inadequate to meet this challenge.

The BCG Economy Model offers a viable solution, particularly when considering Thailand’s strengths, such as its rich biodiversity in ecosystems and species, as well as its cultural heritage. These are valuable resources that can be leveraged through innovative processes to add value to products and enhance global competitiveness. Crucially, this model ensures that income is distributed to communities that own these biological and cultural resources, helping to reduce inequality, strengthen communities, and promote environmental sustainability. All of these efforts align with the United Nations’ Sustainable Development Goals (SDGs).

The development of the creative economy is rooted in the creation and use of knowledge and creativity, connected to intellectual capital, cultural capital, and biodiversity. This approach aims to produce new products or services with high added value that can meet the needs of target customer groups.

The BCG Economy, or Bio-Circular-Green Economy, is an economic model for sustainable development. It involves using science, technology, and innovation to sustainably enhance the competitiveness of four target industries (S-curves): the agricultural and food industry, the energy and materials industry, the health and medical industry, and the tourism and service industry.

(Translation)

By leveraging science, technology, and innovation, the efficiency of traditional producers, such as farmers and communities, can be enhanced. Additionally, this approach supports entrepreneurs who create high-value-added products and services or innovations.

#### **Bio-Circular-Green (BCG) Economy**

BCG stands for 'Bio-Circular-Green' Economy, which encompasses the bioeconomy (Bio), the circular economy (Circular), and the green economy (Green). According to the National Science and Technology Development Agency (NSTDA) on the website [www.bcg.in.th](http://www.bcg.in.th), this model represents an integrated economic approach aimed at sustainable development.

“The BCG Model is a holistic economic development approach that simultaneously advances three economies: the Bio Economy, which focuses on utilizing biological resources to create added value by developing high-value products; the Circular Economy, which emphasizes the reuse of materials to the greatest extent possible; and both of these are integrated under the Green Economy. This approach not only focuses on economic development but also requires concurrent social development and environmental conservation, aiming to achieve stability and sustainability in a balanced manner.”

When detailed, the Bio Economy involves using biotechnology to add value to agricultural products or to enhance their processing, thereby increasing their agricultural value. By applying biotechnology for economic benefits, this approach transforms the creation of traditional products into innovative production processes and products that meet the higher value demands of consumers while emphasizing sustainability.

Additionally, the Bio Economy supports the development of innovations related to the Circular Economy, such as designing products and production processes that minimize waste (Eco-design & Zero-Waste), promoting reuse (Reuse, Refurbish, Sharing), and focusing on waste management by reintroducing used raw materials into the production cycle for reuse (Recycle, Upcycle). This approach contrasts with the traditional economic system, which primarily emphasizes the use of production resources and the creation of waste (Linear Economy).

#### **5. Tourism and Creative Economy Concept**

The tourism and creative economy sector aims to develop sustainable tourism by leveraging the unique strengths of each area to create distinct identities. This is coupled with highly efficient management to support tourists, restore, and prevent the deterioration of natural resources and the environment. Additionally, the development of a creative economy focuses on exploring cultural roots, local wisdom, and the content of spatial identity to further enhance products and services, thereby increasing their value.

Tourism is one of the country's main sources of income, contributing approximately 1 trillion baht to the GDP. It has the potential to create additional value by expanding tourist attractions to secondary cities through the development of transportation infrastructure, digital systems, and products and services operated by local communities. This approach emphasizes quality markets, establishing standards for convenience, cleanliness, and safety, while promoting the unique identities of each area. Technology and innovation are employed to manage and care for ecosystems systematically. Additionally, the development of sustainable tourism plans involves establishing a sustainable tourism standard system, creating a National Guideline on the capacity of tourist attractions, and implementing a resource and environmental cost accounting system in key tourism development zones. Efforts also include adjusting tourist behavior and restoring and developing degraded natural areas into creative tourism attractions, as well as preparing entrepreneurs to mitigate the impact of climate change on their business operations.

The development of the creative economy is based on the creation and application of knowledge and creativity, linked to intellectual capital, cultural capital, and biodiversity, to produce new products or services with high added value that meet the needs of target customer groups. Development in the three strategic areas mentioned above can be integrated with tourism through the creative economy system. Examples include offering unique experiences to tourists through Thai food tourism, sports tourism, health tourism linked to traditional Thai medicine, art and cultural tourism, agricultural tourism, and more. This also extends to developing and exporting these products and services as creative gifts and souvenirs with distinct identities, managing systems and standards that govern related businesses globally, and organizing world-class events through sports federations. Furthermore, there is an emphasis on promoting and collaborating with the business sector, including tourism-related businesses such as hotels, restaurants, and service providers, in creating digital innovations to support the aging society, which will significantly impact tourism in the next 5-10 years. The results of these initiatives have the potential to increase GDP by up to 1.4 trillion baht.

(Translation)

## 5.1 Environmentally Friendly Service Arrangement

The criteria of the Green Hotel set by the Ministry of Natural Resources and Environment cover six key issues:

**Issue 1: Environmentally Friendly Service Policy:** This refers to the principles or practices that establishments adopt as guidelines for environmentally friendly service operations. These may include environmentally friendly procurement, environmental management, energy conservation, and collaboration with local and community organizations. Both executives and employees work together to implement these practices to achieve the specified objectives and goals.

**Issue 2: Capacity Building:** This refers to the methods, processes, or activities undertaken to enhance the knowledge, skills, and abilities of personnel within the establishment to effectively work in environmentally friendly services. This includes areas such as environmentally friendly procurement, environmental management, energy conservation, and participation with local communities. The goal is to foster a positive attitude towards this work and to achieve the set objectives efficiently.

**Issue 3: Public Relations and Campaigns:** This refers to the communication of information and news related to environmentally friendly services—such as environmentally friendly procurement, environmental management, energy conservation, and participation with local communities—to the target audience (executives, employees, and service users). The aim is to build understanding, cooperation, and support from the target group, as well as to enhance the establishment's image.

**Issue 4: Green Procurement:** This refers to the procurement or hiring of products or services that consider factors such as the appropriateness of quality, price, distance, and delivery of products or services as specified, while also aiming to reduce environmental impacts throughout the entire life cycle of the product or service.

**Issue 5: Environmental Management and Energy Conservation:** This involves any operations that promote the sustainable use of resources, eliminate waste, reduce pollution, or prevent environmental degradation. Examples include reducing water usage, conserving energy, managing green spaces, treating wastewater, reducing and disposing of waste, preventing air and noise pollution, and ensuring occupational health and safety.

**Issue 6: Participation with the Local Community:** This refers to the active involvement of the establishment with the local community and the surrounding area, encompassing awareness, collaboration, and action in natural resource and environmental management activities. Examples include the conservation and restoration of natural resources, environmental preservation, and the promotion of local historical, artistic, cultural, or unique values.

(Translation)

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