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Geraldine Howard | Chairman & Co-Founder Aromatherapy Associates



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Muriel Zingrafi-Shariff | Chief Executive Officer Aromatherapy Associates

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It's like Uber, but for massage

Hold onto your hats, the spa market is about to be turned upside down by the most disruptive business model yet. Spa on demand is targeting consumers and offering competitively priced, home-based treatments. It's like Uber, but for massage

In 2013, I wrote an editor's letter entitled Competition is Everywhere, which highlighted the likelihood of competitive threats emerging from non-spa businesses to challenge the place of spas as deliverers of treatments.

The premise was that spa businesses are burdened with overheads and that new operations which reduce costs by adopting nimble practices could enter the market and thrive, to the potential detriment of spas.

This year, our Spa Foresight report has confirmed one such model – spa-on-demand – as a future force to be reckoned with, and in this issue (page 70), we examine what this means tactically for spa and wellness operators.

Anything that's easier and cheaper and offers great quality and value is bound to thrive. New arrivals such as the US-based Zeel, Soothe and Unwind Me, are growing their businesses through web and app bookings and the aggregation of self-employed people. Essentially they're Uber businesses for spa, offering consumers the chance to book an immediate massage or treatment to be delivered in their home. Not even the original spa disruptor – Massage Envy – will be immune from the impact.

There have been home spa businesses before, but none have gained much traction. This next generation, with their tech infrastructure, look far more likely to succeed.

So what can spas do to co-exist? One option is to take the view that if you can't beat them, join them. Many spas have low off-peak occupancy and gearing up to do home visits would be a great way to engage with more customers, optimise therapists' time and increase turnover and yield during these quieter periods.



If spas don't want the last minute bookings and massage-on-demand businesses do, then perhaps they can co-exist?

There would be matters to be arranged – training, contracts and insurance, for example, but there's no reason spas can't compete successfully in the spa-on-demand market – indeed there are few better placed to do so.

The second opportunity lies in becoming more responsive to last minute bookings. People want treatments when they want them and spas have been slow to catch on to this and do something about it.

I regularly try to book spa treatments at short notice and I have never once been successful, so I'm a prime candidate for spa-on-demand – but I'd far rather spas said yes to my booking requests.

This last point is important because the turnaway levels spas operate at are eye wateringly high. As Samer Hamadeh, founder and CEO of Zeel says on page 71 – "there are millions of missing massages in the industry".

Time is the ultimate perishable commodity, and if spas don't want the customers and the massage-on-demand businesses do, then perhaps they can co-exist, with spas picking up the longer-term bookings and the massage-on-demand businesses dealing with the now.

Liz Terry, editor @elizterry

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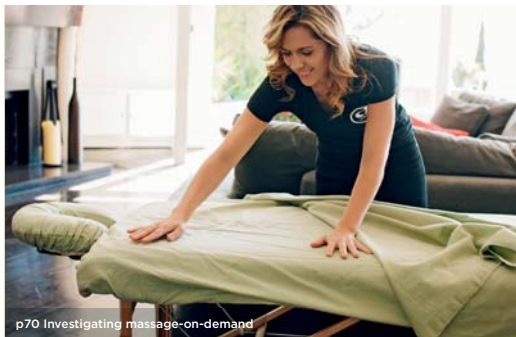


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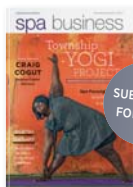
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1. NPD BeautyTrends[®]: total sales of 4 countries: France, Italy, Spain mainland and UK, skin care products sold in Perfumeries and Department Stores, Luxury brands, sales in value in 2013. 2. Lifting Replenisher and Power Firmer Treatments.

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On the cover: Township Yoga

Project, South Africa (p94)

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Letters

KATIE BARNES, MANAGING EDITOR, SPA BUSINESS

Do you have a strong opinion, or disagree with somebody else's point of view on topics related to the spa industry? If so, *Spa Business* would love to hear from you.

Email your letters, thoughts and suggestions to theteam@spabusiness.com

BABY BOOMERS AND THE DICHOTOMY IN SPA DESIGN

Cary Collier, principal, Blu Spas

The Ageing Consumers article in *Spa Business* magazine (see SB15/1) was an excellent read about the importance of spa design, treatment, service and products that are age-friendly to the 450 million (and growing) population of baby boomers.

It highlighted to us that as global spa designers, we must occupy two places at once: the present and the future. Baby boomers are resistant to being categorised as becoming 'elderly', so more subtle, discreet design and programming in spas which emphasise vitality and wellness will be key.

We recommend following the Seven Bes of Spa Planning to cater to this market:

1. Be Bright: light up areas where reading is required (menu of services, signage, lounge/relaxation areas)



2. Be Easy: simplicity is key. Focus on slowing down and deep healing treatments such as those incorporating breathing, stretching, massage, yoga and acupuncture all in one peaceful session

3. Be Clean: infuse areas with plants to scrub the air and inject more oxygen. And, of

course, use low VOC paints, antimicrobial finishes and non-slip surfaces

4. Be Clear: the path of travel around the spa should be made obvious and kept free of obstacles with few inclines and no steps

5. Be Balanced: design movement programming to begin at the feet, not only to enhance balance, but to remind guests to take care of their feet and posture and to guide them in getting 'earthed' from the ground up, becoming present and renewed



6. Be Real: it's important that staff are sincere, compassionate, patient and kind

7. Be The Change: the spas of the future should be places of inspiration, where health, wellness and personal growth merge and thrive

So, are spas ready for this demographic shift? The answer can be yes, especially if they act decisively and embrace change. Watch out for a global spa evolution.

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INVESTORS TO REPLACE SPA OPERATORS TO TURN A PROFIT

Roger Allen, CEO, Resources for Leisure Assets

If spa operators don't address the lack of profits and margins, I see a time when investors will take over the running of facilities to maximise their assets.

Investors and spas are not natural bedfellows because the margins in spas are so tough. If operators are to turn a profit, there are key obstacles to tackle.

Overdeveloped facilities, which are too big or over-equipped, are the most common hurdles. To avoid this, more accurate forecasting into predicated capture rates and usage – which have in an impact on size and investment – should be carried



out at the start of planning. Get this wrong and it's harder to drive profitability.

The industry is also guilty of poor performance management. There's too much focus on KPIs when managers don't know how to use the data they already have. Spas need to get back to actually making

money by focusing on cash flow and budgeting: something I've rarely seen. Instead, there are elusive incremental increases in budgets, which investors have a hard time understanding, and there's no post-performance evaluation either.

Another bugbear is 'one size fits all' commissioning structures which means poor performers are overvalued and star performers under-valued. Caps on commission also demotivate high performing staff. In short, the structures aren't flexible or being optimised and staff aren't engaged in them.

Investors the world over are starting to test the resourcefulness of spa management teams. If they fail to prove they're up to the challenge, they may soon be out of a job.

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Comfort Zone supplies the spa

Ferragamo family launches second spa

Comfort Zone has partnered with White Iris Beauty Spa, a new boutique wellness facility at the Hotel Continentale in central Florence, Italy.

The hotel is part of the Lungarno Collection, a brand owned by the Ferragamo family which is most well known for its fashionable shoes.

The three-treatment room spa opened in June. It's designed in a simple, elegant Florentine style with muted colours and soft lighting.

There are nine properties in the Lungarno portfolio, including a resort in Tuscany with a Daniela Steiner Spa. **Read more:** http://lei.sr?a=u326E_B



The Chanel spa will open this year

First Chanel-branded spa to open at Ritz Paris

The first ever Chanel-branded spa will open at the soon-to-be renovated Ritz Paris at the end of 2015.

The spa will "provide guests with a unique sensorial and customised experience which has been inspired by Chanel's art of skincare."

Read more: http://lei.sr?a=d2n7Q_B



The Qing Cheng Mountain resort includes a 18,400sq ft spa that draws on Taoist heritage

Six Senses opens Taoist spa in its first Chinese resort

Six Senses has opened its first Chinese resort, Qing Cheng Mountain, in the historic and cultural setting of Chengdu. The hotel is the largest Six Senses to date, with 102 suites and 11 villas, and is the seventh Six Senses Resort.

The Qing Cheng Mountain resort will include a 10-treatment-room, 18,400sq ft (1,710sq m) Six Senses Spa with waterfall and garden views. The spa will draw on the area's Taoist heritage, incorporating traditional Chinese medicine elements into its varied treatments.

"We are excited about the opening of Six Senses Spa Qing Cheng Mountain as it not only offers a stunning location, but a sanctuary away from the hustle and bustle of modern city life," says Anna Bjurstam, vice president of spas and wellness.

Designed by Habita Architects, the resort is set at the gateway to the Qing Cheng Mountains in the homeland of the giant panda, and was created to complement the UNESCO World Heritage & Natural Cultural site at nearby Dujiangyan. **Read more:** http://lei.sr?a=b4d7S_B

Global Wellness Round Table, Wales, draws experts

The Global Wellness Round Table, Wales, was held in July at Swansea University, UK – only the sixth to be organised in the world and one of the first in Europe.

Delegates from public, private and voluntary sectors across disciplines such as medicine, spa and wellness, youth work, sport and community health gathered to discuss ways in which collaborations can be conceived and implemented and then monitored and used as examples of best practice.

The output from the event, convened by Dr Terry Stevens of Stevens Associates, is to result in a white paper in wellness interventions that can be operationalised.

Keynote speaker Franz Linser, a member of the board of the Global Wellness



Dr Terry Stevens organised the day

Institute (GWI), told delegates about the aims of the GWI, which is seeking to empower wellness-related businesses to improve their reach and effectiveness.

Linser said spas must teach consumers a range of skills to underpin wellbeing.

Read more: http://lei.sr?a=B4t5V_B

SALT SAUNA, BODØ, NORWAY. © MARTIN LOSTVIG. COURTESY SALTED NO



The sauna is part of the SALT arts project and is likely to tour a number of other countries

100-person sauna opens on remote Norwegian beach

A 180sq m (1,938sq ft) public sauna, billed as the world's largest, has opened on a remote beach on an island in the Norwegian Arctic Circle as part of a cultural programme of art and music.

Jointly built Finland-based Rintala-Egertsson architects and designer Joar Nango, the glass-fronted Agora Sauna holds over 100 people and looks out onto the Norwegian Sea. It has its own bar and bespoke music by local artist Biosphere.

Located in Sandhornøya, the Agora Sauna is part of a unique, moveable cultural plat-

form called SALT, which aims to bring together art, architecture, music and food in the Arctic landscape. The amphitheatre-style seating of the sauna means the space will also be used for talks and performances.

Originally intended as temporary installation, the sauna and SALT project is likely to remain open until September 2016. After that, the idea is to tour the northernmost parts of the world, making stops in Greenland, Iceland, the Faroe Islands, Ireland, Scotland, Spitsbergen and Alaska.

Read more: http://lei.sr?a=k6E7B_B

Hilton refreshes and evolves in-house spa brand Eforea

Hilton is evolving its Eforea spa brand after five years with a reengineered treatment menu, logo and the option of including fitness if the market demands it.

Instead of having set suppliers and therapies, the refreshed Eforea enables global locations to choose products and services right for their market. "We don't want any two of our spas to have the same menus – every location should be different," says Ryan Crabbe, senior director of global wellness, Hilton Worldwide.

That said, the company is still looking for consistency in line with its mission (and tagline) of "emerging brighter."

As such, it's introduced three powerful mini Journey Enhancements, which combine elements of healing techniques from



There are 22 Eforea spas around the world

around the world with relaxation. They each last 25 minutes and target specific parts of the body – the feet; head and face; or shoulder, neck and scalp.

There are currently 22 Eforea spas globally and 42 more in the pipeline.

Read more: http://lei.sr?a=P3D9J_B

APSWC to 'wind down' industry coalition

The board of the Asia Pacific Spa & Wellness Coalition has agreed "to wind down the activities of the coalition with the objective to fully close or integrate into an existing industry representative body," according to a statement from the organisation.

Rhett Pickering, chair of the APSWC told *Spa Business* that the voluntary commitments and reduced numbers of the board made the workload challenging. He emphasised that no decision has been made yet, but a number of scenarios are being considered.

He says: "One option is to invite members from the spa and wellness industry to join the board, bringing new energy. Another option is to look at our peer networks and find a synergy with another association body... But no direction has been decided at this time."

Read more: http://lei.sr?a=p2X2w_B



Unilever buys into pro skincare

Unilever acquiring Dermalogica and Murad

Unilever is making a move in the professional beauty market with the buyout of two spa skincare brands: Dermalogica and Murad.

The acquisition announcements came within a week of each other, and are the third and fourth skincare takeovers for the conglomerate in 2015. Unilever also acquired consumer-facing firms Kate Somerville Skincare and Ren earlier this year.

Based in the UK, Unilever supplies food, home and personal care products in more than 190 countries.

Read more: http://lei.sr?a=Z9A9J_B



Lopo Champalimaud, CEO and founder

Wahanda increases European acquisitions

Wahanda, the online beauty booking platform, has acquired both the French equivalent company ZenSoon and Dutch booking website Treatwell as part of its ambitious European expansion plans.

Wahanda's Japanese owner, Recruit, has released a further €65m (US\$73m, £47m) to the company to invest in its development across France, Spain, Italy, Belgium, the Netherlands and Luxembourg. This is in addition to the €42m (US\$47m, £30m) raised in May that has been assigned to grow the UK and German markets. **Read more:** http://lei.sr?a=x4K5h_B

University to offer new MBA in spa management

The FH Joanneum university in Austria is offering an MBA course in International Hospitality and Spa Management beginning this October.

The part-time programme promises to focus "on the practical requirements at the interface between hotel and spa management."

Taught in English, it requires two separate weeks of attendance per semester, with face-to-face lectures taking place, followed by extensive e-learning components.

Read more: http://lei.sr?a=U9N2H_B

Freshwater swimming holes inspire new Hyatt spa

The 314-bedroom Grand Hyatt Playa del Carmen has opened on the Riviera Maya in Mexico, along with the property's 6,000sq ft (557sq m) Cenote Spa, which takes its inspiration from the local freshwater swimming holes of the same name.

The natural cenotes in the surrounding areas of the Yucatan peninsula are formed by geological rock formations and considered by many to be natural energy centres, as their waters contain high concentrations of minerals and nutrients.

The Cenote Spa, designed by architect Javier Sordo Madaleno and New York-based Rockwell Group, incorporates cenote-style features, including a dramatic relaxation area (pictured) to give guests the feeling of being in a cenote.

Speaking to *Spa Business*, spa manager Luis Aguilar described the Cenote Spa as "a relaxed, peaceful and serene environment which allows guests to re-energise and recuperate."

The spa features eight treatment rooms, including two double suites. It offers spa and beauty services, a hydrotherapy area, fitness centre and an 82ft (25m) lap pool. Skincare is from Natura Bissé.

Read more: http://lei.sr?a=28q9z_5



The relaxation area emulates natural cenotes

Robert De Niro developing hotel and spa in Barbuda

PHOTO: FANTASIESH / SHUTTERSTOCK.COM



Robert De Niro also co-owns the Shibui Spa

Film star Robert De Niro is to develop a US\$250m (€223m, £158.8m) hotel and spa resort in Barbuda, the lesser known twin island of Antigua, according to the *Caribbean Journal* newspaper.

The project includes the refurbishment and expansion of K-Club, a resort that was famous in the 90s as a hideaway for Princess Diana, but closed eight years ago.

The newspaper says De Niro is partnering with Australian media mogul James Packer on the deal.

Packer also owns Crowns Resorts, which has three major developments – two in Australia and the City of Dreams in Macau China – with multiple spas.

De Niro is no stranger to the leisure industry. He co-owns The Greenwich hotel and Shibui Spa in New York (see SB11/1 p44) and is a shareholder in a number of Nobu facilities, including the first Nobu Hotel at Caesars Palace, Las Vegas.

Read more: http://lei.sr?a=U4Y7E_B

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The resort will open in October

Wellness consultant to head up Phuket spa

Phuket's Keemala resort, due to open in October, has created its own folklore to underpin design with 38 stylised villas representing the homes of fictitious settlers.

The theme extends to the eight-room Mala Spa where treatments incorporate healing rituals from Thai, Tibetan and American Indian culture and "old-fashioned pampering".

Wellness consultant Dr Cherisse Yang will run the spa and also oversee hotel cuisine and activities.

Read more: http://lei.sr?a=X5d4M_B



The opening has been delayed before

Baha Mar developer files for bankruptcy in the US

The long-running saga of the US\$3.5bn (£2.7bn, £2.2bn) Baha Mar resort complex in the Bahamas has taken another twist, after its developer filed for US Chapter 11 bankruptcy protection. The move is designed to ensure the resort opens as quickly as possible.

The Baha Mar (Vegas on the beach) complex has four luxury hotels and the main spa is a 30,000sq ft (2,787sq m) ESPA-managed facility. The Rosewood hotel onsite also features a branded Sense Spa.

Read more: http://lei.sr?a=c3PTZ_B



The hotel is part of a project to preserve the heritage buildings around the Daci Temple

Tea-inspired Mi Xun Spa opens in restored monastery

A teahouse and treatments by Thémaé, which match the wellness benefits of the beverages on offer, form part of a new spa in a restored Chinese monastery.

The Mi Xun Spa has opened in Swire Hotels' The Temple House – an urban hotel in Chengdu in the renovated 1,000-year-old Daci Temple complex.

As well as the teahouse, the spa has 11 treatment areas and besides Thémaé other product houses include Natura Bissé, Mesoestetic and Refinery for men. Spa director Kelly Coates says: "It's so

unique to be able to offer modern-day treatments in such an old, characteristic and beautiful building."

Operated in-house by Swire Hotels, the 2,000sq ft (186sq m) spa also includes a gentleman's barbershop and a retail shop.

The Temple House is the third in Swire's House Collective portfolio and is part of a government conservation project. It's been designed by UK-based Make Architects in the style of a typical courtyard house and includes 100 bedrooms and 42 apartments.

Read more: http://lei.sr?a=y4j9v_B

Customisable treatments on offer at first Virgin spa

Virgin Hotels has opened its first spa, at its Chicago property, with five treatment rooms, a hammam, and a manicure-bar. The Spa is being run by Virgin, and uses Red Flower and EmerginC products.

Known for shaking things up, Virgin is putting its own spin on the spa by allowing clients to customise services, from duration in time to the focus of the treatment.

Virgin Hotels CEO Raul Leal explains:

"Instead of replicating operations at your typical city spa with elongated and expensive days, we've turned the proposition on its head, and created an offering for business travellers and locals alike." He adds that customers who have demanding schedules or limited budgets will benefit from the flexible options.



The spa reception has an original fireplace

Virgin Hotels is rolling out properties across the US and plans to open in Nashville, New York and Dallas next. Spas will feature at all of the sites.

Read more: http://lei.sr?a=e8X8h_B



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Guests can fly in by helicopter

British wartime sea forts may turn into hotel, spa

London-based Aros Architects have produced early plans to transform World War II sea forts seven miles off the British coast into a luxury hotel and spa.

The unused Redsand Forts in the Thames Estuary near Kent, built in 1943 to defend Britain against a Nazi attack, could become a hotel with executive apartments, where guests can fly in by helicopter.

Aros' proposed plans are to develop the old Redsand gun towers into a complex with about 40 rooms.

Read more: http://lei.sr?a=m7B6u_B



The area is set in natural surroundings

Portuguese thermal springs get a makeover

M-Arquitectos have upgraded a popular thermal bathing attraction on Portugal's Sao Miguel Island, adding a new 67sq m (721sq ft) timber-clad visitors' centre and a pair of stone-lined pools.

M-Arquitectos added a bathing pool, foot bath, gift shop, storage space and washroom. They also added a wooden bridge to connect the new pools on the north shore to the south shore where there are two other thermal pools are already in place.

The project cost around €200,000 (US\$220,519; £141,731).

Read more: http://lei.sr?a=M5f3y_B



The spa takes full advantage of views out over the Atlantic Ocean at the beachside location

'Scandinavia meets South Florida' at new Pure Spa

Swedish-owned boutique hotel Pelican Grand Beach Resort has opened Pure Spa, the property's first on-site spa, taking full advantage of the Atlantic Ocean views at its Fort Lauderdale beachfront location.

Located on the 11th floor rooftop and with a theme of 'where Scandinavia meets South Florida', carried out throughout, the nearly 3,000sq ft (279sq m) spa has a fresh, clean feel. It's decorated with whitewashed wooden floors, green accented walls and floor-to-ceiling glass windows.

George Powell-Lopez, director of spa services, says: "After so many years of working in the industry, it's refreshing to be able to provide something new and exciting for our guests."

Pure Spa features three indoor treatment rooms, two outdoor spa cabanas, a relaxation room with hanging chairs and two manicure/pedicure stations. It's carrying Maria Åkerberg's full line of organic skincare as well as products from Babor, Tara Spa Products and SpaRitual.

Read more: http://lei.sr?a=R8x4H_B

Jumeirah's new Venu brand to target millennials

Jumeirah Hotels and Resorts has debuted a new contemporary lifestyle brand, Venu, with plans underway for the first such property at Venu Bluewaters Island Hotel in Dubai to open in 2017.

The Venu Bluewaters Island will include a spa, as well as close to 300 bedrooms along with 119 serviced apartments.

Matt Balcik, vice president of operations and brand development for Venu, described the hotel brand as a "lifestyle brand for the millennial mindset."

Venu is designed to reflect the spirit of Dubai, said Balcik – bold, ambitious, and full of energy. It will also reflect the "passion points" of the millennial generation, including food and beverage, fashion, design and music.



The first hotel will open in Dubai in 2017

It is "designed to appeal to the modern traveller whose expectations revolve around their own lifestyle – clean, contemporary, cool and effortless."

The property will include a Ferris wheel. Read more: http://lei.sr?a=Z5u9k_B

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www.beautyexpoaustralia.com.au

2-4 SEPTEMBER 2015

SWAA Annual Conference Forum

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the Spa & Wellness Association
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www.swafrica.org

9-11 SEPTEMBER 2015

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www.worldspawellbeing.com

26-30 SEPTEMBER 2015

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www.greenspanetwork.org



A 100sq ft salt cabin is one of the highlights of Spatium, which serves four onsite hotels

Salt caves and alfresco spa for Mexican mega-resort

Grupo Vidanta has introduced a US\$5m (£4.6m, £3.2m), 10,000sq ft (929sq m) spa to its Riviera Maya mega-resort in Mexico to serve four of its onsite hotels.

Built in a Balinese al fresco style, Spatium features separate pavilions and casitas which are connected via wooden pathways weaving through a Mayan jungle setting. All buildings are created with a wide range of regional materials.

A 100sq ft (9sq m) salt cabin for halotherapy is a particular highlight. It's designed to replicate the healing benefits

of a salt cave with sessions lasting 25 minutes in temperatures of between 70-77°F (21-25°C).

Spatium also contains 10 treatment cabanas, as well as cold plunge pools and Swiss showers. It uses products from Aromatherapy Associates and Natura Bissé and features a diverse selection of treatments, from massages aimed to boost the immune system, to body wraps designed to improve circulation and vibration therapy sessions.

Read more: http://lei.sr?a=w6Z9j_B

New Zealand government to back major spa complex

New Zealand Prime Minister John Key says the government will help fund a NZ\$10m (US\$7.3m, £7m, £5m) spa complex which is expected to boost the country's economy and create additional jobs.

The World Spa hotel and spa complex in the hot springs region of Rotorua is being built to "reignite excitement about the spa offerings" in the area. It's also expected to help grow the number of commercial spa visits from around 500,000 to 1.5 million.

It will be the first stage of a multimillion dollar redevelopment of an 11-hectare

(27-acre) lakeside site close to Rotorua's central business district and QE Health, an existing geothermal rehab and spa centre.

World Spa director Peter Sharplin, who's also the former general manager of QE Health, has set up the new company to work with developers Pukeroa Oruawhata Trust on the project. He wants to draw on the expertise of international spa consultants, according to the news site stuff.co.nz.

The government is to put NZ\$350,000 (US\$256,000) towards World Spa.

Read more: http://lei.sr?a=w7N7s_B



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PHOTO CREDIT: JEREMIAH SULLIVAN

Viking Star will cruise around Europe and is one of three ships to have a LivNordic spa

LIVNORDIC SETS SAIL IN THE CRUISE SHIP INDUSTRY

Swedish-based spa consultancy Raison d'Et're has made a splash in the cruise ship sector by launching the first of three LivNordic spas as part of a deal with Viking Ocean Cruises

LivNodic, Raison d'Et're's spa concept, opened on board the new *Viking Star* cruise ship in May and features one of the first snow rooms at sea.

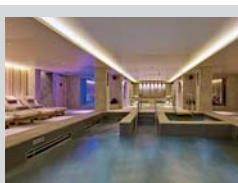
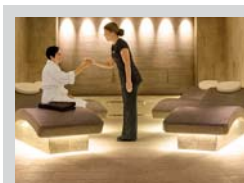
Anna-Cari Gund, managing director at Raison d'Et're, says: "This is a relationship with a like-minded brand. Given Viking's Scandinavian heritage it was a natural fit and it's an opportunity for us to expand our spa concept at sea for the first time."

Although Gund won't reveal details of the deal, she does confirm that Raison d'Et're will be managing the spa and its 10 staff. The new cruise ship can hold up to 930 passengers and will travel around Europe.

LivNordic at sea spas are also planned for two further Viking cruise ships which are due to launch in 2016 and 2017.

The LivNordic spa concept has been inspired by Nordic wellness principles – especially its bathing rituals. Group spa manager Nora Forsberg explains: "In Scandinavian countries, we like to sit in the sauna for as long as we can before rolling around in the snow or making a hole in an ice-covered lake and pouring water over ourselves". It's then customary to complete the journey with a Swedish massage.

As such, the new spa on *Viking Star* has comprehensive hydrothermal area including heat experiences by Effegibi, plunge pools, hot tub and a saltwater



The spa has a modern, Scandinavian design (above); Raison d'Et're's managing director Anna-Cari Gund (left) and managing partner Anna Bjurstam (far left)

pool. The snow room was installed by TechnoAplon which supplies snowmaking equipment to ski resorts around the world. The minimalist menu includes three types of Swedish massage, with a number of upgrades, and treatments by HydraFacial and The Organic Pharmacy.

The overall feel of the spa is light and airy, with a contemporary, natural design running throughout the rest of the facilities which include eight treatment rooms, a hair salon and barber's shop.

Raison d'Et're launched the LivNordic concept in 2012 and can be franchised or licensed. Aside from the flagship spa at the Grand Hotel in Stockholm, Sweden (see SB10/2 p54), another is due to open at the Cayan Tower in Dubai Marina towards the end of this year.

Raison d'Et're is owned by US investment firm Pegasus Capital Advisors, which also owns Six Senses Hotels Resorts Spas. See p46 for our interview with Pegasus' Craig Cogut. ●



The snow room was supplied by TechnoAlpin and features real snow (this pic); there's a focus on bathing rituals (below)



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**What's coming down the
track for the global spa
and wellness industries?**
Spa Business examines
the trends, technologies
and strategies which
will shape the future

Top 20 predictions for 2015

- 1 Invisibles
- 2 Faecal transplants
- 3 Panama
- 4 Massage-on-demand
- 5 ASEAN market
- 6 Attractions & spa
- 7 Cuba
- 8 Tiered offering
- 9 Tribal investments
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- 15 Binta
- 16 Halal tourism
- 17 Animal movement
- 18 Age-friendly design
- 19 Face massage
- 20 Spa & wellness real estate

Invisibles will enable us
to live and exercise free
from intrusive devices



GAUDILAS/SHUTTERSTOCK.COM

THE NEW WEARABLES

1. INVISIBLES

Invisibles will enable us to live and exercise free from intrusive devices

As wearables innovators and activity app developers such as Jawbone, FitBit and Strava battle for market share, the next phase of activity and wellness monitoring is already being imagined and prototyped quietly behind closed doors.

We will move from a time of wearables to a new evolution in body computing – the age of invisibles – when sensors are integrated into the body to give a continuous data stream and establish a complete picture of what's going on with our health, rather than simply measuring and reporting on one aspect of it.

Invisibles will enable us to more accurately understand and diagnose disease and in turn to establish better methods of prevention and adherence to wellbeing programmes through lifestyle change.

They'll also return us to a more natural state, by removing the need to carry around intrusive and clunky devices.

Faecal transplants can restore balance to the gut and underpin health and the ability to digest and absorb food

PETER BERNARD SHUTTERSTOCK.COM



HEALING THE GUT

2. FAECAL TRANSPLANTS

The health of the gut directly determines the vitality and wellbeing of many aspects of health and controls key systems within the body, such as the immune system. It's also now known to have a direct impact on the brain and mood.

Modern life is hard on gut flora – antibiotics and other medication and refined food upsets the delicate balance.

Once the gut flora is damaged, chronic and acute health conditions can develop,

such as candida, IBS, C diff and a range of other highly debilitating disorders.

All these conditions have been successfully treated with faecal transplants – taking faecal matter rich in gut bacteria from a healthy person and – through an approved medical process – inserting them into the gut of the patient, where they immediately colonise.

There's evidence that the nature of gut bacteria directly determines the way we

metabolise food: when the gut bacteria of an obese person is transplanted into someone of normal weight, in some cases they, in turn, become obese.

We predict that a trade in premium gut bacteria will emerge, with individuals who can show the high quality of their biome being paid for samples, and spas offering customised faecal transplants that give specific outcomes to guests in terms of the impact the transplant has on their health.

CRUISE SHIP HOT SPOT

3. PANAMA

In 2016 a new lane will open at the Panama Canal, doubling the capacity of the route that links the Pacific and Atlantic Oceans and effectively creating a cruise line super highway. The canal, a visitor attraction in its own right, will soon be able to host the world's largest cruise ships, which disembark 5,000

passengers at a time. Notably, cruise liners are also gaining 6.55 per cent more customers annually. As the canal forms the foundation of Panama's economy, it's predicted that GDP will double in the next eight years. All of these signs are good news for existing and upcoming spa operators in the country.

BUSINESS DISRUPTION

4. MASSAGE-ON-DEMAND

From Zeel and Soothe in the US, to Vaniday in Brazil and Urban Massage in the UK – massage-on-demand businesses are cropping up all over the place and are set to shake up the sector (see p70). They enable customers to book same-day appointments – sometimes even

within the hour – with mobile therapists in the area. These new market entrants could whet consumer appetites for spas, but they could also take away custom, not least because they offer an online community and convenience – two things which the majority of spas are lacking. ▶



FUSION MAIA DANANG, VIETNAM

PAN-ASIAN ECONOMY

5. ASEAN MARKET

Spas in South-East Asia will start to feel the impact of the ASEAN Economic Community (AEC) when it comes into effect in 2015. Likened to the European Union, the AEC is a single market initiative led by the Association of South-East Asian Nations

We predict a rise in therapist standards when the new market comes into effect

(ASEAN) made up of 10 countries – Thailand, Singapore, Indonesia, Malaysia, the Philippines, Brunei, Cambodia, Laos, Myanmar (Burma) and Vietnam.

Increased competition in recruiting skilled therapists and managers, a rise in rival businesses, a higher need for differentiation and a greater need for language skills are perceived as challenges of the AEC. But on the plus side, benefits will include more industry investment, higher spa and therapist standards, a wider diversity of treatments and employees with different skills from other countries.

HEIGHTENED EXPERIENCES

6. ATTRACTIONS & SPA

The visitor attractions market has emerged as a multi-billion dollar sector. It's growing fast and attracting significant investment worldwide from major players in businesses such as theme parks, brandlands, museums and science centres.

We believe that the technology used within the attractions industry has huge potential for use in the development of spa and wellness facilities and expect significant collaborations to emerge.

Innovations such as immersive environments, virtual reality, haptic technology, facial recognition software and augmented reality could all be deployed to create amazing experiences for customers within the spa and wellness industry.



Skincare company AmorePacific has created a visitor attraction out of its factory in South Korea

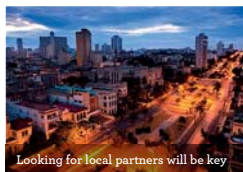
In addition, the attractions industry's expertise in creating vivid customer journeys and high levels of engagement can also be used by spas to heighten and elevate the experience being delivered.

Other overlaps could include the use of 360 degree screens and multimedia to deliver ambience or to create another layer

to the spa experience.

Early adopter, Asian skincare firm AmorePacific has worked with theme park designer BRC Imagination Arts to create an award-winning factory in South Korea that mixes a spa theme and visitor attraction. We expect more to follow.

Read *Spa Business'* feature on AmorePacific: <http://lei.sr?a=i4A0g>



Looking for local partners will be key

OPEN FOR BUSINESS

7. CUBA

Tourism is set to take off in Cuba as diplomatic relations with the US thaw for the first time in 30 years. In April, President Obama recommended the country be taken off the US's terrorism list, and the number of Americans who are visiting Cuba has already increased significantly – by 36 per cent – since the start of the year, according to The Associated Press. While business and tourist embargoes with the US remain intact, spa investors who strike up partnerships in the communist country now will be ahead of the game.



Look to airlines for inspiration

ON A LEVEL

8. TIERED OFFERING

For years the airline and hospitality industries have reaped the rewards of appealing to a broad spectrum of customers at the same time. Those who can afford upper class seats or suites get access to nicer food, more space and better service. Yet, simultaneously, there's still a perfectly acceptable range of options for those who are on a budget.

It's time spas ventured down the 'tiered offering' route. Such a move would impact all aspects of a facility – from design, therapies and service to pricing and marketing – but it would also widen the scope for business rather than limiting it to just one customer segment.

TYLER OLSON/SHUTTERSTOCK.COM



The Ngai Tahu tribe in New Zealand is investing in hot pool complexes

RESTITUTION

9. TRIBAL INVESTMENTS

As tribal peoples the world over receive restitution from governments for the loss of their lands and rights, some are choosing to invest this money in leisure, tourism and increasingly in spa.

The world sat up and took notice in 2007 when the Seminole Indian Tribe of Florida bought hotel, casino and hospitality business Hard Rock Café International in a huge deal which was just shy of a billion US dollars.

In New Zealand, the Ngai Tahu tribe has announced it will invest in a new hot pools complex, while in Australia, the Jawoyn people have invested in Cicadia Lodge, an eco retreat, and have also moved into adventure tourism.

We expect this to become a trend as human rights successes mean the pace of restitution increases. Many tribes also have indigenous treatments and customs which complement the spa market.

HARNESSING PASSIONS

10. SPORT & SPA

As the spa market matures and the demand for niche spa offerings becomes greater, operators will look for ways to differentiate their spas. We believe combining sport and spa will be a very powerful and attractive option for collaboration and investment.

There are great synergies between the two markets and sport-orientated spas would find an existing group of highly engaged consumers to tap into.

In Italy, for example, the four-star Hotel Terme Millepini has conceived the Y-40 – the world's deepest swimming pool – otherwise known as The Deep Joy.

It offers diving enthusiasts the freedom to dive and swim without a wetsuit, while still enjoying the pleasures of spa.

Measuring 21X18m on the surface, the pool contains 4,300 cubic meters of spa water which is maintained at



Y-40, the 40m dive tank at Hotel Terme Millepini, Italy features warm spa water

a constant temperature of 32-34 °C. The pool has a depth of 40m, with intermediate caves for technical underwater diving. It supports a wide range of activities year round, from beginners' scuba diving training to professional

diving for experts, and photo sessions for photographers and film producers.

Choose pretty much any sport and a spa connection could be developed. We expect to see more this kind of investment going forward.

MORE THAN JUST PRODUCTS

11. NEXT GEN SKINCARE

How we feel and what we eat has a visible impact on our appearance, so it stands to reason that the next generation of skincare will be about more than just products. Face Mapping by Dermalogica already links zones on the face to the health of internal organs. Comfort Zone,

Gazelli and Elemis are tapping into lifestyle and nutritional advice with their packages and prescriptions too.

We expect to see much more of this down the line, but wonder what ramifications it will have on the workforce and the new skills demanded of therapists.

IRON LEVELS

12. HAEMOGLOBIN TESTING

We're led to believe that iron-rich food is good for you, however, research shows that enough is enough and too much iron in the system can be toxic and oxidising and can lead to the development of a range of diseases.

Post-menopausal women are especially vulnerable to high iron levels: as menstruation ends, they can climb to levels which are detrimental to health.

With a growing, ageing population, this presents opportunities for spas to offer haemoglobin testing and advice on this health issue. The solution is simple too – give blood.

BEYOND THE BEDROOM

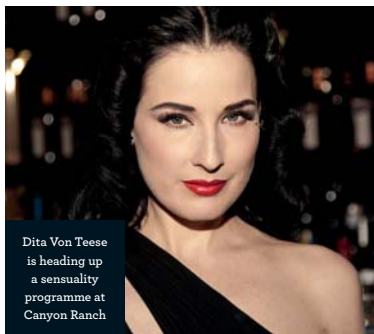
13. SEXUAL WELLNESS

US destination spa Canyon Ranch has teamed up with burlesque icon Dita Von Teese to create a programme about sensuality, seduction and discussions on the health benefits of sexuality. Dr Nicola Finely, who heads up the talks, says: "Respecting one's sexuality is an important element of living a full and happy life."

Meanwhile in Europe, one company is experiencing demand for its luxury sensuality retreats which include sex

counselling and sensual healing therapies. Since launching in 2013, Shh (Sensual, Healing, Harmony) Global has held six retreats in the UK and Ibiza for up to eight women. In 2016 it will host twice as many retreats to meet demand.

While a taboo subject (sometimes understandably so in spas), sex and sexuality is important to wellbeing and we expect more operators to explore this trend with sensitivity and integrity.



Dita Von Teese is heading up a sensuality programme at Canyon Ranch

LEV JARON/SHUTTERSTOCK.COM

PHOTO: MARC FORNES



Marc Fornes' nonLin/Lin Pavilion has been inspired by coral and can be replicated infinitely

LEARNING FROM NATURE

14. BIOMIMICRY

Increasingly architects and designers are turning to nature for inspiration – not just for the way buildings look, but also in the way they function. Biomimicry, the act of applying biological principles to design, hasn't made its way into spas (yet). But we see it as the next step for a sector that's already embracing sustainable and wellness-focused properties.

In *CLADmag* – a sister magazine to *Spa Business* – we recently outlined a number of striking examples of biomimicry in the leisure industry, including thermo-metal cladding that 'breathes' like human skin to heat or cool a building; and super-efficient solar panels modelled on butterfly wings.

In France, the nonLin/Lin Pavilion – consisting of perforated aluminium sheets that can be replicated infinitely – emulates the morphology of coral. Meanwhile, Rome's Jubilee Church uses self-cleaning cement that's inspired by photosynthesis.

In New York, David Benjamin's Hy-Fi installation is built from fungus, hemp and corn stalk bricks, which grew naturally into shape over five days. "Biological systems have amazing properties like adaptation, self-organisation, self-healing and regeneration," he told *Inhabitat* blog. "Imagine our buildings having the same properties."

Read more about this thought-provoking topic in *CLADmag*: <http://lei.sr?#a=W1T2p>



THE NEW BALI

15. BINTAN

Bintan, in Indonesia, has often been overshadowed by Bali and Thailand as a holiday destination even though it's only a 45-minute boat ride from Singapore. But that could be about to change with a

new international airport opening in mid-2015 and a number of revamped and fresh hotels (all with spas, naturally) arriving on the scene. Alila plans to open a resort there, with a sizeable spa, in 2016, and

Bintan is only 45 minutes from Singapore and is starting to attract spa developers

Canyon Ranch has chosen the location for its first destination spa outside the US. In short, investing in facilities on the island would be a smart move – a move which we expect other spa operators to spot.

UNTAPPED NICHE

16. HALAL TOURISM

Muslims spent US\$140bn on travel in 2013, representing almost 13 per cent of global travel expenditures, according to a report by Crescent Rating. The agency is one of a growing number of firms that rate facilities on their adherence to Islamic traditions, such as no alcohol and gambling, serving halal-certified food and offering gender-segregated leisure facilities. Spas in Muslim countries already offer separate male and female areas, but we predict further segregation in design and in facilities outside these regions as the growth of halal tourism picks up pace.

WILD AT HEART

17. ANIMAL MOVEMENT

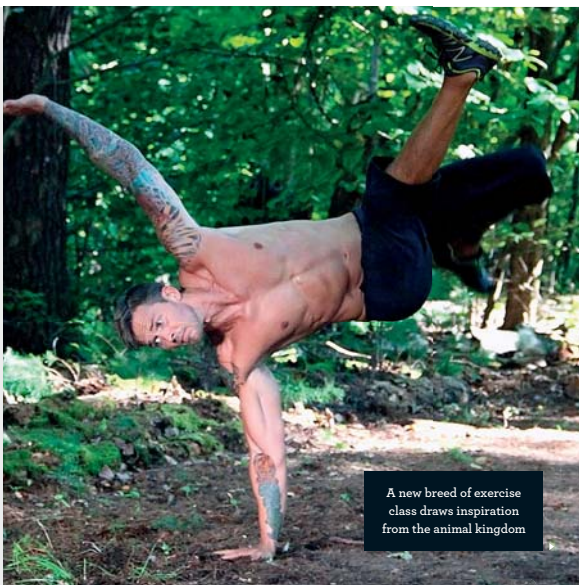
Crawling on all fours, swinging from bars, leaping between obstacles: there's a whole new breed of group exercise class that draws inspiration from the animal kingdom.

These classes, which focus on bodyweight-based movement, rather than the use of equipment, are a great fit for spas because of their kit-free, natural approach.

Wildfitness has been running 'wild moving' fitness holidays in Africa and Europe for a few years, but now the concept is making its way into gyms. Early market arrivals include MOV training by Parkour Generations; the Australian-born ZUU concept; and Animal Flow classes offered at US gym chain Equinox.

All of the classes deliver a full-body functional workout. Crucially, they're also great fun, helping participants to rediscover the joy of movement.

Read more about this intriguing trend on p102.



A new breed of exercise class draws inspiration from the animal kingdom

RESPECTING YOUR ELDERS

18. AGE-FRIENDLY DESIGN

Baby boomers are the most influential generation, yet many companies are ignoring their needs as they get older.

Accounting for around 450 million people, baby boomers are one of the most influential generations in the world. They're also the main market for spas. But as these 51- to 69-year-olds age, their biological and psychological needs change.

The Silver Group in Asia has developed an age-friendly AF Audit™ tool to help companies understand the needs of older consumers. CEO Kim Walker says: "We've evaluated a lot of spas in hotels and generally they're not age-friendly because



Baby boomers are a lucrative market, yet many companies are ignoring their needs

they just haven't given thought to it." It's about subtle changes as well as obvious ones, he says. If a non-slip floor looks wet, for example, people will still change the way they walk and are just as likely to fall.

But be mindful that baby boomers don't want to be singled out, adds Walker. "When you enter a spa, you're bombarded with instructions. Staff are sometimes

soft-spoken and may have a foreign accent, making it harder to hear them... The point is, if you made these things age-friendly everyone would benefit."

Spas that start now to assess and adjust their facilities to best serve the 50-plus age market will be one step ahead.

Read more in *Spa Business* magazine, issue 1, 2015: <http://lei.sr?a-K1y5p>



Spas could offer face massage as part of a package with facials to upsell to regular clients

FACE FORWARD

19. FACE MASSAGE

Facials are a best seller for spas, with ever more complex rituals on offer. However, just as body treatments include everything from a simple massage to a complex treatment that involves wraps and scrubs, so we expect spas to evolve fuller facial menus which include a new addition – a face massage.

Face massage is a technical treatment that manipulates and releases the muscles of the face, head and neck, relieving

tension, re-balancing muscles and improving lymphatic drainage, but without heavy product use.

It can be anti-ageing, relieve the side effects of tension behaviours such as teeth grinding, and help with headaches and puffiness around the eyes.

There's a limit to how often facials can be delivered, but face massage can be done regularly, so would be a profitable, complementary addition to the menu.



No longer the preserve of the very wealthy

LIVING WELL

20. SPA & WELLNESS REAL ESTATE

The lifecycle of the spa and wellness real estate market is following the classic growth curve, starting out with high-end offers, but with niche and mass market products now very much on the horizon.

We know adding spa and wellness to hotel rooms and residential developments gives up to a 30 per cent uplift in value at the top level; what's yet to be established is the premium that will be achieved in the mid-market.

We expect wellness real estate to boom as a sector in the next five years, as the property market continues its rebound from the global recession, and for wellness to be a key differentiator in giving a competitive edge to developments.

This trend will play to consumers' increasing interest in wellness and spa, as this is translated into a commitment to living in an environment that is more conducive to good health.



2014

- Loneliness: bad for health
- Oil, gas and solar: global hot spots
- Edible environments: growing interest
- Playing with food: taste sensation
- Neuroplasticity: there's a thought
- Cellular health: striking a balance
- Robot therapists: automation
- War zones: a new perspective
- Fats & carbs: the new superfoods
- 3D printing: product will be printed on-site
- Predicting purchasing: weather channel
- No front desk: welcoming guests
- Spa boom in Japan: the Olympic effect
- Virtual trainer: access to experts
- Bad products: lawsuits on the horizon
- Over nourishment: too much of a good thing
- Circadian aware: setting the rhythm
- Microgyms: specialist fitness
- Gut health: the second brain
- Clean air & water: the basics are now a USP
- Facial recognition: tuning in or just plain creepy?
- Wellness cities: hubs for health

2013

- Fresh food deliveries: ready prepared
- Online reviews: star performance
- Wearable tech: Google glass
- Death: end-of-life care
- Emotion: engaging the heart
- Skills register: get enlisted
- Glute massage: the bottom line
- More with less: getting creative
- Delicious extras: small & powerful
- Pop-up spas: nimble solutions
- New allies: shared aims
- Cellulite: female obsession
- Home spa: personal services
- Childhood obesity: teaching self-care
- Mobile biometrics: expert engagement
- Sex in spas: no longer taboo
- Spa brands: moving into retail
- Hand & arm massage: smartphone relief
- Repeat business: keeping loyal
- Africa: in sight of change
- Variable pricing: software support
- Last impressions: powerful recall
- Exercise: the key to wellbeing
- Hospital spas: provable outcomes

2012

- Budget spas: low cost & widespread
- Corporate wellness: support staff
- Education overhaul: starting from scratch
- Deal sites: what's next?
- Beauty brand power: what's in a name?

2011

- Express treatments: speeding up
- Spas seduced by beauty: sitting pretty
- Tracking & analysing spa data: number crunching
- Location-based marketing: on the map
- More serious skincare: face value
- Discounting for volume deals: bulk order
- Treatment room size: room for improvement
- The rise of part time staff: half measures?
- International marketing partnerships: cross country

2010

- Spa art: in the picture
- Four star spas: the middle road
- Menu engineering: fine tuning
- Spa memberships: join the gang
- Social spa-ing: lighten up
- Spa niching: pushing boundaries
- No appointment needed: flexi-time
- Online learning: surf school
- A call for scientific proof: giving evidence
- Heating up: wellness tourism; retail brands turn pro; eco-packaging; social networking

2009

- Spa benchmarking: measuring up
- Beautiful view: consumer brands explore spa potential
- Brand diversification: multiple personalities
- Yield management: making the most of it
- Travel spas: on the move
- Hair spa services: head first
- Net worth: marketing, gifting and booking websites
- Diagnostic spas: testing, testing
- Organic skincare certification: setting standards
- Radio frequency identification systems: every step you take
- Ethical products and operations: fair play
- Olfactory marketing: smells good
- Getting hotter: real estate; medical tourism; sustainability; spas for the boys; sleep health; spa bedrooms

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spa business uniting the world of wellness

CRAIG COGUT

In 2012, Pegasus Capital Advisors bought the Asia-based resort and spa company Six Senses with a view to its global expansion. Three years on, the firm's founding partner tells Rhianon Howells what they've achieved so far and where they go next



Cogut has built a career in investment and is excited about Six Senses' potential

At first glance, Pegasus Capital Advisors' decision to buy Six Senses Hotels Resorts Spas three years ago may have seemed surprising.

After all, the US-based private equity firm had no a track record of investing in spa or hospitality, while the Asia-based development and management company had built its reputation on creating intimate, slightly quirky and highly localised (albeit highly luxurious) experiences of a kind not obviously compatible with the growth expectations of most investors.

You don't have to delve too deeply, however, to understand what attracted Pegasus to the contract management business – then including 10 Six Senses- or Evason-branded resorts and spas plus 18 Six Senses Spas in other properties – which it purchased from founders Sonu

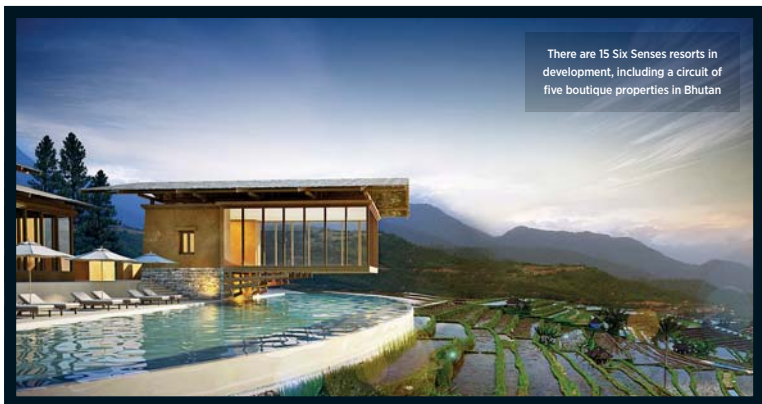
and Eva Shivdasani and shareholders for an undisclosed sum in April 2012.

Since 1996 Pegasus, under the steerage of its founding partner, chair and president Craig Cogut, has made its name by specialising in sustainable and, more recently, wellness-related investments.

With current assets under management of US\$1.8bn (€1.6, £1.2), the firm actively seeks to partner companies “committed to overcoming global resource scarcity in the fields of health and wellness, sustainable communities, energy and zero waste”.

Meanwhile, Six Senses, which turns 20 this year, has long been recognised as a pioneer of sustainability in hospitality, as well as one of the first resort brands to put spa at the heart of its offering.

“[We felt] the brand was uniquely positioned but hadn't been fully fleshed out or grown,” explains Cogut, who



There are 15 Six Senses resorts in development, including a circuit of five boutique properties in Bhutan



Six Senses turns 20 this year and started out in Asia (above); Pegasus' aim is for it to expand geographically – the first site in Africa (below) will launch soon



co-founded Apollo Global Management prior to setting up Pegasus. "Our belief, which we've found reinforced, was this was an absolutely tremendous platform."

In addition to Six Senses' environmental and wellness credentials, Cogut cites its highly evocative name – "you couldn't ask for a better name" – as well as the properties themselves as key factors in the decision to buy. "The existing properties were absolutely spectacular."

He saw a real opportunity for the Asia-based company to become a global leader. Since then, the firm has further

strengthened its spa and wellness portfolio with the acquisition in 2013 of Raison d'Etre Spas, the globally renowned, Stockholm-based spa consultancy and management company. But three years on from the Six Senses acquisition, how close is Pegasus to realising its goals? And as an equity company whose first obligation is to its investors, what will be its next move?

Global expansion

In contrast with many private equity firms, Pegasus "is focused on long-term business building and working with our

management teams [to create] something of fundamental value, rather than just to have a play with the markets," says Cogut. "If we're making money, [we want it to be because] the company's gone some place... a better place than where we started."

With Six Senses, the first crucial step was to get the right people on board. Starting with Wolf Hengst, former president of Four Seasons, as new executive chair, a dream team was recruited. Appointments included Neil Jacobs, former president of Starwood Capital Hotels and senior vice president ▶

**Another strategy
under consideration
is the development
of Six Senses hotels
in urban locations**

► for Four Seasons in Asia, as CEO; Bernard Bohnenberger, previously the group's managing director, as president; and Anna Bjurstam, the former owner and CEO of Raison d'Etre Spas, as vice president of spas. Bjurstam, who is still a managing partner of Raison d'Etre, divides her time between the two businesses.

Cogut says: "Neil is a visionary; he's got tonnes of experience and he knows how to get stuff done. The people he's brought in around him, and some of people we had before, are really superb."

He adds that now the focus is firmly on refining the product and global expansion. "When we bought the business it was largely based [in south-east Asia]... but if you believe in doing things environmentally right, with tremendous service and an emphasis on wellness, that's not geographically confined. Clearly part of our investment thesis was to expand geographically: Africa, South America, and selectively in North America



The first crucial step was to get the right people on board, including well-known spa figures Anna Bjurstam and Neil Jacobs

and Europe, and we're starting to do that."

According to Cogut, Six Senses has "a very, very big development pipeline," and while there's a lot he can't talk about, there are 15 resort openings confirmed for the next three years, including five in Bhutan, three in China and one each in Bali, Taiwan, France, Portugal, the Seychelles (its first African resort), Tunisia and St Lucia. The group also has seven spas in other properties in the pipeline: one each in Oman, Qatar, Greece, Spain and the US, and two in India.

Growth strategy

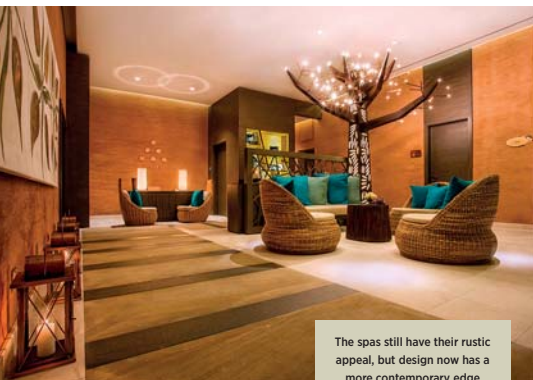
In such pristine rural settings, getting the architecture and design of

the properties right is "absolutely crucial" says Cogut. In a previous interview with *Spa Business* in 2013 (see SB13/2 p30), Neil Jacobs said the Six Senses design philosophy would be evolving somewhat, "to lose a bit of the Robinson Crusoe feel and add some modernity." Cogut confirms this, but stresses that the change will only involve a subtle shift of emphasis in a few select properties rather than a complete overhaul.

Another strategy under consideration is the development of Six Senses hotels in urban locations, both to help build the brand and to cater for the needs of its city-dwelling and visiting customer base. "I often look for an urban retreat and they're hard to find," says Cogut. "I think there's a certain segment of guests who would welcome that - I think that's incredibly appealing in the world we live in, where we're so disconnected from nature, from our sixth sense."

The company is also looking at investing in Six Senses-branded real estate. "We're looking at owning or investing in certain properties through a number of structures," he says.

A more immediate focus for Six Senses is to refine and expand its spa and wellness offering under Jacobs and Bjurstam's leadership. "Neil and Anna can talk better about it than I can, but we're trying to aggressively position the spa business to offer many new



The spas still have their rustic appeal, but design now has a more contemporary edge

[**comfort zone**]

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spa business uniting the world of wellness

The interest in Nordic wellness and the LivNordic brand has been incredible

► services, taking advantage of science and knowledge on the wellness side."

In certain areas, such as sleep health and digestive disorders, Pegasus is able to help directly by contributing ideas and expertise from its other wellness-related companies – such as the Lighting Science Group, a firm developing LED lighting to aid sleep and improve health (see opposite), or PanTheryx, a medical nutrition company specialising in intestinal problems.

Alongside Six Senses, Pegasus is also focused on expanding and adding value to Raison d'Etre, particularly its educational platform (the company runs online spa management programmes) and its LivNordic brand, which combines Scandinavian design, fitness, bathing, treatments and products in a single concept (see p32). "The interest in Nordic wellness and the LivNordic brand has been incredible," says Cogut. "In addition to the original LivNordic spa in Stockholm, we've now entered the cruise industry with a LivNordic Spa on the *Viking Star*; and we have another two cruise ship spas planned for next year, plus another five on land." ►



Pegasus also owns a lighting firm which makes products to aid sleep and overall health

LIGHTING SCIENCE GROUP

Lighting Science Group is a Pegasus portfolio company developing LED lighting that's not only energy efficient but that also addresses environmental and health concerns. Its products are specifically designed to support natural melatonin production, improve sleep, boost alertness, accelerate plant growth and protect wildlife.

Using patented technology originally developed for the International Space Station and the US



South Pole Station, the company has created a range of LED bulbs and lamps that eliminate wavelengths of light which disrupt circadian rhythms in humans, animals and plants.

Products on offer in the health- and wellness-related Rhythm Series include Good Night™, which uses

spectrum-filtering technology to reduce melatonin-suppressing blue light; and Awake & Alert™, which emits a blue-enriched white light aimed at increasing energy and alertness.

Resorts already making use of the technology include Miraval Resort & Spa in the US, which has installed Good Night lamps throughout its 116 guest rooms; and, of course, Six Senses, which features Good Night lamps in all of its guest rooms and spas, and Awake & Alert lamps in its gyms and exercise rooms.

[Spa-kit.net](#) keywords: **Lighting Science**



Branded spa real-estate may be the next step for the hotel, resort and spa company

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Cogut feels spa resorts have a great opportunity to impart their wisdom to others

Favourites

Film: *The Third Man*

Book: *Petersburg* by Andrei Bely and, in a different vein, *The Little Engine That Could*

Place: Yosemite national park, when not at home

Season: Spring

Treatment: Thai massage or Chinese cupping

Best advice: 'Always believe that you can beat adversity' and 'pick up the phone and call her' – both by my mother

Who you admire: Gandhi. The power of taking ideas from multiple traditions moved millions of people to accomplish so much

The expectation that spas won't be profitable is self-fulfilling... they can and do make money

► Value creation

A spa-lover himself, Cogut refutes the belief that properly managed spas can't make money. "My view of the spa business is that people really do care about how they look and how they feel and I think the future of the industry generally is a very bright one.

"In many properties, the spa can be a significant contributor, but it's under-exploited. I've heard people say, 'Yeah, we have to do it', but I think [that the expectation that it won't be profitable] becomes self-fulfilling... It's why we often get spas from other people's hotels: because we're focused on it, it matters to the brand and we think it's really important. Obviously, in a good hotel, the economics will be better than just the spa. But spas can and do make money, and we're very excited about the spa business."

Aside from making money, Cogut believes resort and spa operators have a fantastic opportunity to be thought-leaders and educators, imparting learning to guests who in turn impart it to others. An example might be an employer who experiences meditation at Six Senses and



▲ Six Senses Qing Cheng Mountain has just opened and it's the group's first property in China

then implements a meditation programme for their staff. "In the resort industry, where we have people in a captive setting, we can really influence people so they come back changed. We have the capability of doing that at Six Senses."

For now, Pegasus has no plans to acquire any other spa or hospitality businesses – "Six Senses and Raison d'Etre are our focus and our vehicles" – nor is it ready to let go of the investments any time soon. "We're in no hurry to sell because we think there's tremendous value creation happening... We think there's a lot to do to

build out both brands. Obviously we're a fund and we have to sell for our investors, but certainly not in the short term."

Such is Cogut's enthusiasm for Six Senses, in particular, you get the impression that when the time does come to sell it will be with some regret. "I love Six Senses," he admits. "I vacation there, and it's because my family and I love what they do – whether it's the spas, the wellness programmes, the beauty of the setting or the sense of place." ●



Rhianon Howells is a business journalist and the consulting editor of *Spa Business* magazine
Email: rhianonhowells@spabusiness.com



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RKF LUXURY LINEN

Founder and CEO Riadh Bouaziz talks about the development of the linen company's revolutionary new Dreamsoft product and its uptake in leading hotels and spas worldwide



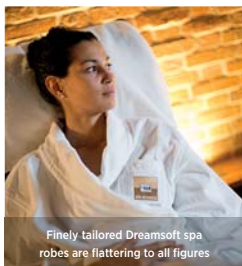
CEO Riadh Bouaziz

Can you tell us about your latest product, Dreamsoft?

Dreamsoft is a revolutionary new material that not only looks and feels incredibly luxurious, but also has twice the lifecycle of other spa materials. For hotel and spa operators, it can also deliver between 50-60 per cent savings on laundry costs, which after staff salaries, is the biggest running expense they face. Two other relevant points: the life of the product is more or less doubled compared to other products, and the softness is more or less similar to silk for the lifetime of the product.

When did it launch?

We launched the product exclusively at Guerlain's new flagship beauty institute on the Champs-Élysée in Paris in late 2013. A few months after that, we started our global rollout of the product for both Guerlain and other leading clients. For example, over the past year, we've completed Dreamsoft projects for Guerlain in Versailles, Prague, Moscow, St Petersburg, Vienna, Amsterdam and Zurich, as well as at worldwide locations with our client Ritz-Carlton and its many hotel and spa brands.



Finely tailored Dreamsoft spa robes are flattering to all figures

What's so special about the Dreamsoft product?

To begin with, it's two fabrics in one – but that does not mean that two different layers are bonded together – it's a single layer of fabric that keeps products extremely light and versatile.

Spa robes are 100 per cent super absorbent cotton on the inside, with ultra-light Wellsoft velour on the outside. The fabric has the look of a 600 GSM weight, whereas it's actually only 350 GSM. This makes it very comfortable for

"It was great to find such an ultra-luxurious product for our spa customers"

BULGARI SPA LONDON

Bulgari Hotel London opened in May 2012, and has quickly become a magnet for wealthy clientele, whether hotel guests or residents in surrounding Knightsbridge.

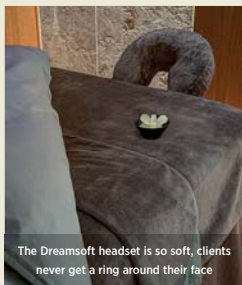
Spa director Shelley Hepburn says that after sampling RKF Linen's Dreamsoft product, the spa placed a bespoke order. She says: "Linen is the most important part of the spa – it can really make or break the experience, so it was great to find such an ultra-luxurious product for our spa customers."

"The RKF team came to measure up and listened carefully to all our requirements. We

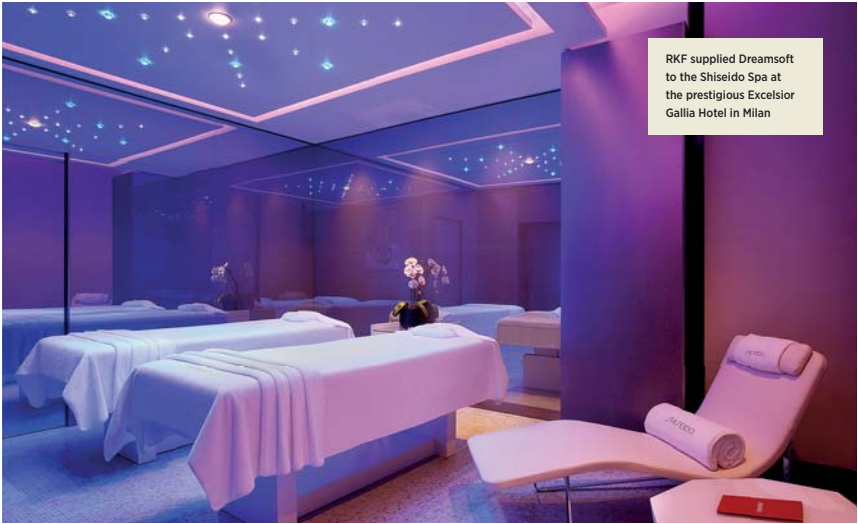
had very particular needs as all fabrics had to match the Bulgari Grey. I have to say the Dreamsoft grey has turned out much richer and deeper than our previous towels and linens, and it matches beautifully with the natural wood interiors.

"There are lots of details that have made the new Dreamsoft arrangement very special. For example, the headset on the massage table is so soft, clients never get a ring around their face after a treatment. The pillows mould perfectly into the client's neck, and the robes are like being wrapped up in a soft, light quilt.

"We have a high repeat customer rate of 70 per cent, and these clients have really noticed a difference in the quality of their experience."



The Dreamsoft headset is so soft, clients never get a ring around their face



RKF supplied Dreamsoft to the Shiseido Spa at the prestigious Excelsior Gallia Hotel in Milan

clients to wear, and hotels and spas only need half the storage space for their robes and linens. You really have to see and feel the product to believe it.

Have there been any new developments since its launch?

Yes, for Guerlain we launched Dreamsoft in classic white and have also been providing the product in lighter colours for clients, including Peninsula Hotels.

Last year, our long-term client Sofitel approached us to create a bespoke colour – a dark taupe – for its flagship thalasso and spa hotel Quiberon in Brittany, France.

Because Dreamsoft is made up of different fibres that each require a different dying process, and in turn each of those fibres are double dyed, producing Dreamsoft in darker colours is a lengthy and complicated process.

We spent months in R & D to produce the bespoke colour for Sofitel, and the end result was outstanding. Even we were surprised that Dreamsoft had an even more luxurious look in a dark colour!

What has been your most recent project with Dreamsoft?

We've just completed a project at the Bulgari Hotel spa in Knightsbridge, London. This hotel has a very exclusive clientele, but its original sets of spa linens were something that you could find at a dozens other spas, and not really suitable

“The life of the Dreamsoft product is more or less double that of similar spa materials, and the softness is similar to silk”

for the quality of the Bulgari brand. We'd met the spa director Shelley at several trade events, and began talking seriously about a project for them earlier this year.

We're very proud of what has been achieved. It's a complete set of Dreamsoft and RKF linen products that elevate the client experience to a whole new level.

Firstly, we've recreated the brand's exclusive “Bulgari Grey” in Dreamsoft.

Each treatment room has a heavyweight cotton, waterproof valance made to fit perfectly over the bed. There are waterproof mattress covers and Dreamsoft sheets for clients to lie between, duvets and a super-soft waterproof pillow.

There are towels in all different sizes, and the spa robes are style like a beautiful cashmere coat. It's a very flattering shape, and they come in several different sizes.

Our attention to detail meant that we measured and tailored everything in the Dreamsoft set down to the last millimetre.

Is Dreamsoft much more expensive than other materials for spas?

No. In the lighter colours, Dreamsoft is around 15 per cent more expensive than

regular cotton towelling, but operators can easily recoup that extra cost with the savings they make after around 10-12 laundry cycles.

The darker colours involve a more complicated process and are created as bespoke colours for clients, so this cost is also a bit higher – but those extra costs can still be recouped starting from around the 10th wash cycle.

What's next for RKF Luxury Linen?

Dreamsoft, of course, is not our only product – we cater for all the linen needs of luxury brands. We're expanding our partnerships with leading hotels and spas, and we've also recently opened a Middle East office in Doha, Qatar.

With our client Sofitel and its SoSPA brand, there'll be 24 new openings this year, meaning that clients will be experiencing Dreamsoft as far and wide as the Fiji Islands, Azerbaijan and Brazil.

Contact RKF Luxury Linen

Call +33 3 84 90 08 56
Fax: +33 3 84 90 08 29
Web: www.rkf.fr

Expert predictions

Leading spa and wellness professionals from around the world, working in all aspects of spa, share their views on the industry – where it's heading and what's happening in their part of the sector

Magatte Wade

Founder

Tiossan



“We should also keep an eye on Rwanda, a very dynamic economy that's attracting American entrepreneurs and tourists”

Now is the time for spa development in Africa because the economy is flourishing: KMPG put its annual growth at 5 per cent in 2014. While this isn't as much as growth in China and India, it's still significantly greater than other developed economies.

This means greater prosperity for many Africans as well as economic opportunities for many expats, who are now spending more time back in their home countries. In addition, the horrific civil wars have finally, for the most part, ended and much of Africa is now largely peaceful which is enticing more tourists.

South Africa and traditional sites for high-end safaris, such as Zambia, Botswana and Tanzania are potential areas for spa development as operators want to offer a more diverse set of before and after safari experiences for tourists. We should also keep an eye on Rwanda, a very dynamic economy that's attracting American entrepreneurs and tourists (for the mountain gorillas and bird watching).

I believe the hotel and day spa sector will grow the quickest. The newly prosperous Africans enjoy spas but are unlikely to go to a destination spa because most of their travel is to Europe and the US. Conversely, Europeans and Americans are unlikely to travel to Africa strictly for a destination spa, but while they're on the continent (for either business or tourism)



Wade is behind one of the first Senegalese skincare lines


they expect spa services. Medical and thermal/mineral spas are not yet popular with prosperous Africans despite, or even because, such spas were

sometimes part of traditional culture.

Many affluent Africans reject their own culture and long for European-style spas. Yet at the same time, Europeans and Americans are interested in high-end indigenous-themed experiences. The biggest opportunity lies in the development of spas that appeal to both groups.

At present, there's a noticeable gap between indigenous African culture and the world of contemporary spas. To bridge this gap, entrepreneurs and spas need to research and adapt aspects of African culture – including design (traditional and modern); ingredients and recipes for skin, body and hair; and traditional therapeutic practices – which have hitherto been neglected.

Overall, there's still a highly negative stereotype of Africa that's limiting tourism. All too often it's regarded as a place where people should be pitied, not where one goes for positive experiences. And there are still dangerous places in Africa. But we need to advocate the growing peace, the prosperity and cultural vibrancy across the continent.



Behrens thinks we'll see more wellness design in spas like at Lanserhof Tegernsee, but feels wellness cities are unrealistic

Nils Behrens

Managing director & CMO

Lanserhof Group

Combining relaxation with an integrated medical approach – where the lines between wellness, medicine and rehabilitation blur – is the biggest growth opportunity for destination spas. Spa-goers expect relaxation, but in the days to come, they'll demand more for their money and will want to see continuing improvements in their health and wellbeing too. The challenge lies in the workforce: therapists will need more training and to be qualified to a higher degree to provide things like physiotherapy, kinesiology and chiropractic services.

Another change I foresee is much more of a focus on wellness design. Previously spas have been hidden away in the basement, but for new and emerging projects they're now central to design. Typically, spa interiors have been inspired by traditions in Asia or Morocco, however,



more modern spas are unique, minimalist spaces with personal touches.

At the new Lanserhof Tegernsee which opened in Bavaria in 2014 we placed an emphasis on wellness design elements such as panoramic views, minimalism and panoramic space. The outlook of a spa is of high importance as it enables guests to escape from their typical urban surrounds – where the office confines are replaced by views of sweeping vistas. In our daily lives we are surrounded by

“Combining relaxation with an integrated medical approach is the biggest opportunity... But therapists will need more training”

constant images; from advertisements to discreet, illustrated messages. Minimalism is the answer to this as it provides a blank canvas and allows guests to focus on the most important thing: themselves. For personal relaxation, space is the greatest luxury of all and there must be enough of it to maximise wellness opportunities.

That said, I don't believe that it would be possible to build entire cities according to wellness principles – something which has sparked debate in the industry of late. Areas are becoming more crowded and in 35 years time more than 50 per cent of the population will live in a city and there will be very little space for wellness principles. This prediction is very unrealistic. ▶

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Jeremy McCarthy

Group director of spas

Mandarin Oriental

The biggest trend shaping the spa industry is what I call 'wellness everywhere'. Consumers are no longer satisfied with small pockets of wellness in an otherwise stressful and unhealthy lifestyle. Increasingly, they expect to have wellness integrated into every aspect of their lives: at home, at work and wherever they go in between. However, this may be a pyrrhic victory for spas as we find ourselves surrounded on all sides by new competitors. Our cry of "we were here first" can scarcely be heard above the din.

This trend can be an opportunity for the spa industry, as wellness finally gets the mainstream recognition it deserves. But it's also a threat, as businesses from across all industries flood into the wellness space. One expression of this trend, for example, is the spa-ification of everything: airports, hotels, hospitals and corporate offices just to name a few. We see these other institutions bringing in key



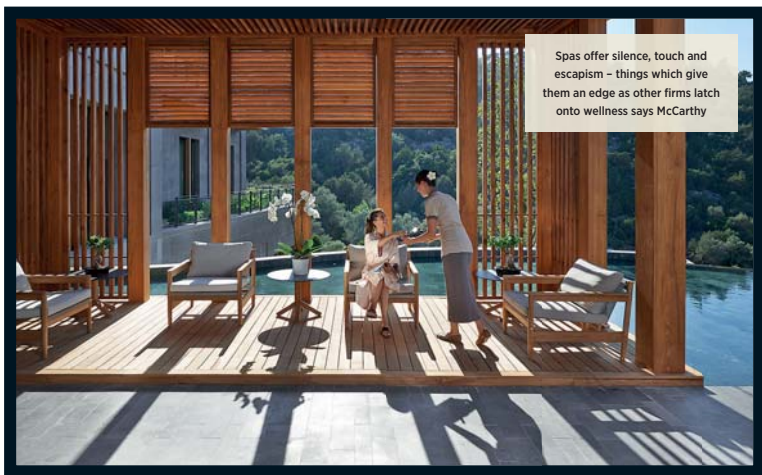
elements of spa design including healing and soothing design aesthetics; spaces for yoga, meditation or rest; and even wellness programming including fitness, massage and meditation. We have to ask ourselves: if everything starts to look like a spa, what is a spa?

The key to success in this environment is greater differentiation and greater specialisation. We'll see more niche spas that cater to very specific market segments (teens, cancer patients, prenatal, etc).

"This trend can be an opportunity as wellness finally gets the mainstream recognition it deserves. But it's also a threat"

There's also a rise in bathhouse and hot springs style spas which offer facilities that far exceed the more commonplace wellness design elements. And spas will continue to be successful by authentically tapping in to the human side of the business: experienced healers delivering nurturing therapies.

We live in a time of great change and it's clear that the spa industry will need to adapt. But I'm optimistic that the future is bright for the spa industry. Spas offer things that are increasingly scarce in modern society: silence, touch, slowness, personal attention and escape from technology. The demand for these kinds of services will only increase with time, and those who can deliver them authentically will continue to be successful.



Spas offer silence, touch and escapism – things which give them an edge as other firms latch onto wellness says McCarthy



PHOTO: WWW.POLYNESIA.CO.NZ

Rotorua is looking to reclaim its title as the spa capital of the South Pacific

“The real big growth area for the spa industry is health and wellness in locations where hot springs naturally occur”

Steve Chadwick

Mayor of Rotorua

New Zealand

Internationally the real big growth area for the spa industry is health and wellness in locations where hot springs naturally occur. Globally, people are living longer and are more focused on wellness and for us, as a country, healthier people means health savings. So the health and wellness benefits of hot spring and spa treatments are a real selling point on many levels.

The benefits of geothermal waters and mud are well known – they can help people with arthritis, general aches and pains, people recovering from injury, it's good for your skin and for general de-stressing and relaxation. The key is to measure these health benefits. Doing this makes for a more compelling 'product' and this is something that we'll work on figuring out how to do here in Rotorua as we progress.

The spa, health and wellness sector has been identified as a key driver for developing the tourism economy of



Rotorua – one of New Zealand's iconic tourist destinations. Our district, situated in the heart of the North Island, has a unique geothermal landscape with geysers, boiling mud pools and hot springs that have attracted visitors for more than 100 years. We already have a healthy offering of geothermal bathing and spa treatments. But there's a resurgence now and Rotorua's long-term vision is to maximise and expand the spa

and wellness offerings alongside other existing tourism attractions, Maori culture and Rotorua's status as a top mountain biking destination.

Rotorua is well-positioned to take advantage of this global [health and wellness] trend. But, like other hot spring destinations worldwide, we need to build an international profile. We'll take inspiration from Beppu, Japan, one of Rotorua's sister cities that's recognised internationally for its highly-developed geothermal attractions and hot springs.

Rotorua was once known as the spa capital of the South Pacific and we're looking to reclaim that title by developing hot springs and spa complexes, building on the fantastic spa facilities we already have. One geothermal area that's already marked for development is Kuira Park, on the edge of the inner city, which already has two thermal footpools. Our plans include adding a Beppu-style steam kitchen – a communal cooking and eating area – next to the pools, creating another reason for people to visit the site.

Turn to p30 to read about World Spa – a NZ\$10m (US\$7.3m, €7m, £5m) hotel and hot spring complex in Rotorua that's just been announced.

THOUGHT LEADERS

Simon Casson

Head of spa task force

Four Seasons

Spa development occurs where business/the economy is growing and apart from China and India, the Middle East is an area to watch. Hotels in this region are incredible and impossible to recreate in Europe or America – due to the dynamics of land acquisition and building costs – and they have spas within that are as equally advanced and cutting edge.

Operationally, we think the biggest growth opportunity lies in memberships and this is something we're really looking into – bringing the local community more into the hotel for fitness classes and personal training as well as for spa.



There's huge potential and we're making sure we design new facilities to best accommodate this by providing direct access routes, locker facilities and layouts that facilitate outside membership.

Spa-goers remain constant in their desire for a sense of calm and holistic wellness even though they want both chemical-free and organic treatments as well as high-tech, non-invasive medical services.

“Operationally, we think the biggest growth opportunity lies in memberships and this is something we’re really looking into”

What is changing, however, is their hunger for customisation. Guests want bespoke delivery and innovative products.

What I'm most excited about, however, is the increased interaction I observe between spa and client. Our guests plan ahead and make reservations online, or use the Four Seasons app to research and book. Many come to the resorts already with a full programme ahead of them. This allows our spas to plan well and to suggest enhancements instead of reacting to a request when someone just walks in. We're constantly looking to engage with our guests more effectively.

Brent Bauer

Director of the complementary and integrative medicine program

Mayo Clinic

The most exciting development in my field is the shift from 'either/or' – either we use conventional medicine or we use complementary therapies; to 'both/and' – using the best of conventional medicine and evidence-based complementary therapies. This is happening rapidly thanks, in part, to the solid science behind the efficacy of massage, acupuncture, meditation and many other complementary modalities. A 2010 survey by the Samueli Institute suggests that 40 per cent of hospitals now offer some form of integrative medicine therapy.

I envision a time in the near future when we'll see even more active integration between spa and medicine. As conventional medical facilities increasingly recognise the value of complementary therapies such as meditation or massage, they're also realising that clinical settings may not be



the optimal delivery platforms. So we're already seeing a number of academic health centres partnering with local spas to deliver evidence-based therapies and instruction to more people. Sometimes this is in the form of classes such as yoga or meditation, and sometimes it's in the form of targeting specific patient groups, eg providing safe massage to breast cancer survivors. The more spas are seen as partners in meeting the needs of all patients for wellness promotion, the tighter the relationship will become.

I think we'll continue to see solid growth in those treatments with the greatest evidence. I'd be surprised if acupuncture

“I'd be surprised if acupuncture doesn't grow rapidly... And I expect mind-body classes/instruction will continue to boom”

doesn't begin to grow dramatically in the next five years. The evidence is growing and the profession has done a very good job with creating nationally recognised credentialing in the US. And I expect mind-body classes/instruction will continue to boom as they're proven to help everything from lowering stress levels to reducing brain atrophy. Most of these (meditation, yoga, tai chi) have little risk, can be adapted to an individual's needs and almost all of them can be learned and practiced independently. Teaching self-care will be big in the coming decade.

I'm sensitive to the fact that there are a large number of consumers who simply can't afford a massage on a routine basis. But the good news is that there's still an array of mind-body therapies that can be learned in a few lessons and then practiced for a lifetime.



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Our 2015 line-up again reflects the prominent industry backing behind the show and our combined knowledge and understanding of what it takes to help independent hoteliers



Registration live for Independent Hotel Show 2015

The Independent Hotel Show, returning to Olympia West, London on 20 and 21 October, is now open for registration. The only UK hotel show dedicated to the boutique, luxury and independent hotel sector, #IHS15 promises stunning new feature areas, an exhaustive list of industry experts, business seminars, think tanks and key note sessions, as well as a feast of ideas, inspiration and insight for anyone involved in the sector.

The Innovation Stage (sponsored by CLEAN and the UKHA) and The Business Theatre will feature a stellar line-up of industry experts and hotel entrepreneurs delivering free-to-attend seminars and panel discussions over the two days. Tackling some of the hottest topics in the sector, expect to find out more about the trends and future forecasts of the independent hotel market, learn first-hand how industry leaders have succeeded in the business and discover the latest in marketing, business and food and beverage techniques.

2015 features a re-formatted and expanded Destination Spa area, where visitors can soak up the latest in luxury spa and bathroom design by journeying throughout the entire spa experience, from check-in to check-out. Additionally, don't miss the talks around the pool with

Exhibitors within Destination Spa include:

- BC Softwear
- Blue Spa & Leisure
- CFM Ltd
- Crown Sports Lockers
- Dalesauna
- Ellisons
- Majestic Towels
- Milk Leisure
- Premier Software
- Rigo Spa
- Spa Creators
- Topaz Consulting

key names from the health and wellness sector, all accompanied by detox drinks.

Also new for this year will be the Independent Think Tank, a small, in-depth gathering of industry professionals debating the hard hitting issues affecting today's independent hotelier.

The show will also feature the celebrated Independent Hotelier of the Year and Outstanding New Hotel of the Year Awards, which include hoteliers and entrepreneurs such as Robin Hutson of Lime Wood Group and Home

Grown Hotels and Kit and Tim Kemp of Firmdale Hotels, in its hall of fame.

Commenting on the exciting line-up for 2015, Miranda Martin, event manager at Independent Hotel Show says:

"The 2015 Independent Hotel Show promises to be our most exciting and comprehensive yet. Now established and in its fourth year, the show has gone from strength to strength, continuing to attract the highest calibre of industry experts and keynote speakers, aspirational and valued exhibitors, and above all, independent hoteliers committed to adding value and the wow factor to their hotels. We've struck a chord with the sector, and our 2015 line-up again reflects the prominent industry backing behind the show and our combined knowledge and understanding of what it takes to help independent hoteliers' upgrade and develop their business."



INDEPENDENT
HOTEL SHOW

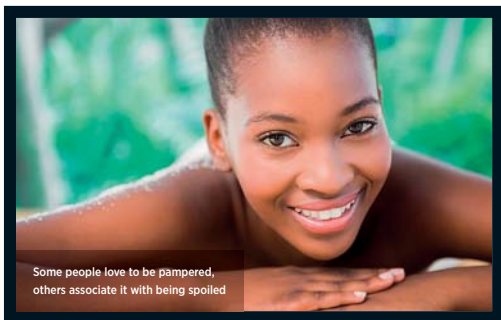
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POINTS OF VIEW

ISPA's latest industry study reveals subtle, yet interesting, variances among international consumers. PwC's Colin McIlheney explores the nuances

The sixth *Consumer Snapshot Initiative* by the International Spa Association (ISPA), which focuses on trends and attitudes among consumers to the spa industry, highlights several small but important variances across four major economies – the US, UK, Canada and Australia. Spending on spa treatments and experiences has rebounded impressively since the financial downturn of 2008-2009 and the industry has a loyal customer base. Across the globe, the sector is in an encouraging position and this study aims to provide spa businesses with information to drive further improvement and growth.

The study, conducted by consultancy PricewaterhouseCoopers (PwC) on behalf of the ISPA Foundation, was based on a representative sample of 4,000 consumers across the four countries. It examined several areas of the spa industry including the reasons people go to spas, how they go, how much is spent on which retail products and on which spa treatments. Perhaps more importantly, the research also asked non-spa-goers the reasons behind their decision not to visit a spa.



Who goes to spas?

Given the cultural ties between the four participating nations, the differences in attitudes to spas and frequency of spa-going were slight rather than seismic, although it may come as a surprise to learn that British consumers visit spas more than anyone else. In the UK, 47 per cent of women and 40 per cent of men had been to a spa in the last 12 months, with British men more likely to visit a spa than

men from any of the other three nations. Least likely to visit a spa are Australians, with just 38 per cent of men and women attending a spa in the last year – although it's the only nation where men are just as likely to visit a spa as women.

The idea of men only visiting a spa to buy a gift certificate for their girlfriends, wives or mothers is also increasingly in the past. The study was able to pinpoint the typical male spa-goer: aged 25-44, middle to high income, buys moisturiser and gets a massage. Most importantly, male spa-goers tend to view their spa visits not as indulgences but as necessities, whether to maintain their appearance for work or as part of an overall personal wellness programme.

Key to growth?

One of the main areas where the spa industry can drive growth is by turning infrequent spa-goers into regular spa-goers. Across the four nations surveyed, less than 20 per cent of spa-goers visit a facility more than four times a year. And although British spa-goers are most likely to visit a spa, they're actually less

ABOUT ISPA RESEARCH

The ISPA Foundation is a non-profit educational and research arm of the US-based International Spa Association (ISPA). It commissioned the first *Consumer Snapshot Study* in 2011 and has since released six volumes of research focusing on spa-goer and

non-spa-goer tendencies and perceptions.

The aim of the 2015 *Consumer Snapshot Volume VI* study, prepared by PwC, is to give an insight into consumer attitudes of spas in the US and – for the first time – three other countries: Canada, the

UK and Australia. ISPA members can download a complimentary copy of the full report at

www.experienceispa.com.

The association itself represents over 3,400 spa professionals, including operators, practitioners and product suppliers, in more than 70 countries.

Barriers to Visiting a Spa	Australia	Canada	UK	US	All
Too costly	27%	40%	27%	39%	33%
Do not have spas available in my area	31%	13%	21%	14%	20%
Not familiar with spa environment/etiquette	10%	16%	13%	14%	13%
Not comfortable visiting a spa	12%	14%	12%	11%	12%
Do not have enough time	9%	7%	12%	9%	9%
Spas are too indulgent	4%	3%	5%	3%	4%

The idea of men only visiting a spa to buy a voucher for women is increasingly in the past according to the study

likely to go on a regular basis according to the study. Only 11 per cent of British spa-goers get a treatment more than four times a year, compared to 20 per cent of Americans and 21 per cent of Australians.

Disappointing though the number may be, the data provides a very clear explanation of the infrequent spa trips among British consumers – when they go to a spa, the British like to stay all day. British spa-goers are twice as likely to go for a full spa day than their American counterparts. Only 16 per cent of Americans had a spa day in the last 12 months compared to 32 per cent of British consumers. Consumers in the US go more frequently for single treatments: 58 per cent of American spa-goers went for a single treatment at a spa compared to just 31 per cent of British consumers.

British consumers are also by far the most likely to include a spa as part of a package at a hotel – 14 per cent of them

The study was able to pinpoint the typical male spa-goer: 25-44, middle to high income, buys moisturiser and gets a massage

had a spa treatment included as part of a hotel stay, more than double the number in Australia. Meanwhile, just 3 per cent of Canadian consumers took in a spa while staying in a hotel.

Spa deterrents

So why are consumers not going to spas? Well, not surprisingly cost – or at least the perception of cost – is a major hurdle. More than 50 per cent of American and Canadian infrequent spa-goers (those going less than four times a year) cited high prices as their number one reason for skipping a spa visit, with their British and Australian counterparts not far behind.

Having said that, men and women do have different opinions on the matter, for example, 74 per cent of Canadian women said that going to a spa more often was too expensive, but less than 50 per cent of Canadian men agreed.

Location is also a major issue, at least for consumers in Australia and the UK. British and Australian consumers cited travel distance as a top reason for not making more visits to spas – this was more frequently than Canadians or Americans.

The public perception of spas is perhaps as important as practical issues when it comes to whether consumers will visit a spa or not. All three categories of

If a spa visit is to be completely stress-free, some businesses might consider reviewing and publishing their tipping policies

- ▶ respondents – frequent and infrequent spa-goers and non-spa-goers – strongly agreed that going to a spa involves being ‘pampered’. That word has both positive and negative connotations – some people love to be pampered, others associate it with being spoiled. What they all seem to be able to agree on, however, is that going to a spa is a method of relaxation.

The one outlier in perceptions of spa came – once again – from British consumers – 47 per cent of whom believe that ‘wellbeing’ is an important part of spa-going. That’s a significantly higher proportion than the 32 per cent of Americans, 34 per cent of Canadians and 38 per cent of Australians who agreed.

Different attitudes

There was one area where national stereotypes are reinforced: tipping. While American and Canadian consumers are not entirely comfortable tipping their spa staff, they are much more comfortable than British or Australian consumers. The difference in tipping culture in the US and Canada clearly means that doing so causes less stress than in the UK or Australia. If anything a visit to a spa ought to be completely stress-free, some businesses might consider reviewing and publishing their tipping policies.

Tipping spa staff may also be influenced by the person who’s paying for the spa visit. While most consumers from all four nations pay for spa visits out of their own pockets, 9 per cent of Australians and 14 per cent of British consumers had their experience covered by a friend or family member. Americans pay out of their own pockets more frequently and are likely to visit spas more often, suggesting that they perhaps form more meaningful relationships with staff.

The research even gave some insight into the attitudes of two generations



at each end of the spa consumer age spectrum. The oldest spa-goers are more likely than anyone else to turn up without an appointment, taking advantage of less formal structure in their lives and more free time, while millennials are more likely than any other group to be interested in treatments that include both body and mind, such as meditation. This is food for thought in regards to where the industry may head in the long-term.

Cause for optimism

Previous research on the spa industry conducted by PwC on behalf of the ISPA Foundation concentrated solely on the US market. The fact that attitudes are broadly similar among the four nations in this first international survey is not a huge shock,

although each market clearly has its own nuances, strengths and weaknesses.

The spa industry has shown considerable resilience and has recovered admirably since the global economic recession. With economies returning to growth and consumers once again more confident about the future, this research data gives spa owners the opportunity to fine-tune their marketing and convert a new generation into frequent spa-goers. ●



Colin McIlheney is the global research director at PwC and has headed up a number of studies for ISPA. Email: ispa@ispastaff.com Tel: +1 888 651 4772



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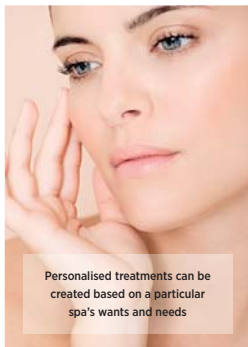
Today, the Anne Semonin ethos is to combine trace elements and essential oils with marine and plant extracts to visibly boost a woman's beauty and soul and enhance her inner and outer radiance.

Among the company's most important – and unique – features is its range of



Anne Semonin's product range is based on essential oils and plant extracts

We believe in turning a spa into a profit centre – being able to offer them business advice and support



Personalised treatments can be created based on a particular spa's wants and needs

results-driven professional and retail products, as well as its flexibility and ability to assist a spa in the day-to-day running of its business.

Maria Machera, international sales and marketing director, describes the company as "a pioneer of made to measure skincare treatments and experiences".

"We believe in turning a spa into a profit centre – it's not just about products but assisting the spa in their day-to-day business and being able to offer them business advice and support, marketing tips, ideas, and working alongside them."

For Machera, the key is to identify the problems a spa is facing and to work with them to see how Anne Semonin can assist. "Can we share expertise to help? Are there things that worked in one location that we can adapt in another?" she asks.

"A spa may come to us and say they have a lot of teenage clients currently, in

which case we can create personalised treatments for them. So we have the ability to work with spas at that level."

Another key differentiator of the brand is that its professional and retail products are the same, with Machera reporting that some clients have seen retail sales make up over 30 per cent of their entire revenue.

Both client and spa customer feedback seem to validate the Anne Semonin approach. "The entire brand of products, marketing, support, resources, and innovation is fantastic," says Elizabeth Regan, area director of LIME Spa Maldives at Niyama and Huva Fen Fushi.

"The support teams are exceptional with tailoring exactly what you need to fit your spa concept, budgets and locations. The high quality of products and treatment standards are consistent, while allowing room for flexibility with protocols, which is a business manager's dream."

Everyone's talking about

MASSAGE-ON-DEMAND

Businesses linking consumers directly with mobile therapists are fast becoming popular. What does this mean for spas? Matthew Brennan investigates



SPA
TREND

Read our full Spa
Foresight™ 2015
report on p36

At-home massage
takes away the
hassle of booking
and getting to a spa
according to Soothe

From Airbnb in hospitality to Zipcar in transport, every industry seems to be facing some sort of disruption. A disruption displaces an existing market, industry, or technology and produces something new, more efficient and worthwhile. And it looks as if spas are next in the firing line.

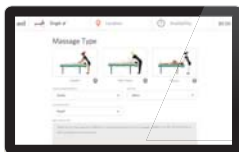
Traditionally, spas require high levels of investment and fixed overheads, making them an easy target for disruption. In the US, a number of tech-based start-up companies such as Zeel, Soothe and Unwind Me are sidestepping such barriers by offer message-on-demand services via the internet and smartphone apps. A consumer opens the app/visits the website, schedules a massage, pays for it (tip included) and a mobile therapist can arrive at their location within an hour.

These message-on-demand models are redefining spas as we know them. They offer competitive pricing, hassle-free, immediate scheduling and bring luxury services direct to the home. They also provide therapists with better pay (up to three times more) and benefits.

What's more, they're growing fast. Services are now available in 10 US states and all of the companies say that they're planning to expand globally.

So, how do the message-on-demand business models work and what are they offering that spas aren't? How much of a threat are they to traditional spa facilities – both in terms of customers and workforce?

Perhaps there's a happy medium where the two different businesses can co-exist or even collaborate. If not, what can traditional spas do to compete?



Zeel was the first message-on-demand company to launch and now has 3,500-plus therapists on its books



About the author
Matthew Brennan is director of the Horwath HTL Health & Wellness consultancy
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Often when people want or need a massage, they need it the same day: when their back hurts or when they have

a free hour. Sometimes they want a massage after traditional spas have closed, or want to find a licensed therapist who can travel to their location. Or they may have children, or health/mobility issues, which make scheduling and travel difficult.

The premise of Zeel is to bring high-quality massage therapy to customers where and when they want it. Times are as early as 8am and as late as 10.30pm, 365/7.

Instead of competing with spas, Zeel is expanding the massage market – helping people to get last-minute appointments or services when facilities are closed. There are millions of missing massages in the industry – between therapists with gaps in their schedules and customers who seek massages at the last minute or in-home but haven't had (before Zeel) the ability to get those services. We think there's room for both spas and Zeel.

Zeel offers fair market pricing in each city based on the comparable cost



Samer Hamadeh

Founder & CEO, Zeel

of a massage at a high-quality spa. In addition, we have an annual membership programme. Zeelots pay US\$99 (€91, £64) a month (plus tax and tip) for one massage credit per month, with additional massages discounted by 15-20 per cent.

We recruit and retain therapists by offering significant benefits. Our 3,500-plus therapists take home 70-75 per cent of the cost of each massage, earning two to three times as much per hour as at a traditional spa. They can work at any time and as much or as little as they want. Because therapists can choose when they want to take appointments, we find many of them work both at spas and with Zeel.

Key to our model is ensuring the security of customers and therapists. We select and vet therapists and confirm that each has a valid license and at least

US\$1m of professional liability insurance. On the customer side, we require valid ID verification through Experian and Jumio. Zeel is the only on-demand company that takes this extra security step instead of skipping ID checks or resorting to social media profiles, which can be faked.

We've seen tremendous success since launching in 2012 and have expanded to South Florida, Southern California, and the San Francisco Bay Area. We're seeing month-over-month double-digit growth in both the number of massages booked and the number of customers overall.

A Stanford University graduate, Hamadeh founded Zeel in New York in late 2012. It was the first company of its kind and holds a registered trademark for *Massage On Demand*®. Details: www.zeel.com



The potential for loss of staff and an increasing challenge to find qualified therapists could become reality for the traditional spa industry if our workers start choosing this model for employment



Market disrupters have affected and challenged all industries. Zipcar dynamically changed the car rental market, Uber is doing it in the taxi industry and Airbnb in hospitality. In all cases, innovative, out-of-the-box thinking impacts a sector on a macro level.

In the spa arena, Soothe and Zeel are like Uber for massage. Their on-demand apps provide instant access to massage sometimes in less than an hour. The potential for loss of staff and an increasing challenge to find qualified therapists could become reality for the traditional spa industry if our workers start choosing this model for employment.

How the spa sector will change due to the arrival of massage-on-demand businesses remains to be seen. If demand for these companies takes off – or goes wild like Uber – we should expect to see more customers coming into the industry, which is a good thing. Balance that with staffing



Michael Tompkins

CEO, Hilton Head Health; chair, ISPA

challenges and competition [for business] and all of a sudden we have disruption across all types of spas and segments of the industry. Imagine hotels not having to build a spa but partnering with a massage-on-demand company instead. Surely someone has already thought of that?

Food delivery didn't kill the restaurant business. Not panicking and taking a proactive stance while remaining flexible will be key for traditional spa facilities. A sense of place has a lot to do with the spa experience and this is something traditional spas have over massage-on-demand. The important thing is that individual companies convey uniqueness within their own brand to set them apart.

At Hilton Head Health, we'll continue with our weight loss programme and expand into areas within spa, nutrition, healthy cooking, meals and fitness. It's an exciting time for us. Our possibilities are endless. I often think it's good to see what's going on out there, but never copy someone else. Innovation comes from your own team. Be a trendsetter, encourage and develop those who work for you.

As well as his role at Hilton Head Health – the US weight-loss resort brand – Tompkins is the chair of the International Spa Association (ISPA). Details: www.hhhealth.com and www.experienceispa.com



Even though the spa industry is a US\$12bn annual market in the US, as it exists now, it's outdated and inefficient. The goal of a great massage is to relax your body and mind. However, to receive a treatment at a spa, you have to deal with difficult scheduling, traffic, parking and a host of other distractions. Enabled by technology, Soothe removes those distractions and makes it simple and easy to schedule a massage with approximately an hour's notice. We're redefining massage and spa.

Our low expense business model allows very competitive pricing – starting at US\$99 (£89, £63) for a 60 minute massage, tip and tax included. This enables us to attract new customers to the spa marketplace, many of whom haven't been to a spa before. We also attract regulars who are tired of the hassles that go along with traditional spa experiences.

At the same time we're able to pay our mobile therapists US\$70 (£63, £45) an hour – 3.8 times higher than the industry average – and provide them with



Merlin Kauffman

CEO & founder, Soothe

marketing and visibility to customers. Therapist safety is a common question and our clients must adhere to strict rules.

Our research shows that people want quality bodywork in their homes at a reasonable price, from therapists they can get to know and trust. So far, we've seen great demand for this type of service and experience – year on year, our revenue increased by 800 per cent.

Los Angeles, where Soothe was born, is our most thriving market in terms of revenue and therapists, with over 400 signed up. We fully expect that we'll replicate our success across California, Arizona, Texas, Washington DC and Florida. We'll expand into other domestic markets and will explore the potential of international markets.

Since we are a rapidly growing start up company, most of our issues are operational and scaling based. Our challenge is not finding therapists but rather, growing Soothe quickly enough while maintaining quality.

Should traditional spas be concerned about the rise of massage-on-demand businesses? I think there will always be a demand for spa facilities. However, many customers are converting to in-home massage with the rise of massage-on-demand.

A web entrepreneur, Kauffman worked for AOL at the age of 11 and founded his first company, eWireless.com, at 17. He launched Soothe in early 2013. Details: www.soothe.com



There is some appeal to massage-on-demand for the convenience of in-home services, but the benefits of a traditional spa will continue to lure most people into a proper spa facility



In general, I think the demand for spa services is growing as consumer's perceptions of wellness expand beyond just diet and exercise to include other key aspects such as the need for rest and recovery and the importance of emotional wellbeing.

However, the pace of change in the spa industry is becoming so fast that market disruption could be the new normal. We can no longer rely on a stable state market. Innovation and change will be somewhat constant and we all need to keep reassessing our business models and their relevance.

The biggest recent disruptors in the spa world have been the rise of medical spas and the meteoric growth of simpler massage-orientated spa offerings such as Massage Envy. To be honest, I don't think massage-on-demand services have made a significant dent in the spa market yet.

There is some appeal to massage-on-demand for the convenience of in-home services, but the benefits of a traditional spa experience will continue to lure



Jeremy McCarthy

Group director of spa, Mandarin Oriental

most people into a proper spa facility. The advantages include added value to the service through enjoyment of the facilities, opportunities to have social spa experiences that are shared with others and the quality of the spa brand. Perhaps most importantly, many consumers will experience a deeper sense of relaxation by truly disconnecting from their day-to-day lives and escaping to a new environment designed as an immersion in tranquility.

Concerning therapists, some may prefer the independence of being on-call, but our experience is that many appreciate having a consistent schedule. They also like being part of a team and having opportunities to grow within the group – either into more management/administrative positions

or by cultivating greater expertise and specialisation as a healer in the spa.

In an increasingly high-tech world, services that are high-touch will continue to be valued and sought after. There's a place for both massage-on-demand businesses and traditional spas to survive and thrive. The competition between the two is minimal as they cater to different customers at different times seeking different experiences.

McCarthy oversees 29 spas around the world for Mandarin Oriental, six of which are based in the US and in cities where massage-on-demand businesses already have a presence. Details: www.mandarinoriental.com



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Sea change for Thalgo



After 50 successful years in the professional spa and beauty industry, the Thalgo brand is as strong and as innovative as ever – and there are big plans and new directions ahead, says international director Arnaud Diaz

Thalgo recently celebrated its 50th anniversary – what's the secret to the brand's success?

Growing a strong and competitive brand in the industry over five decades means a great deal, especially for a brand that's delivered almost exclusively through professional beauty and wellbeing channels. Today Thalgo is in 87 countries and offers a comprehensive range of more than 260 products, excluding ongoing monthly promotions with star products.

From our clients' perspective, they know that they can count on our loyalty, but at the same time we're conscious there's a risk that some of them may start to view the Thalgo brand as perhaps a little old-fashioned.

Nothing could be further from the truth! Thalgo is working on reinvigorating its whole offer, creating exciting new products, repackaging, and upgrading its training resources to help its partners become more effective in their businesses and ultimately be more profitable.

What makes Thalgo products and treatments stand out?

First of all, as a company that's always used and developed active ingredients from the natural goodness of the ocean, the whole DNA of the Thalgo brand is totally solid.

More and more, customers are seeking treatments that give instant results, and this is only achievable with high quality, active products delivered by highly trained professionals.

What are the main areas of your business?

We have our core beauty treatments which we're constantly evolving, and of course our extensive range of take-home retail products for spa and salon customers.

We put a huge amount of investment into research and development at our headquarters near Cannes, on the French Riviera, and increasingly we seek to treat from the inside out.

There's really no use in having beauty treatments if you smoke 40 cigarettes a day and eat junk food all day long.

"The whole DNA of the Thalgo brand is totally solid"

That's obviously going to impact on your health and accelerate the ageing process. That's why we offer a comprehensive range of marine nutritional supplements, which can be tailored to needs such as detox, weight loss or anti-ageing.

Finally, we've recently released our outstanding professional treatment device, called iBeauty, and have other kinds of devices in development.

Can you tell us more about iBeauty?

Our iBeauty offer combines three state-of-the-art skin technologies in one easy-to-use device.

Treatments are non-invasive and non-aggressive, yet deliver



The future of effective beauty lies in technology, and Thalgo's iBeauty device (above) saw a large take-up by facilities just months after its launch

exceptional results. Using touchscreen programming, therapists can use sound vibrations for exfoliations and peels; sequential ultrasound for skin drainage, infusions and stimulation; and radio frequency for rejuvenation and anti-ageing treatments – all to the highest cosmetic medicine standards.

We launched iBeauty in September 2014 and the response has been excellent, with almost 700 units adopted.

A few years ago there might have been resistance from therapists who believed that hands-on treatments were always best. But there's since been a big evolution in the market, and the demand for results-driven treatments means that devices like iBeauty are now essential, and they'll really give your business a competitive edge in the health and beauty market.

We've made the product extremely safe and reliable, which is why we're happy to offer worldwide technical support for it, rather than just limit unit sales to the domestic market.

Are there any new launches planned?

Yes we've just launched an exciting new brand called M'Ceutic, which is our first step into the cosmeceutical market.



MCEutic is Thalgo's first cosmeceutical brand, which will enable facilities to attract a whole new set of customers

"MCEutic will also enable Thalgo to further expand its customer base by providing an attractive solution for the medi-spa market"

Until now, Thalgo has been known as quite a general skincare brand, but we're increasingly taking steps to become much more customised and targeted at different customer segments with their varying skin and beauty needs.

Spa and salon visitors are looking for real results and, just like iBeauty, MCEutic is a value-added offer that can help our clients attract a whole new set of customers by using this scientific and dermatological approach to skincare.

The MCEutic range can be delivered as a tailored course of treatments which may include a renovating peel, interventions using oxygen and powerful marine ingredients, as well as corrective measures depending upon the skin's needs.

MCEutic will also enable Thalgo to further expand its customer base by providing an attractive solution for the medi-spa market.

You also mentioned an imminent rebrand for Thalgo?

Yes we'll be repackaging the whole of the Thalgo product range starting from the end of 2015. We aim to reposition Thalgo, moving it from the medium-to high range into the premium brand segment.

However, that does not mean that it will cost the end user more money, as value for money is increasingly important. We want to improve the perception of the brand's value, not by packaging alone of course, but also by the results.

What support do you offer your clients?

We offer a wide range of support and one of our main missions is to impact on the traffic of our clients' facilities.

Beauty salons and spas are generally known to be weak in terms marketing and retail, so it's really up to Thalgo as a brand to motivate them and show them how to do it. It's a simple fact that more training results in more sales.

We have a dedicated training facility in Paris, as well as a new comprehensive e-learning portal. Our clients can also take part in online breakfast meetings with us where we can address any problems, discuss targets and results, and deliver more specific training.

Can you tell us about a recent partnership?

We've recently signed a deal with the fitness chain Holmes Place in Portugal, to launch Thalgo treatments and

products into their fitness centre day spas. This is a good example of how Thalgo is working hard to move away from a general approach to products and treatments, to deliver highly tailored offers depending on the type of business.

We didn't start with our product range, we started with the Holmes Place customers, got to understand them, really listened to their needs as exercisers and sports enthusiasts, and designed a specific collection of Thalgo products and treatments around that.

What's the future for Thalgo?

We hope to be around for another 50 years, and it will no doubt be quite different from the last 50 years!

Our core focus will remain on developing highly effective products using natural, bioactive marine ingredients, but the brand will become less generalised and more customised and technology-driven so that we can meet the changing needs of the spa and beauty marketplace.

Contact Thalgo

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Email: adiaz@thalgo.com
Web: www.thalgo.com

Something in the air

Losinj – the Island of Vitality. This is a big claim for a small place. Yet despite its size, this 74sq km island off the west coast of Croatia packs a punch when it comes to health and wellness.

With a 120-year tradition of health tourism, the island is renowned for its therapeutic climate and as an aromatherapy destination. Add to this its many wellness centres and programmes, walking/diving activities and healthy Mediterranean gastronomy, it's easy to see where this confidence in specialising in restorative holidays stems from. It's an island that invites you to "breathe in, take a look, taste, touch, listen and feel Losinj".

Rarely does a destination fully live up to its brand promise. However, on this Island of Vitality the community and the private sector are coming together – under the strategic guidance of a proactive tourism office – to deliver the message.

Terry Stevens pays a visit to Losinj – the Island of Vitality – in Croatia to find out how its climate, aromatherapy and wellness offering underpins tourism development



Tourist office president Gari Cappelli

It's a genuine experience of exceptional quality. And it's on this foundation that it's planning to grow its tourism industry.

Air fair

Losinj's climate is critical to its feel good factor. It has fresh sea air with mild temperatures (ranging from 12°C in winter to 24°C in summer) and an average 207 days of sunshine a year.

It was in the late 19th century when the main town of Mali Losinj became known as a centre for tourism when aristocracy from Austria and Hungary came to sample its healthy air. In 1982 research on Losinj's microclimate, by biologist Ambroz Haracic, led to its proclamation as a climatic health resort for bronchial diseases. From then on, its reputation as a place to patch up the body, de-stress and rediscover oneself was sealed.

Today, many spas and wellness centres still focus on respiratory wellness. The latest research from the

“It's an island that invites you to “breathe in, take a look, taste, touch and feel Losinj”

Mali Losinj is the main town.
The island's goal is to reach
3 million tourist nights by 2020



Wellness Hotel Aurora offers health-focused programmes in its spa

Croatian Meteorological and Hydrological Service confirms that holiday makers tested on arrival and departure experienced significant improvement in lung function from their stay, irrespective of age, gender or habits.

Director of the research, Dr Anamarija Margan Sulc says: "A sojourn in Losinj, especially in the autumn and spring months, could help people suffering from respiratory diseases and lead to long-term, prolonged remission by reducing expectoration, coughs and chronic lung disease, as well as the need for medication."



Durdica Simicic

Collective vision

Figures from the Losinj Tourist Office show that the island attracted 263,000 tourists in 2014, staying for a total of 2.1 million nights. The majority (87 per cent) of these were made by international tourists mostly from Germany, Italy, Slovenia and Austria. Collectively, the community, residents and local businesses have agreed on a future goal of reaching a maximum capacity of 3 million tourist nights by 2020.

It's this joined-up thinking which is one of the most praiseworthy aspects of the island's approach to tourism development. The Tourist Office is a not-for-profit destination management and marketing

organisation and, impressively, a member of the UN World Tourism Organisation (UNWTO). Its president, Gari Cappelli, is also the mayor of Losinj and the eight board members represent key sectors of the industry. Twice a year the island's 120 small tourism businesses, 80 larger tourism companies as well as the community and other business representatives are invited to put forward their ideas too.

Cappelli, clearly a natural leader who knows his community well, says: "Our job at the municipality is to create the right environment for enterprise and the infrastructure to allow investors to stand a better chance of being successful. We are, therefore, all in this together. Sustainable tourism means that the community works hand in hand with the investor. It's all about people. What's good for the resident is good for the investor and vice versa."

Its annual budget of €1m, derived primarily from bedroom taxes, is reinvested in infrastructure, supporting the works of the national tourist board and funds regional promotions. And while the scale of the funds is limiting, tourism office director Durdica Simicic remains positive, saying this means there's "a greater need for partnerships and alliances, more creativity in ways of delivering projects and a real focus on ROI."

Losinj vitality & wellness programmes

Camping Cres - Losinj offers a morning vitality walk with breathing exercises; foot reflexology for walkers; vibration massage for the chest, sun yoga and aqua aerobics. www.camps-cres-losinj.com

Cappelli Tourist Agency highlights the local way of life and lifestyle, culture and gastronomy for health and vitality. www.cappelli-tourist.hr

Wellness Hotel Aurora offers a junior school for breathing techniques, fragrant massage treatments and the Illovik flower experience based on eucalyptus oil. www.losinj-hotels.com

Vitality Hotel Punta has a lung rehabilitation programme for adults and children developed in conjunction with the Croatian Pulmonary Society and the Zagreb Children's hospital. www.losinj-hotels.com

Turist Tourist Agency organises Natural Medicine for Tired Lungs workshops. www.island-losinj.com



Wellness tourism is key to increasing the number of tourists who visit the island

“

By working together we can become one of the most sought after wellness destinations in the Mediterranean

► Vitality branding

Losinj's tourism strategy *A Plan for Tomorrow 2013-2020* emphasises a sustainable approach to development with vitality branding serving as the primary means of delivering this goal.

Cappelli explains: "We want a health story for us, not just the tourists. It's our story. Everyone needs to buy into this overall approach and our branding. Our local population must live it to 'sell it'. We've now even introduced aromatherapy sessions in our primary schools."

On this latter point, Cappelli is referring to another important strand of Losinj's wellness offering – aromatherapy. Over the centuries, sailors from this seafaring community have returned from their travels with up to 80 exotic plants – such as myrtle, magnolia, orange, eucalyptus and tamaris. This has enhanced the wide array of 1,100 species of native flora and fauna, including more than 230 herbs.

There are a many of examples of how this is feeding into tourism. Each year the Tourism Office organises a programme of events reinforcing the message of vitality. The signature Apsyrtides aromatherapy festival runs throughout June and includes special offers on products and produce, open days at wellness centres and various lectures, workshops and promotions.

Jadranka Group: Investing In Losinj

The Jadranka Group is one of the main companies investing in Losinj's leisure industry and is fundamental in delivering its vision for tourism. With backing from Russian banks, its already spent €150m (US\$166m, £108m) on hotel development and has earmarked another €120m (US\$133m, £86m) for investment in the next five years.

The group owns and operates six hotels under the Losinj Hotels and Villas banner. Its most inspiring project to date has been the refurbishment of The Bellevue, Losinj's first five-star hotel, which reopened in July 2014



with 206 bedrooms and a range of amenities including a spa clinic supplied by Natura Bissé, a beauty zone with a spa garden, indoor and outdoor pools and a fit zone.

Goran Filipovic, a Jadranka board member, has kept a watchful eye on the group's developments and is

▲ The refurbished Bellevue hotel is the first five-star property in Losinj

adamant that the future vision of the company is entirely integrated with the tourist office's vision. He says: "The future is about quality – about pushing the development to be a five-star experience."

In early 2015, the Tourism Office received recognition from the UNWTO for its Fragrances and Tastes of Losinj project. The initiative involves local businesses championing seasonal ingredients – lemon, orange and tangerine in January and February – in their offerings from floral displays and potpourri to juices, cakes and treatments.

There's also innovation in developing natural cosmetics based on ingredients on the island. Three active local companies include Apoxyomenos, Mirta Natural Cosmetics and Spa Sense and they supply spas and beauty centres and sell their wares across the island.

On top of this, the tourism team encourages businesses to develop vitality programmes for visitors (see p77).

Cappelli concludes: "The wellness concept that we've established on Losinj is the key to achieving our [tourism] targets. It's an approach agreed by all stakeholders – community and investors. It's an approach which respects our natural environment and which also harnesses our cultural assets."

"By working together we can become one of the most sought after wellness destinations in the Mediterranean." ●



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spa business uniting the world of wellness

Team Talk

Having just received an award for employee satisfaction, Kempinski The Spa in Gozo, Malta has much to celebrate. Katie Barnes meets spa manager Hana Daoud to find out more about creating a happy workforce



Spa manager Hana Daoud is firm but fair

The village of San Lawrenz in Gozo, the idyllic sister island to Malta, is an alluring spot for a holiday getaway. It's home to the 131-bed Kempinski hotel, one of the main resorts on the small island which attracts up to 1.7 million tourists a year.

But while the setting is a peaceful one, there's a buzz in the spa following a recent award. Kempinski The Spa at San Lawrenz is managed by international spa company Resense, which bestowed the Highest Employee Satisfaction Survey Award to the Gozo property at its 2015 bi-annual Global Spa Managers' Forum in Jordan this July. Every year, Kempinski asks employees across its global portfolio how happy

they are with their working conditions, managers and development opportunities. Resense based its spa award on this, with staff in Gozo coming top out of the many spas it manages for Kempinski. But what gave it a winning edge?

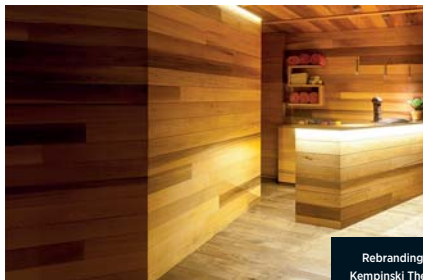
Resense rebrand

"I'm fortunate to have a very strong team," says spa manager Hana Daoud, who won Resense's CEO Award for Excellence in 2013. "The fact our guests are highly satisfied helps with motivation too".

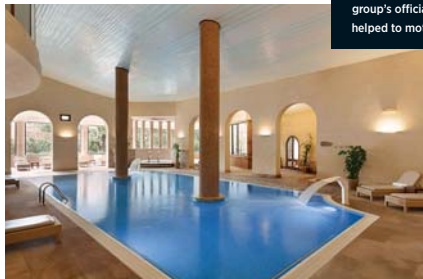
Daoud's route into spas was as a cruise ship therapist in 2000 but she's been a spa manager for Kempinski for nearly 10 years. She started out in the UAE before moving onto properties in Europe, China and now Malta where she has family.



Daoud (centre) with the spa team which comprises five full-time therapists from Malta and across Europe



Rebranding the facility as Kempinski The Spa – the hotel group's official spa concept – helped to motivate therapists



She joined the Gozo team in 2012, a year after Resense took over and introduced Kempinski The Spa – the official in-house concept. While half of the 2,400sq m (25,833sq ft) facility and its 27 treatment rooms runs as an ayurvedic centre outsourced to Softouch (see opposite), the other half had been managed in-house for 10 years and it was time for a refresh. Resense was an obvious choice, as it manages 26 other Kempinski spas and also developed its in-house spa concept which launched five years ago.

Kempinski The Spa, inspired by the European seasons, has spring treatments focused on detox; summer therapies based on rebalancing; autumnal offerings for relaxation; and winter ones for energising. Customers can choose any treatment at any time based on how they want to feel. "Other spas use Balinese or Thai concepts, or elements such as earth, wind and fire, but I've never seen a seasonal approach," says Daoud. "It's unique, very effective and guests find it easy to understand."

Recruitment and training

Having a fresh concept helped build team momentum says Daoud, who oversees 10 staff in total including five full-time therapists. But it's just one of several elements that she feels led to the award.

Ayurveda at Kempinski

The Ayurveda Centre opened at Kempinski San Lawrenz in 2002 with a view to giving the hotel a point of difference in the Maltese market. It's managed by Softouch, a company originating from Kerala – the Indian hub for ayurveda – which operates 17 centres including 13 in the UAE, Africa and Europe. It shares the premises with the Resense-managed Kempinski The Spa.



Dr Sreejith Kammath

While Kempinski The Spa caters more to locals and those seeking à la carte treatments, the Ayurveda Centre specialises in retreats which range from three to 28 days in length and cost €600-€3,500

(US\$650-3,790 or £418-£2,440).

Ayurvedic spa manager Dr Sreejith Kammath says the retreats are all-inclusive and cover accommodation, prescribed food from an ayurvedic chef onsite, and two hours of yoga and treatment programmes a day.

The retreats cover an array of ailments from stress and pain relief to spine care and weight loss, but most people choose the relaxation and rejuvenation package.

"It's about having the right team in place," she says, explaining that recruitment is handled by the hotel's HR department which posts jobs locally and on the Kempinski global website. Resense assists with sourcing staff too. "I look for people who are down to earth and who can adapt to change – they need to be flexible in this industry," says Daoud. "And it's

about being passionate about the job and having a sense of pride in what they do."

Staff aren't all local – while one therapist is Maltese, two are from Poland, one from France and one from Lithuania. Although it does help to have women from the island manning reception she says: "they're angles, they know how to book a [treatment] sheet and make it perfect". ▶

Employees are excited to be in such a beautiful setting, but Daoud ensures they're focused on work first and foremost

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I'm very straightforward with them, but they prefer it that way. They can be like that with me too

▶ As spa manager, Daoud sees it as her responsibility to give therapists the tools and opportunity to grow. "Empowerment is a key aspect," she says. "They must feel able to be themselves with guests and know that they can make a difference." And this all comes down to training.

Resense sets an official education programme for the year, covering treatment standards, guest experience/ services, 'conscious connections' and specific receptionist/therapist/attendant training. Once a year it also delivers a 10-day intensive course onsite. Daoud supplements this with her own treatment spot checks and additional guidance where needed. In addition, product houses Elemental Herbology and Charme d'Orient offer training and the hotel has its own weekly or monthly updates on Kempinski brand/guest standards.

"If a therapist is new, then the first one or two weeks are dedicated to training depending on their level," she says.

Staff at the spa are employed on a one-year contract and according to Daoud turnover is low with "many renewing most of the time." And while it would be forgivable to want to keep employees which are up to speed, she recognises that a good manager also encourages career development - which sometimes means fledglings fly the nest. "[Career development] is very important for motivation. There are many spas in the

USEFUL WEBSITES

Resense: www.resensespas.com
Softouch: www.softouchspa.com
Kempinski: www.kempinski.com
For information about Gozo:
www.visitmalta.com
For flights: www.airmalta.com

Resense portfolio and new ones are opening all the time so it's important to identify talents early on and to help them grow. It gives them an opportunity to develop their careers, to transfer to a new property to discover something different and travel the world."

Management style

Although Daoud won't take much credit for her role in the employee satisfaction award, her own management style has undoubtedly helped. She's clearly a driven individual who has tight control over what happens in the spa, closely watching the average customer spend to make sure the spa's on budget, as well as scrutinising therapist utilisation.

"I don't want my therapists to burn out and it's the weekends and holidays, especially Christmas, that you have to pay attention to," she says. "We do around 150-200 treatments a month and therapist utilisation is 68 per cent on average. If it goes beyond 75 per cent then I step in.

I have some local therapists on-call if I need, or, if it's really busy I can perform treatments myself too."

Firm but fair is another way to describe her approach. "When therapists join, they're excited to be in Gozo near the beaches and of course they get to go to them, but they need to know what the hotel expects from them first. It's important that they have an understanding of this and are on board with it because we have high standards.

"I'm very straightforward with them, but they prefer it that way. They can be like that with me too. From the beginning, I tell them to come to me with anything they need, or with any problem and that we'll always find a way to work around it. I'm very fair. Of course, staff can be challenging, but we have no drama and we all get on well and want to help each other.

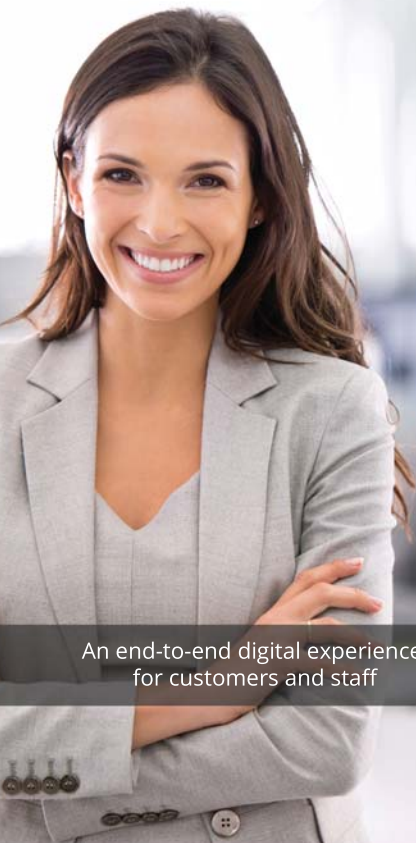
She concludes: "It's important that they're happy. Because if they're happy, then so am I and, ultimately, so is the guest. I love my job with a passion and to hear guests come out and say 'oh that was wonderful' is what it's all about." ●



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CLARINS

A WORLD LEADER IN SPA & SKINCARE

Prisca Courtin-Clarins, granddaughter of Jacques Courtin-Clarins joined the family trade after running her own nail beauty business in Paris. Now head of spas, My Blend and retail departments, she and her team - including global spa business manager Morgan Lefrançois - are realising the family vision for Clarins



Prisca Courtin-Clarins

What's the Clarins brand concept?

Prisca: Our brand innovations are based on beauty through plants, manual massage methods and the concept of 'feeling good and looking good'. Women are at the heart of Clarins and we listen to our clients, seeking to understand

them so that we can offer tailored formula, texture and application methods for every need. This visionary approach has paved new paths in the field of cosmetics.

Tell us more about the Clarins approach

Prisca: Clarins relies on its own research laboratories to control the entire production process from formulation, evaluation and microbiology to packaging and regulation. Our principle is on-going innovation and the determination to continue to improve our products efficiency, even if they already are number one in their category. Formulas will be enriched and enhanced to ensure it delivers ever more efficacy, quality, pleasure and beauty.

What new spas are you opening?

Morgan: We have just opened a Spa by Clarins at the newly reopened Hotel Molitor Paris - Mgallery Collection

(Molitor Lido) and new projects have been starting in Italy, Spain, the Caribbean and Mauritius. We continue to be very active in the more mature markets of England, Germany and Switzerland with our Skin Spa network, where we're continuously improving offerings and treatments, increasing operational performance and selling products linked to the treatment. We have a strong infrastructure and a regional spa team in Singapore and are expanding very fast in Thailand and China.

Tell us more about your new product and treatment innovations

Prisca: We are now launching our new facial treatment collection designed to deliver instant and long lasting beauty results as well as rejuvenating wellbeing benefits. It includes 10 new facials for men and women and uses plant-based formulas.

This new facial collection has been clinically tested with spectacular



Morgan Lefrançois



The recently opened Spa by Clarins at Hotel Molitor Paris - Mgallery Collection (this photo); the Age Remodelling Supplement forms part of the professional range (right)



anti-ageing results revealing a 29 per cent reduction in the volume of wrinkles following treatment. They also deliver wellbeing benefits. Tests on 30 volunteers showed people recovered better and faster during a single Anti Ageing Treatment than after two night's sleep.

What's the strategy for 2016?

Morgan: At our Skin Spas (Clarins owned and operated day spas) we are focusing on continuously improving our guest experience while improving profitability and we have a few exciting openings in the pipeline for 2016. With hotels, we are looking for the right partners to open Spa by Clarins and Spa My Blend by Clarins in capital cities and at leisure destinations.

We work with hotel spas where our offering blends with their concept and vision

We will be introducing a new retail concept and client experience journey at new boutiques in key cities, starting with the recently opened ION Orchard retail development in Singapore, with the next opening in Paris. Our retail capacity has tremendous opportunity for growth.

What do you look for in a spa partner?

Morgan: As we plan for long term win-win partnerships, firstly we look for partners who share a common vision and values with us. Secondly, we look for high quality standards in terms of facilities, brand positioning and location of the property.

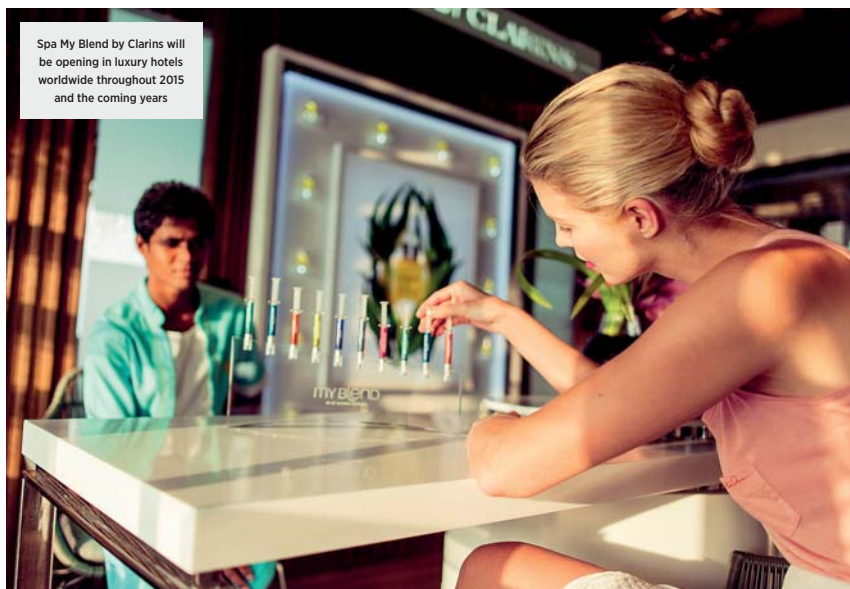
We wish to partner with hoteliers looking forward to launching profitable and sustainable business. Last but not least, we are extremely demanding with

A CLARINS PROMOTION

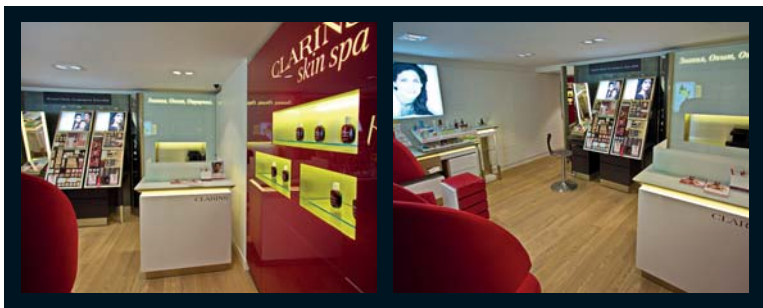


An enhanced generation of the Super Restorative range for mature skin affected by hormones has been launched

Spa My Blend by Clarins will be opening in luxury hotels worldwide throughout 2015 and the coming years



spa business uniting the world of wellness



Clarins recently launched its first day spa in Russia with the Clarins Skin Spa at Rive Gauche Sharm in St Petersburg

staff skills and expertise. Too many projects skim on spending on people and yet have high expectations, which then can't be met. We have very loyal associates and it's important our partner treat its staff well and we can trust them to do so.

What does Clarins offer spas?

Morgan: Clarins started out with day spas 60 years ago and has grown in spa and retail channels since, so we understand what it takes to operate a spa and we share this know how with our partners.

In addition to our own special Clarins method based on pressing and draining, offering personalised treatments and coming with professional products, we also design signature treatments for our partners.

One of our main assets is that people trust our products - they are safe and deliver the results they promise. We find referral is a big strength for us and women of all ages recommend Clarins because they use our products and trust our brand.

Clarins is one of the world's top skincare brands and our track record of success with our existing hotel partners proves that the Clarins name and brand strongly benefits their spa profitability.

What are your bestselling ranges?

- Prisca: Aroma-Phyto Beauty Care combines aromatherapy and phytotherapy for the face and body and has become a legendary brand icon.
- Clarins treatment fragrance collection combine the uplifting action and fragrance of plants, of which Eau Dynamisante is the most celebrated since 1987, with a product sold every 25 seconds worldwide.
- Advanced Age Defense is a pioneering skin care line symbolic

One of our main assets is that people trust our products - they are safe and deliver the results they promise



Clarins makeup is used strategically in treatments and contains skincare benefits as well as colour

of Clarins' on-going innovation.

- Double Serum is our newest hit and combines hydrosoluble and liposoluble anti-ageing ingredients in two separate formulas.
- ClarinsMen is also popular and uses an innovative energising complex that combines bison grass, galangal and purslane.

What support do you offer spas?

Morgan: The project team gets consistent support right from the early design stage, from both the international spa division and the local Clarins team. We share our

expertise in all aspects of spa - financial planning, spa set up and architecture, pre-opening, menu development, assistance with recruitment, staff training and ongoing education, product merchandising and retail expertise, personalised marketing activities and PR events. Importantly, Clarins Spa partners benefit from our brand notoriety and the spa is able to command authority based on the Clarins name it is associated with.

How does the Clarins family legacy impact the modern business and your approach?

Prisca: Everything Clarins is today started with one man, Jacques Courtin-Clarins - an ingenious entrepreneur. He perfected his product formulas by taking account of his clients' questions, observations and suggestions and a very private 'beauty dialogue' came into being. Without the reactions of women to inspire reflection and innovation, Clarins would not have been Clarins. His sons, Christian and Olivier Courtin-Clarins, took up the story of Clarins with the same enthusiasm and I have been involved since 2013.

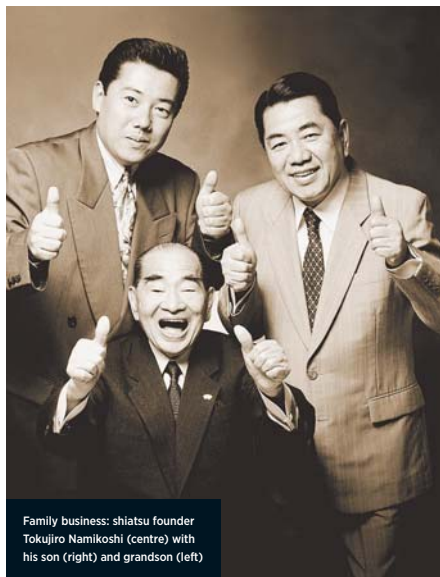
We've always had a clear, dynamic vision to be an effective beauty brand that contributes to our customer's wellbeing, harmony and happiness. ●

HEALING HANDS

Takashi Namikoshi, the grandson of the founder of shiatsu massage, is on a mission to broaden its reach beyond Japan. Neena Dhillon meets him in Tokyo to learn more about the therapy



Takashi Namikoshi, chair of the International Shiatsu Foundation, is proud of his grandfather's legacy



Family business: shiatsu founder Tokujiro Namikoshi (centre) with his son (right) and grandson (left)

“S

hiatsu was the first Japanese medical term to be entered into the Oxford English Dictionary,” says Takashi Namikoshi,

proudly referring to his grandfather's legacy. “This remains a great honour for our family.” As chair of the International Shiatsu Foundation – an organisation he set up in 2005 to promote true shiatsu practice and increase awareness of its benefits outside Japan – Namikoshi is the third generation of a family whose name is inextricably linked with the therapy. For it was his grandfather, Tokujiro Namikoshi, who's recognised as the founder of the hands-on technique, famously treating prime ministers of Japan, Muhammad Ali and Marilyn Monroe during his lifetime.

Born in Japan in 1905, the young Tokujiro moved with his family from a mild climate on the island of Shikoku to the harsher environment of northern Hokkaido. A gruelling journey, the relocation was to impact heavily on Tokujiro's mother who began to experience pain in her knees, the precursor to an ailment that would affect her whole body and which today would be diagnosed as rheumatism. With no doctor in the village of Rusutsu, her new mountain home, she turned to her children who took it in turns



OLIVERBONG/SHUTTERSTOCK.COM



Only fingers, thumbs and palms should be used in shiatsu (above); this 'correct' technique is taught in global seminars (left)

to stroke and press the painful parts of her body. But it was her third child, the seven-year-old Tokujiro, who eased her discomfort most effectively and, though ignorant of anatomy, began to recognise differences in her skin condition, heat and stiffness, as he applied pressure to different muscles using his hands and fingers.

Miracle massage

"When my grandfather first massaged his mother, he told me he used a ratio of 80 per cent rubbing to 20 per cent pressing," explains Namikoshi. "But he quickly found that reversing the percentage gave better

News of Tokujiro's 'miracle cure' spread throughout the village and the young boy continued to treat people with his hands into adulthood

results. He concentrated on the places that were the stiffest and coolest and soon his mother's condition disappeared. Today we think that he had unknowingly been pressing on both sides of the central spinal column in a way that would have stimulated adrenal function and therefore the secretion of cortisone to alleviate her rheumatism."

News of Tokujiro's 'miracle cure' spread throughout the village and the young boy continued to treat people with his hands into adulthood, slowly developing his own therapeutic system of shiatsu – literally translated as 'finger pressure'. Since the only national certification available in Japan during the 1920s was for amma massage, originating from China, Namikoshi studied to obtain the certificate before setting up his own clinic in Hokkaido in 1925. Word-of-mouth recommendations meant there were no lack of clients seeking treatment to alleviate conditions such as stiff backs, shoulders and necks. ▶

TRAINING

Namikoshi is one of 20 shiatsu masters and he talks about the therapy at conferences worldwide

- Due to he established another practice in Sapporo city. Eventually it became clear to the Namikoshi family that shiatsu had the potential to take root across Japan and so Tokujiro moved to Tokyo, founding the Japan Shiatsu Institute in 1940. Although shiatsu was legally approved in 1955 as a result of the institute's work, it was done so incorrectly under the banner of amma massage. "Tokujiro and his family recognised that shiatsu was different in skill and technique from amma, with the latter based on Chinese meridian

acupuncture points," notes Namikoshi.

"Unlike amma, elbows, knees and fists were never used – only the fingers and hands were sensitive enough to perform shiatsu."

Official certification

Continuing to offer specialist education to students, the institute was renamed the Japan Shiatsu School in 1957 and

officially licensed by the Ministry of Health, Labour and Welfare. Then, in 1964, the therapy was recognised to be distinct from amma massage and licensed under its own 'amma massage shiatsu' certification. Simultaneously, in the 1960s, Tokujiro's son Toru had returned from medical school in the US, bringing with him a greater understanding of western medical science – in particular anatomical and physiological functions – to be integrated into the therapy.

So, what are the hallmarks of correct technique, according to the family?

"Shiatsu should be performed only with

Unlike amma, elbows, knees and fists were never used – only the fingers and hands were sensitive enough to perform shiatsu

fingers, palms and especially the thumbs," says Namikoshi. "Based on modern medical science, there are 660 vital points located at muscles, nerves, blood vessels, lymphatic glands, hormonal glands and viscera, which can be stimulated by applying pressure through the hands to aid organ functionality. Elbows, knees and fists do not have the sensory nerves required to detect abnormalities in the skin, muscles or body heat and therefore cannot pinpoint where there are imbalances, misalignments or irregularities. This is why it's dangerous to use anything other than the thumbs, fingers and palms in shiatsu therapy."

Having trained under his grandfather and taught at Tokyo's Japan Shiatsu College for many years, Namikoshi now runs his own clinic in the capital. Seeing on average 20 patients per day, he treats people for a range of conditions from lower back problems to migraine,



Tokujiro Namikoshi treated many stars, such as Muhammad Ali and Marilyn Monroe, in his lifetime



RICE FORCE

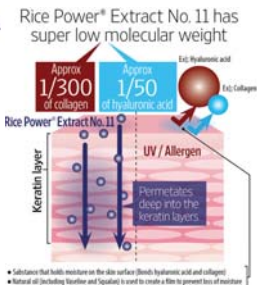
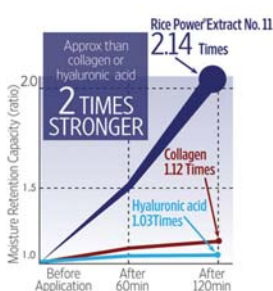
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At Tokyo's Japan Shiatsu College students take 2,145 hours of classes as part of a three-year course

► shoulder stiffness to depression. Each application of shiatsu works as a diagnosis, with the practitioner using hands and fingers to assess the body's condition, identify abnormalities, decide which vital points to apply pressure to and, finally, determine the level of pressure that should be applied during the treatment. He recommends treatment times of between 60 and 90 minutes per session, costing JPY13,000 (US\$105, €94, £87) and JPY18,000 (US\$145, €130, £93) respectively.

Long life

Although he's unable to disclose the details of individual cases, Namikoshi explains that there are several physical benefits of shiatsu: "From circulatory to digestive system diseases and modern complaints such as insomnia or stress, shiatsu can help by invigorating the cells of the body and promoting natural healing. Specifically, it can revitalize the skin, soften the muscles, stimulate the circulation of body fluids, regulate neural functions, balance the endocrine system, adjust skeletal alignment and regulate the alimentary system." While shiatsu is recognised as a preventative healthcare system in Japan, Namikoshi is soon to collaborate with a renowned hospital to procure medical evidence of its benefits. He hopes this will convince practitioners around the world that shiatsu can be integral to improving life expectancy and promoting good health.

At present, it's only possible for Japanese nationals to study for an official licence at one of 20 recognised schools in

The foundation is looking into developing a spa education programme that would enable an international shiatsu licence outside Japan

the country, including ones for the deaf or blind. They are run independently but all teach under conditions set and guided by the regulations of the Ministry of Health. At Tokyo's Japan Shiatsu College, for example, students take 2,145 hours of classes as part of a three-year curriculum that incorporates physiology, anatomy, pathology and shiatsu theories. On average, a course costs JPY5m (US\$40,410, €36,090, £25,470) and is followed by a state exam that students must pass to practice as a shiatsu therapist in Japan.

The Tokyo-based school has an attached treatment centre that is currently run by another of Tokujiro's grandsons.

International reach

For spa therapists interested in the correct application of the technique outside Japan, there's a detailed guidebook available upon request from the International Shiatsu Foundation office in Tokyo. Namikoshi also believes it's essential for spa therapists to be given the opportunity to learn from shiatsu masters who've been authorised by the foundation. "Elements such as positioning of the therapist, direction of movement and application of weight can only be learnt by watching demonstrations given by an experienced master," he points out.

As one of 20 foundation directors or masters, Namikoshi attends international shiatsu conferences, giving two to three day seminars as far afield as Europe and North America. To date, spa and beauty therapists in Holland, Madrid, New York and Vancouver have attended his seminars – a mix of lectures, master classes and workshops. It's through these international events that Namikoshi works to highlight his family's therapeutic practice. While he's aware that other styles have developed outside his grandfather's teaching, he explains that it's difficult to compare manipulative therapies without practising them personally. So, education about the true technique remains key.

Looking to the future, Namikoshi is building up affiliations with institutions such as the Dutch Shiatsu Academy in the hope that this network will become large and influential enough to pave the way for international certification. The foundation is also looking into developing a spa education programme that would enable such an international licence to be offered to outside Japan. "My dream," he concludes, "is that we'll be able to establish an international school or programme through which we can offer instruction and an official licence around the world." ●



Neena Dhillon writes about spa, hotel and travel trends around the world
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The aim is to spread the peace of yoga into tense townships in South Africa

TOWNSHIP YOGI

Kate Cracknell talks to Elle Matthews, director of the Township Yogi Project – an initiative that takes yoga to the townships of South Africa in a bid to spread calm and wellbeing to deprived communities



Project director Elle Matthews

ALL PHOTOS: SPETER MATTHEWS PICTURES

What's the Township Yogi Project?

It's a non-profit organisation that we launched in February 2013, where we go into South African townships, set up grassroots yoga studios and offer free yoga classes to people living there.

Classes are run by volunteer yoga teachers, but we also identify and train unemployed people within the townships to become qualified teachers. They're then able to teach their own communities, with classes generally running once or twice a week in each location.

The project started in the townships of Inanda – where Nelson Mandela cast his first vote and Gandhi created a settlement – and KwaMashu near Durban and is expanding into a number of other

townships in the area. We also started up in Johannesburg in April and will be offering classes in Cape Town soon.

Why did you do this?

I'd been a practitioner of yoga for a few years, but in 2012 I went on a yoga retreat to Thailand and it changed my life. I could feel the effects on my mind, body and spirit. When I returned home to South Africa, I found myself focused on the suffering of people all around me. I could see the desperation of people sitting on the curb as I drove past, hoping for a job. Or the despair of people I knew who lived in the townships and were victims of crime and violence, or living with the effects of HIV/Aids and TB. I had a deep knowing ▶



The project targets communities where poverty, violence and drug abuse is rife

The project started in the township of Inanda – where Nelson Mandela cast his first vote and Gandhi created a settlement



Classes are free and anyone can join in; people who attend often bring friends the next week

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THE BENEFITS OF YOGA

How can yoga help those living with HIV/ Aids and TB?

Studies have shown that yoga benefits people with TB and HIV in a number of ways.

Living with HIV and Aids is stressful and yoga can greatly assist with stress reduction, as well as helping ease some symptoms and side-effects of HIV medication including joint pain and digestive problems.

Other research has shown yoga can improve mental health, body image and even help prevent the spread of the virus by encouraging a more proactive approach to care and treatment.



In terms of TB, yoga is all about breathing and improving lung capacity. Numerous studies have shown the benefits of yoga in treating people with TB.

Yoga eases stress, joint pain and digestive problems – all side affects of Aids/HIV

Any other benefits of yoga for these communities?

Studies have shown a significant and lasting effect of meditation on drug and alcohol abuse. Many addictions begin as coping mechanisms, or ways of filling a spiritual void. When you replace this with yoga, people in treatment can learn to deal with their emotions and environment in healthier ways.

Yoga also shows potential as a treatment for drug addiction as it's been found to help reduce depression and stress. The intense breathing patterns of yoga release the body's natural pleasure-producing endorphins, which helps suppress addictive behaviours while restoring the brain's dopamine functions to healthier levels.

► that they needed to do yoga. I can't explain it – it was just something I was sure of.

Even if I only reached a few people, I wanted to be able to share the physical, emotional and spiritual tools that yoga offers (see above). It's a tough, tense, stressful existence and I wanted them to know the kind of peace I'd experienced – even if just for one hour a week.

Can anyone attend your classes?

Absolutely. We have kids from as young as three, right up to 'gogos' – elderly women who arrive at class leaning on their canes. Everyone and anyone is welcome and classes are free. We just ask them to clean the mats afterwards – or sometimes they'll sing a special song for the teacher, just as an exchange of energy.

We also provide basic yoga clothing for students – many of them don't have more than two or three items of clothing to wear, and none of it's appropriate for yoga – so nobody misses out.

Word of mouth plays a big part in getting people involved. People walk past a hall, see the class happening and ask about it. Many people who attend also come with friends the next week.

It's a tough, tense, stressful existence and I wanted them to know the kind of peace I'd experienced – even if just for one hour a week

Are there any other aspects to it besides yoga?

Other needs have come out of the yoga classes – like people wanting to eat more healthily, but not knowing how, given their financial situations. So we've given classes on cooking healthy food on small budgets – including encouraging people to grow their own vegetables and become self-sustaining.

How have you funded the project?

We rely on donations, although hopefully we'll soon be able to start tapping into some international foundations and funding organisations that focus on the social issues we're trying to help alleviate.

The only 'salaries' paid are the small stipends given to township yoga teachers who take classes in their communities. They get ZAR100 (US\$8, €7, £5) a session.

At the moment we need about ZAR20,000 (US\$1,630, €1,470, £1,040) a month to set up new classes, pay township teachers and to train others. One of our biggest costs is paying for these courses – they do a full 200-hour training course, which takes about six months, and are SETA registered when they complete it. This cost will only grow as we expand, but in terms of international funding it's a sustainable project.

I believe there's also a film being made?

My husband and I are filmmakers and we could see the potential for amazing stories. So we decided, right at the very beginning, to make a film about it – a documentary that follows the journey of five people in the Inanda township – as a way to build awareness and raise funds to sustain expansion into the whole of South Africa. ►



A documentary following the lives of five locals involved in the project is being filmed



Potential yoga teachers are picked out and put through a 200-hour training course

If more spas and health clubs went out into their communities, they would engage people who, after a few sessions, might be more inclined to make the effort to attend classes

- We also hope the film will show the power that yoga has to help change lives – hopefully making some government departments sit up and take notice of yoga as a potential tool to help communities.

How effective has the project been?

At the start I saw benefits for individuals – a way of them coping with the social issues in townships. But then I began to see the potential for yoga to change others through a ripple effect: the positive effects filtering into neighbourhoods and then into broader communities.

We haven't tried to quantify results, although we're now running formal research across a couple of social areas. So far we're continuing with the project because people tell us how yoga is helping them change their lives for the better, or because we see small changes happening in communities. We're not saying it's directly attributable to yoga, but when people tell us how they've changed since



Basic yoga clothing is provided as many people in the classes don't have anything appropriate to wear

doing yoga, and so do their families, then we know we're achieving what we set out to achieve with the project.

What can spa and fitness operators learn from your experience?

The main reason the Township Yogi Project works is that yoga is brought into the heart of the townships. If more spas and health clubs went out into their communities, they'd engage people who, after a few sessions, might be more inclined to make the effort to attend classes.

It's also about making things accessible and relevant. When our volunteer teachers take people through the yoga poses, they often relate them to activities people do in their everyday lives. For example, *uttanasana* (standing forward bend) is something women working in the fields do all the time, so teachers refer to this when showing them how to do the pose correctly.

What are your immediate plans for Township Yogi?

We'll continue with the formula we have: identifying townships where poverty, crime, violence, unemployment, drug abuse, HIV/Aids and TB are rife. We then set up venues and classes and eventually hand them over to township teachers who've qualified through us.

For now, we're focused on setting up as many yoga classes as possible, because

the demand and need is so great. We're teaching at schools, in community and church halls, and even in the yards of township teachers. Further down the line, we're looking to establish a dedicated yoga centre in Inanda.

What about in the long-term?

Five years from now, I hope the Township Yogi Project will be running in countries bordering South Africa, and that the power of yoga will be spreading throughout southern Africa. We're already looking at setting something up in Namibia.

Ten years from now, I'd love to see yoga happening regularly in every township in South Africa and its neighbouring countries. That would be amazing.

Would it work outside Africa?

Definitely. It's a simple principle and one that can work anywhere. There are similar townships in South America and many other Third World countries which would certainly benefit from a similar model.

Wherever we take the Township Yogi Project in the future, I hope to be able to impact families, neighbourhoods and broader communities and bring about lasting, positive change. ●



Kate Cracknell is the editor of *Health Club Management* magazine
Email: katecracknell@leisuremedia.com
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Locals have embraced the classes and demand is great – there's potential for a rollout across Africa in years to come

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FITNESS

WALK ON THE WILD SIDE

A man with tattoos is performing a handstand against a wall. The wall is covered in a large, intricate graffiti of a tangled mass of black and white lines, resembling a complex web or a dense thicket of branches. The man is shirtless, wearing white pants and sneakers, and is holding a blue object in his right hand. The background is a bright orange wall with a red door on the right side.

SPA
TREND

Read our full Spa
Foresight™ 2015
report on p36

A new breed of exercise class inspired by the animal kingdom is making its way into wellness. We take a closer look

“**M**ovement is the new fitness,” declared Jeremy McCarthy during a trends presentation at the Spatec Europe event in June. The group spa director for Mandarin Oriental references the work of movement guru Ido Portal as a revolutionary example. He explains: “Whatever kind of exercise you do – yoga, lifting weights or a certain sport – as soon as you start to specialise in one kind of movement, you’re sacrificing other areas. Portal’s approach is to practice a diversity of movement, to use your body as is as many

different ways as possible and not to repeat patterns which create imbalances.”

This echoes something we’ve picked up on in the global fitness arena in our sister publication *Health Club Management* – the emergence of multi-movement animal-inspired exercise classes. Relying on bodyweight, without the use of equipment, these new classes see people crawling on all fours, swinging from bars and leaping from obstacles to help them rediscover the joy of natural movement in a fun way. They’re a great option for spas and a number of providers are cropping up worldwide...

ANIMAL FLOW

Originating from[®] the US, Animal Flow mixes quadrupedal and ground-based movement with elements from bodyweight-training disciplines to create a fun, challenging workout emphasising multi-planar, fluid movement. Its wide range of exercises are grouped into six components, with a typical class moving through each section and then combining them into a fluid ‘flow’ at the end. The six components are:

- Wrist mobilisations – particularly important as you spend a lot of time in the class on your hands.
- Activations: Static holds to connect the body, including Static Bear Hold and Static Crab Hold.
- Form-specific stretches are full body stretches that start in an animal form and then move through a wide range of dynamic motion to increase a person’s mobility and flexibility. Examples of the stretches include the Ape Reach, Bear Reach, Crab Reach and Scorpion Reach.
- Travelling forms are cardio exercises that mimic animal

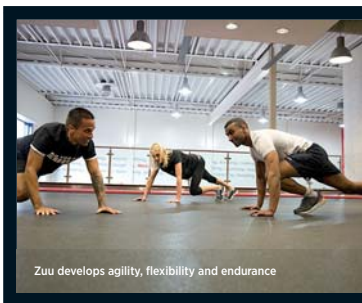


Animal Flow is built on six components which are then combined into a sequence

movements, starting with the ABC: Ape, Bear and Crab.

- Switches and transitions are dynamic movements performed one after the other, creating the ‘flow’ in Animal Flow. Examples include the many variations for Underswitches, Side Kickthroughs, Front Kickthroughs and Scorpions.
- Flow combines the moves, linking them together in a fluid sequence.

Originally launched as a signature class at US gym chain Equinox, Animal Flow is no longer exclusive to that operator and is now available in a number of other facilities across North America, Europe and Australia. Details: www.animalflow.com



ZUU develops agility, flexibility and endurance

ZUU

ZUU is the Australian-born fitness concept based on primal movements. Designed by expert in human movement Nathan Helberg, it combines high-intensity interval training with exercises grounded in seven natural human movements: push, pull, bend, twist, squat, lunge and locomotion.

The full-body workout has been designed to develop mobility, agility, flexibility and cardiovascular endurance while strengthening muscles, joints, tendons, ligaments and fascia. It’s claimed that exercisers can burn up to 600 calories in 30 minutes.

ZUU has over 100 unique moves, with each one working the aerobic and anaerobic energy systems and named after the animal that inspired it: Gorillas, Bears, Iguanas and Frogs.

Helberg says: “Before ZUU, I was fit and strong but only in singular movements. When I tried exercises that worked multiple muscle groups, I found my joints were weak. I developed a more functional style of training that didn’t involve weights or machines, but used body weight to improve the range of motion and overall strength. The results were incredible.”

The concept is available across Australia and also internationally in the UK, France and North America. Health club partners include Goodlife and Virgin Active.

Details: www.thezuu.com.au



Based on parkour, the classes push people to step out of their comfort zone

MOV'

With the popularity of parkour growing globally, Parkour Generations has launched MOV' training – a group exercise programme based on the practice of parkour that's for fitness operators who to offer something functional, effective and different.

The new programme encourages people to step out of their comfort zone using the fundamentals of movement in a fun, accessible environment, offering workouts that are instinctive and draw on a person's natural physical abilities.

This style of training builds self-efficacy, which helps develop confidence and overcome fears. In addition, the combination of high and low impact movements is said to be great for burning calories and building a strong, lean body. This is achieved through performing key functional movements including jumping, climbing, running, vaulting and balancing.

The new programme can be delivered through five different modules to suit all fitness levels. The introductory modules are: FlowMOV', which focuses on agility and co-ordination over obstacles; JumpMOV', which involves jumping and plyometric techniques for individual or sequenced jump sequences; BalanceMOV', reconnecting body and mind through a holistic workout; and TribalMOV', a quadrupedal bodyweight-based movement programme based on natural motor patterns.

The class concept launched in the UK in September 2014 and is now available around the world. Details: www.parkourgenerations.com



MovNat is inspired by natural human movement and encourages you to 'reclaim your nature'



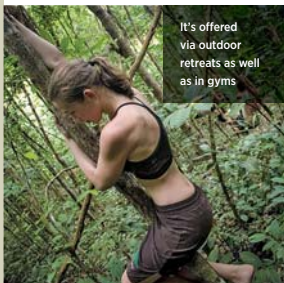
MOVNAT

Based in New Mexico and launched in 2009, MovNat offers a fitness programme which encourages people to 'reclaim your nature'. The cure for sitting at a desk is not sitting on a workout machine, the company claims – it's moving like animals do in the wild to survive.

Founder Erwan Le Corre has spent a lifetime pursuing and studying ancient fitness methodologies resulting in Natural Fitness® – a discipline based on the practice of natural human movement skills. Everything at MovNat, including the coaching method, fitness programme and certification system, is centred around this.

The programme covers movement skills such as lifting, carrying, throwing or catching as well as climbing and jumping and episodes of high intensity metabolic conditioning. Its scalable, with an emphasis on progressions for various fitness levels. The overall aim is to make people fit, lean and strong – and for them to have fun in the process.

MovNat is offered via workshops, retreats and in gyms across North America, Europe, Asia and Australia. Details: www.movnat.com



It's offered via outdoor retreats as well as in gyms

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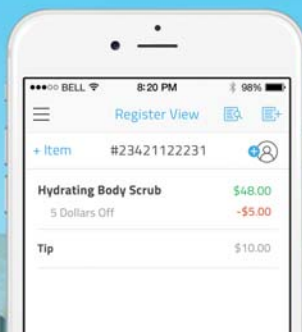
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3

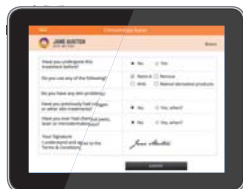
Jason Holland asks CEOs of spa software companies to pick out their system's top module and explain what makes it special

Sudheer Koneru
Chief operating officer
ManageMySpa

Module: ManageMySpa Mobile

What's your top module for spas?

Our mobile solution is a core element of our overall approach. In addition to mobile apps that are designed for the spa customer, the spa manager and staff, we also recently added the ability for spas to take their registration, consultation and treatment forms completely digital.



▲ Digital registration, consultation and treatment forms are a new aspect of the module

What are the key features of the module?

Our mobile app for customers makes booking easy and convenient and helps the spa stay connected with clients in an unobtrusive way, while getting them to visit the spa more often.

Our app for managers helps them stay connected to the business from anywhere at any time, whether monitoring the day's performance, the appointment schedule, or even being alerted when a customer reports a poor experience.

“Instead of filling in forms, clients have more time to browse the shop”

How does it make life easier for spas?

Spa can engage with their customers in meaningful ways; managers are able to drive real business results; and staff are empowered in their roles. Ultimately, we help spas improve the customer journey and their bottom line.

How do spas use it?

The new House Of Elemis (see p112) uses our digital forms so clients can complete them at home and on any device. Instead of filling in forms at the spa, clients have more time to browse the shop and talk about treatments. Once in the treatment room, the therapist can access the client's profile and forms via a tablet. The technology helps to deliver an experience that flows from beginning to end.

Spa-kit.net keywords: ManageMySpa

Blanka Szecsenyi
Business development director
TNG International

Module: Auto-booking

What's your top module for spas?

The TNG Auto-booking function enables the creation of bookings for large groups or full day spa packages for individuals with a single click. It also provides automatic scheduling of the treatments in a single package.

How does it make life easier for spas?

It's a good example of our main goal – to simplify administration so users can focus on their real job: looking after the people.

What are the key features?

Instead of making individual bookings for a busload of people, you just enter the group details and select the period for the appointments – in a single click all bookings are filled in. Should there be a lack of full availability, you know exactly how many spaces need to be filled.

Many of our customers offer spa packages for a day or even across days. These include several carefully structured appointments with rests factored in. Instead of booking

“Large groups or day spa packages can be scheduled with a single click”

a full spa day package and inserting all included appointments manually – TNG's one-click package booking finds the most suitable availability for the guest without the need for planning all treatments individually. The rules of sequence, breaks between treatments, keeping the same room and therapist where possible etc can also be set up.

Spa-kit.net keywords:
TNG International





Jen Robson
Director
SpaOne

Module: SpaConnect

What's your top module for spas?

We're finalising the release of our latest software application, SpaConnect. It allows spa clients to use their mobile phones to connect with their favourite spas in a variety of different ways. It also enables operators to stay ahead of trends in consumer purchasing.

What are the key features?

SpaConnect is an app that looks as though each spa has designed it specially for themselves; it has the ability to load only information to an individual spa location. It displays a spa's images and its logo. Best of all, while it looks like a spa's own app, operators don't outlay the costs to make it.



◀ The SpaConnect app can take on a spa's brand and track what customers are buying

“ While it looks like a spa's own app, operators don't outlay the costs to make it ”

How does it make life easier for spas?

The SpaConnect app is free to download for spa customers and is interfaced directly with WebConnect, SpaOne's cloud software, which is designed specifically for the industry. Each retail purchase, treatment booking, or even gift certificate sold through SpaConnect instantly feeds into WebConnect and transactions are recorded and reported at spa level. This means that each spa can now stay virtually

open 24/7. SpaConnect allows each spa to stay accessible to the consumer whenever the purchasing desire strikes.

How do spas use it?

SpaOne's main clientele are multi-site, resort spa groups. They're international and focus firmly on brand loyalty. They want to ensure each spa guest builds a loyal following to the spa brand no matter which country they travel to. With SpaConnect, a spa guest can access each one of the hotel's spas from their phone anywhere, anytime, in any country and in any time zone.

Spa-kit.net keyword: SpaOne

David Ross
Chief operating officer
ESP Leisure

Module: Elite Spa

What's your top module for spas?

The Elite Spa module controls the booking of therapists, treatments and location for venues of any size. It allows users to combine the booking with retail sales in one transaction. It launched in 2002 and has seen many changes to keep pace with demands in the spa market.

How does it make life easier for spas?

The module is fully configurable to manage spas of different sizes; from facilities with individual rooms, through to a multi-room spa resort. The software has the ability to control equipment needed for specific treatments and to avoid overbookings.



“ It can link bookings with retail sales in one transaction ”

What are the key features?

Its ability to link bookings with retail sales in the same transaction and record the history against the client's



▲ The Elite Spa module controls the booking of therapists, treatments and location for venues of any size

profile; treatment booking restriction in accordance to therapist availability; and a rolling staff rota feature. The manager can upload each rota to show an individual's availability, but also make ad-hoc changes.

Spa-kit.net keywords: ESP Leisure

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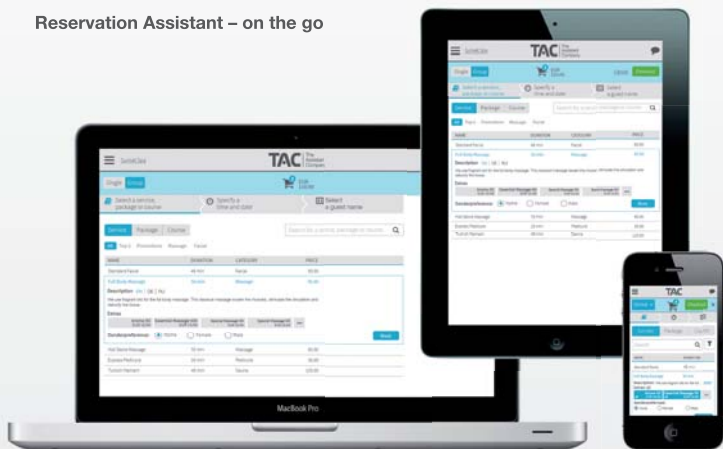
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spa business uniting the world of wellness



ManageMySpa

CEO Sudheer Koneru explains how a move from enterprise technology into spa software resulted in the creation of a powerful system that's helping wellness facilities run, grow and market their business in a fully integrated and automated way

What's your background in the tech industry?

It's in the development of enterprise software for large corporations. I worked for Microsoft for 8 years and quit in 2000. I started a new company in Seattle with two former Microsoft colleagues, and over the next 9 years we built that company - Sumtotal Systems - into a leader in the field of enterprise software, with \$100m annual revenue.

How did you move from there into the spa software marketplace?

I'd taken a break from the tech industry and returned to India. A few years earlier, I'd made an investment there in a chain of fitness centres, spas and salons, which was focused on the higher end of the market and was doing very well.

When the person who'd been running the company returned to the US, I happened to be free and thought I'd have a go at running the business. So for the next year and a half I had exposure to this industry, and really got to know about the operational challenges these types of businesses faced.



What was your goal in creating ManageMySpa?

Most of the spa management software around at the time was focused on single centres and had been built by people who had no expertise in creating systems for multi-site businesses with five outlets, let alone build software for a business with 50-100 outlets. I felt the larger chains were not being well served and wanted to create something tailored for them which would have a real impact on easing their business operations and growing revenue.

How did you expand the business?

We developed the software in India and focused our marketing efforts there first. We had a really strong uptake from the top tier wellness brands there because there was no other Cloud-based technology that could meet all their needs at that time. In fact, it didn't exist anywhere.

Next we expanded into South East Asia (Indonesia, the Philippines, Malaysia) and the Middle East, in particular Dubai, where we work with leading spa, salon and medi-spa chains. In the past 6-12 months, we've expanded into Australia and the US.

I felt the larger chains were not being well served and wanted to create something tailored for them which would have a real impact on easing their business operations and growing revenue

What are the core features of your software?

There are the essential features that any system should have - online booking and the ability to accept payments over the phone or online, tracking those payments, an appointment book that helps the front desk meet booking goals, signing up new members, producing end of the day / month financial reports, managing loyalty programmes, etc.

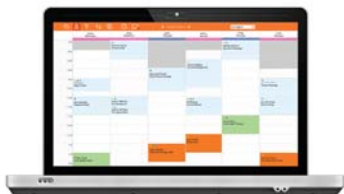
Because we're a Cloud-based software, an owner can be sitting in a cafe, open their phone or laptop and look at exactly what's happening in their business.

Likewise, their employees don't have to phone the front desk to find out their schedule. They can open an app, find out how many bookings they have, track their performance in terms of commissions, etc.

You'll see mobile and digital as a consistent theme across the software. Everything from connecting a spa with their customers via their own branded app, to how we help spas market to their customers, enhance the client journey and ease operational tasks like inventory with a mobile solution for inventory counts.



Facility owners can access the Cloud-based software remotely, to gain a real time view of how their business and sites are performing



With ManageMySpa, you'll be emailed a comprehensive revenue report every night, so you know exactly what your business is doing, and where



ManageMySpa is particularly strong in the areas of data analytics and helping companies turn those results into targeted marketing campaigns

From this data, ManageMySpa enables easy targeting of marketing campaigns to special segments. Instead of having to contact every outlet and get them to update their software, an owner can decide which campaigns he wants to run where and to whom, create it on our system, hit send and it's done. It's all automated.

What customer support do you offer?

As a Cloud business, we're transparent about the daily and hourly performance of our servers in a way that no other company might dare to be. A third party company constantly monitors our servers, and anyone has free access to the data. It's a bold move, but we believe the quality of our servers are unmatched among Cloud-based industries. We also have 24/7 in-app support integrated into the software, and of course there's phone support too.

What about future spa trends?

I think the whole notion of having a front desk at a spa has to go away. It's an unnecessary barrier, especially in the relaxed environment of a spa. Perhaps in the future there'll be a hostess sitting at a coffee table waiting to greet the client.

Our Cloud technology enables spa customers to fill in forms and email them ahead of their arrival. As they arrive, the therapist could be alerted on their iPad and greet the customer by name, maybe let them relax in a massage chair for a short while and then show them round.

This type of personalised experience will be essential in the future, and with ManageMySpa it's already possible.

Contact ManageMySpa

Phone: +44 (20) 3355-3153 in the UK or +1 877-481-7834 in the US
Email: sales@managemyspa.com
Web: www.managemyspa.com

We have a special set of features for medi-spas to enable them to manage the customer journey – their medical history, what treatments they're having, their results, etc. This can be monitored by both the business and the customer themselves. It's one of the reasons medi-spas now represent around 30 per cent of our business, because we met a need in this market that wasn't there before.

How does ManageMySpa answer the particular needs of the multi-site operators?

When you approach 30 or 40 outlets, management of this kind of business gets very complicated, and you'll need an extra set of features.

For example, if a customer buys a gift card at one of your centres, you want them to be able to easily redeem it at another centre. If a customer calls and can't get an appointment, you need to be able to direct them to the closest outlet that has an opening in their schedule.

If you're a business manager or in charge of procurement, you want to know what you have in stock at any outlet, at

any point in time and seamlessly move inventory around the network.

If there are things going wrong in your network, like too few bookings at a particular outlet, you want to know and stay on top of those problems on a daily basis. All this is possible with ManageMySpa with automated mechanisms like our alert system.

What are your other strengths?

We're particularly strong in two areas - data analytics, and the ability to translate this data into highly targeted marketing campaigns. Our analytics enable larger businesses to really understand their customer bases, spending patterns and behaviour across the whole network, not just business by business.

Even today, answering the simple question of how much money did we make this month often involves four employees sitting in an office gathering revenue reports from all the businesses. With ManageMySpa, you'll be emailed a comprehensive revenue report every night, so you know exactly what your business is doing, and where.

House of Elemis represents 'new era' for skincare brand

British skincare brand Elemis has transformed its central London day spa into The House of Elemis – a fresh £2m (US\$3m, €2.8m) flagship which represents a 'new era' for the company according to co-founder and president Sean Harrington

If you go back to the first Elemis day spa, it defined the next decade and allowed us to understand what [services and products] our consumers wanted, what worked and what didn't. So for Elemis, this really is our point of contact to drive brand development," says Harrington, who recently relocated to Miami as part of Elemis' strategy for growth across the US.

"As far as I'm aware, we're the only brand in the spa and beauty world which is directly investing its money back into the consumer experience and brand development. This shows our commitment to being pioneering and market leading."

The revamped day spa, which launched in late May combines beauty, wellness and

The Penthouse is one of the most luxurious treatment suites in the city

retail and was conceptualised by Elemis co-founder Oriole Frank in partnership with designers Virgile and Partners. Its clean, contemporary feel – including a bright and inviting retail shop – is a world apart from the original day spa, despite sharing the same footprint.

A rasul and treatment room on the lower ground floor have been replaced by a six-station Speed Spa for men and women where 15-30 minute facials, massages and maintenance services are offered. The company's hi-tech Biotec facials are on offer in all areas of the spa, while there also a specialist pregnancy room.

Meanwhile, The Penthouse is one of the most luxurious treatment suites in the city. It's here where signature treatments such as the Energy and Boosting Muscles



Ribbon cutting: co-founders Frank, Harrington and Gabriel, plus finance director Melanie Casey

with heated poultices are offered on Gharini's Amber & Quartz Crystal Bed.

Noella Gabriel, the third co-founder and creator of Elemis therapies has personally crafted every new experience. "Every treatment is action-packed in the most relaxing way. It's all about flow," she says.

The House of Elemis is also significant because it will serve as a potential concept for the brand's distributors to rollout in their own territories, with hopes of further flagships in major cities worldwide.

Harrington hints at the next location: "With my recent move, the US will

naturally take priority, with our first in Miami – our home in the States."

Elemis, which celebrates its 25th anniversary this year, is a subsidiary of Steiner Leisure. It supplies products to four- and five-star resort spas around the world. Its products are also distributed in more than 120 department stores globally and via home TV shopping channels and e-commerce.

The overall aim of the company is to double its turnover by 2018, mostly via business to business channels. ●

[Spa-kit.net](http://spa-kit.net) keyword: Elemis




Clockwise: the spacious
Penthouse suite; signature
therapies on Gharieni's bed;
the bright, inviting retail shop



A Speed Spa offering
15-30 minute facials,
massage and
maintenance services
is located on the lower
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SOMETHING BIG'S BREWING

Using rice extracts as the basis of its skincare products and treatments, Japan's Rice Force is looking to grow its reach globally. Jason Holland talks to CEO Noritaka Numata



A Japanese brewery, where the traditional alcoholic drink sake was being made, is an unlikely place for a skincare company's story to begin. It was noticed how soft the hands of master brewers – or toji – were despite their age. The discovery that it was the daily handling of rice that caused this effect led to research and development in the use of rice in cosmetics and, ultimately, the creation of Rice Force.

Number of extracts

Based on the island of Shikoku, Rice Force launched in 2000 and CEO Noritaka Numata says the key to the skincare range with its Rice Power® Extract. "We add aspergillus, yeast and lactobacillus to rice extract, which is then fermented to

create a natural ingredient high in amino acids, he explains. "Each extracted formula is numbered and categorised, and has different characteristics."

Numata particularly notes extract No 11 – used in the company's Deep Moisture series – which has been certified by the Japanese government for its ability to improve the skin's moisture retention capacity. With a super-low molecular weight, it's designed to absorb deeper into the skin than other moisturising

Rather than targeting multiple locations, the Rice Force philosophy is to maintain exclusivity of its brand and to offer clients a personal approach

ingredients to help it "retain moisture by itself and keep fresh and healthy".

International expansion

While Rice Force already supplies some spas internationally – including Moana Lani Spa and The Kahala Spa, Hawaii; the Schnitzler Beauty Lounge at Breidenbacher Hof, Germany; and the Hotel Esplanade Spa & Golf Resort, in the Czech Republic – it's now ready to increase its reach – albeit at a steady pace.

Rather than targeting multiple locations, the Rice Force philosophy is to maintain exclusivity of its brand and to offer clients a personal approach. Numata says the plan is to continue to look worldwide to find luxury spas which "can guarantee the top service which is requested during Rice Force skincare treatments". In return, Rice Force will "guarantee to spas high quality skincare treatments/products for their customers".

Numata says Rice Force will be ready to announce partnerships with several spa resorts in the near future. But for now he's not giving much away. What he does say is that "We're a ship setting out into the open sea. We are guided by customers that serve as lighthouses as we continue our journey to provide joy." ●

Spa-kit.net keywords: Rice Force

The efficacy of Deep Moisture products has been noted by the Japanese government





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Product innovation

Jason Holland highlights some of the latest spa product and equipment launches



REM gets into relaxation

Designed with ergonomics in mind, REM has launched the Solus Relaxer. Suitable for any relaxation area, it includes a mood-enhancing LED lighting system which is programmable at the touch of a button, providing a chromatherapy experience.

Established more than 70 years ago, REM makes and distributes a wide range of spa and beauty equipment internationally. Its in-house design facility works to create the style, colour and 'personality' that operators request.

Spa-kit.net keyword: REM

Fresh look for Voya

Organic seaweed skincare company Voya has revealed a fresh brand look which includes new biodegradable packaging made from the same hand-harvested seaweed that's used in its products. Some formulation

amendments have also been made to enhance the overall quality and performance of products. In a second phase of evolution, Voya will be launching facial ranges for specific skin types from July onwards. Voya supplies a number of leading spas and resorts around the world.

Spa-kit.net keyword: Voya



Living Earth Crafts scores a hat-trick

Living Earth Crafts has launched three new pieces of equipment for spas. The Nuage Pedestal + Studio treatment table features an electric-lift actuator, a built-in warming drawer for hot towels and LED lighting.

The space-saving Optia Workspace also features a warming drawer and LED lighting plus side compartments.

Finally, the Luma NailSpace + Studio (pictured) is a precision-crafted piece and comes with LED lights, a side-wall for polish displays, multiple storage drawers, upgraded laminate and a lamp option for those requiring extra lighting.

Spa-kit.net keywords: Living Earth Crafts



Form & function from Klafs

"Minimalist in design and yet fascinatingly diverse" is how Klafs describes its new D6 steamroom. The modular system is available in various sizes, layouts and optical designs. The seats are self-supporting/not integral so they can be removed for versatility. This also prevents water build up on benches. Coloured walls, or walls with pictures on (see above) are just two of the design options.

Spa-kit.net keyword: Klafs



For full company and contact details please visit spa-kit.net



Trautwein's water massage

Featuring 32 rotating water jet nozzles integrated ergonomically in seven zones, Trautwein's new AquaThermoJet offers users a unique massage, starting at the feet and moving up to the neck and shoulders, simulating a treatment given by a physiotherapist. The warm water jets reach the soft and flexible film of the translucent, highly elastic surface, with users feeling the sensation of the water without getting wet.

Spa-kit.net keyword: Trautwein



PHOTO: JENNY HARRIS - PHOTO.COM/ENHANCEMENT

Gharieni system could be music to your ears

A new sound massage system from Gharieni – SpaWave – aims to provide the benefits of mindfulness, meditation and deep-relaxation techniques. Special music, which is applied through gentle acoustic waves with binaural sounds, creates an anti-stress experience during a 30- or 60-minute sound therapy treatment.

The treatment is based on quantum harmonics sound therapy. Gharieni says precise and complex audio frequencies are matched to the organs and energy

centres (chakras) of the body and can be experienced via headphones or integrated speakers in the headrest.

SpaWave has been designed to offer body and muscle relaxation within a few minutes when combined with the oscillation massage system integrated in the lying surface. The system can be used as a standalone application or in combination with other treatments such as massages, body wraps and beauty services.

Spa-kit.net keyword: Gharieni



Whole body focus for HydroPeptide

An anti-ageing skincare collection for the body, HydroPeptide's Body Therapeutics provides a complete regimen for skin from the neck down, consisting of a body wash, scrub, serum, balm and cream.

It been created to address a range of body imperfections such as stretch marks and scars, cellulite, unsightly veins and bruises, slackened skin, swelling and discomfort, and uneven skin tone.

HydroPeptide says the collection features a unique mix of peptides to nourish the skin, while artificial fragrances are replaced with non-toxic, aromatic extracts from apple, pear, pineapple and peppermint.

Spa-kit.net keyword: HydroPeptide



Elemis mans up to products

Elemis has boosted its Men's product range with a pair of 'anti-fatigue' additions. Anti-Fatigue Day Cream is a moisturiser created to be energising but

light in texture. Anti-Fatigue Eye Gel contains a cooling and refreshing formula that Elemis says is easily absorbed and light on the delicate area around the eyes.

Elemis recognises that men's skin behaves differently from women's

and its men's range has been formulated to combat the harsh effects of frequent shaving, stresses of life and daily environmental pollution. The entire range, comprising 12 products, also now comes in sleek new packaging.

Spa-kit.net keyword: Elemis ►



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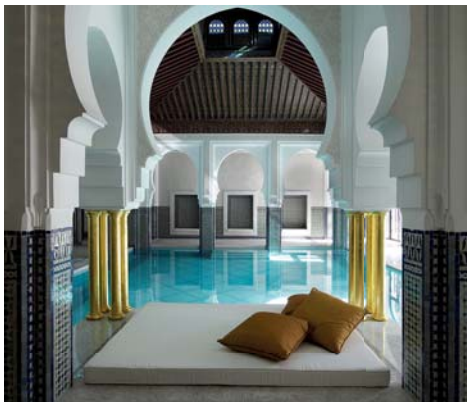
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Bright future for Amala

Amala's Brighten collection is based on its new BioRadiance ingredient complex, which blends narcissus with other healing organics. The collection aims to prevent and correct the appearance of dark spots and dull, uneven skin tone. Third-party clinical trials show that products deliver firmer skin and refined texture in four weeks, and a brighter, more even tone in eight weeks, according to Amala. Products include the Brightening Corrective Concentrate serum and the Advanced Brightening Emulsion facial moisturiser.

In other news, Amala has announced that its product range is now being offered to guests at the famous La



Mamounia Spa (pictured) in Marrakech, Morocco, with the skincare brand selected because it matched the spa's vision of "quality, luxury and simplicity".

Spa-kit.net keyword: **Amala**

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Smart self-tan introduced by ESPA

ESPA's Naturally Radiant Gradual Tan has been designed to work intuitively with the skin's personal biochemistry to develop a natural, healthy-looking tan over four hours. The nourishing and smoothing body cream combines natural DHA with tan accelerating antioxidant plant melanin and also contains sweet almond oil to hydrate skin. It's suitable for all skin types.

Spa-kit.net keyword: **ESPA**



Shinchas spring into action at Rishi

Rishi Tea has unveiled a batch of shinchas (new teas) featuring four micro-lots cultivated directly from tea gardens across Kagoshima, south-west Japan. Shincha Okuyutaka has a smooth taste and "almost milky" quality, while Shincha Chumushi is made entirely with the Okumidori cultivar. Shincha Asamushi offers a taste of the Asanoka tea cultivar, which balances umami and a bittersweet flavour with aromatic hints of sakura cherry blossoms. Nishi Hand-Picked Sae Midori Shincha comes direct from the Nishi family farm.

Spa-kit.net keywords: **Rishi Tea**

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Thalion's precious pearls

Lasting 30 minutes, Thalion's new Slimming Express treatment has been designed to be short and efficient. At the heart of the treatment are its new turquoise sea pearls - called Scrub Slimming Pearls - which roll and melt on the skin. The pearls' slimming aid ingredients - caffeine and a patented macro-brown seaweed extract - are released during a deep massage to help eliminate fatty cells and to reduce cellulite.

Spa-kit.net keyword: **Thalion**

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THE RIGHT DOSE

Two new international studies shed some light on exercise guidelines, highlighting how much physical activity – and at what intensity – is best

Current physical activity guidelines for adults by the World Health Organization recommend 2.5 hours of moderate exercise – or 1.25 hours of vigorous exercise – a week. But just how frequently you need to work out to achieve optimum health, and how hard, remains unclear. Neither is it clear if there's an upper limit – how much is too much?

Two new studies, both published in the *JAMA Internal Medicine* journal in April, reveal some interesting facts.

Exercise frequency

In the larger of the two studies*, data on physical activity levels among 661,137 men and women from Europe and the US was collated. They had an average age of 62 and were categorised by the amount of exercise they did each week. The researchers then looked at death rates over a 14-year follow-up period.

People who did no exercise faced the highest risk of mortality. No surprises there.

However, even those whose moderate activity levels fell below the recommended guidelines of 2.5 hours a week – people who were at least doing something – still benefited from exercise. Their risk of dying was reduced by 20 per cent.

Longevity increased among those who met the minimum levels of exercise, or who did twice as much – between 2.5 and 5 hours a week. This group were 31 per cent less likely to pass away. But the optimal results from exercise were seen among the people who engaged in three to five times the recommended amount – equating to 7.5-12.5 hours of leisurely activity a week. They had a 39 per cent lower risk of death.



PHOTO: SHUTTERSTOCK/ANILEY

Research shows that 7.5-12.5 hours of exercise a week is the optimum amount

The few who took it to the extreme, working out 10 times more than the guidelines – or 20.5 hours a week – saw no additional mortality benefit. But neither was there an increased risk of death.

Exercise intensity

In another study**, researchers focused on the intensity of exercise and mortality rates over more than six years. It was based on 204,542 men and women in Australia who were aged 45 and older.

Participants were categorised not only by how often they exercised, but also by how hard they pushed themselves. The researchers compared those who engaged in moderate activity – such as a gentle swim, social tennis or household chores – to those who included at least some vigorous activity in their routine, such as jogging, aerobics or competitive tennis.

The results showed that achieving the recommended levels of exercise a week

– even if it was just moderate intensity – lowered the risk of premature death.

Yet premature death was significantly lower for those who stepped it up a gear. People who spent up to 30 per cent of their weekly exercise time doing vigorous activity were 9 per cent less likely to die prematurely than those who only opted for more leisurely activities. Meanwhile, those who spent more than 30 per cent of their exercise time working out strenuously saw a 13 per cent reduction in mortality risk.

As with the other study, the researchers found no increased risk of early death when people exercised – even among those who worked out the most frequently and the most vigorously.

The take-home message? Any amount of exercise is good. But 7.5-12.5 hours of physical activity a week reaps the highest benefits in terms of life expectancy. And if up to 30 per cent of that time is spent working out vigorously, even better. ●

*Arem H et al. *Leisure Time Physical Activity and Mortality: A Detailed Pooled Analysis of the Dose-Response Relationship*. *JAMA Intern Med*, April 2015

**Gebel K et al. *Effect of Moderate to Vigorous Physical Activity on All-Cause Mortality in Middle-aged and Older Australians*. *JAMA Intern Med*, April 2015

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