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# It's time to build wellness cities

**E**arlier this month, news broke that the UK government is planning to build two new Garden Cities in the south of England to ease a housing shortage.

The original Garden Cities – conceived in 1898 by Sir Ebenezer Howard – were planned, self-contained communities surrounded by green space, containing homes, industry and agriculture. Plans for the new settlements seem likely to be guided by this philosophy.

The Garden Cities movement was inspired by the utopian thinking of the Arts and Crafts movement and the radical novels *Looking Backward* by Edward Bellamy and *Progress and Poverty* by Henry George. Two settlements were built – Letchworth Garden City and Welwyn Garden City in Hertfordshire, UK.

I responded to the proposal with a blog post calling for a more radical new approach and suggesting that instead of looking to the past for inspiration, we need to look to the future and to create the first wellness cities.

In many years of leader-writing for this industry, I've never had such a strong and positive response to a suggestion – it's clear there's a great deal of interest in redesigning the places we live and work and rethinking their design and function from the ground up.

The vision of building entire cities around wellness is a powerful one which most people can relate to and find compelling and attractive. And the exciting part is that such plans are within our grasp if the will is there.

And although the idea of wellness environments is not new, we're approaching a time when the concept will reach a tipping point and enter the mainstream, with its own economic models and vernacular.



Many health problems arise from legacy issues – car-centric urban planning, polluting building materials and lack of awareness of the value of exercise

In this edition of *Spa Business*, we talk to Paul Scialla from Delos (page 28), which is building wellness accommodation – both domestic and hotel.

Delos has fitted rooms at the MGM Grand Las Vegas and its Stay Well® features have enabled the operator to command a 30 per cent premium on rack rates. Unsurprisingly, more are planned.

So many health problems arise from legacy issues such as car-centric urban planning, polluting building materials, lack of awareness of the value of exercise – that the opportunity to build afresh wherever new communities are needed (whether in the developing or developed world) and to retrofit health-enhancing features, is thrilling.

Liz Terry, editor twitter: @elizterry

What are your views on wellness cities?

Comment on our blog at [blog.spabusiness.com](http://blog.spabusiness.com)



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p28 Delos founder Paul Scialla

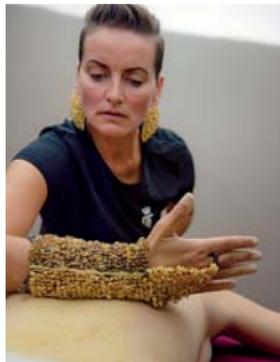


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PHOTO: CHRISTIAN BANFIELD AND ANDREW WOOD

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On the cover: DiCaprio invests in 'well building' firm Delos (p28)

## Neena Dhillon

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Rhianon Howells was the launch editor of *Spa Business* and established it as a journal of note. As consulting editor, she is closely involved with its continuing development, while also writing about health, fitness, travel and leisure as a freelance journalist in major national titles such as *The Guardian* newspaper. Email: [rhowells@spabusiness.com](mailto:rhowells@spabusiness.com)



## Lee David Stephens

Lee David Stephens began his 20-year spa career as a hair stylist onboard the QE2 and has travelled the globe many times. For the past 10 years, Stephens has specialised in the luxury spa and wellness fields in Asia. As GM of spa management firm MSpa International, he oversees 45 spas in 12 countries. Email: [lstephens@minornet.com](mailto:lstephens@minornet.com)



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# Letters

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](mailto:theteam@spabusiness.com)

## Is your spa business on the right track?

Greg Payne, group spa director, Amanresorts

I recently read some articles about how to drive spa business and that spa managers of today may have the 'soft skills' but lack the 'hard skills'. There's an implication that the hard skills are the most important in business and that the next generation of spa managers will all have an MBA and speak the language of finance, marketing and HR. It's believed that the rest of us will be left behind if we don't quickly get on the bandwagon.

Well, I would suggest that this thought is missing the point of what spas do and what is truly needed to drive business. We need more connection to our hearts and less to our minds. No amount of business acumen will ever replace the power of intention and touch when it comes to winning and retaining the business of our clients.

I often look at the audit reports which would have you believe that success is defined by responding to a phone call within three rings or upselling treatments. However, they are a mechanical checklist that completely miss the quality of interactions and would be better suited to the review of a McDonald's franchise than providing any meaningful insight into a spa operation.

I'd advise you all to tear up the rule book, because there never were any rules. Instead,



Ask what you're doing to develop your team, rather than relying on superficial audit reports

if you want to know if you're on the right track, get out of your office, find a quiet place and ask yourself three questions:

- What are you doing to support the growth of your team?
- What are you doing to develop yourself?

■ Where do you currently see the opportunities to make your spa unique?

If you're focusing on these things, your business will be successful and you'll continue to be relevant in an ever-changing world, as you're connected to what really matters.

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## spa opportunities

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## Could spa associations become hubs for mentorship programmes?

Elaine Fenard, managing partner Spa Strategy; and member of the Global Spa Management Education Task Force

Mentoring is currently a hot topic in many mainstream magazines. Even Michelle Obama has been interviewed by US magazine *More* about "her deep commitment to mentoring and why it's so important to her".

Mentoring provides a unique forum for industries, including the spa sector, to grow and educate people. The *Spa Management Career Trends Survey*, a recent report of 548 spa managers, has highlighted how mentoring is viewed as an important element in running a successful spa facility. The survey, revealed at the Global Spa & Wellness Summit (GSWS) in October, found that:

- 94 per cent of spa managers feel that having a mentor is important
- 89 per cent have had mentors who've helped them along the way
- 26 per cent wish they had more mentoring from an experienced spa professional
- 65 per cent have had an industry mentor

The survey was put together by a GSWS sub-committee – the Global Spa Management Education Task Force – which feels that spa associations around the globe are well-placed to provide a hub for local mentor/mentee connections.

It also uncovered some websites which provide excellent information on best practices and how to start a mentor programme: [www.mentorscout.com](http://www.mentorscout.com) and [www.mentoring-association.org](http://www.mentoring-association.org).

The committee members are now looking into what a spa industry mentorship programme might include and how they can take matters further. They welcome input, so if you would like to be involved, please contact [lori@hutchinsonconsulting.com](mailto:lori@hutchinsonconsulting.com). See more survey results on p26.



Elemis product sales have increased by 20 per cent since using a skin analysis machine

## Skincare analysis is good for both clients and business

Orielle Frank, director of marketing, Elemis

We strongly agree with *Spa Business*' article which highlighted the benefits of skincare prescription (see SB13/2 p94). It's vital to educate customers about their skin's needs and it makes good business sense too – our figures show that just a 15-minute complimentary Elemis SkinLab analysis can increase product sales by up to 20 per cent year on year.

Elemis has been using the SkinLab system, which uses the Canfield Imaging machine, and our own skin, body and lifestyle computerised questionnaire and prescription, since 2006. It allows the therapist to see the condition of a client's skin both on, and below, the surface. A series of six images will assess UV exposure (characteristic of photo damage),

open pores, areas of dehydration, evenness and porphyrins (evidence of bacteria lodged in pores which can lead to acne, fine lines and wrinkles and blemishes/spots).

This allows the therapist to pinpoint areas of concern and suitable products. The client also takes away a printout of their skin analysis and a prescribed product list, highlighting their bespoke 'at home' programme. This is an integral part of helping the therapist to build rapport and to provide expert advice without the need to push for a sale. It's a tool that helps to establish a better level of care, confidence and trust which also results in repeat bookings, as well as increased retail sales.

Based on the success we've seen, the refurbishment and relaunch of the Elemis flagship day spa in London, UK, in 2014 will include a SkinLab in each of its eight treatment rooms (rather than just one in the main reception). Our aim is for 35 per cent of total revenues to come from retail sales.

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# Professional Spa & Wellness Convention 2014

Returning after a successful 2013 event, which attracted 340 senior spa and wellness industry speakers and delegates from around the globe, the 2014 Professional Spa & Wellness Convention will be held on Sunday 23 February and Monday 24 February at ExCeL, London



Speakers include (from left to right) Aldina Duarte-Ramos, Andrew Gibson, Greg Payne, Kathryn Moore, Anna Bjurstam & Paul Hawco

**C**overing a wide range of topics, this strategic convention gets to the heart of the business and provides delegates with practical solutions to improve their business.

Sunday's programme will focus on daily spa operations, the first 100 days as a spa owner or director, social media strategies that bring visitors through the door, employee engagement to improve staff performance and durability and space optimisation.

Monday's programme will cover spa marketing to increase the number of clients, spa franchises, the viability of medi-spa offerings and how ecology can impact positively on the bottom line.

The speaker line-up includes Aldina Duarte-Ramos, director of development, wellbeing activities, at Sofitel and Thalassa Sea & Spa; Corinna Yapp, director of sales at Como Shambhala Estate; Greg Payne, spa operations director at Amanresorts International;



Kathryn Moore, director of operations at Mspa International; and Paul Hawco, director of Talise spa operations at Jumeirah.

New for 2014, the event also includes a pre-convention workshop on spa psychology. Hosted by Neil Orvay, founder of the Sense of Touch day spa chain, the all-day workshop will be held on Saturday 22 February and will inspire and motivate attendees into taking their business forward by offering an insight into how using psychology can help motivate their team and drive treatment and retail sales.

## THE FEES

There are two different packages:

### EXECUTIVE PACKAGE

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Two days (Sunday and Monday) £275 +VAT = £330

Saturday workshop £225 +VAT = £270

### VIP PACKAGE

All the executive package as well as a ticket for the World Spa & Wellness Awards dinner including: champagne reception, three course meal with wine, entertainment and the awards on Sunday 23 February at Guildhall, London. Plus dedicated concierge service with access to our team of specialists who will help make your stay as smooth as possible. Plus, if you're in town, the Director's networking party at A-Loft hotel ExCeL on the evening of Saturday 22 February.

One day (Sunday or Monday) £297 +VAT = £356.40

Two days (Sunday and Monday) £385 +VAT = £462

Saturday workshop £225 +VAT = £270

To book your delegate's pass for the 2014 Professional Spa & Wellness Convention, visit

[www.professionalspawellness.com/convention](http://www.professionalspawellness.com/convention)

## McCall Wilson sets up hospitality consultancy

Anne McCall Wilson, former head of global spa operations at Fairmont Raffles Hotels International (FRHI), has announced she is to launch her own boutique strategic advisory consultancy, McCall & Wilson.

The new firm will serve global spa, wellness and hospitality businesses.

Industry insiders had been speculating about McCall Wilson's next move following the news that Andrew Gibson (see below) is to replace her.

McCall & Wilson will provide trendspotting and insight into business opportunities, as well as counsel in vision and strategy. It will also offer concept and design/brand development and feasibility.

**Read more:** <http://lei.sr?m=3e5H>



PHOTO: THERME MERRANO

There are 380 thermal spas in Italy

## Italian thermal spas see shoots of a recovery

Italy's recession-hit thermal spas are showing "timid signs of a turnaround," according to data from industry body Federtherme, which represents 380 thermal bathing and spa facilities in the country.

The latest Italian spa performance survey was revealed in November at the Spa Tourism Expo in Rimini. Federtherme president Costanzo Jannotti Pecci said: "Between January to September 2013, turnover and operating profit have shown tentative signs of improvement. It's too early to talk about a real reversal, but the data indicates a slow recovery."

**Read more:** <http://lei.sr?a=T7a3G>



YTL Hotel's executive director Dato' Mark Yeoh (centre) at the Thermae Bath Spa handover

## Asia's YTL Hotels takes over UK Thermae Bath Spa

YTL Hotels, owner of the soon-to-open Gainsborough Bath Spa Hotel, UK, has strengthened its grip on the ancient spa town's wellness facilities by acquiring the operating contract of Thermae Bath Spa.

YTL Hotels, which is the hospitality division of Malaysian infrastructure conglomerate YTL Corporation, has obtained the contract of the thermal spa facility from former operators Thermae Development Company for an undisclosed fee.

Thermae Bath Spa will be operated by Bath Hotel and Spa Limited (BHSL) – a YTL Hotels subsidiary originally set up to manage the Gainsborough Bath Spa Hotel which also incorporates natural thermal waters. The two operations, however, will run as separate businesses.

The deal ensures that jobs at Thermae Bath Spa, which employs more than 170 people, will be safeguarded.

**Read more:** <http://lei.sr?a=9T4J2>

## Gibson swaps Mandarin for Fairmont VP position

Andrew Gibson, group director of spa at Mandarin Oriental Hotels Group (MOHG), has left the company to take up the role of vice-president for spa and wellness at Fairmont Raffles Hotels International (FRHI).

Gibson, who's headed up spas for the Asian-based group for nearly seven years, oversaw operations of 24 MOHG spas around the world. The most recent opening was the 2,415sq m (26,000sq ft) spa at Mandarin Oriental Pudong in Shanghai.

At FRHI he'll replace Anne McCall Wilson, taking charge of all spas for the luxury hotel management company, which operates over 105 hotels globally under the Fairmont, Raffles and Swissôtel brands. Gibson took up the new post at the end of January and told *Spa Business* he's "thoroughly looking forward" to the new opportunity.

Notable hotels in the FRHI group include Raffles Singapore, The Fairmont San Francisco and London's The Savoy.



Andrew Gibson with Anne McCall Wilson, who he will replace at FRHI

Gibson, a founding board member of the Global Spa and Wellness Summit and co-chair for the 2013 event, has worked in the spa industry for over 25 years. Prior to joining MOHG, he was a partner in spa consultancy Raison d'Etre and before that he was managing director of Six Senses Spas.

**Read more:** <http://lei.sr?a=w3g6g>

SPAGRAM SPA & WELLNESS SUMMIT 2013

## Maori tribe reveals hot pools and spa plans at New Zealand resort

Plans have been proposed for a NZ\$25m (US\$20.6m, €15m £12.6m) hot pools and spa complex in Queenstown, New Zealand which is expected to draw more than 300,000 customers annually.

Ngai Tahu Tourism, the tourism arm of the native Ngai Tahu Maori tribe, is currently in talks with Lakeview Holiday Park about leasing 1.8 acres for development. The plans include 12 large public hot pools, four smaller private hot pools, changing facilities, a health spa, a retail building and a café-restaurant.

Ngai Tahu Tourism already owns and operates nine other visitor attractions/experiences in New Zealand, such as the Glacier Hot Pools at Franz Josef on the west coast, which features three public pools, three private pools and a spa.



PHOTO: JONATHAN

Ngai Tahu Tourism already owns and runs a similar facility on the west coast of New Zealand

Other proposed plans for the Lakeview site include a NZ\$50m (US\$41.2m, €30m, £25.2m) convention centre linked to a casino-hotel complex that would be built by SkyCity Entertainment Group. Ngai

Tahu Tourism regional boss David Kennedy said in an announcement that its "ongoing negotiations would centre around working with the convention centre site."

**Read more:** <http://lei.sr?a=v7z2V>

## Doha spas dominate Middle Eastern market in 2013

PwC's new *Middle East Spa Benchmarking Survey* has ranked Doha spas as the best performers in the region in 2013.

The survey showed that the average revenue per treatment in Doha spas, which was US\$142 (€105, £87), was roughly 90 per cent higher than in spas in the Dead Sea area and Beirut. Average daily revenue per therapist told a similar story with Doha therapists generating 38 per cent more than those in Dead Sea spas and 150 per cent more than therapists in spas in Beirut.

**Read more:** <http://lei.sr?a=V4u7v>



SHUTTERSTOCK.COM/PHILIP LANGE

Spas in Doha were stronger across 11 KPIs

## Beckham to partner with property developer LVS



Beckham at the launch conference in Macao

Former England football captain David Beckham has signed a deal with global property developer Las Vegas Sands (LVS) which will see the star help create experiences at luxury resorts around the world.

Beckham, regarded as one of the world's most iconic men, will join forces with LVS's integrated resort properties in Macao and Singapore to expand their Asian presence.

"The scale, vision and calibre of all that they do is very impressive," said Beckham.

**Read more:** <http://lei.sr?a=H9p3d>

## Michelin-rated chefs seal tie-ins with health spas

Two Michelin star chef Andoni Luis Aduriz is to design a progressive gastronomic programme at the new five-star Healthouse resort opening in Málaga, Spain, this spring.

Aduriz will work with Kilua Group, owners of the Naturhouse franchise network and Healthouse, to create menus dedicated to guests' specific treatment programmes.

Meanwhile, fellow Michelin star winner Jesper Koch will visit Thailand's Six Senses

Yao Noi hotel and spa in February to showcase his finest dishes at a series of concept-driven food events.

**Aduriz will work with Spain's Healthouse**



**Read more:** <http://lei.sr?a=7v8h4>

## Sexist attitudes affecting men in beauty industry

More than one in five people feel that men should not work as beauty therapists, according to a recent study looking at gender perception in certain job roles.

The *Attitudes in the Workplace* study, which surveyed 2,000 people in the UK and was commissioned by WorldPay Zinc, revealed that when asked about what jobs men should not do, beauty therapy came top of the list, with 26 per cent of men and 16 per cent of women agreeing with the statement. Eighteen per cent of people said they wouldn't trust a male therapist and 32 per cent were suspicious of men choosing to work as a beautician.

**Read more:** <http://lei.sr?a=B6t5p>



The hotel overlooks Potala Palace

## Shangri-La Himalayan hotel to launch this April

Shangri-La Hotels and Resorts is set to realise its lofty ambition of a hotel and spa in the Himalayas – the highest region on earth.

The Hong Kong-based hotel owner and operator will open Tibet's Shangri-La Hotel, Lhasa on 17 April.

At 3,650m (11,975ft) above sea level, the 289-key hotel is among the Himalayan mountains, glaciers and desert-like landscapes.

Visitors to Lhasa are advised to acclimatise to the high altitude before exploring, and this has been incorporated into the spa, which has an oxygen lounge, reflexology sessions and a range of treatments.

**Read more:** <http://lei.sr?a=j7g7J>



PHOTO: BOOMMEDIA

Wearable tech which enables health tracking will have a big impact on the spa industry

## Spafinder Wellness 365 forecasts top trends of 2014

Wired wellness, urban retreats, hot springs and even death are among the top themes likely to shape the spa market in 2014, according to the 11th edition of the *Top 10 Global Spa and Wellness Trends Forecast 2014* from Spafinder Wellness 365.

The report, which was released in January, is authored by Spafinder Wellness president Susie Ellis and developed by company research analysts.

One of the trends Ellis is most excited about is wired wellness and the growth of wearable tech which enables health tracking and preventative interventions: "There's just so much happening in that

arena that it will profoundly affect all of us in the years to come," she said.

Speaking to *Spa Business* magazine, she added that ever-increasing levels of stress in modern life are fuelling the growth of the industry. "I've been in the business 40 years, but the fundamentals haven't changed – people go to spas to relax and de-stress, and now they're in need of spa and wellness retreats more than ever."

The full 75-page report, including analysis of each trend and examples of trend adopters, can be downloaded via this link: <http://www.spafinder.co.uk/trends2014>  
**Read more:** <http://lei.sr?a=b2G2s>

## Gulf Hotels signs deal for new US\$8m spa complex

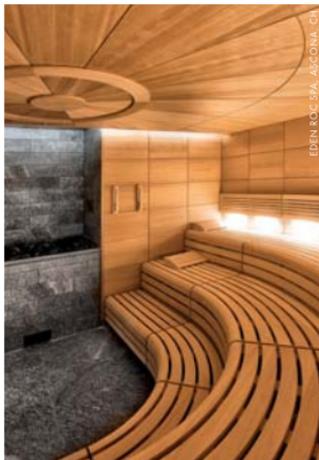


The Gulf hotel first opened in October 1969

Gulf Hotels Group (GHG) has signed an agreement with construction firm Almoayed Contracting to build a new US\$8m (€5.8m, £4.8m) spa complex at the Gulf Hotel in Bahrain.

The two-storey 3,100sq m (33,368sq ft) spa will have separate floors for men and women, featuring spa pools, hammam, sauna, steamroom, experience showers and treatment rooms. Palmer-Gregg Associates will design the spa interior with architecture from Bahrain-based MSCB.

**Read more:** <http://lei.sr?a=V8S5p>



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Tel: +7 495 937 13 18

[www.ki-expo.ru](http://www.ki-expo.ru)

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Tel: +33 4 93 06 58 80

[www.msbparis.com](http://www.msbparis.com)

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[www.beauty.de](http://www.beauty.de)

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Allia director of spa and development Steve Jeisman has high hopes for Spa Allia in the Middle East

## Jeisman sets sights on Middle East Spa Allia growth

The man behind Spa Allia, Steve Jeisman, believes Allia Hotels & Resorts' total ownership of its spa brand means the company is well-placed to become a trendsetter in the Middle Eastern market.

Jeisman, who developed the spa brand for Allia in 2006 and has been group director of spa and development ever since, told *Spa Business* that Spa Allia's healthy revenue streams and adaptability to guests' demands would be key as the company makes its first foray into the region.

Allia, an Asian boutique hotelier, is due to launch its first site in the Middle East in the next few months. The Oman Allia Jabal

Akhdar resort, which has 78 bedrooms, is set in the desert and features a branded Spa Allia, plus a fitness centre, pool and cliff-side restaurant.

Jeisman says: "There's a huge opportunity to grow brand awareness of Allia, to be a trendsetter and to create a unique brand positioning that exceeds design and service expectations in this region."

There are two other Allia resorts which are due to open in 2014. A 240-key beachfront property is being built in Seminyak, Bali; and a fortress in Jaipur, India is being transformed into Allia Fort Bishangarh.

**Read more:** <http://lei.sr7a=p9E4U>

## Aromatherapy Associates sold to B&B Investment Partners



Geraldine Howard co-founded AA in 1985

Spa product house Aromatherapy Associates (AA) has been sold to B&B Investment Partners, a new fund – established in November – with plans to invest in health, wellness, beauty and personal care brands.

B&B is a partnership between Alliance Boots, owner of UK high street chemist Boots, B&B principals Chris Britton and Jean-Philippe Barade.

Founded in 1985, AA has contracts with a number of leading, global spa operators including Four Seasons and Fairmont.

**Read more:** <http://lei.sr7a=d5Q6I>



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**Louise Moore – Director of Spa, Operations - Hilton International, at SPATEC Europe 2013**

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**[www.spatecu.com](http://www.spatecu.com)**

The survey was based on 548 spa managers from around the world

## SPA MANAGEMENT SURVEY RESULTS REVEALED



SHUTTERSTOCK.COM/ZIMRICH

Findings will be used as the basis for a global PR campaign to entice more managers to the spa industry

**E**ighty-six per cent of spa managers are satisfied or extremely satisfied in their jobs according to the *Spa Management Career Trends Survey*.

The survey says spa managers find their career fulfilling and rewarding and enjoy leading staff (35 per cent), assisting guests (17 per cent) and marketing, sales and public relations (12 per cent). In fact, 80 per cent of respondents would recommend a career in spa management to their friends.

These were the findings of a non-scientific survey, based on 548 spa managers from around the world, which was released at the 2013 Global Spa & Wellness Summit (GSWS) held New Delhi in October (see SB13/4 p70).

Other benefits of working in the spa industry, it found, included working in some of the most beautiful and exotic locations around the world and having kind co-workers.

In addition, the industry has lots of room for career growth – 64 per cent of spa managers started out as spa receptionists, while 58 per cent have worked as therapists. When questioned, 66 per cent of respondents said their career development had been fast. Significantly, 65 per cent said they've been

**Despite the large number of spa managers saying they're happy in their jobs, 57 per cent are actively seeking a new position**

helped along in their career by industry mentors. Ninety-four per cent of spa managers believe that coaching will continue to be an important feature in cultivating new talent (see p16) which could be another advantage of starting a career in the industry.

The survey also highlighted areas for improvement in the industry. In particular, it emphasised the need to keep spa employees at an executive level more engaged – despite the large number of spa managers saying they're happy in their jobs, 57 per cent are actively seeking a new position.

Many spa managers also lack important training. Thirty-two per cent of survey respondents say they haven't had any official spa management training. They prioritised financial management as the most important skillset for a successful spa career ahead of understanding spa treatments, leadership and HR aspects, but ranked themselves below all three in terms of skill attainment. This indicates that there's a big gap between what spa managers think is important and what they feel they're actually qualified to do.

The *Spa Management Career Trends Survey* was conducted by the Spa Management Education Committee – a task force of the GSWS that's focused on addressing the issues the spa industry faces with its workforce, including the increasing need for more qualified employees at management/director level positions. The committee's plan is to use the survey results to put together a global PR campaign to entice more talent into the spa industry. ●

See p16 for more on spa mentors, and to get involved with the education committee email [lori@hutchinsonconsulting.com](mailto:lori@hutchinsonconsulting.com)

# Spa Dreams



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# Come True

References: Hotel Hyatt Regency, Düsseldorf, Germany // Ritz Carlton, Wolfsburg, Germany // Burj al Arab, Dubai, UAE // Rosewood Hotel, Abu Dhabi, UAE // Ocean Reef Club Resort, Key Largo, Florida // Four Seasons Hotel Los Angeles at Beverly Hills, California // The Dolder Grand, Zurich, Switzerland // Mövenpick Hotel Gammarth Tunis Hotel, Tunisia // The Westin, Costa Navarino, Greece // Grand Hotel Kempinski, Slovakia // Hôtel de Paris Saint-Tropez, France // InterContinental Marseille, France // Hotel Union, Gelfranger, Norway // And many more...

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US real estate developer Delos has created the first set of building standards based on health and wellbeing and Leonardo DiCaprio has reportedly bought one of its new homes. We talk to founder Paul Scialla about pioneering a whole new way of building

Scialla feels much healthier after trialling the concept in his own home for three years

# PAUL SCIALLA

KATIE BARNES, MANAGING EDITOR, SPA BUSINESS

In late November, actor Leonardo DiCaprio invested in Delos, the US real estate company, which has created the first building rating system focused not just on the environment but also on human health and wellness. He also became an advisor to the board. It's an obvious fit for the actor who's a staunch supporter of sustainability. He says: "Delos' wellness designs will change the way living spaces are built and will have a profound impact on the green building movement. Together, we are creating a better, more sustainable future for our planet."

This news follows DiCaprio's reported purchase - Delos will neither deny nor confirm speculations - of one of Delos' first homes in New York City. The five new 66 East 11th Street residences offer over 50 amenities dedicated to aiding the owner's wellbeing - from water purification systems and showers infused with vitamin C that neutralises chlorine, to floors which promote better posture.

The actor's involvement has brought even more attention to the company that's already connected to a string of well known names from Donna Karan and will.i.am to Bill Clinton. But founder Paul Scialla is adamant that Delos' developments aren't just for celebrities and the high-end luxury market. "Everyone cares about their own health," he says. "Whether it's because they've been brought up differently or are more exposed to wellness: it's not just water anymore is it? These days, it has to be vitamin water."

He's excited about the possibilities 'wellness building' presents, saying: "Real estate is the largest asset class in the world - it's worth US\$150 trillion [€111tn, £91tn] - and we're looking to combine that with one of the fastest growing and, arguably, one of the most important industries in the world: health and wellness. More than US\$2 trillion [€1.5tn, £1.2tn] a year is spent on preventative medical intervention, so obviously - for Delos - there's a massive economic play."

## BIOLOGICAL SUSTAINABILITY

There was no major trigger point for setting up Delos says 40-year-old Scialla, whose career had previously centred around banking - first in bond trading on Wall Street, then as a partner at Goldman Sachs. "Around five years ago, as a kind of an aside, I started getting interested in this notion of sustainability and real estate. Lots of great things had gone on in green building and I simply wondered if we could push the envelope so the focus wasn't only on environmental sustainability, but also on human or biological sustainability when we build things.

"The fact is we spend 92 per cent of our time indoors, so if we can introduce preventative medical intentions into the very spaces that we're spending our time in, it's a huge win." His interest was shared by co-founder Morad Fareed, a former Starwood Hotels & Resorts executive who helped to initiate and develop one of the industry's first green hotel brands - Element by Westin.



Delos co-founder Morad Fareed (far left) with advocates Bill Clinton, Deepak Chopra and will.i.am (second, third and sixth right)

Early on the pair knew they needed some of the best academic, political and medical minds involved in Delos, along with a dash of celebrity influence, to tackle something so formidable. Luckily “the story sells itself,” says Scialla. “Everyone we speak to wants to get involved – this is an obvious way to finally deliver preventative medicine in a passive way to people on a daily basis.”

Over the course of four years, architects, designers and engineers collaborated with doctors and scientists from leading institutions such as the Mayo Clinic, Cleveland Clinic and Columbia Medical School – as well as wellness guru Deepak Chopra – to review more than 4,500 studies to work out how a building could deliver optimal health. “First and foremost we wanted to offer an evidence-based approach,” says Scialla. “With half of these things you can touch or feel them and know that something’s happening, but the other half are working on your body without you necessarily realising it.”

“  
**We spend 92 per cent  
of our time indoors  
so if we can introduce  
preventative medical  
intentions into the very  
spaces we’re spending  
our time in, it’s a huge win**

The result is the Well Building Standard™ – a framework based on seven design categories such as good quality air, water and light. These impact on 12 domains of health Delos identified, ranging from cardiovascular, immune and sleep health to emotional and cognitive function (see Diagram 1). The standards, which are designed to sit in line with existing green building certifications such as LEED, can be applied to homes, offices, public buildings and hotels. Over the past

three years Delos has completed four projects and it has another 15 in the pipeline.

In total, there are around 50 possible amenities in the Well Building Standard, with some of the less obvious including shielding from harmful electromagnetic fields and photo-catalytic coating for surfaces to break down bacteria, viruses and volatile organic compounds. Even the lighting system mimics our circadian (internal body clock) rhythms. The lights provide a softer, yellow hue in the evenings to stimulate production of the sleep hormone melatonin and brighter blue hues in the day to boost cortisol production and energy levels and reduce or even eliminate jet lag.

At the 66 East 11th Street development in New York City, Donna Karan’s wellbeing foundation Urban Zen has curated a list of experiences and experts – including healers and yoga and meditation teachers – for a wellness concierge service. Meanwhile at Delos’ Stay Well® hotel rooms, that launched at the MGM Grand Las Vegas in 2012, guests have ▶



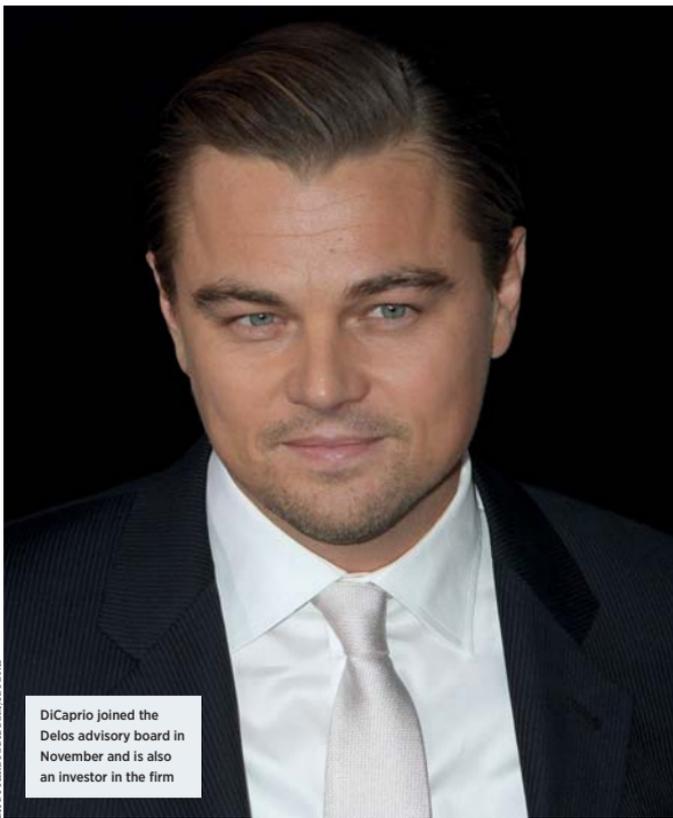
As an asset class, real estate is worth US\$150tn and we want to combine that with one of the fastest growing industries in the world – the US\$2tn health and wellness sector

- ▶ free access to the Cleveland Clinic's sleep, stress and nutrition programmes which are delivered online over six months and usually cost upwards of US\$140 (€103, £85).

Perhaps most interesting for spa operators, is that the new standards pay just as much attention to emotional and psychological wellbeing as physical health. Complementary elements such as aromatherapy, acupressure and sound-wave therapy have been incorporated because they've been proven to work.

Scialla and his twin brother, who's also a partner in Delos, converted their own home to trial the Well Building Standard three years ago and have seen the benefits first hand. "Since completing the renovation, my energy levels are through the roof, I've rarely been sick and my sleeping patterns have never been better," says Scialla. "I'm a healthier person."

SHUTTERSTOCK.COM/JSTONE



DiCaprio joined the Delos advisory board in November and is also an investor in the firm

### WIDE APPEAL

Individually some of the amenities included in the Well Building Standard aren't necessarily groundbreaking, particularly if you're already in the spa industry. However, it's the way Delos has packaged them that's captured the attention of US media – which has responded with everything from articles in the *LA Times* and *The Wall Street Journal*, to coverage on CNN, Bloomberg and CNBC.

#### Paul Scialla: Favourites

**Book:** *A Concise History of the World* by JM Roberts

**Film:** *Gladiator*

**Cuisine:** Italian

**Best way to relax:** sleep

**Spa:** The Peninsula Spa NYC

**Treatment:** massage

**Best advice:** dream huge, then triple that – that's my own saying

**Most admire:** my parents

Even Bill Clinton is an advocate. "These healthy building standards will literally change the way we live and work in a very positive way," said the former US president at the 2012 annual conference for the Clinton Global Initiative (CGI), which brings together global leaders to create and implement innovative solutions to some of the world's most pressing challenges. Interestingly, Delos is also a member of the CGI.

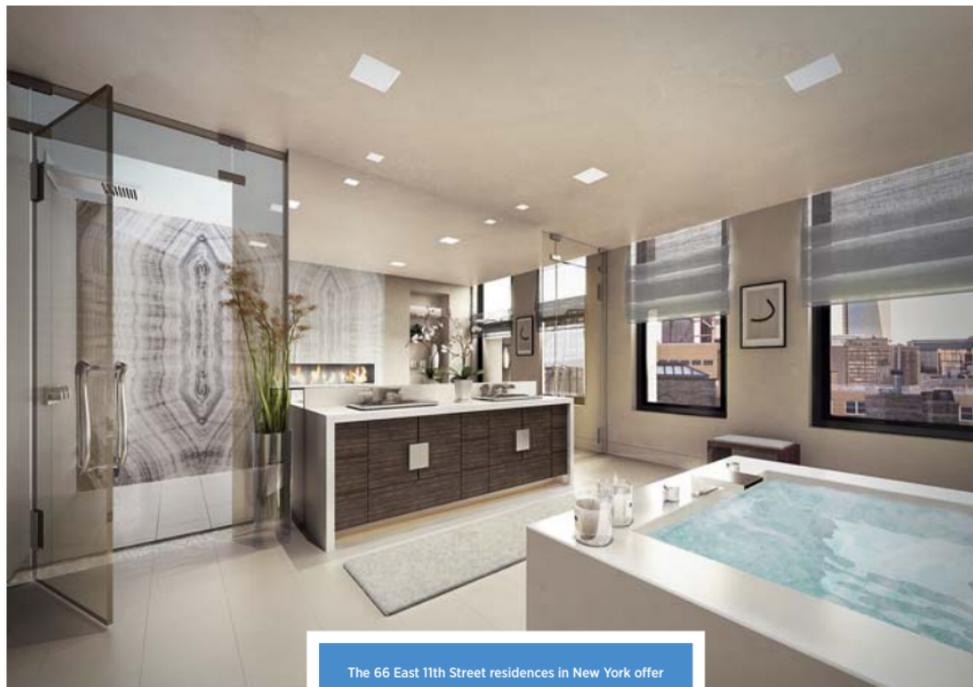
Delos faces two significant challenges. Firstly, the price of its 'well buildings' could be a barrier for growth, given that the 66 East 11th Street residences range from US\$16m-US\$50m (€11.8m-€37m, £9.7m-£30.2m). Secondly, wellness real estate hasn't taken off as well as anticipated in the past – a number of residential spa communities, including Canyon Ranch Living in Washington DC and Chicago and Pritikin Living in Houston, have struggled (see SB11/p30). However, Scialla is confident that neither issue gives cause for concern.

He says that Delos' developments are significantly different, saying "A lot of these

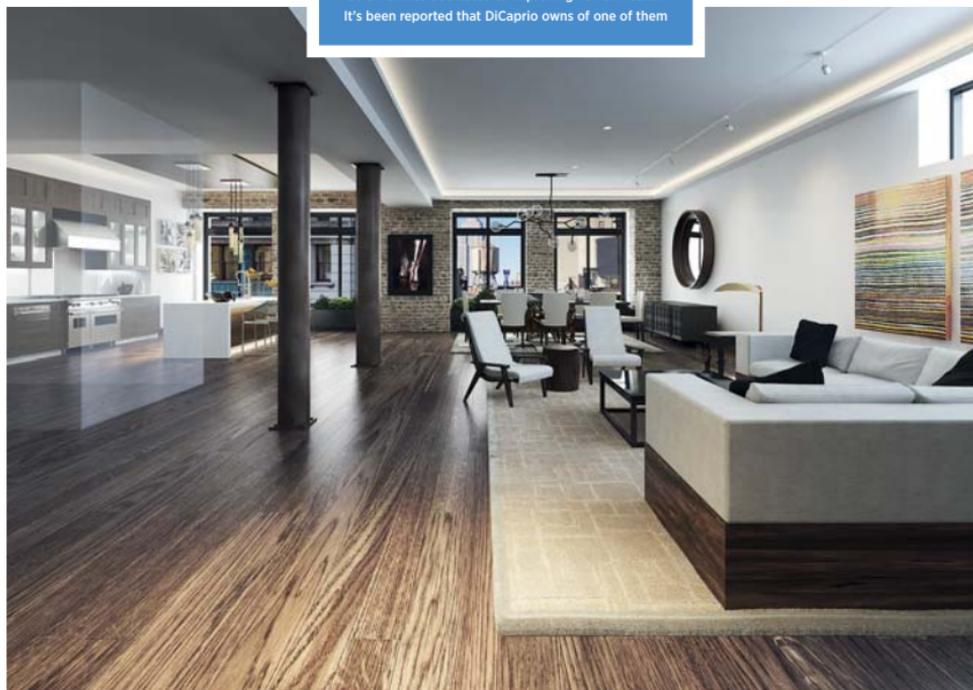
residential developments anchored the real estate with a great spa, but they didn't introduce those elements into the homes or rooms."

He also feels the market has changed. It's no longer just baby boomers who are interested in longevity and quality of life in later years. "We carried out extensive demographic studies early on to assess our target categories, demand and potential premiums," he says. "We found that what we were offering appealed, and had significant value, to every single person regardless of gender, age or income level. It was very clear to us that more people today are focused on health and wellness."

Of the cost he says that US\$4,000 (€2,950, £2,400) per square foot "is not expensive based on current New York City real estate prices. Plus, when you think about having a home that's working on your body 24 hours a day just by living in it, we think it's worth the price". Scialla also remains adamant that Delos isn't just focused on luxury residential projects. The company has just certified its first wellness offices at the 46,000sq ft ▶



The 66 East 11th Street residences in New York offer 50 amenities dedicated to improving human health. It's been reported that DiCaprio owns one of them



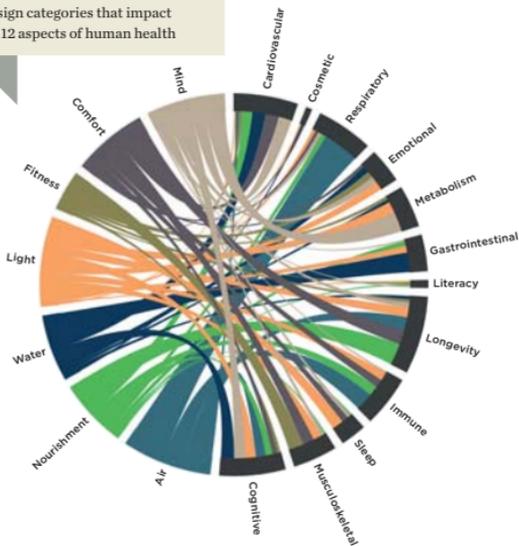


Everyone we speak to wants to get involved – this is an obvious way to finally deliver preventative medicine in a passive way to help people on a daily basis

▶ (4,274sq m) CBRE global corporate headquarters in Los Angeles and is also working with the healthy restaurant chain Lyfe Kitchen to certify 250 of its facilities over the course of the next five years.

In addition, Scialla cites mid-level rentals and school projects as possibilities in the future. He also points out that Delos is working with the US Green Building Council on an orphanage in Haiti and with will.i.am on an affordable housing project in Boyle Heights – a low-income neighbourhood in Los Angeles. In collaboration with the singer's philanthropic organisation i.am.angel, Delos is implementing its Well Access programme – a subset of the Well Building Standard – which will see core components such as quality air, water and antimicrobial coatings added to 1,200 homes. Will.i.am says: "I'm on a mission to enhance my hometown neighbourhood of Boyle Heights, including helping to make Estrada Courts, the public housing project where I grew up, a healthier and more comfortable place to live."

Diagram 1: The Delos Well Building Standard™ is based on seven design categories that impact on 12 aspects of human health



### WORKING WITH SPAS

So which segment does Scialla think has the potential to grow the quickest? Residential, office or hospitality? "It's so interesting because I'd like to pick one," he says, "but I actually see a massive opportunity with every single one of them." He even hints that other verticals such as assisted living and senior housing could be on the cards for development.

The Stay Well rooms at the MGM Grand in Las Vegas have certainly been a great success and out of everything Delos is doing they are the best parallel for the spa industry to draw comparisons from. The 42 rooms,

which incorporate 17 health and wellness elements (see p34), enable MGM to add 30 per cent onto standard room rates and while Scialla doesn't disclose how much MGM invested he does reveal that it broke even within six weeks. "The guest feedback has been outstanding," he says revealing that even though the rooms have only been open for just over a year, MGM has already quadrupled the offering. The extra 129 Stay Well rooms, which opened in January, have taken over the entire 14th floor of the hotel's main tower. Enhanced features include a smartphone app to guide guests around the room's amenities, as well as allowing them to input details of their flight so that the Cleveland Clinic can come back with a more accurate prescription for light therapy to help reduce jet lag – "we're really trying to make it an entire experience, as opposed to just enhancing a special component of the room," says Scialla.

While the Stay Well rooms are obviously conducive to relaxation and wellness, Scialla adds that they purposefully didn't include any spa facilities or treatments, as many hotels offer these independently already. "Tying the spa experience to the guestrooms is an issue that's coming up in a lot of conversations with our new hotel partners," he says. "We're looking at ways of cross promoting the spa including offering steep discounts or bringing in healthier food." ▶



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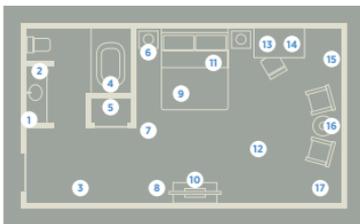
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Energising light helps to increase energy levels

### Stay Well® room features

The 17 health and wellness elements of the Stay Well rooms at the MGM Grand include:



► “We’ve also had several discussions about implementing the Stay Well features and the Well Building Standard itself into the architecture of the spa because it makes so much sense to do that,” he says.

Of course Scialla is “absolutely open” to working with operators who run standalone spas too. Incorporating the Well Building Standard could enhance a spa’s offering – giving it an edge over competition and possibly enable it to charge a premium. It could also help to attract a new audience – the more serious health and wellness traveller – or provide a unique marketing angle.

For now the Well Building Standard is still in its pilot phase and any company looking for certification would need to partner with Delos. The idea is that eventually an independent, but for-profit, corporation – the International Well Building Institute – will govern the standards as they open up to the market. Scialla concludes: “We hope to achieve similar penetration to the LEED certification and Green Building movement. The Well Building Standard is already applicable to any type of real estate which will help us to achieve our ultimate goal.” ●

**1 Energising light:** guests are exposed to short periods of blue-shaded lighting to increase energy and decrease the effects of jet lag

**2 Water filtration system:** purified in-room water, thanks to a filtration system that reduces disinfectant by-products, chlorine and other chemicals

**3 Air purification system:** reduces allergens, toxins and pathogens to create better air quality and breathing

**4 Vitamin C infused shower water:** to neutralise chlorine and promote healthy hair and skin

**5 Cedar skirting boards:** its natural properties keep enclosed spaces fresh and dry

**6 LED dawn simulator:** alarm clock to awaken the body gradually

**7 Night lighting:** Long wave LED lamps illuminate pathways at night without disturbing melatonin levels

**8 Aromatherapy diffuser:** an optional extra

**9 Healthy mattress:** provides comfort and support for any body type

**10 Stay Well™ channel:** Dr Deepak Chopra educates guests on the features in the room

**11 Hypoallergenic bedding:** to address skin sensitivities and irritation

**12 Well Shield™ cleaning protocol:** based on hypoallergenic, green-approved products

**13 Well Shield™ photo-catalytic coating:** for bacteria-susceptible surfaces

**14 Stay Well™ in-room amenities:** includes a 24-hour room service menu based on natural/organic food; and healthy mini-bar items such as almonds and coconut water

**15 Black-out shades:** optimised to fully eliminate outdoor lighting sources to improve sleep quality and duration and help with jet lag

**16 Warm white room lighting:** LED lighting that can be customised to enhance sleep

**17 Electromagnetic field shielding:** reduces exposure to electrical frequencies

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References



Ask an expert

## DETOX

The opportunities for aligning with detox are huge, but it's more than just picking the right treatment say the experts

KATIE BARNES, MANAGING EDITOR, SPA BUSINESS



Como Shambhala is one of a handful of luxury spas offering all-organic food

New year. The time when detox kicks in and people abstain from alcohol or resolve to eat more healthily. Yet technically speaking, detox can be anything that helps to remove toxins in the body which build-up and lead to numerous problems from harming the endocrine system to even changing the structure of our DNA. The best approach is to prevent the toxins reaching the body to begin with – eating organic food and not frying it in oil which is toxic at high temperatures, avoiding polluted air and drinking filtered water. The list is endless and so are the potential (lucrative) business solutions.

“With a history of fat farms, fitness, fasting and being connected with nature and clean water, spas are well positioned to offer detox,” says Marc Cohen, a professor, medical doctor and researcher of complementary medicine and health sciences at Australia’s RMIT University. “The world is becoming a lair of toxicity and the spa industry seems to be the only one taking it seriously – and there’s

room for it to grow and snowball.” But at the moment, he says too many operators are only paying lip service to detox.

If spas are going take detox seriously, the menu needs to consist of more than just a one-off colonic. In fact, Cohen says no credible scientific studies prove the efficacy of colonics and there’s a host of other pseudo therapies under the detox umbrella. So how can spas choose the right treatment, or avoid the wrong one?

Sceptics such as Edzard Ernst (see p38) would argue that there’s no proof behind any form of alternative detox treatment. However, that could say more about how under-researched the field is rather than if it does or doesn’t work. Either way, there’s a call for spas that are offering detox to start recording the impact of the treatments. Providing measurable results could put a business ahead of the curve – but what should spas be assessing and how?

The offering should be more than just about the treatment too. Cohen says: “Detox is a lifestyle not just a spa treatment”.

Therefore, there’s a need for spas to provide education – whether for free or sold as a package – about the best ways to detox and avoiding toxicity in the first place. In addition, Cohen says there’s huge potential for aligned products and services such as homecare neutraceuticals, foods, teas or homeware items which present lucrative business opportunities

On the topic of avoiding toxicity, could spas take the same stance as allopathic medics: first do no harm? Are the skincare, cleaning and laundry products they’re using free of chemicals? Are shoes being removed at the threshold to avoid tracking in pesticides and other toxic substances? And what adjustments can be made to building materials such as PVC (used in flooring, ceiling tiles, carpet backing and pipes) that can release chemical by-products in the water and air? The work of Delos, a US firm that’s creating buildings that are healthy for humans, could be of particular interest in this debate and makes for great reading on p28. Here, however, we ask the experts for their views.



The food spas serve – and how it's prepared and cooked – can help with detox too

SHUTTERSTOCK.COM/ARSHI

## Matters of research

An obstacle spas face in offering detox is the lack of evidence that it works. Marc Cohen, professor of complementary medicine at RMIT University in Australia is tackling this head on by co-ordinating more than 20 studies at lifestyle retreats such as Gwinganna in Queensland. The studies focus on how eating organic food can help to reduce toxins.

In Iowa, USA, The Raj spa (see p38) is used as a testbed for federal-funded research looking at how meditation and ayurveda helps to detox the mind and body and prevent a number of diseases. Details of studies are on its website: [www.theraj.com/rajresul/](http://www.theraj.com/rajresul/)



### MARC COHEN

Professor of complementary medicine,  
RMIT University

Detox needs to be ingrained in the DNA of a company. Firstly, that means not toxicifying your customers more – be conscious about the use of petrochemicals in personal care products, the water [used in pools and for drinking] and the quality of food. It's already happening in some spas, but not many. There's only half a dozen luxury spas worldwide, including Chiva-Som, Rancho La Puerta, Kamalaya, Como Shambhala and Gwinganna serving all-organic food: it's hard to offer consistently and it's expensive.

The people who are seeking detox are paying a lot for it and are generally highly educated. So, if a spa claims to specialise in detox and offers highly processed or non-organic food and drink then the clients will see right through it.

As the need for more detox spas spreads and more facilities crop up in urban areas, air quality will need to be addressed also. Savvy managers will tailor solutions for local concerns like these by offering havens for clean air and treatments such as oxygen therapy.

There are two main principles spas can stick to when choosing treatments. The first is to prevent toxicity to begin with. The second is ensuring flow and movement of toxins through the body. This involves supporting all the processes of elimination including the function of the liver, kidneys, bowels, lungs and sweat glands. Treatments that increase circulation without increasing the production of metabolic waste products, such as a sauna or hot tub session or lymph drainage massage are fantastic because they

help to flush out the body. Exfoliation of dead skin cells is a good thing, as is anything that supports regular bowel movement – whether you go to the extent colonics or just eat a healthy, high fibre diet. Ayurvedic medicine, particularly the five-stage cleansing process panchakarma, is one of the only proven ways of removing fat soluble toxins, with research being performed in a spa rather than a hospital or clinic (see p38).

Detox is not just something you do for an hour, it's a lifestyle. Ideally a spa would be able to accommodate customers over days or weeks and educate them on how to reproduce the experience at home.

The challenge for the spa industry is to integrate this expert knowledge into a specific service as any area of detox could be a specialist field in its own right. Operators should begin with self-education and making it relevant to their own market. But they should avoid anything that's out of their range of competency.

Offering serious detox in spas is going to be a learning curve – we still even don't know the best way to provide low-toxic food and air to a population as the area is so under-researched. The spa industry has a leadership role to play in this and it could serve as a catalyst for the whole global industry to move towards a more sustainable, toxin-free planet.

Cohen is one of Australia's pioneers of integrative and holistic medicine and has made significant impacts on its education, research, clinical practice and policy in the country. Details: [www.rmit.com](http://www.rmit.com)

Moving forwards, Cohen "would love to see global standards for recording data in spas" to enable them to carry out their own credible investigations

Moving forwards, Cohen "would love to see global standards for recording data in spas" to enable them to carry out their own credible investigations. Some tests researchers are using may soon be accessible to spa consumers. Innovative online assessments, such as those provided by cogstate.com, can measure the role of toxins in dulling cognitive function. Meanwhile, tests by ubiome.com can analyse bacteria in the gut and determine your 'enterotype' – via a stool sample – for as little as US\$90 (€66, £54). Cohen says this is significant as "we're only just discovering that the bacteria lining in your gut is an important factor in the absorption of many toxins."

What's really going to open up the possibilities to spas, however, is customer recorded data thanks to the increasing number of sophisticated biometric measuring devices that can record a range of data from heart rate and blood pressure to oxygen consumption and environmental pollution levels.

Cohen concludes: "If spas can demonstrate that their services can educate people and positively impact on such measures, then they could be viewed as offering an essential health service rather than merely a pampering, luxury experience."

**M**y views will probably not endear me to spa operators. But it's important they consider the other side of the argument.

I've been a qualified physician since 1978 and have also received hands-on training in acupuncture, autogenic training, herbalism, homeopathy, massage therapy and spinal manipulation. During the last 20 years, my research has focused on the critical evaluation of all aspects of medicine, but I do not aim to promote any therapy – my goal is to provide objective evidence and reliable information.

Alternative detox comprises a range of treatments that claim to reduce toxins from the body. Ayurveda, colonics, lymph drainage massage, exfoliation, saunas, hot tubs, organic food, filtered water, good quality air – to the best of my knowledge there is no 'good evidence' that any of them eliminate toxins. By good evidence, I mean scientific studies like randomised controlled trials, as these minimise as many sources of bias as possible.



**EDZARD ERNST**

Editor in chief, *Focus on Alternative and Complementary Therapies*; professor emeritus, University of Exeter

Some may say no evidence exists because alternative detox is a field that's under-researched, but if the claim is not biologically plausible then why test it? If the treatments don't work, people may be wasting money or could face harmful side-effects: sauna may result in heart problems in predisposed individuals and ayurvedic remedies are often contaminated with heavy metals, for instance. Spas that are making claims that are not supported by evidence are, in my view, dishonest, arguably illegal and unethical.

The onus should be on those who make the claim to demonstrate that it's valid. Spas could conduct their own studies – this would include defining the toxin they claim is eliminated in a

treatment and measuring it in a proper trial (as described). They would need to hire a scientist to conduct the study but it's not necessarily a lengthy or expensive process. A meaningful study could be done in two to three months. It might cost around £20,000 (US\$14,700, €12,150) but if it's of sufficient quality, backing could come from official funding bodies such as the Medical Research Council in the UK. Having provable results is an essential precondition to making therapeutic claims.

Ernst has written a number of books critically evaluating alternative and complementary medicine. Details: [www.edzardernst.com](http://www.edzardernst.com)



Spas that are making claims that are not supported by evidence are, in my view, dishonest, arguably illegal and unethical



**O**n a physical level, detox is about removing toxins from the body. On a psychophysiological level, it's about removing imbalances – tension or abnormalities anywhere in the body or mind – to restore proper function. The mind, body and emotions all need to be detoxed. Emotional stress, for example, stimulates the production of stress hormones such as adrenalin and cortisol which can cause damage the heart and blood vessels.

I'm not familiar with all spas, but many I've seen are superficial. Yet they have the potential to tackle detox at a deeper level which could fill a major gap in healthcare today. Two of the most powerful therapies in detox which also have well-documented scientific research behind them, are meditation and ayurveda.

Along with my role at The Raj, I'm professor and director of the Institute for Natural Medicine and Prevention at the Maharishi University of Management (MUM) in Iowa. The institute receives federal funding to scientifically investigate natural approaches to healthcare. We've conducted randomised, controlled blind trials which show that detoxing of the mind via the transcendental meditation technique helps to prevent and



**ROBERT SCHNEIDER**

Medical director, The Raj Ayurveda Health Spa

treat hypertension, cardiovascular disease and other stress related disorders.

I'd recommend meditation as part of a mind-body detox programme, but it should be done every day. It's something people could learn and take home with them rather than a one-off annual thing.

Panchakarma, an holistic, ayurvedic system, is especially effective in eliminating accumulated toxins and psychophysiological imbalances. It consists of five purification therapies with special herbs, massages, heating treatments, oil applications and gastrointestinal elimination to balance the brain, nervous system and the whole body. Notably Dr Robert Herron and Dr John Fagan [scientists at MUM] found that panchakarma reduced chemicals known as fat soluble toxins in the blood by 50 per cent. Their findings were published in the journal of *Alternative Therapies in Health and Medicine*.

Any spa that wants to avoid ineffective detox treatments should employ methods with scientific evidence or at least methods of long tradition of use and preferably ancient. If something's persisted for millenniums that itself suggests that it's useful and helpful.

Spas often have an eclectic mix of therapies and clients don't know what's best for them. Ideally, a panel of experts would advise what individual combination would be most effective. This might not sound practical, but if a spa really wants to resolve people's problems, it needs to work at a deeper level. At the very least, programmes should be put together with a panel of interdisciplinary experts.

Schneider's work at The Raj and MUM comprises teaching, research and clinical practice in integrative preventative healthcare. Details: [www.the Raj.com](http://www.the Raj.com) or [www.mum.edu](http://www.mum.edu)

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Providing a non-toxic environment is just as important as detox therapies at Gwinganna

Sadly, there's no research to date which shows that detoxification reduces cellular toxicity. But there are forms of detoxification that we know can assist the organs of elimination – namely the liver, kidneys, colon, lymph system, skin and lungs – to function better to improve health. All of our detox programmes at Gwinganna focus on aiding those organs and removing the big five saboteurs in our toxic world: alcohol, caffeine, sugar, persistent organic pollutants (including smoking) and xenoestrogens (chemical compounds used widely in plastics), plus certain proteins such as gluten and casein.

Supporting and improving the function of these organs is key to developing any detox programme or treatment in a spa. And juicing and fasting aren't the only options.

There are different styles of massage which can stimulate the lymph system, while chi ne tsang improves blood flow to internal organs. Herbs and supplements from traditional healing systems and naturopathy can support organs – there's strong evidence that milk thistle supports the liver, for example.

The skin is the largest organ of the body and therefore plays a huge role in the body's natural detoxification process also. Treatments such as brushing, salt scrubs, saunas and steamrooms assist elimination along with specific exercise.

However, I'm not convinced every business that uses the word detox understands



## SHARON KOLKKA

General manager & wellness director,  
Gwinganna Lifestyle Retreat

the implications of it and has the integrity to follow through with consistency. A business that puts a guest into a chemically-ridden whirlpool, or uses skincare or massage oil with chemical ingredients during or after detox treatments isn't looking at the bigger picture.

The ideal environment to provide a detox is non-toxic and that means a huge commitment. The bonus is, by abiding by these principals you will automatically green your business. At Gwinganna, we grow and use organic food and only have organic skincare. We use no chemicals on the property – the rooms are cleaned using natural products such as eucalyptus. We provide 100 per cent filtered rainwater to drink, bath and shower in and non-chemical swimming pools [silver copper ionisation]. We choose natural materials to build and use non-toxic paint. Our on-site store is also a reflection of what to purchase, offering natural sunscreens and non-chemical insect repellents.

For any spa offering detox, education is key too, as lifestyle changes are challenging and understanding consequences empowers people to make informed decisions. We offer daily educational seminars where guests

learn in detail how to assist their body in self-regulating and come back to allostasis. We also counsel them using qualified staff to choose treatments that serve both their belief system and their body's needs.

The spa industry in general is in a perfect position to differentiate itself from the resort industry and claim wellness. There's an opportunity to be authentic and really make a difference to human health. But it has to be delivered consistently.

Research which proves that detox treatments are efficacious, will offer credibility to our industry and hopefully persuade governments to change policies on improving human health. Until there is research, however, our focus should be on helping ourselves and other people to learn about the everyday choices that either support or sabotage the body's ability to detoxify itself because there's so much toxicity elsewhere in the world that we aren't able to control.

Kolkka has 34 year's experience in health and wellbeing. She's been at Gwinganna for 10 years and set up all of its treatment programmes. Details: [www.gwinganna.com](http://www.gwinganna.com)

# SPA

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# ESPA

# SPA INCLUSIVE

Does offering a daily spa treatment as part of a hotel's standard room rate make good business sense? We ask three operators about their experiences

## Fusion Maia Da Nang, Vietnam

“Why didn't anyone think about it before...?” is the witty tag line for a resort that's differentiating itself in the fiercely competitive Asian market by wrapping up spa treatments into its room rates. Guests of Fusion Maia Da Nang in Vietnam (see SB13/3 p54) aren't required to book a spa package or elevated rack rate to receive complimentary treatments. Instead every guest qualifies for two daily treatments. Ironically, one of the biggest challenges for Fusion Maia Da Nang, which describes itself as 'Asia's first all spa inclusive resort', has been persuading people that its offer is genuine, as general manager Michelle Ford explains: “At the beginning, we had to convince the industry there was no catch.

The product had to be experienced first hand by journalists, travel agents and sales representatives to help spread word of mouth.”

Since the 'spa inclusive' concept has been factored into the 87-villa resort from its launch in 2010, there is a sizeable treatment facility on-site including 16 double treatment rooms, two beauty salons with 12 stations each, steamrooms, saunas, whirlpools, yoga studio, retail boutique and library. A permanent team of 80 therapists man the spa, open daily between 10am and 10pm (although it opens two hours earlier during peak periods). Guests can choose any treatment, regardless of length (typically 30 to 50 minutes), or any Natural Living wellbeing activity such as yoga, meditation or fitness. Once they've completed their two guaranteed treatments,

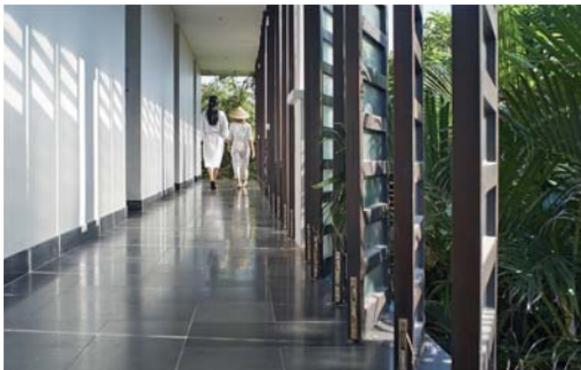
they can request additional complimentary therapies on the day, subject to availability. Functioning at maximum capacity, the spa delivers up to 45 treatments per hour.

So, how is this all achieved?

Ford explains that they started by offering a small menu of popular treatments. This allowed time for the large team to be fully trained during the launch phase. The range of signature treatments has grown in tandem with the development of senior and master therapists and specialist consultants over the past three years. New options such as a bamboo (lymphatic drainage) massage, marble stone trigger point therapy and rose crystal chakra treatment are being added to the existing list of 20-plus massage, bodycare, beauty and holistic treatments.



The spa has 80 therapists and can deliver up to 45 treatments an hour



With the recent introduction of a resident doctor specialising in naturopathy, Fusion Maia Da Nang will also offer advanced alternative therapies such as acupuncture that come with a fee attached.

Elsewhere the team doesn't push retail products because selling is not part of the destination's philosophy. Indeed the spa-inclusive concept, in combination with activities such as yoga and meditation, brings a distinctive atmosphere of overall wellbeing to the resort, according to Ford. This has contributed to a steady increase in occupancy, with over 70 per cent reached in the third year of operation.

Treatment costs have been taken into consideration from the outset when it comes to setting room rates. Specifically, the resort's founders have accounted for the costs – namely electricity, oils and therapist time – of four treatments per room, per day. Yet Ford points out that Fusion Maia still offers great value – US\$429 (€314, £258) a night – compared to other pool villa resorts

**Although the cost of treatments has been added to the room rate, Fusion Maia's prices are still competitive and the inclusive offer is a key differentiator**

in Vietnam and Thailand, including direct competitors. Early calculations based on resort occupancy also mean that the spa team is prepared operationally, as Ford confirms: "Our spa capacity was built on the basis of a 100 per cent capture rate so we have the facilities and staff to deal with demand. We don't need to make adjustments for peak periods or differing capture rates."

Consistency of demand – the spa has achieved the predicted near-100 per cent capture rate – has meant that staff scheduling is fairly straightforward. While there were early challenges in training a sufficient number of therapists with the required skill sets, the 80-strong team now includes a contingent of 10 therapists who cover annual leave, maternity cover and compensation days. Ford adds

that specialist trainers also "show therapists how to restore and balance their own energy as part of our staff wellness programme."

Another obstacle that quickly had to be overcome was the development of a software system capable of booking a complex variety and high volume of treatments. "ESP Online has customised elements and introduced additional features to its software system in response to the needs of our operation," Ford explains. "We use colour to highlight different guest profiles, such as first timers who need a consultation; we've found ways of inputting bookings into the system faster; reports are adjusted to highlight the arrival times of guests into the resort; and we run from reservation screens only because we don't have a billing component."

At Fusion Maia, the spa inclusive concept is an integral part of the brand's DNA. It's been responsible for generating a crucial marketing buzz, which helps to drive up demand and occupancy, in turn covering the costs of the spa operation. ▶

## Spa Village Resort Tembok, Bali

Another Asian resort that's adopted an inclusive approach, since its 2007 opening, is Spa Village Resort Tembok, Bali. Here a daily 50-minute treatment is included in the basic room rate and guests are free to choose from the full menu of locally-inspired natural therapies, body wraps, massages and skincare options. "Spa is part of the holistic philosophy of our intimate resort, which has been conceived to be fully inclusive with a focus on promoting wellbeing," explains spa manager Yuyun Cendarsih. "It was only ▶

The spa has seven treatment rooms, is open 12 hours a day and can easily accommodate guests at the boutique 31-key resort



About 70 per cent of guests are enticed to pay for another treatment as a result of the flexible, spa-inclusive policy

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► natural to include a treatment.” The offer is unique to Bali, with none of the resort’s sister Spa Villages – all owned by YTL Hotels – offering a treatment as part of their basic daily rates.

“The inclusion has improved the overall satisfaction of our guests. We’ve been able to measure this by the level of positive customer feedback we receive when compared to our range of properties. It’s also shown in our average occupancy, which reached 80 per cent in 2013.”

Guests at the resort are given the flexibility to combine their complimentary daily treatments for a longer therapy time, or extend, upgrade and add treatments on the day at a charge (full prices apply after 50 minutes). About 70 per cent of customers are enticed to pay for another treatment as a result of the policy. Only three to four people per year choose not to take up their free treatment and Cindarsih confirms that the spa generates revenue from up-selling and retail.



The spa has ample capacity for the resort’s 31 guests rooms. Comprising seven treatment rooms staffed by six therapists and a spa manager between 9am and 9pm, it handles a maximum of 42 treatments per day, with this

The spa delivers a maximum of 42 treatments a day. Part-time staff are brought in for peak periods

limit reached approximately four to five days of the week. At peak periods, part-time therapists are brought in to assist the team, avoiding staff burnout.

Careful thought has been given to covering costs. Cindarsih outlines: “Therapist time, electricity, products, natural ingredients, prepping welcome and post-treatment rituals, laundry and set-up items such as candles and flowers. This is the breakdown of individual costs for each treatment, which have been incorporated into our room rate. Costs, which have been factored into our business model from the outset, are generally low so we still have a reasonably competitive rate of US\$350-plus (€256, £211) per night, full board. We also contain costs by using local ingredients and growing herbs and roots ourselves.”



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## The BodyHoliday, St Lucia

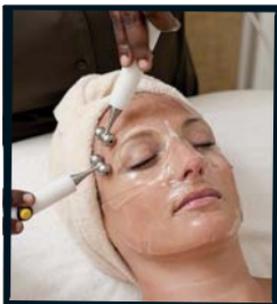


As therapists' wages and product prices fluctuate around the world, this can have a bearing on the feasibility of an inclusive approach. Set in the Caribbean, The BodyHoliday in St Lucia has just celebrated its 25th anniversary. When the family business was founded, no comparable destinations were offering the same unique approach to health, fitness and wellbeing – it's award-winning ethos is 'Give us your body for a week and we'll give you back your mind'. A decision was taken early on to include spa treatments as part of the room rate.

"By giving away treatments daily, you do end up sacrificing revenue and in this part of the world, spa is an expensive service to provide," says Andrew Barnard, deputy managing director of SunSwept Resorts, which owns The BodyHoliday. "We began with two daily treatments but reduced this to one because the revenue loss was too much. So you have to make sure it's right for your business model."

But there are also advantages, explains Barnard: "Aside from the marketing value, the inclusive treatment factor contributes to our proposition as the number one wellness destination in the Caribbean."

An impressive wellness centre comprising 33 treatment rooms serves the 154-key resort. Open daily between 9am and 6pm, the



centre employs 65 therapists who complete approximately 250 treatments per day. Nearly all guests take up their free treatment from a choice of seven, 50-minute facial, body and massage therapies. These are just a taster of the extensive range of treatments available on the à la carte menu. Over 20 per cent of guests book additional paid-for treatments but Barnard explains there's also a number of other sporting, fitness and wellbeing activities available on a complimentary basis. "Our male guests, for example, might take their treatment but will then get involved with water sports or try an activity to manage stress such as yoga," he says.

Inclusive treatments contribute to The BodyHoliday's image as the top wellness destination in the Caribbean

While the wellness centre does generate revenue from upgraded treatments and associated retail sales, Barnard points out that offering something for free doesn't necessarily guarantee additional purchases. "It's all about perceived value," he comments. "If a customer has paid £200 for a facial, then a £50 cream to take home becomes relative in terms of value. But when the treatment is free, the same £50 cream can be perceived as expensive. This can then lead to more resistance to purchase."

Despite these challenges, Barnard acknowledges that visitors who come to The BodyHoliday seeking wellness do see the value in having a complimentary daily spa treatment. In fact, some have come to expect it. "It's a cost we will continue to factor into our room rate," concludes Barnard. "It is associated with our brand and is one of the factors that has helped us to carve out our niche in the marketplace." ●



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Email: ndhillon@spabusiness.com

# VERSUS

the DIFFERENT spa table



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photo by maurizio marcati and nicola boschich

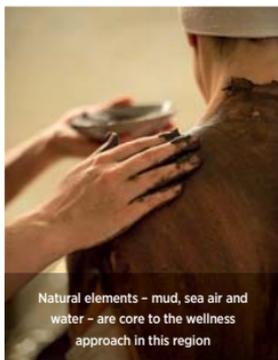
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Natural elements – mud, sea air and water – are core to the wellness approach in this region



PHOTOS BY CHRISTIANANFIELD AND DAN DREWWOOD

## TIME TO SHINE

With much recent interest in wellness tourism, now could be the time for eastern and central Europe – which has placed wellness at the heart of tourism for more than 200 years – to take centre stage. Sophie Bengé gives an overview of the market

Last year saw a growing excitement in the spa industry about the global increase in wellness tourism and speaking at the inaugural Global Wellness Tourism Congress in New Delhi in October (see SB13/4 p70), Jean-Claude Baumgarten – former president of the World Trade & Tourism Council – said wellness tourism is “poised to reshape tourism as we know it,” while SRI International, which revealed its *Global Wellness Tourism Economy* report, expects wellness tourism to increase at an annual rate of 9.1 per cent up to 2017.

“Millions more [people] every year [are] demanding destinations that deliver physical, emotional, spiritual and environmental health – along with enjoyment,” said Baumgarten.

### 200 YEAR OLD TRADITION

Such demands are comprehensively met in central and eastern Europe, a region which has had wellness at the core of its tourism offering for nearly 200 years. It saw early bloom in Latvia and Estonia, where Tsar Nicholas I built a number of state bathing establishments so the gentry could benefit from the natural environment and the fresh sea air along the Baltic coast.

In the 19th century, Czechoslovakia became the gold standard for Europe’s nobility who spent weeks taking the waters in the spa towns of Marianbad and Carlsbad to counter the effects of their over-indulgent lifestyles.

The sanatorium culture of the Soviet era of the 20th century was, it could be argued, ahead of its time, with state-funded programmes of rest and rejuvenation for everyone from party officials to the proletariat, including war veterans, sportspeople and astronauts.

Now, more than 20 years after independence, it’s time to put this flank of Europe – from the Baltic Sea in the north to the Black Sea in the south – under the spotlight once again for meeting the needs of today’s wellness tourism sector. Many of the region’s health resorts are set up for dedicated, multi-week stays, offering a wide combination of authentic practices, doctor-led expertise and natural resources with a profound propensity for healing which have stood the test of time.

Moreover, many wellness destinations in the territory are surrounded by beautiful natural environments offering wide-ranging outdoor sports and activities and fresh, local cuisine, which also makes the region a prime focus for contiguous sectors such as eco, culinary, sports and medical tourism.

As central and eastern Europe continues to adjust to a free market economy the wellness offering is a transitory mix of old world glamour, under-funded state establishments and those finding their feet under private ownership. Added to this is a slew of places under reconstruction, plus new-build properties beautifully designed and fitted out with the latest equipment and technology.

At this critical juncture, we take a look at some of the strengths and challenges of the distinct central and eastern European model.

### STRENGTHS

**Expertise.** Central and eastern Europe spa destinations are rooted in ‘heal stays’ and ‘cure programmes’ for chronic conditions which means that high levels of medical expertise are available to the wellness guest. According to Slovakia’s Ministry of Health, the country is among the top three in Europe for medical education. Health Spa Piešťany, the Slovak destination by Danubius Hotels Group, has a generous number of 350 therapists and doctors for guests across the four-hotel, 1,112-bed resort.

Therapist training across the region is rigorous. In Hungary, massage therapists are called therapeutic masseurs/masseuses and ▶



The spas are often set in beautiful, natural locations and are focused on 'heal stays'. Most therapists undergo impressively rigorous training



## WELLNESS TOURISM: CENTRAL AND EASTERN EUROPE



▶ need 700 hours of practice, after a two-year study of theory, before they're eligible to work.

Zsófia Hellinger, spa manager at Four Seasons Budapest, says: "Eastern European spas may not be the most soulful, but massage therapists have a strong technique that delivers results."

At Latvia's Amber Spa Boutique Hotel (see SB10/3 p56) one of the hydrotherapists has a medical degree and a two-year qualification in balneotherapy, while at Lithuania's Spa Vilnius in Druskininkai (see SB13/1 p68) the signature treatments which focus on the healing properties of local amber have been devised by a university professor who spends three hours a day furthering his research into the therapeutic power of this unique resin.

**Natural resources.** At the core of the wellness approach in this part of the world

This is still a region that's in a transition with basic bricks and mortar facilities (left) alongside new builds of high international standards (right)

is the healing power of natural elements such as thermal springs, healing muds, salts, gases, minerals, herbs, natural produce and climate. The science behind such natural resources was the subject of extensive research by scientists and chemists in the 18th and 19th centuries and only after meticulous study did physicians devise protocols for specific health disorders which continue to be followed to this day. Prescriptions include baths, inhalations and drinking mineral or thermal waters; and wraps, baths and insertions using local mud deposits, to give just two examples. Historically, such protocols have been proven to have a beneficial effect on a range of conditions spanning digestive, cardiovascular and musculoskeletal ailments. For the wellness traveller they have powerful relaxing and detoxifying effects and are offered as part of dedicated wellness programmes or after consultation with an on-site doctor.

**Varied and good value offerings.** The price point for spas and health resorts across

the region is highly competitive due to the low cost of natural resources and lower staff wages. Many facilities offer general packages from traditional 'spa stays' to family or weight loss programmes. Most programmes incorporate a consultation with a doctor – even for the wellness guest.

Toward the top of the price range is a Traditional Spa Stay Light at the five-star Danubius Health Spa Resort Thermia Palace in Slovakia. Its seven-night, half-board programme including a doctor consultation and end-of-stay medical report, plus diagnostic testing and 18 treatments starts at €115 (US\$156, £95) per person per night during low season.

At Tervise Paradiis in Estonia, a modernised former sanatorium from the 1970s, the full-board price for a four-night general package, including three different procedures each day on recommendation of the doctor, plus use of the extensive water facilities and morning exercise programme starts at €57 (US\$78, £47) per night in low season.

A number of resorts in the region believe in the importance of family programmes where children take treatments too. State run and private companies also send employees for recuperation from burn out.

The health and wellness culture of central and eastern Europe is the focus of an upcoming book, *Healing Sources, Spas and Wellbeing from the Baltic to the Black Sea*, that's due to be published in September 2014 by Prestel. Details: [www.thehealingsources.com](http://www.thehealingsources.com)



## CHALLENGES

**Issue of perception.** Central and eastern Europe can suffer from a lack of understanding beyond its borders and the region's spas are sometimes still regarded as relics of a bygone era with little appeal for the international tourist, when often the reverse is the case. Many properties meet, if not exceed, international standards in terms of value for money, expert therapists who deliver results and fresh, healthy cuisine. They fall in line with today's appeal for a holistic approach and for non-invasive, natural treatments.

"This region is a leader in the field of wellness stemming from the medical approach that uses natural elements. The thermal assets are very good. It just needs to be better translated to the rest of the world, who don't know," says Lázsló Puczko, co-author of the recent book *Health, Tourism and Hospitality*.

**Issue of definition.** With the rise in wellness tourism comes the idea that wellness is a preventative approach which focuses on personal responsibility for maintaining an optimal state of wellbeing; a step on from the spa concept which has tended to point to relaxation and pampering. This understanding is reversed in central and

The price point for spas and health resorts in central and eastern Europe is highly competitive due to the low cost of natural resources and lower staff wages

eastern Europe where 'spa' has been the mainstay of rigorous, curative programmes based around the healing powers of mineral and thermal springs. It's only in recent years that facilities have added what they refer to as wellness programmes, including facials and massages, in order to broaden their market appeal to short-term guests, who want to come purely for rest and relaxation.

Hans Dieter Bergmann, director of sales and marketing at Health Spa Piešťany, admits to using words like pampering and wellbeing in marketing materials in order to fill up the weekend business and reach new markets. "We're a health spa and medical resort," he says. "This means different things to different people so we add key words to respond to market pressure but it leads to confusion. We know our medical side is second to none. Now we pack it up with five-star services."

**International service standards and facilities.** Bergmann says that an increasing number of spas, like his own Thermia

Palace in Piešťany, are investing in upgrading services, in terms of accommodation, amenities and communal facilities. Many new-build properties embrace an international aesthetic for natural materials. Yet it's a mark of the transition in this part of the world that some places simply have basic bricks and mortar facilities that don't always meet the expectations of an international wellness traveller. There can also be a language barrier. But when the treatments are so good and the expertise of the therapists so high, such issues should not present an obstacle to such an holistic and affordable wellness offering. ●

## WELLNESS FACILITIES

- Thermia Palace, Slovakia: [www.spapiestany.sk](http://www.spapiestany.sk)
- Tervise Paradiisi, Estonia: [www.spa.ee](http://www.spa.ee)
- Spa at the Four Seasons Gresham Palace, Hungary: [www.fourseasons.com](http://www.fourseasons.com)
- Spa Vilnius Sana, Lithuania: [www.spa-vilnius.lt](http://www.spa-vilnius.lt)



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# CULTURE KING

**Tomi Isaacs gives an overview of the health and wellness landscape globally and explains how it's heavily influenced by cultural nuances as captured by The Futures Company's latest Global MONITOR studies**

TOMI ISAACS, BUSINESS DEVELOPMENT & COMMUNICATIONS, THE FUTURES COMPANY

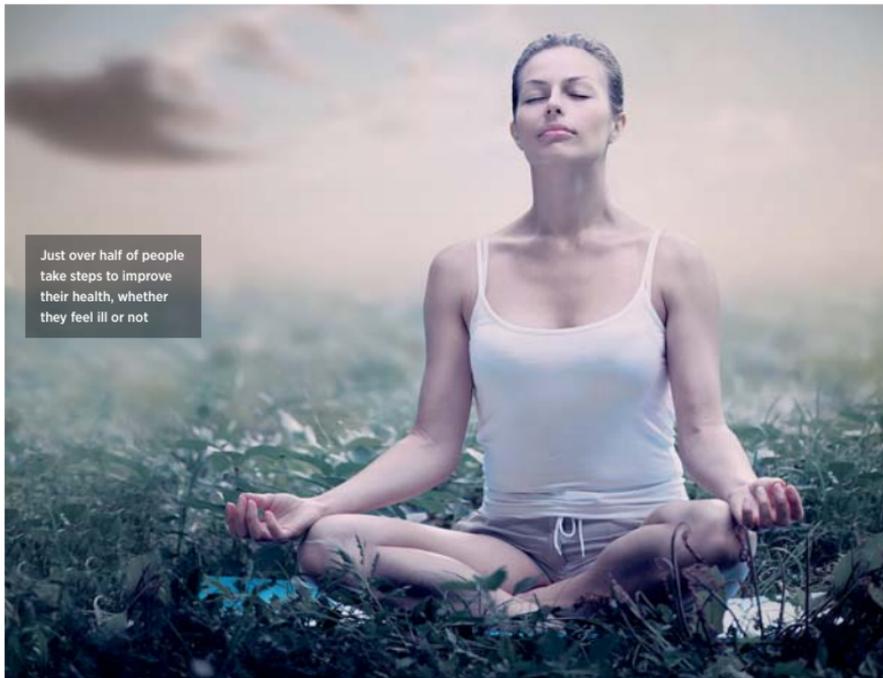
**R**esponsibility for healthcare is increasingly being pushed onto the public. With greater concern over the social and economic costs of both dealing with and not dealing with health, governments around the world are nudging us to take better care of ourselves—creating challenges and opportunities to shape the global health and wellbeing landscape.

### The consumer response

As consumers begin to take on more responsibility for their own health, there's a recognition that emotional and spiritual needs are as important as physical health. This holistic approach to wellness has led consumers to adopt a wide range of measures with the aim of making themselves feel happy, healthy and strong.

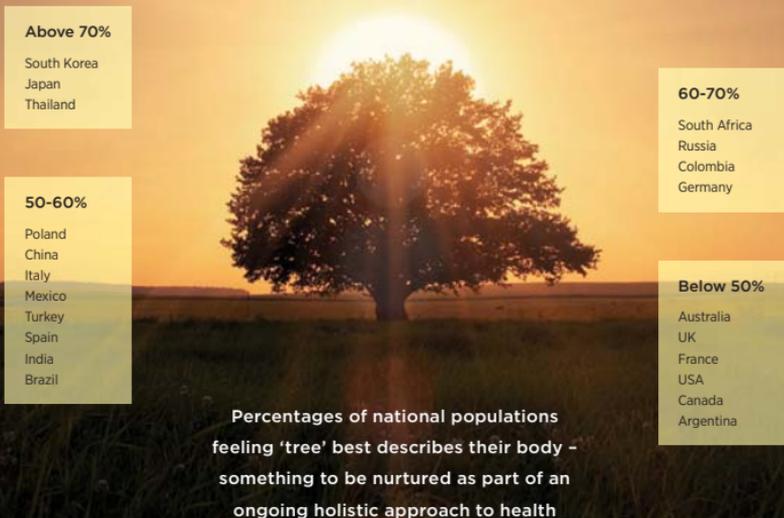
Global MONITOR (see p60) data reveals that 52 per cent of people take steps to improve their health, regardless of whether they feel ill or not; and we're now seeing that this preventative mindset is on the rise across the majority of global markets. However, despite this, fewer than half of consumers worldwide say they are satisfied with their emotional and physical wellbeing.

Just over half of people take steps to improve their health, whether they feel ill or not



SHUTTERSTOCK.COM/SIBBOTNA ANNA

Figure 1 The appeal of holistic health



Understanding consumers' approaches to health can be complicated, as they're often very personal and heavily influenced by cultural nuances. Global MONITOR uses a metaphor to explore this complexity and visualise the potential strategies people may use. We ask consumers: 'How do you think of your body?' and offer them three options.

The Car is the metaphor for those people who see their body as a machine in which the component parts can be fixed. Among this group, strategies towards health and wellness tend to be short-term and reactive.

Those who identify with the Fortress see their body as something they have to strengthen and defend against external attack. This is also short-term, but predominantly a proactive approach.

Finally, the Tree is for those who see their body as something they nurture, taking an ongoing holistic approach to managing health. This is a much more long-term, proactive strategy.

It's this final option, with its holistic approach to managing health, that's here to stay: the percentage of Global MONITOR respondents identifying with the tree rose

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from 50 per cent in 2006 to 56 per cent in 2013. In comparison those in the car category fell from 20 to 15 per cent, while fortress went up just 1 per cent, to 29 per cent.

This growing interest in a holistic approach is evident across all markets, although there remain big differences. In countries such as Thailand, Japan and South Korea, over 70 per cent of people picked tree; and in South Africa, Colombia and Germany, tree came in at 60-70 per cent (see Figure 1).

Meanwhile in countries such as Spain, Italy, Brazil and India, tree registered between 50 and 60 per cent, but with fortress also important; in China, tree was also 50-60 per cent but car came out above average; and

markets including the UK, US, Canada and Australia remained below 50 per cent for tree, with car above average. Interestingly, tree logged above average responses in Russia.

One of the big shifts registered in the above findings has occurred in some Asian markets, where a holistic approach was traditionally more of a culturally embedded behaviour. We're beginning to see movement towards a more defensive strategy, however: a 10 per cent shift from tree to fortress in India, for example, indicates that there's a more mixed approach to self-health management in that country. We suspect this could this be a response to recent risks of contracting foreign-derived viruses such as bird flu. ▶

There has never been a better time for brands to shape the future of wellness and assist consumers in their quest to live better and healthier lives



SHUTTERSTOCK.COM/JOHNBRONK

► **The market response**

However consumers view their bodies, opportunities abound to support those who want to optimise their wellbeing. There's been significant development in this space, including innovations that help people to manage their mental acuity, boost the body's renewal processes and protect themselves against disease.

Some of the latest things include Kinohimistu, a lutein drink from Japan which claims to preserve optical health and drinks in the US that have been designed to help keep skin looking young while asleep. In Sweden the Vigo chewing gum is said to increase mental performance. Self-monitoring devices such as Fitband and Fuelband can help consumers track and potentially optimise their health and fitness levels. However, consumers need to be motivated to improve their records rather than just passively reading the data.

When it comes to spa specific innovations, holistic ayurvedic treatments which were big in the 60s/70s are making a comeback; and salt saunas/inhalation rooms offer a natural, drug-free remedy for asthma, sinusitis, hay fever and other respiratory illnesses.



Health-based innovations have burst onto the scene and will continue to thrive

Spas in Austria, which focus more on natural health, rejuvenation, wellness and healing, are particularly cutting edge. Facilities there offer everything from laughter therapy to yoga and those that offer beauty treatments do so in a holistic fashion. In the Feng Shui beauty centre at the Qullenhotel, the equipment, experiences and therapists are all focused on energy flow and the harmony of Yin and Yang.

**Seize the opportunity**

The business landscape is changing. There's a chance to reframe wellbeing and move brands into the lifestyle choice space, where there are more points to connect, serve and support consumers in their quest for better health.

We will see an increase in corporate wellness schemes as employers take an active interest in staff's wellbeing as part of a commercial agenda – as well as their duty of care.

Meanwhile, our ability to collect and analyse big data about health will deliver

**GLOBAL MONITOR**

GLOBAL MONITOR is a comprehensive set of resources for global foresights and trends that provides insight into the global and local forces shaping the business environment, consumers and brands. The resource includes data and analysis from a consumer survey that covers 28,000 respondents across 21 countries.

solutions at mass and personalised levels. With the cost of decoding an individual genome likely to fall drastically to just US\$1,000 (€738, £605) in the next two years, we can expect to see the personalised health market explode.

Our message to companies and brands is simple: seize the opportunity. There has never been a better time for brands to shape the future of wellness and assist consumers in their quest to live better and healthier lives.

The global momentum behind wellness is poised to impact everything about the way we live our lives, from the products we buy to the places we work and play. ●



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# TOP DIVISION

PKF-HR's latest research shows that US hotel spa revenue is growing more than other department revenue – a notable achievement. Lead researcher Andrea Foster explains why

Due to its historical stigma as a luxurious amenity, spa revenue initially lagged behind the growth of other revenue sources of US hotels during the early recovery stages from the economic downturn. But in a significant shift, PKF Hospitality Research (PKF-HR) has found that spa revenue is now growing at a pace equal to, or greater than, most other non-guestroom amenities and services.

As the US hotel industry picks up pace – PKF-HR is predicting a 6.6 per cent increase in average RevPAR in 2014 – the future for spa departments looks even more promising. But how has the division fared so far?

Table 1: Hotel spa revenue continues to recover (US\$ PAR)

	2006	2007	2008	2009	2010	2011	2012
Change in Hotel RevPAR	8.7%	6.0%	-1.0%	-18.7%	5.3%	7.1%	6.3%
Change in Hotel F&B Revenue	6.9%	5.0%	-3.0%	-19.5%	5.6%	5.2%	2.5%
Change in Hotel Spa Revenue	9.7%	4.3%	-6.7%	-19.4%	-10.5%	8.4%	5.0%

## Spa department revenue

The 2013 edition of *Trends® in the Hotel Spa Industry*, by PKF-HR, was based on 125 properties in the US. It shows that in 2012, spa department revenue increased by 5 per cent (see Table 1). This compares favourably to the 2.5 per cent increase in food and beverage

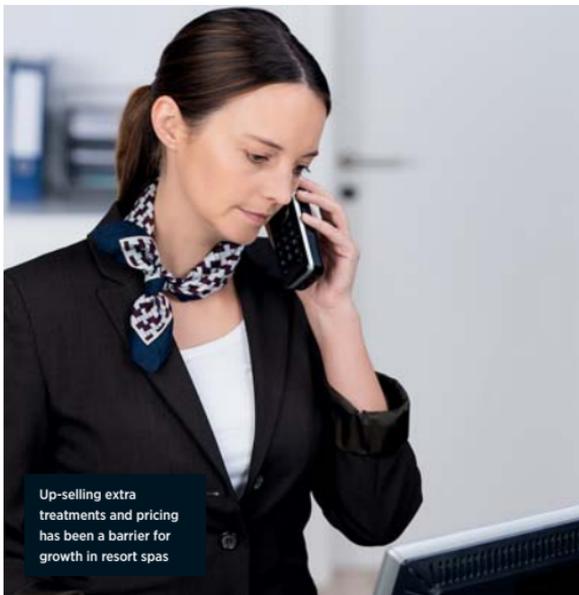
revenue, the second largest source of revenue for most hotels. In addition, spa revenue per treatment room per day (RevPATR) averaged 2.5 times higher than the host hotels' revenue per available guestroom (RevPAR). Not bad considering treatment rooms are typically one-third smaller in size than guestrooms.

The increase in spa department revenue in 2012 is a trend PKF Consulting anticipated as there's been a notable move towards wellness in the US, specifically taking better care of oneself for improved health and quality of life, of which spas are an important part.

## Urban vs resort

While revenue in both urban hotel (+7.2 per cent) and resort (+3.8 per cent) spas increased in 2012, each achieved their growth in different ways. Urban hotels were able to attract more guests for spa services, as well as increase prices. The net result was a very attractive 16.3 per cent per occupied [hotel guest] room (POR) increase in total spa revenue at urban hotels. Resort hotels, on the other hand, suffered a 10.8 per cent decline in total spa revenue measured on a POR basis. With occupancy levels at resorts rising by 2.4 per cent, it can be assumed that resort spa managers struggled with the pricing of services, or were unable to up-sell extra treatments to the newly captured hotel guests.

Massage, skincare and body work treatments continue to generate the most revenue at hotel spas (see Graph 1). Combined, these services represented 72.6 per cent of total spa revenue and grew by 4.7 per cent in 2012. While these core spa services grew in 2012,



Up-selling extra treatments and pricing has been a barrier for growth in resort spas



Average revenue per treatment room a day was 2.5 times higher than the host hotel's RevPAR

salon service revenue declined by 0.1 per cent. It's a challenge for hotel spas to compete with local hair and nail salons on price and loyalty.

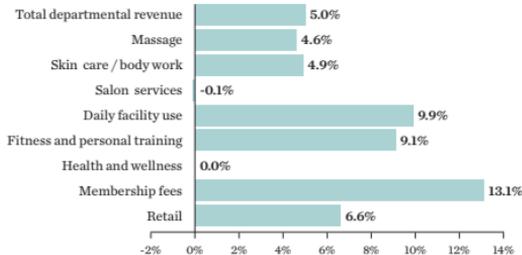
Data from the 2013 *Trends*® report indicates that hotel spas continue to seek customers from the local community to supplement revenues from guests at the property. The combined revenue from facility use and membership fees, fitness and personal training and health and wellness services, such as wellness coaching and nutritional consultations, increased by 4.6 per cent in 2012. These are revenue sources which are most frequently associated with local patrons. Consistently over the last few years, approximately two-thirds of demand at hotel spas comes from hotel guests and the remaining one-third is generated from members and local patrons.

Spa managers were also successful at increasing the purchase of spa merchandise and clothing. Retail revenue for hotel spas grew by 6.6 per cent in 2012.

### Increasing expenses

While growth in revenue is certainly welcome news, the increase in business volume also carries with it an increase in expenses. Although spa revenues grew by

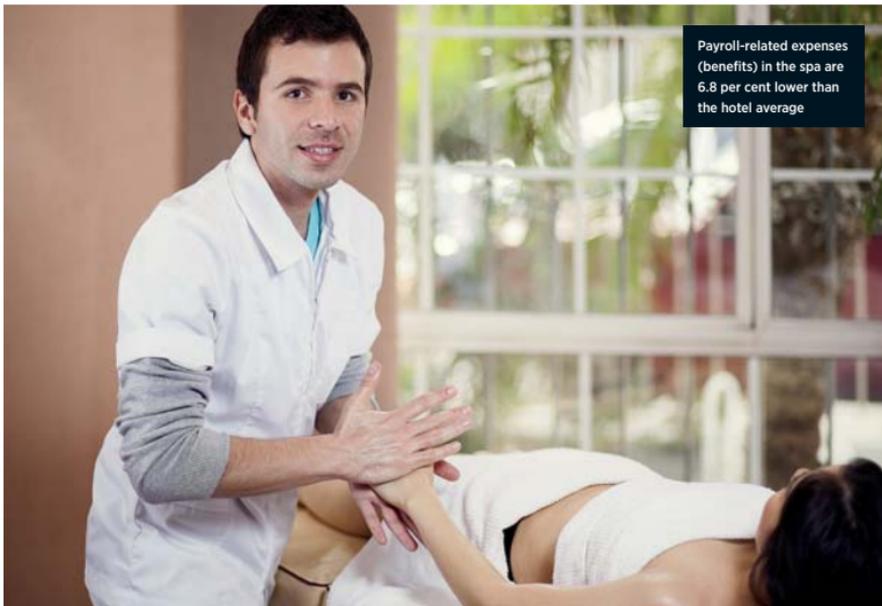
Graph 1: Select hotel spa revenues - change from 2011 to 2012



5 per cent in 2012, total spa department expenses rose by 5.2 per cent. Accordingly, spa department profit margins declined slightly from 21.6 per cent in 2011 to 21.4 per cent in 2012. With not as much of an increase in volume, it's not surprising that department expenses grew less at resort hotels (+4.1 per cent) compared with urban hotels (+7.1 per cent). Like all operated departments in a hotel, total department expenses do not include overhead costs such as administration, marketing, maintenance and utilities.

Labour costs are the single greatest expense for spa departments. The combined cost of salaries, wages, bonuses and payroll-related expenses (benefits) equaled 58.6 per cent of total department revenue in 2012, or 74.5 per cent of total departmental expense.

Because of the high levels of personal service required at spas, it's not surprising that labour costs increased by a relatively strong 5.7 per cent from 2011 to 2012. Similar to all department heads in hotels, spa managers are concerned about the less controllable



Payroll-related expenses (benefits) in the spa are 6.8 per cent lower than the hotel average

► benefits component of labour costs. During 2012, payroll-related expenses increased by 8.2 per cent while salaries, wages and bonuses grew by 4.9 per cent.

Fortunately for hotel spa operators, several (if not most) spa therapists work as independent contractors and are not necessarily eligible to receive a full package of benefits. Payroll-related expenses in hotel spas averaged 22.8 per cent of total labour costs in 2012 compared with an average of 29.6 per cent for all hotel employees.

Despite the decline in department profit margins, hotel spas were able to achieve growth in departmental income. In aggregate, spa department profits increased by 4.2 per cent in 2012. Achieving greater revenue growth, urban hotel spas were also able to enjoy more growth on the bottom-line compared with resort hotel spas.

#### Guest conversion needed

According to the September 2013 edition of PKF-HR's *Hotel Horizons*® forecast report, occupancy levels for hotels in the luxury and upper-scale tiers, in which the majority of hotel spas operate, will remain above 70 per cent through 2017. This minimises the potential for significant increases in guest counts in the years to come. Therefore, the opportunity for hotel spas to achieve future

growth will be dependent on their ability to:

- Convert more hotel guests to spa patrons
- Increase the price of spa services
- Raise the number of treatments per guest
- Attract greater numbers of local patrons

In a low inflationary and uncertain economic environment, raising prices will be a challenge. Therefore, educating and exposing travellers to the benefits of spa services from a wellness perspective will be a key to success in the future.

#### On the horizon

There's been much discussion about whether the addition of a spa to a hotel results in a higher average daily rate (ADR). It's been shown that hotels with spas often have a higher ADR than hotels without spas, however a causal relationship is inconclusive. Similarly, there's discussion as to the occupancy impact that a spa has on a hotel. Based on travel agent survey data, sourced by Spafinder Wellness and presented in its article in PKF's *Trends*® report, spas do generate travel demand. So it can be concluded that spas do contribute to the occupancy level of the hotels in which they are located. But is it just the spa facility itself, or is it a broader spa and wellness experience, that drives hotel occupancy and, potentially, room rates?

The broader aspect – wellness – is expected to become somewhat less directly correlated to the economy than spa. In the US, more people are moving toward a greater understanding of the short- and long-term value of taking care of oneself. As this happens, guest expectations at hotels, restaurants, spas and the like are expected to shift towards wellness-oriented experiences. Locations and brands that have moved toward a more wellness-focused experience will be ahead of the curve and better positioned to capture the demand and related benefits, as a result.

With strong demand levels and limited supply growth projected, lodging increases in the US are expected to remain above long-run averages for the next few years. There's no better time for spas to market the many benefits of their wellness experiences on-site so that more of these hotel guests can become spa guests too. ●

To purchase the full 2013 edition of *PKF-HR's Trends*® in the Hotel Spa Industry visit [www.pkfc.com/store](http://www.pkfc.com/store)



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The original property opened in Karuizawa, central Japan, in 1914

# YOSHIHARU HOSHINO



Under Hoshino's guidance the family business has grown from one to 32 resorts

The Hoshino Resort Company opened its first onsen inn a century ago, but in the past two decades the business has grown and changed beyond measure. Fourth-generation president Yoshiharu Hoshino explains why the Japanese onsen industry must move with the times

**I**n Japan, bathing in hot springs is a centuries-old passion. The practice of peeling off clothes, washing the body and then immersing it in bubbling hot spring water is every bit as popular today as it was in the 12th century, when records show that the first onsen (hot spring) resorts were established.

The nation's obsession with onsen as an aid to health and relaxation is largely due to geology. Japan has over 100 active volcanoes and a long history of earthquakes, the upside of which is 3,100 hot springs scattered across the country.

Over the years, resort towns with both public baths and onsen-ryokan (small inns with hot springs) have developed in these locations, making the onsen a staple of Japanese domestic tourism, not to mention increasingly popular with overseas visitors.

To the Japanese going to the onsen is an experience that embodies the very best of what their country has to offer. "Onsen resorts are extremely precious cultural assets," says Yoshiharu Hoshino, president of Hoshino Resorts Inc, a 100-year-old onsen resort operator that now has 32 luxury properties across Japan. "They feature excellent food, relaxing hot springs baths and top-notch customer service."

Yet despite the enduring popularity of hot spring bathing, onsen resorts themselves



Onsen resorts feature the best in Japanese architecture, cuisine and customer service

have had a challenging couple of decades. Although the capacity of western-style hotels versus onsen-ryokans is comparable – 800,000 rooms across 9,629 hotels versus 764,000 rooms across 49,906 ryokans – the number of onsen-ryokan rooms has declined over the last 20 years. A key factor in this, says Hoshino, has been resistance to change: “There’s not been enough innovation,” he explains. “There’s such a long tradition in our industry and our fathers are very stubborn... we haven’t made the changes [needed].”

However, his company has undergone sweeping changes since he inherited a single site – the Hoshino Onsen Resort in Karuizawa, central Japan – from his father in 1991. Not only has he rapidly expanded the family business, he’s also modernised resorts and brought the model firmly into the 21st century.



Using naturally hot waters for health and relaxation is a centuries-old passion in Japan

## LONG HISTORY

The company was founded in 1904, when the current president’s great-grandfather, Kuniji Hoshino, started a forestry business in Karuizawa. The area was just developing as a holiday destination, and in 1914 Hoshino opened a hot spring resort. The facility attracted many intellectuals, as well as those interested in the region’s rich wildlife.

For years, the resort thrived. But when Yoshiharu Hoshino took over the business,

he knew it was time to make some changes. “In the late 1980s, Japan was in the midst of a bubble economy,” he explains, “and there were many new entries in the resort sector.”

Faced with growing competition, Hoshino decided there was strength in numbers and expanded the company through operations. In 1995, Hoshino Resorts Inc opened the Hotel Bleston Court, also in Kaurizawa, before taking over the management of three other resorts between 2001 and 2004. In a strategic

move, Hoshino also developed a unique chain of Japanese-style onsen under the brand name Hoshinoya, while taking on more management contracts for standalone properties.

In 2004, the original Hoshino Onsen Resort was renovated and rebranded as Hoshinoya Karuizawa. Hoshinoya Kyoto and Hoshinoya Okinawa (a new build) followed in 2009 and 2012 respectively. The more contemporary style properties range in size from 25 rooms (Kyoto) to 77 rooms (Karuizawa).

{ With fierce competition and foreign capital being pumped into the [hospitality] industry, there's a limit to how long individual resorts can stay independent }

► In 2011, the company opened four properties under a second brand, Kai – traditional-style ryokans, all with fewer than 50 rooms. There are now 10 Kai resorts and the ultimate aim is to have one in every onsen location in the country. The final brand to be developed was Risonare, targeting the family market, of which there are currently three.

The decision to concentrate on branded operations was driven by the recognition that there's more leverage with a chain. "Because the number of [ryokan] guest rooms is declining, the cost advantage is minimal," says Hoshino. "With fierce competition and foreign capital being pumped into the [hospitality] industry, there's a limit to how long individual resorts can stay independent."

#### CHANGING TIMES

Notwithstanding these developments, the company has remained true to its heritage by respecting four key elements in its operations, says Hoshino: in addition to natural hot springs, all Hoshino resorts incorporate Japanese architecture and design, either

traditional or modern; they all serve locally prepared, beautifully presented Japanese cuisine; and they all take great pride in delivering 'omotenashi', the buzzword of the candidature speech for the 2020 Tokyo Olympic Games, which can be loosely translated as 'selfless hospitality'.

To be competitive in a changing market, however, Hoshino has, from the outset, been keenly aware that onsen resorts need to modernise – and not just for foreign visitors. "The younger generation in Japan is used to western-style living and now feels some discomfort and inconvenience when staying in traditional Japanese inns," he says. "So my job has been to transform these old-style onsen-ryokan – while maintaining the important elements – so modern Japanese and international guests can enjoy staying more frequently."

One way the company does this is to make a significant investment in the renovation of every newly acquired property, in close consultation with leading architects and designers, to ensure the environment appeals to modern travellers while remaining

authentically Japanese. But no less important is the way that it's adapted the traditional onsen-ryokan model to better suit the needs of its current customers.

Onsen-ryokan, for example, usually charge by the package, rather than the room, and traditional programmes have rigid meal times for breakfast and dinner every day. While Hoshino resorts are still based on accommodation packages, guests can choose meals and mealtimes to suit their own tastes and schedule. What's more, sleeping arrangements have also been brought up to date: while traditional tatami rooms with futons are available, most Hoshino resorts now offer western-style beds too.

Another change concerns 'traditional tipping', which Hoshino has banned; while tipping is not customary in Japan, ryokans have always been the exception to this rule, due to the level of personal attention that guests receive. Finally, the company has invested in English-speaking staff and developed an English-language website to better cater for overseas guests.



Western-style beds (below right) are now offered as well as futons; customer service (left) and eco-friendly activities are closely monitored



The company raised US\$100m when it floated on the Tokyo Stock Exchange last year



## BUSINESS SHAKE-UP

For Hoshino, however, modernising the onsen-resort industry in Japan involves more than renovating the physical structures and overhauling the customer experience, crucial though these are. Ensuring that the industry not only survives but thrives in a competitive global marketplace also requires a complete shake-up of the underlying business practices.

The company measures the success of the resorts in three key areas – customer satisfaction, operating profit and environmental burden – and numbers are taken seriously. The goal for operating profit is 20 per cent, while customer satisfaction is based on an internal assessment. For environmental burden, the aim is to reach 24.3 points (out of a maximum of 25), as determined by the Green Purchasing Network – a Tokyo-based organisation that measures eco-friendly operations. While none of the resorts have reached all three targets simultaneously yet, “the vision of [achieving this] is upheld as the benchmark of all managerial decisions,” according to the Hoshino resort website.

Included in this is the consistent application of three operational strategies. The first

is the use of regular surveys to assess and raise customer satisfaction levels, while empowering staff to make autonomous changes. The second is the optimisation of reservation channels, no longer depending solely on customer phone calls and local travel agencies, but also utilising the resorts’ websites, online travel providers and foreign agencies. The third strategy is the dramatic improvement of labour productivity across the group, by improving working conditions, upskilling staff and ending the industry’s traditional reliance on temporary workers and external contracts.

Having developed a new and viable business model for the onsen resort industry, Hoshino last year took this to the next stage by creating a Real Estate Investment Trust (REIT) – Hoshino Resorts REIT Inc – and listing it on the Tokyo Stock Exchange. With a clear aim of enabling investment in Hoshino resorts while also delivering stable profits, the REIT raised JPY10.2bn (US\$100m, €73m, £62m) in its initial public offering. It has since gone on to buy six of Hoshino Resorts Inc’s owned resorts for JPY15bn (US\$147m, €108m, €90m), with a view to eventually acquiring all of its branded properties.

Next year is another big year for Hoshino. As well as continuing to roll out the Kai brand, the company will open not only Hoshinoya Fuji but also its first overseas resort, Hoshinoya Bali, which will be a departure from its typical model. “Just as ryokans stay true to Japanese methods rather than copying their western counterparts, our resort in Bali will incorporate traditions that the Balinese take pride in,” says Hoshino.

Although he won’t reveal details, Hoshino confirms that the company is looking at opening resorts in other areas of Asia. Meanwhile, in 2016, the company will open its first city resort in Tokyo, with plans for more in other major cities of the world.

As for why it is so important for the company to have an urban presence, Hoshino explains: “Hospitality is a major part of Japanese culture. In big cities the world over, Japanese products and services stand out. If someone is considering a new car, they have the option of a Japanese car; if someone is considering what to eat for dinner, they have the option of Japanese food. In the same way, we want to give people considering resort lodging a Japanese choice.” ●

# Craftsman partners Rockliffe Hall at every stage of success



Adapting and expanding changing provision ensures this five-star hotel, spa and golf resort can continue to match member and visitor expectations



In the north-east of England, Rockliffe Hall hotel, spa and golf resort offers a five-star destination embracing wellness programmes, residential memberships and spa days that complement each other perfectly, says spa director Liz Holmes. “A membership base of 750 ensures a lively class programme and supports excellent facilities, while day visitors drive a separate yet integrated revenue stream,” she explains.

So successful is the spa that revenue is coming in line with that of the 61-bed hotel, which itself won five red stars last year, one of only 10 hotels outside London to achieve the coveted accolade.

Treatments such as the Tibetan Sound Massage, introduced last summer, continue to place Rockliffe Hall at the forefront of spa innovation. “The Tibetan Sound Massage has become our signature treatment and

▲ Spa director Liz Holmes feels Craftsman’s high-end changing facilities and service match the top-flight offering at Rockliffe Hall

is only available at Rockliffe Hall,” Holmes says. “The 90-minute session uses the vibrational sound from Tibetan bowls in what is a Tibetan medical tradition to remove tension, help relieve stress and ease joint and muscle pain.”

The resort’s stress management and meditation courses are also proving extremely popular, she reports.

## Long-standing relationship

Craftsman installed male and female changing rooms when Rockliffe Hall opened four years ago after a £65m-plus (US\$106m, €78m)

investment by entrepreneur and owner Steve Gibson to convert a derelict mansion near Darlington into a top-flight leisure destination incorporating a five-star hotel and spa, an 18-hole golf course and exclusive spa.

The company returned two years ago to upgrade the female changing facilities as demand grew, installing further three-quarter length lockers more suitable for robes and long coats.

Now arguably the largest spa in the region, Rockliffe Hall once again called in Craftsman to prepare for the next stage of expansion as the resort builds on its reputation and experiences yet another period of unprecedented growth. “As we drive forward spa day and treatment revenue, it’s crucial to ensure that the scale of our changing facilities can cope comfortably with our rising popularity,” Holmes stresses.



### Working with customers

Last autumn, Holmes worked closely with Craftsman to meet a brief to enlarge and adapt the female changing facilities, reconfiguring them to prepare for the expected upsurge in demand as Rockliffe further expands its range of heat experiences. It fitted further lockers, cubicles and bench seating together with a new keyless digital locking system to remove the need for spa and hotel guests to carry a locker key during their visit.

"We were keen to ensure that every guest and member could enjoy equal use of the lockers," Holmes explains. "Some 80-90 per cent of those using the spa are female and some members, anxious to keep their own locker, took their key home with them overnight. On busy spa days as many as 20 lockers could be out of action for day visitors and hotel guests. Under the digital locking

▲ Craftsman has worked closely with Rockliffe for more than five years, enlarging and improving changing facilities as the spa has expanded

system, lockers open automatically overnight. Holmes adds: "The switch to digital locks ensures we provide a tighter level of security for both members and visitors."

Holmes also worked closely with Craftsman's managing director John Gibbs to provide additional holdall lockers in the gym itself for those members who come to work out and then go back home to shower and change but who also wish to stow away over-jackets, keys, phones and iPads while they work out.

"These members can exercise safe in the knowledge that their valuables are secure,

“As we drive forward spa day and treatment revenue, it's crucial to ensure that the scale of our changing facilities can cope comfortably with our rising popularity”

in a locker sited alongside the exercise area, adding another level of convenience and reassurance." Holmes says.

"When I arrived here five years ago, the 20m swimming pool and 11m hydro-pool were just holes in the ground," Holmes recalls. "The period since Rockliffe Hall opened has proven that spa is no longer just an add-on leisure experience but is a sustainable and thriving business model in its own right. ●

To discover how to create changing provision that matches the needs and expectations of your members and day visitors, contact John Gibbs:  
Tel: +44 (0)1480 405396  
Email: [johnhg@cqlockers.co.uk](mailto:johnhg@cqlockers.co.uk)  
Web: [www.cqlockers.co.uk](http://www.cqlockers.co.uk)

# Yunomori Onsen & Spa



In its inaugural year, Thailand's first Japanese onsen has become a busy, popular facility. But how has it coped with introducing the Oriental tradition of naked bathing in a conservative culture? Lee David Stephens pays a visit

## The background

If Bangkok had a 'Japan Town' it would be the area around the Phrom Phong sky train station. This busy part of Thailand's capital is home to a large number of Japanese expats and Oriental establishments catering to their tastes. It made sense to Thai entrepreneur Smith Mekaroonkamol that an onsen – a traditional Japanese bathing facility with sequences of hot springs/pools – would work well there. But it could also be risky: while stripping naked for communal bathing (albeit only with people of the same gender) might not be unusual to the Japanese, it would be alien Thai people who are naturally conservative. Despite potential challenges, Mekaroonkamol invested a reported THB70m (US\$2.1m, €1.5m, £1.3m) to create Yunomori Onsen & Spa which opened in September 2012.

Yunomori mixes Japanese design and facilities with traditional Thai treatments to appeal to Japanese expats in Bangkok and locals looking for something different

## Location and access

The two-storey building sits off Rama IV road in A-Square, a complex of boutique shops and restaurants which is easily accessed by train, the underground or by driving.

## The offer

The ground floor of Yunomori features the separate male and female onsen comprising an impressive array of seven different bathing and thermal experiences. The circuit starts with a soda bath which uses a specific Mitsubishi carbonator to infuse the water

with carbon dioxide which, Yunomori claims, helps with micro-circulation and general wellbeing. All water has been imported from Ranong hot springs in southern Thailand and is filtered on-site.

The first floor is dedicated to a more local offering – it has 15 simple Thai massage rooms, with tatami floor mattresses, and oil massage rooms with treatment tables. There's also the separately operated Binomori Beauty Clinic where semi-invasive anti-ageing procedures are performed alongside more simple hands-on facials.

Other facilities on-site include Gastronom – a bistro/bakery café which serves light snacks, desserts (think macarons) and coffee; and Dontaku – a Japanese restaurant offering a gamut of hearty, casual Japanese cuisine from sushi and saké to bento boxes. ▶



The massage was the least favourite part of the experience for our mystery shopper

## MYSTERY SHOPPER

The spa has a distinct Japanese design with simple, minimalist clean lines

Yunomori is a mid-range, affordable facility. The entrance fee to the onsen is THB450 (US\$14, €10, £8.30), while a 60-minute Thai massage starts at THB350 (US\$10.60, €7.70, £6.50) – a lower price indicative of a saturated market where massage is available on every street corner in one guise or another for as little as THB250 (US\$7.60, €5.60, £4.60).

The offering and price point appeals to two types of consumers. It's a necessity to the Japanese residing in Bangkok who see the onsen as an essential part of daily life: a place to hangout and socialise. On the other hand, it attracts Thai nationals who want to try something different. When I was there, there was an even split between the sets, with a smattering of other Caucasians.

### WHAT'S THE SCORE?

Ease of booking:	8
Facilities:	7
Cleanliness/maintenance:	7
Staff:	6
Experience/treatment:	
Onsen:	8
Treatment:	4
Value for money:	9
<b>Overall experience:</b>	<b>7</b>

What I liked most about Yunomori is that it's not a showcase facility where you might be afraid to make a mess. It's busy, functional and clearly very popular.

### Design

As soon as you enter Yunomori, the distinct Japanese design – simple, minimalist clean lines – suggests guests are in for a treat. The look is not uncommon in contemporary Bangkok, but it's taken to the extreme on the second floor which felt somewhat institutionalised rather than Zen-like.

Unfortunately after 14 busy months, there were some signs of wear and tear around the facility. There were parts of the ceiling in the onsen where the paint was peeling off. The shower heads were clogging up and some shower hoses should be replaced.

Also, I couldn't see where the onsen was equipped to accommodate guests who may have physical disabilities.

### Cleanliness

There were hordes of attendants and staff who made sure the dirty linen hampers were kept empty and the wet floors were quickly dried. There was dust in a few places, but mostly the spa was spotless and I wasn't left doubting any hygiene issues even in the communal bathing area.

### VITAL STATISTICS

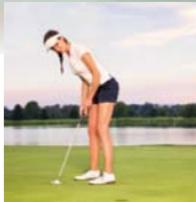
Address: A-Square, 120/5  
Soi Sukhumvit, 26 Klongton,  
Klongtoey, Bangkok  
Opening hours:  
10:30am to midnight  
Tel: +66 2 259 5778  
Web: [www.yunomori-onsen.com](http://www.yunomori-onsen.com)

### The experience

I arrived at Yunomori with no appointment, but was dealt with promptly and politely. With only six options, the treatment menu is limited. I went for one of the packages which comprised an hour in the onsen followed by a 45 minute body scrub and an hour's oil massage for THB 1,850 (US\$56, €41, £34)

Within 10 minutes, I was soaking away the stress of Bangkok in the onsen which is recommended prior to any treatment. There was certainly a community feel with groups of two or three people quietly chatting among themselves and this is something which modern spas with all-inclusive private suites don't have. However, this did compound the language barrier – my lack of Japanese (and Thai) left me feeling somewhat isolated. Even before that, I was shown through to ▶

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## MYSTERY SHOPPER



To overcome language and cultural barriers, animated signs on how to use the onsens are posted on walls and are also featured on the website

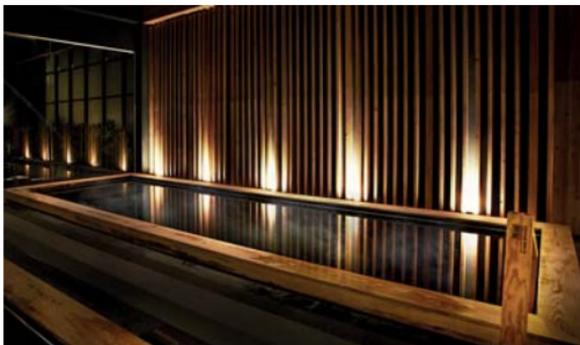


► the onsens by a series of pointing people with little explanation of what the facility included. Thankfully, animated signs on the wall (in Thai, Japanese and English) explained what I should (and should not) do during my onsen.

It was amusing to watch the shy Thai patrons mixing with the unabashed Japanese bathers. They eventually stopped trying to cover up with the small 25x25cm modesty towels and succumbed to the heat from the baths which ranged from 37°C to 42°C. After a vigorous shower, I enjoyed the invigorating soda bath followed by other hot tubs, ice baths, whirlpools and a steamroom and sauna. I particularly loved the traditional teak tubs that were infused with fragrant herbs. The overall effect was a sensation of never feeling so clean.

### RIGHT TO REPLY: SMITH MEKAROONKAMOL, OWNER

Thank you for your honesty. As most of our customers are repeat visitors and we regularly receive positive comments, we were surprised at the low score for our massage. We spend a large amount of time training our therapists to reach a high standard. Unlike many places, all of our therapists are full-time and their shifts are only nine hours (they can be up to 15 hours). People have different ideas of what a good massage is (and we welcome more detailed feedback), but we accept the comments and will continue to improve our quality.



The onsen begins with an invigorating shower (below); the facilities (above) were impressive



Next onto the treatment. Although the receptionist who I first met spoke very good English this was not the case with my therapist. This is not uncommon in Thailand, but unfortunately it did mean that I missed out on choosing my preferred type of body scrub (there were four options by product house Thann) as my therapist didn't know how to ask me – so he simply decided himself. He did let me chose my favourite massage oil, but without any explanation of the benefits of each, and I chose a traditional scented oil that resembles Sandalwood.

Thai therapists have an innate skill for massage which can leave you on cloud nine but it can also sometimes feel slap-dash and unsequenced which was the case at

Yunomori. My massage and scrub were merely mediocre and even though it was mid-December, I found the Christmas massage music disturbed the Zen atmosphere.

Having said that, the entire experience instilled a feeling wellbeing and before leaving I treated myself to some tuna sashimi and a cold shake in the Japanese restaurant. What was meant to be only a two-hour visit, turned into a five-hour journey and that night I slept like a baby.

### Summary

Yunomori's business model certainly makes sense – this a luxury offering which also serves as a functional requirement. While tourist visitors will ebb and flow, there will always be a demand from the Japanese residents. The fusion of cultural therapies wasn't jarring but neither did it gel particularly well. Overall, it left me with a longing for more of a Japanese experience. ●



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## SWEET TRUTH

A spoonful is said to help the medicine go down – but according to a growing body of research, sugar may in fact be the key culprit behind the current global epidemic of obesity and chronic disease

RHIANON HOWELLS, CONSULTING EDITOR, SPA BUSINESS

**S**ugar. Whether you add it to your tea, sprinkle it on your cereal or devour it in desserts, there are few of us who can entirely resist it. We know it's not good for our teeth or our waistlines, but it tastes so nice that we tell ourselves it can't really do us much harm – after all, it's not as high in calories or as likely to clog our arteries as fat, is it?

Last month, headline news in the UK labelled 'sugar as the new tobacco' as supermarkets were urged to cut the amount of sugar they use. But this isn't the first time sugar has received bad press. In February 2012, three American scientists led by Robert Lustig, a top endocrinologist and professor of clinical paediatrics at the University of California, published an article in the journal *Nature*, blaming sugar not only for the global obesity epidemic but also for a whole host of non-communicable chronic diseases. He compared its effects to those of alcohol, and

called for governments to regulate sugar-rich products through measures such as taxation, sales restrictions and age limits.

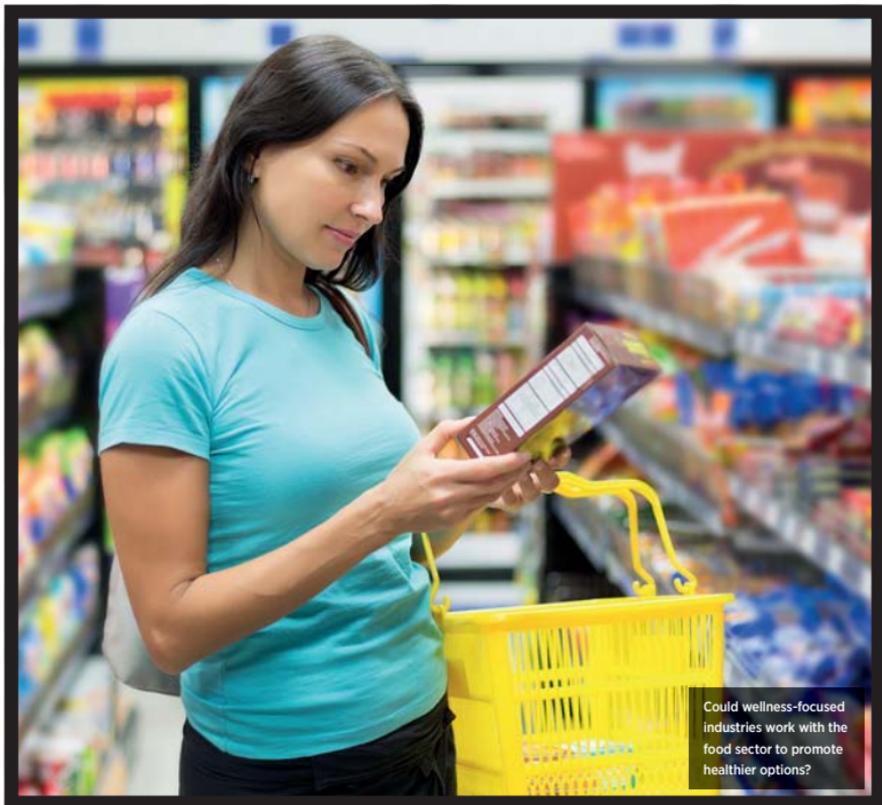
Indeed, an increasing number of leading scientists on both sides of the Atlantic are concurring on this one fact: beyond merely adding calories, sugar is also a toxin that is seriously damaging our health.

But what's all this got to do with health-focused business such as spas and fitness clubs? According to Phillip Mills – CEO of fitness firm Les Mills International (see SB08/3 p100) and author of *Fighting Globesity* – the answer is: absolutely everything. He feels gyms, spas and other wellness-focused facilities are well-placed to help tackle the problem. "If we really want to provide a solution to the terrible health crisis, we have to take on the food side of things – we can't just be places where people come to run on a treadmill," he says. "Tackling this issue is both a responsibility and an opportunity."

### THE CASE AGAINST SUGAR

So should sugar really be the primary target in the fight against obesity and chronic disease? And if so, why? The most obvious argument is one few people would challenge: it's high in calories and has little nutritional value. "I think it's hard to mount a specific case against sugar except in so far as it contributes to obesity," says Dr Susan Jebb, head of diet and population health at the Medical Research Council (MRC) Human Nutrition Research unit in Cambridge, UK. "But in a country where two-thirds of adults are overweight or obese, we need to eat fewer calories while maintaining our intake of essential micronutrients. That inevitably implies cutting back on those items which add calories but few micronutrients – and this puts sugary products high on the list of targets."

Lustig's case against sugar, however, is built on far more than the 'empty calories' argument. To quote the *Nature* article: "A



Could wellness-focused industries work with the food sector to promote healthier options?

growing body of scientific evidence is showing that fructose [a sugar molecule found in sweeteners added during food processing] can trigger processes that lead to liver toxicity and a host of other chronic diseases. A little is not a problem, but a lot kills – slowly.”

Fructose in itself is not inherently unhealthy. It is, in fact, commonly found in fruit where, surrounded by fibre, it digests slowly and helps keep blood sugar stable. The problem lies with the fructose in the refined sugars so liberally used by today’s big food manufacturers, not only in cakes, chocolate and soft drinks, but also in staples such as bread and breakfast cereal to cheese and sausages – including, ironically, many low-fat items marketed as health foods.

In the US, the number one sugar additive is a mass-developed product which is called high fructose corn syrup (HFCS), while in the UK and most other developed countries, sucrose extracted from sugar cane or sugar

beet is the additive of choice. But what both have in common is a high level of fructose (55 per cent in HFCS and 50 per cent in sucrose) and a ubiquity of which most of us are blissfully unaware.

Lustig and co’s concern with fructose is not its calorie content, but the way it is metabolised within the body. Unlike glucose, fructose is metabolised almost entirely by the liver, where it is converted into glucose and other sources of energy. However, studies have shown that when fructose is consumed in large quantities, our liver struggles to cope, leading to many of the problems associated with metabolic syndrome: hypertension, inflammation, build-up of abdominal fat, abnormal fat levels in the blood, insulin resistance, and glucose intolerance. Left unchecked, it all points in one direction: chronic disease, ranging from non-alcoholic fatty liver disease and type 2 diabetes to heart disease and stroke.

Nor does the case against sugar end there. Many experts point to the sweet stuff’s addictive qualities, which some studies have shown to be similar to those of nicotine and heroin. Researchers at the National Institute for Physiological Sciences in Japan, for example, found that when mice anticipate a sugary treat, their brains release a chemical called orexin. This triggers the body to use up any sugar already in the bloodstream to pave the way for the expected influx. But if the sugar is not forthcoming, energy levels dip and powerful cravings follow.

Lustig and his allies also highlight the effect of sugar on appetite controls. In short, they argue that the negative impact of too much fructose on our body’s insulin-producing mechanisms interferes with both production of the hormone leptin, which tells us when we’re full, and suppression of the hormone ghrelin, which tells us when we’re hungry. The end result? We can’t stop eating. ▶



The problem is refined fructose that's found in fast foods and – ironically – many low-fat items

## If facilities are to become a hub for advice, they'll need to look at their own food and beverage offerings

### ▶ A STRATEGIC RESPONSE

Stacked up like this, the arguments for targeting added sugar in the battle against obesity and chronic disease certainly seem compelling. But what, if anything, can we do about it?

Jebb remains unconvinced that sugar should be singled out for attention. "Obesity is caused by eating more calories than you need: you can't generalise and say it's caused by one type of calories more than another," she says. "Plus other conditions sometimes attributed to sugar, such as diabetes, are a consequence of obesity." She is, however, very much in favour of reducing the population's overall calorie intake, to which sugar is a major contributor – and, as chair of the Food Network of the government's Public Health Responsibility Deal, she believes that working with, rather than against, the big food companies is the best way to achieve this.

Set up a couple of years ago, the Responsibility Deal is a UK Department of Health initiative aimed at encouraging businesses and other organisations to improve public health by taking action on food, alcohol, physical activity and health in the workplace, through both their actions as employers and their commercial and community activities.

To become partners, food manufacturers must sign up to at least one of a number of pledges. These range from clearer calorie labelling, to helping to reduce overall calorie intake through steps such as product/menu reformulation, reviewing portion sizes, education and shifting their marketing focus to lower-calorie options. Companies signed up to date include big names such as Coca-Cola, Mars, Nestlé and Subway, all of which have made specific commitments to cut and cap calories across a range of products.

Dave Stalker, the CEO of fitness body ukactive, feels that the fitness and food industries can work more closely together. To improve their overall health profile food manufacturers could offer health club passes and promotions on their packaging, for example.

Not everyone is convinced that collaborating with the food industry can work, however. In the *Nature* article, Lustig and his colleagues shun such ideas in favour of legislative controls that curb the availability of sugar in the same way as tobacco and alcohol. Their proposals include tightening licensing requirements on vending machines and snack bars in schools and workplaces; introducing zoning ordinances to limit the

number of fast-food outlets and stores in low-income communities and around schools; restricting sales of sugary products during school hours; setting a lower age limit of 17 on the purchase of such products; banning TV advertising of such products to children; and introducing a 'sugar tax' on all foods containing added sugar.

In the US, there have been numerous attempts to introduce these kinds of measures though almost all have come to nothing when faced with the vast lobbying power of 'Big Food'. In early 2012, however, anti-sugar advocates in the US gained a small but significant victory when New York's mayor Michael Bloomberg successfully introduced a ban on the sale of super-sized soft drinks across the city. Meanwhile, in Europe, a soft drink tax approved by the French government is approaching its first birthday.

### TO TAX OR NOT TO TAX?

One of the thorniest issues in the debate is whether or not a sugar tax is a workable idea. Mills has no doubt it's the only way forward. "If you look at tobacco, education programmes and smoking bans are great, but it's tax that has made the difference," he ▶



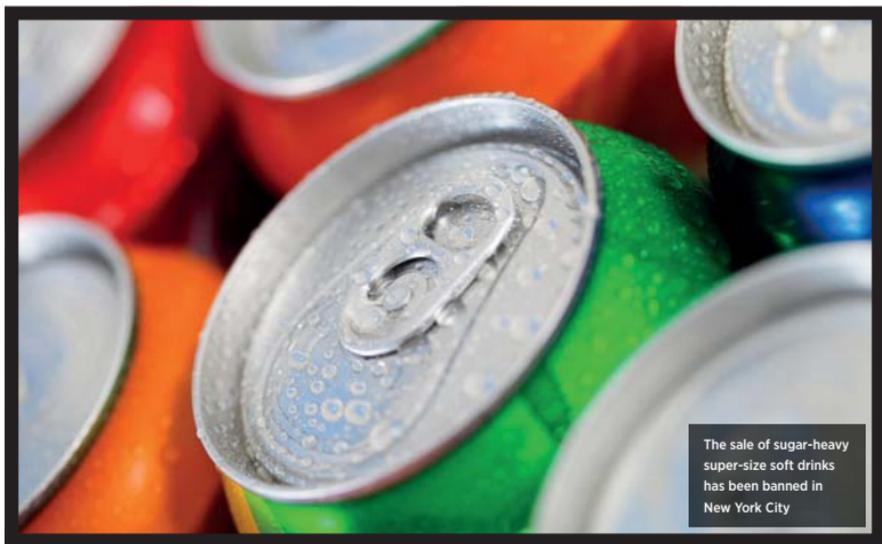
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The sale of sugar-heavy super-size soft drinks has been banned in New York City

While most health commentators agree that over-consumption of sugar is an issue, there's conflict about how to tackle the problem

► says. "Research shows that every 10 per cent increase in the price of cigarettes causes a 4 per cent drop in consumption."

But unlike tobacco, sugar is found in staple items as well as junk food. And isn't there a danger that the cost of such a tax will merely be passed onto the consumer? "There's a lot of detail that needs to be looked at," admits Mills, "such as whether you tax the core ingredient or tax it at a retail level, and what kind of levels you set in terms of sugar content – but it's do-able," he says.

However, not everyone accepts this argument. "The evidence for food taxes is limited," says Jebb. "Most data comes from modelling studies, not actual experiments. These suggest that, if people behave in a totally rational way, then a tax would reduce intake, but with such complex behaviour as eating and with so many choices available, it's by no means clear that the predicted effects would occur."

**EDUCATING THE INFLUENTIAL**

But whatever the approach at a national level, what can individual wellness, spa and fitness operators do about any of this? Ukactive's Stalker believes one of the most important steps is to alert the public to the potential dangers of sugar is to focus more

on education. This would require "upskilling professionals [staff] so they're able to give good nutritional advice, as well as on physical activity".

But can this kind of 'nudging' really make a difference when up against the Big Food? "We don't have the marketing budget to compete," admits Stalker. "But we're getting a lot more press coverage encouraging people to make healthy lifestyle changes, and those people need somewhere they can go to get professional guidance – not just on how to do a press-up but also on how they can eat well."

Mills adds: "It's important to remember that we have some of society's most affluent and influential people coming to our facilities too, and that's a very important group to educate. If you educate these people, then you can also start to change society. They'll not only be motivated to change their own behaviour but they can also help us to lobby government."

If fitness and wellness facilities are to become a hub for advice, however, they'll need to take a look at their own food and beverage offerings which can, ironically, sometimes include junk food and tempting 'naughty desserts' or sugar loaded supplements and sports drinks.

**TALKING IT OVER**

For the time being then, the debate over the perils of sugar looks set to continue. Evidence that sugar is indeed the single greatest contributor to chronic disease appears to be growing. Nevertheless, there's not yet a consensus on this point in the international scientific and medical communities, with many experts arguing that the key to improving global health outcomes remains tackling obesity through the simple equation of calories in versus calories out. And while most health commentators agree that over-consumption of sugar is an issue, there appears to be just as much conflict about how to tackle the problem.

What is certain is that these questions are not going to go away and if the health and wellness industry wants to be taken seriously as a player in the modern health paradigm, it needs to be at the debating table. As Stalker says: "We can only become a priority sector by talking in the same language as the medical community and that includes becoming more knowledgeable about nutrition." ●



Rhianon Howells is the consulting editor of *Spa Business* magazine  
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# VIRTUAL REALITY

Virtual group exercise classes could be an ideal solution for spas which want to spice up their fitness offering with minimal effort. Rasmus Ingerslev takes a look at this growing trend

RASMUS INGERSLEV, CEO, WEXER VIRTUAL

Virtual exercise classes is a trend that's been picked up fast by health club and fitness operators and it's one that could easily be implemented in spas. But what is it exactly: how can it be used, how does it work and what is its value?

## A STRONG LOGIC

Let's start with the why. Imagine investing in 30 treadmills and turning them off for 80 to 90 per cent of the day. It wouldn't make sense. Yet this is what's happening in group exercise studios in spas which are not used the majority of the time. Obviously offering group exercise classes is an extra cost to take on if there aren't enough potential customers. This is where virtual classes come in. They can add value to a spa's fitness offering throughout the day – guests can do the classes they want, when they want, while operators optimise the use of the space.

Surveys have suggested around two-thirds of new health club customers have been influenced take up a membership because virtual classes are available throughout the day. And there's no reason why they wouldn't be a draw for spa visitors too – whether regular customers or one-off visitors who want to maintain their health while travelling.

"Utilising dead space by offering classes all day will no doubt sell additional memberships for us and add value without detracting



Budget chain The Gym Group uses virtual classes because, like some spas, its model doesn't allow for live classes

from the quantity or quality of our live class experience," says David Patchell-Evans, CEO and founder of GoodLife Fitness in Canada, which will have virtual classes in 59 of its 300 sites by the end of the year. "We will ultimately add something like 25,000 virtual classes a week across all clubs, at a minimal cost," he add.

Other chains already trialling or running virtual classes include Anytime Fitness, Health City, Holmes Place and Virgin Active.

## HOW DOES IT WORK?

The set-up for a virtual class is very straightforward: you need a screen, a projector and a computer connected to the internet that stores and runs your classes. The sound can run through existing audio systems.

Current platform providers include Fitness On Request, Fitness On Demand, MyRide (cycling only), Virtual Instructor (from Cyber Coach) and Wexer Virtual. Most allow operators to either pre-schedule classes or let customers choose classes on-demand or offer a combination of the two.

Installing a virtual class platform typically costs US\$3,000-US\$20,000 (£2,350-£15,600, £2,000-£13,000). There's also a monthly licence fee that usually ranges from US\$100-US\$300 (€74-€221, £61-£181).

## SUBSTITUTION OR ADDITION?

Judging from user feedback, group exercise instructors should not feel threatened about being replaced by a virtual trainer. Fewer than 10 per cent of participants say they prefer video-based instruction to a live instructor, and most choose virtual classes simply because it allows them to participate in a class when no live options are available. Indeed, statistics show that the majority of those who participate in virtual classes also



Gaiam's virtual class gives access to world class instruction by Rodney Yee

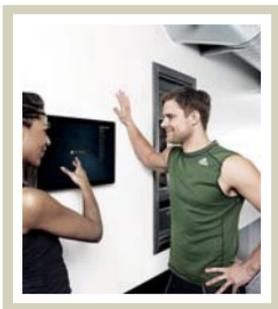
**Virtual classes can add value to a spa's fitness offering throughout the day – guests can do the classes they want, when they want, while operators optimise the use of the space**

participate in instructor-led classes, suggesting that people will do live classes when they can, and virtual classes at other times.

Based on available data, the average member in a health club uses a virtual class once or twice a week, typically a 30- to 45-minute beginner or intermediate class. Longer and/or more advanced classes are available but less used, suggesting that virtual classes appeal predominantly to people who are either new to group exercise or who need flexibility to fit them in.

Virtual classes are already being used as stand-alone solutions in budget fitness clubs such as The Gym Group and Exercise4Less in the UK where the model doesn't allow for live classes. And this would probably make the most sense for spas where fitness isn't necessarily the staple service. However, where the fitness offering is more substantial, operators are using virtual classes as 'feeders' to ultimately drive traffic to live classes.

Zumba® Fitness has recently started to offer Basic Steps videos to virtual content ▶



Most virtual class platforms allow operators to pre-schedule sessions, or let customers choose them on-demand



The fact that major brands such as Les Mills (above) and Zumba have entered the market suggests its on the brink of rapid growth

platforms as the videos allow people to learn the steps in preparation for a live class with an instructor. "Our decision to offer Basic Steps videos on virtual content platforms is consistent with our mission to make our instructors successful," says Alberto Perlman, the founder and CEO of Zumba Fitness.

Virtual class platforms can also be used to enhance live classes. Virtual Active features videos of iconic trails, roads, cities and landscapes to help indoor exercise such as group cycling into an outdoor adventure.

In addition, a virtual instructor could help support a live instructor struggling to focus on individuals in a large beginners group.

#### ADDITIONAL CONSIDERATIONS

A significant consideration – besides choosing a system that's stable, well supported and easy to use – is content. People will want high quality classes, great instructors and variety in level, duration and type of classes. For that very reason, Wexer is now working with 15 content providers including GaiaM, Less Mills, YogaFit and KettleWorx.

Some would argue that, for health and safety reasons, beginners should not do a class without a live instructor present. However, Fresh Fitness Denmark has offered

**Operators can exceed customer expectations by adding hundreds of extra exercise classes every week – all for the price of a treadmill. Not that it's an either/or question, but it does put it into perspective**

virtual classes for more than two years, without a single injury reported. It's not uncommon for people to be left unsupervised in cardio areas or on strength machines in most fitness studios. So why shouldn't that also be acceptable in a studio where, thanks to virtual classes, people are in fact also receiving guidance from top instructors?

This calibre of trainer is another notable selling point: virtual classes give a large number of people access to world-class instruction and a huge variety of trainers.

#### FUTURE TRENDS

Given their ability to generate value from dead space, virtual classes are likely to be picked up by more operators going forward. The fact that major brands such as Zumba and Les Mills have entered the virtual arena suggests that it's on the brink of rapid growth. Phillip Mills, CEO of Les Mills International says: "Originally I was sceptical, but having trialled a virtual product at Les Mills I'm now a convert. Offering members the convenience of receiving a group exercise experience at

any time of the day is compelling. It's a massive way to add value as facilities increasingly become 24/7 operations."

The virtual class system is a customer-focused offering that mirrors those in other industries – innovations such as Netflix, which allows customers to watch what they want, when they want to watch it, and which is challenging the traditional cable TV providers that force viewers to follow their programme schedules. Similarly, virtual classes allow members to do the classes they want, when they want to do them. Operators can therefore meet, and indeed even exceed, customer expectations by adding hundreds of extra exercise classes every week – all for the price of a couple of treadmills. Not that it's an either/or question, but it does put it into perspective. ●



Rasmus Ingerslev is the CEO of virtual exercise platform firm Wexer Virtual.  
Email: rasmusu@wexervirtual.com  
Web: www.wexervirtual.com



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# SPA SOFTWARE

## OPERATOR CASE STUDIES PART ONE

Spas across the world tell us how they're using software to boost their business



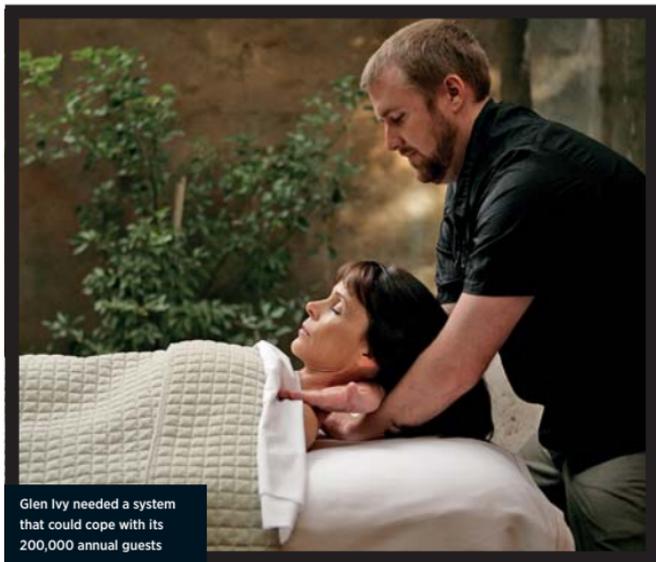
Jim Root

### Glen Ivy picks ResortSuite

Glen Ivy Hot Springs in Corona, US, has a large variety of spa experiences including 19 pools (some thermal), red clay mud baths, 72 treatment areas, a salon and spa cuisine. It serves more than 200,000 guests, and provides over 100,000 spa services, annually.

Glen Ivy CEO, Jim Root says ResortSuite, with its enterprise Oracle database architecture, was picked because "we needed a software system designed to handle the sheer scale of our operations as well as an integrated solution that could serve our guests in an efficient, streamlined and personalised manner."

Glen Ivy also has unique requirements in terms of guest patterns. A huge portion of daily guests arrive early and wait in line prior to the check-in desk's opening. Root says: "ResortSuite's ability to perform transactions quickly enables guests to maximise their time in the facility and minimise their waiting time."



Glen Ivy needed a system that could cope with its 200,000 annual guests

A downloadable app will allow guests to view their itinerary, learn about different experiences on-site and book services and classes in real-time

The CEO adds that ResortSuite's effective marketing initiatives has helped it to communicate to its loyal customer base. "The Connect feature – with its reporting, dashboard and marketing automation tools – plus its marketing campaign wizard, enables us to personalise communications based on guest patterns and preferences. Our

promotions are now very targeted and intentional." Engaging with guests will be further improved thanks to ResortSuite's Mobile feature and other guest-facing technologies. It's currently setting up a downloadable app which will allow guests to view their itinerary, learn about difference experiences on-site and book services and classes in real-time.

Guests will also be able to opt-in for notifications for same-day, on-site promotions.

Last July, Glen Ivy installed ResortSuite at its second site in Brea. The system's multi-location function allows it to separate out inventory and revenue centres, but share guest and staff scheduling details between locations.

[Spa-kit.net](#) Keyword: **resortsuite**



Chloe Chen

## SpaSoft for Willow Stream Spa in Shanghai

A new spa manager at Fairmont Peace Hotel & Resort's Willow Stream Spa in Shanghai has opened doors for SpaSoft spa management software.



SpaSoft tools have helped Willow Stream to measure staff productivity and customer trends

When Chloe Chen joined as spa director at Willow Stream in April 2013, she identified opportunities for the spa to leverage the SpaSoft technology to improve the business.

Using SpaSoft tools, Willow Stream began to analyse its customer trends – creating new packages to target hotel

guests – and staff productivity. Chen says the system also “helps receptionists arrange the duty roster, select therapists, check bookings for the day and look up the guests’ previous record.

“We’ve been able to analyse our treatments using the monthly report to see which are most popular and design spa promotions

accordingly to help create more business opportunities.”

The software is supported with staff training, which was included in the purchase of the system and covered reservation, billing and monthly operation report features, and lasted two weeks for six employees.

[Spa-kit.net](#) Keyword: **spasoft**

## Book4Time integrates with in-room iPads at Sugar Beach

Book4Time software has enabled guests at Sugar Beach, a Viceroy resort in St Lucia, to book spa treatments from their in-room iPads.

Book4Time integrated its spa management software with the spa’s new in-room mobile devices in late 2013. The devices now communicate with the spa’s main software system and guests are able to book spa appointments in real-time from the comfort and convenience of their hotel in-room iPad.

Shearvon Devenish, information systems manager at the hotel says sales can take place anywhere now. “Online product sales can now be offered, as well as online bookings from our websites and mobile devices, such as iPads or laptops.”

Since installing Book4Time business at the spa has increased



Devenish (right) says spa business has grown since installing Book4Time

20 per cent year on year. Devenish says this is because the software “has increased our level of efficiency, effectiveness and performance. The system has helped us handle our spa reservations in such an easy manner that managing our staff has also become just as easy.”

The spa can access revenue reports for the day, week or year

and show therapists if they’re meeting their targets.

Devenish says: “Before we had Book4Time it was chaotic, we lacked control and had to do everything manually. Now we can see our sales and identify which treatments are selling well, which aren’t and which ones we can up-sell.”

[Spa-kit.net](#) Keyword: **book4time** ▶

## SpaBooker for Hard Rock spas

SpaBooker has rolled out its web-based SpaBooker spa management software across the four Hard Rock All-Inclusive Collection properties in Mexico and the Caribbean.

With more than 80 receptionists booking services daily at the sites in Puerto Aventuras, Cancun, Punta Cana and Puerto Vallarta, the platform needed to be easy to learn and intuitive to use. SpaBooker's training courses focused on three aspects – how to book, how to sell and how to manage the software – and were attended by 15 staff at each site.

The software includes all SpaBooker features, including Appointment Scheduling, Online Booking, and Email Marketing.

Jose Antonio Abud, director of tourism services for Hard Rock says: "The system's really user-friendly." Having access to



The accessibility of SpaBooker's software is a key feature says Abud

the system on mobile devices is particularly handy, he adds, as the group's corporate directors often travel across properties and need to track the progress of each spa location wherever they are.

Hard Rock can now also offer its guests the option of booking treatments remotely using touch-screens, located around the property and in guestrooms, through SpaBooker's mobile and touch-screen functionality.

Its e-marketing and online booking feature also encourages

guests to book spa treatments before they arrive. Abud says: "Some guests prefer to book appointments face-to-face, others like to book online or on the phone. If the client wants to avoid queues they can book online prior to arrival or from their own room once they're on-site. Bookings are easy to enter – customers can schedule multiple services, add additional guests, book classes and even view descriptions of services.

"With SpaBooker, the technology to offer booking on every

device requires no technical knowledge and can be easily implemented. The technology is continuously updated and tested to ensure that it works on the latest phones, tablets, and computers."

Once an appointment is made, it's automatically diaried on the system to prevent double-bookings. Customers and employees get automatic email confirmations to reduce no-shows and confirm staff availability.

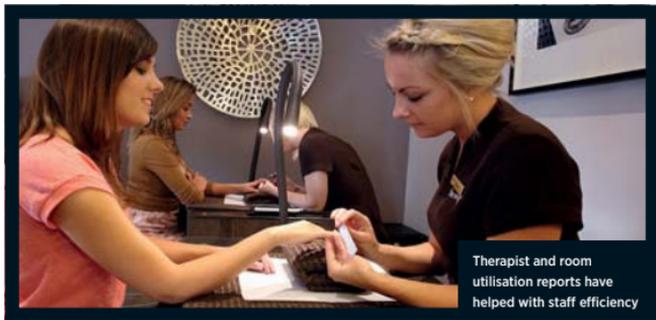
[Spa-kit.net](http://Spa-kit.net) Keyword: **spabooker**



Anna Ramsay

## Premier's Core phased in at Bedford Lodge

Premier Software has installed its Core software at the Bedford Lodge Hotel and Spa, UK. Implementation of the software was phased in during the spa's pre-opening stage, then fully commissioned on opening in May 2013. Since then, Premier has replaced the resort's previous membership software and, since October 2013, been oper-



Therapist and room utilisation reports have helped with staff efficiency

ating the entire spa and leisure offering for the resort.

Spa manager Anna Ramsay says the system has detailed reports which help with analysing the business and overall efficiency. "I trust the system entirely and regularly use the therapist and room utilisation reports," she says. "A postcode report shows me where clients are coming from

and if advertising is effective. The system also enables me to monitor repeat business and provides a daily trading summary."

Bedford Lodge has an annual maintenance and support service agreement with Premier, which includes phone and remote connective support and all software upgrades. The training of 10 staff, over six days, covered the

initial set-up of the software at the site and guidance on how to make reservations and analyse the system-generated reports.

Ramsay adds: "The staff picked up the system quickly. It is easy to use and generally it will not allow receptionists to make a mistake, as the required fields they need to fill in are marked."

[Spa-kit.net](http://Spa-kit.net) Keyword: **premier**

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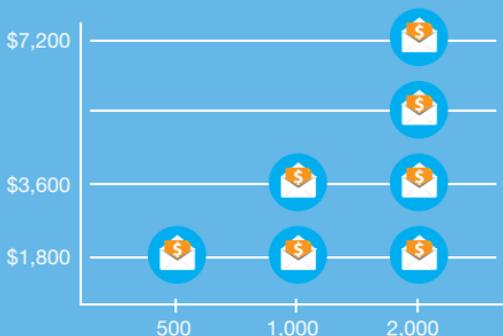
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Sources:  
ISPA 2011 U.S. SPA INDUSTRY STUDY  
<http://searchengineland.com/>  
SpaBooker Promote Companion Guide

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www.spa-booker.com

**Put your customer emails to work for you.**

# MAN UP

A number of new studies highlight that men are becoming more interested in wellness and spas. We outline the findings, including the key attributes of this audience that's ripe for the picking

KATE CORNEY, PRODUCT EDITOR, SPA BUSINESS

## Male Consumer Insights Volume IV, ISPA

Carried out by PricewaterhouseCoopers (PwC) for ISPA, the fourth *Male Consumer Insights* study was based on a sample of 1,005 male consumers in the US and didn't target spa-goers in particular.

According to the research, which was revealed in October, 49 per cent of men who chose not to visit spas said cost was the biggest deterrent, with 29 per cent saying they didn't see any perceived benefits and 19 per cent feeling that spas are for women. Eighteen per cent said there were no spas in their area, while 17 per cent didn't have enough time or said they wouldn't feel comfortable visiting a spa. That "none of my friends go" was a reason given by 14 per cent of men surveyed.

The most requested treatment was massage (83 per cent). The second most popular reason to go to a spa was for a fitness class (43 per cent). This was followed in popularity by pedicures (37 per cent), manicures (33 per cent), facials (31 per



SHUTTERSTOCK.COM / ZIA ANJOM

43 per cent of men go to spas for fitness classes, but 83 per cent go for massage

(cent), aromatherapy (24 per cent) and body scrubs (23 per cent). PwC found the average male spa-goer lives in a household that earns over US\$50,000 (€00,000, £00,000) per annum and is most likely to be at manager level or above.

## Spa Industry Research, Stenden Rangsit University

Undertaken by Thailand's Stenden Rangsit University with the Thai Spa Association, this survey is based on 463 current and potential spa-goers, 35 per cent of who were men (see SB13/4 p86). It also surveyed Thai spa operators.

It found that in the last few years the numbers of male spa-goers have increased. They prefer massages and especially want authentic treatments which are perceived to be traditional without new-age thinking. More than half (58 per cent) of the men said they also prefer to visit with another person.

It also showed that men spend slightly more per treatment - THB1,372 (US\$43, €33, £27) or higher - than women who spend around THB1,000 (US\$32, €24, £20) or lower. Products wise, they prefer well-known professional spa brands, while women opt for in-house ranges, and 68 per cent of the male spa-goers prefer organic products.



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Male grooming is associated with faster career progression

Men's personal care product launches increased by 70 per cent globally from 2007 to 2012

Men's Grooming, Mintel

Based on consumer retail sales, Mintel's Male Grooming research, released in September, reveals that men's personal care product launches increased by 70 per cent globally from 2007 to 2012. The US male grooming market grew almost 20 per cent from 2007 to US\$3bn (£2.2bn, £1.8bn) in 2012 and the UK market was up 12 per cent to £574m (US\$955m, €700m). Up to 74 per cent of British men are "keen shoppers" when buying personal care products and 42 per cent use facial moisturisers. Half or more of male consumers in Europe use moisturisers with an SPF, including 67 per cent of Italians, 64 per cent of Germans, 60 per cent of Spanish and 47 per cent of French. A fifth of British men (21 per cent) use hand and nail products and about the same (19 per cent) look for haircare products made from men.

The most popular claims for new male-targeted products are botanical and herbal,

followed by moisturising and hydrating, and only 5 per cent of new products for men were anti-ageing. In comparison, anti-ageing serums are used by around half of the men in Spain (53 per cent), Italy (49 per cent) and Germany (42 per cent) and 38 per cent of French male consumers.

The report states 59 per cent of American men say personal care products boost their self-esteem, and 28 per cent are concerned about dry skin and ageing. In addition, 37 per cent use facial cleanser regularly, 22 per cent use exfoliating scrubs, 17 per cent use anti-ageing products and 12 per cent use eye products.

In China, 82 per cent of men from urban areas think that using men's toiletries makes them more sophisticated. Sixty-four per cent agree that "high priced men's toiletries products work better than less expensive ones" and 62 per cent of city-living Chinese men buy products themselves.

Emerging Global Spa Trends, Hilton Hotels & Resorts

Although released in 2012, Hilton's Emerging Global Spa Trends - which pinpoints male spa-goers as a strong emerging market - still has traction. It's based on 6,000 respondents in the US, UK, Australia and China. When speaking about the research at the Spatec Europe event in 2013 Louise Moore, Hilton's director of spa operations and development in Europe, said the key to capturing the male market is having a no-nonsense approach - "men buy primarily based on facts and results." The research also found that the way spas communicate with male clients is important. Jargon is to be avoided and communication needs to be clear, concise and uncomplicated.

The study found that while 80 per cent of men go for massage, they predominantly opt for sports/deep-tissue therapy treatments. It also found that facials are on the increase, with a 20 per cent uptake thanks, in part, to association between male grooming and career progression. Importantly Hilton's research shows that men want products and treatments that are theirs, not that are repackaged or reworded from a female line.

Moore added: "The male market is deeply loyal. When they find something they like, they'll stick to it - which is fantastic. But they're also impulsive and don't typically pre-book: so it's a challenge for operators to consider how to remain flexible in accommodating this specific target group."



SHUTTERSTOCK.COM/KEZNON

Men predominately want sports and deep-tissue therapy treatments

Turn to page 98 to see how some spas are successfully enticing men over the threshold

# A NEW LEVEL OF SKINCARE

*Skincare professionals are faced with a number of questions.  
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Do they want results? What is the solution?*

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Intraceuticals offers a new and more effective skincare technology. Using hyaluronic layering to revive, replenish and protect the skin. Intraceuticals' uses



Above: City Beauty in Cabramatta, NSW

Left: Intraceuticals Rejuvenate Daily Serum, Hydration Gel & Moisture Binding Cream

hyaluronic acid in two profound ways: as a delivery agent for vitamins, peptides, and botanicals, and as the most effective way to deliver hydration to the skin. Intraceuticals 3 Step Hyaluronic Layering system uses multiple types and weights of hyaluronic acid to Revive (rehydrate), Replenish (keep it hydrated) and Protect (reduce moisture loss) allowing the latest technology ingredients to be effectively delivered to the skin at each stage. This effective technology delivers on the client's expectation of results, pleasurable experience and ongoing benefits.

Spas, resorts, and medical clinics all offer the Intraceuticals 3 Step Hyaluronic Layering products and have found they are integral to the success of their retail component.



Intraceuticals offers a complete retail package and innovative marketing tools in support.

With marketing promotional activity, account manager promotional support and its very own way of introducing clients to Intraceuticals through its course kits. In some instances salons have experienced a promotional launch day where they have paid off their initial investment in one day. The course kit offers your customer a series of 6 Intraceuticals Serum Treatments, with a gift of the Cleansing Gel, Hydration Gel, Moisture Binding Cream, plus Eye Gel. This combination introduces your customer to both the treatment and home care - achieving amazing and accumulative results.

Amar Kaur, owner of the Melbourne spa, Amar Skin Couture, says,

*"I've built a significant portion of my business as a direct result of using the course packs. Courses allow my clients maximum benefit, from both professional in-salon treatments and at home products. This then has a direct positive impact on my client retention rates and recommendations."*

Intraceuticals has been instrumental in the post-trauma treatment of medical procedures. Medical spas and doctor's clinics use Intraceuticals as their facial treatment of choice, not only for the beautiful stand-alone benefits of the treatment, but also for ways in which Intraceuticals enhances other procedures.

Dr. Cohen, the famous San Diego-based plastic surgeon has provided testimony to how Intraceuticals has helped his practice.

*"FACES+ recommends a series of three oxygen infusion treatments starting on day 5, 10, 13 post ablative laser resurfacing."*

Premiere destination resorts around the world also offer Intraceuticals in order to meet the demand of their globetrotting guests. Intraceuticals delivers a better version of you: lifted and defined contours, a lit-from-within glow, and the volume that makes your lips and cheeks looking their best. Time spent on airplanes and the general stresses of life can steal vitality and healthy hydration from the skin, and our jet-set resort guests can trust Intraceuticals to stay look their absolute best.

The five-diamond Four Seasons Hotel and Spa in Seattle, Washington has this to say about the Intraceuticals treatment.

*"After using a different oxygen line for four years, we brought Intraceuticals into our spa early this year and have since increased the number of oxygen facials performed by 200%. Our guests absolutely love this treatment, as it targets most issues and delivers instant and long lasting results! This has quickly become our most requested treatment and loved by our guests and staff!"*

Intraceuticals is the ultimate success story; not only for the clients that love the results they get from our treatment and daily use of the 3 Step Hyaluronic Layering, but also for the clinics and spas that carry the line. Intraceuticals is the product line of choice to increase profitability.

Intraceuticals can be found in luxurious resorts all over the world including the JW Marriott Ihilani Resort and Spa at Ko Olina, Hawaii.



As Lisa Bailey, owner of Inner Beauty, Lennox Head, says,

***"Once we introduced Intraceuticals to our already busy salon, business skyrocketed. We were then required to hire more staff to keep up with the overwhelming demand from our happy clients... Productivity improved 100% and sales walked out the door."***

Account, training and managers will go above and beyond to ensure that your business is armed with everything you need to be successful and prosperous. Bernadette from Glow Beauty and body Care has this to say:

*"Our Intraceuticals account manager has been an excellent support to our business in all areas. She has assisted us in growing retail sales to new heights, which gave us the opportunity to implement two new Intraceuticals face and body Systems. She has dramatically increased our staff's retail sales execution skills product knowledge & treatment capabilities."*

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## PRODUCT FOCUS

# Male GROOMING

Luxury spas are increasingly offering more wellbeing services for men. We take a look at why and how

KATE CORNEY, PRODUCT EDITOR, SPA BUSINESS

### Pour Homme Luxury Men's Grooming

FAIRMONT DUBAI, UAE

Dennis Doraja, salon manager

**What do you offer male clients?** Our salon is a dedicated male facility so we only offer male grooming services by Hommage. We have a full range of services including haircut, shave, facial, manicure, pedicure and waxing and we only use products that are designed and created specifically for men.

**Where do your clients come from?** The Fairmont Dubai is a business hotel attracting a high proportion of men and 20 per cent of our revenue comes from hotel guests. The rest are all local residents of different nationalities.

Most new clients come from word-of-mouth referrals. Once on-site it's simple to please them – just make them feel relaxed.

**What do your clients want?** The Master Barber Cut, which costs AED135 (US\$37, €27, £22) is the most popular service followed by the basic or luxury Hand and Foot Grooming starting at AED120 (US\$32, €23, £20). The 60-minute Precision Shave and the Renewal Facial, priced at AED500 (US\$130, €99, £83), is the third most popular service.

Percentage of male clients: 100 per cent  
Product house: Hommage

► The Master Barber Cut is the most popular service at this male-dedicated facility



### The Spa at Four Seasons Maui

HAWAII, USA

Pat Makozak, spa director (Americas)

**What do male spa-goers want?** Men want skincare produced with men's skin health in mind. By bringing in more male-orientated skincare products we've seen retail purchases by men increase by 42 per cent.

OM4 Men created an amenity display for our men's locker area so products can be sampled discreetly. It's confidence-building for men to be able to try before they buy

and this tactic is working wonders. We've definitely noticed that men have become much more intrigued with caring for themselves and their skin and as spa-goers they're very no-nonsense. They know exactly what they want; there's no second-guessing on the part of the staff.

**Do men buy more products than women?** Men typically only buy what they need. They'll take only one product – the one they've run out of. But they're certainly less cost-conscious than women.

**How do you market to men?** We highlight our activity and food images in our marketing material to reach men as most of them play

Percentage of male clients: 40-50 per cent

Product houses: OM4 Men, HydroPeptide, Somerville, ISUN



hard, rest hard and then have a good meal. As a resort property, marketing to couples also works well for us and a romantic get-away appeals to mostly everyone of every age.

## Spa My Blend by Clarins at Ritz-Carlton

TORONTO, CANADA

Jill Carlen, spa director

**What are the benefits of male clients?** On average, they spend CA\$199 (US\$179, €131, £108) a visit, slightly more than females at CA\$195 (US\$176, €129, £106). They also spend less time in the spa – usually only 30 minutes after their treatment, resulting in a higher dollar per minute ratio.

**What do they want?** Results-oriented treatments are the most popular. Our CA\$340 (US\$307, €226, £188), 150-minute Blokes and Beer treatment – a manicure, facial and massage followed by a beer – works well also.

In addition, we've created a Gentlemen's Power Hour consisting of treatment choices that make up an hour, including a 30-minute facial, 15-minute power nap, ear or nose waxing, sports manicure, scalp massage and extra touches such as charging a smartphone,

pressing a shirt, a shoe shine or a smoothie to go. Men who work nearby are glad there's a quick solution so they can get back to work.

**How do men like to be treated?** Men prefer more privacy. They don't like to have manicures or pedicures with lots of other women around and they don't like a big fuss. At check out, men prefer a smooth and quick transaction as well, they don't typically like a big show and tell of the products so it's important that the therapists recommend the products to men in the room. This way they are far more likely to make a purchase.

**How do you market to men?** We only use pictures of men and strong, bold lettering. Anything that could be interpreted as feminine is immediately dismissed.

### Percentage of male clients:

28 per cent – a 16 per cent increase since 2012

**Product houses:** Spa My Blend by Clarins, Clarins For Men

Men spend less time, but more money, in the spa



## eForea: spa at Hilton

PATTAYA, THAILAND

Ryan Crabbe, senior director, global spa brands

**What are the benefits of male clients?** Male clients drive more volume to the spa and increase our customer base – we're able to target men and families as well as just women.

**Where do they come from?** Sixty-two per cent of our male customers come from leisure and sports and fitness visits, and an increasing number come with their partners. Others come from business (30 per cent) and conference (8 per cent) visits.

**How do you promote the spa in-house?** Our therapists will walk around the pool one to two times a day, with a mini amenities tray, offering a free five-minute neck and shoulder massage. If men want a full treatment, we make an appointment and escort them to the spa. We gather two guests a day doing this.

We also heavily promote treatments via TV and written collateral in the health and fitness area which is linked to the spa.



▲ An average of two men a day are up-sold a treatment after a free pool-side massage

**What do male clients want?** A product line specific to their needs and not necessarily one that carries a male line as an adjunct to its core line. We chose VitaMan for this reason and because its message is clear and simple.

**What do you offer male clients?** We introduced results-driven treatments specially designed – and named – for men such as a De-stress Face Treatment, Three-Part

Recharging Massage and two different types of sport massages. We have a wide range of 47 products for men and 12 treatments.

**Percentage of male clients:** 51 per cent

**Product houses:** VitaMan, Li'tya, Kerstin Florian

## ▶ PRODUCT FOCUS: MALE GROOMING

### Re:Spa at Reebok Sports Club

LONDON, UK

Sally Fairbanks, spa manager

**What do male spa goers want?** They like treatments that are more manual, as opposed to electrical; and deep tissue massage as opposed to lighter massage movements.

**How do you promote the spa in-house?** As Re:Spa is a health club spa, a lot of our cross-promotions are sports- or medically-orientated – many treatments either enhance or assist the healing process. Also, the spa ensures the fitness team understands and is aware of what's on offer in the spa.

**Where do your male clients come from?** The Reebok Club is in Canary Wharf, the banking and corporate hub of London, which attracts a



▲ There's a big crossover between fitness and spa clients at this health club spa in London

high volume of men. We have 7000 health club members and 60 per cent of these are men.

We've evolved our treatment menu to cater to their tastes because attracting more male spa-goers has increased our turnover – they generate a high percentage of our income.

**How do you market to men?** The best results from male-targeted marketing campaigns have come from direct, straight, bold language. The campaigns use little spa jargon

**Percentage of male spa clients:** 35–40 per cent  
**Product houses:** Aromatherapy Associates' The Refinery, Murad and Guinot

and clearly outline the results and benefits of treatments/products. They're always factual avoid descriptive or emotive words.



▲ At the Six Senses Spa in Paris men only become regular clients once they've found the right therapist

### Six Senses Spa in the Westin hotel

PARIS, FRANCE

Melina Pourcel, spa director

**How do you attract male clients?** We work regularly with men's magazines and have around five to 10 editorial pieces in them a month. The magazines are focusing more on spas as more men are becoming spa-goers.

Once in the spa, we've found that there's little difference in how men and women wish

to be treated and we adapt treatments to the needs of each person. Although we have a mixed menu of treatments, men particularly love the deep tissue massage.

**How often do men buy products following treatments?** After facials, around half our male customers buy products. We've found our product choice has helped attract male consumers because they like the textures and smells of them.

**How loyal are male customers?** They usually visit us once a month. The key is for them to find the right therapists in the first place, so

**Percentage of male clients:** 50 per cent  
**Product houses:** Sothys, Visoanska



we have a mixed team of male and female therapists to give them as much choice as possible. From the moment a man finds the therapist who provides the treatment they need and who they trust, they give their trust back and come to the spa regularly.

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© Seet Ken, Four Seasons Hotel



Healing Liquid Pool

© Wellnesshotel Cervosa



Senses Lounger

© Familienhotel Asperrose



Holistic Cocooning

© Kempinski Hotel Das Tiroi

## Valentina style

White satin edging creates a striking, elegant finish for Noel Asmar's new Valentina uniform range. The design also comprises matt and shine detailing and subtle pockets. Knit sleeves have been added for ease of movement. Signature fabric from Noel Asmar provide stretch and breathability. The durable fabric, which is stain-, pill- and wrinkle-resistant, is suitable for machine washing.



Spa-kit.net Keywords: Noel Asmar



## Australia's Li'tya expands distribution

Australian-based product house Li'tya - formulated using the Aboriginal knowledge of native plants - has set up a distribution base in the UK working with Spa Creators. The organic, plant-based products, created in Melbourne, will now be shipped to the US and other countries from the UK base.

Spa-kit.net Keyword: Li'tya

## Aromatherapy Associates says Relax

Apply the new Deep Relax Balm - featuring vetiver, camomile and sandalwood essential oils - to pulse points to soothe the mind, body and soul and aid restful sleep. The balm, along with a lavender-scented eye mask, is the latest addition to Aromatherapy Associates' Relax range.



Spa-kit.net Keywords:  
Aromatherapy Associates

# Spa-kit.net products

From skincare and saunas to software suppliers, we showcase some of the latest spa products, equipment and services



## Aquamental Spa's multi-sensory room concepts

Scalable room concepts using water, light and acoustics, by Aquamental Spa, will launch in March. The rooms create relaxing and contemplative spaces and there are seven themes in total: Columns, Circles, Deep Sea, Flux, Torus, Swing and Stonefly.

In the Columns concept (pictured), users enter a system of transparent water-filled columns of various sizes that have an in-built light source. Pressure is pumped

into the columns causing them to vibrate and make different tones, and causing the water levels fluctuate to create a wave-shaped room pattern. The system responds to the users movement round the room which is picked up by motion sensors - the faster they move the more pressure is pumped into the columns.

Spa-kit.net Keyword: Aquamental



## Filmmaker creates meditation rooms

Moving Art, the company of US film director Louis Schwartzberg, has created an immersive room concept currently being tested at the Miraval resort and spa in Arizona. Visual Meditation and Visual Healing use time-lapse cinematography of natural images projected on ceiling-to-floor screens to create moods suited to the use of the space. For example, waterfall imagery is used in a water-based treatment room. Moving Art is also developing an interface to let spa guests choose the mood of their treatment room. The concept can be applied to any room or multifunctional space at a spa - even an interior with no windows. A premium can be added to treatments complemented by the technology, creating a higher revenue-generating space. A permanent Visual Meditation room is now being planned at Miraval with additional installations in the queue at other high-end hospitality venues in 2014.

Spa-kit.net Keywords: Moving Art



## The sky's the limit for Dornbracht's shower

Dornbracht's Sensory Sky shower, available from March, has been designed to create the feeling of showering in the open air. It features settings of rain, fog, light and fragrance and is designed to offer more choice than standard experience showers. The Rejoice programme, for example, comprises a warm rain curtain where the droplets glisten in the colours of the rainbow with an accompanying fresh

fragrance that has a sweet, spicy and woody finish. The Readjust programme features a warm fog and light rain with fresh, woody meadow herbs and fruity hints of berries; while Release – a heavy summer rain – offers changes in temperature and light and is complemented by a tropical fragrance with hints of citrus fruit and an earthy base.

Spa-kit.net Keyword: **Dornbracht**



## Gloster reveals The Grid outdoor furniture collection

Launched at IMM Cologne in January, The Grid by Gloster is a range of modular outdoor furniture that can be configured in multiple ways and directions to help personalise exterior spaces. It has been created by Danish designer Henrik Pedersen who has combined clean lines and a contemporary look with a cosy lounge feel.

The range uses sustainable teak wooden grids, soft upholstery and stone plates across its tables and platforms. The seats

are made from a powder coated aluminium frame with weatherproof lounge cushions and slatted teak platform. The frames come in white and the base cushions come in Dove (light grey) Lace (off-white) or Raven (dark grey), with scatter cushions in Carbon Sky (dark blue), Dark Taupe (dark grey), Frosty Chine (light blue) or Grey Chine (light grey) shades.

Spa-kit.net Keyword: **Gloster**

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## Spa-kit.net products



### Scented pebbles and sprays by Camylle

Spa fragrance supplier Camylle has developed some perfumed pebbles and room sprays for use in the spa or for retail.

The fragrances, made from natural essences, are infused into the pebbles for an even diffusion over many weeks. There are four scents including Le Sophistiqué (pictured), with floral and woody notes; and Le Délicat, with a citrus aroma.

Spa-kit.net Keyword: Camylle



### Sothys' gets Energized

Siberian ginseng is a key ingredient in Sothys' Energizing skincare line. There are two day creams which contain extracts of lupine, rice peptide and yeast and which come in a light or rich texture for different skin types. The night cream includes sophora flower extract to encourage the elimination of toxins. There's also an Energizing Intensive booster treatment.

Spa-kit.net Keyword: Sothys

### Customised sandals by Sandalei

Sandalei's flip flops and sandals can be customised with any image, design or coloured strap a spa chooses. The footwear, which can be used in the spa or retailed, is already supplied to leading spa hotels like Four Seasons, Ritz-Carlton and Auberge Resorts.



Spa-kit.net Keyword: Sandalei



### Elemis reveals Biotec skincare machine

Elemis is taking results-driven skincare a step further with its first treatment machine and eight accompanying facials. While Elemis already uses the SkinLab to analyse the skin (see p16), it's developed Biotec to deliver treatments by fusing together machine-based technology with potent activator products and hands-on touch.

Different functions of the machine include ultrasonic peeling, microcurrent

lifting, galvanic rejuvenation, light therapy rebalancing and oxygen infusion. These are used across the eight new facials to provide tailor-made treatments. The facials can help with skin radiance, lines and wrinkles, skin resurfacing, lifting, blemishes, sensitivity and brightening and there is also a specific treatment for men.

Spa-kit.net Keyword: Elemis



### Floating Lounge from JetStream

Countercurrent pool technology firm JetStream, has developed a Floating Lounge concept which it's installing in a number of private spas and healthcare facilities across Europe. Manufactured in Germany, the Floating Lounge is an all-in-one aquatic gym comprising a reinforced fibreglass seat with hand rails and water massage and countercurrent jets. It can be used by a variety of people for a complete pool workout for wellness, fitness or healthcare purposes.

Spa-kit.net Keyword: Jetstream



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