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A close-up, monochromatic photograph of a woman's face, looking upwards. Her skin is covered with numerous water droplets of various sizes, creating a fresh and hydrated appearance. The background is a soft, light blue gradient.

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EDITOR'S LETTER

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2012 HANDBOOK

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A Year of Opportunity



It's a time of accelerating change in the industry, as operators embrace powerful emerging technology (p106), adopt alternative business models and explore lucrative new markets.

In this year's *Spa Business Handbook*, we look at how the sector is adopting the franchise business model to drive growth (p90) and examine how operators are exploiting this option. In 2012, we also anticipate the potential arrival of the budget spa model (p74).

The growth of the industry continues apace with international hotel chains leading the way. Spas in the Asia-Pacific region accounted for more than half of those being built globally in a survey we conducted with leading hotel spa operators – Starwood Hotels has 65 spas in construction in the region, while Hilton Worldwide has 124 planned there.

This growth highlights the increasing demand for qualified staff and on p102 we look at an important new study commissioned by the Global Spa and Wellness Summit – and being undertaken by SRI International – to assess the demand for spa management training and identify the optimum way for the industry to provide it.

The search for new markets is leading spa operators into corporate wellness (p98), where the demand for provable outcomes and known financial impacts is resulting in more robust reporting and analysis. This adoption of more rigorous methodologies is timely given the launch and development of the SpaEvidence.com website (p86) – an online portal which pulls together relevant research on spa treatments, enabling the industry to stand its ground and present evidence for their efficacy.

It's an exciting time for the global spa industry and this handbook has been designed as a resource to inform your decision-making in the year ahead. We hope you enjoy it and welcome any feedback you may have.

Katie Barnes, editor
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A-Z contact information for a selection of spa training organisations around the world

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A helpful guide which lists spa training courses by type and subjects covered

UNITING THE WORLD OF SPAS

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2012 HANDBOOK

The global resource for spa professionals

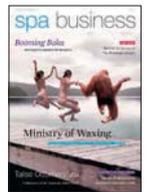


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Find suppliers to equip your spa quickly and easily. Over 57,000 buyers a month use the service, which includes sector-specific linked websites and a weekly ezine.



A region-by-region guide of some of the hottest spa projects underway around the world



Signature stripes in the Edinburgh spa

Missoni Mauritius

Bale du Cap, Mauritius

■ OPENING: 2014

Rezidor Hotel Group is to partner with Italian fashion house Missoni once more, to develop an 80-suite property overlooking the Indian Ocean in Mauritius.

Due to open in 2014, Hotel Missoni Mauritius will comprise a 900sq m (9,688sq ft) spa and a health and fitness club, while the hotel suites will feature signature stripy and geometric Missoni patterns and fabrics.

The first Missoni Hotel debuted in Edinburgh, UK in 2009 with a small two-treatment room spa designed by fashion house founder Rosita Missoni. Next was Missoni Kuwait which launched last year with a 1,500sq m (16,146sq ft) Six Senses Spa consisting of 11 treatment rooms, two hammams and two gyms.

■ www.hotelmissoni.com



The resort is situated in 53 hectares of palm groves with views of the Atlas Mountains

Taj Palace Marrakech

Marrakech, Morocco

■ OPENING: Q2 2012

India-based Taj Hotels, Resorts and Palaces is to manage a 161-guestroom luxury resort in Marrakech, which is due to open in the second quarter of 2012.

A focal point of the development will be an extensive, 3,800sq m (40,903sq ft) Jiva Grande Spa. Jiva is Taj's in-house spa brand, which is based on traditional Indian practices such as yoga and meditation, authentic rituals and ayurveda.

Spa facilities will include 14 treatment rooms and two large hammams – one for men and one for women. There will also be an ayurvedic suite with its own ayurvedic doctor. A yoga and meditation temple, a Technogym-equipped fitness facility and an outdoor pool built to resemble a lake complete the offer.

Away from the centre, in the luxurious and peaceful district of La Palmeraie, the property is situated in 53 hectares (131 acres) of palm groves and boasts views of the Atlas Mountains.

American architect Stuart Church has drawn on traditional Moroccan customs to design the hotel. This includes four riads – self-contained buildings each with up to 20 guestrooms – arranged around an interior courtyard.

The owner of the development is JK Hotels, a private Moroccan company. Taj secured the management contract, originally held by the Mandarin Oriental Hotel Group, in July 2011.

This is Taj's second property in Africa, following the opening of Taj Cape Town – which includes a Jiva Spa – in 2010. It will bring Taj's international portfolio to 17 hotels, six of which boast Jiva spas.

■ www.tajhotels.com



The spa and bedrooms (pictured) will draw on local and modern influences

Yadis Impérial Beach & Spa Resort

Djerba, Tunisia

■ OPENING: Q2 2012

Yadis Hotels, a Tunisian operator, will open a new resort and spa in the country's coastal town of Djerba by April.

Yadis Impérial Beach & Spa Resort will have 489 bedrooms, a ThalaSpa centre, five restaurants, seven bars, an outdoor amphitheatre and a private beach.

The ThalaSpa, covering 4,000sq m (43,000sq ft), will sit in the middle of the complex. It will be built over three floors with an architectural style that reflects local and modern influences.

The spa is split into six zones including a reception, a relaxation space with a tea room and sea views, and a traditional spa area featuring two hammams and a cabin for Oriental-themed treatments.

There are three other areas focused on spa treatments. The wet zone, where thalassotherapy is a key offering, comprises an indoor seawater pool, seven hydro-massage cabins and seven algotherapy (seaweed) treatment rooms.

The beauty zone consists of four rooms for face and body treatments – including lymphatic drainage – and a cryotherapy chamber. In addition, there are 16 massage rooms plus two double treatment suites. Thal'ion, the marine-based skincare line, is the chosen product house.

Elsewhere at the hotel, there's a 650sq m (7,000sq ft) freshwater pool and a 1,100sq m (11,840sq ft) saltwater pool, a fitness centre and a hair salon.

The Impérial Beach & Spa Resort will increase the number of hotels in Yadis' portfolio to seven. Yadis also runs its own hospitality training school in Djerba.

■ www.yadis.com



A 12-treatment room spa is a key USP

Sandton Skye

Johannesburg, South Africa

■ OPENING: 2014

Construction has begun on the ZAR1.5bn (US\$198m, €151m, £127m) Sandton Skye – a luxury residential and hotel lifestyle development comprising three, 15-storey towers. Situated in Johannesburg's financial hub, in Africa's richest square mile, it's being designed by AMA Architects.

A ZAR8m (US\$4.4m, €3.4m, £2.8m) wellness spa, combining contemporary African and eastern design styles, is a key selling feature of the development. The 450sq m (4,844sq ft) spa will include 12 treatment rooms, a fitness centre and pools inside and outside. Treatments will focus on hydrotherapy, fish therapy and those by product house TheraVine.

South Africa's Simply Spas – the firm behind the Lanzerac and Oceana spas – will consult on the spa project and manage the facility once open.

The three towers will have over 180 residential apartments each, starting at ZAR1.7m (US\$224,500, €171,050, £143,800). Managed by Gatsby International, hotel-type facilities will also include a front desk, restaurant, bar, library, conference rooms and 3,500sq m (37,674sq ft) of landscaped gardens with another pool.

■ www.sandtonskye.com



The two lowest levels, where the spa is situated, will sit underwater opposite an aquarium

Shanghai Shimao Wonderland

Songjiang near Shanghai, China

■ OPENING: 2013

Construction began in late 2007 on a 21-floor hotel in a water-filled quarry in the Sheshan Mountain area of Songjiang.

The two lowest levels of the 380-key luxury hotel, to be managed by InterContinental, will be underwater and face an aquarium. This is where a large spa – with more than 10 treatment rooms and a big pool and sauna area – will be situated. These levels will also house guestrooms, a restaurant and a leisure complex with a pool and water sports facilities.

Sustainability is key to the project and design and engineering consultancy Atkins has focused on green-building which includes the use of geo-thermal heat. There's also a naturally-lit atrium which incorporates the existing rock face with waterfalls and vegetation.



Chinese conglomerate Shimao is the developer of the hotel, which will form part of the 500,000sq m (5.4 million sq ft) Shanghai Shimao Wonderland themed development. Overall, the site will also comprise leisure, entertainment, residential and commercial elements as well as an additional three-star hotel.

■ www.atkinsdesign.com

Laguna Lang Co

North of Danang, Vietnam

■ OPENING: Q3 2012

Vietnam's first fully-integrated resort development, Laguna Lang Co, is being master-planned by Banyan Tree (see p26). Situated on a 280-hectare (692-acre) beach-front site, it will host seven international hotels, with 2,000 guestrooms in total.

The first US\$200m (€152m, £128m) phase is due for completion in the third quarter of 2012. It will consist of a Nick Faldo golf course, a resort residence and two Banyan Tree sites: Banyan Tree Lang Co and Angsana Lang Co Resorts – comprising 350-keys combined and two spas.

Banyan Tree Spa Lang Co will house 10 treatment rooms across 2,555sq m (27,500sq ft) and a yoga pavilion. The 2,040sq m (22,000sq ft) Angsana Spa Lang Co will also have 10 treatment rooms as well as two Rain Mist rooms and a relaxation area.

■ www.banyantree.com

Shaolin Chi Resort

Song Shan, China

■ OPENING: TO BE CONFIRMED

The Shaolin monastic order has appointed wellness and design company Schletterer to develop its very first resort on the holy mountain of Song Shang, close to the headquarters of the Shaolin monks.

A strong focus at the luxury 119-bedroom hotel will be on offering a combination of eastern and western practices and mind, body and spirit techniques.

It will feature a 4,200sq m (45,200sq ft) pool house, a 5,500sq m (59,000sq ft) spa and medical wellness centre and extensive relaxation gardens with temples, meditation areas and water features.

■ www.schletterer.com



There will be a GOCO and WATG-designed spa plus numerous outdoor bathing pools

Xiangshan Hot Spring & Wellness Center

Xiangshan, China

■ OPENING: Q3 2013

A reported US\$25m (€19m, £16m) will be invested in this oceanfront bathing attraction, which is due to open next to the Hilton Ningbo Xianshan Resort in August 2013.

Designed by US-based WATG and Bangkok's GOCO Hospitality, the site will feature a 6,000sq m (64,583sq ft) standalone building with 24 treatment rooms – including two suites and a spa villa – while a medi-spa and weight management clinic with seven suites will provide a unique selling point.

Results-orientated wellness programmes that address health concerns – such as detoxification, stress relief, ageing, weight loss and beauty enhancement – will be offered. They've been created

with the Chinese market in mind but are suitable for both men and women ranging from 20 to 50 and above.

The product houses, according to GOCO, will be Ila and Comfort Zone.

Other indoor facilities will include a women's beauty salon, a male grooming area, relaxation areas and quiet zones and water experiences such as vitality pools to boost circulation as well as cold plunge and onsen pools. There will also be a gym and yoga facilities, plus a Chinese health food café and tea lounge.

The outdoors bathing area, with mineral and thermal springs, will cover 5,000sq m (53,820sq ft).

GOCO is the sole consultant of the spa, which is owned by large scale resort developer Sanil Guo Yuan. GOCO will provide feasibility, concept and design services and will subsequently manage the centre and springs.

■ www.goco.co



A peaceful retreat for the mega-resort

ESPA at Resorts World Sentosa

Sentosa, Singapore

■ OPENING: 2012

Resorts World Sentosa (RWS), Singapore's integrated development, boasts six hotels, a casino, attractions, retail outlets and one standalone spa – a sanctuary to escape to for tranquility.

Owned by RWS and managed by ESPA, the oceanfront spa will cover 10,000sq m (107,739sq ft) including outdoor features like gardens; a chillout zone with a reflection pond; and two onsen pools at the foot of a tropical forest.

Indoors, there will be 24 multi-function treatment rooms and four suites. Heat and wet facilities – supplied by Barr + Wray – will comprise two rock saunas and two crystal steamrooms. A standout feature will be an authentic hammam – the only one in the country. Elsewhere, there will be a relaxation area with sleep pods; a nail salon with back massage stations; and a café. There will also be an octagonal yoga studio and gardens for meditation, as well as a 24-hour health club.

The spa, ESPA's first in Singapore, has been designed by US-based Michael Graves & Associates in partnership with Singapore-based DP Architects.

■ www.rwsentosa.com



There are two treehouse treatment rooms

Ritz-Carlton Dorado

Puerto Rico

■ OPENING: Q4 2012

Ritz-Carlton is to open its first Reserve property in the Americas region with a new 115-guestroom property at Dorado Beach, Puerto Rico, in late 2012.

The 50-acre (20-hectare) resort will feature a spa set in 5-acres (2-hectares) of landscaped grounds, which will include male and female ‘purification gardens’ with tropical pools, steamrooms and outdoor Vichy areas.

There will also be 10 glass-walled treatment pavilions with soaking tubs and massage tables and two double treehouse treatment platforms in the forest canopy. Organic spa products will be made from native plants grown onsite.

A beauty salon, relaxation rooms and an 8,000sq ft (743sq m) fitness centre equipped with Technogym equipment will also be available alongside separate dance/yoga, group cycling and movement studios which will offer a full complement of classes.

Reserve is Ritz-Carlton’s new ultra luxury brand and its first property opened in early 2010 in Krabi, Thailand.

■ www.doradobeach.com

Kittitian Hill

St Kitts

■ OPENING: Q4 2012

To be operated by Sedona Resorts, this US\$300m (€228m, £191m) development is spread over a 400-acre (162-hectare) hilltop with views of the Caribbean Sea and surrounding islands.

Built around a village core, it will feature a mix of residential and holiday let cottages (90), villas (69) and townhouses (74). A 15-treatment room spa will be located on the edge of the resort with a tropical rainforest backdrop.



The spa will have a rainforest backdrop

Phase one, due for completion in December, will include the spa, cottages, villas and an 18-hole golf course. The entire project is due to be finished by 2016.

■ www.kittitianhill.com



The two signature Plumeria-branded spas will be operated by KemperSports Management

Seaside Mariana Resort

San Rafael Del Sur, Nicaragua

■ OPENING: Q2 2013

Spilt into six neighbourhoods, Nicaragua’s mega-resort – Seaside Mariana – is located on the Pacific Ocean coastline and will be anchored by the Wyndham Nicaragua Resort & Casino and a Jack Nicklaus golf course. The 923-acre (374-hectare) site will also consist of two boutique hotels and a variety of villas, town houses and bungalows for guests and residents.

Developer Grupo Mariana, has created its own signature Plumeria Spa brand inspired by native culture and rituals.

There will be two Plumeria Spas. The first, to open at the Laya Hotel in mid-2013, will cover 1,200sq ft (111sq m) and have four treatment rooms. The second 5,000sq ft (465sq m) spa – part of the Wyndham resort that will launch in late 2014 – will have eight treatment rooms. All hotel, resort and spa operations will be ran by KemperSports Management.

■ www.grupomariana.com



Water in the 30 spa apartments will come from a natural thermal spring

51° Spa Residences

Leukerbad, Switzerland

■ OPENING: Q4 2014

Leukerbad, a Swiss Alps' village famous for its 51°C thermal water, is the setting for 51° Spa Residences – a real-estate project by Swiss Development Group comprising two buildings with 30 spa apartments.

Each apartment will boast whirlpools and outdoor 'moon bath' pools supplied by the thermal waters.

There will also be a 900sq m (9,688sq ft) Banya Experience Spa with a Russian style steamroom or banya, two treatment rooms, a relaxation area, an indoor and outdoor pool and a fitness suite.

Overall, there will be 70 apartments – designed by US architects Michael Graves & Associates – to open in late 2014.

The spa, created by hospitality and spa consultancy Under the Tree, will follow in 2015 along with a five-star hotel.

■ www.sdg.ch

Buxton Crescent & Thermal Spa

Buxton, UK

■ OPENING: Q1, 2013

The £32m (US\$50m, €38m) transformation of Buxton's listed Crescent buildings and natural baths – into one of the UK's first genuine spa hotels – is well under way. When complete, it will feature a 79-bedroom, luxury spa hotel incorporating the baths; and a thermal, natural mineral water spa.

■ www.buxtoncrescent.co.uk



The Crescent buildings will be transformed



Each tower will feature a spa

Hermitage Plaza

Paris, France

■ OPENING: Q2 2016

Architects Foster + Partners have confirmed that plans for the Hermitage Plaza – a mixed-use, €2.5bn (US\$3.3bn, £2bn) development in Paris's La Défense business district – has been given final approval.

Consisting of two towers that will reach a final height of 323m – purposely 1m below the Eiffel Tower – it is the first high-rise development in France and is considered a national project.

The 90- and 91-storey towers, next to the River Seine, feature glazed façade panels with different points catching light throughout the day.

Between them, the towers will house a five-star hotel and two spas with pools and fitness centres. Residential apartments, priced at a reported €2-3m (US\$2.6-3.9m, £1.8-2.5m), a business centre, two auditoriums and offices complete the offering.

The company behind the development is real estate firm the Hermitage Group, a French subsidiary of the Russian investor Mirax Group.

■ www.fosterandpartners.com



AW Lake will oversee the spa concepts in up to seven hotels in this US\$4bn development

Dubai Pearl

Dubai, UAE

■ OPENING: 2013

Singapore-based consultancy AW Lake Spa Concepts has been appointed as the master spa strategist for Dubai Pearl – a mixed-use, luxury development in Middle Eastern emirate that covers 1.85sq km (0.7sq mile) and is set to cost US\$4bn (€3bn, £2.6bn).

The consultancy has been tasked with designing the strategy and integration for all of Dubai Pearl's world-class spas, including those for onsite international hotels such as Bellagio, MGM and Starwood Capital's inaugural Baccarat.

The total number of spas has not yet been disclosed, but AW Lake is to position each facility within their respective hotels, as well as aligning them with the overall vision of Dubai Pearl.

When open, Dubai Pearl will be marketed as a complete leisure destination and will boast seven five-star hotels with a total of 1,400 bedrooms, private residences, more than 60 restaurants, art galleries and theatres as well as office and retail space. The first hotels are scheduled to open in 2013.

Located in the Dubai Media and Technology Free Zone overlooking Palm Jumeirah, Dubai Pearl is owned by Pearl Dubai FZ LLC, a consortium of investors led by the Al Fahim Group.

Established in 2001, AW Lake has worked on numerous high-end spa projects globally such as the Away Spa at W Retreat & Spa Bali and the Iridium Spa at St Regis Lhasa in Tibet. Current developments in the pipeline include St Regis Zhuhai and other spa destinations in China.

■ www.dubaipearl.com

Medical wellness resort

Riyadh, Saudi Arabia

■ OPENING: 2014

Construction work is expected to begin in October 2012 on a US\$500m (€381m, £319m) health tourism project in Riyadh, the capital of Saudi Arabia.

Brazilian company Braengel has been appointed to build the 76,000sq m (818,000sqft) mixed-use complex, which will include a hospital, a luxury hotel, a spa, health club and retail space.

In a statement, Al Shoula Holding Group – which is behind the scheme – said that the focus of the project was to offer “aesthetic medicine services to women in the Middle East”.

Sixty per cent of the funding will come from Saudi and Qatari businessmen and the remaining 40 per cent will be sourced from Brazilian investors.

■ www.alshoulagroup.com

Mina Zayed

Abu Dhabi UAE

■ OPENING: 2014

The Mina Zayed development will house a health and wellness centre costing US\$20m (€14.2m, £12.6m) and covering 64,400sq ft (5,980sq m). With 41 treatment rooms and suites, it will boast the first Bellagio-branded spa suites in the Middle East as well as a medi-spa component.

GOCO Hospitality is currently consulting on the feasibility, design and brand implementation for the project.

Scheduled to open in 2014, the development is located adjacent to Abu Dhabi's new growth areas of Saadiyat Island and Sowwah Island. It is a key component of Plan Abu Dhabi 2030.

■ www.goco.com

DEVELOPMENT PIPELINE: NORTH AMERICA

Revel

Atlantic City, New Jersey, USA

■ OPENING: Q2 2012

The Revel Entertainment Group will open a new US\$2.4bn (€1.8bn £1.5bn) resort with 1,800 bedrooms in mid-2012. Designed by US-based architects Arquitectonica, the 47-storey resort will have a 31,000sq ft (2,880sq m) luxury spa.

■ www.revelresorts.com



There will be a 31,000sq ft spa



The health resort has a 200-year history



Outdoor terraces and treehouse treatment rooms will form part of the spa

Salamander Resort

Washington DC, USA

■ OPENING: Q4 2012

The Salamander Resort will be located in the village of Middleburg, near Washington DC. The architects for the project are the WATG group and the owners are the Salamander Hospitality group, both from

the US. The spa will cover 23,000sq ft (2,136sq m) and offer 14 treatment rooms, many with private outdoor terraces. It will also offer two outdoor treehouse treatment rooms on the edge of woods, overlooking a stream. Salamander is set to be one of the first in the US to achieve LEED sustainability certification

■ www.salamanderhospitality.com

The Greenbrier

White Sulphur Springs,
West Virginia, USA

■ OPENING: Q1 2014

A cutting-edge medical complex is to be built at The Greenbrier – a luxury, health-focused resort in White Sulphur Springs, West Virginia, US. The Greenbrier Medical Institute will be developed in phases in the 6,750-acre (2,732-hectare) grounds.

The initial US\$250m (€191m, £159m) stage will include a sports-medicine centre, a cosmetic surgery and lifestyle enhancement academy, a sports performance and training facility and a boutique hotel. It will also comprise the relocation and expansion of the Greenbrier Clinic – a facility that's been offering preventative healthcare programmes to the nation's top executives since 1948.

The concept has been created by orthopedic surgeon Dr James Andrews and healthcare developer Jack T Diamond.

The resort, which boasts 710 bedrooms, already has a 40,000sq ft (3,716sq m) spa, a casino and three golf courses. At the centre is a sulphur water spring which guests have sought out for medicinal purposes for more than 200 years.

■ www.greenbrierclinic.com

definiti[®] - new dimensions in relaxation



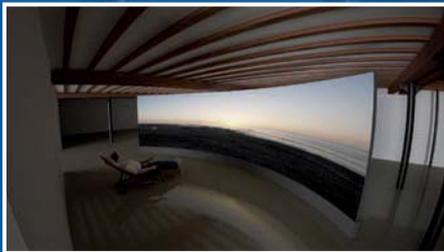
Relaxation Dome, A LivingGlobe Project – Therme Bad Aibling, Germany

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- Relaxation Spaces
- Chill Out Dome
- Designer Bars
- Immersive Theaters
- and more!



26-27 MARCH

SPAMEETING Europe

Tivoli Lisboa, Portugal

For its fourth edition, this event will bring together 50 buyers involved in more than 200 spa projects in Europe, North Africa and Brazil, as well as 50 spa suppliers.

Tel: +33 1 44 69 95 69

<http://lisboaspameeting.com>

28-29 MARCH 2012

World Wellness Project Summit

InterContinental Chicago O'Hare,
Rosemont, Illinois, USA

This annual conference will offer unbiased perspectives, news about emerging trends and information on how other organisations within the food industry are penetrating the health and wellness sector.

Tel: +1 312 604 0263

www.worldwellnessproject.com

30 MARCH – 2 APRIL 2012

EXPOCOSMÉTICA

Exponor, Porto International Fair,
Leca da Palmeira, Portugal

Now in its 17th year, this exhibition is aimed at hairdressers, beauticians, cosmetics, spa and dermocosmetics professionals.

Tel: +351 22 998 1427

www.expocosmetica.exponor.pt

1-2 APRIL 2012

Natural & Organic Products Europe

Olympia, London, UK

This annual event will showcase natural, organic, bio-dynamic, fair trade, artisan and sustainable products.

Tel: +44 1273 645 110

www.naturalproducts.co.uk

15-16 APRIL 2012

Esthetique Spa International Las Vegas Conference

The Venetian Sands Expo,
Las Vegas, Nevada, USA

ESI is a trade show for aesthetics, spa and medical spa professionals, providing an opportunity to network with hundreds of leading companies, discover the latest trends and technical advances, and see first-hand a spectrum of spa products and equipment.

Tel: +1 866 772 7469

<http://spashowusa.com>

18-20 APRIL 2012

TTRA Europe 2012

Archamps Convention Centre,
University of Savoie, France

The purpose the Travel and Tourism Research Association's (TTRA) European conference is to bring together international scholars, researchers, policy makers and other tourism professionals in order to explore and address the issues of performance measurement and performance management in tourism contexts.

Tel: +33 6 89 20 95 90

www.ttra-europeconference-2011.com

18-21 APRIL 2012

SPATEC Europe

Don Carlos Leisure Resort
& Spa, Marbella, Spain

A two-day forum that will bring together 70 of the most important spa, wellness and beauty operators (buyers) of leading medium-to-large hotel, resort, destination, medical and day spas in Europe with over 70 key domestic and international suppliers.

Tel: +44 20 8547 9830

www.mcleaneventsinternational.com

19-21 APRIL 2012

Intercharm Professional

Crocus Expo International Exhibition
Center, Moscow, Russia

The professional cosmetics industry in Russia, CIS and Eastern Europe will find new market opportunities and distributors, 2,500 brands and 20 educational programmes here.

Tel: +7 495 937 6861

www.intercharmpro.ru

22-24 APRIL 2012

International Esthetics, Cosmetics & Spa Conference New York

Jacob Javits Convention
Center, New York, USA

New York's 10th IECSC, will include 200 exhibitors from the skincare, wellness and equipment sector and 45 education classes.

Tel: +1 203 383 0516

www.iecsc.com/ny

13-14 MAY 2012

Beauty UK

NEC, Birmingham, UK

Beauty UK will showcase products, equipment, services and training from beauty, holistic, nail and tanning companies.

Tel: +44 1332 227 690

www.beautyserve.com

13-14 MAY 2012

Hair & Beauty 2012

Frankfurt Fair and Exhibition
Centre, Frankfurt, Germany

Trends, styles, tips and expertise for hair, cosmetics, make-up and nail professionals can be expected at Hair & Beauty 2012.

Tel: +49 69 75 75 0

www.hair-beauty.messefrankfurt.com

14-15 MAY 2012

COSMEETING America

Sheraton New York Hotel & Towers, New York, USA

This business road show will present emerging brands and high-end cosmetics products to distribution networks.

Tel: +33 1 44 69 95 69

www.cosmeeting.com

14-15 MAY 2012

Natural Beauty Summit America

Sheraton New York Hotel & Towers, New York, USA

Held alongside Cosmeeting America (above), this summit targets those working in the natural beauty sector.

Tel: +33 1 44 69 95 65

www.naturalbeautysummit.com

14-16 MAY 2012

Beautyworld Japan

Tokyo Big Sight, Tokyo, Japan

This event will feature the latest products and services, information and trends in the Japanese and Asian beauty and spa sectors for the benefit of industry professionals.

Tel: +81 3 3262 8939

www.beautyworldjapan.com

15-17 MAY 2012

The Hotel Show

Dubai World Trade Centre, Dubai, UAE

An event which provides a networking and sourcing platform for up to 14,800 regional hospitality professionals. This year, it will have a special focus on 'beyond luxury' and will also host the Middle East Spa Awards.

Tel: +971 4 438 0355

www.thehotelshow.com

17-19 MAY 2012

Annual World Congress on Anti-Aging & Aesthetic Medicine

Marriott Orlando World Center, Orlando, Florida, USA

The 20th conference on anti-ageing, regenerative and functional medicine will provide a platform for 30 international speakers and also work as a forum for primary care physicians.

Tel: +1 561 997 0112

www.worldhealth.net

17-19 MAY 2012

Sustainable Cosmetics Summit North America

InterContinental New York Barclay Hotel, New York, USA

This summit will explore some of the major sustainability issues facing the beauty and spa industries such as green formulations, packaging and marketing. This year, the summit will also focus on techniques to measure the environmental footprint of personal care products.

Tel: +44 20 8567 0788

www.sustainablecosmeticssummit.com

29-31 MAY 2012

Beautyworld Middle East

Dubai International Convention & Exhibition Centre, Dubai, UAE

As one of the largest international trade fairs in region, Beautyworld Middle East showcases products for the beauty, cosmetics fragrance, spa and wellbeing sectors. In 2011, it welcomed more than 18,000 visitors from 107 countries and it also featured 755 exhibitors from 44 countries.

Tel: +971 4 389 4500

www.beautyworldme.com

3-6 JUNE 2012

Global Spa & Wellness Summit

Aspen Meadows Resort, Aspen, Colorado, USA

The sixth invitation-only annual summit – held in collaboration with the Aspen Institute – is themed around Innovation through Imagination and will investigate the impact and future of the global wellness sector.

Tel: +1 212 716 1199

www.globalspaandwellnesssummit.org

9-11 JUNE 2012

International Esthetics, Cosmetics & Spa Conference Las Vegas

Las Vegas Convention Center, Las Vegas, Nevada, USA

A leading conference and trade show where attendees can purchase products, see the latest trends and learn about the newest techniques on the market.

Tel: +1 203 383 0516

www.iecsc.com

12-14 JUNE 2012

LOHAS Forum

Hotel Boulderado, Boulder, USA

This event will bring together more than 500 executives from all Lifestyles of Health and Sustainability (LOHAS) sectors.

Tel: +1 303 222 8263

www.lohas.com

14-16 JUNE 2012

Beauty Eurasia

Tuyap Exhibition Center, Istanbul, Turkey

In its eighth year, this exhibition aims to attract 400 beauty industry vendors.

Tel: +90 212 603 33 33

www.beautyeurasia.com

▶ 19-20 JUNE 2012

Spa & Resort/Medical Aesthetics Expo & Conference New York

Jacob K Javits Convention Center, New York, USA

Leading spa, medical aesthetic and wellness companies will display the most advanced technology, up-to-date treatments and procedures at this expo. Meanwhile, the conference will enable visitors to meet with expert physicians, practitioners and educators helping owners and operators to grow their spa businesses.

Tel: +1 609 759 7617

www.spaandresortexpo.com

21 JUNE 2012

Forum HOTel & SPA

The Ritz Hotel, Paris, France

The theme for the fifth annual HOTel & Spa is Experience. Key objectives will include: client and therapist experiences; authenticity; offering a strong message; and creating a profitable spa business. It will be hosted by a panel of international experts.

Tel: +33 1 43 21 05 69

www.forumhotspa.com

1-2 JULY 2012

VITASPA Spa Expo & Medical Spa Conference

Sheraton Hotel, Buenos Aires, Argentina

This expo and conference, organised by the Argentine Spa Association and supported by the magazine *Vita Spa*, is the official World Congress Spa Society event in Central and South America. It's for owners, managers and staff from medi and hotel/resort spas, wellness centres, cosmetic and plastic surgery clinics.

Tel: +54 11 4468 0879

www.vitaspaestetica.com

8-9 JULY 2012

Les Nouvelles Esthetiques Spa Conference

Monte Casino Ballroom, Fourways, Johannesburg, South Africa

A leading educational programme for spa, wellness and hospitality professionals in South Africa. The eighth annual conference is the largest gathering of spa and wellness professionals in the country. It will focus on how to build capacity, raise benchmarks, master best practices and add value to the country's spa industry, in addition to providing networking opportunities.

Tel: +27 11 447 9959

www.lesnouvellesblog.co.za

16-19 JULY 2012

National Wellness Conference

University of Wisconsin, Stevens Point, Wisconsin, USA

Presented annually by the National Wellness Institute, the 37th event will include professional development and personal enhancement programmes and wellness activities. This year's theme of Linking Up for Wellness will look at best practices in wellness, research and social media.

Tel: +1 715 342 2969

www.nationalwellness.org

22-24 JULY 2012

Cosmoprof North America

Mandalay Bay, Las Vegas, Nevada, US

This international beauty and cosmetics fair – now in its 10th year – is an exclusive business-to-business cosmetic trade show. In 2011, it attracted 750 exhibitors from 30 countries and more than 25,000 visitors.

Tel: +1 480 281 0424

www.cosmoprofnorthamerica.com

25-26 JULY 2012

SPLASH! Pool & Spa Trade Show

Conrad Jupiters, Gold Coast, Queensland, Australia

SPLASH! is aimed at spa and pool manufacturers, retailers, builders, contractors, architects, landscapers and service technicians interested in market directions, trends and new technology.

Tel: +61 2 9660 2113

www.splashexpo.com.au

11-12 AUGUST 2012

Sydney International Spa & Beauty Expo Conference

Sydney Convention & Exhibition Centre, Sydney, Australia

Australia's largest gathering of leading brands and suppliers will feature the latest spa and beauty products, treatments, ideas and equipment. In addition, it provides an opportunity for national industry decision-makers to meet with leading buyers and salon and spa owners.

Tel: +61 2 9422 2535

www.internationalbeautyexpo.com.au

18-19 AUGUST 2012

A5M Conference

Melbourne, Australia

The Australasian Academy of Anti-Ageing Medicine presents this health and medical conference. With a theme of Integrative Health & Longevity, the event will feature well-known neurosurgeon Dr Joseph Maroon. The programme will feature a professional education spanning genomics, sport medicine, aesthetics and nutritional medicine to mind and body wellness.

Tel: +61 3 9813 0439

www.a5m.net

25-27 AUGUST 2012

Face & Body Northern California

McEnergy Convention Center,
San Jose, California, USA

An annual expo held exclusively for skincare professionals in San Jose, California, focused on offering business solutions, treatment techniques and skin science.

Tel: +1 630 653 2155

www.faceandbody.com/california

6-8 SEPTEMBER 2012

WAVES Pool/Spa/Bath International Expo

India Expo Centre & Mart, Greater Noida, New Delhi, India

India's only event that brings together architects, builders, dealers, retailers, engineers, pool and spa companies, wellness professionals and customers for face-to-face interactions, live product demos, seminars and networking. Last year's inaugural event sold out.

Tel: +91 11 4279 5061

www.wavesexpo.com

10-12 SEPTEMBER 2012

SPAMEETING Paris

Porte de Versailles, Paris, France

Unlike the other Spameetings, this event includes a trade show and the European Spa Summit – which mostly targets hotel professionals – on top of a one-to-one business meeting forum between spa project professionals and vendors. It is held in conjunction with Europe Beauty Week – a collection of trade shows and conferences for the cosmetics and ingredients industries; and the European Natural Beauty Summit.

Tel: +33 1 44 69 95 69

www.paris.spameeting.com

19-22 SEPTEMBER 2012

SPATEC North America Fall

Ritz-Carlton, Dove Mountain,
Tucson, Arizona, USA

This forum features one-to-one meetings between operators of leading hotel, resort, destination, medi and day spas and leading domestic and international suppliers.

Tel: +1 603 529 0077

www.mcleaneventsinternational.com

23-24 SEPTEMBER 2012

Olympia Beauty

Olympia Exhibition Centre, London, UK

More than 22,000 therapists, salon/spa managers and owners, make-up artists, hairdressers, nail technicians and students are expected at this trade show that also has three stages with live, educational seminars.

Tel: +44 1959 569 867

www.olympiabeauty.co.uk

28-30 SEPTEMBER 2012

Salon Look Internacional

Feria de Madrid, Madrid, Spain

A trading platform for those working in the Spanish beauty and aesthetics sectors. It attracts 350 companies and 75,500 visitors.

Tel: +34 91 722 30 00

www.ifema.es

28-30 SEPTEMBER 2012

Wellness Asia Exhibition

NSIC Exhibition Grounds,
Okhla, New Delhi, India

Wellness Asia focuses on wellbeing, yoga, fitness, outdoor activities, meditation, massage, healthy diets and organic living.

Tel: +91 11 450 555 00

www.wellnessasiaexpo.com

9-12 OCTOBER 2012

Interbad 2012

Messe Stuttgart, Stuttgart, Germany

This trade fair for swimming pools, saunas and spas attracts operators of private and public swimming pools, spas, hotels with spa and beauty departments, and architects.

Tel: +49 711 18560 2383

www.interbad.de

15-17 OCTOBER 2012

ISPA Conference & Expo

Gaylord Palms Resort & Convention Center, Kissimmee, Florida, USA

The largest annual event for America's International SPA Association (ISPA) will provide spa owners, directors, managers and suppliers with tips on where the industry is headed and how to ensure it is sustainable.

Tel: +1 859 226 4326

www.experienceispa.com

17-19 OCTOBER 2012

ITB Asia

The Sands Expo & Convention Center, Marina Bay Sands, Singapore

Over 750 exhibitors, 600 buyers and 7,500 visitors from the Asian travel sector come together for this annual b2b trade show.

Tel: +65 6635 1188

www.itb-asia.com

20-21 OCTOBER 2012

Camexpo

Earls Court, London, UK

The 10th Camexpo will offer a range of products, services and training dedicated to the complementary healthcare industry.

Tel: +44 1273 645 119

www.camexpo.co.uk

▶ 24-26 OCTOBER 2012

World Medical Tourism & Global Health Congress

On the Beach, Fort Lauderdale, Florida, USA

This congress – now in its fifth year – aims to attract around 1,500 attendees, more than 140 exhibitors and over 400 buyers. It will host 10,000 pre-scheduled networking meetings. The theme this year is Creating Partnerships. Tel: +1 561 792 6676

www.medicaltourismcongress.com

25-28 OCTOBER 2012

Inner IDEA

La Quinta Resort & Club, Palm Springs, California, USA

In its seventh year, this US-based conference highlights mind-body-spirit programmes. It targets pilates instructors, yoga teachers, group exercise instructors, owners/managers, personal trainers, lifestyle coaches, wellness professionals, holistic health professionals, students and enthusiasts.

Tel: +1 858 535 8979

www.inneridea.com

26-28 OCTOBER 2012

The Yoga Show

Olympia, London, UK

This annual show will offer a wide range of taster sessions for yoga and pilates in open class format and more in-depth classes in closed studio sessions. Leading teachers in yoga and pilates disciplines will share their knowledge and guidance. Over 200 exhibitors present everything to help maintain a healthy lifestyle. The three-day show welcomed over 15,000 visitors in 2011.

Tel: +44 1787 224 040

www.theyogashow.co.uk

4-5 NOVEMBER 2012

International Esthetics, Cosmetics & Spa Conference Florida

Broward County Convention Center, Fort Lauderdale, Florida, USA

Around 5,500 professionals attend this exhibition for skincare, wellness and equipment suppliers.

Tel: +1 212 895 8234

www.iecsc.com

5-8 NOVEMBER 2012

World Travel Market

ExCeL, London, UK

This well established business-to-business event will present a range of destinations and industry sectors to travel professionals.

Tel: +44 20 8271 2160

www.wtmlondon.com

12-13 NOVEMBER 2012

Sustainable Cosmetics Summit Hong Kong

Hong Kong

The Asia-Pacific edition of the Sustainable Cosmetics Summit will draw in leaders in all fields of the beauty industry.

Tel: +44 20 8567 0788

www.sustainablecosmeticssummit.com

13-14 NOVEMBER 2012

Spa Life UK

UK

Spa Life is a dedicated event for the UK's spa industry and professionals. Last year, it incorporated a conference, plus a business-meeting forum and an invitation-only CEO Summit for spa operators.

Tel: +44 1268 745 892

www.spa-life.co.uk

14-16 NOVEMBER 2012

Cosmoprof Asia

Hong Kong Convention & Exhibition Centre, Hong Kong

A trade show with over 1,700 exhibitors and 48,000 visitors, which covers every facet of the beauty and health industry including cosmetics and toiletries, beauty, hair, natural health and packaging.

Tel: +852 2827 6211

www.cosmoprof-asia.com

19-20 NOVEMBER 2012

SPAMEETING Asia

W hotel, Seoul, Korea

This forum will host 900 meetings between 50 spa suppliers and 50 project holders from Japan, South Korea, China and Taiwan.

Tel: +33 1 44 69 95 69

<http://asia.spameeting.com>

21-22 NOVEMBER 2012

The Sleep Event

Business Design Centre, London, UK

This event on hotel design, construction, planning and investment appeals to designers, architects, developers, contractors, consultants, owners, operators and investors.

Tel: +44 20 7921 8407

www.thesleepevent.com

27-28 NOVEMBER 2012

SPAMEETING Middle East & India

Yas Hotel, Abu Dhabi, UAE

A two-day forum of face-to-face meetings between 50 spa suppliers and 50 project developers from the Middle East and Indian Ocean region.

Tel: +33 1 44 69 95 69

<http://me.spameeting.com>

27-29 NOVEMBER 2012

Middle East Natural & Organic Products Expo

Dubai International Exhibition & Convention Centre, Dubai, UAE
MENOPE 2012 is the only exhibition in the region aimed at gathering the business community with those working in the natural and organic product sector. The 10th edition will attract those involved in the fields of natural and organic food and beverages, cosmetics, healthcare, alternative medicines and natural living.
Tel: + 971 4 332 228
www.naturalproductme.com

28-30 NOVEMBER 2012

Sustainable Cosmetics Summit Europe

Paris, France
The European edition of the Sustainable Cosmetics Summit will bring together key stake holders in the beauty industry, such as cosmetic manufacturers, ingredient and raw material suppliers, retailers and distributors, industry organisations and certification agencies, researchers and academics, as well as investors.
Tel: +44 20 8567 0788
www.sustainablecosmeticssummit.com

29-30 NOVEMBER 2012

International Luxury Spa Summit

São Paulo, Brazil
The theme of this 2012 event is Le Vrai Luxe, Le Grad Luxe. The International Luxury Spa Summit will feature pre-scheduled business meetings and a workshop on future spa trends, in addition to an awards ceremony.
Tel: +33 4 89 14 87 57
www.luxuryspaevent.com

3-5 FEBRUARY 2013

SPATEX

Brighton Hilton Metropole Exhibition Centre, Brighton, UK
The 17th SPATEX will comprise exhibitors from the national and international pool, spa and wet facility sectors. It will also incorporate the industry's annual SPATA and BISHTA Awards.
Tel: +44 1264 358 558
www.spatex.co.uk

FEBRUARY 2013

Kosmetik Expo

Russia
This expo attracts beauty and cosmetics industry professionals. Its Wellness and Spa Forum provides a place for the exchange of business experience in the Russian market.
Tel: +7 495 937 13 18
www.ki-expo.ru

FEBRUARY 2013

Cosmobelleza & Wellness

Gran Via M2, Barcelona, Spain
The 19th Cosmobelleza & Wellness international beauty trade show will provide a platform for those working within the hairdressing, aesthetics and wellness sectors to meet and talk business.
Tel: +34 93 241 46 90
www.feriacosmobelleza.com

FEBRUARY 2013

Beauty Asia

Suntec Singapore, Singapore
The 17th annual event for global skincare, spa, health and fitness industry professionals.
Tel: +65 6299 8611
www.beautyasia.com.sg

FEBRUARY 2013

FORUMCLUB Expo & International Congress

Bolognatiere, Bologna, Italy
The 15th edition of ForumClub will consist of fitness, wellness, pool and sport platforms, with products, technologies, informative meetings, lessons and awards. The expo and congress is held in conjunction with the ForumPiscine for swimming pool and aquatic centre operators.
Tel: +390 51 272 523
www.forumclub.it

MARCH 2013

Guangzhou International Beauty Expo

Pazhou Complex, Guangzhou, China
This expo is part organised by the Guangdong Beauty & Cosmetic Association. It is hailed as the most influential beauty trade event in China. With 10 exhibition halls presenting beauty products, it attracts visitors from China, Asia, Europe, the Americas and the Pacific region.
Tel: +86 20 8625 9008
www.gzbeautyexpo.com

MARCH 2013

Face & Body Midwest

McCormick Place West, Chicago, Illinois, USA
Skincare professionals will gather at the Face & Body event in Chicago to learn more about practical business solutions, education, treatments and trends. The exhibition will also showcase some of the latest spa and beauty product and equipment launches by leading industry suppliers.
Tel: +1 630 653 2155
www.faceandbody.com/midwest

► MARCH 2013

Mondial Spa & Beauté

Palais des Congrès, Paris, France
Now in its eighth year, this event is dedicated to spa, beauty, nails and make-up professionals and will include conferences and round table talks in French and English.
Tel: +33 493 06 58 80
www.msbparis.com

MARCH 2013

Professional Beauty & European Spa Convention

ExCeL, London, UK
The exhibition will feature over 500 health and beauty brands and include a dedicated spa zone. It also incorporates the two-day European Spa Convention.
Tel: +44 20 7351 0536
www.professionalbeauty.co.uk

MARCH 2013

ITB Berlin

Berlin, Germany
With more than 170,000 visitors – including 108,000 trade visitors – and over 10,000 exhibitors from 180 countries, ITB Berlin is a leading b2b-platform of all that the tourism industry has to offer.
Tel: +44 20 7886 3000
www.itb-berlin.de

MARCH 2013

Beauty International Dusseldorf

Dusseldorf, Germany
A trade fair for cosmetics, beauty and wellness professionals, attracting 50,000 trade visitors and 1,250 exhibitors.
Tel: +49 211 4560 7602
www.beauty.de

VALUA VITALY / SHUTTERSTOCK.COM



Beauty International Dusseldorf attracts 50,000 trade visitors each year

MARCH 2013

Cosmoprof Worldwide

Fair District, Bologna, Italy
One of the world's most important international beauty events, Cosmoprof Worldwide will again include a special focus on the spa industry.
Tel: +390 2796 420
www.cosmoprof.com

MARCH 2013

Spa & Salon Expo – Las Vegas

Las Vegas, Nevada, USA
This event attracts owners, operators, directors and managers working in resort, destination, day, medical, eco and organic spas.
Tel: +1 702 436 6854
www.bestvalueexpos.com

MARCH 2013

SPATEC Spring – North America

USA
A three-day forum of pre-planned, 20-minute-long, one-to-one meetings between corporate spa owners, directors and design and management companies and leading spa suppliers and vendors.
Tel: +1 617 219 8300
www.mcleaneventsinternational.com

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2012 HANDBOOK

WHO'S WHO?

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Movers & Shakers

Some of the most influential leaders in the global spa and wellness industry share their views on their career, life and challenges and opportunities to look out for

Cynthia Chua

Founder, Spa Esprit Group



Singaporean Cynthia Chua is a pioneer in beauty and personal grooming services. She started out as a day spa owner in Singapore in 1996, but under the Spa Esprit Group banner she now heads up 34 Ministry of Waxing salons (dedicated to hair removal) and 25 Browhaus outlets (focusing on lash and eyebrow grooming) worldwide. Today, her businesses turnover is SG\$50m (US\$39m, €30m, £25m) per annum.

What have been your biggest achievements within the last 12 months?

I'm proud that our beauty brands have been featured within prestigious international publications such as *Wallpaper*, *Vogue* and *Elle*. US fashion portal style.com dubbed that Ministry of Waxing (MOW) in New York is "Downtown's best Asian import since Uniqlo". We recently set up a MOW

pop-up salon in the UK-based department store chain, Selfridges.

We've also launched various unique food and beverage (F&B) concepts, such as 40 Hands, bijoux artisan coffee bar; O My Dog, a gourmet hotdog booth; and Open Door Policy, a modern rustic bistro serving high-quality food at friendly prices.

What makes your company stand out from the crowd?

The innovative and pioneering spirit behind the company – our products, interior design and marketing campaigns are all very refreshing (see *Spa Business*, issue 1, 2012, p40). The level of expertise and creativity as well as the focus on hygiene is completely different from what is available in the current market.

We've successfully conceptualised our ideas across various industry sectors and we're adamant we won't fall into a cookie-cutter mold. We want every store and



Chua challenged the concept of waxing when she opened her first MOW salon in Singapore – and now has 14 outlets in the country



campaign to give our consumers a different feel and experience. When you visit our beauty stores or F&B outlets, it's not just a treatment, nor merely a meal, but an entire experience from the minute you step through the door.

How did you first get into the spa business?

After I graduated with a degree in economics and statistics from the National University of Singapore, I dabbled in marketing at a local bank. It lasted less than a year because I was bored and I hate desk-bound jobs. I've always been interested in aromatherapy and natural therapy. Even as a girl, I loved blending potions and essential oils. This interest combined with my lack of interest in desk jobs led me to open my first business: the six-treatment room Spa Esprit day spa in Holland Village, Singapore, 15 years ago. Today, the business has grown into a lifestyle empire.

How has your career progressed?

I'm passionate about creating brands with products that are absent from the market – offering consumers services that were previously lacking. I'm also interested in refreshing and improving existing offers.

I started Spa Esprit in 1996 because I noticed a gap in the market for a unique and uplifting day spa, which was very different from the usual Zen concept spas. From there, I created the MOW hair removal salon concept, and Browhaus, a lash and brow grooming brand.

Then, I noticed that beauty writers also write about food because it's all about the lifestyle. So despite people's initial scepticism I ventured into the F&B industry, leading to the launch of HOUSE – a 35,000sq ft (3,252sq m) space combining a spa, a bar, a café and a Beauty Emporium (a grocery and treatment-orientated beauty space). Next came Tippling Club; Skinny Pizza; 40 Hands; O My Dog and Open Door

Policy. I'm inspired by anything and everything, so who knows what's next?

Do you feel as if your life is on track?

I always live my life to the fullest. Life is constantly in flux and I'm afraid of being stagnant, so I'm content to be doing what I love, across a diverse range of sectors.

I feel so privileged to be in a position to make choices that shape how I want my life to be, and I wouldn't want to live my life in any other way.

How would you describe yourself?

A curious, keen learner who's always optimistic and passionate about life. And a dreamer who turns dreams into reality.

What are you working on at the moment?

We have quite a few great ideas in the pipeline. For Browhaus, we're looking into incorporating fashion eyebrows ▶

The spa industry seems a bit tired and jaded... We're aiming to revamp the sector by targeting the younger demographic through lower price points and offers with a fresh breath of life

- ▶ – experimenting with different colours to match make-up and dressing them up with accessories. We'll test the ideas in Singapore and, if it works well, we'll roll them out in London and New York.

The spa industry seems a bit tired and jaded with a lack of innovation at the moment. So, we're aiming to revamp the sector by targeting the younger demographic through lower price points to make spa treatments more affordable, and by increasing our unique treatment and product offerings with a fresh breath of life.

What's your vision for Spa Esprit Group?

Turning MOW and Browhaus into household brands has always been my vision. My aspiration is to make our brands international market leaders. I hope to have 100 outlets in 20 cities within the next five years, going into new markets such as Barcelona, Tokyo, Paris and Los Angeles. I'd love for people to start seeing Singapore in a different light because of our brands' creativity and innovation.

What do you want to achieve over the next 12 months?

We're looking to open more stores in the UK very soon and have big expansion plans



Chua's aim is to open 100 MOW and Browhaus outlets in 20 cities in the next five years and Europe and America are key targets for expansion

for the rest of Europe and America. It is very heartening to see the growth so far and it proves that our brands appeal to different cultures and nationalities. Look out for new concepts, exciting treatments and products coming your way in the year ahead!

What drives you?

Passion, curiosity and purpose. I make my visions real because I believe in them.

What is the best business decision you've ever made?

To start up MOW in 2001 despite the majority of people thinking that I was crazy to bring Brazilian waxing into Singapore, as it was considered such a taboo. By injecting

a dose of humour and fun into the treatment and marketing campaigns, we took the embarrassment factor out of the equation, and it was an instant hit.

Now, we have 14 stores in Singapore and 20 stores all over the world. We are very proud to say that we have waxed more than two million bushes to date, and counting!

What has been the biggest challenge of your career?

People management. When I first started, I had eight staff to manage and now I've a team of 500. I strongly believe in leading by example. Achievements and contributions are praised and recognised through positive feedback. This is one of the most effective ways to motivate and inspire the whole team to work towards the same goal.

Another big challenge has been learning to deal with a tremendous amount of pressure. It's important not to be driven



by greed and get carried away by success. Your business should be a result of a labour of love; if you stay grounded and have the right values at heart, you will always be able to handle what comes your way.

If you weren't doing this, what would you be doing?

I love aromatherapy and crafting my own scents, so I think I'd be a perfume maker.

What are the biggest issues facing the global spa industry?

Manpower is always a big issue. Lack of innovation is another concern – at MOW and Browhaus we have a strong research and development team as well as a training team to constantly come up with new ideas, as well as to improve on existing treatments, techniques and products.

With an increasing demand from younger demographics, the spa indus-

Chua has shaken up the personal grooming industry with her fun approach – she now feels the spa market needs the same treatment

try also needs to think about how it can make the spa experience more affordable by lowering the price point, but without compromising on the quality of the service or sacrificing profit margins and viable business models.

How do you see consumers' needs changing?

The services we provide have shifted from being an unnecessary extravagance to being an essential part of grooming and balanced self-care for many people.

We also foresee an increase in the demand for stronger massages to deal with the increasing physical stress and tension experienced in this modern society.

What's the difference between a good spa and a great spa?

A good spa gives you a great treatment. But a great spa adds an element of surprise and focuses on the small details that make the customer's experience so special that they wouldn't go anywhere else.

What's the best piece of advice you've ever been given?

"True life is lived when tiny changes occur" – by the great Russian novelist Leo Tolstoy. I strive to live by this motto. It reminds me to appreciate the little things in life and helps me to put my life into perspective.

What advice would you give to someone coming into this industry now?

Your business should be a result of a labour of love, rather than an aggressive business driven by profit margins. ●

Adrian Egger

Managing director, Spa Division, KLAFS

Adrian Egger has worked in the spa industry for the last 14 years, heading up design and consultancy projects for numerous international operators including Hilton, Marriott, Sheraton, Holmes Place, Center Parcs, Mövenpick and the Falkensteiner Group. Since January 2010, he's been at the helm of the spa division for hydrothermal experience and design company KLAFS. In this role, Egger has continued to work on leading spa developments worldwide and has also brought to market some of the most innovative industry equipment to date, including the introduction of a child-friendly sauna and spa concept and a green sauna package.

How did you first get into the spa business?

I used to live in the US, but in 1997 I moved back home to Austria to work as a project manager for Schletterer Wellness and Spa Design, where I was involved in developments such as the Mohr Life Resort, a wellness and lifestyle resort in Austria. I didn't have any experience in the field, but I started to love the spa industry and was keen to keep developing it. Fourteen years later I'm still discovering its potential.

How has your career progressed?

I was headhunted by KLAFS in 2002 to become its international sales manager.



Two years after that, however, Schletterer offered me the role of director of international project development and gave me the chance to become a member of the board. I returned for five years and it was a really interesting time as it enabled me to extend my knowledge of spas worldwide.

Also, over the years I have been lucky enough to extensively travel and work overseas. This has given me a cultural appreciation and the ability to understand those all-important regional and national idiosyncrasies, which are crucial to the overall success of a spa.

In 2010, KLAFS asked me to come on board as managing director of its spa division and I felt as if I'd come back home.

What have been your biggest achievements recently?

Last year, we launched an innovative product called Wolke 7 Cloud 9 – an ergonomic recliner which gently swings to and fro to simulate a cloud-like experience. We teamed up with the Viennese artist sha to create it and the strong artistic approach is evident. A second pod – which mirrors the recliner – floats above the user to enhance the cloud sensation, while the whole product radiates a soft, calming light to add to the sense of wellbeing and relaxation.

With rising energy bills and the increasing demand for more sustainable spas, we also introduced a Green Sauna package in 2010 in order to reduce energy consumption by up to 40 per cent.

And in 2011, we collaborated with the Steigenberger Hotel Group to create a child-friendly sauna and spa concept, as we recognised that family and kids spa packages is a growing trend. The first installation was a 150sq m (1,615sq ft) area, at the Steigenberger Hotel Gstaad-Saenen in Switzerland, which includes a tree-themed sauna with a milder temperature of 40°C and a water grotto with an adventure shower featuring thunder and lightning sensations as well as a mountain hut equipped with Wii consoles and other entertainment gadgets.



What makes KLAFS stand out?

We manufacture and deliver sauna, pool and spa facilities at the highest standard, matched to the needs and personal ideas of our customers. This has led to some innovative creations such as the Japanese-style sunaburo featuring relaxing, warm heated pebbles, at the Dolder Grand in Zurich, Switzerland; and the amphitheatre sauna, where you step down into the heat, at ESPA Life Corinthia London (see SB11/3 p50).

People know KLAFS as being at the top end for quality and service worldwide. Our company stands out because of its unique

KLAFS launched Wolke 7 Cloud 9 last year – an ergonomic recliner which swings to and fro to simulate a cloud-like experience

and state-of-the-art designed products. We are also well known for developing and setting trends in the industry.

What's your aim for the year ahead?

I aim to strengthen KLAFS' position as an international partner in the spa and wellness industries, while simultaneously developing innovations and trends.

What trends do you see emerging in the spa industry?

In my opinion, the biggest emerging trend is the fact that people are taking care of themselves. They are beginning to take more responsibility for their body, mind and soul and are looking to spas for the prevention of illness, privacy and space.

We can help with that, but finding solutions for these needs is a growing issue the industry faces. The issues are that people don't want to pay a lot of money for treatments but still want a high-quality, holistic experience with noticeable results. ►

The private, domestic market presents a growth opportunity to our industry – there’s more and more demand for spas in private houses

► **How are consumers’ needs changing?**

I think that the biggest change in consumer needs is be the unwillingness to book treatments in advance. I’m not talking about beauty or cosmetic treatments, but rather those treatments aimed at relaxing and de-stressing clients.

Operators will need to become more flexible with their offerings as well as their scheduling of therapists and room usage. In addition, they must think about how they can run a successful business based on this growing trend of customers booking treatments at the last minute.

What are the opportunities for growth in the industry?

I think collaborating with the health-care sector will provide a boost in coming years. The private, domestic market is also a growth opportunity – there’s more and more demand for spas in private houses.

What’s the difference between a good spa and a great spa?

A great spa has a soul, as the people there make you feel special. A spa can be well-designed, beautifully lit and have a good concept, but it’s the team delivering the treatments that’s essential. The staff need to be competent, passionate, dedicated and in tune with the service and what it takes



to create an unforgettable spa experience within a unique and relaxing oasis.

What’s your favourite spa treatment?

I love to have a couple’s treatment with my wife in a VIP suite. Besides that, my favourite spa treatment is a classic massage – it’s simple but relaxing after a hard day at work or a long flight.

Do you feel as if your life is on track?

I’m very happy with my life. I have a great job at KLAFS, offering me lots of possibilities to continue growing. I also have a great team. I have a wonderful family and my wife is a perfect mum for our little girl. Yes, I think that my life is on track and I’m very thankful for that.

How would you describe yourself?

I’d describe myself as being very honest,

The bespoke Japanese-style sunaburo, with relaxing, warm-heated pebbles, at the Dolder Grand in Zurich are an example of KLAFS’ unique approach

and with a good feel for people. My critics would probably say that I’m a person who knows what he wants and isn’t afraid to act on that.

What’s the best piece of advice you’ve ever been given?

My father once said “be patient and never forget where you came from”.

What advice would you give to someone coming into the spa industry?

Listen and feel. Spa is a very sensitive business and it is important to read and understand people’s desires. ●

Leonard Fluxman

President and CEO, Steiner Leisure Ltd

Leonard Fluxman first joined Steiner Leisure Ltd in 1995 as COO and CFO from rival company Coiffeur Transocean. He was appointed CEO and president in 2001 and in his 15-plus years has secured some hugely successful acquisitions that have seen Steiner grow from an operator of cruise-line spas to a true industry powerhouse – as a leading land-based management company, product developer and manufacturer and therapist training specialist.

Elemis, Mandara and Bliss have two things in common. They are three of the biggest operators and product companies in the global spa industry and they are also all owned by Steiner. Combine this with 152 at sea spas on cruise ships, and last year's acquisition of the Cortiva Group therapist training school for US\$30m (€23.1m, £19.1m), as well as the US laser hair removal company Ideal Image Development, it's easy to see what makes Steiner a force to be reckoned with. The company's strap line 'Established in 1901. Recreated Daily' is an apt one, and at the helm of it all is Fluxman.

An accountant by trade, Fluxman has steered Steiner to success – and results show that the listed company achieved revenues of US\$701.6m (€527m, £440m) last year, up 13.1 per cent from 2010. Steiner's portfolio can be broken down into three categories – spas, products and schools.



Spa operations

When it comes to spa operations, Steiner's Spas at Sea division leads the way by managing 152 spas on cruise liners and ships, and this figure will undoubtedly increase following the buyout of the OnBoard Spa Company – its principle competitor in the cruise line spa market – in late 2010.

Next is Mandara, the Balinese-themed spa concept, which manages 80 land-based spas worldwide – although the majority are in Asia. In November 2009, Mandara also unveiled its mid-market Chavana Spa brand

of which there are now eight sites. Elemis, Steiner's principle product house, operates just two spas (but supplies 1,200 worldwide), while Steiner undertakes spa contract management for 28 hotels and resorts, with partners including hoteliers Kerzner International and InterContinental.

In January 2010, Steiner boosted its number of spa facilities following the US\$100m (€76.9m, £63.8m) acquisition of Bliss World Holdings from Starwood Hotels and Resorts (see SB10/4 p58). The agreement saw Steiner take on 22 Bliss urban spas, mostly at Starwood's W hotels; and 10 Remède Spas, which are exclusive to Starwood's premier resort brand St Regis.

Most recently, in October 2011, Steiner brought out Ideal Image Development – a US-based provider of hair removal treatments – for US\$175m (€134.5m, £111.6m). Ideal Image currently has 76 salons in more than 23 US states, exclusively focused on laser hair removal.

Product brands

The foundations for the Steiner spa empire are actually based on a product line. Herman Steiner first created a range of hair and skin apothecary products and sold them in his family's salon in London. By 1956, he'd created a chain of salons across England, which helped him to secure a contract on board a cruise ship – the *Andes* – followed by the *Queen Elizabeth* and other Cunard ships. The product brands that fall under the Steiner umbrella today include ▶

Steiner has set up multiple channels to sell its products.

It has developed online e-commerce platforms for all its brands, tapped into the TV shopping market and retails in department stores

- ▶ British scientific skin and bodycare company Elemis, which it purchased in 1996 and which turned over £65m (US\$104m, €78m) in 2010; the Jou Chinese herbal medicine line; cosmeceutical skincare brand La Thérapie; and Steiner haircare products, which launched in 2007.

On top of this are the Bliss and Remède ranges, which it acquired as part of the Bliss World Holdings buyout. Bliss's results-driven products are branded in a light-hearted way with names such as No Zit Sherlock and Fabulips, and the collection typically targets younger spa-goers. Remède, in comparison, is a five-star skincare line incorporating the very best ingredients and technology, and carries a premium price tag – around US\$165 (€127, £105) for a 2oz night cream. This product range is aimed at women aged 40-plus.

Significantly, Steiner has set up multiple channels in order to sell its products. In addition to actual spa facilities, it has developed online e-commerce platforms for all of its brands, has tapped into the TV shopping channel market such as QVC, and retails in independent boutiques, department and speciality stores such as Debenhams in the UK, Myres in Australia and Sephora in the USA. Elemis, for example, is available in 170 department stores globally.



Steiner operates 300 spas globally, including those under contract management for leading hotels such as Ritz-Carlton Palm Beach, Florida

Spa schools

With so many spas, therapist recruitment and training is crucial to Steiner's success. The Steiner Training Academy is the lifeblood of its maritime division and coaches up to 2,000 spa, salon and fitness professionals for its ships each year. Recruitment is handled via relationships with colleges in the UK, Europe, South Africa, south-east Asia, Australia and North America.

Last October's acquisition of the Cortiva Group – which operates seven massage therapy schools with 12 campuses in the US – brought the total number of training campuses under the Steiner Education Group (SEG) banner to 30 in 14 states.

SEG offers programmes in massage therapy, skincare, electrology and paramedical skincare. Graduates work in medical offices, destination and resort spas, cruise ship spas, day spas and even within their own practices. It has a network of thousands of spa employees worldwide and generates over 5,000 new job opportunities for its graduates each year. ●

CG Funk

Vice-president of industry relations and product development, Massage Envy

Heading up national programmes for massage, therapists, aestheticians and skincare, CG Funk is a key driving force behind Massage Envy – the membership-based massage service chain that has over 750 sites in the US, with 210 more in the pipeline and a network revenue of US\$804m (€598m, £504m) in 2011. CG Funk is responsible for the group's recruitment and retention strategies – for a workforce of 17,000 therapists and 2,000 aestheticians – and in 2009 she created the Massage Envy Spa model based on facials plus spa services, of which there are now 460 across the US.

How did you get into the spa industry?

I've been involved in the massage therapy and spa industries for 20 years as a therapist, instructor, curricula and programme developer, writer, presenter, corporate trainer and school administrator. After working in sales, marketing and guest services for ski resorts, I attended a massage therapy school and started work as a massage therapist at a destination ski resort in Utah, US. I worked full-time through two ski seasons before starting my own massage therapy business.

How's your career progressed?

I have been very blessed to have a rich and diverse career in massage and spa. I was a



successful massage therapist and teacher at the Utah College of Massage Therapy (UCMT) for eight years. I joined the UCMT corporate team in 1998, and held several roles within the company. Then in 2005, I joined Massage Envy Spa.

The department I run at Massage Envy is responsible for creating national programmes regarding massage, massage therapists, aestheticians and skincare. I am also a national spokesperson for Massage Envy when dealing with the media, professional organisations and government regulatory departments, as well as corporations and businesses.

What has been the biggest challenge of your career?

When I first joined the Massage Envy team, we were a fairly small company with about 30 locations. The biggest challenge I had was navigating the waters of resistance to our model within the massage and spa industries. I had to work through negative and sometimes offensive opinions and feedback. I knew on a very visceral level that this model could really grow and serve the mainstream American population and my job was to guide others to understand the incredible impact this model could make. I had great support from my fellow team members and the Massage Envy family, which helped keep me moving forward.

What makes Massage Envy stand out from the crowd?

It is the pioneer and national leader of professional, convenient and affordable massage therapy and spa services with more than 750 franchised sites nationwide and 210 more sites in development. We have hundreds of passionate and intelligent franchisees moving our business forward (see p90), 30,000 incredible staff members, a dedicated corporate team and over one million happy members. The Massage Envy model is simple with a streamlined menu of choices. We are also a membership-based business providing affordable massage and spa services and opening these up to a new audience – 22 per cent of our customers have never had a massage before. Massage ►

- Envy is the first spa business to perform more than one million massages a month. Our vision is to create “Better lives, better families, better communities, and a better world... through our hands”.

What have been your biggest achievements recently?

Our most significant achievement has been our continued and successful implementation of Massage Envy Spa. Two years ago, Massage Envy expanded its concept to include spa services and rebranded as Massage Envy Spa. We now have more than 400 Massage Envy Spa sites nationwide, which include both new locations and conversions of existing facilities. Massage Envy Spa adds Murad Healthy Skin Facials to its

Since rebranding to Massage Envy Spa two years ago, the company has widened its services and now has more than 400 sites worldwide

menu of offerings, which previously featured a variety of massage therapy services exclusively. To date, our spa locations have performed more than 500,000 facials and this number grows every day.

Another key development of my team at Massage Envy has been the design of a job posting portal site for our franchisees, called MassageEnvyCareers.Com.

What are your goals in the year ahead?

The aim over the next 12 months is to continue with the expansion of Massage Envy and open locations nationwide, including sites in Alaska and Hawaii. We will also focus on growing the aesthetic portion of our business and develop consumer education and outreach to highlight the healthy benefits of facials and skincare.

A departmental initiative is the creation of a national campaign and outreach strategy to bring attention to the validity of massage and spa careers. By raising aware-

ness of these careers, we hope to create more interest in massage and spa education programmes and courses.

What are the biggest issues facing the spa industry?

One of the biggest issues that will impede the growth of the spa industry is staffing, especially massage therapists. While consumer demand for spa services continues to increase year on year, massage school programme enrollment decreases. If these trends continue, the spa industry could experience a shortage of educated and qualified massage therapists.

What are the biggest threats?

Mainstreaming massage and spa will lead to increased liability challenges. As more people receive spa services, the possibility of injury increases. Spas will need to start assessing their internal policies, procedures and protocols on service facilitation. Developing oversight and auditing structures to ensure clients' safety will be important as our industry continues to grow.

In response to our rapid growth and exposure, we have developed several programmes of safety, including professional decorum, code of ethics, draping protocols, client intake procedures, service audit protocols, and employee and client zero tolerance policies to address any issues of inappropriate behaviour.

How do you see consumers' needs changing?

Spa clients have become increasingly savvy about spa modalities. They understand the unique differences in the various services and benefits. They want quick fixes for everyday aches and pains and services that create long-term results for musculoskeletal and stress conditions.



What's your favourite spa in the world?

For local day spas, of course, Massage Envy Spa! For destination spas, I look for water – soaking tubs, hot springs and whirlpools with water features – and environments of a quieter, more relaxing nature. I enjoy having services based on local tradition and products unique to the area or country I am visiting. And I particularly love reflexology and body scrubs.

What's the best piece of advice you've ever been given?

Norm Cohn, founder of UCMT, once told me: "That isn't fear you are feeling, it's excitement." I always remember this when I'm nervous about a new adventure.

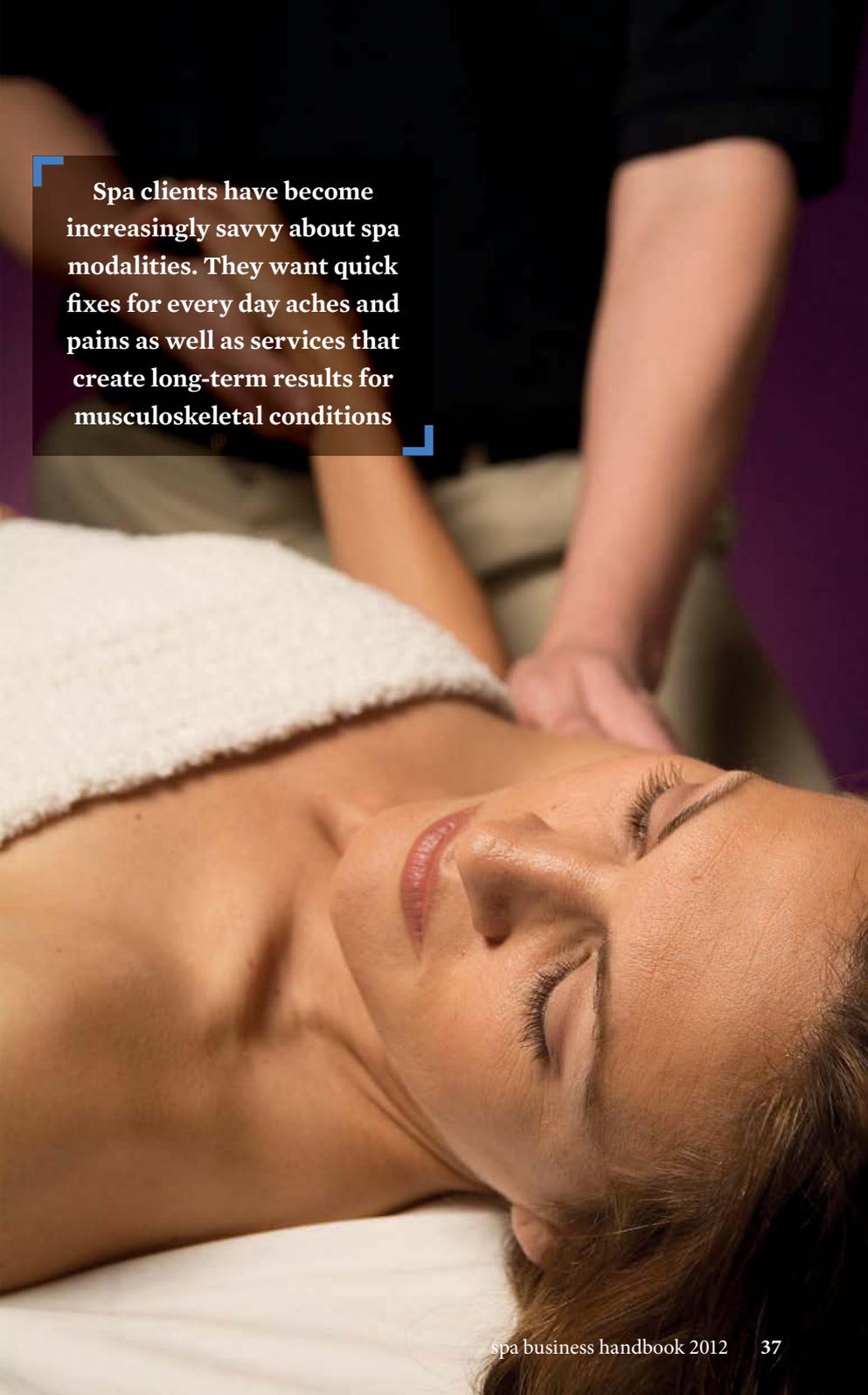
If you weren't doing this, what would you be doing?

I am a teacher, massage therapist and traveller at heart. I imagine I would be using these passions in an alternative career.

Do you feel as if your life is on track?

Having a planned-out life path wasn't something I ever aspired to. I haven't stumbled around through my life, but neither have I had a specific destination in mind. I tend to live from the heart and listen to my inner voice and follow my intuition.

That said, I have a realistic side, which helps to filter that inner voice a bit. When I first chose to become a massage therapist, I could never have imagined the journey it would take me on. I was very interested in wellness and alternative ways of thinking about health and disease. I now have an incredible position within the spa world that allows me to create, grow, learn and make a positive difference in the health and wellbeing of millions of Americans. I would say that is a life on track! ●



Spa clients have become increasingly savvy about spa modalities. They want quick fixes for every day aches and pains as well as services that create long-term results for musculoskeletal conditions

Ho Kwon Ping

Executive chairman, Banyan Tree Holdings

One of Singapore's most prominent businessmen, Ho Kwon Ping opened the first flagship Banyan Tree Resort and Banyan Tree Spa in Phuket, Thailand in 1994. The launch followed the successful rehabilitation of an abandoned and polluted tin mine that the plot was situated on and since then Banyan Tree has become as well known for its environmental policies as it has for its ultra-luxurious offering.

Today, Banyan Tree is a leading manager and developer of premium resorts, hotels and spas worldwide. It has close to 70 spas – operating under the Banyan Tree Spa, Angsana Spa and Elements Spa by Banyan Tree brands – and plans to open 40 more by 2014.

In 2001, it was also the first operator to open a therapist training academy (in Phuket) and has since established two more in Bintan, Indonesia in 2003 and Lijiang, China in 2007.

What's your vision for Banyan Tree?

To build a globally recognised brand which, by offering exceptional experiences, instilling pride and integrity in our associates and enhancing the environment, will deliver attractive returns to our shareholders.

What makes Banyan Tree stand out?

Banyan Tree has always believed in being different from other hotel brands (see SB11/2 p26). Its pioneering and can-do



spirit has steered the company to many uncharted territories to earn its place as one of the industry leaders. We've been listed on the Singapore Exchange since 2006 and have been included in the FTSE ST Mid Cap Index since 2008.

Our strong brand, integrated capabilities and experienced, multi-disciplinary management team are key drivers in our success across diverse markets. Such cohesiveness is vital in ensuring a consistent brand identity synonymous with an established player in the hospitality industry that is constantly outdoing itself in its growth.

We typically opt for stunning locations and also gateway cities for our resorts and spas, with the hope of creating the romance of travel and unforgettable holiday experiences for our discerning guests.

How did you first get into the spa business?

When we first opened Banyan Tree Phuket, the resort did not have a beachfront for the guests' relaxation. The idea of creating a spa thus came to my mind. After meetings with spa consultants who recommended the conventional European clinical look and concept, I decided to go with my heart on creating and innovating a haven which was at one with nature and which depicted a unique sense of place. I envisioned a tropical garden spa ambience where guests could connect with nature and luxuriate in a private outdoor open concept setting.

The first Banyan Tree Spa opened in Phuket, Thailand in 1994. It pioneered the tropical garden spa concept with its eastern therapies and holistic focus on spiritual, mental and physical harmony. Banyan Tree Spa Phuket was the first luxury spa in Asia to re-introduce an exotic blend of Asian-inspired ancient health and beauty practices.

What's the key to Banyan Tree's success?

Since inception, we have won over 220 awards and accolades, which has strengthened our brand presence as the trendsetter



and market leader of Asia's spa industry. And I think a lot of this is due to our high standards of service. We now have three Banyan Tree Spa Academies and these enable us to place a heavy emphasis on the consistency and quality of services provided by our therapists to maintain our competitive edge.

The academies have a rigorous in-house training and grading programme for Banyan Tree and Angsana Spa therapists, with an emphasis on the spa's philosophy, service concept and delivering the experience with finesse and sensitivity. All new ther-

Kwon Ping puts Banyan Tree Spa's success down to rigorous in-house training in order to maintain such high quality service standards

apists go through more than 350 hours of theoretical and practical training followed by continual assessments and trainings. Outstanding therapists will be groomed to take on leadership roles.

The Phuket academy is the very first training institution to be accredited by the Thai government. First by its Ministry of Education in 2002, followed by the Minis-

try of Public Health in 2004. Since opening, we have trained over 1,300 spa therapists who are deployed to our spas overseas.

What have been your biggest achievements recently?

I'm proud of our being voted and named the Best Spa Operator in the 2011 TTG (*Travel Trade Gazette*) Travel Awards for seventh consecutive year in the very competitive spa scene in Asia. The TTG Travel Awards celebrate the finest luminaries of the travel industry and serves as a benchmark for high standards across the sector. ▶

I'm a capitalist in my pocket and a socialist in my heart – I'm more interested in socio-economic development than making money, but of course, making money is a requirement of business

► The recent successful opening of Banyan Tree Spa in Singapore, located on level 55 of Marina Bay Sands [the integrated resort], marked another key milestone in our history. After spending the last 17 years establishing resorts and spas worldwide, we brought the best of the Banyan Tree Spa experience to our home ground. Featuring the concept of an oasis in the sky, the spa is holistically themed around the tree of life design with a sophisticated interior and décor, where our therapists offer treatments that are signature to the Banyan Tree Spa experience. I'm confident that our presence will heighten the standards of spa services in Singapore, and exceed our guests' expectations.

What's your aim for the year ahead?

On our expansion plans, there will be more hotels and resorts, integrated resorts, as well as property development projects where appropriate.

For the spa business unit, we currently own and manage close to 70 spas in around 30 countries under the Banyan Tree Spa, Angsana Spa and Elements Spa By Banyan Tree brands. We are looking at expanding to over 100 spas in the next few years.

Continual expansion will be across the world stage with our foray into the Chinese market with its fast-tracked growth and high demand. Other new markets for the company will include Vietnam, the Indian Ocean region and India.

In addition, our exposure in Europe and the Americas will continue to grow as we

explore opportunities in locations in the regions such as Portugal and Greece and Brazil and the Caribbean.

In 2012, we'll open three sites Shanghai as well as Angsana Spa Tengchong – a hot spring spa innovation in China. We'll also reveal Laguna Lang Co – Vietnam's first integrated destination resort that we've developed and will manage (see p8). The 288-hectare (712-acre) location on China Beach will feature eight international hotels (2,000 guestrooms in total) including a Banyan Tree and Angsana property with 10-treatment room spas.

What spa trends do you see emerging?

There is a rising trend among men to visit spas and unwind with massage treatments and body scrubs.

Also guests are going back to the basics. They are focusing on the skilled touch and techniques which comes with the treatments performed by the therapists and prefer the use of natural ingredients which harness botanical power to nourish the body for greater wellbeing.

What are the growth opportunities?

In the past, spas were commonly an extended facility of hotels and the clientele of spas were mainly in-house guests. Current travel trends reveal a convergence of health, travel and hospitality. The spa industry is emerging to fulfil these needs by embracing wellness and focusing on experiences. Discerning guests are increasingly visiting spas for holistic wellness and



The relaxing and invigorating Tropical Rainmist experience with a Vichy shower and body scrub is Kwon Ping's favourite treatment

pampering on top of basic relaxation and in seek of unique destinations for a sense of place. Visiting spas has become a popular activity for many in their quest for a healthy and balanced lifestyle.

Studies from lifestyle and business publications point to the importance of having a premium spa facility, especially for high-end luxury properties and developments. Riding on the continual phenomenal growth and extensive publicity coverage highlighting the spa and wellness industry, we expect the spa to be an important factor for an overall hotel/resort experi-



ence for vacation planning going forward in the next five years.

To stay competitive, Banyan Tree Spa will continue to remain innovative to cater to the changing needs of the modern society while surging forth as a market leader in the spa industry. We will do this by remaining true to our Asian roots, and offering the best experience, be it the therapists, products, treatments or ambience.

What's your favourite spa treatment?

It's the relaxing Tropical Rainmist, available at all of our Banyan Tree Spas worldwide.

The spa at Marina Bay Sands, with its tree of life design, is the first time the Singapore-group has built a spa on home ground

The signature experience combines a cascading rain shower and steam to uplift your senses and to prepare your body for an invigorating body scrub.

How would you describe yourself?

"A capitalist in my pocket and a socialist in my heart". This is actually how my wife Claire Chiang describes me – it alludes to

my radical student activism days and also to the fact that both of us are still more interested in socio-economic development than making money. But of course, making money is a requirement of business, so that's why I'm a capitalist in my pocket.

What's the best piece of advice you've ever been given?

It's from my father, who once said to me "whenever you evaluate an investment, never think about how much you will make, instead think about if you'll still be OK if you lose it all". ●

Daniel Lizio-Katzen & Josh McCarter

The COO and CEO of GramercyOne talk about their recent \$15.25m VC investment round and future plans

SpaBooker, web-based spa management software was originally launched by SpaFinder and then spun off into a separate company – GramercyOne – in 2010

Daniel Lizio-Katzen, COO



What's your background?

I joined SpaFinder as head of online marketing and technology in 2006, when the company had created an interesting opportunity

for itself through the popularity of its gift certificate programme.

When customers purchased gift certificates, recipients would go to spafinder.com to find a spa at which to redeem them. As sales grew, so did this inbound traffic and here is where the opportunity lay; once they found a spa, they had no way of scheduling appointments online. We realised there was an opportunity to connect the 'last mile' and enable them to book directly through spafinder.com without calling the spa.

How did you tackle this opportunity?

We researched the spa software market to find partners but quickly realised existing systems wouldn't integrate with spafinder.com, so we decided to build a simple scheduling tool to allow our spa partners to load available time slots. We alpha tested this,



■ GramercyOne's Lizio-Katzen (left) and McCarter (right)

but found spas hated maintaining one calendar, let alone two or more, so they didn't keep their available time slots up to date.

At this point we decided the best path was to build our scheduling software into a more comprehensive cloud-based product and to add point-of-sale (POS), reporting, marketing, and CRM functionality, so it could be used as a standalone spa management system and this is the product we launched as SpaBooker at ISPA in 2007.

To our pleasant surprise, we signed up three times the number of spas in 2008 as we'd projected and as the economy went into recession we actually saw our sign-ups accelerate – largely due to the fact that as

an internet-based, or Software-as-a-Service (SaaS), system, spas didn't have to make a large investment up-front to get started.

What happened next?

In 2009, when the world's economy was upside down, we noticed SpaBooker was starting to be purchased by businesses in the fitness, sport, medical and other scheduling-based industries. As this trend accelerated, the board of SpaFinder decided there was wider opportunity for the system in other markets and that it made sense to spin the SpaBooker division out of SpaFinder and into a new standalone company to accelerate this growth.



YURI ARCURS / SHUTTERSTOCK.COM



SpaBooker was the first company to offer a real-time, online booking system for spas

Tell us about the new company

Josh McCarter, who had been on the SpaFinder board for a decade, joined as the CEO of the new company – GramercyOne – which was born on 1 October 2010, with the aim of developing SpaBooker, its sister products, SalonBooker, FitnessBooker and OneBooker, plus the system which underpins them – the Booker Platform.

At the time of the spin-out, the system was handling US\$550k (€419k, £351k) a day in transactions, so we knew with the right investment it could become a multi-billion dollar services commerce platform and the decision was made to seek additional outside funding for the business.

All Six Senses Maldives properties use SpaBooker's cloud-based management software

We began pitching to venture capitalists (VCs) in the spring of 2011 and in October, we announced an investment of US\$15.25m (€11.6m, £9.7m) from a number of noteworthy VCs including Revolution Ventures, Grotech Ventures, TDF and Jubilee Investments.

By this point, the system's turnover had grown to US\$420m (€320m, £268m) – up from US\$190m (€145m, £121m) in 2010 and we're projecting US\$1bn (€0.76bn, £0.63bn) transaction turnover for 2012.

What recent and soon to be released features can you tell us about?

In November 2011, ahead of the Christmas holiday selling season, we created an In-Facebook gift certificate App that allows spas to put a gift certificate selling-engine on their Facebook page which enables customers to buy gift certificates without leaving the spa's Facebook page. This followed on from our introduction of a dedicated In-Facebook booking App in July 2011.

For 2012 we have some very interesting functionality on our product road map, including a new mobile back office and the introduction of a more powerful, embedded yield management pricing engine. ▶

► Describe your role as COO

I'm responsible for operations, product development and technology. As often happens in smaller companies (especially start-ups) I wear a few other hats depending on roles we haven't yet hired for – currently finance and business development.

What are you most proud of?

That GramercyOne has continued to innovate and release new products and features while closing the investment round.

Also, because our premier product – SpaBooker – was built from the ground up as a SaaS platform, its underlying structure allows us to utilise cutting-edge web and mobile technologies to innovate at a pace that we've sustained for over four years, to the tune of more than 100 upgrades.

How will consumers' needs change?

Consumers are moving rapidly from desktop and laptop computers to mobile devices

SpaBooker is the preferred software supplier for Hilton Hotels and is used by city and resort properties

like smart phones and tablets. This shift is dramatically reshaping not only the technology industry, but everything from fashion – clothes have dedicated phone pockets, to spa treatments – people have hand and arm issues from phone overuse.

Since consumers are more connected than ever, they expect to be able to schedule, purchase, and consume information and services wherever they are and whenever they want. Any services business that doesn't meet these new expectations will have a hard time competing in the future.

What are the opportunities for growth in the spa industry?

I believe the largest opportunities for the spa industry lie in exposing the rapidly emerging middle class in China, Brazil and other developing economies to the benefits of spa and wellness services.

With the size of China's middle class expected to surpass the entire population of the US in the next two years and with India's only 7-10 years behind, much of the growth opportunity for the 21st century is happening in Asia.

What impact has the state of the economy had on your business and the industry?

We saw many spas go out of business in 2009 and early 2010, but new openings have accelerated since the beginning of 2011, especially in Asia and South America.

My expectation is that marketing will play a more important role in the success of all service businesses – particularly spas – especially as some of the new social media channels really come into their own.

The recession has had a positive impact on SpaBooker, because as a SaaS platform, we bill clients monthly on subscription, as opposed to using a traditional software licensing model like many of our competitors who typically make up-front charges of US\$5k-50k (€3.8k-38k, £3.2 k-32k).

We've found that without the barrier to entry presented by these very high up-front fees, which a spa would typically expect to pay with convectional software, it's easier to get businesses to commit to SpaBooker.

How would you describe yourself?

As someone with a little vision and a lot of motivation.

How would your critics describe you?

As a tough but fair competitor.

What's the best business decision you've made?

Choosing to focus on the internet and new media for a career over a career in physics.

What advice would you give to someone coming into the industry?

Determine what your key operational metrics are and then monitor them obsessively. As an operator or owner you should be able to rattle off what your top selling treatment is and how much profit you make from it. ●





Josh McCarter, CEO



How did you get started in business?

I started working at 12 detailing cars at a friend's VW dealership, the summer after my father died. Since then,

I've always had a job. I managed bike stores in San Diego, through high school and sold cars to pay my way through college.

People laugh about car sales being a low-end profession, but it was one of the best jobs in teaching me a vast number of skills that are applicable to any position, including sales, negotiation, customer satisfaction, finance, insurance and lifecycle management. I still credit this job with teaching me the sales fundamentals that have helped me excel throughout my career.

Explain how your career progressed

After graduating from UCLA, I went to

McCarter is a fan of the spa at Miraval in Arizona (above) and had his best ever treatment there

work for an import company, then I was bitten by the internet bug and joined [current SpaFinder Chair] Pete Ellis at [online car sales business] Autobytel.

I started out as a sales assistant in our worst territory, which I turned into the best in six months. The company grew rapidly and I started to focus on business development and international expansion.

Over a period of five years, I oversaw the acquisitions of two key competitors, participated in our IPO process and led the expansion into nine markets via joint ventures with local partners, raising US\$100m (€76m £64m) in the process.

I also served on the boards of the joint ventures and had an amazing learning experience as we adapted our business model for each of the new markets.

When did you get into the spa industry?

Following Autobytel, I joined Pete Ellis as he made his investment in SpaFinder. I started out in business development, then became COO as we carried out a massive overhaul, transforming the company from a travel agency into an online travel, marketing and gift certificate business.

I stayed in this role for two years before stepping out to take on a new opportunity in California where a close friend from USC's Business School had started Arbitech – a technology distribution business based on his MBA thesis.

The company, which was using a commodity trading approach to distributing computer components and hardware, was taking off and I was asked to lead business development and technology. I was promoted to COO, then president. During this time, we were rated the fastest growing business in *Entrepreneur* magazine. During my tenure we achieved over US\$1bn of sales. ►

► **Why the move to GramercyOne?**

I wanted a new, bigger challenge – ideally back in e-commerce – and was looking at opportunities when I was approached by SpaFinder’s board to lead the spin-out of SpaBooker from SpaFinder. Having been involved with the SpaBooker team for four years and recognising the momentum they’d developed, I agreed to lead the spin-out and invest in the company. I’m now CEO of GramercyOne and have spent the past year repositioning the business, securing funding and managing our expansion.

STOCKLITE / SHUTTERSTOCK.COM



Can you explain your vision?

To become the most widely deployed cloud-based software, business management and marketing solution for service-based companies such as spas and health clubs.

Our aim is to be ‘top of mind’ for companies seeking a services management solution and to earn the respect of clients due to product strength, technological innovation and customer service.

What other directions might you go in?

We see a significant opportunities in broader services management markets where service businesses of all types are looking to deploy cloud-based software that unifies commerce, operations and marketing.

What are you most proud of?

Securing funding for GramercyOne from a group of top tier VCs led by Steve Case’s Revolution Ventures. We’ve also been involved with several large tenders and are finalising one that will see our system installed in over 1,200 more locations.

What trends do you see emerging in the spa industry?

We see a huge shift to cloud computing due to the flexibility, features and reporting

Mobiles and tablets are changing spas – we’re seeing the elimination of front desks in favour of receptionists who check people in on iPads

afforded by this infrastructure. Tied to this, mobile and tablet will change the spa experience for consumers – we’ll see things like the reduction or elimination of front desks in favour of ‘concierge’ receptionists who check people in on iPads and tablets.

I believe membership programs and customer retention programmes will continue to gain traction. These are not so applicable for destination resorts, but for urban and local spas, they’ll continue to be adopted as ways of building recurring revenue streams and decreasing marketing costs.

How are consumers’ needs changing?

Customers are looking for three things: affordability – whether through packages, deals or memberships; wellness – wanting to know when they go to the spa they’re

doing something for their health; and availability – being able to find treatments when they want to and how they want to, via mobile or online booking.

What was your best business decision?

From a personal standpoint ‘taking the jump’ at the right time to seek out new opportunities in my career.

Many of my earlier moves involved taking a position for less compensation and also lower title in order to get in the door and create the opportunity.

This may be counter-intuitive to most people, but it’s been something that’s worked for me, because I’ve partnered with companies that had the potential for fast growth and with this comes much opportunity if you’re part of the team driving it.

It’s important to work with people who have integrity and are willing to grant more responsibility as you prove yourself.

What was the worst and what did you learn from the experience?

Either not trusting my gut on a decision or making a decision that wasn’t in alignment with my beliefs or values. Fortunately, as I’ve matured, I’ve learned to use these components as a key basis for decision-making and I’ve seen the benefits of doing so.

Is your life on track?

Yes, I feel very fortunate to say that my life is on track. I’ve had a lot of ups and downs, however, I’ve always had tremendous support from family and friends and I’m a firm believer in proactively creating the life you want to lead. I believe the world presents an abundance of opportunities if you care to seek them out and are also able to recognise that sometimes these opportunities aren’t presented to you in the manner you originally envisioned.



How do you approach the challenges you encounter in your life?

I've had great mentors who've helped me shorten my learning curve and exposed me to ideas, processes and strategies that have had huge impacts on my life.

I think it's important to believe you can always improve yourself and to be open to feedback on ways to achieve this.

One coach worked with me on values and challenged me to set big goals, spanning personal, family and business.

This goal-setting has become an ongoing exercise and when tied to the coaching I've done myself, has enabled me to chart my course to the life I wish to live.

I feel very much on track with my life and optimistic that this course will lead me to my desired outcomes.

SpaBooker supplies its web-based software to 3,000 spas globally, including Six Senses Maldives

What drives you?

Identifying large markets to disrupt with new business processes and technology. Creating opportunities for myself and my team. Working with people I like and respect and solving problems innovatively.

How would you describe yourself?

As a results-oriented leader, a strategist, an innovator, and as someone who likes to create opportunities through new businesses and the innovative use of technology.

How would your critics describe you?

Too driven and too competitive.

What's your favourite spa treatment?

I'm a huge fan of Miraval and the best treatment I've had was there – a three-hour ayurveda package that included a body scrub, wrap and massage and finished with shirodara. When I walked out of the spa I was under the stars in the Arizona desert and literally felt as though I was orbiting around the planet. It was only 6pm, yet I went back to my room and fell into a deep sleep and didn't wake until the morning.

What's the best piece of advice you've ever been given?

Know yourself, your strengths, your weaknesses, your beliefs and your values so you can define your purpose and have this guide you in your decision-making across all aspects of your life. ●

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www.thespaset.com

Spa Strategy

TEL: +1 303 573 8100
EMAIL: marlene@spastrategy.net
www.spastrategy.net

Spa Success Consultants

TEL: +1 561 866 9601
www.spasuccess.com

SpaFinder Inc

TEL: +1 212 924 6800
EMAIL: info@spafinder.com
www.spafinder.com

SRI International

TEL: +1 650 859 2000
www.sri.com

Stevens & Associates

TEL: +44 1792 229090
EMAIL: enquiries@stevensassoc.co.uk
www.stevensassoc.co.uk

Thermarium Bäder-Bau GmbH

TEL: +43 5244 65660
EMAIL: office@thermarium.com
www.thermarium.com

Tip Touch Academie

TEL: +33 1 46 89 63 30
EMAIL: jean-guy@tiptouch.com
www.tiptouch.com

Topaz Consulting

TEL: +44 1268 745892
EMAIL: info@topazconsulting.net
www.topazconsulting.net

Toskanaworld

TEL: +49 3 64 61 / 91826
EMAIL: sekretariat@toskanaworld.net
www.toskanaworld.net

Trilogy Spa Ventures

TEL: +1 212 874 5649
EMAIL: info@trilogyspaventures.com
www.trilogyspaventures.com

Uspa Immersion

TEL: +61 3 9596 0522
EMAIL: info@uspa.com.au
www.uspaimmersion.com

Vanessa Gallinaro

TEL: +44 20 7828 1485
www.vanessa-gallinaro.com

Vani-T Pty Ltd

TEL: +61 8 8381 0000
EMAIL: info@vani-t.com
www.vani-t.com

Vast River

TEL: +852 6105 9048
EMAIL: rhett.vastriver@gmail.com
www.vastriverhk.com

Voelker Gray Design

TEL: +1 949 651 0300
EMAIL: john@voelkergraydesign.com
www.voelkergraydesign.com

Wheway Lifestyle International

TEL: +44 1494 758 058
EMAIL: info@whewaylifestyle.com
www.whewaylifestyle.com

WTS International

TEL: +1 301 622 7800
www.wtsinternational.com

Wuttke Group LLC

TEL: +1 404 441 4962
EMAIL: info@wuttkegroup.com
www.wuttkegroup.com

Wynne Business

TEL: +1 610 368 6660
EMAIL: consultants@wynnebusiness.com
www.wynnebusiness.com

Xellum

TEL: +36 1 269 1920
EMAIL: info@xellum.hu
www.xellum.hu

Professional's Choice Awards 2011 - Favorite Ayurvedic Line | Best product line for a Signature Facial Experience - expert jury at 2008 Wellness Summit, Kuala Lumpur, Malaysia | Star of Excellence Award 2008 Best of Merit by Printing Industry of Minnesota for print excellence in cartons and containers | Nominated for Anti-aging Product of the Year, Asiaspa Awards 2007 | SUNDĀRI Gotu Kola Age defying Firming Facial named among 15 top facials for flawless skin by Spa magazine | Spa Asia Reader's Choice Award 2006 for Best Spa Product in Ayurvedic category | Star of Excellence 2006 Certificate of Merit by the Printing Industry of Minnesota for bodycare packaging cartons | "Best Mask" in 2002 by Self Magazine for SUNDĀRI Rose and Lavender Hydrating Mask | SUNDĀRI Neem Night Cream named one of the world's top twenty miracle products by UK Shape | Rising Star Award in the beauty category by Fashion Group International for establishing the first luxury Ayurvedic based global skin care line.



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American Massage Therapy Association (AMTA)

500 Davis Street, Suite 900
Evanston, IL 60201-4695, USA
Tel: +1 877 905 0577

Email: info@amtamassage.org
www.amtamassage.org

Regions represented: USA

Description: AMTA is a non-profit, professional association serving massage therapists, students and schools. The 56,000-member organisation promotes massage to the public and healthcare community; works for fair licensing of massage in all US states; actively supports research on massage; and offers local and national networking opportunities.

American Organization for Bodywork Therapies of Asia (AOBTA)

1010 Haddonfield-Berlin Road, Suite 408, Voorhees, NJ 08043-3514, USA
Tel: +1 856 782 1616

Email: office@aobta.org
www.aobta.org

Regions represented: USA

Description: AOBTA represents instructors, practitioners, schools and students of Asian bodywork therapy (ABT), which includes all forms of therapeutic bodywork with a theoretical root in Chinese medicine theory, such as acupressure, amma, chi nei tsang, jin shin do®, medical qi gong, shiatsu and tui na.

Argentinian Spa Association (AAS)

Av Medrano 1709, 7 Ciudad de Buenos Aires, Buenos Aires 1425, Argentina
Tel: +54 11 4825 4235

Email: info@asociacionspa.org
www.asociacionspa.org

Regions represented: Argentina

Description: AAS has been recognised for the last five years as the local and regional

voice for the spa industry, representing health and wellbeing centres in Argentina. Its members include physicians, dermatologists, aestheticians, nutritionists and massage therapists as well as suppliers of products and specific equipment. The AAS aims to advance the spa industry by providing education and training, promoting the value of the spa experience and attracting professional accredited specialists to actively contribute to the profession and growth of the spa industry.

Asia-Pacific Spa & Wellness Coalition (APSWC)

6 River Valley Grove, 26-01,
238403, Singapore

Tel: +65 9855 2032

Email: info@apswc.org
www.apswc.org

Regions represented: Countries within the Asia-Pacific region

Description: The APSWC is a voluntary organisation that acts as a bridge between countries to promote, protect and develop the Asia-Pacific spa and wellness industry. Its aim is to foster growth and development of the spa industry at a national and local level through collaboration and the sharing of information and resources. It supports national spa associations in Asia by helping them to identify and resolve local market issues, especially in small businesses, which form the majority of the industry. In addition, it works to improve the professionalism of the industry by identifying and recommending appropriate standards, codes of ethics and best practice. APSWC is postponing its annual Strategic Planning Forum this year and will instead focus on enhancing the association's relevance and usefulness to the spa and wellness community.

Asociación Nacional de Balnearios (ANBAL)

Calle Rodríguez San Pedro, 56
Izda, 28015 Madrid, Spain

Tel: +34 902 11 76 22

Email: anbal@balnearios.org
www.balnearios.org

Regions represented: Spain and the Balearic Islands

Description: Since its establishment more than 100 years ago, ANBAL's founding principle remains the same – all its members must have mineral-medicinal waters "declared to be of public utility". The association currently represents 60 spas and set up its Spanish Spa Club to promote the spa market in Spain.

Association of Malaysian Spas (AMSPA)

C/o Energy Day Spa, Lot 4, Level 4, Great Eastern Mall, 303, Jalan Ampang, Kuala Lumpur, Wilayah Persekutuan, 50450, Malaysia

Tel: +603 4253 3478

Email: info@amspa.org.my
www.amspa.org.my

Regions represented: Malaysia

Description: AMSPA members comprise spa owners, consultants, suppliers, professionals and practitioners across Malaysia. Its mission is to become a 'voice of wellness' and act as a central body for the area's up and coming spa industry. It represents the industry and its members in a professional and constructive manner domestically and internationally. AMSPA also works hand in hand with the country's Ministry of Tourism on its spa rating system and is a member of the spa rating team. The association provides training and education, while working with members of the spa fraternity to enhance networking opportunities.

Association of Polish Spa Communities

Ul Czarny Potok 27/24,
33-380 Krynca-Zdroj, Poland

Tel: +48 18 477 74 50

Email: biuro@sgurp.pl
www.sgurp.pl

Regions represented: Poland

Description: This association is focused on the promotion of high-quality facilities, such as Polish health resorts. It supports, educates and protects Polish spa communities and has initiated the promotion of its spa tourism services throughout Europe.

Australasian Spa Association (ASpa)

PO Box 149, Southland Centre,
Vic 3192, Australia

Tel: +61 0430 033 174

Email: info@spaassociation.com.au
www.aspaassociation.com.au

Regions represented: Australasia

Description: ASpa is a not-for-profit association run by its members for its members. It aims to provide communication and networking between members; raise awareness of the industry and increase the profile of its members; deliver information, resources and member benefits; set industry standards and facilitate their implementation; provide education and training forums for the industry; and advocate and liaise with relevant organisations.

Bali Spa and Wellness Association (BSWA)

Yayasan Bali Spa, PO Box
2204, Kuta, Bali

Email: info@balispawellness-association.org
www.balispawellness-association.org

Regions represented: Bali

Description: BSWA is a non-profit

organisation representing the island's spa and wellness industry. Established in 2005, the association develops and promotes Bali's spa offerings through education, exchanging of ideas, networking and growth initiatives – including monthly meetings for spa industry professionals with occasional guest speakers such as trainers, suppliers and tourism specialists.

Brazilian Association of Clinics and Spas (ABC Spas)

Room 15, Rua Caio Prado 267,
São Paulo, 01303 001, Brazil

Tel: +55 11 2307 5595

Email: contato@abcspas.com.br
www.abcspas.com.br

Regions represented: Brazil

Description: ABC Spas is a non-profit organisation which was founded in 2002 to represent the Brazilian spa market, by promoting and organising events, attracting investors and fostering local spa business developments.

British Association of Beauty & Cosmetology (BABTAC)

Unit 1, Ambrose House, Meteor Court,
Barnett Way, Barnwood, GL4 3GG, UK

Tel: +44 845 250 7277

Email: enquiries@babtac.com
www.babtac.com

Regions represented: The UK

Description: Created in 1977, BABTAC represents around 10,000 beauty professionals in the UK and is one of its longest established membership organisations. Member benefits include the association's core insurance, training portfolio and *Vitality* magazine. In August it also launched Benefits by BABTAC – a free online discount tool offering discounts on suppliers and training.

British International Spa Association (BISA)

Spa House, Winchet Hill,
Goudhurst, TN17 1JY, UK

Tel: +44 1622 791 069

Email: spahouse@spaassociation.org.uk
www.spaassociation.org.uk

Regions represented: The UK

Description: A non-profit association set up in 1998 by a group of professionals within the beauty, spa and education fields to promote minimum standards of quality and service within the spa sector and to improve and promote education for spa therapists. The association is self funding and all council members are volunteers.

Bulgarian Union for Balneology & Spa Tourism (BUBSPA)

1404 Sofia, Bulgaria 15, Tvardishki
prohod Str, Bulgaria

Tel: +359 2 942 7130

Email: office@bubspa.org
www.bubspa.org

Regions represented: Bulgaria

Description: BUBSPA aims to present and promote Bulgaria as a modern health, spa and wellness destination to both the domestic and international tourist markets. The non-profit, non-governmental organisation is a member of ESPA and ISMH.

Caribbean Hotel & Tourism Association (CHTA)

2655 Le Jeune Road, Suite 910,
Coral Gables, FL 33134, USA

Tel: +1 305 443 3040

Email: gabi@caribbeanhotelandtourism.com
www.caribbeanhotellassociation.com

Regions represented: the Caribbean

Description: Founded in 1962, the association aims to represent the private sector of the hospitality industry across

► the Caribbean region. It currently represents 36 national hotel associations and more than 850 hotel members, as well as around 600 supplier companies considered to be 'allied' members.

China Spa Association

1408 Golden Bell Plaza, 98 Huaihai
Zhong Lu, Shanghai, China

Tel: +86 21 5385 8951

Email: fifi@spachina.com

www.spachina.com

Regions represented: China

Description: The non-profit association was established to develop and promote the spa, health and aesthetics industries in China. Members benefit from educational seminars and workshops, newsletters and industry updates, regular member meetings and events, as well as the opportunity to network with spa and wellness professionals from China and other international spa organisations.

Comité International D'Esthétique et de Cosmétologie (CIDESCO)

Waidstrasse 4A, 8037

Zürich, Switzerland

Tel: +41 44 448 22 00

Email: info@cidesco.com

www.cidesco.com

Regions represented: Countries worldwide

Description: Founded in 1946, CIDESCO is a major global beauty therapy association represented in 33 countries. In 1957, the association developed its widely recognised and highly regarded diploma. Today there are more than 200 CIDESCO-approved schools and 78 accredited beauty centres. The association aims to promote aesthetics on an international basis and boost the exchange of knowledge and information by organising world congresses for the industry.

Czech Association of Wellness

Havelská 23, 110 00 Prague 1,
Czech Republic

Tel: +420 224 222 368

Email: office@spa-wellness.cz

www.spa-wellness.cz

Day Spa Association (DSA)

2863 Hedberg Drive, Minnetonka,
MN 55305, USA

Tel: +1 952 767 2202

Email: allan@dayspaassociation.com

www.dayspaassociation.com

Regions represented: The US, Canada, Mexico, Central and South America, Asia, Australia, Europe and the Middle East
Description: The Day Spa Association is a professional membership-based trade organisation founded in 1991. It serves as a primary business resource for spa and wellness professionals through educational seminars and workshops, research studies, publications and internet information exchanges. Its members include people working in the areas of spa, salon, fitness, wellness, bodywork, medical, chiropractic, naturopathic, physical therapy, aesthetics, massage therapy, cosmetology, as well as all practitioners within the wider integrative healthcare community.

Cyprus Spa Association

8 Grivas Dhigenis & 3 Deligiorgis str.,
PO Box 21455, 1509 Nicosia, Cyprus

Tel: +357 22 88 98 90

Email: cyprusspa@ccci.org.cy

www.cyprusspaassociation.com

Regions represented: Cyprus

Description: The association represents the spa industry in Cyprus by protecting and developing the already established reputation of the country as a spa destination. To this effect, it is active in

the promotion of wellness tourism on the island to the international market. Its aim is to improve standards and best practice in all its members, in addition to providing support and education via the organisation of events and seminars and the representation of its members as the 'voice of wellness'.

Dutch Spa and Wellness Association

Postbus 130-3130 AC,

Vlaardingen, Holland

Tel: +31 10 841 60 30

Email: info@dswa.nl

www.dswa.nl

Regions represented: the Netherlands

Description: DSWA originated from the Dutch SPA Association and the wellness platform collaboration of three industry organisations: ANBOS, Koninklijke Horeca Nederland and RECRON. This ensures that DSWA can provide and exchange industry knowledge and independent research and information for the spa and wellness industry in the Netherlands. To ensure and improve the quality of all aspects of the spa and wellness sector, it has developed its own quality certification and holds consultations with schools to create a good training structure for the industry.

Estonian Spa Association

Sadama 9/11, 90502 Haapsalu, Estonia

Tel: +372 510 9306

Email: irene@laine.ee

www.estonianspas.ee

European Spas Association (ESPA)

50 rue d'Arlon, Brussels, B1000, Belgium

Tel: +32 282 0558

Email: office@espa-ehv.eu

www.espa-ehv.com

Regions represented: Bulgaria, the Czech

Republic, Denmark, Estonia, Germany, Greece, Hungary, Iceland, Italy, Latvia, Lithuania, Luxembourg, the Netherlands, Portugal, Romania, Serbia, Slovakia, Spain, Switzerland and Turkey

Description: ESPA is a non-profit and a non-governmental organisation founded in 1995 in Brussels as an umbrella body for the many national spa associations across Europe. There are now 20 members, mostly national bodies. Its purpose is to promote spas and balneology in Europe and to ensure that natural remedies from water, soil and the climate are readily available to the European population. In 2006, ESPA introduced a EuropeSpa quality seal of approval and there are now spas with the accreditation in 12 countries. In 2011, ESPA assigned the international assessment company DEKRA Certification to carry out future audits for and EuropeSpa. This year, ESPA will publish its EuropeSpa Med Certification for medical spas.

Federation of Holistic Therapists (FHT)

18 Shakespeare Business Centre, Hathaway Close, Eastleigh, SO50 4SR, UK
Tel: +44 23 8062 4350
Email: info@fht.org.uk
www.fht.org.uk

Regions represented: Mainly the UK, but also has Irish and overseas members
Description: The Federation of Holistic Therapists is the leading professional association for complementary, holistic beauty and sports therapists in the UK and Ireland. Founded in 1962, the FHT is a not-for-profit organisation and remains a leading authority in multi-disciplinary therapies in these countries. Member benefits include an annual subscription to the *International Therapist* magazine and

discounted insurance policies designed specifically for the beauty, complementary and sports therapy sectors. The association will be hosting its 50th Anniversary Training Congress this July in Warwickshire, UK.

French Spa Association (SPA-A)

16 Rue de Liège, Paris, 75009, France
Tel: +33 6 75 75 89 84
Email: aldina.duarte-ramos@sofitel.com
www.spa-a.com

Regions represented: France
Description: Promoting ethics, quality and professionalism lies at the heart of SPA-A, which comprises owners, experts and managers in the French spa and wellbeing industry. Its aim is to expand and enhance the image of the country's spas and quality establishments. In 2010, SPA-A launched a Spa Quality Charter delivered by spa industry professionals. Minimum quality requirements concern hygiene, staff training and infrastructure.

German Center of Personalized Prevention and Optimization (DZIP)

Luisenstrasse 5, Hanover, D-30159, Germany
Tel: +49 511 9842 2450
Email: info@dzip.de
www.dzip.de

Regions represented: Germany
Description: DZIP offers a platform for hotels, spas and medical specialists to design and install medical spa treatments and unify the skills of different fields of specialisation to offer the industry the best possible combination of knowledge, security and efficiency. Including specialists of general medicine, alternative medicine, psychology, neurology, orthopaedics, homeopathy, anti-ageing medicine, psychotherapy, sports medicine,

radiology, laboratory medicine, it aims to provide extensive expertise and know-how. The medical director of DZIP, Dr Mario Krause, founded the World MediSPA Association, which was officially inaugurated in 2009.

German Spas Association/ Deutscher Heilbäderverband

Reinhardtstraße 46, 10117 Berlin, Germany
Tel: +30 24 63 692-0
Email: info@dhv-berlin.de
www.deutscher-heilbaederverband.de

Regions represented: Germany
Description: The association was founded in 1892 by those working in leading German spa (bathing/wellness) resorts, physicians and policy makers. Today it oversees the regional German Spa Associations (270 members), doctors from the German Swimming Federation (around 700 doctors) as well as the association for baths and climatology (150 members).

German Wellness Association

Neusser Str 35, 40219 Dusseldorf, Germany
Tel: +49 211 168 2090
Email: info@wellnessverband.de
www.wellnessverband.de

Regions represented: Germany
Description: The German Wellness Association, or Deutscher Wellness Verband (DWV) is highly recognised for its independence from commercial interests, for its competence and neutrality. It serves those seeking wellness as well as those providing services and products. In cooperation with its corporate partner German Wellness Inc, DWV develops quality standards for the wellness market. Providers that fulfil

- ▶ these standards are awarded with a seal of approval which is recognised by spa consumers. The seal of approval is well established in Germany and the aim is to extend it across Europe. There are currently 200 DWV members, who benefit from the organisation's market research, reduced fees and free publications.

Gran Canaria Spa and Wellness Association

C/Pedro de Vera 36, 4^o A 35003
– Las Palmas de Gran Canaria,
Gran Canaria, Spain
Tel: +34 928 367 508

Email: info@grancanariawellness.com
www.grancanariawellness.com

Regions represented: Gran Canaria
Description: The association was established in 2004 as a public-private initiative by the Gran Canaria Tourist Board, Federación de Empresarios de Hostelería y Turismo de Las Palmas, and entrepreneurs from the medical and tourist sectors of the island. One of its main objectives is to position Gran Canaria as a major health and wellness tourism destination within the international market, through the promotion and marketing of the island's natural riches and the products and establishments that make up the organisation. The association comprises 16 hotels with spa and thalassotherapy facilities, a thalassotherapy centre, and three nationally renowned medical groups.

Green Spa Network (GSN)

PO Box 15428, Atlanta, GA 30333, USA
Tel: +1 800 275 304

Email: info@greenspanetwork.org
<http://greenspanetwork.org>

Regions represented: Countries worldwide
Description: The GSN is devoted to

bringing greening and sustainability to the health, wellness and beauty community. The network is a tax-exempt, not-for-profit association and its goal is to introduce sustainable operating practices to the spa industry and promote the natural connections between personal wellbeing, economic sustainability and the health of the planet.

Hellenic Association of Municipalities and Communities with Curative Springs and Spas, Greece

www.thermalsprings.gr

Hungarian Baths Association

H-1146 Budapest, Borostyán

Utca 1/B, Hungary
Tel: +36 1 220 2282

Email: info@furdoszovetseg.hu
www.furdoszovetseg.hu

Regions represented: Hungary
Description: In 1992, five companies operating Hungarian baths collaborated to establish the Hungarian Baths Association, which now has 186 members. It is responsible for the publication of the guidebook *Spas and Baths in Hungary* – printed in 1995 in Hungarian, English and German, now in its second edition – and *Baths Guide*, which is due for release.

Hungarian Spa Tourism Association

Dob u 33, Budapest, 1074, Hungary
Tel: +36 1 484 0806

Email: meme@meme.hu
www.meme.hu

Regions represented: Hungary
Description: The association promotes Hungary's thermal and wellness baths, hotels and related services to domestic and international markets. Members include spa and bath facilities, medical spa hotels, local governments and education centres.

Hydrothermal Spa Forum

www.hydrothermal-spa-forum.com

Regions represented: Countries worldwide
Description: The forum was created by an alliance of heat/wet experience companies in 2010 to ensure that design criteria and operational principles of hydrothermal bathing are understood across the global spa industry. An 'open house' prevails, with enquiries being received via the website and channelled through to industry experts for professional, answers without commercial bias. Occasionally, its members produce educational papers which are available to the industry, free of charge. Last year, the forum staged a meeting for more than 120 specialists at the Aquanale trade show in Cologne, Germany.

Indian Spa and Wellness Association (ISWA)

2 Navdaulat Society, Plot 11,
Sector 30, near Sanpada Station,
Vashi – 400703, India
Tel: +91 982021 6022

Email: contact@iswa.in
www.iswa.co.in

Regions represented: India
Description: ISWA aims to represent the Indian spa and wellness industry at all forums and address all existing concerns within the industry on standardisation, training and education. It also promotes the traditional healing systems of India, namely ayurveda and yoga, in a form acceptable to international spa users.

International Medical Spa Association (IMSA)

2863 Hedberg Drive, Minnetonka,
MN 55305, USA
Tel: +1 877 851 8998

Email: allan@dayspaassociation.com
www.dayspaassociation.com ▶

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► **Regions represented:** The US, Canada, Mexico, Central and South America, Asia, Australia, Europe and the Middle East
Description: The association was formed in 2000 to deal with the integration of spa with medicine. It is the sister organisation to the Day Spa Association, founded in 1991 (also listed in this section). IMSA is dedicated to helping to provide the industry with a myriad of benefits that include: clinical education, practice management, workshops, legislative watch, malpractice insurance, risk management and legal support.

International Society of Medical Hydrology and Climatology (ISMH)

Department of Medical Ecology & Hydroclimatology, Istanbul Medical Faculty, Istanbul University, Millet cad 126, Capa, Istanbul, 34093, Turkey
Tel: +90 212 635 1201

Email: mzkaragulletnn.net
www.ismh-direct.net

Regions represented: Countries worldwide
Description: ISMH aims to design, plan, and coordinate scientific research in the fields of health resort medicine and spa therapy for prevention, treatment and rehabilitation programmes. The organisation represents an international union of physicians, scientists, institutions, associations and societies. This non-profit organisation also distributes knowledge gained from health resort medicine, in addition to supporting affiliated physicians and scientists.

International SPA Association (ISPA)

2365 Harrodsburg Road, Suite A325, Lexington, KY 40504, USA
Tel: +1 888 651 4772

Email: ispa@ispastaff.com
www.experienceispa.com

Regions represented: Countries worldwide
Description: ISPA is a global voice of the spa industry. Founded in 1991, it advances the sector by providing educational and networking opportunities, promoting the value of the spa experience and speaking as an authoritative voice to foster spa professionalism and growth. The association conducts research each year, alternating between studies focusing on the industry, trends and those focused on habits and demographics of the spa-goer.

International Spa & Wellness Association (ISWA), Germany

Wilhelm-Mangels-Str. 22, 56410 Montabaur, Germany

Tel: +49 26 02 999 88 75
Email: info@iswa.de
www.iswa.de

Regions represented: Germany
Description: ISWA is a leading independent and objective expertise and information centre for the German spa and wellness market. The association has a high-quality international network, and its members include innovative businesses, skilled workers and service providers who deal professionally with the spa and wellness sector.

Japan Ryokan Association

www.ryokan.or.jp

Regions represented: Japan
Description: Ryokans are traditional Japanese inns that feature onsen – authentic Japanese bathing facilities. The Japan Ryokan Association was inaugurated in 1948 and was officially approved as an incorporated association in 1953. Its members include 1,200 well-respected ryokans and its goal is to provide safe and reliable accommodation facilities for domestic and international tourists.

The Federation for Japan Spa Associates

www.j-spa.jp

Leading Leisure in Ireland (ILAM)

Allenwood Enterprise Park, Allenwood North, Naas, County Kildare, Ireland

Tel: +353 45 85 99 50

Email: info@ilam.ie

http://ilam.ie

Regions represented: Ireland
Description: Originally formed in 1989 as the Institute of Leisure & Amenity Management (ILAM, Ireland), this professional body represents leisure managers in Ireland and is funded by the country's government. All spa, sport, leisure and associated facilities operating within Ireland can join as full-voting members; while spa, sport and leisure professionals can join as associate members.

Leading Spas of Canada (LSC)

PO Box 93097, 1450 Headon Road, Burlington, ON, L7M 4A3, Canada

Tel: +1 800 704 6393

Email: info@leadingspasofcanada.com

www.leadingspasofcanada.com

Regions represented: Canada
Description: This national spa organisation represents resort, day, destination, mineral spring and medical spas, schools and suppliers. More than 150 association members share a commitment to a stringent set of standards of practice and code of ethics. Its mission is to lead Canada's spa and wellness industry.

Lithuanian Resorts Association

Jaunimo g 2, LT-59206

Birštonas, Lithuania

Email: info@kurortuasociacija.lt

Tel: +370 319 55 278

www.kurortuasociacija.lt

Regions represented: Lithuania

Description: A non-profit organisation which was founded in 2007 and which consists of eight of municipalities, areas cities and resorts across Lithuania. The municipalities and resorts have united to form a business strategy and coordinate their activities such as the spa treatments they offer, health tourism and how they promote the country's natural therapeutic resources. They also collaborate on resort education and training.

Massage & Natural Therapies Association

Arapsuyu Mah, 613 sok, Gulbitti Apt, No 2, Konyaalti, Antalya, Turkey

Tel: +90 532 507 30 09

Email: madoted@hotmail.com

www.madoted.org

Regions represented: Turkey

Description: The voluntary, non-profit association was founded in 2005 for professional massage and natural therapists in Turkey. Funds are granted for research, community service, educational initiatives and conferences.

Medical Tourism Association (MTA)

10130 Northlake Boulevard, Suite 214-315, West Palm Beach, FL 33412, USA

Tel: +1 561 791 2000

Email: info@medicaltourismassociation.com

www.medicaltourismassociation.com

Regions represented: Worldwide

Description: The association is the first and only international non-profit medical tourism and global healthcare association composed of the top international hospitals, healthcare providers, medical travel facilitators and insurance companies. The MTA has three tenets: transparency in quality and pricing, communication and education.

Medical Wellness Association (MWA)

3211 Grand Cayman, Sugar Land, TX 77479, USA

Tel: +1 281 313 3040

Email: info@medicalwellnessassociation.com

www.medicalwellnessassociation.com

Regions represented: Countries worldwide

Description: The international organisation for medical spa and wellness professionals and programmes across all areas, serves its members, partners and advisors by providing resources and programme definitions as well as professional standards.

Middle East Spa Business Group, Dubai (MESBG)

Coress Solutions International Secretariat, Middle East Spa Business Group, Sheikh Zayed Road, PO Box 7631, Dubai, UAE

Tel: +97 14 303 4778

Email: csi@emirates.com

http://r5.ek.aero/mesbg

Regions represented: Those located in the Middle East

Description: MESBG promotes the spa, wellness, health and beauty industries in the Middle East. Members enjoy information sharing and benefits such as spa seminars and workshops, newsletters and updates, regular member meetings and activities, as well as the networking with spa, beauty, health and wellness professionals from the UAE and other international wellness organisations.

Moroccan Spa Association (A-SPA-MAROC)

4 rue Sebou Angle Rue Taha Housseine, 1er étage no2 Quartier Gauthier, Casablanca, 20000, Morocco

Tel: +212 666 35 36 42

Email: aspamaroc@gmail.com

Regions represented: Morocco

Description: This association represents the Moroccan spa industry with one voice on matters related to government legislation and other interests such as tourism. It provides a platform for professional discussion, educational matters and industry news. Members include spa operators, hoteliers, architects and product vendors.

National Spa Association, Lithuania

Vytenio St, 9/25 LT-03113,

Vilnius, Lithuania

Tel: +370 659 19156

Email: info@spalietuva.lt

www.spalietuva.lt

National Association for Spa & Wellness Tourism (NAST), Bulgaria

3 Bistritsa Str, Sofia, 1000, Bulgaria

Tel: +35 929 813 015

Email: nast.bulgaria@mail.bg

Regions represented: Bulgaria

Description: NAST aims to cooperate in the protection, development and ecological use of Bulgarian resources, to promote spa tourism in Bulgaria. Members comprise high-end spa resorts, hotels, day spas, manufacturers and spa equipment and product distributors.

National Guild of Spa Experts

Ulischa Kamchatskaya 8/2/14,

Moscow, 107065, Russia

Tel: +7 495 226 4289

Email: info@russiaspas.ru

www.russiaspas.ru

Regions represented: Russia

Description: This non-profit organisation was launched in 2004 to develop the spa industry in Russia. It has a committee that oversees training and courses cover spa management, spa administration, ▶

- ayurveda, spa cuisine, therapist training and cosmetology. A second committee oversees marketing which includes the promotion of the guild and its members as well as the publishing books and magazine such as *Spa Industry Today*, *Spa Report*, *Spa Management* and *Spa Cuisine*.

Nippon Spa Association

www.n-spa.org

Ontario's Premier Spas

20 Main Street North, Waterdown,
ON, L0R 2H0, Canada

Tel: +1 800 990 7702

Email: info@ontariospremierspas.com

www.ontariospremierspas.com

Regions represented: Ontario

Description: Ontario's Premier Spas is committed to creating a superior standard of spa service in Ontario through member accreditation, professional development, industry advocacy and public education. Each member spa strives to enhance the wellbeing of its clients by delivering the highest quality treatments and professional services.

The Organisation of Spa Owners in Romania (OPTBR)

2 Traian Street, Bl. F1, Sector 3,
030574, Bucharest, Romania

Tel: +40 322 01 88

Email: optbr@bluescreen.ro

www.romanian-spas.ro

Regions represented: Romania

Description: The organisation was set up in 1993 by several representatives of the main health resorts in Romania in a bid to promote the spa and wellbeing sector within the tourism industry, both domestically and internationally. The association has 62 members, representing almost all the spas in the country.

Philippine Wellness and Spa Association (PhilWell)

Department of Tourism, Product
Research and Development, Room
203, Manila, Philippines

Tel: +63 917 897 5678

Email: spaasn_philippines@yahoo.com.ph

www.philwell.org

Regions represented: The Philippines

Description: PhilWell (formerly known as the Spa Association of the Philippines) was established in 2004 as a non-profit organisation to promote and protect the wellness spa industry in the Philippines and to position the country as a major destination in the global spa arena. It is committed to ensuring standards of excellence and good business practice of spas across the country.

Portuguese Spas Association (ATP)

www.termasdeportugal.pt

Regions represented: Portugal

Description: The association was established in 1996 as a result of a restructuring of the National Association of Medicinal and Table Mineral Water Industries. With a current membership of 38 associates, the organisation seeks to promote and develop the country's thermal water sources and spas (especially those offering thermal water wellness) technically, economically and socially.

Serbian Spas Association

PO Box 51, Vrnjacka Banja, 36210, Serbia

Tel: +381 36 611 109

Email: udruzenjebanja@gmail.com

www.serbianspas.org

Regions represented: Serbia

Description: The Serbian Spas Association represents the country's spas and climatic resorts, including the local municipalities (50 members), faculties and universities.

Slovak Spa and Mineral Springs Association

Jakubovo nám 14, 811 09

Bratislava; PO Box 113, 810 00

Bratislava 1, Slovak Republic

Tel: +421 2 5244 4982

Email: balneotherma@balneotherma.sk

www.balneotherma.sk

Regions represented: Slovak Republic

Description: Slovakia's spa association, also known as Balneothermia LLC, deals with business projects for spa resorts, hotels and clinics and provides personnel training/courses. It also offers expertise on the country's natural healing sources – mineral and thermal waters, muds and climatic conditions – used for treatments; and audits spa and health resort medical departments. In addition, it promotes Slovak spas and their offering to travel agencies in America, Canada and Europe.

South African Spa Association (SASA)

PO Box 81204, Parkhurst,

Johannesburg, 2120, South Africa

Tel: +27 11 447 9959

Email: info@saspaassociation.co.za

www.saspaassociation.co.za

Regions represented: South Africa

Description: SASA aims to be an ambassador for the South African spa industry and related areas like health and wellness, tourism and hospitality, education and training. Members include professionals in the wellness, health and skincare, healing, medicine and spa sectors.

The Spa Association (SPAA)

2445 Windrow Rd, Suite A 204

Fort Collins, CO 80525, USA

Tel: +1 970 218 5414

Email: melinda@spaminton.com

www.thespaassociation.com

Regions represented: North America
Description: SPAA provides information, resources and education within the US industry, uniting medical spas, day spas, resorts, hotel spas and wellness centres. It's aimed at spa owners and business-to-business providers.

Spa Association of Africa (SAA)

C/o The Carlton Institute, 34 Rolle Street, Exmouth, Devon, EX8 2SH, UK
Tel: +44 1395 226 622

Email: info@spaassociationofafrica.com
www.spaassociationofafrica.com

Regions represented: Africa

Description: The Spa Association of Africa was established in 2010 as an international non-profit, non-political, educational trade organisation by Elaine Okeke – founder of spa consultancy SPALOGIQUE – and Dzigbordi K Dosoo – founder and CEO of day spa, training and distribution company Allure Africa. The association will look to work alongside national and regional tourism boards, educational institutions and operators to set quality standards and encourage education and preventative health measures within the spa, health and wellness industry on the African continent. Alison Ng'ethe – founder of the ACI International College of Beauty, Fitness and Holistic Therapy – has been named the association's first board member.

Spa Association of India (SAI)

M1- Palika Bhawan, R K Puram, New Delhi 110066, India
Tel: +91 995 889 5151

Email: info@spaassociationofindia.in
www.spaassociationofindia.in

Regions represented: India

Description: A new association launched in 2011 to develop and maintain standards

in the Indian spa industry. SAI will work alongside national and regional tourism boards as well as operators, manufacturers and distributors to set quality standards and encourage education and preventive health and hygiene measures within the industry. A key goal of SAI is to set up a system of training accreditation in the country. A driving force behind the setting up of the trade body is consultant Rajesh Sharma, founder of spasindia.com. Members will be professionals with wellness, health and skincare, healing, medicine or spa experience.

Spas Association of the Czech Republic

Hvozďanska 3, Prague 4, 14800, Czech Republic

Tel: +420 222 511 763

Email: sekretariat@lecebnelazne.cz
www.lecebnelazne.cz

Regions represented: The Czech Republic

Description: The association was established in 2009 and comprises 44 medical spas in the Czech Republic that combine natural remedies and professional medical care. Members must meet a strict criteria and have a high-quality standards of delivering services.

Spa Association Singapore (SAS)

C/o 111 Somerset Road, #11-02/03 Triple One Somerset, 238164, Singapore
Tel: +65 6223 1158

Email: secretariat@spaassociation.org.sg
www.spaassociation.org.sg

Regions represented: Singapore

Description: SAS represents professional spa operators in Singapore. It works closely with the Singapore Tourism Board, Police Licencing Division, International Enterprise (a government agency for economic development in Singapore) and

other bodies to help member spas develop and grow both locally and internationally.

Spa Business Association (SpaBA)

Suite 4c, Philpot House, Station Road, Rayleigh, SS6 7HH, UK

Tel: +44 1268 745 884

Email: info@spabusinessassociation.co.uk
www.spabusinessassociation.co.uk

Regions represented: UK and Ireland

Description: SpaBA is a leading trade body in the UK and Ireland. Its membership represents the largest group of spa-related businesses – including spa operators, spa suppliers and spa consumers – in these countries. SpaBA is a not-for-profit organisation, financed via membership and it promotes the use of spas, supports the spa industry and encourages best practice. It represents the varied interests of members with 'one voice' to the government, media, investors, legislative bodies and consumers.

Spa & Wellness Association of Cebu

www.cebucentral.com

Spa & Wellness Association of India (SWAI)

62A Embassy Building, 44 Nepean Sea Road, Mumbai, Maharashtra, 400006, India

Email: info@spaandwellnessassociation.com
www.spaandwellnessassociation.com

Regions represented: India

Description: SWAI is a non-profit association representing the professional spa and hospitality industry across India. Created in 2006, its aim is to preserve and help protect India's traditional therapies; provide a spa and hospitality education platform; promote tourism; gather research statistics on the industry; and establish strong media relationships. ►

► **Spa & Wellness Association of Singapore (SWAS)**

C/o Globewerks International,
28 Sin Ming Lane, #05-143,
Midview City, 573972, Singapore
Tel: +65 6513 7315

Email: secretariat@spaandwellness.org
www.spaandwellness.org

Regions represented: Singapore and countries across the rest of Asia

Description: SWAS aims to create growth opportunities for its 4,000 members locally and internationally via monthly networking sessions, trade shows and educational programmes. SWAS actively promotes integration between the spa/beauty industry and the wellness market and engages in dialogue sessions with government agencies.

Spa & Wellness International Council (SWIC)

21-5 Krassina Street, Moscow,
123056, Russian

Tel: +7 495 764 0203

Email: elena@spapriori.ru
www.wellness-t.lact.ru

Regions represented: Russia and the Commonwealth of Independent States

Description: A non-profit and non-governmental organisation established in 2010 to coordinate the activities of spa and wellness professionals in Russia and the CIS. It promotes international standards in the region's new spa and wellness industries and helps develop markets via education, networking and research.

Spas Relais Santé, Canada

2984 chemin Milletta, Magog, Québec,
Canada, J1X 0R4

Tel: +1 819 868 1553

Email: info@spasrelaissante.com
www.spasrelaissante.com

Regions represented: Canada

Description: Founded in 1993, this is an alliance and marketing consortia of spas in Canada that meet its criteria for excellence which includes professionalism, quality of care, water quality and hygiene.

Swedish Spa Hotels

Föreningen Svenska Spahotell, c/o SHR,
Box 3546, 103 69 Stockholm, Sweden

Tel: +46 70 824 97 21

Email: info@svenskaspahotell.se
www.svenskaspahotell.se

Regions represented: Sweden

Description: The 35-member association aims to standardise spa businesses; market member establishments; provide training and networks; query conditions for employers and political decision-making; and be involved in benchmarking. It has introduced a common gift voucher scheme for association members.

Swiss Thermal Spas Association (ETS)

Mme Irène Keller-Richner, Via
Cantonale 25, 6992 Vernate, Switzerland

Tel: +41 91 604 58 78

www.wohlfinden.com

Regions represented: Switzerland

Description: ETS is the umbrella organisation of Swiss spas with medical institutions, natural and local resources recognised by the public health office.

Taiwan Spa Association

www.tspa.tw

Thai Spa Association (TSA)

6th Floor, 18/8 Fico Place, Sukhumvit
21 Road (Asoke), Klongtoey Nua,
Wattana, Bangkok, 10110, Thailand

Tel: +66 2665 7395

Email: info@thaispaassociation.com

www.thaispaassociation.com

Regions represented: Mostly Thailand, but 15 per cent of members are international

Description: This non-profit organisation provides members – spa operators, consultants and suppliers – with newsletters and seminars, meetings and networking opportunities. Recently, TSA teamed up with certification company SGS to establish a voluntary code of standards for the country's wellness industry.

Turkish Spas Thalasso and Health Resorts Association (TURKAP)

Tıbbi Ekoloji ve Hidroklimatoloji
ABD, Millet Caddesi 126, Çapa,
Istanbul, 34093, Turkey

Tel: +90 212 635 1201

Email: bilgi@spa-turkey.com
www.spa-turkey.com

Regions represented: Turkey

Description: TURKAP is an organisation for spa, thalassotherapy and other curative, health and wellness facilities in Turkey. Goals include protecting the common interests of spas, thalasso and health and cure centres in Turkey, as well as modernising and promoting new facilities.

Wellness Organization Worldwide (WOW)

Suite 2201 Cityland 10 Tower 2, 154
HV Dela Costa Corner Valero Sts
Makati City, Metro Manila, Philippines

Tel: +632 840 0242

Email: csperreras@wellnessworldwide.org
http://wellnessworldwide.org

Regions represented: Philippines

Description: A not-for-profit organisation, WOW's goal is to link members of beauty, health and fitness practitioner associations with those in need of their services in homes, workplaces and communities nationwide and worldwide.

INDUSTRY INSIGHTS

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Sector Stats

A ROUND-UP OF THE LATEST RESEARCH FIGURES FOR THE GLOBAL SPA INDUSTRY



The spa industry will generate revenues of US\$77.2bn globally by 2015

SOURCE: HEALTH SPAS: A GLOBAL OUTLOOK, GLOBAL INDUSTRY ANALYSTS 2012

Fifty-four per cent of new hotel spas worldwide are planned in the Asia-Pacific region. The next most popular area is Central and South America where 15 per cent of new hotel spas are in development

SOURCE: SPA BUSINESS, ISSUE 2, 2011, P42



As of May 2011, 338,600 people were working in the US spa industry, with the number of full-time employees up by 8 per cent compared to 2010

SOURCE: ISPA 2011 US SPA INDUSTRY STUDY (SEE SB11/4 P38)



There are over 3,500 spas operating in the Asia-Pacific region and they collectively generate approximately US\$2bn in revenue per annum. Over 50,000 people are employed by the Asia-Pacific spa industry

SOURCE: REGIONAL SPA INDUSTRY REPORT ASIA PACIFIC 2011, INTELLIGENT SPAS

Sales of aesthetic medicine in China are forecast to increase by 40 per cent over the next three years alone

SOURCE: CHINESE MEDICALISED BEAUTY MARKET 2011, DIAGONAL REPORTS

The number of spa-goers using Groupon rose by 30 per cent in 2011 and 52 per cent of spa-goers use the website to seek spa information

SOURCE: 2011 GLOBAL SPA REPORT, COYLE HOSPITALITY GROUP (SEE SB11/3, P34)



Spas in Jordan's Dead Sea region, generated revenues of US\$101 per treatment per available treatment room in 2011, representing an 18 per cent decrease from the first 10 months of 2010

SOURCE: DEAD SEA SPA BENCHMARKING SURVEY 2011, PwC

In 2011, the average daily treatment revenue per available treatment room in spas in Doha was US\$237, with September resulting in a record 63 per cent increase compared to August which had low revenues due to the holy month of Ramadan

SOURCE: DOHA SPA BENCHMARKING SURVEY 2011, PwC



Eighty-two per cent of spa industry leaders predicted that their gross revenue in 2011 would be 'significantly greater' or 'somewhat greater' than in 2010. Seventy-four per cent also expected their profits to outweigh those in 2010

SOURCE: LIVE POLL OF 2011 GLOBAL SPA SUMMIT DELEGATES (SEE SB11/3 P38)

The total number of spa locations in the US was 19,900 in 2010, down 3 per cent from 2009 and due mostly to a sharp decline in new openings

SOURCE: ISPA 2011 US SPA INDUSTRY STUDY (SEE SB11/4 P38)





Ninety-six per cent of US spas are connecting more with their local communities by donating products and services (85 per cent), hosting events (69 per cent) and charity benefit evenings (62 per cent)

SOURCE: ISPA 2011 US SPA INDUSTRY STUDY (SEE SB11/4 P38)

The Greek spa industry was expected to generate €15m in revenue in 2011, a growth rate of 27 per cent between 2008 and 2010. However annual revenue per spa was down 8 per cent in the same period

SOURCE: GREECE SPA BENCHMARK REPORT 2011, INTELLIGENT SPAS



Worth US\$106bn, wellness tourism already generates twice the global revenues of the more established medical tourism market at US\$50bn



SOURCE: WELLNESS TOURISM & MEDICAL TOURISM - WHERE DO SPAS FIT? GLOBAL SPA SUMMIT, 2011

In the face of the economic downturn, US spas cut departmental operating expenses by 3.9 per cent in 2010. The greatest cost reductions (-4.9 per cent) were in ambience and decorations, products, laundry, linen and uniforms

SOURCE: TRENDS IN THE HOTEL SPA INDUSTRY 2011, PKF HOSPITALITY RESEARCH (SEE P70)

The male grooming market in the five major European markets combined – France, Germany, Italy, Spain and the UK – generated €6.6bn in 2010. Germany took the biggest chunk at €1.6bn

SOURCE: MEN'S GROOMING - EUROPE, MINTEL, AUGUST 2011

In China, the highest yearly revenue per treatment room of US\$46,000 came from hotel spas in Sanya in 2010, with the lowest coming from Beijing hotel spas at US\$33,000

SOURCE: HORWATH ASIA-PACIFIC 2011 (SEE SB11/3 P38)

Evidence-based medicine has become the most important single factor in health motivated travel, with 20 per cent of medical tourists citing that as a consideration

SOURCE: WELLNESS TOURISM WORLDWIDE 2011, XELLUM LTD



In Beirut, spas had an average daily treatment revenue per available treatment room of US\$118 in 2011. January was the worst month at US\$99

SOURCE: BEIRUT SPA BENCHMARKING SURVEY 2011, PwC

The Singaporean spa industry was forecast to generate US\$10.6m in revenue during 2011. Average revenue per visit has fallen 33 per cent since 2003 due to the competitive nature of the market

SOURCE: SINGAPORE SPA BENCHMARK REPORT 2011, INTELLIGENT SPAS



US hotel spas suffered a 10.5 per cent decline in departmental revenue on average in 2010. But urban hotel spas experienced less of a drop (-1.2 per cent) than resort spas (-13.6 per cent)

SOURCE: TRENDS IN THE HOTEL SPA INDUSTRY 2011, PKF HOSPITALITY RESEARCH (SEE P70)

More than 42 per cent of hospitals in the US currently offer one or more complementary and alternative medicine therapies. That's a 5 per cent increase since 2007

SOURCE: THE 2010 COMPLEMENTARY AND ALTERNATIVE MEDICINE SURVEY, HEALTH FORUM

Recovery position

Spas are taking longer to recover than other departments in US hotels, but will lead in revenue in 2012 and beyond, according to PKF Hospitality Research

The US economy is slowly beginning to grow following the worst recession that the nation has witnessed since the Great Depression. In line with this, its hotels are starting to claw back lost business too according to PKF Hospitality Research (PKF-HR), which has been analysing the country's hospitality industry for 75 years. The hotels are recapturing occupancy – levels bounced back strongly in 2010 – and gradually increased their average daily room rates (ADR) in 2011.

However, hotel spa operations are lagging behind this rebound says PKF-HR which has just released its *Trends® in the Hotel Spa Industry 2011* report. The report, based on 151 hotels with spas in the US (see p72), provides an in-depth analysis of data from 2010 and showed that spa operations were the hardest hit of hotel departments in 2008-2009 and are also taking longer to recover (see Graph 1). “We believe this is related to the priority order of hotel spa

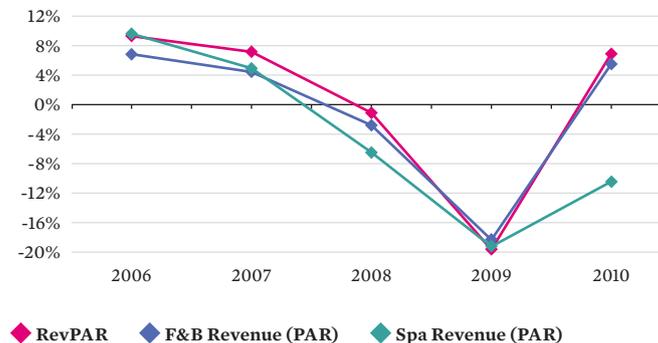


patronage behind travel itself and spend in food and beverage, as spa is considered either a luxury or a benefit to personal wellness as opposed to a basic corporate travel, group or leisure necessity,” says Andrea Foster, vice-president and national director of spa consulting, at PKF Consulting.

Yet in their hey day (2006-2007) spas enjoyed an annual change that was comparable to the revenue per available room (RevPAR) in hotels and greater than the growth in food and beverage revenue. Due to the cyclical nature of the lodging industry, PKF-HR believes that hotel spa revenue will improve and has the potential to reach pre-recession levels once more.

GRAPH 1: HOTEL SPA RECOVERY LAGS

Change from previous year



Source: PKF Hospitality Research, *Trends® in the Hotel Industry – Full-Service Hotels*

But just what did the in-depth analysis on 2010 performance show?

HOTEL SPA REVENUES

The *Trends® in the Hotel Spa Industry 2011* report showed that in general, departmental revenue in US hotel spas dropped by 10.5 per cent in 2010 (see Graph 2) to US\$1.4m (€1.05m, £0.88m), but that some facilities fared better than others. On average, revenue in urban hotel spas only declined by 1.1 per cent to US\$1.1m (€0.82m, £0.69m), compared to spas at resort hotels which suffered a 13.6 per cent drop to US\$1.6m (€1.2m, £1m). The report says: “We attribute the relative strength of



Spas will make a strong comeback, says PKF, due to the cyclical nature of the lodging industry

MAKSIM TOOME / SHUTTERSTOCK.COM

urban hotel spa performance to the faster recovery of large metropolitan hotel markets compared to resort locations, and the ability of urban hotel spas to supplement hotel guest demand with patrons and members from the local community.”

Overall, smaller spa operations – both in terms of income and size – suffered the least declines in revenue in 2010. Hotel spas with revenues of less than US\$1m, and those with 10 treatment rooms or less, experienced revenue drops under 2 per cent from 2009 to 2010. Indeed, hotel spas measuring below 6,000sq ft (557sq m) was the only sub category to have an increase in sales, with revenues rising by 0.7 per cent

to US\$774,157 (€579,600, £485,650). The report says: “This performance statistic suggests that a base of hotel spa demand comes from regular hotel guests, die-hard spa patrons, or local members, thus larger hotel spas are more susceptible to fluctuations in behaviour and spending patterns from additional demand sources, as they have larger spas to fill.”

The biggest declines in spa department revenue occurred in mid-market spas – with sales between US\$1-3m – and mid-sized spas with 10 to 20 treatment rooms. In these facilities, revenues decreased by 14.3 per cent to US\$1.8m (€1.35m, £1.13m) and 17.8 per cent to US\$1.5m (€1.12m,

£0.94m) respectively. Large spas which covered 15,000sq ft (1,394sq m) endured a 15.7 per cent drop in revenue in 2010, but still achieved a very significant average of US\$2.5m (€1.87m, £1.57m) in sales.

“A possible reason for the significant decline in the medium-size spa group is overbuilding,” according to the report. “Medium-sized spas are often found in hotels that likely should have a spa as a guest amenity, but the property is not specifically known for its spa facility or experience. Therefore, it is neither an intimate, boutique spa nor is it a grand showcase spa for the property’s marketing and reputation. ▶

- “Additionally, the facilities may have been built as a ratio of spa treatment rooms to total guestrooms, rather than to an actual projection of hotel spa demand and capture [rate]. Either individually or combined, these factors result in a greater potential negative impact on spa revenues during recession and early recovery periods.”

CONTROLLING EXPENSES

Faced with decreasing revenues, hotel spa managers became more stringent with expenses – reducing their total direct departmental operating expenditure by 3.9 per cent from 2009 to 2010.

Despite having more employees and using the most supplies, the biggest hotel spas with the largest number of treatment rooms and the greatest revenue were the most effective in controlling costs. In contrast, the smallest hotel spas had the lowest changes in operating costs.

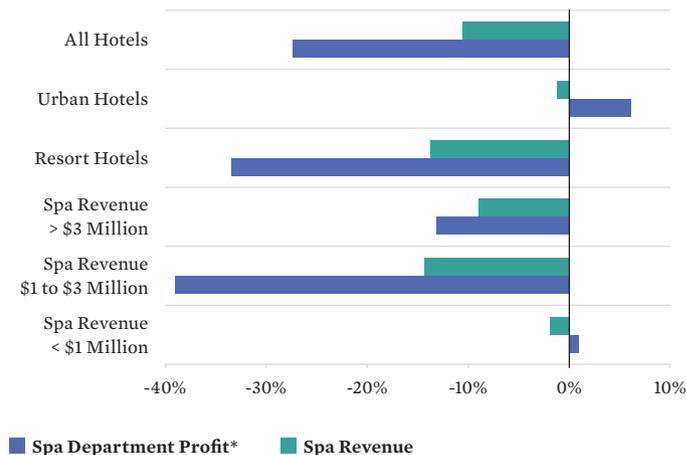
The report says: “These phenomena are certainly largely driven by the significantly greater revenues to offset the expenses, however part can also be attributed to differences in management expertise. Larger spas with greater revenue streams can afford to carry the expense of a seasoned spa director, while smaller spas often do not have that luxury. Therefore, expenses may be more carefully and creatively managed in larger hotel spas.”

REPORT PARAMETERS

For the 2011 edition of *Trends® in the Hotel Spa Industry*, 151 hotels in the US submitted their data (based on 2010 figures). The hotels had an average of 380 guest rooms, an occupancy of 62.3 per cent and an ADR of US\$224.32 (€168, £141). The sample was limited to spas that are operated by the hotel. Leased spa operations, day spas, destination spas and hotel spas with less than US\$300,000 annual revenue were excluded from the survey sample.

GRAPH 2: HOTEL SPA DEPARTMENT PERFORMANCE

Change from 2009 to 2010



Note: * Before undistributed expenses. Source: PKF Hospitality Research, 2011 Trends® in the Hotel Spa Industry

The most money was saved by cutting operational expenses, down 4.9 per cent to US\$192,686 (€144,250, £120,850) from 2009 to 2010. This included tightening spending on things such as ambience and decorations, health and beauty products, laundry, linen and uniforms (see Graph 3). Even labour costs, which are notoriously high in spas, were reduced by 3.8 per cent – to an average US\$796,946 (€596,650, £499,900) – in 2010.

ANALYSING PROFITS

The decline in US hotel spa profits in 2009 was 13.9 per cent. And despite the efforts to control costs, profits dropped by a further 27.4 per cent in 2010 to US\$319,980 (€239,550, £200,700).

Once again urban hotel spas fared better than resort spas. The report says: “Facing less of a decline in revenue (-1.1 per cent), but still accomplishing a 2.6 per cent cut in expenses, urban hotel spas enjoyed a 6.2 per cent increase in departmental profits.

On the other hand, a 4.3 per cent cut in operating expenses at resort spas was not enough to offset the 13.6 per cent fall off in revenue. The net result was a significant 33.4 per cent decline on the bottom line for resort spas from 2009 to 2010.”

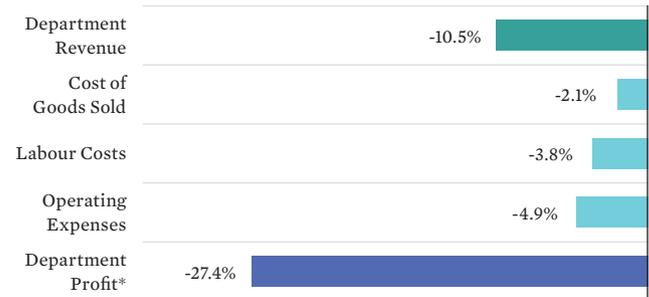
Meanwhile, smaller spas seemed to have performed relatively well on the bottom line just as they did on the top-line. Spas



PKF-HR predicts an increase in spa services as income levels rise

GRAPH 3: HOTEL SPA DEPARTMENT PERFORMANCE

Change from 2009 to 2010



Note: * Before undistributed expenses.

Source: PKF Hospitality Research, 2011 Trends® in the Hotel Spa Industry

“Despite having more employees and using the most supplies, the biggest hotel spas with the largest number of treatment rooms and the greatest revenue were the most effective in controlling costs”

with revenues less than US\$1m, covering less than 6,000sq ft and featuring less than 10 treatment rooms all achieved an increase in department profits. In contrast, spas with revenues between US\$1-3m, measuring greater than 15,000sq ft and having 10-20 treatment rooms, experience the biggest drop in department profits.

“While the resort spas did suffer more than urban spas in 2010, it should be noted that these operations achieve superior departmental profits compared to urban hotel spas,” according to the report.

“In 2010, the average resort spa in our survey achieved a department profit of US\$388,459 (€290,850, £243,700), or 24.6 per cent of department revenue. This compares to urban spas which averaged US\$196,972 (€147,450, £123,550), or 18.1 per cent of department revenue. Further, spa department revenues represent

a larger portion of total hotel revenue at resort properties (3.9 per cent) when compared to the revenue contribution at urban hotels (3.1 per cent).”

FUTURE GROWTH

PKF-HR believes that in 2011, spa revenues in US hotels started to grow. Part of this, it believes, is down to the fact that upper-tier hotel chains – in which most spas operate – are driving the recovery in the lodging industry in the country.

What’s more, the report highlights that an increasing amount of household expenditures is being spent on ‘health and personal’ purchases. As income levels start to rise once more, it is optimistic that people’s budgets for health and wellness expenditures will also increase.

The report concludes: “According to the December 2011 edition of *Hotel Horizons*,

PKF-HR is forecasting annual RevPAR levels for US hotels to increase between 4.7 and 5.3 per cent from 2012 through to 2015. As we begin to enter a period of prosperity for the lodging industry in 2012 and beyond, we believe spa revenues will repeat their historical trend and lead the pace of revenue growth.” ●

➔ ABOUT PKF-HR

PKF-HR launched its first *Trends® in the Hotel Spa Industry* report in 2007 and has been surveying the financial performance of US hotel spas in this annual report ever since. The full 2011 report costs US\$295 (€221, £185) and can be purchased via www.pkfc.com/store or by calling +1 866 842 8754

{ business talk }

A round-up of some of the key trends which are impacting
the business aspects of spa development and operations

Katie Barnes, editor, Spa Business Handbook

BUDGET SPAS

LOW COST & WIDESPREAD

There have been budget airlines, budget hotels and budget health clubs (see p78) and it looks likely spas are next in line. Several signs point to changes in the sector which indicate that in keeping with other time-based businesses, budget models will begin to emerge.

As a marketplace which is dominated by high prices and relatively low volumes, combined with a large, untapped mass market, the sector is ripe for change.

Budget spas will have smaller footprints, less or no communal facilities and a pared down offer focusing on one type of treatment such as a massage, facials or reflexology. Treatments will have a lower, more accessible price point and will sometimes be packaged into memberships – where a set monthly fee will include an initial free service and future discounts – to encourage customer loyalty and volume. Done well, with high-quality treatments and customer service, cheap doesn't necessarily mean low-end.

Massage Envy (see p26 and p90) is a chain of 750 spa franchises in the US and in

SHELDUNOV ANDREW / SHUTTERSTOCK.COM



Budget spas are likely to have a pared down offer focusing on one thing such as facials

2011 had a revenue of US\$804m (€603.4m, £504.3m). The company has stripped its offer down to massages and facials – two of the most popular spa treatments – making it effectively the first budget spa operator.

There's room for more competition and franchising is a likely model for growth. Given the small foot-

print and relatively low entry point, growth will happen rapidly when it comes.

The arrival of new spa operators isn't all bad news for the sector, however, as they bring new business, rather than just attracting customers from existing facilities – 22 per cent of Massage Envy customers have never had a massage before.



CORPORATE WELLNESS

SUPPORT STAFF

Just as budget operations open up spas to new audiences, so does corporate wellness – where wellbeing packages are put together specifically for employees to help companies maintain happy, healthy and productive workforces.

According to the American Fitness Professionals and Associates organisation, fitness programmes can reduce sick days by 13 per cent and decrease staff turnover by as much as 250 per cent.

Across varying types of companies and industries, research proves that healthy staff contribute more to the bottom line.

With their goal of improving health and wellbeing, spas are ideally placed to put together and deliver wellness programmes for companies to create new revenue streams for their own businesses. Typical packages can include personal training/fitness and yoga, combined with lifestyle coaching, nutritional counselling and – of course – de-stressing massages. This trend also fits with the wellness movement that's gathering momentum in the spa industry.

Core Performance (see p98) in the US, specialises in delivering corporate wellness programmes – strongly focused on fitness – for some of the country's biggest

Spas are ideally placed to create corporate wellness packages which include lifestyle coaching and fitness

firms including Fortune 500 companies.

Elsewhere, the Healing Hotels of the World (HHoW) consortium has launched a corporate wellness package – with spa treatments, nutrition programmes, fitness and

lifestyle coaching – for Marbet: a German company with 160 staff. HHoW is looking to roll out the package and is in talks with McCann-Erickson and Nestlé.

The challenge for spas moving forward with corporate wellness is to set up their systems so the health of employees can be tracked to prove the benefits of the services, as this is the main justification for investment on the part of the client. ▶

EDUCATION OVERHAUL

STARTING FROM SCRATCH

A lack of spa managers and directors who are as skilled in business and revenue management as they are in holistic massages and body manipulation is a major concern for operators as the industry continues to grow.

While there are a number of existing spa management programmes ranging from full-time degrees to online courses and shorter certificate and diploma qualifications – there’s often no cohesion in their curricula and they can vary greatly when it comes to the quality of teaching.

There also seems to be a distinct lack of communication between education provid-



YURI ARCUS / SHUTTERSTOCK.COM

Spa management training courses will come under scrutiny in a new study which will be released in June

ers and businesses regarding the role of spa managers and the training they need.

As Anna Bjurstam, founder of spa consultancy Raison d’Etre, says on p102: “No rules apply, which means that it’s incredibly difficult for those seeking education to know where to find it, which course to pick and how they compare.”

But Bjurstam also explains that action is being taken. The Global Spa & Wellness Summit has commissioned research firm SRI International to compile a picture of current spa management education, graduates and business needs, and how to bridge the gaps between these operator needs and educational offerings. This investigation – which will be presented at the next summit in June – will be a start to setting the industry on the right track.



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Spa operators will be enhancing their real-time booking systems so that customers can book their own slots

DEAL SITES

WHAT’S NEXT?

Daily deal sites such as Groupon and LivingSocial have taken the spa industry by storm (see *Spa Business*, issue 4, 2011, p24). And while many view these often hefty discounts as undermining the value of services offered, they’re finding a place when carefully used to drive custom during off-peak times.

In 2012, expect to see savvy operators delving into the science behind deals, tracking what packages bring in the optimum number of guests and the most profit.

Adding on the use of thermal and pool areas is a clever way to add value at no extra cost to operators, while offering services like laser hair removal and cellulite reduction, which typically require a course of treatments, encourages regular custom.

We also expect more verticalisation of deal sites. When Wahanda launched in 2008 it was ahead of the game and remains one of the only online marketplaces specialising in health, fitness, beauty and wellness. In October, it strengthened its position by securing £3.5m (US\$5.5m, €4.2m) of funds from venture capitalists Fidelity Growth Partners.

Further innovation will come with the integration of daily deal sites and real-time booking systems. Spa operators partnering with deal sites currently need dedicated staff members to handle both the bookings and the influx of customers coming via different deals with varying terms and conditions. Throw in numerous deal sites and the amount of spa manpower needed to deal with the logistics increases. To bypass this, spa software providers with real-time booking systems are setting up direct links to spas’ online deals offers, so customers can book their own slots direct.

BEAUTY BRAND POWER

WHAT'S IN A NAME?

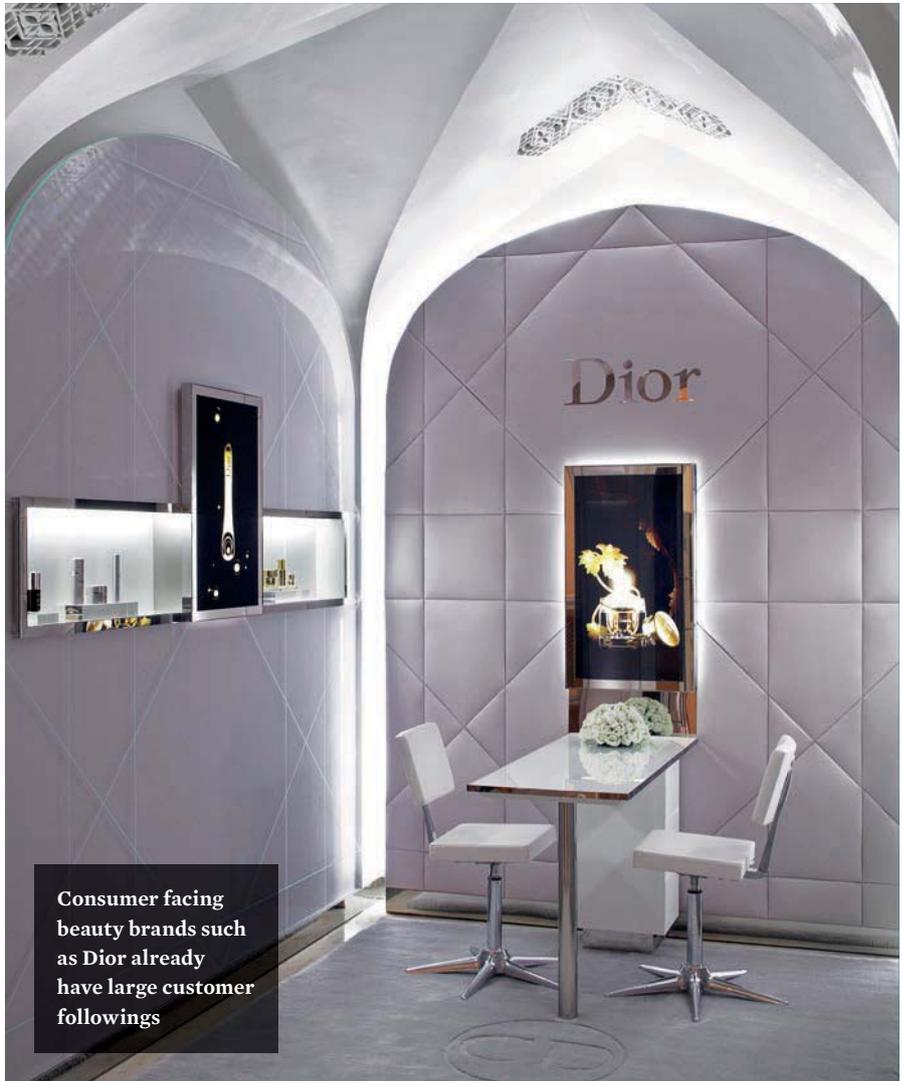
With treatments and products being a point of differentiation for many spas, it's not surprising that operators are constantly on the lookout for exclusive, unique suppliers. And in many cases, professional spa lines are an excellent fit.

Yet there's a strong argument for supplementing these spa brands with product lines from consumer-facing beauty brands such as Clarins, Dior and Guerlain which invest in TV and glossy magazine advertising, attract brand recognition and kudos and already have a consumer following.

As a result of fighting their corner in the retail world, they also have sophisticated marketing and sales plans and processes which – let's face it – are often lacking in spas (see *Spa Business Handbook 2011*, p88). In all three of these instances, they're no stranger to spas either, having developed their own concepts and professional treatments alongside existing retail ranges.

Guerlain Spa first stepped onto the scene at Hotel Shilla, South Korea in 2004. Meanwhile, the inaugural Dior Institut in a spa environment launched in 2011 at the Es Saadi Palace Spa in Marrakech (see SB11/2 p64) – although there are 10 other standalone Dior Instituts worldwide. Clarins has been the most prolific in the crossover. Today it has more than 200 day spas worldwide, including 60 in hotels and resorts. Late last year, it also introduced My Blend – an independent premium skincare and treatment range with a flagship spa in Le Royal Monceau – Raffles Paris (see SB11/3 p64).

Recognising the potential of the beauty crossover, US-based spa management and consultancy firm Trilogy Spa Ventures (see



p110) has positioned itself as “the critical link between hospitality companies and beauty brands”. Its aim is to marry beauty-branded spa solutions, such as those by Clarins and Guerlain, with contract spa management for hotel operator clients.

While it's not the first time this formula has been brought to market – Spa Chakra had a similar proposition in 2008 (see SB08/2 p22) before filing for bankruptcy in 2010 – we predict it will take off in 2012 and lead to a rise in beauty brand power.

FITNESS FOCUS

What does 2012 have in store for the health and fitness industry and what does this mean for spas? Kate Cracknell reports



Kate Cracknell, editor, Health Club Management

MEDICAL MOMENTUM

The need to demonstrate the health-giving benefits of services is not restricted to the global spa industry. It's also applicable to health clubs, which can potentially collaborate with national healthcare systems. With a growing body of research incontrovertibly proving the health benefits of physical activity, now is the time for operators to determine the level at which they are able to deliver 'exercise as medicine' and communicate this more clearly to the public.

Some facilities may be suitable to deliver 'exercise as treatment' and deal with

'Exercise as medicine' is a highly compelling message to encourage people to exercise more

AARON AMAT / SHUTTERSTOCK.COM

The trend of keeping tabs on members' activity outside of fitness facilities is gathering momentum and recognition among operators

clients with existing conditions. And if so, exercise referral guidelines in respective countries will offer guidance.

But even operators who don't have the specialist skills, systems, culture, programmes or technology to work with people with serious conditions – including those who operate fitness facilities in spas – can still latch onto 'exercise as medicine' with what remains a highly compelling preventative message. Indeed, a recent study from Taiwan found that just 15 minutes' activity a day can have a significant impact on mortality rates and life expectancy, including reduced mortality rates from cancer and cardiovascular disease.

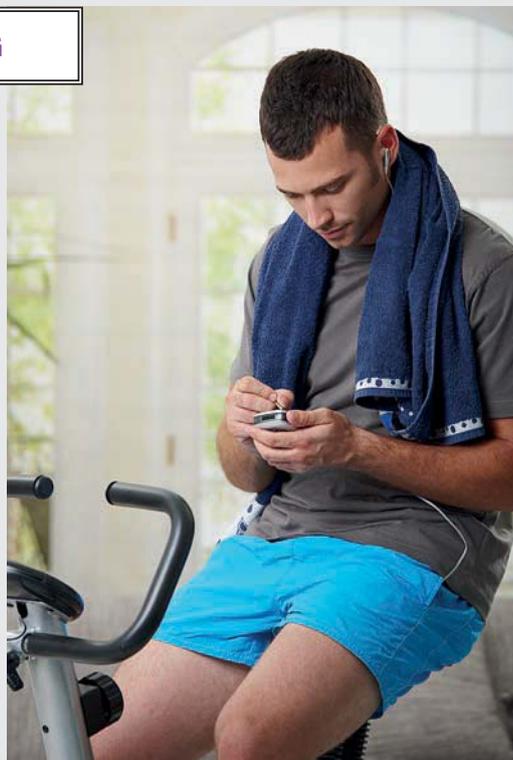
But a clear strategy is needed, and the spa and fitness industries may have to recognise that one size does not fit all. Instead of over-promising to the medical sector, and then under-delivering, they may need to accept that 'exercise is medicine' will not be delivered consistently across sectors in each country, but rather that different operators will play to their respective strengths.

ACTIVITY TRACKING

There's long been talk of the need to keep tabs on members' activity outside of fitness facilities. Indeed, Holmes Place in Europe set up 'Holmes Place To Go' two years ago – a package for those who wanted to workout independently, only attending the club occasionally to get fresh ideas and motivation.

But this trend is now gathering momentum and recognition among operators. As Neil King, commercial director of Everyone Active – which manages fitness facilities in the UK – said in October 2011 *Health Club Management* magazine: "People simply don't go to a health club five times a week – fewer than 1 per cent of our customers come to us that regularly. It's not just about our clubs – it's about activity generally."

Technology will increasingly help fitness facilities – whether full-service health clubs or facilities within spas – to monitor and maintain some ownership of their members' activity beyond their four walls. From systems such as MYZONE, a wireless, cloud-based heart-rate monitor system, to Life Fitness' Virtual Trainer website, and from iPhone apps and pedometers to online



Technology will play a growing role in integrating fitness into people's daily activities

digital activity solutions such as Everyone Active's new MyEveryoneActive website, IT will play a growing role in integrating fitness operators into people's everyday activities.

Many systems currently still rely on self reporting, but – with data and provable outcomes key for the spa and fitness industry – the next step will no doubt be for more automated, wireless logging of activity, courtesy of further advances in affordable technology.

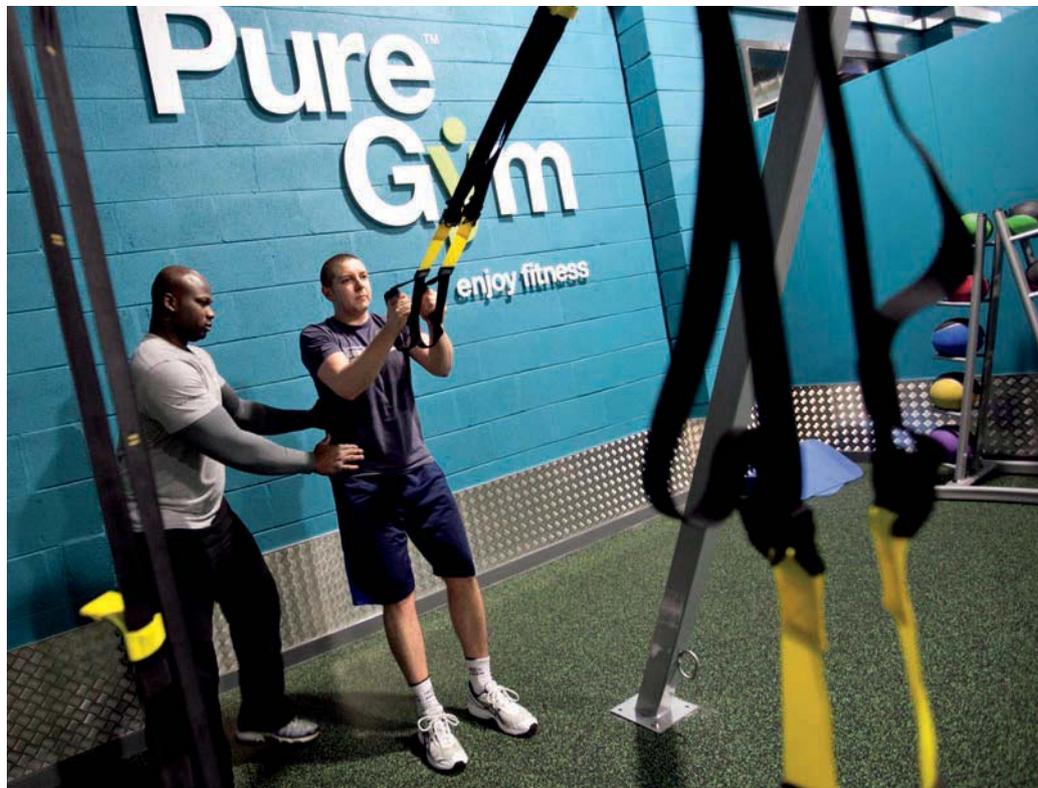
Functional zones are so popular that they're now becoming less of a novelty tag-on and more a focal part of the offering at a growing number of gyms

FUNCTIONAL FEVER

Functional fitness – hitherto a woolly term that was often used as a catchall for all manner of activities – finally claimed a clear definition with the advent of functional zones in fitness centres. By their very nature, these zones could be extremely compatible with spas that have limited budget and room for fitness. Typically, functional zones have fewer machines and instead consist of a relatively small, open space and a variety of workout accessories such as kettlebells, foam rollers, suspension cords and resistance bands.

So far, functional zones have proved very popular. So much so that they are now becoming less a novelty tag-on and more a focal part of the offering at a growing number of gyms.

At present though, there are no hard and fast rules on how to maximise the potential



Functional zones typically feature workout accessories over machines, making them ideal for spas to offer

of these zones, with fitness operators still testing the waters and shaping their own models. Some view them as adding value to personal training, but for many operators, functional zones offer a huge opportunity for small group training – one of today's biggest programming trends, according to data released by the fitness association IDEA in August 2011 – and therefore represent a strong opportunity for additional revenue generation.

However, fitness consultant Steve Jack believes this is currently being held back by a lack of 'plug and play' Les Mills-style programming. Creating such programming – a quick route to getting bigger groups of members engaged and motivated within functional zones – would, he believes, help ensure the zones are used to their full potential. Steps are already being made in this direction, with the likes of MOVE IT programming being introduced in Europe, and no doubt more will be done in this area going forward.

Whatever model facilities ultimately choose, 2012 will surely see functional training zones become ubiquitous.



McFit is just one of numerous budget fitness brands that have grown rapidly in the past two years

BUDGET PROLIFERATION

Budget facilities – offering less choice, but cheaper services – may be relatively new in the spa industry, but they’re not in the fitness sector. Budget gyms started in Germany in 1997 and are still growing, with new brands entering the market and site numbers continuing to rocket.

So, it’s hardly surprising that other operators are reassessing their models, not least because these budget operations are increasingly encroaching on full-service territory with customer support systems in place and strong group exercise timetables.

A number of mid-market, independent health clubs repurposed their sites a while back, turning them into budget facilities. But now even international chains such as Fitness First have debuted in the low-cost sector with Klick Fitness in September 2011, which saw a number of existing UK sites overhauled and rebranded. If shown to work, Klick Fitness will be able to expand rapidly – both nationally and possibly internationally.

If budget spas take off (see p74), might we see a similar pattern, with independent day spas repositioning themselves and larger chains getting in on the act too?

➔ ABOUT THE AUTHOR

Health Club Management magazine, the sister publication to *Spa Business*, is a leading title for fitness professionals and operators in the UK and Europe. Kate Cracknell has developed the title as a journal of note over the past six years and became editor in 2010.

WEB: www.healthclubmanagement.co.uk

NEW OPPORTUNITIES



Elaine Fenard picks out her favourite 2012 spa consumer and business trends and highlights how operators can use them to their advantage

Elaine Fenard, managing partner, Spa Strategy

We all love to see new trends emerging and each year it's exciting to discover the latest consumer and spa industry predictions. As spa industry leaders, we embrace change – frequently considering ways to adapt our spa menus and treatments to keep them fresh and appealing. Trends give us the opportunity to do this in a focused manner.

Over the last few years the spa industry has seen many changes. Yes, some spas have closed and for some it has been difficult to retain clients, but in most cases a return to solid business practices has kept heads above water and the industry moving forward. Consequently, the focus is far more on the detail in every aspect of the business. Many of this year's trends – consumer and industry – could be termed sensible business practices, and there's certainly a synergy in both camps creating opportunity on several levels. The challenge and the goal is in assessing how a specific trend can be applied to your operation or development plan to enhance the treatment offering, market penetration and financial picture.

Consumer trends

The *2012 Spa Trend Report* by SpaFinder, authored by company president Susie Ellis each year, is packed with substantiating facts, making it the perfect starting point to look at consumer trends. We loved all the predictions, but five stood out as being the most beneficial to spa operators. These five trends can easily fit into most philoso-

phies, promote long-term sustainability and provide opportune marketing and PR tools. These trends and the steps required to bring them to your spa are listed below.

Spa evidence – the www.spaevidence.com portal aggregates medical studies that exist for 21 common spa/wellness approaches launched in 2011 (see p86). Showing the sci-

ence and benefits behind spa services gives operators the opportunity to educate their staff and guests and substantiate claims of health-giving treatments. Whoever you are and however you market your spa, showing evidence that the treatments you offer have been proven to provide benefits can only help. You may not want to place it at the forefront if your concept is based on fun and relaxation – but there's no reason why you can't outline the benefits as an added extra.

Wellness and beauty coaching – from health and wellness coaching to fun classes that teach make-up application or eyebrow tweezing; a new approach to spa coaching lends itself to a full scope of serious opportunities to extend a spa's service offering and build rapport with the client. This is an opportunity to educate your customers. Education increases your credibility, encourages community and leads to further sales.

Pairing fine dining and spa-ing – packaging spa services with other offerings has long been considered advantageous,

Analysing business trends provides the opportunity to find operational efficiencies and increase your margins



PHIL DATE / SHUTTERSTOCK.COM

particularly to hotel companies. So combining fine dining and spa-ing is a creative package waiting to happen and the possibilities are endless. Think 'lifestyle' and choose your food partners according to your demographic as well as growing cross-over demographics, such as food lovers or 'foodies' and spa/wellness devotees.

The lighter side of spa is expected to continue to surface in the form of group activities and social events. Look for opportunities to host dining and spa events and promote them to different groups.

Spas should consider cross-over demographics and target social events when pairing fine dining and spa-ing

The WOW factor – 'wow' is the reaction you want to everything you do. From an eye-catching atrium or a small, beautiful water fountain, to following up with amazing insight on your guest needs. The wow factor differentiates you. In the early phases of development we tend to think about wow in terms of construction but

your pièce de résistance can just as easily be a service or the way you present the spa. Think how Starbucks changed the world of coffee by offering free wi-fi and making cafés a place for small meetings.

Healthy feet – spas and wellness centres are emphasising feet services, resulting in a plethora of treatments from pedicure and reflexology to foot-focused spas and foot classes. Pedicure has always been a favourite treatment for spa-goers, so expanding foot treatments is a natural progression. ▶

► Converting consumer trends

Below, we've outline five simple steps that operators can follow in order to bring such consumer trends into their spa:

STEP 1

- Select the trend that will bring you results
- Narrow your focus – consider what best fits your operation
- Solicit input and buy-in from your spa team
- Prioritise the selections for ease of implementation
- Create an action plan with time lines, defining the offering and how you will execute and measure it

STEP 2

Draw parameters around the trends you have selected to make sure they are:

- Beneficial to your operation
- Align with your philosophy
- Add value to your services
- Provide opportunity to increase revenue

STEP 3

Define the roles within your team to execute your plan. Each role will have a significant impact on how the trend integrates into your operation. If you do not have specific divisions to handle each area, make sure you assign roles to create accountability. We suggest that you:

- Select the individual or team who will create the offering
- Assign responsibility for marketing and PR
- Outline how each team member will promote the service
- Define who is ultimately responsible for measuring the results



Customer demand for a comprehensive range of foot services is an emerging trend worthy of time and investment

STEP 4

Execute – efficient execution is synonymous with success. To execute effectively you must have the following in place:

- A detailed action plan
- The right service offering
- Well trained staff
- A marketing and PR strategy

STEP 5

Measure the results and follow through to ensure that marginally successful promotions and strategies don't overrun.

- Use tracking tools. At a minimum, you should use your software system to track who booked the appointment (name and contact information), the treatment booked, revenue, profit and costs
- Regularly review the team to address any issues or opportunities to improve the offer
- Create a reward programme to encourage your staff to move the initiative forward

Industry trends

Consumer trends are not the only ones to watch. Analysing business trends provides the opportunity to find operational efficiencies and increase your margins. Observing how spas have fared during the recent recession, for example, gives an insight into the best practices of successful spas. The information provided by such trends allows us to look at our own operations and become better leaders. Organisations like PKF Hospitality Research, ISPA and the Global Spa & Wellness Summit are all good sources for spa business/industry trends.

Below, we've selected three industry trends that provide an opportunity to extend the spa platform or support the operation.

Membership/rewards programmes. Properly implemented membership and rewards programmes create community and provide an opportunity for the guest to develop a passion for a spa on various levels and for the spa to develop loyal customers. Membership/reward programmes allow the spa to collect information about the guest, including their treatment preferences. They also provide details on buying habits and this information can then be used to upsell products and services to customers, increasing treatment room utilisation and reducing marketing costs. Additionally, they can give you more data for the development of marketing campaigns in order to target new guests who share similar demographic or psychographic profiles.

Spa executive coaching. Not to be confused with wellness and beauty coaching, the objective of spa executive coaching is to support hotel and spa executives. Coaching provides guidance in defining and executing financial, marketing or operational



strategies. It should accelerate business results and effectiveness in leadership.

PKF's *2011 Trends in the Hotel Spa Industry* report shows that large spas were able to most effectively control their costs in 2010 (see p70). The report indicates that this is due to the fact that large spas can "afford to carry the expense of a seasoned spa director, while smaller spas often do not have that luxury. Therefore, expenses may be more carefully and creatively managed in larger hotel spas."

Executive coaching gives smaller spas the chance to have an expert on-hand to direct the spa manager and provide support in the daily operation. The right coach will guide and mentor the spa manager, objectively review the financial picture, determine the strengths and weaknesses of the operation and prioritise initiatives.

Industry trends like executive coaching (above), membership/reward programmes and wellness can help in the growth of spa businesses

Wellness. According to a Global Spa Summit report – *Wellness Tourism & Medical Tourism – Where Do Spas Fit?* – wellness is now a US\$1.9 trillion (€1.4tn, £1.2tn) industry. As spa is a bridge to wellness, there are consequently many opportunities for hotel operators to position themselves at the forefront of this sector. It is no longer a competitive advantage to simply be in the spa business. Both operators and investors now have many decisions to make about the segment they wish to compete in and the guest they wish to target. Wellness is under development in spas in general and also in

select medical facilities that are seeking to go above and beyond what is traditionally expected. This guest-centric philosophy is rooted in education, with proactive and preventative maintenance as the cornerstone for content-driven programmes that address the individual as a whole. ●

➔ ABOUT SPA STRATEGY

Founded in 2001, Spa Strategy is a leading international spa consultancy offering market research, spa concept and brand development and operational analysis services. It has worked with high-end operators such as Ritz-Carlton, Marriott, Jumeirah and Starwood Hotels & Resorts.

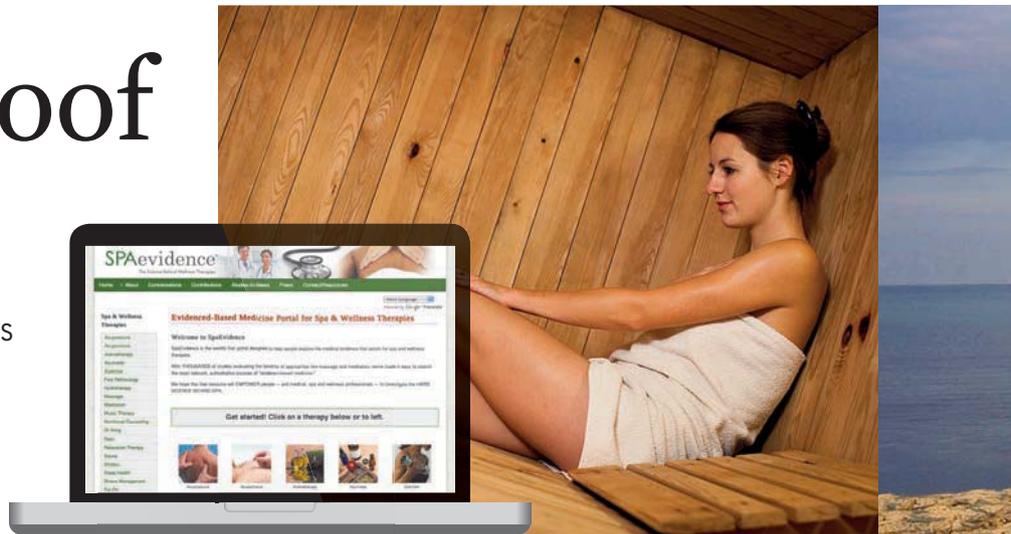
WEB: www.spastrategy.net

Future proof

Susie Ellis on the launch of SpaEvidence.com – a new spa industry resource – and how operators can use the science behind spas as their most powerful marketing weapon



Susie Ellis, project director, SpaEvidence.com



Eight months ago, a new online resource was revealed to spa consumers and businesses: SpaEvidence.com. The site is the world's first portal to the medical evidence – those thousands of clinical studies – that exist for 21 of the most common spa and wellness approaches... whether massage, meditation or yoga (see p89).

SpaEvidence is a timely resource as people demand the facts: what spa approaches are proven to work, and for what conditions. Dr Kenneth Pelletier, one of the site's medical consultants, says: "SpaEvidence.com is a real breakthrough, because while the evidence already exists, until now it hasn't been easily accessible."

There's been a lot of industry enthusiasm about the site and the incredible validation it brings. When it was unveiled to industry leaders at the 2011 Global Spa Summit, the response was intense, even emotional, and led to a standing ovation. Since then, spas worldwide – from the Gwinganna Lifestyle

Retreat in Australia to the Quantum Spa in South Africa – have started to link to/display SpaEvidence.com on their own sites. And big players like Rancho La Puerta in Mexico, Fairmont's global Willow Stream Spas and SpaFinder.com have adopted a custom version of SpaEvidence.

Since its July launch, the site has generated coverage via many media outlets, including mainstream ones like CNN and The Associated Press. And, in February 2012, Dr Daniel Friedland, another of the site's medical consultants, presented it to policy makers of the US Congress and Senate.

SPREAD THE WORD

So, the site is young, and off to a great start. But, quite frankly, far more spas still need to do their job: they need to spread the word about – and use – this industry-validating resource. More spas need to link to the site, train their staff to use it, and mention it in their client email communications. Because otherwise, what it was designed

to do can't happen – that goal being to create a far more respected global spa industry which is perceived as a key, proven player in improving people's health. Ultimately, the aim is to get more people to turn to and trust spas, and for spa businesses to grow as a result.

While adding the www.spaevidence.com link and logo to your own website takes just a few minutes, it still requires a little coordination with your web team. In hopes of inspiring more participants to use the site, I've given an overview of what you'll find on it and some basic ideas on how to use it to help grow your business.

TAKE A LOOK

Visit www.spaevidence.com. To get started, click on one of the 21 therapies listed and you'll find three sections.

The first, **Spotlight**, is a great starting place as it highlights just five medical studies per therapy, giving a taste of the thousands of studies you can uncover (see p89).



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The second, **Research**, is the true heart of the site, where you can search four of the most authoritative evidence-based medicine databases – Natural Standard, the Cochrane Collaboration, PubMed and TRIP – which are the same resources that all doctors now use to make the best decisions about courses of treatment.

In the Research section, you'll find links called Important Things to Know and How the Medical Experts Classify the Research, which I strongly encourage you to read.

The third section, **Studies-in-Progress**, details all the clinical trials for the 21 spa approaches now underway worldwide.

Elsewhere on the website, is a Contributions section, which enables you to contribute research studies you have come across – or, more importantly, share your spa's own case studies and client results. You will really be helping other people and medical professionals learn from your real-world outcomes. Finally, there's a Conversations section where you can ask

questions about spa therapies and research and interact with the community.

Most people get the hang of the site quickly: soon you'll be narrowing searches via the four databases to research particular conditions you're interested in – acupuncture and headaches, for example – and even performing searches for therapies not yet added. Don't be intimidated by the medical-speak you will encounter, and if the studies seem hard to digest, start by scrolling down to read their conclusion.

What's more, SpaEvidence will evolve. In June, another dozen spa/wellness approaches such as pilates, traditional Chinese medicine and manual lymphatic drainage/massage will be added, as will access to new databases like PsycINFO, used by psychology professionals to access studies on how diverse therapies impact mental health. Additionally, ramped-up social media campaigns will be underway, to get more people to post about their spa experiences and outcomes.

The site is the first to gather existing scientific studies on spa services such as sauna, f'ai chi, acupuncture and Thai massage (left to right)

USE IT TO GROW YOUR BUSINESS

To unleash the power of this medical research you need to broadcast it every way you can, because scientific validation is the most powerful marketing message you can send to clients. The sky's the limit on how creative you can get:

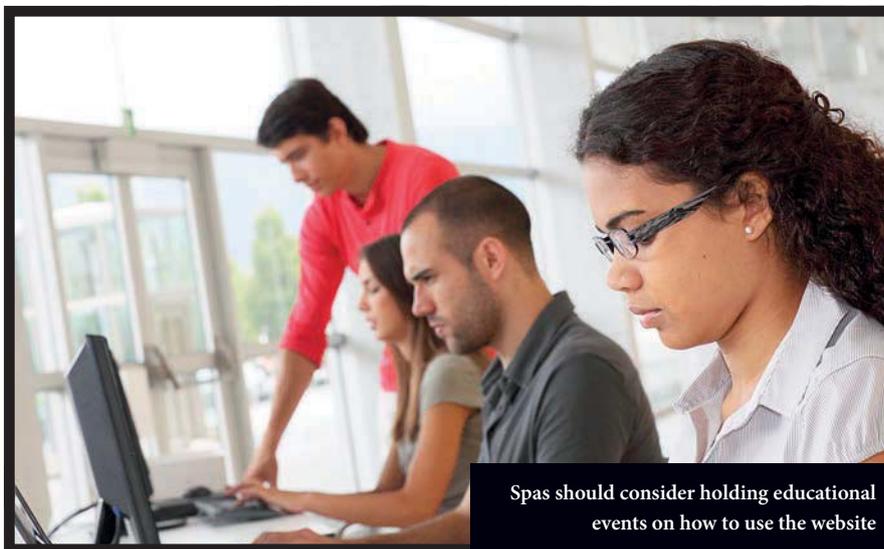
- Train managers/therapists to understand and use the site so they can deploy (conversationally, or at a computer) the right medical research to inform and sell clients on your spas' specific treatments with proven benefits
- If you've implemented client intake consultations and questionnaires, you could also use information on SpaEvidence.com to educate clients, and to help them make an informed selection of beneficial, suitable services

- ▶ ■ Link to SpaEvidence from your own site: your customers will reward you for your transparency and you get free, compelling content. Free banners are available at: <http://www.spaevidence.com/spaevidence/contact>. Again, it only takes a few minutes to set this up, and every spa receives a reciprocal link
- Get the research supporting what you do ‘out there’: in signage, client emails and newsletters, even in your staff’s email signatures. For instance, say a positive new study on massage appears, why not get it out to your database with an offer? Check out the new Studies in the News section, to grab recent, easy-to-understand articles and communications fodder
- Consider holding educational events on how to use this tool and perhaps combine them with medically-proven treatments

SMART COMMUNICATION

Spas also need to use SpaEvidence smartly. For instance, the vast majority of clinical studies in these large databases are obviously devoted to new drugs and medical procedures, because those are the industries that have the deep pockets.

Just because you don’t find studies on how a spa therapy impacts a particular health issue, it doesn’t mean that the therapy is proven to not be valuable; it simply means the evidence doesn’t (yet) exist. When there is no, little or conflicting evidence, get comfortable communicating that. Then let clients know that we’re all hoping for additional, future research studies.



Spas should consider holding educational events on how to use the website

Explain that SpaEvidence doesn’t cover beauty treatments, because they’re not part of the medical archive.

Some therapies, like ayurveda, involve highly customised solutions, so don’t lend themselves to randomised controlled trials. But you can certainly let clients know how much more the medical world is now openly embracing spa and wellness approaches. For instance, the number of hospitals offering alternative/spa services has tripled since 2000 – from 14 per cent, to 42 per cent today (see p66).

Embracing SpaEvidence.com does mean embracing transparency. It can feel like a big step, but it’s not one spas should fear, because it’s ultimately the path to powerful

industry legitimacy, which means powerful growth. As another one of the site’s medical consultants, Dr Marc Cohen, put it: “SpaEvidence can provide every spa industry professional with a sense of pride that they provide medically-credible, effective services, which instantly raises their status to that of ‘health providers.’”

But that kind of validation – and the strong business growth it could drive – simply can’t happen if spas don’t use, and link to, the site. Within SpaEvidence you can find some of the most powerful marketing messages you could ever send to clients. So, I ask, and urge, every spa to dive in, and start putting the medical evidence on their site... today! ●

➔ **ABOUT THE AUTHOR** SpaEvidence is an initiative of the Global Spa & Wellness Summit and as a board member of the summit, Susie Ellis took on the role of project director and has been a key figure in its development. Ellis is also the president of SpaFinder Inc, one of the world’s largest spa media, marketing and gifting companies.

EMAIL: susie.ellis@spafinder.com **WEB:** www.spafinder.com; www.globalspaandwellnesssummit.org; and www.spaevidence.com



An hour's yoga increased feel-good brain chemical GABA levels by 27 per cent

SPOTLIGHT STUDIES

While SpaEvidence.com provides access to thousands of clinical studies that exist for 21 core spa and wellness approaches – here's just a taste of the research...

■ Yoga helps with depression, anxiety and chronic back pain

A joint study between Harvard University's McLean Hospital and Boston University's School of Medicine in 2007 found that one hour of yoga led to a 27 per cent increase in brain neurotransmitter GABA levels, a feel-good brain chemical. The findings strongly suggest that yoga may be an effective treatment for depression and anxiety (associated with low GABA levels), and an alternative therapy to pharmaceutical drugs that are currently used to treat low

GABA levels. The GABA levels were identified using cutting edge magnetic resonance spectroscopy techniques.

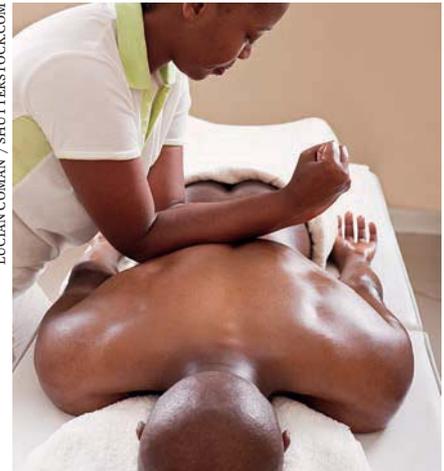
In addition, a 2011 study from the University of Washington found that yoga and stretching classes were equally effective in relieving chronic, moderate lower-back pain. Study participants, who did weekly 75-minute-long yoga classes for the first time, were twice as likely to have cut back on pain medication as those in a self-care group.

■ Massage causes powerful biological changes

Several recent studies on the impact of massage have proven surprising to the medical establishment. A Cedars-Sinai Medical Center (Los Angeles) randomised clinical trial in 2010 revealed that a single 45-minute deep tissue Swedish massage caused profound biological changes: leading to significant decreases in the primary stress hormone cortisol, and an increase in lymphocytes, the white blood cells that defend the body against disease. And even those who had light massage experienced greater increases in oxytocin, a hormone which is associated with contentment, and a bigger reduction in a hormone connected to cortisol. The findings were so surprising that the lead author, Dr Mark Hyman

Rapaport, said they were “very, very exciting... and I am a skeptic.”

More recently, a 2012 study from McMaster University in Ontario, Canada – which analysed muscle biopsies in the legs of men after strenuous exercise – found that massage actually causes effects at the cellular level: “switching genes on and off”, thus reducing inflammation, boosting muscle energy generation and helping cells recover. The study conclusion suggested that massage is an effective treatment for injuries and chronic disorders – and could be used to replace usage of anti-inflammatory medications and to “counteract generalised inflammatory responses associated with ageing.”



A 2012 study has found that massage actually causes effects at the cellular level

Franchising opens up spas to a new market – 22 per cent of Massage Envy customers have never had a massage before

ASK AN EXPERT: FRANCHISING

Could franchising be the best way to grow your business? We pick the brains of companies which have cracked this model

Kath Hudson, journalist, Spa Business

Delegates at the 2011 Global Spa Summit were gripped by a panel session which highlighted franchising as a new model for spa businesses.

Set up and delivered by GSS board member Pete Ellis, the session revealed that while franchising is still in an embryonic stage in the spa industry, it's growing quickly and can be extremely lucrative – US chain Massage Envy, which launched eight years ago, now has network revenue of US\$804m (€602.7m, £504m). As an established brand, it also attracts a wider audience compared to most other spas – 22 per cent of Massage Envy's clients, for example, have never had a massage before.

Other expanding spa franchise chains represented on the panel included US-based Woodhouse Day Spas, Dragonfly Therapeutic Retreats in China and Malaysia's Skin Essentials Spas.

Another advantage to franchising is that owner/operators are likely to be more hungry than a general manager, since they have a financial

stake in the business. So they can be great ambassadors for the brand and brilliant at team building.

But, could this mean they would be harder to control than a manager? Certainly, in Malaysia and China this would appear to be the case, with franchisees receiving all the business details, but then wanting to take matters into their own hands or not doing all they can to develop a territory. If it does go terribly wrong, how easy is it to end a franchise agreement?

Also, is it a gamble to leave your brand reputation in someone else's hands? How do franchisors retain control and ensure franchisees are upkeeping the brand and maintaining standards? How do they make sure that therapists stick to treatment protocols and don't start freestyling with the signature service? In addition, how can a franchisor keep control of an ever growing portfolio?

We ask the people on that original GSS panel, as well as other franchise owners worldwide, about their companies and for their advice...

Anurag Kedia

Head of franchising, The
Four Fountains Spa, India



The Four Fountains Spa franchise launched in 2009 and we now have 14 day and hotel spas across India. We've eight others in the pipeline and our overall aim is to have 300 by 2014.

The spas offer over 20 therapies – massages, body polishes, wraps and facials – from around the world. And a typical facility is around 1,200sq ft (111sq m) with six multi-functional treatment rooms.

The cost of treatments vary according to location, but our aim is to offer affordable prices at 40-50 per cent lower than the competition. This allows us to reach a larger audience and over 50 per cent of customers haven't been to a spa before. Our yearly memberships range from INR10,000-15,000 (US\$203-305, €152-229, £127-191), can be used by an entire family and include discounts of up to 50 per cent off treatments.

Initially, we operated on a franchisee-owned, company-operated model as we were sceptical that franchisees would maintain the right brand standards. Yet we realised that the profile of franchisees expressing interest was extremely high – typically women in their 30s with corporate experience who were looking for financial independence. We knew we could trust them not to cut corners and so we

It's important to clearly define what we offer as a brand and what's expected from the franchisee from the start as problems can easily arise if not

switched to a franchisee-owned, franchised operated model to help us grow faster.

The initial investment required is around INR3.5m (US\$71,150, €53,350, £44,600), plus the property. We don't charge a franchise fee as we don't think a brand should try to make money even before the operation is set up. Our agreements last for nine years – some of the longest available – and ongoing costs are 8.5 per cent of net sales. We think this is reasonable, as the royalty fee is normally around 15 per cent.

The ongoing support we offer includes marketing, such as central and local tie-ups as well as sales and operational advice and tools. We also take care of all recruitment and training at head office.

The group chose a franchisee owned and operated model to grow quicker – it's aiming for 300 sites by 2014

It's important to clearly define what we offer as a brand and what's expected from the franchisee from the start as problems can easily arise if not. We have a service level agreement which spells out the exact commitments on both sides.

We're also very clear on the financial returns. Realistically, we expect franchisees to break even operationally within six to eight months and see a pay back of their investment within three years.

One of our biggest challenges is maintaining brand standards. So we have a compulsory week-long franchisee training programme covering everything from HR, marketing, operations and finance. After that we conduct informed audits up to twice a month (or more for a new operation) and four to six mystery shop audits a year.

*The Four Fountains Spa franchise is owned by the Indian-based company CMYK Health Boutique.
Details: www.thefourfountainsspa.in*



Melanie Gleeson

Co-founder,
endota spa, Australia



I co-founded endota spa with Belinda Fraser in 2000 and we've grown it to 64 locations, making it Australia's largest day spa network.

We initially envisioned a chain of company-owned spas. But within a year, we shifted towards a franchise model, because we realised that business owners would be far more motivated and invested in running quality businesses than managers.

Our spas are renowned for their friendly, put-you-at-ease service in an eco-modern environment. As well as using Dermalogica, we produce our own certified-organic skincare range, a treatment-focused glycolic line and nail polishes.

For an endota client, a visit is a healthy regular habit, not a one-off treat and our menus – with over 20 treatments and eight day spa packages – are affordable. A one-

hour massage costs AU\$95-105 (US\$102-113, €77-85, £64-71) depending on location.

To ensure consistency in treatment and service delivery across the network, we have set up two endota spa training schools, and send in-house endota educators to more remote locations.

We give our owners extensive technical, administrative and hands-on mentoring support. And the tools we offer include everything from operation manuals, budget and business planning tools to inspirational coaching from industry experts, incentive competitions and events to reward and foster loyalty among endota therapists. We also create effective marketing collateral.

The key to franchising success, in our experience, has been to choose the right franchisees and to keep communicating with them about the company's vision. Dis-

Endota, with its fresh, eco-modern feel, has 64 sites and is the largest day spa network in Australia

harmony among franchisees is the biggest potential drain on a system. But a unified, like-minded and motivated franchisee cohort will fiercely champion your brand.

As we expand into new states in Australia, as well as moving to New Zealand and Bali, our greatest challenge will be building a solid corporate structure to facilitate those plans, while still providing strong support to our franchisees.

With a shared passion for business, Gleeson and Fraser opened the first endota spa in Melbourne. Details: www.endotadayspa.com

The key to franchising success is choosing the right franchisees and to keep communicating with them about the company's vision... a unified and like-minded and motivated franchisee cohort will fiercely champion your brand

Jeni Garrett

Founder and CEO,
Woodhouse Day Spas, US



Woodhouse was formed 10 years ago and has 26 locations in 13 US states. We set out to take spa from luxury to necessity.

We're poised to open our first site overseas, in Punjab, India. This 15,000sq ft (1,393sq m) spa has been adapted to suit the local market: it will offer memberships, a salon, a gym (for male appeal), yoga, pilates, a café and a bridal suite, as this is a big market in India. The day spa franchise concept is new to India and we chose to launch there as our franchisee is very familiar with the area. After eight years of setting up our systems, we're now ready to really focus on the development side – domestically and internationally.

We offer 35 treatments – mostly ayurvedic and very results-orientated – and work with holistic and certified organic lines like Amala, Naturopathica and Arcona. What sets us apart is what we call the Woodhouse Experience: little details, such as our signature oil and handwritten thank you notes.

Franchisees are required to have liquid capital of US\$200,000 (€149,900, £125,400) and a network of US\$250,000 (€187,400, £156,750) in order to qualify. They have to demonstrate the willingness to work hard, market the brand and develop a team. They

All of our treatments are costed-out down to the cotton balls we use, so if we see a deviation in the product costs we can trace it

come from outside the industry: some have been in corporate America and have been laid off, retired, or just want to be their own boss. Others are business owners and entrepreneurs who want to add to their portfolio.

The initial investment is anything from US\$400,000-600,000 (€299,850-449,750, £250,750-376,150). The royalty fees are 6 per cent of gross sales and there's an advertising fund of 0.25 per cent.

We offer ongoing training, with weekly webinars and a huge resource library. We also do detailed financial reporting, and help with budgeting annually. There's an online support village where franchisees can blog with each other. There are eight marketing promotions a year with tools to deliver this.

Woodhouse Day Spas offer 35 treatments and the US company is set to open its first site in India this year

Franchisees do their own recruiting, but we provide the tools and resources for this.

Protecting the brand is our job, so we have a very fixed policy and procedure manual and all staff are drilled to stick to protocols. We ask franchisees to do compliance surveys and all guests are given a comment card. All of our treatments are costed-out down to the cotton balls, so if we see a deviation in product costs we can trace it.

A decentralised system and dealing with many personalities is our biggest challenge. We protect the brand by clearly communicating our vision and making sure it's properly understood. We've been very selective with our franchisees, which is why we haven't grown as fast as we could. We're in constant contact with our franchisees: studies show that the happiest franchisees are those who feel they are heard.

Garrett launched Woodhouse in 2001 as a young student and a year on took it nationwide. Details: www.woodhousespas.com

Randal Eastman

Vice-president,
Dragonfly Therapeutic
Retreats, China



Dragonfly launched in 2003 (see SB09/4 p20) and we currently have 21 'spa shops' in seven cities in China and Hong Kong. With the fast growth of second tier cities, we believe we'll have 50-80 shops in China in five years.

A typical retreat is 250-350sq m (2,690-3,767sq ft). We don't offer water treatments, our core services are Chinese (tui na), shiatsu, head and shoulder, Oriental foot and aroma oil massages. A standard massage, without oil, is US\$25 (€19, £16). We also combine treatments into one or two-hour packages and sell memberships, which entitle customers to discounts.

The decision to start franchising was down to interest from customers wanting to get involved. Our first franchisee didn't have any spa or retail experience, but lived in one of the expat enclaves within Shang-

hai. We decided this would allow us to expand into a new location and provide us with a test bed to enable us to learn some of the nuances of franchising first hand.

A passion for the brand is one of our main franchise requirements, as well as enough working capital. They also need to have a commitment to top notch customer service, respect for the system, attention to detail and show initiative to develop their business.

An initial franchise fee is charged, along with a design fee. Ongoing costs include a monthly royalty fee, monthly advertising minimum spend and training for new hires. If the franchisee wishes to secure a territory, they must negotiate a territory development fee, which is tied to an appropriate number of shop openings, with annual milestones they must meet. We learned to set territory milestones by

Dragonfly has 21 sites in China and has created an in-house training academy to keep on top of standards

painful experience, as we found ourselves shut out of lucrative markets while franchisees sat on their hands.

We provide our franchisees with a turn-key solution and ongoing services include maintenance of the IT system, as well as support for marketing, graphic design, CAD for renovations, recruitment, staff training, benchmarking, management coaching and quality control. In 2007, the Dragonfly Academy was established to deliver in-house training. However, franchisees are still responsible for recruiting.

Maintaining the consistency of the spa experience is one of the biggest challenges, as sometimes franchisees want more independence. We use a number of tools to maintain standards: daily sales reports, weekly staff meetings with managers, weekly visits to all shops, mystery shopping reports and customer feedback forms.

Eastman has been a partner in Dragonfly for six years. Details: www.dragonfly.net.cn

We learned to set territory milestones by painful experience, as we found ourselves shut out of lucrative markets while franchisees sat on their hands

CG Funk

VP industry relations and product development, Massage Envy, US



Massage Envy started franchising in 2003, and continues to expand at an impressive rate in the US. We now have 750 locations offering massage therapy and facials and around 210 locations in the pipeline.

The average size is 3,000sq ft (279sq m), with 12-14 treatment rooms. A number of massages are offered, as well as Murad facials. We have a membership programme with monthly fees varying by region – between US\$49-59 (€37-44, £31-37). Members are entitled to a one-hour massage a month and can receive additional massages at a 40-50 per cent discount. Early on, the franchising model was chosen to allow for faster expansion.

The spa franchisee fee is US\$45,000 (€33,750, £28,200). Financial criteria include a minimum of US\$500,000 (€374,800, £313,450) net worth, US\$150,000 (€112,450, £94,050) liquid capital and a minimum credit score of 680. Once a license has been granted, additional investment costs can range from US\$340,000-560,000, (€254,850-419,800, £213,150-351,050) which includes real estate, build out, equipment, supplies and working capital.

Many support systems are offered, through corporate departments and regional develop-

Continued growth is due to having a solid business plan, effective support and training programmes, creative marketing... and structured auditing procedures

ers. Ongoing training relating to operations, marketing and therapist and service development are available via field training and an internal learning management system. And all franchisees receive a week of franchise training at head office before opening.

We employ 17,000 massage therapists and 2,000 aestheticians. In the early days, Massage Envy was met with apprehension – schools, therapists and associations didn't understand our business model. Yet through continued focus and support of associations, conferences, research and media, we've now grown positive relationships nationally and locally in the massage and spa industries.

A main focus with spa franchising is ensuring consistency with services and

Massage Envy was a trailblazer in bringing franchising and membership to the spa market

consumer experiences. Massage therapists and aestheticians may have their own unique way of providing massage and facial modalities which might be contrary to internal policies, procedures and protocols. By developing inclusive training programmes for therapists, as well as front office staff, Massage Envy is able to provide consistent, high-quality services to its members and guests while maintaining brand standards on a large national scale.

Massage Envy was a trailblazer in bringing franchising and membership to the spa market. The company's early success came from visionary leadership and passionate franchisees committed to the brand. The continued growth and expansion is due to having a solid business plan, effective support and training programmes, creative marketing, service and systems innovation and structured auditing procedures.

Funk has worked in the spa industry since 1992. Details: www.massageenvy.com

Chee Kwong Low

Managing director,
Skin Essentials Spas,
Malaysia



Skin Essentials was formed in 1994, by myself and my wife, Kim. It was a modest start: an area of just over 200sq ft (19sq m) in a hair salon. Now we operate 14 beauty spas in Kuala Lumpur, three elsewhere in Malaysia and have a further 45 franchised sites across the country. On average we open three spas a year.

The sites range from 1,000-5,000sq ft (93-464sq m) with six to 24 treatment rooms. We offer 10 facials, at US\$23-46 (€17-34, £14-29), fish reflexology and aromatherapy and have our own skincare line, called Herbaline.

We collect a training and set-up fee and, thereafter, supply products and provide periodic training and business meetings, sharing the hands-on experience from our 17 spas and 8,000 monthly customers. The investment franchisees need is around US\$4,000 (€3,000, £2,500) per 100sq ft (9sq m). In our own spas,

we typically make a return on investment (ROI) in 18-24 months. For franchisees it depends on their attitude – we don't promise them a ROI. We look for sincerity, willingness to learn and to work hard and some business foresight in potential franchisees.

Franchising does open up spas to a new market, but I'm not sure this market is reliable. In not so well developed countries, including Malaysia, the attitude for spa franchising is not mature yet and it's difficult to create uniformity of service and achieve the same level of customer satisfaction in all of our franchised spas. Also, after franchisees have learnt the business from us and have set up a few sites, they then start to establish their own brand.

Franchising was the original plan during the infant stage, mainly to generate more revenue. But this is not the best way to build

Skin Essential Spas are often set up in residential areas to serve the local community rather than in city centres

a good brand in Malaysia. At present, the 17 branches we operate ourselves contribute 75 per cent of the turnover, while the 45 franchised spas only account for 25 per cent.

In the last few years, we have stopped recruiting new franchisees. Now we are putting more effort into setting up our own beauty spas and retaining control by giving branch managers the opportunity to run them, which has improved sales and helped build a good brand reputation.

Prior to Skin Essentials, Low worked as an accountant. Details: www.herbaline.com.my

Franchising was the original plan during the infant stage, mainly to generate more revenue. But this is not the best way to build a good brand in Malaysia

Gustavo Albanesi

Founder, Buddha Spa, Brazil



There are three different types of Buddha Spas. We have day spas ranging from 200-1,000sq m (2,153-10,764sq ft) with five to 14 treatment rooms; hotel spas covering 150-300sq m (1,615-3,229sq ft) with five treatment rooms; and we recently acquired a chain of spas in gyms which include 50-200sq m (538-2,153sq ft) facilities with two to five treatment rooms.

We opened the first franchise in July 2010 and by April we will have 15. Our spas are spread across Brazil and have been inspired by the east – we offer Japanese baths and our signature treatment is a 60-minute, BRL122 (US\$71, €53, £44), ayurvedic massage. We've just launched our six-month and annual membership – costing BRL525-960 (US\$305-559, €229-419, £191-350) respectively. Members are entitled to one free massage a month and other discounts.

Depending on the type of spa, the initial investment required ranges from BRL87,000-313,300 (US\$50,600-182,300, €37,950-136,650, £31,750-114,250). We charge a franchise fee of BRL52,200 (US\$30,350, €22,750, £19,050) and 6 per cent and 2 per cent of total revenues for royalties and marketing thereafter. As part of the deal, we offer consultancy services

Maintaining the quality of facilities [and services] and raising our brand profile have been the two most important factors in determining our success

on design, marketing and finance. We also oversee franchisee and therapist training.

We constantly supervise franchisees and offer therapist refresher courses every six months and visits from a coordinator every 20 days. Marketing – including regular promotions and creating strategic commercial partnerships – and liaising with press agencies is ongoing. This all helps with maintaining the quality of facilities and raising our brand profile – two of the most important factors in determining our success.

One of our biggest challenges is keeping the 'soul' of our business when it's growing so fast. So we've built an internal team of leaders who are responsible for making sure the concept is accurately replicated.

The spa scene is in its infancy in Brazil, but Buddha Spa is seeing a strong uptake of customers

Buddha Spa is a strong brand in Brazil and every new opening increased our visibility. It's still early days for the spa scene in Brazil, but the uptake of customers is rapidly increasing – around 30 per cent of our clients have never been to a spa before.

Our business model is also strong – franchisees can expect a return on investment within 24-36 months. Profit per year varies from BRL87,000-243,670 (US\$50,600-141,750, €37,950-106,250, £31,750-88,850) depending on the type of spa.

It's not easy to replicate a business model based on people and services focused on 'human touch'. It's costly and time-consuming and you will only start to make money after your 10th franchise. However, if you closely control and guide your brand, you will definitely have success and make a lot of money out of it.

The majority of Buddha Spas are located in the cities of São Paulo and Rio de Janeiro. Details: www.buddhaspa.com.br

Healthy Attitude



As more employers begin to realise the benefits of a healthy workforce, Mia Kyrlicos gives an overview of corporate wellness and how spas can tap into it

Mia Kyrlicos, spa, wellness and hospitality consultant

It's been shown in different companies and varying industries that fit, healthy employees are more productive and less likely to take time off sick. Recognising the difference that this can make to the bottom line, an increasing number of employers are investing in corporate wellness programmes.

Corporate wellness generally refers to programmes and/or services that seek to address the health, energy and productivity levels of employees while promoting a culture of overall wellbeing. From programmes that reduce incidents of injury on a warehouse floor to nutritional education focused on lowering individuals' risk for diabetes and heart disease, wellness programmes range significantly in cost, scope, delivery mechanism and approach.

With health and wellbeing at their core, spas would – in theory – be well-equipped to offer such packages as an additional revenue stream. We find out more.

What does a typical programme include? Historically, limited programming in the US has been provided by insurance or benefit providers that administer a company's

benefits (health and medical care). It could include online health assessments – sometimes in exchange for a nominal incentive like US\$100 – or access to healthcare information designed to help individuals quit smoking, lose weight or take other proactive health measures on their own time.

Today, corporate wellness programmes are becoming more progressive and may include access to an on-site gym or wellness centre/clinic with dedicated staff and services. These services can range from one-to-one personal training, nutritional counselling and/or group-based education to physical activities such as running/walking, yoga and more.

Who provides corporate wellness programmes?

It depends on the scope of the offering. Insurance/benefit companies can offer (limited) value-added services to an employee base. Or more detailed programmes could be available through third-party providers and/or dedicated, in-house staff. Access is either permitted at no additional cost to the employee, at a subsidised rate or a mix of both. ▶



Corporate wellness could open up spas to a new audience, who could in turn become regular customers



Spas that can tie up their services to evidence-based research and medical studies will be best positioned to cater to the corporate wellness market

► Why do employers invest in corporate wellness?

Like it or not, it all comes down to dollars and sense. Companies are investing in corporate wellness programmes because it inevitably costs more to take care of populations in poor health. Furthermore, these programmes have the ability to increase productivity and retention, decrease absenteeism and improve overall quality of life. The data speaks for itself:

- On average, medical costs are US\$1,429 higher¹ (€1,050, £895) for obese employees – up to 117 per cent² higher
- Heart disease risk: costs are 228 per cent higher per employee²
- Stroke risk: costs are 85 per cent higher per employee²
- Fitness programmes can reduce sick days by 13 per cent³
- Presenteeism and absenteeism costs: US\$42.8bn¹ (€32.1bn, £26.8bn)
- Fitness programmes can reduce staff turnover as much as 250 per cent³

¹ *Wall Street Journal*, May 7, 2010; ² *CDC obesity study*, 2011; ³ *Occhipinti M, Fitness Programmes & Workplace Stress, AFPA Newsletter*

Moreover, given the rising costs of healthcare, companies are incentivised to find ways to influence a healthier workforce, particularly since much of the costs are driven by diseases that are preventable. The figures are certainly alarming.

The US' Center for Disease Control and Prevention (CDC) estimates that cardiovascular disease and stroke costs US\$313.8bn (€235.2bn, £196.7bn) in medical expenses each year; and diabetes costs US\$116bn (€87bn, £72.7bn). Yet 80 per cent of all premature heart disease, stroke and diabetes can be prevented according to the World Health Organization.



ASIFIX BY IMAGE SOURCE / SHUTTERSTOCK.COM

Fitness programmes can reduce sick days by 13 per cent and staff turnover by 250 per cent

How lucrative is corporate wellness?

Like spas, corporate wellness is a business that takes the right mix of products, services and demand to be profitable. For physical facilities – where construction and equipment can be quite costly – it can be difficult to make a traditional return on investment (ROI). However, these costs are generally passed on to the company procuring the service or facility and ROI is measured by the impact to the overall health of a company's population over time such as lower healthcare costs, increased productivity, retention and less absenteeism.

In return, the provider is compensated for equipment, staffing and/or services, generally via a cost-plus model where they charge a premium on top of their basic spend. Some may also charge fees for intellectual prop-

erty associated with proprietary technology and/or methodology used to deliver services. Depending on the approach selected by the company – whether it includes facilities or services or a mix of both – the provider can secure net operating income or margins of up to 40 per cent.

Are spas well-positioned to offer corporate wellness?

Yes! In fact, many services which are offered by spas today – including massage, yoga, meditation, nutritional counselling and personal training – could be considered as corporate wellness services. The key would be identifying those services that are proven to deliver health-related benefits. Spas that can tie their services to evidence-based research and medical



MARCIN BALCERZAK / SHUTTERSTOCK.COM

➔ ABOUT THE AUTHOR

Kyricos regularly consults in the spa, wellness and hospitality industries. Most recently, she was VP of corporate wellness at Core Performance – a US firm specialising in corporate wellness programmes globally. Prior to that, she headed up global spa brands at Starwood Hotels & Resorts.

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or benefit coordinator of a company for an exploratory discussion about existing or developing programmes. A multi-unit or national spa company may choose to partner with a benefit or insurance provider which could then sell its offering to multiple companies as part of an existing menu of wellness-related services. Like all businesses, the key is to determine what value proposition would be most appealing to the company and then design packages that deliver with credibility.

studies that impact health in some quantifiable fashion will be in the best position to cater to the corporate wellness market.

Why would a spa benefit from branching out into corporate wellness?

There are several potential advantages:

- Additional revenue streams that can be pre-negotiated and/or subsidised by the employer on behalf of the employee base
- Exposure to a new customer base that may choose to frequent the spa for additional services beyond what's offered on a corporate wellness package
- The ability to compensate for seasonality by leveraging corporate relationships during off-peak periods (or slow days of the week)

Wellness packages could be as simple as offering a certain number of massages to the company's employees a month

What sort of packages could spas offer?

Packages could be as simple as offering a certain number of massages to employees on a per unit or series basis, such as one massage a month for six months. Alternatively, spas that offer personal training or nutritional consultations could package them together or separately as well. There are multiple options.

What's the first step for spa operators?

It really depends on the size and resourcefulness of the spa. For example, a single-unit operation may approach the HR, wellness

What pitfalls would spas need to avoid?

During the 'sales process', spas should be prepared to demonstrate the potential benefit of their services and this is where evidence-based research comes in. Spas will then need to show results, such as how the services are impacting the health and wellness of employees.

Whether it's surveying employees regarding the outcomes experienced from the spa's services, and/or working with the employer to quantify or qualify how the spa's services are positively impacting employer health – such as reduced absenteeism, weight loss, increased productivity and mood improvements – the key for long-standing employer-spa relationships will be quantifiable measures of success. ●

Leading from behind



The spa industry is being held back by a lack of experienced spa managers. To move forward, we need to clearly define the spa manager's role and communicate more effectively with educational institutes and training providers

Anna Bjurstam, owner, Raison d'Etire Spas

The emphasis on experience makes spas different from many other businesses. In most businesses there is a lead-time between the point of creation of the product such as a garment, food item or a piece of furniture and when the actual product is consumed. Sitting on the chair, you don't feel the hands of the carpenter nor what he smells like. When you put on your new shirt, you do not see the designer in action or feel the seamstress sewing your shirt together.

In a spa, however, there is no lead-time. The product is essentially a direct one-on-one experience, with the guest paying for the therapist's ability to translate their tactile skill into a personalised service. To use a phrase coined by Pine & Gilmore in the late 90s, spas epitomise the 'experience economy' – where businesses orchestrate memorable events for customers and then commoditise that memory.

The intensely personal and experiential nature of the spa business provides a great challenge for spa managers. Yet they must not only understand the basics behind the spa experience, and the requirements for operating a highly personal serv-

ice-oriented business, they also need to understand the fundamentals of leadership and business management and possess the skills necessary to perform financial, marketing and human resource functions.

The ideal manager should be conversant with the principles behind the experience economy – such as emotional and spiritual intelligence – while understanding human resource management and organisational dynamics such as the stages of group development, principles of motivation theory, conflict resolution and business and finances if they are to achieve a bottom line result. They also need to grasp and apply the principles of market analysis, budgeting, key performance indicators and yield management, while being able to communicate with owners, investors and directors in standard business language.

The perfect spa manager has a combination of management and therapist experience. Many call it a 'right-brain/left-brain' issue, and it is difficult to find people with both skill sets. Currently, the most effective spa managers have either a therapist background and obtain a spa-related business education, or possess a business

background and gain therapist experience by attending a massage course. Spa managers with experience in both therapy and management are in extremely high demand and can enjoy escalating pay scales and accelerated career opportunities.

Despite the demand for spa managers with both therapist and business experience and the opportunities available to them, serious challenges in training and developing qualified managers remain. So although the spa industry is growing in terms of number of spas, it is being held back by a lack of experienced leadership.

AN EDUCATIONAL ISSUE

Most spa management education programmes are relatively nascent and have developed in response to the rapid growth of the spa industry over the last 10-15 years. Existing programmes range from fully-fledged master's degrees to shorter certificate and diploma courses, and they vary widely in terms of their curricular content. A few institutions offer a dedicated programme for spa management, while for others the spa management coursework

There seems to be little communication between spa businesses and educational institutes offering spa management programmes... so the curriculum does not always align with market needs

is subsumed under a broader hospitality/tourism/business management curriculum. Some courses are operated within a traditional university setting, while others are run within private or for-profit technical training institutions.

There is a definite growing interest in spa management training from both students and institutes, and educational content has improved as the industry has matured. There are add-ons, as mentioned above, to various management programmes, there are standalone spa management accredited educations as well as shorter courses for those who are already working in the industry. Several spa management degrees now include various therapy training modules in their degree, which is welcomed in the spa industry. The number of online courses has also increased, making it easier as well as economical for the student.

However, the fragmentation and newness of spa management training around the world poses a number of challenges for the spa industry. There seems to be little communication between spa businesses and the educational institutions offering these programmes; as a result, the curriculum ►

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Although the number and quality of spa educational courses has improved, the area remains fragmented



The lack of cohesion in management training makes it difficult for students to pick a course

The most important study to date in the spa industry is currently underway... it will give advice on how to address gaps between market needs and spa management educational offerings

► and coursework do not always align with market needs and expectations for spa management personnel. There is little to no information about placement trends for spa management graduates, or about the typical background, credential and skill requirements for spa managers.

At a broader level, the newness of most spa management programmes and the ongoing growth of the spa industry raise questions about whether the output of spa management graduates is sufficient to meet industry requirements going forward, although no data currently exists to quantify supply and demand trends.

Simply put – it's a jungle out there. No rules apply, which means that it's incredibly difficult for those seeking education to know both where to find it and which course to pick and how they compare.

ADDRESSING CONCERNS

The good news is that something is being done to resolve this problem. The Global Spa & Wellness Summit has engaged research specialist SRI International to conduct one of the most important studies to date in the spa industry. The study, currently underway, will commence with the development of a baseline understanding and data on the current availability of spa management education and the supply of spa management graduates. Elements included are:

- type of programme, eg degree versus certificate
- delivery mechanism, eg online versus face-to-face instruction
- length of programme
- tuition costs
- prerequisites
- curricular content/coursework
- co-op training/internship placement/career services

- the per cent of graduates placed in spa management positions
- average starting salary of graduates
- number of graduates per year

SRI will continue its research by outlining spa business needs for spa management personnel in order to improve industry alignment with burgeoning spa management education programmes.

Finally, it will include recommendations on how to address gaps between market needs and spa management education offerings, as well as other challenges related to spa management skills and training.

CONTINUING PROFESSIONAL DEVELOPMENT

The work by SRI International and GSWS is a fantastic start to addressing spa management issues and I cannot wait to see the results. Yet a study is a study, and this is just the beginning. We will need proper action to overcome the bridges and create a win:win base for the future of spa management education and part of this will involve looking at the ongoing training of managers and therapists when in the workplace.

Pay is not the most important factor for most people when selecting an employer; most view job satisfaction and the ability to grow personally and professionally as the key driver when making a decision about entering or leaving employment. Recruitment and retention is an important issue in the spa industry, which is experiencing a severe shortage of staff. If spas want to attract and retain staff, they must offer continuous development opportunities, not just a good salary and working environment.

Where people are the product, effective leadership is required. Furthermore, all staff, including leaders, need continu-



MONKEY BUSINESS IMAGES / SHUTTERSTOCK.COM

Spas must offer continuing professional development to recruit and retain staff

ous training, coaching and inspiration. No matter what background a spa manager comes from, in the experience economy it is essential that they are able to embrace the touchy-feely world of the therapist as well as the hard-nosed, bottom line-driven world of the accountant.

Today, there are several very good shorter courses for experienced spa professionals, which I recommend to employers choosing to provide ongoing education for their managers, which will be repaid with a multiplied return on investments.

FINAL WORDS

It is the people that inhabit and serve at the spa who create the magic of the experience – the temperament and demeanour of the staff have a large impact. The more passionate, empathetic and knowledgeable the staff, the greater their ability to serve and anticipate guests' needs and the more satisfied and uplifted the guests will be. The

leadership challenge for the future is to lead an experience economy in spas, where the product is based on the employee.

The spa industry is maturing quite rapidly in many parts of the world, which means that leadership must match this development. The lack of experienced and qualified spa managers is one of the most discussed topics among the leaders in the industry and the time has now come for action. I am thrilled that there are initiatives out there that will provide the industry and institutions with the information needed to take strategic decisions. ●

➔ ABOUT THE AUTHOR

Working in health and wellness for over 20 years, Bjurstam has established Raison d'Être as a leading spa consultancy. She is also a board member of the Global Spa & Wellness Summit.
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2012: the year e-commerce walked through my front door

Daniel Lizio-Katzen, COO, GramercyOne

As someone who's been lucky enough to work in the technology industry during the advent of e-commerce and online marketing, experiencing the acceleration of online-to-offline commerce over the last two years has been truly eye-opening.

Put in plain English, online-to-offline means that bricks and mortar businesses, such as spas, can start to utilise metrics like customer acquisition cost (CAC) and return on investment (ROI) that online-only businesses have taken for granted for years.

This is due to the fact that online marketing tools like AdWords and Google Analytics, which used to be the sole domain of sophisticated digital marketing organisations like Amazon and Expedia, are now being used by businesses of all sizes. When you add marketing channels like Twitter,



The latest software systems enable you to track the impact of your marketing spend in detail and calculate the lifetime value of individual customers, says Daniel Lizio-Katzen

Facebook and Groupon to the mix, it means smart bricks and mortar businesses can compete on a more equal playing field.

Traditionally, these businesses relied on advertising, promotions and word of mouth to drive new customers through the door. However, as advertising channels started to migrate online in the form of email, banner and pay-per-click advertising, tracking the success of these campaigns to the bottom line became more difficult.

Some larger businesses were able to cope with these added channels by hiring

more marketing people to monitor them, however, for smaller businesses and those without dedicated marketing teams, keeping up became increasingly difficult.

The challenge

If we use a good sized day spa as an example – one with 12 rooms, five manicure/pedicure stations and a relaxation room. In a typical urban area, a well-run spa of this size, with 50-70 per cent average monthly room utilisation, would have a dedicated, or at least part-time, marketing employee.

If this employee is up to scratch, they'll have a Google AdWords campaign running to target new customers, be doing regular email marketing to existing customers, have a Facebook page showcasing their brand and maybe have a Twitter account where the latest promotions are posted.

However, if our example spa is anything like thousands of others around the world, when customers walk through the door, they're unlikely to know how they got there, because they still can't track which marketing channel brought them in.



If you're able to optimise your marketing, so every dollar you spend drives a positive return, you can start to operate in a new way – decisions can be made based on maximising utilisation and capacity, rather than minimising marketing costs





In this respect, little has changed from the days when using traditional print marketing was the norm, because in almost all cases, today's point of sale (POS) and scheduling systems are disconnected from both the spa's e-marketing activity and more established analog marketing channels. This means one of the most important metrics of e-commerce – ROI by marketing channel, something online marketers learn to live and die by when they cut their teeth – can't be accurately calculated.

Without integrated systems, spas have no idea which specific marketing activity customers are responding to

Using an e-commerce platform, businesses which sell online can create Google AdWords campaigns which use a strong list of keywords and dozens of different text ads and then proceed to track how each one is performing, right down to the exact CAC to establish a precise ROI.

This means that if they're selling their amazing, restorative face cream online and start a new campaign, they can immediately calculate that if it costs US\$5 to sell the cream for \$25 and the gross profit is \$7 per sale – they're profitable. Not only can they calculate their ROI down to the click, but they can do it in real-time using tools like Google Analytics or Webtrends.

Now if you're stifling a yawn and thinking, "I've heard all this before, but it doesn't apply to me because I have a ▶

► physical business and as much as I'd like to track things, I can't," I wouldn't blame you – but I'd tell you that this situation is changing and it's changing fast.

With the rise of social media platforms like Facebook, Twitter and Foursquare, new tools have come onto the scene which combine some or all of the traditionally disparate business management tools, like CRM, scheduling and POS, that are required to track the data a business needs to calculate its CAC and ROI.

In the not so distant past, all these systems were only available on a stand-alone basis, however, now they're becoming available as both dedicated marketing platforms like Clickable and HootSuite and fully-integrated systems like SpaBooker.

For example, what if our spa had one of these systems and it enabled the marketing team to create a promotion, to broadcast it across Facebook, Twitter, email and even analog marketing channels and then to actually track the response in the same fashion as an e-commerce site like amazon.com? What if the same system could not only track the number of customers



Capture your client's email details when they book and you can track their spend and calculate accurate ROIs

ANDRESE / SHUTTERSTOCK.COM



If I know I'll drive \$4 of new spend for every \$1 invested in marketing and my gross margin is more than \$1, then I'd spend as much as I could, until the ROI declined to a point where my marketing costs were more than my margin



that this campaign drove to the business, but also exactly what purchases each customer made, how often they return and even their lifetime value? If our spa's smart marketers are anything like their peers in e-commerce, they might start to look at marketing costs in a whole new light.

Instead of using the common justification for spending all this extra treasure – that it goes towards building the business brand – they can now justify every single dollar spent, by calculating a precise ROI, right down to the exact channel.

Increasing profits

If you're thinking to yourself, "Well this certainly changes things." Then you're starting to understand the true power of online-to-offline commerce. If you can now calculate which marketing channels drive a positive ROI and which don't, then not only can you maximise the effectiveness of your marketing budget, but you can start to run your spa in a new, more profitable way.

Consider this. If you're able to optimise your marketing so that every dollar you spend drives a positive return, then you can start to operate in a new way – decisions can be made based on maximising utilisation and capacity, rather than minimising marketing costs.

Put another way, if I know I'll drive \$4 of new spend for every \$1 invested in marketing and my gross margin is more than \$1, then I'd spend as much as I could, until the ROI declined to a point where my marketing costs are more than my margin.

Optimising daily deals

Channels like Groupon, Living Social, Google Offers and the hundreds of other daily deal sites have spread like wildfire around the world over the last two years. Perhaps you've run a daily deal, or maybe you've thought about it, but been scared off by the tales of spa owners that have sold thousands of vouchers and ended up losing money due to poorly structured offers.

There's a solution to these conundrums as well. You have the luxury of operating a service business and to consume a service, customers need to make an appointment. To do this they have to provide some basic information, like their email, so if your POS and scheduling system includes a CRM module, you can track customers that originate from these channels. This means instead of guesstimating what the ROI is for that daily deal you ran three months ago, you can determine exactly how many customers came in, how many were new, and exactly what they spent. All of a sudden, instead of



Knowing the ROI of daily deals enables operators to design them to be profitable rather than just cash generators

BLANCHE / SHUTTERSTOCK.COM

looking at a daily deal as a cashflow device, it can become an additional arrow in your quiver of marketing options.

In order for spas to take full advantage of these new marketing channels, owners need to utilise software solutions that capture and present the data needed in an understandable form that's easy to act on. These solutions can be in the form of one integrated software package like SpaBooker or in the manner of two or three separate programs that are tied together to accomplish something similar – like using HootSuite

in conjunction with an installed scheduling and POS system like Millennium.

In either case, the key to growing your business through online-to-offline commerce is making sure that you not only have the data to drive informed decisions, but the understanding to act on it. When the history of commerce on the internet is written, the first decade will be described as one that disrupted catalogue and phone sales and created e-commerce and I believe that the second decade will do the same for traditional bricks and mortar businesses.●

➔ ABOUT THE AUTHOR

GramercyOne is the company behind spa industry software SpaBooker, which supplies 3,000 businesses – including Hilton Worldwide and Six Senses Spas – in 60 countries. Lizio-Katzen has been a driving force in developing the software since its inception in 2006.

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The Future of Growth



Relevant statistics on performance and the power of branded solutions are crucial to the expansion of the worldwide spa industry, says Richard Dusseau

Richard Dusseau, president, Trilogy Spa Ventures

Every industry evolves. As each new industry enters an economy, the two key factors that influence its growth and scalability are consumer demand for the products or services provided, and the ability to attract capital for growth. The spa industry has experienced rapid expansion over the past 10 years due to the growth of luxury resorts around the world. This expansion, fuelled by access to capital from the hospitality and real-estate industry, has allowed spas to extend geographically and compete for discretionary consumer spending. Spas have experienced such rapid expansion that there has been little opportunity for differentiation through brand development. Typically, spas have offered whatever services would sell at their location, regardless of their brand positioning. Inconsistency within spa portfolios, a general lack of branding and disassociated service delivery have created a fragmented spa industry.

Other key indicators of fragmentation include the metrics by which spas measure their performance. There has been little agreement or progress between major spa operators as to which metrics or key performance indicators are essential to the business, and should be standardised. Spas are only beginning to gather and report key performance indicators based on metrics that the entire industry consider valuable and relevant to measuring a profitable operation. Should standardised reporting drive the financial management of the business, the spa industry would be able to deliver consistent information to the investment community regarding

the financial potential for spas. Currently, a combination of factors including demographics that lean towards an ageing population in the US, much of western Europe and Japan, rising healthcare costs, and increased awareness of preventative health all speak for the potential of spas. These facilities are clearly positioned to deliver the products and services in demand. But what are the key considerations concerning the future growth of the spa industry?

More research required

The spa industry will need to demonstrate and communicate its overall financial potential to the investment community. Securing the funding necessary to scale the industry will require additional research and data on the size and depth of potential consumer markets, relevant statistics on performance and the power of branded solutions to expand market share. The capital markets, both debt and equity, are actively exploring new growth sectors and which industries are positioned to take advantage of changing trends in consumer spending. Should the spa industry successfully establish itself as a profitable investment opportunity, the industry could attract the type of funding necessary to grow.

There have only been a handful of studies that demonstrate the size of the overall industry or its relationship to consumer spending. It is critical that regional and international associations work closely together to finance additional reports that effectively communicate the financial potential in the spa industry. Major



consumer research and consulting firms will need to generate reports and studies that demonstrate the potential for growth. Consumer trends ranging from beauty services to wellness and preventative health may all reflect new demand indicators not yet provided by previous reports or studies. It would also be valuable for new studies to anticipate which sectors, whether geographic, service or economic, are underserved by spas and what the market potential is within those categories.

Spas such as My Blend by Clarins, at Le Royal Monceau, Paris, stand out because of their strong branding

Brand leveraging

Segmentation is a critical next step for the spa industry in order to fully capitalise on discretionary consumer spending. Each vertical industry has experienced this evolution, including hospitality, technology, retail and consumer packaged goods. Industry growth has traditionally been tied to the hospitality and other real-estate channels, including mixed-use residential communities, hospitals and day spas. In the future, spas will need to consider distribution channels that do not rely on the funding associated with the volatility and risks in the hospitality industry. Brand segmentation, geographic diversity and channel distribution can all assist in mitigating some of the risks associated with selling services that rely on discretionary spending. ▶



► In the past, spas have taken a somewhat generic approach to service delivery, with brand distinction originating from the professional skincare lines, host hotel brand or geography. As the industry continues to evolve, a spectrum of brands with distinctive offerings and unique positioning will be required to capture the full potential of consumer spending. As with other service-based industries, the spa industry needs to tailor its offering to various consumer segments in the market. The resulting stratification of brands reflecting unique service delivery will allow the spa industry to grow by attracting different demographics, psychographics, spending trends and consumer profiles.

There is a market for spa services that range from intensive week-long retreats at luxury resorts to express nail salons in urban locations. Ideally, spas will eventually encompass services ranging from beauty and pampering to preventive health and wellness. Unique brands can support each of these segments, in addition to variations within the categories.

There has been a tendency in the spa industry to qualify what should be considered ‘a spa’ and what falls outside of the industry into other verticals. In the past, some industries have attempted to qualify what is included in their nomenclature; however, most have never been successful. Consumers will dictate whatever business qualifies as a spa regardless of what the industry would prefer. Therefore, it is essential that branding is leveraged to provide the necessary differentiators rather than the industry qualifying what should be considered a spa.

Some believe that many markets are already saturated with spas. It may be worth considering that in most of these markets the spas are undifferentiated by brand or offering. While many local consumers typically follow service providers they trust, most spas compete on price or the proximity to a specific neighbourhood. Even in the most saturated markets, spas can compete with a refined menu of services, quality design and a service platform that reflects the brand positioning.



Securing funding will require relevant statistics on spa performance and the power of branded solutions to expand market share

Location and distribution channels

In addition to service sector diversity, location provides another growth channel for spas. Geographic distribution may be evident in the US, Europe and south-east Asia; however, there is ample opportunity in the emerging markets of Latin America, eastern Europe, south Asia and Africa. These regions have attractive lower labour costs, new emerging consumer markets and abundant natural resources. Luxury hotels or resorts may not provide the optimum hosted environment for spas in these regions due to their limited distribution. However, there are consumers in these markets with an appetite for spa services. Companies with the industry expertise, cultural sensitivity and access to capital could experience considerable growth opportunities in these regions.

Multiple channel distribution will also be a critical component of growth for the spa industry. Currently, spas maintain relationships with their customer primarily through a physical location. Successful service-based businesses have strengthened their relationships with their customer

through electronic channels and retail extensions. Once brands become established, continuing a relationship with the customer can be maintained by building a community and delivering value-added services and content via the internet. International retail brands, such as Apple, Vuitton and Virgin have taken this approach successfully by extending their distribution channels and creating content that supports the lifestyle positioning of the brand.

Significant potential

Should the industry supply the proper research to the investment community, there would be considerable interest in capitalising growth. Companies will need to demonstrate their ability to attract and retain customers through branded platforms and portfolios of solutions that migrate customers between brands. Retail extensions of service offerings allow brands to maintain their relationship



with consumers and support recurring revenue streams.

The funding requirements for companies with an appetite for scalable, tiered expansion may be considerable. However, considering the current stage of the spa industry, significant potential remains for those with the strategic plan, management and marketing to attract the financial resources necessary for sustainable growth.

In the future, the spa industry will need to develop stronger branded platforms that support service segmentation for specific markets. Overall, the industry is dependant on accessing larger sources of capital, and eventually institutional funds for growth. Quantifying the market potential and return on investment for stakeholders will be essential to move the industry forward. ●

Brands like Guerlain (left) and Clarins (above) can build loyalty via retail and the web

We need new studies to anticipate which sectors, whether geographic, service or economic, are underserved by spas

➔ **ABOUT THE AUTHOR** Based in New York, Trilogy Spa Ventures is a spa management company that has created and operates branded spas in the hospitality industry. Dusseau came on board as president in early 2012, but remains a partner at Spa Strategy – a consultancy that he set up in 2001. He is also a board member of the Global Spa & Wellness Summit. **WEB:** www.trilogyspaventures.com

Performance Review



Julie Garrow outlines the importance of tracking spa data and how benchmarks can be used to improve operations

Julie Garrow, founder and managing director, Intelligent Spas

If you don't know the answers to the following questions, then your spa business is not able to perform at its full potential:

- How many spa visitors did you receive last year?
- Is this year's revenue above or below last year's level, year to date, and by what percentage?
- Have your payroll costs increased since last year?
- How does your spa's revenue per square metre change during economic downturns?
- What proportion of your visitors are local residents versus tourists?
- How has your marketing plan been modified based on the benchmarks collected?

These are just a few of a multitude of benchmarks that can be used to monitor and guide spa businesses. If managers don't observe such information, they can't make

effective decisions or put appropriate plans into action. As a result, daily operations will suffer. Yet there is a simple solution.

SPOTTING PATTERNS

It just takes a few minutes on a consistent basis to track your spa's main indicators. Simply record some key benchmarks and the resulting patterns will highlight your spa's performance. This will help you to make smarter decisions, while enabling you to better control your spa's short- to medium-term performance.

Spa industry benchmarks:

- Provide a better understanding of market conditions and offerings to achieve and maintain competitiveness
- Enable strategic business decisions to be based on facts rather than guesswork
- Allow tactics and activities to be quickly adjusted as new trends and market opportunities are identified



“ Simply record some key benchmarks and the resulting patterns will highlight your spa’s performance and help you make smarter decisions ”



Strategic business decisions must be based on facts rather than guesswork

- ▶ ■ Highlight market opportunities in decline to minimise over-investment
- Justify investment requests for new developments or refurbishment projects

A range of benchmarks, such as revenue and expenses, are recorded for accounting and taxation purposes. These items may also be used for spa benchmarking, as they indicate whether the spa's performance is increasing or declining. Breaking these items down further provides a closer look at how individual areas of the business are doing and the information gathered may be used to update business plans, refine treatment menus, guide marketing campaigns and minimise costs.

For example, tracking total revenue may show a steady increase over the medium-term, but when broken down further it may show that retail revenue has recently decreased. This information identifies lost opportunities and alerts the spa manager to focus on sales activities aimed at boosting retail revenue to quickly restore it to target levels. In comparison, if spa managers do not review these numbers regularly, they may only notice that retail revenue has dropped beyond recovery, when a domino effect of high stock levels and tighter cash flow causes a downward business spiral.

Other important benchmarks include:

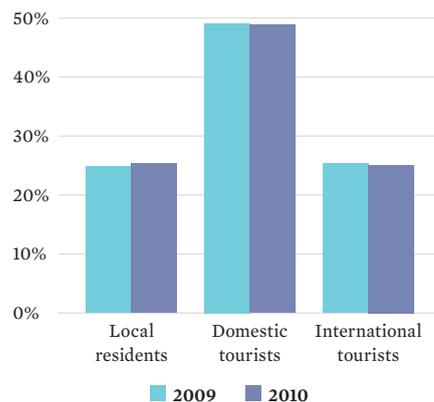
- Revenue per visit/per treatment/per occupied treatment room/per employee
- Visits per employee/per operating hours/per treatment room
- Treatments per visitor/per treatment room/per therapist

Let's take a closer look at some real examples of spa benchmarking around the world to illustrate how numbers might be used to analyse operations.

VISITOR BENCHMARKS IN SPAIN

Three-quarters of visitors to spas in Spain are tourists (see Graph 1), according to Intelligent Spa's *Spain Spa Benchmark Report 2011*. This benchmark helps guide a spa's marketing plan by confirming the importance of advertising to tourists in order to maintain visits from this market segment. Tourists often choose signature treatments based on local cultures. These are typically priced higher than standard treatments and can easily boost the spa's revenue per visit. However, it is important to sustain an opportune level of local resident clientele to provide base revenue and predictable sales in case tourism drops due to factors outside of the spa's control.

Graph 1: Visitor Profiles by Residence



Source: Intelligent Spas, Spain Spa Benchmark Report 2011



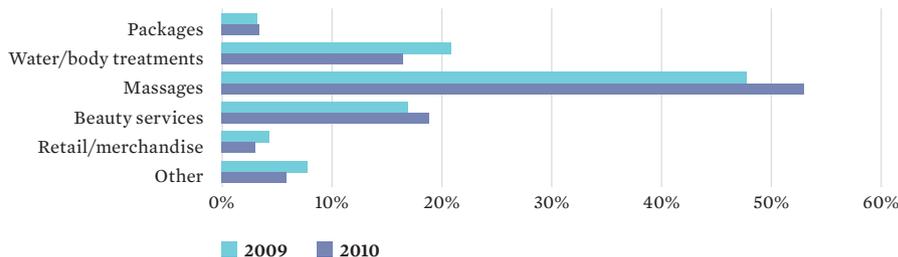
It's far more important to conduct specific-spa benchmarking than to use hotel forecasts

TREATMENT REVENUE BENCHMARKS IN GREECE

Spas in Greece experienced a shift in treatments demanded, as reflected in the breakdown of total revenue between 2009 and 2010 (see Graph 2). The contribution of water and body treatments decreased by 21 per cent, whereas beauty services rose by 12 per cent. This could have reflected a change in consumer spending towards cheaper treatments as the economic conditions in Greece worsened.

This benchmark helps spa managers to update their treatment menus, ensuring they are relevant and appropriately priced while simultaneously calculating average revenue per visit. Conducting benchmarking

Graph 2: Breakdown of Total Annual Revenue

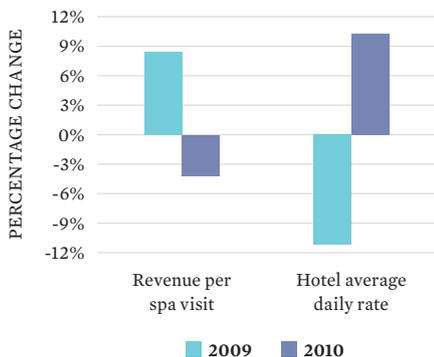


Source: *Intelligent Spas, Greece Spa Benchmark Report 2011*

during positive and challenging economic times means you can better understand how consumers react in both periods and adjust operations accordingly, effectively

managing high costs like staff levels. You can also identify the most successful marketing campaigns, for swift implementation if faced with future downturns.

Graph 3: Revenue per Spa Visit versus Hotel Average Daily Rate – Asia-Pacific



Source: *Intelligent Spas, Global Spa Benchmark Report 2011*

HOTEL/RESORT SPAS IN ASIA-PACIFIC

Spas operating in hotels and resorts do not necessarily ride the same performance wave as their hosting properties. A survey conducted by Intelligent Spas in the Asia-Pacific region found that in 2009, spa revenue per visit was up 8 per cent (see Graph 3), while the host hotels and resorts reported an 11 per cent drop in the average daily rate (ADR). Conversely, 2010 saw a rebound in hotel/resort ADR, with a 10 per cent rise in comparison with a 4 per cent drop in spa revenue per visit. Hotel/resort occupancy followed the ADR trend, with a 4 per cent drop in 2009 followed by a 9 per cent rise in 2010.

These results are key when conducting business analysis, as varying factors impact on spa and hotel performances independently. Factors like the economic climate and travel demand impact differently from how well the hotel promotes the spa to in-house guests and local resident spa visitors. Conducting specific spa benchmarking rather than applying the hotel forecast performance to the spa business is key. Tracking spa data and analysing indicators also enables hotel and resort spas to effectively plan and respond to fluctuating local market conditions, like declining tourism and new competitors, to boost performance. ●

➔ **ABOUT INTELLIGENT SPAS** Based in Singapore, Intelligent Spas is an independent research company specialising in the spa industry. It has a range of resources – based on ongoing, updated industry trends and performance indicators – that are focused on maximising a spa's performance. **EMAIL:** julie@intelligentspas.com **WEB:** www.intelligentspas.com

Money Matters

“It is no exaggeration to say that over the past few decades, sophisticated pricing and revenue management techniques have added tens of billions of dollars to the net profits of hundreds of firms. The remarkable thing about these profit improvements is that they typically come from existing products and often from existing sets of customers,” according to Robert Cross (chairman and CEO) and colleagues at Revenue Analytics who specialise in pricing and revenue management strategies.

What started in the airline industry has now been adopted by most hospitality and tourism industries. But what really constitutes revenue/yield management and can it be successfully used in the spa industry?

WHAT IS YIELD MANAGEMENT?

The term yield management was coined by American Airlines, one of the early pioneers of the concept. When it was later adopted by Marriott International, it became known as revenue management. In short, yield management is about optimising revenues. Some define the concept broadly to include treatment menu engineering (see *Spa Business* 2012, issue 1, p26), design of spa facilities, marketing and market segmentation, staff optimising and training (SB11/2 p22), discounting (SB11/4 p24) as well as pricing strategies (SB08/1 p30).

Jean François Mourier, founder and CEO, of hospitality revenue management software solution RevPAR Guru Inc believes



What is yield management and are spas really making it work for them? Leonor Stanton investigates

Leonor Stanton, independent hospitality and spa consultant

that “the right rate – one that attains the balance between stimulating enough demand to maximise occupancy, while not leaving money on the table in the form of too low a rate is the key to a successful revenue management strategy – making pricing perhaps the most important aspect of revenue management.” However, Mourier acknowledges that yield management is not just about pricing but also a “way to understand customers, anticipate their behaviour and adapt strategies to maximise profits. It is about using inventory, capacity and pricing to ‘manage’ revenue”.

COMPATIBILITY WITH SPAS

Frank Pitsikalis, founder and CEO, of spa and hospitality software provider Resort-Suite suggests there are six key qualifiers for yield management – all of which the spa industry meets. These include:

Perishable inventory – like airline seats, hotel rooms and restaurant seats, unsold treatment hours can never be recaptured;

Variable demand, fixed capacity – spas experience tremendous fluctuations in demand. Treatment room occupancy levels can vary enormously in some busi-

nesses from 20 per cent on some days to 90 per cent on the busiest days. The majority of spa facilities have a fixed number of treatment rooms. A few hotel, resort and destination spas can expand their capacity by providing massages elsewhere – in the grounds or by the swimming pool, or in the bedrooms. But on the whole, spas have a fixed capacity for treatments;

Sales via reservations – although spa treatments are booked in advance, many spas have experienced a decline in lead-times with customers now tending to book at the last minute;

Multi-pricing capability – some spas are already starting to practise variable pricing on their regular menus;

Pricing as a powerful driver – as with most leisure activities, consumer behaviour is affected by cost and can be used to target different market segments in spas;

Relatively low variable costs – cost of products used in treatments represent a small proportion of total revenues. Although payroll is relatively high in the spa sector, only a proportion of staffing costs (therapists) are variable, as costs for management, reception and cleaning staff etc are fixed.

Only a few savvy operators use variable pricing like Sheraton's Aji Spa in Arizona (top); CHI, The Spa in Bangkok (middle) and the Kohler Waters Spa in Scotland (bottom)

While most spas have basic pricing techniques in place like packages, discounts and gift cards, they lack a tactical revenue management strategy

Thus, according to Pitsikalis, the spa industry is a perfect candidate for revenue management “to stimulate demand and realise higher profit opportunities”.

USING THE STRATEGIES

Spa operators have been discussing yield management for years, but few have implemented a comprehensive, sophisticated yield management strategy. Even hotel spa chains with intricate revenue management systems for bedrooms have not interlinked their hotel system with the spa reservation system. A number of operators are now more seriously considering their yield management strategy for their spa facilities but most are reluctant to divulge their plans.

So far, the practice of yield management is rudimentary. Starwood's global director of spa operations, Jeremy McCarthy says: “most spas have only minimally or not at all adopted a yield management strategy”.

Many spas have opted for value-added deals as a way to drive demand during the quieter periods. For example, the Excelsior Vittoria hotel spa in Sorrento, Italy offers a longer massage – 60 instead of 50 minutes

– during quiet mornings. But according to the Excelsior's owner, Alessandro Fiorentino, “this was not a particularly popular offer. We had more success in the shoulder months, when we offered a half price manicure when a standard treatment was bought or a free manicure with our signature treatment. Perhaps this was more successful as we did not limit the offer to any particular time of day.”

Yet there are a few operators who have started to introduce variable pricing. The Old Course Hotel in St Andrews, Scotland, for example, charges £10 (US\$16, €12) more for treatments at its Kohler Waters Spa on a Saturday. Canyon Ranch SpaClub in Las Vegas, US also charges US\$10-20 (€6-15, £8-13) more Friday through to Monday. The Aji Spa at the Sheraton Wild Horse Pass Resort and Spa in Arizona, US similarly charges US\$10 more for a massage on Fridays through to Sundays. The result of this, according to Aji Spa's director, Shane Bird is: “we are making an additional 7 per cent in revenues on a weekend with our higher rates [and they help us] to control the crowds on the busier days”. Some of the Mandarin Oriental Spas have also adopted ▶



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Yield management could be introduced in a subtle way by using dynamic availability – only offering treatments which generate the highest margins during peak hours

▶ variable pricing between the weekends and midweek, but the difference in peak/off-peak prices is not consistent – it varies between treatments from around 5-11 per cent. All of these spas print the differential prices on their spa menus.

CHI, The Spa at the Shangri-La hotel in Bangkok, Thailand advertises peak and off-peak spa treatments. The peak and off-peak prices vary from 13-38 per cent – a 1-hour 45-minute hot stone massage costs THB4,600 (US\$149, €115, £95) off-peak and THB5,200 (US\$168, €129, £107) during peak periods (a 13 per cent difference) while a 45-minute Rescue Release costs THB1,600 (US\$52, €40, £33) off-peak and THB2,200 (US\$71, €55, £45) in the peak hours (a 38 per cent difference). The off-peak period runs Monday to Thursday from 10am to 2pm. All other times are peak periods.

Meanwhile, cruise ship spas sometimes offer lower prices while the liner is at port when most passengers disembark.

Some spas are attempting variable pricing via deal/discount sites. According to Shane Bird of Sheraton's Aji Spa: "The main weekday special that we have is Travelzoo. We created a Travelzoo special that is specifically for its members – a Swedish version of our signature Aji 50 minute massage. Last year the business we derived from Travelzoo increased our weekday utilisation and summer business significantly. These deals are only valid Monday through Thursday, so it helps to drive volumes into times when we are traditionally slow".

Consumer spending on deals – including daily deals, instant deals and flash sales – in the US is forecast to grow from US\$873m (€659m, £548m) in 2010 to US\$4.2bn (€3.2bn, £2.7bn) by 2015 according to local media and advertising company BIA Kelsey. The leading discount deal sites in the US, GroupOn and Living Social – where one in five deals are spa-related – have been joined by a further 600-plus players in recent years.

Mourier says: "Spas within the hotel industry for the most part are an underutilised revenue stream. While most have basic pricing techniques in place like spa packages, discounts and gift cards, they lack a tactical revenue management strategy. Variable pricing is also an underutilised strategy for spas, as few fluctuations are made during high and low demand seasons."

On the whole, according to McCarthy, spas have tip-toed round yield management and variable pricing because of fear of discounting. He believes that "spas are afraid of dynamic pricing strategies because they worry that discounting their services will lead to a devaluation of their offer. Thus, most spas rely on value-added promotions which are not generally sufficient to truly drive a yield growth strategy."

Further, spas are afraid of discounting as it can lead to a mix of markets – resulting in conflicts between different customer segments, ie full-paying clients and those on a discount – particularly in the communal areas. This can cause operational problems such as complaints and the need to sep-



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arate the markets and can consequently have an effect on the brand. Also, in the case of hotels, the spa is often perceived as an important amenity for hotel guests, one that drives hotel room occupancy and average daily rate, not just a profit centre in its own right. Thus, maximising the potential profitability of the department has perhaps not received the attention it could.

WHAT'S NEXT?

Pitsikalis believes the spa industry will need a few pioneers for yield management to get established in a sophisticated manner. He suggests that yield management could be introduced in a subtle way by using what he terms dynamic availability – offering



only those treatments which generate the highest margins during peak hours.

Mourier believes that spas should use RevPATH (revenue per available treatment hour) as a key performance indicator since “it integrates the price and duration of the treatment as factors in the revenue calculation. Spas must also utilise the data they already collect, such as ‘where is the income coming from? Which treatments are most profitable?’

“While spas might not yet be monitoring their prices on a 24/7 basis, installing midweek/weekend pricing, time of day pricing programmes, basing their discounts, promotions and campaigns on available margins will help to optimise rates.”

More than pricing, yield management is about understanding client behaviour and adapting strategies accordingly

Greater sophistication will be reached only when spas automate their yield management strategies, not only by interlinking them with hotel systems but also by monitoring and acting on prices and level of sales on their own systems, discount deal sites, online travel agent sites, spa sites and travel agent global distribution systems.

There’s been significant growth in online marketing over the last two years – particularly in day spas, but also in hotel spas. This is forecast to increase further. As a result, a

➔ FURTHER INFORMATION

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vast majority of spa-goers today seek information and review spas online. Some 51 per cent of spa-goers view an online booking capability as ‘very important’ or ‘important’ according to Coyle Hospitality (SB11/3 p34). Thus, the ability to monitor prices and sale rates from an ever increasing number of online sites can only be properly undertaken by sophisticated automated systems in order to optimise revenues.

Yield management strategies should also include greater and appropriately targeted use of social media to drive demand, particularly when there are last minute changes to schedules, weather patterns and bookings.

Mourier concludes: “There is a benefit for automated systems as it gives spas the opportunity for rate parity at all times.”

The advantages are clear. The airline industry introduced travelling to the masses; it didn’t just move demand from high to low periods, it also created a new, mass market. The last consumer research by ISPA in 2006, found that only 25 per cent of Americans and Canadians had been to a spa. That leaves a large potential untapped market. McCarthy adds: “Yield management focuses on revenue growth as opposed to cutting costs.” ●

World Wellness



Professor Terry Stevens gives an overview of global wellness and spa tourism and key destinations to watch out for

Professor Terry Stevens, managing director, Stevens & Associates

Wellness Tourism World-wide (WTW) was founded in 2011 as an international trade alliance to provide a better understanding of global trends associated with developing opportunities for wellness tourism around the world.

WTW has calculated that the wellness tourism industry is already worth more than US\$2 trillion (€1.5tn, £1.3tn) a year, and its report – *4WR: Wellness for Whom, Where and What? Wellness Tourism 2020* – has now identified wellness tourism as being one of the fastest growing forms of international and domestic tourism over the next 10 years.

Wellness tourism is more than a spa. It is focused on travelling to achieve a state of health which comprises an overall sense of wellbeing and sees the traveller as an indi-

Spa concepts in Europe are primarily focused on thermal bathing waters, whereas pampering and beauty are key in the US

vidual in search of satisfying the mind, body and soul. Clearly, destinations have different assets and cultural concepts defining their appeal as a wellness tourism destination. In Europe, for example, traditional spa towns – such as Baden-Baden in Germany or Abano-Montegrotto in Italy – have significant thermal water bathing, whereas spa concepts in the US are primarily focused on pampering and beauty.

In an increasingly global marketplace, there is a surprising amount of imported/exported wellness treatments, concepts and products. As a result, traditional eastern spirituality or the use of minerals/mud treatments are now available anywhere. Replicated, contrived or surrogate native experiences are delivered with great attention to detail by sophisticated designers and architects worldwide. However, the tourist's satisfaction is only secured by distinctive, place-linked wellness treatments, products and experiences 'of the place' and delivered in the region of origin.

Standardisation and globalisation is leading to greater homogeneity of wellness products, and as a result of this trend the more enlightened and ambitious destinations are increasingly focusing upon their unique wellness assets.



Austria, with its extraordinary natural landscapes and fresh, clean air, is synonymous with wellness

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WTW predicts that in 2020 the global hot spots for defining wellness products and services will be as follows:

Therapeutic services: central and eastern Europe

Spiritual and holistic services: the Far East and south-east Asia

Wellness hotels, destination and resort spas: Africa, Central and South



America, the Middle East, Australia, New Zealand and the South Pacific
Lifestyle-based services:
northern, southern and western Europe, and North America

Within this broad spatial distribution, it is inevitable that destinations are at different stages of their lifecycles and their ability to

attract the growing wellness tourism markets. Consequently, the next decade will witness interesting new developments and trends as countries gear-up to take advantage of these new and emerging directions and growth in wellness tourism.

For some destinations this will mean re-invention, for others it will demand a catch up or diversification, whereas for

many destinations it will result in a completely new journey of discovery.

Over the next ten years, there will be greater emphasis placed upon lifestyle and holistic wellness. There will also be cross-over and fusion between traditional and contemporary treatments and facilities. Overall, this means limitless opportunities for innovation. ►

Wellness tourism will be one of the fastest growing forms of international and domestic tourism over the next ten years

► **HOT SPOTS IN EUROPE**

Some key wellness tourism destinations to watch out for in Europe over the next 10 years will include:

Andorra: an extraordinarily compact mountain destination attracting more than 2.5 million international tourists a year, it is now proactive in diversifying into a year-round wellness destination with recent hotel resort spa investments taking place. Examples include the €37m (US\$49.7m, £31.4m) cash injection into the Caldea Spa Centre and the Escaldes-Engordany Thermal Centre in 2010, in a bid to reinvigorate the original 1994 development.

Austria: has long been synonymous with the best in spa treatments enhanced by extraordinary natural landscapes, fresh, clean air, altitude and a wide range of mineral-rich and thermal waters (see *Spa Business*, issue 1, 2005, p7). Continued investment in new products and services characterises the country's ambition to be best in class. The creation of wine-themed resorts in wine regions by Loismus is a particularly interesting development. The company opened its first hotel and spa in Lower Austria in 2005 and has two more planned – one in Southern Styria opening in June 2012 and one in Alsace scheduled for completion in 2014.



Brenners Park in Baden-Baden combines the style of the elegant Belle Epoque era with contemporary treatments

Baden-Baden: a globally renowned spa and wellness centre in south-west Germany that remains relevant to the luxury wellness markets by successfully combining the ambiance and elegance of the belle époque era with contemporary, innovative treatments pioneered by the town's eight specialist clinics.

Croatia: rent asunder by civil unrest 20 years ago, it has re-emerged as one of Europe's leading destinations, with wellness at the heart of its successful tourism strategy. The emphasis is on creating a "sense of wellness and life without stress" through culture, heritage, food and drink.

The Euganee Hills: this traditional thermal spa region with fango (mud) treatments near Padua in north Italy has repositioned itself through creative and sophisticated hotel spa packages as well as its therapeutic, efficacious mud (see SB03/Q4 p88). It is also led by a powerful national hotel group (GB Thermae Hotels).

Romania: an emerging destination with a tired, traditional, therapeutic/medical wellness product in need of complete reinvention. Although the country boasts the second oldest Institute of Balneology (1924) as well as 1,300 sources of mineral water, only 15 per cent of this vast natural resource has been exploited. Romania's wellness tourism strategy to date has been one of mere survival, but the potential for new developments and growth in spa tourism is highly significant.

Croatia is a leading European destination for wellbeing tourism



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Slovenia: once part of the former Yugoslavia and a close neighbour of Croatia, the country's dramatic emergence as a leading destination in Europe is founded on a clear wellness tourism strategy that has reinvented traditional thermal and therapeutic resources with a winning combination of modernity and innovation.

Switzerland: over a 10-year period this country has reinvented, regenerated and re-energised its tourism industry to become the world's most successful tourism destination, according to the World Economic Forum's *Global Tourism Competitive Index 2011*. Wellness tourism was the key driver for this turnaround (see SB09/4 p28). There is nothing to suggest that Switzerland will depart from this strategy – as a result it remains an important wellness tourism destination benchmark.



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Switzerland has successfully reinvented itself as a wellbeing tourism destination and has set the standard for the future

■ KEY GLOBAL DESTINATIONS

Outside of Europe, two destinations are particularly worthy of further scrutiny regarding wellness and spa tourism – the US state of Arizona and the Middle East.

Arizona (US): Arizona Origins is a tourism initiative that was instigated by the Arizona Office of Tourism – in collaboration with *National Geographic* magazine – in 2010. It has an holistic and strategic approach to tourism based on the sustainable development of the state's natural, historic and cultural resources. Desert hotel spa resorts in the area are already interna-

tionally renowned, including the Mii amo at Enchantment Resort, Boulders Resort and the Fairmont Scottsdale Princess, along with famous destination spas such as Canyon Ranch and Miraval.

The Middle East: there are pockets of major investment in resort and hotel spas in the Middle East – Abu Dhabi's wellness tourism industry, for example, is expected to grow by 15 per cent per annum according to Euromonitor's *2011 Tourism in the UAE* report. The emirate's Satori Spa at Bab Al Shams Desert Resort and Spa (see SB11/4 p54) has been operating since 2004 and has set a quality benchmark. Elsewhere, over US\$20bn (€14.9bn, £12.7bn) has been earmarked for major, high-value tourism developments in Jordan (see SB11/3 p74); while Baku, the capital of Azerbaijan, has been touted as the new Dubai with ▶

Enlightened destinations are focusing on unique wellness assets to stay one step ahead of the increasingly homogenised wellness sector

► a plethora of “extravagant, futuristic, luxury hotel resorts” (see SB12/1 p82).

And there are other countries and areas showing particularly interesting strategic intent. **Australia’s** discovery of lifestyle and wellness is a potent mix for success, and there’s much innovation taking place in **Tulum** in Mexico.



Regions and countries around the southern Adriatic are rapidly recognising the potential of their natural produce and resources to develop a modern interpretation of wellness. The Italian region of **Puglia**, Croatia’s **Dalmatian coast** and the Adriatic littoral of **Montenegro** are Europe’s new wellness tourism hot spots.

In the **Himalayas**, innovative, high-quality spa and wellness developments are successfully harnessing the region’s renowned spirituality and unrivalled landscapes with contemporary spa experiences. Ananda in the Himalayas (see SB08/3 p24) and St Regis Lhasa in Tibet (see SB11/1 p56) are leading examples of what can be achieved.

Hosting the FIFA World Cup in 2014 and the 2016 Summer Olympics has furthered **Brazil’s** appeal to tourism investors. There’s currently an unparalleled focus on infrastructure. However, given the extraordinary wealth of natural resources and the growing interest in medical tourism, the potential for Brazil to become a wellbeing destination is now developing momentum. The Brazilian Spa Association estimates

Satori Spa has set a quality benchmark in the Middle East

that there are currently 1,000 spas but that “growth is robust and strong”.

In the future, destinations to watch will be Canada, including **Quebec** with its recent award-winning developments Station Blü Nordic Spa and La Source in **Montréal**. There’s also burgeoning activity in the Far East – including top-end projects in **Vietnam**, like the 280-hectare (692-acre) Banyan Tree Laguna Hue (see p8), and developments in **Laos**.

As wellness trend spotters such as Susie Ellis (SpaFinder’s Global Spa Trends 2012) highlight developments such as healthy feet treatments, kids zones, cold therapies and spas for families, an increasing number of destinations will be putting wellness at the heart of their strategies for growth. ●



Ananda in the Himalayas harnesses the region’s spirituality

➤ ABOUT STEVENS & ASSOCIATES

Stevens & Associates is a UK-based leisure and tourism consultancy which has undertaken commissions for many European countries, the Middle East and Africa. It specialises in strategic planning, with a focus on changing markets, especially in the context of health and wellbeing tourism.

WEB: www.stevensassoc.co.uk

spa business

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BARR + WRAY

Background briefing

Founded in 1959, Barr + Wray is 100 per cent owned by management.

Main products

Complete wet spa area design, installation, commissioning and after-sales service. Our products and services include engineering consultancy from conceptual design through to detailed design.

Additional products

POOLS: vitality/hydrotherapy; lap/exercise pools; cold plunge pools; Onsen pools and mineral pools. THERMAL CABINS: saunas; steamrooms; hamams; snow cabins; rasuls (mud baths); experience showers; ice machines; and heated loungers/benches.

Unique selling points

Service and quality levels.

How many spas do you supply?

More than 200 spa projects in 25 countries.

Top clients

All the major international five-star hotel chains, including Four Seasons Hotels; Mandarin Oriental; Shangri-la; Jumeirah Group; One & Only; and Ritz Carlton. In addition to regional and privately owned hotel groups.



Stainless steel swimming pool at Skibo Castle, Dornoch, Sutherland, in Scotland

Where in the world?

We have offices in the UK, as well as in Dubai and Hong Kong.

Plans for 2012

We will continue our growth with the opening of a new office in the US and the creation of new pool and thermal cabin designs.

Spas due for completion: Four Seasons Baku; Azerbaijan Jumeriah Messilah Beach; Kuwait; ESPA at Resort World at Sentosa; Singapore; Ritz Carlton, India; W Hotel in Singapore; Fairmont Palm Hotel in Dubai;

Sofitel Capital Plaza in Dubai; and Rocco Forte Hotel in Abu Dhabi.

2012 trade shows

Global Spa Summit, Hi-Design Summit, and Hotel Expansion Summit.

Who's who?

Alister MacDonald, group managing director; Peter Rietveld, MD of B+W Dubai; Derek Barton, MD of B+W Hong Kong; Lorne Kennedy, European sales director; Cheryl Hanna, spa sales manager.



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Joanne Bruce ND, founder

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Background briefing

Founded in 1999 by health professionals Dr Lynn Lim ND and Joanne Bruce ND.

Main products

Award-winning Biossentials – 'life essentials' – offers a certified cruelty-free range of over 200 professional and retail aromatherapy, spa and beauty products with a unique innovative and fresh approach. We ensure each product brings vibrant and effective results gently and organically. Quality of ingredients is important to us and our passion for aromatherapy essential oils ensures their fragrant energy is found in many of the facial and body care products in our range.

Our commitment to nature is our main priority. Our products are produced in small batches for optimum freshness. Our nature-inspired Professional Spa Collection range includes: pure therapeutic essential oils, massage oils, aromatherapy facial care collection, tropical spa traditional body treatments, aromatherapy body scrubs, body wraps, soaks, creams and lotions, slimming and detox marine wraps, hair care, spa furniture, accessories and supplies.

The Biossentials Retail Collection offers natural products for face, body and hair containing pure plant essences to gently nurture and refresh. We care for our environment and

minimise wasteful packaging practices, use recycled materials where possible and ensure our product ingredients are earth friendly.

Additional products and services

We provide ongoing support including personalised on-site training and product support. Our comprehensive professional training manuals and DVD series to strengthen and optimise the client experience. We work closely with our partners to develop unique and customised spa treatments and services that reflect their philosophy and business.

Unique selling points

We specialise in offering a comprehensive range of fragrance-free base products which can be personalised via the application of our essential oil range. Our therapeutic-grade pure essential oils and blends can also be used to personalise our massage carrier oils. The Biossentials aromatherapy range, traditional and marine body scrubs and body wraps are freshly prepared, and our facial care products are customised according to our clients' skin requirements. In addition, we can assist our business partners with their menu and treatment options.

How many spas do you supply?

We supply more than 100 spas worldwide.

Top clients

Four Seasons Spas, Malaysia, Beirut and Maldives; Hyatt Regency Spa, Sabah; Life Spas, Hilton; Coco Spa, Maldives; Banjaran Hotsprings Retreat; and Ayura Spas, Berjaya Resorts.

Where in the world?

Australia, Bulgaria, China, Hong Kong, Kuwait, Malaysia, Singapore, Africa, Lebanon, the Maldives and the Middle East.

Plans for 2012

We will debut our new Chantara Spa brand in Doha, Qatar. Located within the leisure complex, The Venue, the spa will offer female guests the ultimate rejuvenation of mind and body in inspired surroundings. We will expand our product presence, particularly in the Middle East and Europe, and create further opportunities for Chantara Spa. We will introduce several new certified organic body care products and a new range of amenities and commence distribution in Qatar.

2012 trade shows

Beauty Professional and Cosmo Beauty.

Who's who?

Joanne Bruce, founder; Lynn Lim, founder; Joyce Lee, marketing and brand manager.



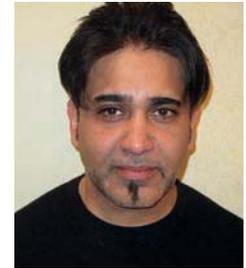
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Roger Sholanki, CEO

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Background briefing

Book4Time was founded in 2004 and is a privately owned corporation.

Main services

Book4Time is a top provider of cloud-based business management software for the health, wellness and hospitality industry. Embraced by some of the world's leading spas, hotels and salon chains, Book4Time has quickly become a favourite among established brands and start-up businesses in more than 20 different countries.

Book4Time boasts an impressive product suite, with an abundance of tools and features designed to help you schedule appointments, manage your guests, complete your transactions, control your inventory and kick-start your marketing and social media campaigns. With completely web-based software, Book4Time has set the industry standard for compatibility, performance and reliability.

Unique selling points

While most spa software systems offer only cookie-cutter functionality, Book4Time is a tailored solution designed for seamless integration with your business. With this approach to customisation, Book4Time has become an attractive choice for multi-location and high-volume spa brands.

As a client-centric company, Book4Time is dedicated to improving the user experience. To foster this partnership, we operate an innovation council with our key clients. Through this approach, we are able to look towards the future to build new features and provide better business solutions.

Top clients

Starwood Hotels & Resorts (W Hotels, Sheraton, Westin, St Regis); Red Door Spas (Elizabeth Arden); Bliss; Cowshed; Medifast; Morgans Hotel Group; Viceroy; SensAsia; Blo; and many independent spas.

Where in the world?

Book4Time is currently booking appointments for more than 500 individual spas worldwide. With more than 15 countries on board, you can find our software operating in Canada, US, UK, Mexico, Hong Kong, Singapore, the Middle East, Peru, Spain, Malaysia, Guam and Thailand.

2012 trade shows

SPATEC North America, SPATEC Europe, ISPA Florida and Florida Beauty Show.

Plans for 2012

This year, Book4time has partnered with Sprout Social to launch their improved social

media suite. Book4Time Social allows anyone to manage their Facebook, Twitter, LinkedIn and Foursquare accounts all from one dashboard. Through a simple keyword search, clients will find themselves connected to relevant users in their area. They will also be able to use this tool for scouting out the competition and tracking their social media campaigns and outreach.

Book4Time will also launch B4T Mobile. Our mobile application will allow clients to set up appointments and keep tabs on their business directly from their mobile phone.

Who's who?

Roger Sholanki, chief executive officer;
John McDonald, chief operating officer.

What your clients say

"Of all the solutions we looked at, Book4Time provided the best user experience and functionality. The fact that it's web-based means an easy set up and a quick implementation."

Dale Shriver, director of enterprise systems, Cortiva Institute

"We are absolutely thrilled with Book4Time. We can now answer 96 per cent of our calls within 20 seconds and have increased our call conversion rate from 51 to 57 per cent."

Ashling Farrell, call centre manager, Bliss Spas

cheshire wellness
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Paul Hilton, MD

Background briefing

Established in 1965 by Ronald Hilton – father of Paul Hilton, the MD since 1984.

Main products

Cheshire Wellness supplies swimming pools, vichy showers, hydros spas, hydro pools, swim spas, steamrooms, traditional saunas, log cabin saunas, mud treatment rasuls, hamams, salt rooms, snow rooms, laconiums, caldariums, tepidariums, ice fountains, experience showers, pedicure units, dry floats, hamam tables, spa furniture, heated loungers and spa treatment products. We work closely with developers, architects and interior designers throughout the design and build stages to ensure the scheme exceeds expectations.

Additional services

Cheshire Wellness provides a full design, manufacture and installation service for all our projects, whether domestic or commercial. We have a full design office at our disposal and take great pride in providing designs and ideas to excite clients.

Unique selling points

A leader in design and innovation. From our 30,000,000sq ft (2,790sq m) factory in Cheshire, UK, we offer bespoke products for distribution worldwide.



Top clients

Luton Hoo; The Grove Hotel; Mere Golf and Country Club; Hoole Hall; London's Excel aloft hotel; The Cornwall Hotel; and Spa Estate, UK; Galgorm Manor, Ireland.

Where in the world?

We distribute worldwide and have completed projects throughout Europe, the Middle East, Asia, North America and Brazil.

Plans for 2012

At the Naidex show we will be launching our new underwater treadmill. This product has been designed to fit into the base of our Swimspa, so that professional athletes and people with medical conditions can benefit from hydrotherapy combined with exercise.

Galgorm Manor – 2011 SPATA gold award winner for commercial spa and health pool

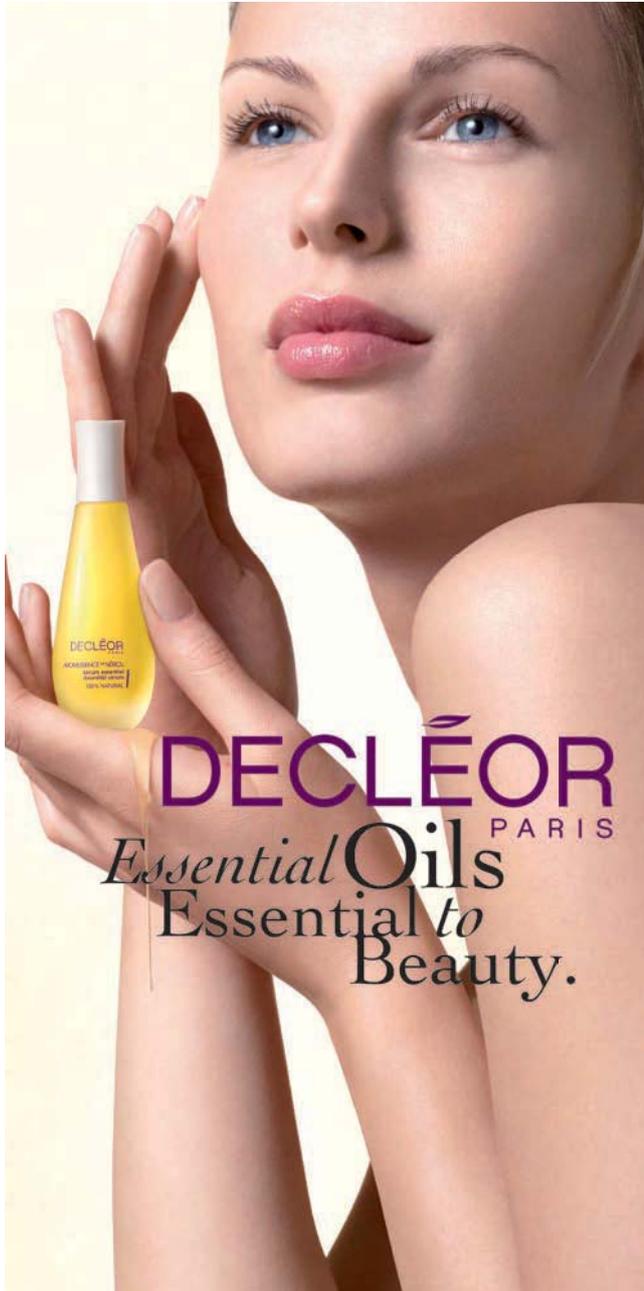
Cheshire Wellness will also provide spa facilities at The Bedford Lodge Hotel in Newmarket, UK, with construction commencing in early 2012. We are also pleased to announce our involvement in the 2012 Olympics – supplying the Olympic Village with a Swimspa incorporating the underwater treadmill.

2012 trade shows

Hotelympia and Naidex.

Who's who?

Paul Hilton, managing director; Mary Green, company secretary; Will Skynner, sales and marketing.



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DECLÉOR
PARIS



Carolyn Taylor, group MD

Background briefing

Launched in 1974, DECLÉOR has been part of the Shiseido Group since 2000.

Main products

For 38 years we have dedicated ourselves to researching the science of aromatherapy. It is this unrivalled expertise, ground-breaking product innovations and advanced professional treatments that has made us the world's most trusted professional spa brand. The comprehension of vital energies is the basis of our philosophy. In synergy with the scientific mastery of essential oils, it has paved the way for a spa treatment experience with proven exceptional effectiveness.

DECLÉOR understands the body like no one else through the unique back diagnostic massage, which combines the conventional massage with Eastern acupressure techniques. We know that each client's general health and skin condition provides insight into their perfect course of therapy. We therefore focus on understanding how the body's external appearance corresponds with their inner health and well-being.

Additional products

We provide an extensive range of aroma face and body rituals which address every skin-care need and are supported by exceptional

professional products carefully created by one of the world's largest team of dedicated aromatherapy and phytotherapy scientists. Our treatments can be combined into a perfect menu, giving the individual a tailor-made and totally unforgettable experience.

At DECLÉOR we use only the finest grade active ingredients to produce our exclusive and exceptional essential oils, which are at the heart of our high-performing products. Our skincare expertise has allowed us to develop the unique aroma duo concept, which is based on a highly effective twofold system to boost the effectiveness of our face and body care.

Unique selling points

We are committed to making our partners' business a success. As your partner in an increasingly competitive marketplace, we aim to make everything effortless and simple. From products and treatments to the design of a treatment room, extensive training and promotional support, we offer a total partnership and all the right business tools to move your enterprise forward.

We provide our partners with comprehensive support specifically created to meet the needs of the modern day spa, including on-site training, dedicated merchandising and promotional event management support

and an incentive scheme to inspire and motivate your team.

At DECLÉOR we are committed to providing excellence, so training is integral to our principles. We provide effective training solutions through our world-class training programmes for both therapist and non-therapist staff.

We also offer marketing support through nationwide and local activities, direct marketing campaigns and monthly promotional activities.

How many spas do you supply?

DECLÉOR is present in more than 1,000 spas around the world.

Top clients

Spa Illuminata; Ragdale Hall; Titanic Spa; Centre Parcs' Aqua Sana; Macdonalds Hotels Group; Lion Quays Waterside Resort; Marriott Hotels; Bluestone Resorts; Old Thorns Manor Hotel; Reebok Sports Club; Barcelo Hotels; Q Hotels Spas; Mercure Hotels; China World Hotel; Sofitel Spas Marrakech; Intercontinental Resort Bali; Mandarin Oriental China; Ritz Carlton Dubai; The Palace Sofitel Dubai; and The Peninsula Hotel, Philippines.

Where in the world?

DECLÉOR is represented in over 80 countries.

The Elemental Herbology spa concept combines traditional therapeutic techniques with high-performance skincare to deliver the ultimate in skin nutrition.

Expertly formulated by skincare and spa expert Kristy Goodger-Cimesa, our luxurious and nutritious professional products combine unique, bio-active ingredients with sophisticated technologies and aromatic plant oils to help counter the skin-damaging effects of ageing, lifestyle and the environment.

Offering solutions for every need and concern, our spa treatments help to achieve a more radiant complexion and a calm and centred mind.

Guaranteed to be free from sulphates, parabens, synthetic colours and fragrances.



elemental herbology

www.elementalherbology.com

Elemental Herbology

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Twitter: @elementalherb

Facebook: http://on.fb.me/yJOh1V

www.elementalherbology.com



Kristy Goodger-Cimesa, CEO

elemental herbology

Background briefing

Elemental Herbology was founded in 2008 by skincare and spa expert Kristy Goodger-Cimesa.

Main products

Elemental Herbology offers the ultimate in high-performance, bio-active skincare. Combining nutritious botanical ingredients with sophisticated technologies and exquisite plant oils, the products have been developed to counter the skin-damaging effects of ageing, lifestyle factors and the environment. Through enhanced cellular turn-over, detoxification, skin nutrition, hydration and repair, the products help clients to achieve a healthier and more radiant complexion, every day. Elemental Herbology provides spas with effective skincare products and treatments, creating bespoke menus for each spa to meet the needs of their clients.

Unique selling points

Elemental Herbology's bio-nutritious product range caters to the changing needs of the skin according to the seasons and our own internal changes. New technologies are combined with the most active natural ingredients to create extremely high-performance formulations to ensure instantly visible results. The holistic and results-driven spa treatments

deliver the ultimate in skin nutrition. Comprehensive training is also provided to all Elemental Herbology therapists to improve skills, techniques, knowledge and standards of customer care.

Top clients

Robert De Niro's The Greenwich, New York; Space NK, London and New York; Kempinski Worldwide; Cosmopolitan, Las Vegas; and The Spa at Pennyhill Park, Surrey, UK.

Where in the world?

Elemental Herbology supplies 21 spa locations and distributes to 24 countries: UK, Ireland, France, Spain, Germany, Poland, the Netherlands, Belgium, Denmark, Sweden, US, Canada, Australia, UAE, Egypt, Jordan, Seychelles, Maldives, Hong Kong, China, Korea, Japan, Thailand and Azerbaijan.

Plans for 2012

Elemental Herbology aims to expand the retail and spa business both in the UK and globally and plans to work with existing distribution partners in the US, China, Japan, UAE and Australia to boost growth.

The company has confirmed spa openings in Croatia, Thailand, Bulgaria, China and the

UAE and will continue to expand globally while focusing on the home market in the UK. Major spa projects in progress this year include Kempinski Spa Bulgaria, Kempinski Croatia, Kempinski Seychelles, Kempinski China, Universal Resorts Maldives and Rosewood Hotels USA.

Elemental Herbology has developed a line of hotel amenities with Luxury Hotel Cosmetics, featuring shower gel, body lotion, shampoo and conditioner. 2012 will see the introduction of a new spa menu, utilising a ground-breaking new technology. Additionally, they will introduce a new Age Support line, launching with Cell Active Rejuvenation Facial Moisturiser (pictured left), which will provide ultimate support for mature skin.



Who's who?

Kristy Goodger-Cimesa, founder and CEO; Kiwi Keeley, sales and development.

What the clients say

"My customers love the fact that Elemental Herbology treatments not only leave them in a state of pure relaxation and bliss, but they can really see the benefits in their skin."

*Shelley Hepburn, spa manager,
The Spa at Pennyhill Park, UK*

AT LAST... THE SECRET FORMULA

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www.espaonline.com/spa-portfolio

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www.espaonline.com



ESPA



Susan Harmsworth MBE, CEO

Background briefing

Founded in 1993 by Susan Harmsworth.

Main services and products

ESPA has pioneered the spa and wellness industry we know today with the creation, design, build and operation of spas around the globe. Every ESPA spa displays originality, innovation and is a seamless extension of the adjoining property and brand. These factors, together with each client's specific brief, mean no two ESPA spas are ever the same. What does remain consistent is the highest level of excellence and attention to detail for which the ESPA brand is renowned. Our approach not only leads to the ultimate guest experience, but also generates spa solutions that drive commercial return.

We have successfully partnered with hoteliers, investors and owners within 55 countries to create some of the world's finest spas. With offices across the world we can respond to every client's needs and provide a genuine understanding of the varying international requirements and considerations.

ESPA offers a comprehensive range of exceptionally efficacious skin and body care and are proud to manufacture in our own UK-based factory. ESPA products and treatments are an integral part of the total guest experience within the spa and at home.

Additional services and products

ESPA offers a range of solution-led face and body treatments plus massages, each designed and tailored to ensure that clients experience the best physical and emotional therapeutic benefits depending on their requirements.

We recognise that highly trained staff are vital to the running of a successful spa operation and critical to your retail business. Our aim is to recruit and educate to a level that provides inspiration and motivation to deliver award-winning standards. Finding, training and retraining the team is paramount to a spa's success and we invest a lot of focus and energy into finding the right people, both attitude and skill set-wise, to build spa teams. All of the ESPA courses are taught by internationally recognised trainers who are vastly experienced therapists themselves.

Unique selling points

Our global spa team includes over 150 in-house professionals with vast experience in the luxury spa industry and a collective expertise that is unrivalled, encompassing all areas from financial analysis, design concepts and spa management. Many have over ten years' industry experience allowing ESPA to offer each client the collective skills and wisdom that will give their spa that essential edge – both in the early stages and throughout

our hands-on operational management phase. Our treatments offer unparalleled benefits and our results-driven products are free from synthetic colour, fragrance, parabens, phthalates, DEA, TEA, SLS, SLES, silicone and petrolatum. Our factory is accredited by the Soil Association, Ecocert, Organic Food Federation and Fairtrade Foundation.

How many spas do you supply?

Over 400 accounts in 55 countries.

Top clients

Peninsula Hotels; One&Only Resorts; The Ritz-Carlton; Corinthia Hotels; The Leela Palaces; and Bvlgari Hotels & Resorts.

Plans for 2012

In 2012 we plan to build on our spa development and in respect to the ESPA Life concept, we aim to further develop different guises for different markets. On the skincare front, we are launching new proprietary technology into the market to further our advances within efficacy and naturals.

New markets this year include Singapore and Azerbaijan, while major spa projects currently in progress comprise ESPA at Resorts World Sentosa; Bvlgari, Knightsbridge; ESPA Life at Gleneagles; ESPA at Fairmont Baku; and ESPA at The Leela Palace, Chennai.

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Hermann Holme, MD

Background briefing

Hermann Holme, MD of GeoSpa, has played an integral role in the evolution of the spa industry over the last 18 years. He has developed a reputation for applying advanced German quality and design standards in the creation of the Spa Experience Zone. These standards have resulted in GeoSpa working with leading international hotel brands worldwide.

Main services

GeoSpa's design team works on international projects to explore new boundaries in the creation of bespoke Spa Experience Zones. GeoSpa calls this particular way of working 'Design by Desire'. A number of award-winning projects have resulted from this approach and GeoSpa is proud to demonstrate new trends in the creation of world class spas.

The next chapter in spa development is the incorporation of cutting-edge technologies into spas using contemporary materials, with a focus on minimising the carbon footprint of each new development.

Additional services

GeoSpa is strongly positioned in terms of its ability to work closely with architects, designers, consultants and hotel brands. The



Jumeirah Resort & Spa Hotel Port, Soller, Mallorca

team is a hive of talent which can take a spa project from concept through development to creation. The development of the spa is supported by the philosophy of the company's Nine Pathways methodology which covers areas such as concept creation, design, space planning, equipment selection, promotions and management.

Unique selling points

Using the latest SaaS (Software as a Support) based learning management system, GeoSpa's e-learning platform, www.geospa-institute.com, is a cloud-based training platform which supports in-house learning worldwide to reinforce standard operating procedures.

Top clients

Spa projects in over 40 countries, and 80 million US dollars of business to date. An impressive list of clients, such as Hilton, Kempinski, Six Senses, Taj & Cruise Liners. We're pleased to welcome new clients to our list of successful projects: Qsar Al Sarab Resort & Spa Abu Dhabi in UAE, Hilton Hotel Doha in Qatar, Jumeirah Hotel Spa Port de Soller Mallorca in Spain and The Leela Kempinski Gurgaon, Delhi in India. Spa has numerous applications so GeoSpa works in many market segments of spa, from destination, medical, hospitality, educational, private to royal.

Where in the world?

GeoSpa has strategically located offices worldwide in Germany (HQ), India, Europe, UK, Slovenia, South Asia, (eight offices) Sri Lanka, South East Asia and Bangkok, with further expansion planned in the next five years. Our efforts have ensured local after-sales service and support in order to protect and maintain the facilities of the investors.

Who's who?

The MD's office regionally encompasses the following departments: sales and marketing; design; planning; technical design; project management and product development.



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GERMAINE DE CAPUCCINI



Mª Angeles Vidal, president

Background briefing

The company was founded in 1964 by Carmen Vidal and is still owned by the Vidal family.

Main services

We help spa operators to customise menu treatment cards and to integrate sound operations, equipment and staff expertise. Our team of laboratory experts provides spa operators with the latest trends in skincare and spa rituals. Our current portfolio covers more than 500 references and 70 original spa rituals in facial, body, spa and cosmeceutical treatments, solar and men's care products, make-up and perfumes. Specifically designed for hotels, we offer a collection of luxury amenities.

Additional services

Germaine's worldwide presence enables our spa partners to: increase their turnover and profits; satisfy their customers; use products that meet all legal requirements requested by local health authorities; rely on product supply; receive marketing support customised to the idiosyncrasy of each location; and enjoy a customised service, with spa menus adapted to the hotel's location and customers.

Through our exclusive distribution network, we can offer continuous training support in all our new treatments and how best to retail our homecare products.

Unique selling points

R+D+i and quality have been the drivers of Germaine de Capuccini's manufacturing. Always at the edge of innovation, we launch more than 40 products each year and constantly create seasonal promotional gift sets.

The company is certified by the Integrated Management System (4G1, including ISO 9001:2000 and ISO 14001). As for production, we are voluntarily certified according to WHO's Good Manufacturing Practices and are a certified CO2 zero company. Our products are dermatologically tested, while organic ECOCERT-certified, paraben-free and OGM-free products are also available.

Sophisticated design and luxurious packaging result in retail success and brand awareness. The company actively collaborates with social and medical development foundations, while English and Spanish Braille is printed on our packaging for people who are visually impaired.

How many spas do you supply?

More than 500 around the world.

Top clients

Shine Spa, Sheraton; Daios Cove Hotel Resort, Crete; Westin Hotel & Convention Center, Lima; Four Seasons, Buenos Aires; Rae's on Watego's, Australia; Conrad Resort & Casino,

Uruguay; The Spa at Trump, US; Tabacón Grand Spa, Costa Rica; Banyan Tree, Shanghai; and Club Med Trancoso, Brazil.

Where in the world?

More than 85 countries, including China, Brazil, Russia, Japan, Korea and India.

2012 trade shows

Nouvelles Esthétiques, Dermascope, Beauty-world Dubai, Cosmoprof Hong Kong, ISPA.

Plans for 2012

We aim to strengthen our brand awareness with larger investments and develop our network of flagship spas in premium hotels worldwide, while consolidating our Shine Spa partnership. We will launch a new spa retail and gift range and develop cosmeceuticals, equipment and anti-ageing therapies for medi spas. New markets in 2012 include Vietnam, Nicaragua, Honduras, Panama and Sweden, and we are opening an office in Italy.

Who's who?

Frédéric Barbaut, international area manager, Europe and North Africa; Meritxell Salvador, international area manager, Asia; Angelina Ballester, international area manager, South America; Mauro Bonotto, international area manager, US, India and the Middle East.

are you
the next?

- Le Meridien***** Stuttgart, Germany
Hotel Hyatt Regency***** Düsseldorf / Mainz, Germany
Ritz Carlton ***** Wolfsburg, Germany
Crans Ambassador***** Crans Montana, Switzerland
The Dolder Grand***** Zurich, Switzerland
Hotel Arlberg***** Lech am Arlberg, Austria
Hotel Union***** Geiranger, Norway
The Westin***** Costa Navarino, Greece
Hotel Prezydent***** Krynica-Zdrój, Poland
Grand Hotel Kempinski***** Strba-Strbské Pleso, Slovakia
Crowne Plaza***** Amman, Jordan
Crowne Plaza***** Kuwait City, Kuwait
Hiltonia Health Club & Spa at Hilton***** Abu Dhabi, UAE
Jumeirah Zabeel Saray, Palm Island***** Dubai, UAE
DoubleTree by Hilton***** Istanbul-Moda, Turkey
JW Marriott Hotel***** Ankara, Turkey
The Ritz Carlton***** Istanbul, Turkey
Hotel Hout Bay Manor***** Cape Town, South Africa
Hotel Chateau Spa & Organic Resort***** Malaysia

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Sammy Gharieni, founder

Background briefing

Gharieni was founded by Sammy Gharieni in 1992 in Duisburg, Germany, as a trading company for beauty and podiatry equipment and furniture. Since its launch, Gharieni's philosophy has been to realise the wishes of individual customers and meet the continuously increasing requirements of the market. Consequently, Gharieni grew from a trading company to a self-producing company. Combined with enormous growth, new ideas and developments, Gharieni expanded to launch new companies in Belgium and the Netherlands, leading to the creation of the Gharieni Group.

Main products

Gharieni offers high-end couches, beds, equipment and furniture for spas. The production and development of the core business (treatment and wellness beds, podiatry chairs and equipment) have taken place at the company's facilities in Moers, Germany.

All steps of the production process, from the conceptual idea and design to the finished product, are under the permanent control of the management in order to guarantee the highest quality. Moreover, the manufacturing process is controlled by the German Technical Supervisory Association.

Gharieni products are therefore well-known for their modern design, high functional-



Gharieni produces the MLX spa furniture range: treatment bed, display trolley and chair

ity and flexibility, combined with exclusive innovation, elegance and harmony.

Unique selling points

The customisation of our beds and couches. Clients can select from around 40 upholstery colours and more than 55 wooden decors and coloured surfaces to create individual products. Moreover, clients can fit each bed with a number of options, like Airback lumbar support, thermo and vibration, to perfectly meet the requirement of each customer.

Top clients

Sieben Welten in Germany and numerous spa hotels like The Hyatt Regency in

Germany, The Dolder Grand in Switzerland, Burj Al Arab in Dubai, and Hotel Chateau Spa & Organic Resort in Malaysia.

Where in the world?

Gharieni distributes to more than 50 countries worldwide.

2012 trade shows

Beauty International, Dusseldorf, Germany.

Plans for 2012

In 2012 Gharieni plans to develop and establish its products on new markets in Asia and the US. The company will also focus on creating multipurpose furniture for spas.

If only managing a complex spa and wellness business could be this simple!



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Background briefing

Gumnut Systems International is an Australian software development company based in Sydney. Founded in 1993 as a complementary health software supplier, we have expanded to become a leading supplier of business management solutions around the world.

Main products

We provide software-based business management systems for the spa, leisure, salon, medical, wellness and hospitality industry. We specialise in multi-location and multi-lingual platforms that can be deployed as a standalone solution or interface with third-party property management and accounting systems like Fidelio. A range of new mobile and web applications are now available for Apple, Android, Blackberry and Facebook.

Additional products

The Gumnut Systems spa, wellness, salon and fitness management solutions are full featured, 'end to end' business management suites designed to simplify operations and provide unparalleled visibility into every aspect of the operation in real-time, thereby freeing up valuable human resources to focus on delivering your product to your customers.

At the branch level, the Gumnut System is a powerful, 'three dimensional' resource

management tool carefully matching client bookings with available rooms, equipment, and staff resources to ensure smooth delivery of services. The system also features a powerful inventory management system tracking professional usage of materials and consumables for each treatment or service delivered and providing automated cost analysis.

Room set up and turnaround times can also be assigned to specific treatments, ensuring that the right equipment and materials are ready for customer. The system is fully integrated with the POS, allowing smooth collection of payment of any type, including cash, credit cards, prepaid package management, bill to room or account and redemption of gift vouchers. The loyalty module also assigns and manages loyalty points and rewards and the redemption of points at the point of sale.

Fully integrated 'membership' management tools enable the creation and operation of almost any type of club membership, especially useful for private membership clubs and fitness gym operations.

Powerful CRM tools are also included for a complete client history of every transaction with the customer, such as special treatment notes and contra indications. Simple to operate list management tools allow marketing campaigns to be planned and executed via HTML emails and SMS text messages.

All financial transactions are permanently stored and easily accessible via the financial reporting modules. Hundreds of pre-prepared key metrics performance reports are readily available and can be filtered in moments to enable almost limitless options to view financial data. All data can be exported to PDF, Word, Excel or flat CSV files.

Powerful Business Intelligence reports can also be accessed by senior management, allowing full visibility into daily operations from remote locations enabling up-to-the minute decision making and problem solving.

Top clients

Over 1,200 clients in 21 countries including high-end operators like InterContinental; Marriott; Ritz-Carlton; Renaissance; Sofitel; Cleopatra's Dubai; Ananda in the Himalayas; Hong Kong Disneyland; and Three on the Bund, Shanghai

What the clients say

"Gumnut runs its system in seven of our hotels which interface to Fidelio. It links web bookings, GV and retail sales through our website. Gumnut has an excellent help desk and is very responsive to our development requests. This allows us to maximise our efforts to run a better and more profitable business."

*Jennifer Crowcrombe, group spa manager,
Mirvac Australia*



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ITALIAN STYLE

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EXPERIENCED

PASSIONATE

SPA MANUFACTURER AND CONSULTANT



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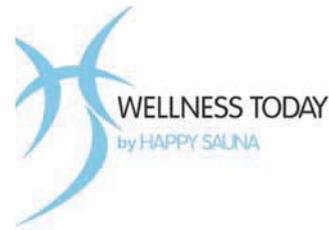
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Skype: marketing.happysauna

Facebook: www.facebook.com/wellness.spa.solution

www.wellnesstoday.it



*Roberto Cemin,
general manager*

Background briefing

Happy Sauna – Wellness Today was founded in 1994 by Roberto Cemin (general manager) and Dino Perut (CEO).

Main services and products

Our company services wellness centres in the areas of spa concept and design; profit and economic analysis; interior design; executive technical drawing (hydraulic and electrical plants); supplying spa equipment and engineering services; project management; and offer turn-key solutions.

Happy Sauna also provides an exclusive software programme to clients – called the Happy Control System – for the remote management of their wellness centres.

Additional services

We operate a beauty and spa equipment consultancy service as well as a planning service with our partner companies.

Unique selling points

We provide made-to-measure, Italian-styled products to meet all design requirements to meet the needs of all clients. We carefully select all our components and materials.

How many spas do you supply?

We supply more than 500 spas worldwide.

Top clients

Seven cruise ships: Queen Victoria – Cunard 2007; Eurodam – Holland America Line 2008; Seabourn Odyssey 2009; Nieuw Amsterdam – Holland America Line 2010; Seabourn Sojourn 2010; Queen Elizabeth – Cunard 2010; and Seabourn Quest 2011. Land-based clients include Grand Hotel Molino Stucky (Hilton) in Venice; Terme di Saturnia in Tuscany; Hotel Principe di Savoia (Dorchester Collection) in Milan; Grand Hotel Donat in Rogaska; Relais San Maurizio in Santo Stefano Belbo, Italy; Hotel Adriatic Opatija in Croatia and Hotel Hubertush in Germany, as well as private villas in Montecarlo and Tripoli.

Where in the world?

We are represented in Russia and all the republics of the former Soviet Union, as well as in Slovenia, Croatia, the Middle East and Greece. In recent years, we have also distributed to Germany, Switzerland, France and the Czech Republic.

Plans for 2012

We aim to improve our international market and hope to introduce our company to the emerging countries of Asia. We will



Happy Sauna designs made-to-measure products

also be opening new representative offices in Moscow and Tunis. In April 2012 we will open a 4,500sq m (48,400sq ft) spa in Moscow and we have just started construction work on a spa in Slovakia. In addition, we are preparing a new line of products for use in hotel suites and luxury villas, which we plan to present before the summer.

2012 trade shows

Spa Meeting Lisbon and Hi Design EMEA.

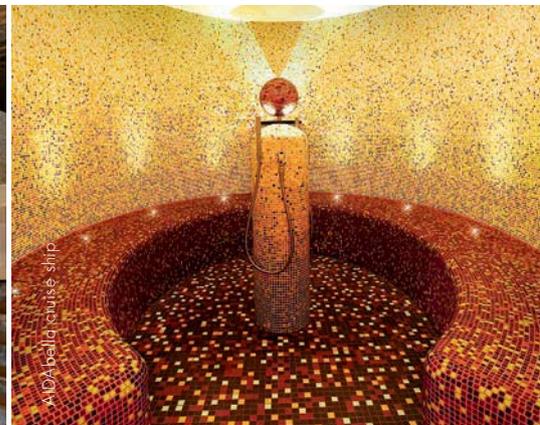
Who's who?

Antonio Vanzetta, sales manager; Roberto Cemin, general manager; Dino Perut, CEO; Stefano Calciolari, technical manager.



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*Adrian Egger, MD of the
KLAFS spa division*

KLAFS GmbH & Co. KG

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www.klafs.com



Background briefing

KLAFS was founded in 1928.

Main products

The KLAFS group is the world market leader in the field of sauna, pool and spa. It is a full-service company for the professional sauna and spa industry. KLAFS has clients in a wide range of industry sectors, including hotels and resorts, health clubs, thermal spas and cruise ships. In addition, the company supplies private customers who are equipping their homes and vacation retreats. A large team of experienced interior designers, technicians and project managers work together to implement even the most exclusive and ambitious spa projects. With the highest quality standards in the market, KLAFS offers its own development and production facilities for a complete range of innovative and individually designed spa equipment.

The manner in which KLAFS takes responsibility for the environment while interpreting market developments sensitively for the individual situation can be seen in numerous innovative developments for an efficient use of natural resources. Intelligent control and energy-saving packages such as Green Sauna or the new Green Steam represent a concept of ecological sustainability, to which KLAFS is committed.



Hamam at Marriott 'The Edition' in Istanbul

The environmental seal 'Blue Angel' has been awarded to all KLAFS' saunas and our timber solely comes from sustainable, certified forests.

Additional products

KLAFS offers technical training of in-house spa staff, after-sales services and maintenance of equipment after project completion.

Unique selling points

Innovation is a key factor of the KLAFS corporate philosophy. With pleasing regularity, KLAFS manages to introduce surprising new concepts for spa and health. Together with renowned designers, the company not only develops innovative, but also beautifully formed products. This is proven by numerous

prestigious awards, such as the 'iF product design award' in gold or the 'European Spa Award'. WOLKE 7 CLOUD 9 is one of our latest innovations. The artist and perception researcher sha. and KLAFS have developed a holistic spa treatment concept to counter the daily stresses and strains. WOLKE 7 CLOUD 9 creates a regenerative effect on the nervous system and induces a sense of deep relaxation through a combination of colour, light, projection and oscillation. Immerse yourself in a world in which borders become blurred and embark upon a journey to deep relaxation.

Top clients

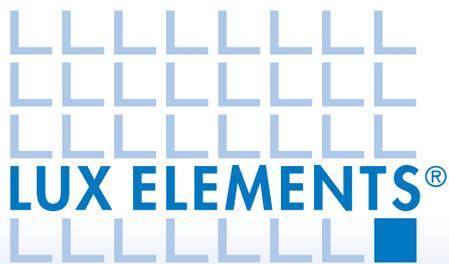
The Tschuggen Grand Hotel in Switzerland; The Gleneagles Hotel in Scotland; The Serenity Spa at Seaham Hall in England; Corinthia and Four Seasons Park Lane Hotel in London; Bulgari Hotel & Residences in London; Marriott 'The Edition' in Istanbul; and The Dolder Grand in Switzerland.

Where in the world?

With its headquarter in Germany, KLAFS has subsidiaries in Austria, Switzerland, Poland and partners in many countries worldwide.

Who's who?

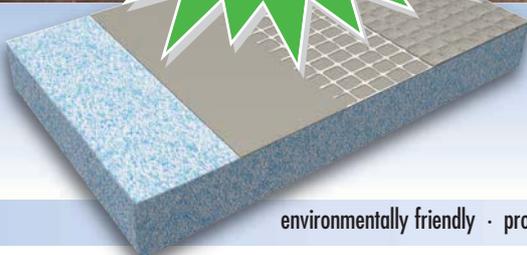
Adrian Egger, MD spa division; Frank Strobel, director international sales.



www.luxelements.com

Individual concepts and prefabricated elements for spa and health resorts and leisure facilities. We produce solutions according to customer specifications or develop our own customer or project-specific solutions. Including wet areas. These can be individual or serial productions.

LUX ELEMENTS®-CONCEPT



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Rolf Longree, MD

Lux Elements GmbH & Co. KG

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Background briefing

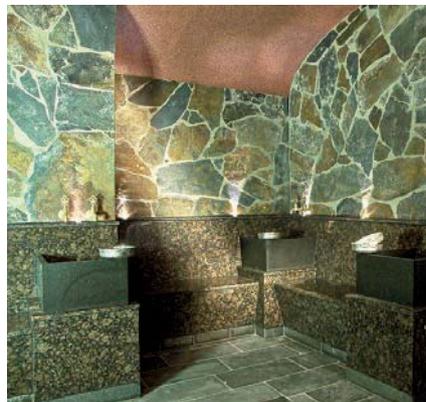
Lux Elements was founded in 1945 in Radebeul, Saxony, Germany. Thomas Lux is the son of the founder Herbert Lux, and has been the managing director since 1975. In 1996 Rolf Longrée also became a managing director.

Main products

Lux Elements is an experienced specialist in the production of polystyrene hard foam and in processing products for the sanitary and wellness markets. Our emphasis is on: wall cladding, floor structures, bathroom upgrading and wellness facilities. Lux Elements is able to produce individual concepts and pre-fabricated elements for health resorts and leisure facilities. The company produces solutions according to customer specifications, including wet areas. These can be individual or serial productions.

Additional products

In addition to the customised individual concepts, we offer a range of standard products made of hard foam support material. These comprise flush with the floor shower bases, including draining systems; rounded shower facilities, such as round and curved showers; tileable washstands; bath surrounds; pre-fabricated steamroom constructions; and decorative elements like columns and fountains.



Lux Elements specialise in polystyrene hard foam

Unique selling points

Our company advantage is the fact that we produce items from one single source, ensuring that a constantly high quality of product is guaranteed. All the processing steps, from the production of the hard foam up to the finished product ready for tiling, take place at our own Lux Elements factory. This also allows a high degree of flexibility. Besides specific customised solutions and special designs, the needs of the market and new trends can also be accounted for relatively quickly. Another strength of Lux Elements is the implementation of global standards based on our long years of experience in the sector.

Where in the world?

Lux Elements distributes its products in around 30 countries throughout Europe, Central Asia, North America, Russia and the Ukraine.

Plans for 2012

In 2012 we will be working on projects in Stockholm in Sweden, Warsaw in Poland and Istanbul in Turkey. Although we will not be creating any new products for the spa and wellness sector, we will be providing specific customer-made solutions and therefore producing new projects on a regular basis.

Our overall goals this year are to establish stronger relations in India and China and to enter new markets in Kazakhstan.

2012 trade shows

Swissbau, Basel, Switzerland; BUDMA, Poznan, Poland; KOK Austria, Wels, Austria; VSK, Utrecht, the Netherlands; Ideobain, Paris, France; Batibouw, Brussels, Belgium; kbb 2012, Birmingham, UK; SHK, Essen, Germany; Aqua Salon, Moscow, Russia; IFH/Intherm, Nürnberg, Germany; Interbad, Stuttgart, Germany; Salon Piscine, Lyon, France.

Who's who?

Rolf Longrée, managing director; Marco Lutz, export director.



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Holm Hofmann, sales director UK

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Background briefing

Milon Industries GmbH was founded in 1972. The company is owned by Hubert Haupt (majority stakeholder). Milon has a market share of over 30 per cent in Germany and is the world's leading manufacturer of smart card controlled training systems. Our circuits are used by more than 1.5 million people worldwide.

Main products

Our unique smart card controlled technology is the basis of our exercise systems, which are the safest, most efficient and easiest on the market today. Milon's core philosophy is to help members achieve their training goals in the shortest period of time because we believe that satisfied members are at the core of a successful fitness business.

The Milon circuit is considered to be the most advanced exercise concept in the fitness arena, and we have installed more than 2,000 to date. Our 1,600 customers enjoy improved retention levels, increased referrals and secondary spend.

Additional products

At Milon Academy we run training courses and seminars for operators, fitness staff and therapists so that clubs can boost their market position, retention and profit margins.



The Milon circuit is an advanced exercise concept

Top clients

The Club and Spa, Birmingham, UK; Einstein, St Gallen, Switzerland; Kur Royal, Bad Homburg, Germany; Hotel Laerchhenhof, Kitzbuehl, Austria; and Injoy Clubs throughout Germany, Austria and Switzerland.

Where in the world?

Seventeen countries, including Scandinavia, Benelux, US, UK, Ireland, India and Japan.

Plans for 2012

Further growth in overseas markets.

2012 trade shows

FIBO, SIBEC UK and SIBEC Europe.

Who's who?

Andreas Woisch, international director;
Holm Hofmann, sales director UK.

What the clients say

"The smart card spares handwritten documentation of training; we've more time to look after our members. Caring about members means we build a long-lasting relationship."

Sonja Mueller, managing director, Fitnesspark Einstein

"Milon has delivered everything it promised, a quality product that offers a legitimate business proposition and a quick return on investment. In my twenty years of industry experience, I have never seen a better product to invest in; Milon is a 'no-brainer' for the astute business owner."

Barry Walsh, MD, One Escape, and owner, Medfit, Ireland

"The Milon circuit has helped us succeed in acquiring new customers and remotivating existing members to use the gym again. Investing in the Milon circuit is one of the best business decisions I have made in the last decade and we will be successively implementing Milon into our portfolio of clubs."

Steve Lewis, MD, The Marlow Club, UK

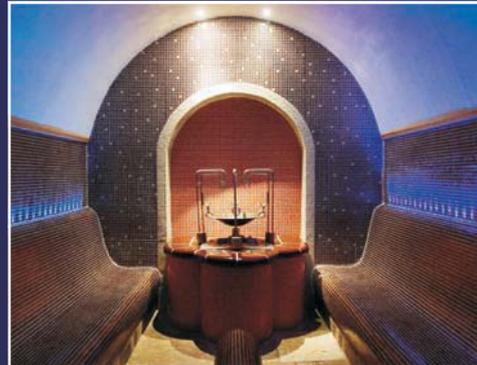
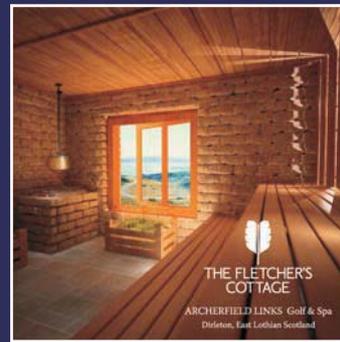
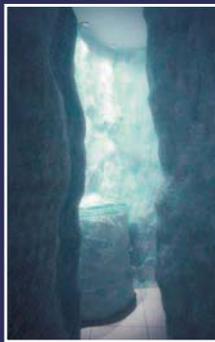
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Skype: nola7wellness

www.nola7.com



Richard Bishop,
managing director

Background briefing

NOLA 7 was founded by Ivan Tanev in 1994 and the managing director is Richard Bishop.

Main services

NOLA 7 is a global source of professional wellness and hydrotherapy provision. With over 200 employees, we can offer turnkey wellness services. Our company has 18 years' experience in project management, design, construction and equipment manufacturing for wellness centres, swimming pools and water parks.

We provide innovative total engineering solutions with guaranteed quality control and customer satisfaction.

Additional services

We also provide planned maintenance and professional industry training and supply consumables such as natural fragrances, rasul muds and salt inhalation products.

Unique selling points

We consciously listen to each client and embrace their individual vision, wishes and branding to create bespoke design solutions, which range from large-scale destination spa projects through to ultra-modern boutique and rough-luxe spa centres.

We also specialise in thermal hydrotherapy and marine spas, including those that offer salt

inhalation and natural salt-water treatment.

From designing a new thermal suite or refreshing an existing spa, our prime goal is to create a soothing sanctuary.

Our extensive wellness portfolio incorporates everything from unique heat facilities such as Russian banyas, Finnish and aroma saunas and hammams; as well glacial ice and snow, Himalayan salt and rose steam experiences through to specialist hydro-vitality and natural salt pools and water parks.

We've also developed a number of revenue-earning thermal experiences, such as rasul mud cure rooms, to add another revenue stream and accelerate our client's return of investment.

Top clients

British High Commission; Kempinski; Small Luxury Hotels of the World; Archerfield Links, Scotland; the award-winning St Brides Marine Spa Hotel, UK; Hoar Cross Hall, UK; Bespoke Hotels, UK; Eden Day Spa group, UK; Lucknam Park, UK; Continental Hotels, Romania; and Olympic sports complex, Russia.

Plans for 2012

We have several large scale wellness spa and water park projects currently in progress in the UK, the Falkland Islands, across Europe – including the Balkans and Russia – and in Pakistan and China.

What the clients say

“We engaged NOLA 7 in 2011 to assist with the vision of our Fletchers Cottage Spa design after careful consideration of several wellness companies.

“NOLA 7 have achieved and exceeded our expectation in delivering our authentic Celtic spa with a professional, proactive, solution-finding manner. NOLA 7's thermal rooms reflect their passion for excellence, with bespoke materials made for this project including oven-aged timbers and crackle-glazed hand-made ceramics.

“We would have no hesitation in recommending NOLA 7's services to any investor looking to create a wellness spa with something a little bit special.”

Tom Younger, managing director,

Archerfield Links & Fletchers Cottage Spa

“NOLA 7 delivered our new salt inhalation and a natural salt chlorinated hydro-vitality pool on time and within budget. Richard [Bishop, MD] worked professionally and tirelessly throughout to ensure we received absolute service. Within months of re-opening we recognised the synergistic effect of NOLA 7's new spa facilities through increased guest numbers and overall satisfaction. Our operational costs were also greatly reduced.”

Andrew Evans, owner,

St Brides Marine Spa Hotel

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at its Best

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Robert Miles, CEO

Background briefing

premier software was launched in 1994. It's privately owned and owner-managed by Robert Miles, CEO, Chris Mallen, director, and Mark Johnson, sales director.

Main products

premier software is the internationally renowned scheduling and management software system for destination, resort and hotel spas. It is the chosen system of five-star establishments worldwide. premier software works from single to multiple locations, is multi-lingual and integrates with the property management systems of hotels globally.

A wealth of industry experience and knowledge allows the premier team to focus on providing the world's standard in spa business management and enables clients to monitor their performance and using the latest technology. An innovative design offering a standardised configuration at group level, including a centralised call centre, financial structure and treatment menu, means that every aspect of the system can be fully customised. With its true multi-location solution, management teams can have full control across all properties, from specific departments to global spas.

premier's extensive CRM capabilities produce premier software with the most

sophisticated scheduling system available. Group reservations can be effortlessly made to allow guests' stays to be planned with optimum efficiency. The report suite can produce detailed or summary reports at group, regional, property and departmental levels.

Additional services

Yapps.com provides a unique service, offering a one-stop shop for consumers looking to research and book treatments immediately online. Over 60,000 UK spas and salons are already listed on the service. Salonlite has been specifically designed for a smaller business or mobile therapist, and is the world's first FREE cloud hosted booking system. It's quick to learn and easy to use, ensuring optimum booking time is managed. Log on at your spa or remotely from a mobile phone, laptop or tablet. With a low total cost of ownership at the centre of everything, premier offers tangible benefits that answer the specific challenges faced by reduced budgets.

Unique selling points

A privately owned, UK-based company, the premier collection caters for the full spectrum of the industry, from high street and boutique spas to destination, resort and group hotel establishments worldwide. Our in-house support call centre features a free phone number

so the expert advice of the team is just a call away. Knowledge is key and training is essential to get a return on investments. We have the best trainers in the industry, with training taking place at your spa, our offices or via the internet.

A focused in-house development team provides first-class software based on client feedback, utilising the latest tools to ensure technical requirements are met.

How many spas do you supply?

Over 3,500 users in more than 20 countries.

Top clients

Urban Retreat within Harrods, Harvey Nichols and Boots, UK; 12 Apostles, Cape Town; Malmaison and Hotel Du Vin, UK; The K Club, Ireland; ESPA Riga, Latvia; Le Meridian, Cyprus; Lifehouse, UK; Radisson Blu Resorts, worldwide; Clarins Skin Spas, UK; and Barcelo Hotels & Resorts, worldwide.

Plans for 2012

To achieve growth and gain market share, by taking a commercial viewpoint to accommodate the changing economic climate and become the leading supplier to hotel and destination spas, premier software will continue to offer a consultative approach focused on total customer satisfaction.



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Mehmet Kabas, founder

Promet Foreign Trade and Construction Inc.

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www.promet.com.tr



Background briefing

Promet was founded in 1993 by Mehmet Kabas. Later, the company's general manager Aysegul Sungur joined the Promet team.

Main services

Promet provides extensive services for the design and implementation of spa and wellness centres. With its high-quality policy, experience and know-how in sauna, steamroom and Turkish hamam constructions, Promet brings a fresh and innovative approach to the planning and construction of hot, wet and hydrothermal areas.

International hotel chains, major day spas and fitness centres appreciate the exclusive services of Promet, from our conceptual design and spa consultancy to our construction management and project coordination. Design and technical expertise coupled with extensive industry knowledge makes Promet the ideal choice for your spa.

Additional services

With a team of experienced architects, interior designers, industrial designers, technicians and project managers, Promet is committed to improving clients' projects. The fundamental values of our practice, design, innovation and sustainability enable us to identify new spa design trends.

Promet provides comprehensive services that follow a project not only from conceptual design and implementation, but also to consultancy and after-sales services. We design, engineer, manufacture and construct whole spa and wellness areas: hamams, steamrooms, saunas, cold rooms, pools, showers, therapy rooms and fitness areas.

We supply high-range spa equipment and custom-made spa fixtures developed and produced at our own facilities. We offer a complete package of services, from conceptual design, feasibility studies, architectural and engineering solutions, spa consultancy, production, installation, project coordination, project management and after-sales services to turn-key planning and the realisation of spa and wellness facilities.

Unique selling points

Promet takes responsibility for the cultural heritage of the Turkish hamam, while preserving the sense of culture and space required to integrate the hammam with contemporary innovations. Our objective is to create distinct hamam designs that incorporate the theoretical, aesthetical and functional aspects of the hamam with wider design processes.

Promet can complete every aspect of a project from the smallest detail necessary to create harmony between aesthetics

and functionality, combined with flexibility and sustainability.

In order to share the vast experience and inordinate know-how we have gained from the projects we have completed, Promet has attended lectures and global symposiums to underline the importance of hamams within the spa and wellness sector.

Top clients

Amritta Spa of Swissotel; Hilton; Sheraton; Raffles Hotel; Kempinski; Four Seasons; Ramada; Caudalie Vinotherapie Spa; Marriott; Hyatt; Radisson; Le Meridien; Movenpick; and day spas of esteemed brands like Mac, Sports International, Emaar and Anantara.

Where in the world?

High-end projects in Turkey. Also, North Cyprus, Azerbaijan, Turkmenistan, Kazakhstan, UAE, Georgia, Russia, and Croatia.

Plans for 2012

Our goal has always been to maintain our reputation as the leading spa design/build company in Turkey. In addition, Promet aims to be the preferred supplier to high-end and international hotel chains in our territory. Moreover, we plan to continue to highlight the importance of hamams in the spa and wellness environment globally.

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Background briefing

ResortSuite is a privately owned corporation. The company maintains a key employee stock option pool.

Main services

- ResortSuite SPA: to manage and operate the most complex spa operations
- ResortSuite CLUB: to manage membership dues, renewals, access privileges and billing
- ResortSuite WEB: online booking engine allowing you to book spa services, classes, products and gift certificates
- ResortSuite CONNECT: email automation and e-marketing tool
- ResortSuite DASHBOARD: visual representation of KPIs based on real-time spa operations
- ResortSuite MOBILE: branded mobile app allowing your guests to book spa services and classes, activities, room reservations and golf tee times
- ResortSuite SOCIAL: Facebook app allowing your guests to book spa services, classes, activities and golf tee times from a property's Facebook Fan Page

Unique selling points

Best of breed spa software that is fully integrated with a full suite of modules to

completely run an entire resort, hotel, club or spa operation. The SPA module features:

- Easy and intuitive bookings
- Drag and drop spa appointment schedule/calendar
- Easy and fast group booking feature
- Recipe-level Inventory Management
- Layered employee compensation/commission structures
- Mobile and Facebook reservations
- E-marketing and email automation
- Real-time yield/revenue management capabilities

How many spas do you supply?

The SPA software is deployed in more than 100 spas in around 10 countries worldwide, including North America, Europe, the Middle East and the Caribbean.

Top clients

Rancho La Puerta, California; Palms Casino Spas, Las Vegas; The Standard, Miami; Spa Shiki at Lodge of Four Seasons, Missouri; Jumeirah Spas, worldwide; and Spa at Hotel Hershey, Pennsylvania.

Plans for 2012

Continue to enhance guest-facing technologies, including mobile, iPad, Facebook, web, email, landing pages, kiosk and guest-room

TV integration. We plan to deploy our ResortSuite MOBILE and SOCIAL applications to more customers and develop an online web portal geared towards clubs and their members. This portal will allow online bookings of club activities/athletics and provide membership management capabilities.

We plan to expand within Europe and the Middle East, and grow our presence within North America, while also evaluating the opening of offices or signing distributors in Asia, Europe and/or the Middle East.

Major spa projects: Jumeirah Hotels and Resorts are opening numerous properties worldwide, while Sedona Resorts is opening a luxury resort in St Kitts in 2012.

2012 trade shows

HITEC, ISPA and Global Spa Summit.

Who's who?

Fauzi Zamir, CFO and COO; Stephan Karayannopoulos, VP of development; Alli Rizacos, sales and marketing coordinator.

What the clients say

"ResortSuite was chosen for its inherent guest-centric capabilities, seamless technology, deep functionality, and ability to operate in a complex enterprise environment."

Bill Sheaffer, director of IT, Hershey Resorts

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LinkedIn: Victoria Dello Ioio

www.shiseidospas.com



*Victoria Della Ioio,
spa development manager*

Background briefing

Launched in 1872 in Tokyo, Japan.

Main services

For over 140 years and still unique today, Shiseido is the fruit of an alliance of Eastern traditions and philosophies combined with Western science and technology. We offer our spa clients state-of-the-art and results-driven facial and body treatments, based on unique and traditional elements from the Japanese Qi method – meaning the flow of energy.

The creation of Shiseido's exclusive method in 1986 concentrates on the Meridian flow, restoring vital energy and stimulating Tsubo pressure points. When combined with the use of Shiseido skincare products, it fully optimises their active ingredients to beautify the skin. Oshibori, Japanese hot towels made of woven cotton, are applied regularly during the treatment to provide a voluptuous sensation of warmth and to enhance the overall pleasure of deep relaxation.

A Spa Senses Menu is also presented to each guest who embarks on a Shiseido spa treatment, so they can choose their very own scent, music and refreshment. Aroma breathing allows the client to fall into a deep rhythmical state of relaxation. The treatments conclude with Shiseido's signature 'awakening technique'.

Additional services

We have a strong emphasis on spa marketing and create bespoke spa marketing tools that really do drive the hotel/spa business.

Training is provided at a very high standard and therapists are taken on a complete educational journey, not only regarding product and treatment services but also client communication and service, sales skills and client journey flow techniques, in order to strengthen the overall spa performance, both from a business perspective and for client satisfaction.

Unique selling points

Shiseido is the oldest existing skincare company in the world. More than 140 years of cosmetics experience has given Shiseido a unique expertise in creating products, developed with the most advanced technologies. Delicately fragranced and incomparably refined. Shiseido's textures instantly seduce our myriad sensorial receptors. Shiseido has developed a contemporary company, always on the leading edge of wellness and beauty.

How many spas do you supply?

Ten in Europe, the Middle East and Africa.

Top clients

La Mamounia, Marrakech; Atlantis The Palm, Dubai; Ephelia Resort, Seychelles;

Lemuria Resort, Seychelles; Belle Mare Plage, Mauritius; The Four Seasons, Cyprus; and Shiseido Day Spa, Beirut.

Where in the world?

Shiseido distributes to over 87 countries worldwide. In terms of spa, this is mainly in Europe, the Middle East and Africa, with Asia run as a separate division.

Plans for 2012

This year we are aiming for five-star luxury hotels, which meet Shiseido's high standards. The cult product of 2012 will be our Bio-Performance Advanced Super Revitalizing Cream, which complements our new Advanced Revitalizing Diamond Facial.

2012 trade shows

Spa Meeting.

Who's who?

Victoria Dello Ioio, spa business development and training manager EMEA.

What the clients say

"Shiseido without a doubt was the perfect partner selection, now present within three of our most prestigious spas."

*Patrice Binet Decamps, MD,
Constance Hotels*

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www.sommerhuber.com



Christian Sommerhuber, CEO

Background briefing

Owned by the Sommerhuber family, Sommerhuber Ceramic Manufactory combines the advantages of traditional tile stoves with modern living concepts. Following thorough research and intensive technological developments, the company established large area ceramics with a clear style for spas in 2004.

Main services

Sommerhuber specialises in the production of heat storage ceramics for private and public spas. Sommerhuber's product range includes seats and benches for wet and dry rooms, heated loungers, hamam tables, ceramic foot basins, healing clay spas and wall ceramics.

Unique selling points

Sommerhuber's heat storage ceramic stands out from other ceramic materials because it transmits health-promoting, long-wave infra-red ceramic radiant heat to the body.

Ceramic radiant heat acts in a comfortable way on the vegetative nervous system, promotes blood circulation, relieves muscular tensions and thus positively influences relaxation and vitality. Large area ceramics provide maximum hygiene as there are only a few joints, and the ergonomic surface perfectly follows the contours of the human body. The velvety-soft surface is pleasant to touch



Sommerhuber's heated loungers in their most beautiful form

and thereby further promotes relaxation. Sommerhuber's home spa/suite spa concept is unique within the spa market, offering a multifunctional room for use as a steamroom or tepidarium, for aromatherapy sessions or simply as a shower room. Each project is customised to the individual needs of each customer and the area they have available, starting out with a minimum 3m² space.

New products

Just launched, the Healing Clay Spa combines Sommerhuber's unique heated, infra-red ceramics with therapeutic mud treatments to rejuvenate the entire body.

Top clients

The Venetian, Las Vegas, US; Blythswood Square, Glasgow, UK; Lucknam Park Hotel & Spa, Bath, UK; David Lloyd, Southampton, UK; Holmes Place, Berlin, Germany; Lion Rise Club House, Hong Kong; and Royal Caribbean's *Oasis of the Seas & Allure of the Seas*.

Where in the world?

Europe, US and Asia.

Who's who?

Stephan Hoelzl, project and product manager spa ceramics;
Christian Sommerhuber, CEO.

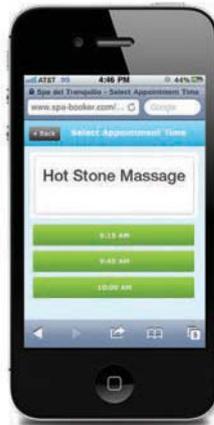
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*Tracey Solanas,
vice president, sales*

Background briefing

SpaBooker by GramercyOne is the leading web-based online booking, business management and marketing software for any size spa. Over 3,000 clients choose SpaBooker to drive their businesses, including independent spas, multi-location chains and global hospitality brands like Hilton Hotels and Six Senses.

Product overview

SpaBooker's cloud-based solution provides clients with critical business management tools including an appointment book, robust customer database, integrated marketing, inventory management, point-of-sale and full reporting. SpaBooker enables clients to drive increased revenues with real-time online booking and ecommerce from their own websites. Businesses can also fill open appointments and maximize revenue with social media integration, deal and yield management tools and integrated Facebook booking and gift voucher sales.

SpaBooker was designed to be easy to use, easy to train and easy to implement. With advanced PMS integration and built-in marketing processes, SpaBooker enables clients to accelerate their businesses.

Unique selling points

SpaBooker's anywhere, anytime mobile, tablet

and web-based functionality lets customers schedule and manage their bookings, as well as providing spas with back office mobile access. SpaBooker enables spas to capture customers and manage their businesses in real-time.

Global brands like Hilton have chosen SpaBooker because of its commitment to innovation. Upgrades happen five times a year to ensure customers continue to benefit from GramercyOne's innovation and ability to sustain the industry's leading platform.

SpaBooker has PMS integration to provide a seamless experience for both business and customer, as well as the most robust Application Programming Interfaces (APIs) in the industry to enable clients to build custom booking portals or integrate with third party systems.

SpaBooker is an enterprise-class market leader and delivers increased revenue, higher customer retention and spa capture rates and increased retail sales to multi-national chains, hospitality brands as well as small spas.

How many spas do you supply?

SpaBooker is used by 3,000 spas in 60 countries and is available in eight languages.

Top clients

Many of the world's premier brands, including: Hilton spas worldwide, Six Senses, Kempinski Munich, Waldorf Astoria and Bannatyne.

2012 trade shows

ISPA, HITEC, IESCSC, DSA, Global Spa & Wellness Summit, ITB, ISBN, ISSE, Premiere.

Who's who?

Tracey Solanas, Vice President Sales; EMEA International Market Development, Monika Schneider and Mahmood Qureshi.

What the clients say

"The accuracy of the reports and the confidence I have in them saves me hours of having to backtrack and verify numbers before reporting. Meanwhile, the online booking facility has increased our client volume and is a great marketing tool for the spa."

Margaret Lora, spa director, Spa Merge, Hilton Grand Vacations Club, NYC

"SpaBooker has definitely increased my business. I have more time to concentrate on marketing now, plus SpaBooker offers scheduling and marketing through Facebook, which is free and reduces my costs. It saves me 40 per cent of my time compared with other systems."

Pedro Castillo, director, U Spa Barcelo

"SpaBooker really saved us. Now, 90per cent of our bookings are online and completely straightforward for our customers."

Johny Miric, Founder, Energy Clinic, Atlantic Kempenski



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Pete Ellis, chairman & CEO

Background briefing

The company made its debut in 1986, and the Ellis Family Trust d/b/a Jubilee Investments has been the majority shareholder since 2000.

Main products and services

Rebranded as SpaFinder™ Wellness in 2012, the company is dedicated to providing the information, experiences and inspiration to help people find their path to wellness. It connects millions of consumers, marketers and travel agents to a curated network of spas and yoga, pilates and fitness studios worldwide. The company brings its 25 years of experience to partners ensuring that they reach their target audience throughout the year – and helps consumers find and book their ideal spa or wellness experiences.

SpaFinder Wellness is also the industry's largest seller of spa, wellness and beauty gift cards and vouchers, bringing clients to a global network of thousands of spas, salons, fitness studios and wellness practitioners. The cards are marketed at over 70,000 retail outlets, as well as SpaFinder Wellness websites. Corporate gifting partners include American Express, Nokia, Bali Intimates, Macy's and more.

Additional services

SpaFinder Wellness' popular newsletter and blog provide weekly news to an extensive

subscriber list, and stories are cross promoted on social media platforms. Each year SpaFinder Wellness presents Wellness Week™, an initiative to help people worldwide take charge of their health. SpaRahRah!™ – the company's social commerce division – offers customised spa, wellness, travel and product deals to spa and wellness enthusiasts.

Unique selling points

The SpaFinder Wellness visionary marketing and digital media teams bring unequalled expertise to the company's prestigious roster of international clients. SpaFinder.com is the top-ranking website providing spa and wellness information to consumers; the company offers the leading gift card/voucher programmes in the industry; and its annual *Spa Trend Report*, along with analysis from SpaFinder Research, helps forecast the global trends and ideas that will reshape spa and wellness throughout the year.

How many spas do you supply?

SpaFinder Wellness partners with over 15,000 spas and yoga, pilates and fitness studios.

Top clients

Leading Spas of the World; Canyon Ranch; Miraval; Champneys; Chiva Som; Ananda in the Himalayas; and Bliss Spas.

Where in the world?

The SpaFinder Wellness partner network and company's gift cards and voucher programme are available around the globe. Through SpaFinder Europe and SpaFinder Japan, consumers can purchase gift vouchers and find localised information.

Plans for 2012

The company's rebranding is at the forefront of its plans for 2012. It will be announcing new marketing initiatives and technical innovations, plus expanding its gift card programmes into the wellness and fitness markets.

Who's who?

Pete Ellis, chairman/CEO; Susie Ellis, president; Steve Kane, chief revenue officer; Sallie Fraenkel, EVP, corporate development and industry relations; Erik Herz, SVP/publisher; Kevin Turnbull, CEO, SpaFinder Europe.

What the clients say

"SpaFinder is a highly sophisticated marketing tool." *Peter Jensen, marketing director, Rancho La Puerta*

"We received all new guests from your efforts... so we have an opportunity to create many new Golden Door fans who will likely return in the future!" *Rachel Caldwell, general manager, The Golden Door*

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Jane Scrivner, MD

Background briefing

Sparcana was formed in early 2011 and aims to become the leading, trusted provider to the beauty industry of quality, must-have beauty appliances and natural skincare products.

Sparcana has two brands: JANE SCRIVNER and SPAPLIANCE. Launched in 2004, the JANE SCRIVNER brand is an established training, treatment and skincare products company within the spa and beauty industry, carrying the brand tag “JANE SCRIVNER: Experienced Skincare for Experienced Skin“. SPAPLIANCE is the brainchild of Scrivner and her partner Kevin McWilliams. It was launched in February 2011 with its first appliance, the ORB, and carries the brand tag “SPAPLIANCE: Delivering Treatment Solutions... Beautifully!“

Main products

We supply appliances for the spa and beauty salon market as well as a complete range of skincare products. SPAPLIANCE was born out of necessity: the need to make treatments even more delicious, efficient and effective.

SPAPLIANCE was born to give you the edge over your competition, making your treatments more fabulous and giving you the time to concentrate on delivering the perfect client experience. SPAPLIANCE uses high-tech, high-performance and sophisticated design

appliances. Whatever your current brand or product range, SPAPLIANCE will make them feel better and work harder leading to higher profitability and greater success.

Our first SPAPLIANCE appliance is the ORB. The ORB can be used with many available spa and salon brands, so there is no need to change your range, but simply upgrade it with warm ORB technology! The ORB is a portable, continuous heat chamber for warming skincare products. Facial oils, balms, skin serums, paraffin waxes and all naturally based skincare products feel amazing once warmed up. The ORB heats products accurately and safely, maintaining the temperature continually for up to one hour.

Unique selling points

A global business operating on a personal level. Outstanding service, quality products and innovative treatment solutions all provide amazing customer experiences.

Top clients

Aromatherapy Associates' flagship Knightsbridge treatment rooms, UK; BSPA Brooklands, Hand and Foot Spa Chelsea, UK.

Where in the world?

Mainly in the UK, US, France, Italy, Poland, Hong Kong and Chile.

Plans for 2012

We aim to develop existing distribution partnerships and find new distribution channels around the world, including emerging markets in Germany, Scandinavia and Brazil. We will also be expanding our staff numbers in the UK in order to deliver an even better service for our distribution network.

New products will include a personal version of the ORB for home use.

2012 trade shows

Beauty International and Cosmoprof.

Who's who?

Jane Scrivner, MD; Kevin McWilliams, commercial and technical director; Nicky Wootton, sales and marketing manager.

What the clients say

“We are using The ORB with our Aroma Radiance Lift treatments, and Jane and Nicky are a delight to work with, truly inspiring and flexible. I would recommend Sparcana.”

Louise Riby, head of sales, Aromatherapy Associates

“The ORB achieves everything we need! It will be just as useful to a mobile therapist as it will be to a five-star destination spa.”

Claire LeBrun, national beauty manager, Aston & Fincher

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Larry Hall, president

Background briefing

SpaSoft has been the spa technology leader for more than 15 years. The company is part of PAR Springer-Miller Systems Inc., a wholly owned subsidiary of PAR Technology Corporation (NYSE:PAR) and the leading provider of guest-centric hospitality management systems.

Main products

The SpaSoft Spa and Activity Management System allows you to comprehensively manage your spa and provide your staff with a user-friendly system backed by the industry's best technology and operational knowledge. SpaSoft can streamline your resource management, activity scheduling, internet booking, group booking, and business and financial reporting and analysis systems. SpaSoft is built on a highly secure, PA-DSS validated platform.

Additional services

We also offer the ^{SMS}Host® Hospitality Management System and the ATRIO™ cloud-based hospitality technology platform.

Unique selling points

SpaSoft interfaces with various systems, including hotel property management systems, credit card and gift card processors,



The SpaSoft Spa and Activity Management System allows you to comprehensively manage your spa

back office systems, membership billing, and other PAR technologies, to create a seamless flow of guest-centric information. Flexible and customisable, SpaSoft can streamline:

- Resource management
- Activity scheduling
- Internet booking
- Waitlist management and turnaway tracking
- Group booking
- Yield management, revenue management and forecasting
- Club membership
- Inventory management
- Secure point-of-sale transactions

(PCI-DSS / PABP-PA DSS validated)

- Business and financial reporting and analysis

Where in the world?

SpaSoft serves customers in over 50 countries and more than 800 spas worldwide.

2012 trade shows

ISPA conference.

Who's who?

Larry Hall, president and chief executive officer; Michael Deres, director of sales and marketing.

Spa & Activity Software for your success



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Thomas Roessler, MD

Background briefing

TAC Informationstechnologie was founded in 2001 with the aim of supporting the increasingly complex demands of the spa, wellness and health business, with an innovative software solution.

Main services

Reservation Assistant – TAC’s spa and activity software – facilitates all procedures necessary for successful spa management, including scheduling, membership management, table reservation, personnel administration, stock control, golf management, web shop, voucher and package management, guest relationship management and billing administration.

In addition, Reservation Assistant offers more than 120 interfaces to external systems such as PMS or access control systems, as well as detailed reports and statistics for measuring a spa’s performance and a dashboard providing a quick overview of a spa’s economic performance.

Additional services

TAC Digital Signage is another tool aimed at increasing a spa’s revenue. These electronic posters are located at strategic, highly frequented positions like the spa reception and hotel lobby and they are animated with advertisements for treatments and products.

Reservation Assistant Spa & Activity Software highlights last-minute availability of spa treatments and automatically advertises them on the electronic boards of the TAC Digital Signage equipment. This presentation aims to attract the attention of our clients’ spa and hotel guests in order to generate additional sales. Additional solutions include a mobile loyalty card offering mobile booking possibilities; a sms communication service and mobile questionnaire; Reservation Assistant running on tablet PCs; and the TAC web-booking module.

Unique selling points

Reservation Assistant is available in 18 different languages and offers more than 120 interfaces to external systems such as PMS or access control systems. Individual adaptations for each spa or thermal bath is possible. Various modules can be added at any time.

How many spas do you supply?

To more than 5,500 users in 53 countries.

Top clients

Hyatt Hotel Corporation; La Mamounia; Rocco Forte Hotels; Swissotel; Kempinski Hotels; Emirates Airport Spa Dubai; Grand Resort Bad Ragaz; Nivea Spa Hamburg and Berlin; Radisson; Palace Gstaad; and The Dolder Grand.

Plans for 2012

New products/services launching in 2012 include Social Media Integration; Facebook and Google+, among others. RA version 4.4 will feature many enhanced functionalities.

2012 trade shows

ITB Berlin, HITEC, Interbad and ISPA.

Who’s who?

Thomas Roessler, managing director; Guenther Poellabauer, director marketing and sales; Gernot Tobisch, director operations.

What the clients say

“With its ASP solution, Reservation Assistant is fully in line with our overall trend toward Cloud Computing – purchasing services instead of purchasing servers. The Spa & Activity Software is installed on a database hosted by TAC and that can be accessed via the internet from a Hyatt anywhere around the world. For us, this means our spas can focus on managing the customer.”

Mike Blake, CIO, Hyatt Hotels Corporation

“Reservation Assistant has deeply impressed us with their acquired knowledge and functionalities. The top references all around the world did the rest.”

Hakam Sourani, director of IT/AV, Kempinski Emirates Palace



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www.thermarium.com



Nagele Elmar, CEO & owner

Background briefing

Thermarium was founded in 1997 and is owned by Erwin Bouvier and Elmar Nagele.

Main services

One source for all spa services: global. The service and product portfolio includes:

- Spa consulting services: market research to feasibility study.
- Spa design and engineering services: architecture and interior design; wellness and spa equipment design and engineering; mechanical and electrical engineering; swimming and hydropool engineering; and project management.
- Wellness and spa equipment – premium line: thermal rooms such as hamams, saunas, steamrooms and herbal baths; water experiences such as experience showers, snow rooms, kneipp walks and ice labs; and treatment room equipment such as Aqua Veda tables, rasul baths and mud rooms.
- Wellness and spa equipment – tech line: ready-made equipment in 'pre-defined dimensions'.
- Spa management: spa set-up; spa audits; recruitment; staff training; spa operating; and spa management.
- Spa consumables: sauna essences; muds; and peelings.



Thermarium designs and manufactures facilities

Additional services

As one of the world's leading companies in the spa sector, we offer our clients all their requirements in a professional manner.

Unique selling points

We offer spa services from A-Z: consulting, designing, engineering, creating custom-made spa equipment, establishing spa set-up, management and spa consumables.

How many spas do you supply?

Fifty to 60 spas per year worldwide.

Top clients

Armani Hotel, Dubai; Sparkling Hill, Canada;

Jumeirah Zabeel Saray, Dubai; Peninsula, Shanghai; Peninsula, Tokyo; Mandarin Oriental, Barcelona; Four Seasons, Beijing; Ragdale Hall, UK.

Plans for 2012

We launched a new product in February 2012 called the Snow Shower. Major spa projects in 2012 will include Four Seasons, Beijing; Waldorf Astoria, Ras al Khaimah, UAE; Stanley House, UK; Oberjoch, Germany; Chalet Sochi, Moscow; and La Maiena, Italy. This year we will also be entering Brazil – a country experiencing general economic growth and reaping the benefits of the FIFA football Olympics Championship. New offices will also be set up in Mumbai, India, to provide local support to existing and new clients in the region.

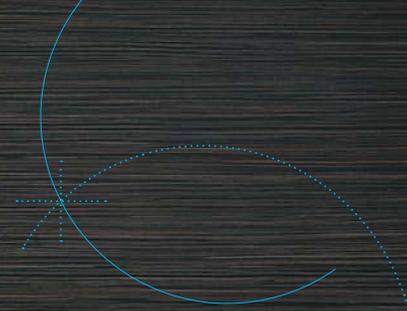
2012 trade shows

Hotel Investment Forum, Berlin; and Global Spa & Wellness Summit, Colorado, US.

Who's who?

Nagele Elmar, CEO and owner; Pattis Alfred, technical director; Siedler Markus, director of architecture and design; Hadamzyk Elmar, managing director, Thermarium Asia; Kahr Franz, managing director, Thermarium Middle East; Allen Roger, managing director, Thermarium Spa Management.

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Background briefing

Unbescheiden GmbH was founded in 1869 in Baden-Baden, Germany, and is family owned. Within a short time, health spas and sanatoriums throughout Europe prided themselves on using Unbescheiden's sanitary fixtures and thermal water treatment equipment. Today, the Unbescheiden name represents the fifth generation of high-quality equipment for use in spas and wellness centres, as well as in physical rehabilitation and care-taking facilities.

Main services

Unbescheiden GmbH offers a complete product range of spa equipment for individual treatments, including hydromassage bath tubs, dry float systems, Vichy showers, tables for oil massages and hot stone treatments, among many more.

All products are equipped with advanced technical solutions, allowing for optimal working conditions and various treatment possibilities in order to meet the requirements and preferences of each individual user. All systems are also highly economical.

Additional services

Unbescheiden offers consultancy in equipment and swimming pool planning – products for hydrotherapy and balneotherapy. The

company can also accommodate special needs in terms of equipment or applications.

Unique selling points

All products are functionally well designed, have multifaceted uses and are easy to handle. They are also known for their quality and long-lasting durability because the company pays careful attention to the manufacturing process, materials and features. Furthermore, Unbescheiden offers competent support during the project, from the initial idea through to its realisation.

In brief, the company offers its clients the highest standards: sophisticated technology which harmonises with the clear and stylish design of its surroundings and creates a space for a luxurious experience.

Top clients

Les Thermes Marins de Cannes and La Réserve Ramatuelle, France; Hasdrubal Prestige Thalasso & Spa, Djerba; Novi Resort, Croatia; Palace Merano Espace Henri Chenot.



The hydrotherapy Caracalla tub incorporates underwater massage nozzles

Where in the world?

The equipment is distributed worldwide, either directly via local subsidiaries or via the worldwide network of resellers.

Who's who?

Veronika Unbescheiden, president; Heinrich Unbescheiden, sales director; Mark Unbescheiden, director of operations.

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VOYA



Mark Walton, MD

Background briefing

Our family owned Seaweed Baths opened in 1912, and the product line launched in 2006.

Main services

VOYA is a multi-award winning business, proud to have produced the world's first range of certified organic seaweed-based products. All our 100 retail and professional products contains extracts from organic wild seaweed sustainably hand-harvested by the Walton family. VOYA products combine the therapeutic properties of seaweed with scientific excellence and contain a minimum 70 per cent of organic ingredients, specially chosen to complement the natural properties of the seaweed. Our products are made without mineral oils, genetically modified ingredients, synthetic colours, fragrances and preservatives; suitable for sensitive skins.

Additional products/services

VOYA has developed an international reputation for its full service private label and as a bedroom amenity supplier. We have produced over 64 unique products across 46 formulations, distributed to 120 countries. The service covers: fragrance profiling; market analysis; packaging selection; packaging design; formulation development; products regulatory compliance; logistics fulfilment; stock holding

and warehousing; and pick pack fulfilment for client online orders. Formulations can be tailored for markets and the use of appropriate indigenous materials.

Unique selling points

1. Unique Innovative Treatment & Product Development: we specialise in creating a unique bespoke innovate spa experiences and supporting products for our clients.
2. Genuine Organic/Environmental Spa Offering: currently our products are licensed by the Soil Association and USDA.
3. Credible Authentic History in Holistic Wellbeing: we offer a credible reference to a 300-year-old holistic tradition.
4. Strategic Client Selection: we have strategically worked with reputable partners globally, ensuring brand integrity and protection from dilution globally.
5. Competitive Product & Service Suite Offering: clients receive excellent support services and thorough and continuous training. We also have an excellent active account management team to help your staff with promotions, incentives and event calendars.

How many spas do you supply?

More than 150 spas in over 30 countries, including Europe, Americas, Eastern Europe, Middle East, Asia and the Pacific Ring.

Top clients

Jumeirah (Burj Al-Arab); Waldorf Astoria; Ritz Carlton; Four Seasons; Queen Mary 2; Canyon Ranch; St Regis; Park Hyatt; Renaissance Hotels; and GHM Hotels.

Plans for 2012

We have a number of new products and will be entering new countries in 2012, mostly due to new openings by our five-star operators.

2012 trade shows

Professional Beauty.

Who's who?

Mark Walton, managing director and co-founder; Kira G Walton, creative director and co-founder; Katherine Durcan, business development manager.

What the clients say

"I'm proud to be promoting VOYA products to our guests, with true authenticity."

Susan Fitzgerald, assistant fitness manager, Burj Al Arab, Dubai, UAE

"VOYA is a truly authentic wellness and prevention spa brand. The organic seaweed bath has become our top spa service and we cannot keep the retail in stock."

Michelle Kelthy, spa director, The Ritz Carlton Spa, Naples, Florida

WE WORK HARD SO OUR CLIENTS DON'T!



WTS International is one of the world's leading spa and leisure firms. As consultants and operators, we provide conceptual and strategic planning, needs assessment studies, design consultation, pre-opening services and daily management. We work closely with hotels, resorts and real estate developments of all types worldwide for their spas, fitness facilities and leisure complexes.

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*Gary Henkin,
president and founder*

wts INTERNATIONAL

Background briefing

WTS International was founded in 1973. Gary Henkin is the president and founder.

Main services

WTS International specialises consulting and operational services for spas, fitness centres and leisure facilities of all types in the US and overseas. Our service options include feasibility studies, concept and brand development, design consulting, pre-opening and daily management. Currently, our firm is working with over 100 properties worldwide, including hotels and resorts, exclusive private clubs, residential projects and real estate developments.

Additional services

CREW Division: Provides management and consulting solutions that incorporate best practices in university recreation as well as in the recreation and wellness industry as a whole.

RESORTlife: Provides a comprehensive core programme management system designed to offer a structured foundation for the development, implementation and execution of successful and innovative experiences and events designed for guests and members of all ages and interests.

COMMUNITYlife: WTS Lifestyles 360° programme is offered exclusively to WTS affiliated properties. Our 360° approach incor-

porates a comprehensive menu of programmes in specific categories to develop experiences which serve as the connection catalysts for the community. This results in a greater sense of belonging and increased utilisation.

Unique selling points

WTS has worked with hundreds of clubs, resorts, hotels and residential properties. We prepare facilities for a successful opening with the strong foundation necessary to achieve operational and financial excellence. WTS also provides qualified staff, effective promotions and creative spa, fitness and activities menus. The seamless integration of our concepts, design and sophisticated systems enables us to produce operative excellence combined with cost-effective management.

How many spas do you supply?

WTS International supplies about 75 properties throughout the US and overseas and distributes to about 20 countries.

Top clients

The Spa of Colonial Williamsburg, US; The Spa at Trump, US; The Woodstock Inn & Resorts, US; The Kapalua Spa, US; Eau Spa at The Ritz-Carlton Palm Beach, US; The Spa at the Yacht Club Costa Smeralda, Italy; Wyndham Hangzhou Xixi Resort, China; Blue Harmony

Spa at the Wyndham Grand Orlando Resort, US; and The Peabody Hotel & Spa, US.

Where in the world?

WTS International provides services to over 100 properties in the US, Asia, the Middle East, Australia, Africa and North America.

Plans for 2012

To continue to diversify in the leisure industry both within the US and globally.

To continue to provide innovative management and consulting solutions that achieve our client's financial and operational objectives.

To expand our strategic alliances with partners in the industry to offer our clients the highest quality products and services.

To leverage our expertise fitness, wellness, spa and recreation to create unique and delineative experiences that are dedicated to building better lifestyles.

We anticipate setting up an office in Europe and possibly in the Middle East. We are currently opening a new office in China. WTS will also have access to other offices throughout the world through its strategic partnerships and alliances with other companies.

Who's who?

Gary Henkin, president;
Ginger McLean, SVP, spa division.



AA goes electric

Aromatherapy Associates (AA) is taking more of a medical, results-driven approach to treatments with the launch of its first machine and complementary facials. The natural skincare and essential oils company is using the compact Aroma Radiance unit, which emits electro- and galvanic currents, in combination with three hands-on facials – Ultimate Radiance, Aroma Clear and Aroma Lift – in order to effectively combat the signs of ageing and deliver noticeable results.

spa-kit.net KEYWORDS: **AROMA SKIN**

Pool reflexology courtesy of Barr + Wray's new station

Hydrothermal specialist Barr + Wray has created a seated pool station to provide an underwater air and hydro-massage focused on reflexology. Air is injected into the base of the Reflexology Station and pumped up through the seat, while water is pumped through the walls of the unit, foot plate and back plate. This results in an invigorating and relaxing massage which is concentrated on the feet and lower part of the body to help improve circulation, as well as to help combat pain, tension, sore muscles and aching joints.



spa-kit.net KEYWORDS: **BARR + WRAY**



spa-kit.net KEYWORD: **TAC**

TAC's mobile booking app

TAC has added a mobile booking app to its spa and activity software Reservation Assistant. The app allows spas guests to book spa treatments and buy vouchers or products via smartphones and Facebook. When a booking is made via the app, Reservation Assistant automatically adapts the employee shift and room usage schedule. To avoid no-shows, it sends out an SMS appointment reminder.

Retinol-like effects in a natural concentrate by REN

British-based skincare company REN has just revealed its Bio Retinoid Anti-Ageing Concentrate. By harnessing the powers of 100 per cent natural vitamin A, pro vitamin A and retinoid analogue, the concentrate aims to provide the same high-performance of retinol – but without the irritating effects that are associated with this synthetic ingredient. Users should warm five

drops of the concentrate in their palm at night and apply to the face, neck and décolleté. The result: a reduction in the appearance of wrinkles, age spots and imperfections; firmer, plumper, healthier looking skin; a brighter, more even-toned complexion; and smoother/younger looking skin. Other 2012 REN launches will include a new toner, a mineral sunscreen and a glycolic mask.

spa-kit.net KEYWORD: **REN**



Darphin's Ideal Resource for a smoother skin

Ideal Resource from Darphin is a new multi-corrective skin cream containing a trio of high-end ingredients designed to help visibly erase wrinkles and surface imperfections, while working to revive skin's original radiance. The ingredients are knotweed, containing a powerful antioxidant called resveratrol; centella asiatica, a medicinal herb used to help skin reveal its natural glow;

and white hibiscus flower, the source of an acid which helps to improve the skin's texture. And all three of them act in synergy to assist in the creation of Darphin's Line Polish Complex™ technology. The cream addresses three pillars of youthful skin – wrinkle, texture and radiance – helping to promote natural collagen production and smoothing wrinkles and fine lines for a plump sensation after application.

spa-kit.net KEYWORD: **DARPHIN**



Daily deals from Mindbody

Health and wellness software provider Mindbody has launched a daily deals product. Called Mindbody Deals, the new service will integrate a social coupon redemption process into the point of sale system as part of efforts to make it easier for front desk staff to handle daily deals. Mindbody will tailor its deals into each organisation's current way of doing business, taking into account their check in/out process, reporting system and automated marketing features.

spa-kit.net KEYWORD: **MINDBODY**

A complementary sun defence range from La Prairie

New from La Prairie is its Soleil Suisse Sun Defense Système line which comprises five complementary suncare products that have been created "to go beyond the first line of defence" of conventional sun-protection offerings. Included are Sun Protection Emulsion, Face SPF30; Sun Protection Lotion, Body SPF30; Ultra Protection Stick – Eye, Lip, Nose SPF40; Soothing After Sun Mist – Face, Body; and Gradual Tanning Lotion – Face, Body. All the products feature La Prairie's exclusive anti-ageing Cellular Complex.



spa-kit.net KEYWORDS: **LA PRAIRIE**



spa-kit.net KEYWORD: **SHISEIDO**

Shiseido's Shimmering shades

Shiseido's 2012 Spring/Summer Makeup collection has seen its Shimmering Rouge lipstick range gain seven new shades. Offering brilliant colour and infusing the lips with lasting moisture, they include Opal, a pale luminous pink; Sorbet, a very pale icy pink; Mango, a vivid golden orange; Butterscotch, a rich warm beige; Sugarplum, a soft red; Venus, a deep violet; and Temptress, a deep reddish brown. ▶



RKF's micro-cotton debut

The WellSoft range from RKF Luxury Linen includes bathrobes (pictured), plaids and blankets for relaxation areas. The WellSoft fabric is made out of 100 per cent fine polyester which has been treated to give it a soft touch. 2012 will see the debut of RKF's micro-cotton fabric range of linen, bath towels, bath robes, slippers and mats. The fabric is created from a fine 100 per cent cotton and while thicker and fluffier than regular cotton, it will also be light and more economical to wash.

spa-kit.net KEYWORD: **RKF**

KLAFS' gets sophisticated with Lounge Q sauna

KLAFS has unveiled the Lounge Q sauna, a variation on the KLAFS Sauna Lounge with a new interior design. Perpendicular hemlock panels stretching the entire length of the wall give the sauna a sophisticated appearance, while Canadian pine wood has been used to create a high-quality impression and a comfortable bathing atmosphere. The loungers are set on the

Kerstin Florian's new approach to under-eye treatment

Kerstin Florian's Correcting Eye Rescue has been designed to instantly brighten, treat dark circles, puffiness and fine lines. The set comprises Eye Rescue pads, made from marine fibres called chitosan, which is similar to collagen and said to reduce trans-dermal water loss in the skin; and a Rehydrating Neroli Water spray. The idea is to saturate the pads with the neroli water and relax with them under the eye for 15-30 minutes. This is claimed to improve the skin's smoothness by 114 per cent and decrease wrinkles by 35 per cent.



spa-kit.net KEYWORDS: **KERSTIN FLORIAN**



spa-kit.net KEYWORD: **MURAD**

Completely Reformed by Murad

Murad believes that ageing is a fact of life, but looking your age isn't. The company's new Complete Reform anti-ageing cream can be used day and/or night – after cleansing, before moisturising – and contains Murad's exclusive Glyco Firming Complex, said to increase firmness by 61 per cent after just one application, and an anti-ageing carotenoid blend with glycolic acid to help skin become firmer and brighter.

wall to look as if they're floating, while the headrests are ergonomic and new, indirect lighting enhances relaxation. Capable of variation in both width and depth in 10cm stages, Lounge Q, says KLAFS, can be adapted to fit even difficult spaces and tight corners. Individual installation options open up other possibilities, such as the introduction of a natural stone wall or a glass front.

spa-kit.net KEYWORD: **KLAFS**



Comfort Zone's Hydramemory range reformulated

Luxury Italian spa skincare house Comfort Zone has reformulated its ultra-hydration product range, Hydramemory. As well as five new products – Hydramemory Extra Cream 24h (50ml); Hydramemory Cream Gel (50ml); Hydramemory Fluid 24h (30ml); Hydramemory Serum (30ml); and Hydramemory Hydramask 24h (50ml) – the range features a key new ingredient

in baobab extract. This has been incorporated because of its ability to retain large amounts of water, resulting in ultimate moisture for the skin. Other active ingredients include trehalose, to limit water loss by skin cells; and hyaluronic acid, to help keep the skin smooth and plump. The range has also been given new light-blue coloured packaging to reflect water and the hydrating properties of the range.

spa-kit.net KEYWORDS: **COMFORT ZONE**



Sommerhuber's steam bath

Sommerhuber's new Healing Clay Steam Bath is a steamroom for therapeutic mud ceremonies. Its special ceramic tiles keep their warmth and give off long-wave infrared heat to help calm the nervous system and provide optimum relaxation. Combined with mud, this results in a ceremony that can nurture the skin, purify the body and stimulate the metabolism. The tiles come in 19 different glazes and a range of sizes. The floor has been designed so that mud and water drain off easily.

spa-kit.net KEYWORD: **SOMMERHUBER**

Sppliance's Orb addressing the need for accuracy

The first of five spa and salon appliances planned by new company Sppliance, the ORB is a portable, continuous heat chamber for warming skincare products – including oils, balms, serums and paraffin waxes. Addressing the need to heat products accurately and safely, it reaches a perfect delivery temperature in less than 15 minutes and – once removed from the heat source – will retain this for up to an hour. Indicator lights let the therapist know when the product needs to be reheated. The ORB comes in white (pictured) or mocha brown.



spa-kit.net KEYWORD: **SPPLIANCE**



spa-kit.net KEYWORD: **SPA-EQUIP**

WaveMotion from Clap Tzu

As its name implies, Clap Tzu's WaveMotion Bodywork Table – distributed by SpaEquip – can rotate, rock and tilt, producing fluid movements to enhance bodywork treatments. The top – which locks into place for traditional massage services – rotates 360°, in addition to inclining and tilting up to 7° in any direction. With each massage, the height adjustable table gently rocks the client, offering the sensation of floating. ▶



Sothys in Hydradvance

Incorporating an active ingredient called 1055 boletus extract, Hydradvance is a new skin hydration generation programme from Sothys. A tailor-made solution for all skin types, it involves an intensive five-phase salon treatment and a complete range of four complementary products to retail for home use. The products include Hydradvance Intensive Serum, Hydradvance Light Cream, Hydradvance Comfort Cream and Hydradvance Hydra-Nourishing Mask.

spa-kit.net KEYWORD: **SOTHYS**

Thermarium gets into snow business

In partnership with patent holder Buck-Heitmann, Austria-based spa designer Thermarium has launched The Snow-Shower. Offering the ultimate cool down, the experience – controlled by a touch screen – allows users to select from a choice of light snowfall, moderate snowfall or blizzard. The flakes gently melt on contact with the skin, stimulating the cir-

Self-heating bamboo by Lava Bambu

Spa Revolutions has launched Lava Bambu, a naturally self-heating bamboo massage tool. Created out of sustainable harvested black natural and speckled bamboo from southern China, it incorporates Lava Gel – the same self-heating technology used in the ever-popular lava shells. The gel consists of a mix of natural minerals, black lava, dried sea kelp and algae, which chemically react when combined to create the heat. A 23-piece Lava Bambu Protocol Training Kit contains all the necessary components.



spa-kit.net KEYWORDS: **LAVA BAMBU**



spa-kit.net KEYWORDS: **SILHOUET-TONE**

Silhouet-Tone remodelling

Silhouet-Tone's new Skin Remodeling System is a non-surgical skin rejuvenation procedure designed to effectively stimulate new collagen growth in the deeper skin layers. Benefits include the stimulation of cell renewal; the activation of neo-collagen production; the relaxation of lines and wrinkles; a tightening of the skin; and the restoration of muscle tone, all delivered together through a single treatment head.

ulation and invigorating the senses. The shower can be used as a standalone treatment or incorporated into a steam/sauna session to really stimulate circulation in the body and optimise its thermal benefits. The Snow Shower is presented in a standard format and can be retrofitted into existing environments. It can also be customised to suit the individual design and style of a particular spa.

spa-kit.net KEYWORD: **THERMARIUM**



Iyashi slimming bed gets a Gharieni update

The latest Iyashi Dome slimming bed has been created in collaboration with massage table designer Gharieni. Featuring improved build quality, enhanced comfort and a new system for raising the dome, the bed emits infra-red rays in a move designed to replicate the ancient Japanese ritual of suna ryoho for eliminating accumulated toxins from the body

via perspiration by burying oneself in hot sand. Using ceramic-titanium technology to generate the catalyst for decomposing toxins in the body, the benefits of the system are said to include an anti-ageing effect, softened and rejuvenated skin, weight loss, an enhanced and toned silhouette, a reduction in the 'orange peel' effect, preparation of the body for physical activity and a relaxation of the muscles.

spa-kit.net KEYWORD: **IYASHI**



Rocking new treatment tool

Distribution firm Universal Companies has revealed the spa industry's first hot rock – The Spa Rock. Compared with river rocks, it has a range of benefits which create an enhanced experience for both parties. These include heat being generated from one side of the rock only, so the massage therapists' hands won't overheat; the two self-heated rocks remaining warm for more than five hours on one charge so they don't have to leave a client's body; and the rocks reaching the desired temperature in minutes.

spa-kit.net KEYWORD: **UNIVERSAL**

Carlton Group's development in microdermabrasion

The Carlton Group has launched VisageH2O, a new development in microdermabrasion. The machine uses aquabradung, a combination of high pressure air and water 'jetted' onto the skin. Like microdermabrasion, it aims to provide an effective anti-ageing and rejuvenating treatment, taking the natural process of skin renewal – which slows down with age – and hastening it. Two modes are available on the machine, Jet and Spray, while two hydrofloral solutions, peppermint and Rose, are supplied. Colour therapy is also included, using LED lights.



spa-kit.net KEYWORD: **CARLTON GROUP**



spa-kit.net KEYWORD: **PORCELANOSA**

Porcelanosa's new low profile

Porcelanosa has introduced a fresh range of bathroom furniture. Ideal for creating a sleek, contemporary look in large and small spaces, the collection is available in a choice of colours and finishes, plus a range of oak veneers. Based around a low-profile washbasin, low drawers can be combined with eye level horizontal units and slim vertical cupboards, and completed with free-standing shelves. ▶



Dermalogica Overnight

Dermalogica has introduced Overnight Repair Serum, created to protect, maintain and stimulate collagen in the skin. With argan oil to shield the lipid barrier and brown seaweed to fight free radicals, its formulation also includes the aromas of botanicals such as jasmine, rose, ylang-ylang, geranium, rosemary, cinnamon and neroli. The serum comes in a 0.5oz/15ml white glass bottle with a silver cap. Recommended usage is four to six drops, although this can be customised to a client's preference.

spa-kit.net KEYWORD: **DERMALOGICA**

Glamour and fun with Antonio Lupi's OiO range

OiO, a fun new line of baths and washbasins designed by Michel Boucquillon for Italy-based Antonio Lupi Design, has been created to jazz up spa washrooms and suites with elements of glamour and fun. Made out of 100 per cent recyclable polyethylene, which offers both lightness and strength, the items in the range are available in either translucent or coloured versions. All are free-standing and can be installed indoors or outdoors. They can also be fitted with an interior lighting system.



spa-kit.net KEYWORDS: **ANTONIO LUPI**



spa-kit.net KEYWORD: **RESORTSUITE**

Resort Suite goes mobile

ResortSuite – the integrated hospitality software provider – is one of the latest companies to announce the launch of a mobile functionality to provide spas with the ability to give guests real-time itineraries for individual and group activities and interactive information around available amenities. With ResortSuite Mobile, spa members can even review statements and itemised bills.

Ladypillo unveils support range for spas and salons

Ladypillo has revealed the first range of support pillows for use in spa and salon treatments. The collection offers five ergonomic pillows created to enhance different elements of the salon experience. The Bodypillo, for example, is a topper to fit over the top of a treatment table for extra comfort. While the signature Ladypillo (pictured) is a contoured upper body support,

which relieves pressure on the breasts for women lying on their front and is useful for times when breasts are sensitive, such as during breastfeeding, after an operation or before and after menstruating. Each pillow is made from 100 per cent memory foam, which reacts and responds to the body's heat and weight, to mould and support the contours. The pillows return to their original shape after every treatment.

spa-kit.net KEYWORD: **LADYPILLO**



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Contact Book

How to use the Contact Book

This section shows the basic contact details for spa product and service suppliers across the globe while full company details can be found online at www.spa-kit.net. For a breakdown of particular products and services that these companies provide, please turn to our Product Selector which starts on p226. The Product Selector outlines products and services by types and categories.

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www.atarnaive.com
 Candle Impressions
www.candleimpressions.net
 Er'go Candle
www.ergocandle.com
 Hawaiian Body Products LLC
www.hawaiianbodyproducts.com
 Illume
www.illumecandles.com
 LaNatura
www.lanatura.com
 Le Labo
www.lelabofragrances.com
 NEOM Luxury Organics
www.neomorganics.com
 Red Flower
www.redflower.com
 Smart Candle
www.smartcandle.co.uk
 Tanamera Tropical
 Spa Sdn Bhd
www.tanamera.com.my
 Temple Spa Ltd
www.templespa.com
 Universal Essences
www.universalessences.com
 Victoria Moore Ltd
www.victoria-moore.eu

CLOTHING FOR RETAIL

90210 Organics
www.90210organics.com
 Adidas Ag
www.adidas-group.com
 Asquith London
www.asquithlondon.com
 Dermasilk
www.dermasilk.co.uk
 Fashionizer Spa
www.fashionizerspa.com
 Gaiam Inc
www.gaiam.com
 Hucke Ag
www.venice-beach.com
 Julianna Rae
www.juliannarae.com
 Karen Neuburger
www.karenneuburger.com
 Kashwére LLC
www.kashwereathome.com
 Lytess
www.lytess.com
 Noel Asmar Uniforms
www.spauniforms.com
 Physician Endorsed
www.physicianendorsed.com
 Project Iris Clothing
www.projectirisclotthing.com
 PurePod
www.purepod.com.au
 The Robeworks Inc
www.robeworks.com
 Samtosa Clothing
www.phrcanada.com
 Tao Freedom LLC
www.taofreedom.com
 Telegraph Hill Robes
www.telegraphhill.com
 Under the Canopy
www.underthecanopy.com
 Zendals
www.zendals.com

COMPUTER SYSTEMS/ SOFTWARE

ADN Informatique
www.adn-informatique.com
Alacer
www.alacer.co.uk
Book4time
www.book4time.com
Clarity Commerce Solutions
www.claritycommerce.com
Concept Software Systems
www.csscorporate.com
Ez-runner
www.ez-runner.com
Fitbug Holdings PLC
www.fitbugholdings.com
Fitech UK
www.fitech.co.uk
Gumnut Systems International
www.gumnuts.com
Harms Software Inc
www.harms-software.com
His-Solution GmbH
www.his-solution.de
iHost Hospitality
www.ihost-hospitality.com
Instyle Fitness
www.instylefitness.co.uk
Intelligenz Solutions
www.intelligenzsolutions.com
Invotech Ltd
www.invotech.ie
MICROS Systems Inc
www.micros.com
MINDBODY Inc
www.mindbodyonline.com
Motionsoft
www.motionsoft.net
Paradigm Shift
www.paradigmsft.com
Premier Software Solutions
www.premiersoftware.co.uk

Priverus
www.priverus.com
ResortSuite
www.resortsuite.com
Shortcuts Software
www.shortcuts.com.au
SpaBiz
www.spabiz.com
SpaBooker
www.spa-booker.com
Spasmatter2
www.spasmatter2.com
SpaSoft
www.springermiller.com
TAC IT GmbH
www.reservationassistant.com
TAP Technology Co Ltd
www.tap10.com
Wahanda
www.wahanda.com

CONSULTANCY/RESEARCH

See p48

CONTRACT MANAGEMENT

See p48

COSMETICS/MAKE-UP

Alchimie Forever LLC
www.alchimie-forever.com
Allure Africa
www.allureafrica.com
Alqvimia SL
www.alqvimia.com
Anthousa
www.anthousacollection.com
Aveda
www.aveda.com
Babor GmbH & Co Kg
www.babor.com
Barielle
www.barielle.co.uk
Beauty of Life
www.beautyoflife.ne

Becca (London) Ltd
www.beccacosmetics.com
Beauty Trade
www.beautytrade.co.uk
Biodroga Cosmetic GmbH
www.biodroga.com
Borghese Inc
www.borghesecosmetics.com
Chanticaillé
www.chanticaillé.com
Christopher Drummond Beauty
www.christopherdrummond.com
Clarins
http://int.clarins.com
Comfort Zone
www.comfortzone.it
Creative Nail Design Inc
www.creativenaildesign.com
Darphin
www.darphin.com
Ecrú New York
www.ecrunewyork.com
Ella Baché
www.ellabache.fr
Environ Skin Care Pty Ltd
www.environ.co.za
Esse Cosmetics
www.essecosmetics.com
Essential Wholesale
www.essentialwholesale.com
Essie Cosmetics
www.essie.com
Gerard's UK Ltd
www.gerards.uk.com
Germaine de Capuccini
www.germaine-de-capuccini.com
Harley Street Cosmetic Ltd
www.harleystreetcosmetic.com
Hawley International
www.hawley.net.au
Iredale Mineral Cosmetics
www.janeiredale.com

Jessica Cosmetics
International
www.jessicacosmetics.com
Kanebo Cosmetics Inc
www.kanebo-international.com
Kenneth Green Associates
www.kennethgreenassociates.co.uk
Klapp Cosmetics GmbH
www.klapp-cosmetics.com
KROMA
www.kromamakeup.com
KuuSh Pty Ltd
www.kuush.com.au
La Biothétique
www.labiosthetique.com
Laboratoires Ingrid Millet SA
www.ingridmillet.com
Laboratoires La Prairie SA
www.laprairie.com
Laboratori Royal
www.movie-cosmetics.it
Ligne St Barth
www.lignestbarth.com
Madara Cosmetics Ltd
www.madara-cosmetics.lv
Mavala International SA
www.mavala.com
MD Formulations
www.mdformulations.com
Mei Kuai Cosmetics Co Ltd
www.meikuai.com.tw
NARS Cosmetics Inc
www.narscosmetics.com
Natura Bissé Internacional SA
www.naturabisse.es
Nouveau Beauty Group
www.nouveaulashes.co.uk
OPI Products Inc
www.opi.com
Orly International Inc
www.orybeauty.com
Parfums Givenchy
www.parfumsgivenchy.com

► *Cosmetics/Make-up cont...*

Phytomer
www.phytomer.com
Phyt's
www.phyts.com
Posh Organix
www.poshorganix.com
Russie Blanche
www.russieblanche.com
Qosmedix
www.qosmedix.com
Ramer Sponges
www.ramersponges.com
REN Skincare
www.renskincare.co
Repêchage Ltd
www.repechage.com
Shiseido Europe
www.shiseido-europe.com
Sothys
www.sothys.com
Swiss Mountain
Cosmetics GmbH
www.swiss-mountain-cosmetics.ch
U International Ltd
www.men-u.co.uk
VitaMan Pty Ltd
www.vitaman.com.au
Wisdom of Africa
www.wisdomcosmetics.com
Yvonne Gray Cosmetics
www.yvonne-gray.co.uk
Z.Bigatti
www.zbigatti.com
Zepeter Cosmetics International
www.zepeter.com

DRINKS

Africology
www.africology-sa.com
Elixir Tonics & Teas
www.elixirtonics.com

Emeyu
www.emeyu.com
Mighty Leaf Tea Company
www.mightleaf.com
Premchit Prateap
Na Thalang Ltd
www.experiencepremchit.com
Rare Tea Company Ltd
www.rareteacompany.com
Rishi Tea
www.rishi-tea.com
Teatulia
www.teatulia.com
VOYA
www.voya.ie
Yves Rocher
www.yves-rocher.co.uk

DRY FLOATATION

4SeasonsSpa
www.4seasonsspa.com
Dalesauna Ltd
www.dalesauna.co.uk
Design for Leisure Ltd
www.designforleisure.com
GeoSpa GmbH
www.geospa.de
Haslauer GmbH
www.haslauer.info
HydroCo
www.hydroco.com
Hydroconcept
www.hydro-concept-spa.com
Inviion GmbH
www.inviion.com
Lemi
www.lemi.it
Stas Doyer Hydrotherapie
www.stas-doyer.com
Technodesign SRL
www.nuvolaitalia.it
Trautwein GmbH
www.trautwein-gmbh.com

Unbescheiden GmbH
www.unbescheiden.com

ENERGY MANAGEMENT / ENVIRONMENTAL SERVICES

11th Hour Action Network
www.11thhouraction.com
Australian Conservation
Foundation
www.acfonline.org.au
The Carbon Trust
www.carbontrust.co.uk
Cayuga Sustainable Hospitality
www.cayugaonline.com
Centre for Alternative
Technology
www.cat.org.uk
Earth 911 for Business
www.earth911.com
EC3 Global
www.ec3global.com
Eco Directory
www.ecodirectory.com.au
ECOTRANS
www.ecotrans.de
EMAS
www.ec.europa.eu/environment/emas
Emirates Environmental Group
www.eeg-uae.org
Energy Star
www.energystar.gov
European Platform on
Life Cycle Assessment
www.lca.jrc.ec.europa.eu
The GHG Protocol
www.ghgprotocol.org
Global Footprint Network
www.footprintnetwork.org
Green Biz
www.greenbiz.com
The Green Guide
www.thegreenguide.com
Green Lodging News
www.greenlodgingnews.com

Green Pages
www.eco-web.com
Green Spa Network
www.greenspanetwork.org
Green Washing Index
www.greenwashingindex.com
GreenBlue
www.greenblue.org
International Organization
for Standardization
www.iso.org
Leadership in Energy and
Environmental Design (LEED)
www.usgbc.org
LOHAS
www.lohas.com
National Resources
Conservation Service
www.nrcs.usda.gov
Responsible Purchasing
Network
www.responsiblepurchasing.org
Swan/Svanen
www.svanen.se
TCO Development
www.tcodevelopment.com
Total Environment Centre
www.tec.com.au
Tourism and Hospitality
Institute for Sustainable
Development
www.thisd.org
Tropical Science Center
www.cct.or.cr/english
Water Footprint Network
www.waterfootprint.org
World Business Council for
Sustainable Development
www.wbcsd.org
World Green Building Council
www.worldgbc.org
World Resources Institute
www.wri.org

Yayasan IDEP Foundation
www.idepfoundation.org

FISH THERAPY

Beauty Spa Fish
www.beautyspafish.com
Dr Fish Spa Therapy
www.drfishspatherapy.com
Oceanlife Aquatics
www.oceanlifetanks.net
Skin Therapy Ireland
www.skintherapyireland.com

FITNESS EQUIPMENT

Absolo Fitness Inc
www.absolo.com
Amer Sports UK & Ireland Ltd
www.amersports.com
Balance Master UK Ltd
www.balancemaster.co.uk
Bcube SpA
www.bcube.it
Cardio Infrared
Technologies/BioFit
www.cardioinfraredtech.com/newage
Ciclotte
www.ciclotte.com
Concept2 Ltd
www.concept2.co.uk
Cybex International Inc
www.cybexintl.com
Cytech UK Ltd
www.indoorcycling.com/en/
EXF Perform Better Europe Ltd
www.exf-fitness.com
Eleiko Sport Ab
www.eleikosport.se
Ergo-Fit GmbH & Co Kg
www.ergo-fit.de
Escape Fitness Ltd
www.escapefitness.com
Exergemics
www.exergemics.com

Fitbug Holdings PLC
www.fitbugholdings.com
Fitter International Inc
www.fitter1.com
Flexi-Sports UK
www.flexi-bar.co.uk
FreeMotion Fitness
www.freemotionfitness.com
Gaiam Inc
www.gaiam.com
Gervasport
www.gervasport.es
HardKore Inc
www.hkgear.com
HUR
www.hur.fi
Hydro Physio
www.hydrophysio.com
Instyle Fitness
www.instylefitness.co.uk
Johnson Health Tech UK Ltd
www.jhtuk.co.uk
Jordan Fitness
www.jordanfitness.co.uk
Keiser
www.keiser.com
Le Velaqua Diffusion
www.levelaqua.com
Life Fitness
www.lifefitness.com
Matrix Fitness Systems Ltd
www.matrixfitness.co.uk
MedX Germany
www.medxonline.co.uk
MFsport GmbH Schloss Holte
www.mf-sport.de
Milon Industries GmbH
www.milon.com
Nautilus Inc
www.nautilusinc.com
Panatta Sport
www.panattasport.com
Paramount Fitness Corp
www.paramountfitness.com

Precor
www.precor.com
Pulse Fitness Solutions
www.pulsefitness.com
RealRyder International
www.realryder.com
SCIFIT
www.scifit.com
Shapemaster Toning Systems
www.shapemaster.co.uk
SportsArt Worldwide
www.sportsartfitness.com
Star Trac
www.startrac.com
Technogym
www.technogym.com
Teeter Hang Ups
www.inversioninternational.com
Trixtor Europe Ltd
www.x-biking.com
True Fitness Technology
www.truefitness.com
VersaClimber USA
www.versaclimber.com
WaterRower UK
www.waterrower.co.uk
Woodway GmbH
www.woodway.de

FLOATATION TANKS & POOLS

4SeasonsSpa
www.4seasonsspa.com
Barr + Wray
www.barrandwray.com
Cheshire Wellness UK
www.cheshire-spas-pools.co.uk
Floataway
www.floataway.com
GeoSpa GmbH
www.geospa.de
Hydro Physio
www.hydrophysio.com
Hydroconcept
www.hydro-concept-spa.com

Hydrotherm Ltd
www.hydrothermspa.com
I-sopod
www.i-sopod.com
Ocean Floatrooms Ltd
www.floatation-tanks.co.uk
Stas Doyer Hydrotherapie
www.stas-doyer.com
Technodesign SRL
www.nuvolaitalia.it

FLOORING

Altro Ltd
www.altro.com
Apavisa Porcelanico SL
www.apavisa.com
Azurra Mosaics
www.mosaics.co.uk
Contract Tile Consultants
www.ctc-tiles.co.uk
Digital Ceramic Solutions
www.digitalceramicsolutions.com
Floor Gres Ceramiche
www.floorgres.it
GMT Spas
www.gmtspas.co
Hamberger Flooring
GmbH & Co KG
www.haro.com
Imagine Tile Inc
www.imagnetile.com
Kinele Group SL
www.kinele.com
Trend of Vincenza
www.trend-vi.com

FOOTWEAR

Kashwére LLC
www.kashwereathome.com
Okabashi Brands
www.shoesthatloveyou.com
Samtosa Clothing
www.phrcanada.com

► *Footwear cont...*

Sole O LLC
www.soleollc.com
Yeah Baby
www.yeahbabypl.com
Zendals
www.zendals.com

FURNITURE AND FURNISHINGS

Abbey Furnishings
www.abbey-furnishings.co.uk
AKRON
www.akronproducts.co.uk
Andrew Morgan Collection
www.morgancollection.com
Arbor Vetum
www.arborvetum.co.uk
Athlegen Pty Ltd
www.athlegen.com.au
Avalon Couches
www.avaloncouches.co.uk
BD Barcelona Design
www.bdbarcelona.com
Beautelle Therapy Equipment Ltd
www.beautelle.co.uk
Blenheim Carpet Company Ltd
www.blenheim-carpets.com
Boden Furnishings
www.bodenfurnishings.com
Bretherton Therapy Products
www.bremed.co.uk
Cheshire Wellness UK
www.cheshire-spas-pools.co.uk
Chill Out Design
www.chillout-design.com
Coco-Mat
www.coco-mat.com
Dedon
www.dedon.de
Dornbracht GmbH & Co Kg
www.dornbract.de

Eastward Ltd
www.eastward.co.uk
Eldmakaren Ab
www.eldmakaren.se
Ergomotion Inc
www.ergomotion.us
Fabio Alemanno Design
www.alemanno.de
Gallotti & Radice SRL
www.gallottiradice.it
Gandia Blasco SA
www.gandiabrasco.com
Gharieni GmbH
www.gharieni.net
Grupo Kettal
www.kettalgroup.com
Haslauer GmbH
www.haslauer.info
J&A USA Inc
www.jausainc.com
Kashwére LLC
www.kashwereathome.com
LadyPillo
www.ladypillo.com
Living Earth Crafts
www.livingearthcrafts.com
Nilo
www.nilo-beauty.com
Parmar and Parmar
www.parmarandparmar.com
Pierantonio Bonacina
www.pierantonionbonacina.com
Planika Fires
www.planikafires.com
Plinth 2000
www.plinth2000.com
Serralunga SRL
www.serralunga.com
Silhouet-Tone Corp
www.silhouet-tone.com
Sommerhuber GmbH
www.sommerhuber.com
Tonon & C SpA
www.tononitalia.com

Yahya
www.yahyacreation.com

HAIRCARE

Alternia
www.alternahaircare.com
Aveda
www.aveda.com
Davines
www.davines.com
Leonor Grey!
www.leonorgrey!l.com
Kérastase
www.kerastase.com
La Bioesthétique
www.labiosthetique.com
Laboratory of Flowers
www.labofflowers.com
LaNatura
www.lanatura.com
L'anza
www.lanza.com
Moroccan Oil
www.moroccanoil.com
Neuma Beauty
www.neumabeauty.com
Peter Thomas Roth
www.peterthomasroth.com
Unite Eurotherapy
www.uniteeurotherapy.com
Yves Rocher
www.yves-rocher.co.uk

HAY-BATH EQUIPMENT

Hobe Pergh SRL
www.hobepergh.it

HEAT EXPERIENCES

4SeasonsSpa
www.4seasonsspa.com
Aegean Master Spas
www.aegeanspas.co.uk
Balnea GmbH & Co Kg
www.balnea.de

Barr + Wray
www.barrandwray.com
Bretherton Therapy Products
www.bremed.co.uk
Cheshire Wellness UK
www.cheshire-spas-pools.co.uk
Dalesauna Ltd
www.dalesauna.co.uk
Design for Leisure Ltd
www.designforleisure.com
Di Vapor Ltd
www.divapor.com
Drom UK Ltd
www.dromuk.com
ETE Wellness Engineering
www.ete.es
Fabio Alemanno Design
www.alemanno.de
GeoSpa GmbH
www.geospa.de
Hamman Consultants
www.hammanconsultants.com
Happy Sauna
www.happysauna.it
Haslauer GmbH
www.haslauer.info
Hefei Southasia Sauna Apparatus Co Ltd
www.chinasauna.com
Helo (UK) Ltd
www.helo.co.uk
Hydroconcept
www.hydro-concept.spa.com
Hydrotherm Ltd
www.hydrothermspa.com
HygroMatik
www.hydromatik.de
Inner Balance
www.ib-wellness.co.uk
Innovag AG
www.innovag.de
Inviion GmbH
www.inviion.com

Iyashi Dome

www.iyashidome.com
KLAFS GmbH & Co Kg
www.klafs.com
KRD Science &
Technology Co Ltd
www.krdsauna.com
Lux Elements GmbH & Co Kg
www.luxelements.com
Massor
www.massor.com
MillaQuia Ltd
www.millaquia.co.uk
Nola 7
www.nola7.com
Nordic Sauna and Leisure Ltd
www.nordic.co.uk
P&A Engineering Ltd
www.paengineeringltd.com
Physiotherm GmbH Thaur
www.physiotherm.com
Promet
www.promet.com.tr
Saunex
www.saunex.com
Sommerhuber GmbH
www.sommerhuber.com
SteamWorks
www.steam-works.co.uk
Sunlight Saunas
www.sunlightsaunas.com
Sunlighten Inc
www.sunlighten.com
Thermarium Bäder-Bau GmbH
www.thermarium.com
Tylö Ab
www.tylo.com
The Ultimate Sauna
Company Ltd
www.theultimatesauna.co.uk
Viking Saunas Ltd
www.viking-saunas.co.uk
Zoki UK
www.zokiuk.co.uk

HYDROTHERAPY EQUIPMENT

4SeasonsSpa
www.4seasonsspa.com
Balnea GmbH & Co Kg
www.balnea.de
Barr + Wray
www.barrandwray.com
Dalesauna Ltd
www.dalesauna.co.uk
Design for Leisure Ltd
www.designforleisure.com
Di Vapor Ltd
www.divapor.com
Ecome Industrial Group
www.ecomegroup.com
GeoSpa GmbH
www.geospa.de
Hansgrohe Ag
www.hansgrohe.com
Happy Sauna
www.happysauna.it
Haslauer GmbH
www.haslauer.info
HydroCo
www.hydroco.com
Hydroconcept
www.hydro-concept-spa.co
Hydrotherm Ltd
www.hydrothermspa.com
Inviion GmbH
www.inviion.com
KLAFS GmbH & Co Kg
www.klafs.com
Lemi
www.lemi.it
Massor
www.massor.com
Nola 7
www.nola7.com
Portcrl Spas
www.portcrl.com

Schletterer Wellness
& Spa Design
www.schletterer.com
Simulated Environment
Concepts Inc
www.spacapsule.com
Sommerhuber GmbH
www.sommerhuber.com

Stas Doyer Hydrotherapie
www.stas-doyer.com
SteamWorks
www.steam-works.co.uk
Thermarium Bäder-Bau GmbH
www.thermarium.com
Trautwein GmbH
www.trautwein-gmbh.com
Unbescheiden GmbH
www.unbescheiden.com

HYDROTHERAPY POOLS

Barr + Wray
www.barrandwray.com
Cheshire Wellness UK
www.cheshire-spas-pools.co.uk
Dalesauna Ltd
www.dalesauna.co.uk
Design for Leisure Ltd
www.designforleisure.com
GeoSpa GmbH
www.geospa.de
GMT Spas
www.gmtspas.com
HydroCo
www.hydroco.com
Hydroconcept
www.hydro-concept-spa.com
Hydrotherm Ltd
www.hydrothermspa.com
P&A Engineering Ltd
www.paengineeringltd.com
Piscine Laghetto
www.piscinelaghetto.com

Portcrl Spas
www.portcrl.com

INTERIOR DESIGN

See *Spa Design/Architects*

LASER AND LIGHT THERAPY

Alma Lasers Ltd
www.almalasers.com
BHC International Ltd
www.bhc-international.com
Body Health
www.bodyhealthgroup.com
CACI International
www.caci-international.co.uk
Clinogen Ltd
www.clinogen.com
Cynosure Inc
www.cynosure.com
Ecolite IPL
www.ecoliteipl.com
Ecome Industrial Group
www.ecomegroup.com
Energist Ltd
www.energist-international.com
Erchonja
www.erchonjaeurope.com
Evlaser UK Ltd
www.evlaseruk.co.uk
linnLight Technologies Inc
www.iinnlighttherapy.com
IPulse
www.ipulse.com.au
L Raphael
www.l-raphael.com
Light Therapy Systems Europe
www.lighttherapysystems.eu
Lumenis Ltd
www.lumenis.com
Lynton Lasers
www.lynton.co.uk
Naturalaser
www.naturalaser.com

► *Laser and Light Therapy cont...*

ProLight Aesthetics
www.prolightaesthetics.com
Skin for Life
www.skinforlife.com
Sorisa
www.sorisa.com
Suntech Group Ab
www.suntechgroup.se

LIGHTING

BSweden
www.bsweden.com
Fitzgerald Lighting Ltd
www.flg.co.uk
Lighting Design International Ltd
www.lightingdesigninternational.com
Lumina Italia SRL
www.lumina.it
Yahya
www.yahyacreation.com

LINEN

Andrew Morgan Collection
www.morgancollection.com
Balineum
www.balineum.co.uk
BC Softwear
www.bcsoftwear.co.uk
Brennard Textiles Ltd
www.brennardtextiles.co.uk
Buris Textiles Ltd
www.buris.com.tr
Bursali Towels (UK) Ltd
www.bursali.co.uk
Christy Towels
www.christy-towels.com
Monarch Robe & Towel Co
www.monarchrobe.com
Noel Asmar Uniforms
www.spauniforms.com

Richard Haworth & Co Ltd
www.richardhaworth.co.uk
RKF Luxury Linen
www.rkf.fr
Under the Canopy
www.underthecanopy.com
Yeah Baby
www.yeahbabyp.com

LOCKERS

Craftsman Quality Lockers
www.craftsman-quality-lockers.co.uk
Helmsman
www.helmsman.co.uk
Ojmar SA
www.ojmar.es

MANICURE AND PEDICURE

Africology
www.africology-sa.com
Allure Africa
www.allureafrica.com
Ashiyu
www.ashiyu.com
Clarins
http://int.clarins.com
Creative Nail Design Inc
www.creativenaildesign.com
Diva SpaWorks
www.divaspaworks.com
Essie Cosmetics
www.essie.com
Jessica Cosmetics International
www.jessicacosmetics.com
LCN Spa
www.wilde-cosmetics.com
Lemi
www.lemi.it
Mavala International SA
www.mavala.com
Olavie
www.olavie.com

OPI Products Inc
www.opi.com
Orly International Inc
www.orlybeauty.com
Pinks Boutique
www.pinksboutique.com
Plinth 2000
www.plinth2000.com
The Sanctuary Group
www.thesanctuarygroup.co.za
Silhouet-Tone Corp
www.silhouet-tone.com
Spa Ritual
www.sparitual.com
Taking the Waters
www.takingthewaters.com

MASSAGE CHAIRS

Avalon Couches
www.avaloncouches.co.uk
Beutelle Therapy Equipment Ltd
www.beutelle.co.uk
Boden Furnishings
www.bodenfurnishings.com
Bretherton Therapy Products
www.bremed.co.uk
Design for Leisure Ltd
www.designforleisure.com
Ecome Industrial Group
www.ecomegroup.com
Gharieni GmbH
www.gharieni.net
Human Touch
www.humantouch.com
Inada Massage Chairs
www.inadausa.com
Inner Balance
www.ib-wellness.co.uk
Keyton
www.keyton.com
Living Earth Crafts
www.livingearthcrafts.com

Oakworks Inc
www.oakworks.com
Plinth 2000
www.plinth2000.com
Sasaki International Ltd
www.sasaki.co.uk
Simulated Environment Concepts Inc
www.spacapsule.com
TouchAmerica
www.touchamerica.com
Welltec Deutschland GmbH
www.welltec-d.de

MASSAGE OILS

Absolute Aromas
www.absolute-aromas.com
Africology
www.africology-sa.com
After the Rain SA
www.aftertherain.ch
Alqvimia SL
www.alqvimia.com
Amber Products Co
www.amberproducts.com
Amrit Organic
www.redcherrygroup.com
Anakiri BioEnergetic Skin Care
www.anakiri.com
Aroma Vera
www.aromavera.com
Aromatherapy Associates Ltd
www.aromatherapyassociates.com
Aromatica
www.ladygrace.fi
Aveda
www.aveda.com
Biodroga Cosmetic GmbH
www.biodroga.com
Biossentials Ltd
www.biossentials.com
Charme d'Orient
www.charmedorient.com

Cinq Mondes
www.cinqmondes.com
Clarins
http://int.clarins.com
Comfort Zone
www.comfortzone.it
Daniele de Winter
www.danieledewinter.com
Darphin
www.darphin.com
Decléor
www.decleor.com
Dermalogica
www.dermalogica.com
Elemental Herbology
www.elementalherbology.com
Elemis Ltd
www.elemis.com
ESPA International (UK) Ltd
www.espaonline.com
FisioSphere
www.fisiosphere.it
Germaine de Capuccini
www.germaine-de-capuccini.com
Guinot
www.guinot.com
Hampton Affirmations
www.hamptonaffirmations.com
Healing Earth
www.healingearth.co.za
Heritage Healers
www.heritagehealers.com
Jamu Asian Spa Rituals
www.jamspa.com
Jurlique
www.jurlique.com.au
Kerstin Florian
www.kerstinflorian.com
Klapp Cosmetics GmbH
www.klapp-cosmetics.com
Kneipp-Werke
www.kneipp.de
Haslauer GmbH
www.haslauer.info

La Sultane de Saba
www.lasultanedesaba.com
Laboratory of Flowers
www.labofflowers.com
Les Sens de Marrakech
www.lessensdemarrakech.com
Ligne St Barth
www.lignestbarth.com
Li'Tya
www.litya.com
L'Occitane
www.loccitane.com
Mineralology
www.mineralology.com
Moroccan Oil
www.moroccanoil.com
NEOM Luxury Organics
www.neomorganics.com
OmVeda Ayurvedic
Skin & Hair Care
www.omveda.com.au
Osmium For Men
www.osmiumformen.com
Pevonia International LLC
www.pevonia.com
Phyt's
www.phyts.com
Pinks Boutique
www.pinksboutique.com
Pino GmbH
www.pinoshop.de
Premchit Prateap
Na Thalang Ltd
www.experiencepremchit.com
Primavera Life GmbH
www.primaveralife.com
The Sanctuary Group
www.thesanctuarygroup.co.za
Shiseido Europe
www.shiseido-europe.com
Sothys
www.sothys.com
SpaDunya
www.spadunya.com

Tanamera Tropical
Spa Sdn Bhd
www.tanamera.com.my
Temple Spa Ltd
www.templespa.com
Terraké
www.terrake.com
Thalgo
www.thalgo.com
Tisserand
www.tisserand.com
Tri-Dosha Ltd
www.tri-dosha.co.uk
Wild Earth Pvt Ltd
www.wildearthnepal.com
Wisdom of Africa
www.wisdomcosmetics.com
Yon-Ka
www.yonka.com
Ytsara
www.ytsara.com

MEDI SPA

Alma Lasers Ltd
www.almalasers.com
BHC International Ltd
www.bhc-international.com
Body Health
www.bodyhealthgroup.com
Bretherton Therapy Products
www.bremed.co.uk
CACI International
www.caci-international.co.uk
Callegari Spa
www.catellani1930.com
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www.canfieldsci.com
The Carlton Group
www.thecarltongroup.co.uk
CK Electronics
www.courage-khazaka.de
Clinogen Ltd
www.clinogen.com

Cosmed SRL
www.cosmed.it
Crystal Clear International Ltd
www.crystalclearskincare.com
Cynosure Inc
www.cynosure.com
DTS MG Co Ltd
www.dtsmg.com
Ecolite IPL
www.ecoliteipl.com
Edge Systems Corporation
www.edgesystemscorp.com
Energist Ltd
www.energist-international.com
Evlaser UK Ltd
www.evlaseruk.co.uk
FisioSphere
www.fisiosphere.it
linnLight Technologies Inc
www.iinnlighttherapy.com
IPulse
www.ipulse.com.au
L Raphael
www.l-raphael.com
Light Therapy Systems Europe
www.lighttherapysystems.eu
LPG Systems
www.lpgsystems.com
Lumenis Ltd
www.lumenis.com
Lynton Lasers
www.lynton.co.uk
Maya Beauty Engineering
www.mayabeauty.it
MCCM Medical Cosmetics
www.mccmcosmetics.eu
Medical Technology SRL
www.medical-technology.it
Medik8 Dermaceuticals
www.medik8.com
Med-Op Aesthetic
Technologies Ltd
www.med-op.com

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Naturalaser
www.naturalaser.com
Nola 7
www.nola7.com
ProLight Aesthetics
www.prolightaesthetics.com
Skin for Life
www.skinforlife.com
Solta Medical Inc
www.solta.com
Sorisa
www.sorisa.com
Storz Medical Ag
www.storzmedical.ch
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www.suntechgroup.se
Sybaritic Inc
www.sybaritic.com
System4 Technologies GmbH
www.human-regenerator.com
TavTech Ltd
www.tav-tech.com

MUD

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www.balaton-spa.co.uk
Blue Spa & Leisure
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www.bluespaandleisure.co.uk
Haslauer GmbH
www.haslauer.info
Hungarian Wellness Mud
www.hungarianwellnessmud.com
hungarymud
www.hungarymud.com
McShane Hill
www.mcshanehill.com
Moor Spa International Ltd
www.moorspa.co.uk
Ógra
www.ograskincare.com

Spa Find
www.spafindskincare.com
Stone Forest
www.stone-forest.co.uk

MUSIC

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Gap MuSic
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Private Label Music
www.privatelabelmusic.com
Real Music
www.realmusic.com
So Sound Solutions
www.sosoundsolutions.com
Spa Sounds
www.spasounds.com.au
Spirit Music Group
www.spiritmusicgroup.com

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www.blissworld.com
Intelligent Nutrients
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Junglinster
www.labo.lu
Officina de' Tornabuoni
www.officinadetornabuoni.com
On Group
www.on-group.co.uk
The Organic Pharmacy
www.theorganicpharmacy.com
Sanitas Skincare
www.sanitas-skincare.com
Thalgo
www.thalgo.com
Weil Lifestyle LLC
www.drweil.com

Yves Rocher
www.yves-rocher.co.uk

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Aromatherapy Associates Ltd
www.aromatherapyassociates.com
Aveda
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AW Lake Spa Concepts Pte Ltd
www.awlakeonline.com
Babor GmbH & Co Kg
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Basanti Group LLC
www.basantigroup.com
Biola Naturcosmetics
www.biola-naturcosmetics.co
Biossentials Ltd
www.biossentials.com
Bliss
www.blissworld.com
Body Bistro
www.bodybistro.com
Botanicals Ltd
www.botanicals.co.uk
Burt's Bees
www.burtsbees.com
Caribbean Essentials
www.caribbeanessentials.com
Christopher Drummond Beauty
www.christopherdrummond.com
Cinq Mondes
www.cinqmondes.com
Daniele de Winter
www.danieledewinter.com

Decléor
www.decleor.com
Dr Bronner's Magic Soaps
www.drbronner.com
Dr Hauschka
www.wala.de
Elemental Herbology
www.elementalherbology.com
Éminence Organic Skin Care
www.eminenceorganics.com
Essential Care
www.essential-care.co.uk
Healing Earth
www.healingearth.co.za
Heritage Healers
www.heritagehealers.com
Hobe Pergh SRL
www.hobepergh.it
ILA-Spa Ltd
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Intelligent Nutrients
www.intelligentnutrients.com
Jamu Asian Spa Rituals
www.jamuspa.com
Jurlique
www.jurlique.com.au
Kimia Skincare Ltd
www.kimia.co.uk
Kneipp-Werke
www.kneipp.de
KROMA
www.kromamakeup.com
Kumani Essentials
www.kumaniessentials.com
KuuSh Pty Ltd
www.kuush.com.au
Laboratory of Flowers
www.labofflowers.com
LaNatura
www.lanatura.com
Ligne St Barth
www.lignestbarth.com
Li'Tya
www.litya.com

L'Occitane
www.loccitane.com
Malie Inc
www.malie.com
Naturopathica
www.naturopathica.com
NEOM Luxury Organics
www.neomorganics.com
NUDE
www.nudeskincare.com
OCCO Ltd
www.occo-online.com
Officina de' Tornabuoni
www.officinadetornabuoni.com
Ogra
www.ograskincare.com
Omnisens Paris
www.omnisens.fr
Omorovicza
www.omorovicza.com
OmVeda Ayurvedic
Skin & Hair Care
www.omveda.com.au
On Group
www.on-group.co.uk
The Organic Pharmacy
www.theorganicpharmacy.com
The Organic Spa
www.theorganicspa.eu
Pevonia International LLC
www.pevonia.com
Phyt's
www.phyts.com
Pinks Boutique
www.pinksboutique.com
Pino GmbH
www.pinoshop.de
Premchit Prateap
Na Thalang Ltd
www.experienceprechit.com
Pur Natural Skincare
www.purskincare.co.uk
Red Flower
www.redflower.com

REN Skincare
www.renskincare.co
Sanitas Skincare
www.sanitas-skincare.com
Sasy n Savy Pty Ltd
www.sasynsavy.com.au
Shea Terra Organics
www.sheaterraorganics.com
Skin 2 Skin Care
www.skin2skincare.com
Sodashi Pty Ltd
www.sodashi.com
SpaDunya
www.spadunya.com
Tanamera Tropical
Spa Sdn Bhd
www.tanamera.com.my
Terraké
www.terrake.com
Tisserand
www.tisserand.com
Victoria Moore Ltd
www.victoria-moore.eu
VOYA
www.voya.ie
Wala Heilmittel GmbH
www.wala.de
Weleda International
www.weleda.com
Wild Earth Pvt Ltd
www.wildearthnepal.com
Ytsara
www.ytsara.com
Yum Skin Care Inc
www.yumskincare.com

PHOTOGRAPHY

Daniel Aubry Studio
www.aubryphoto.com
Linda Troeller
www.lindatroeller.com
Robert Bueltman Studio
www.robertbueltman.com

Spa Photography
www.spaphotography.com

PILATES/YOGA

Agoy Ltd
www.agoy.com
Airex Ag
www.bebalanced.net
Armacell UK Ltd
www.armacell.com
Asquith London
www.asquithlondon.com
Balanced Body Inc
www.pilates.com
Body Control Pilates
www.bodycontrol.co.uk
Century Inc
www.centuryfitness.com
Daisy Roots (UK) Ltd
www.pilatesshoes.co.uk
EcoYoga
www.ecoyoga.co.uk
Fitness-Mad
www.fitness-mad.com
Gaiam Inc
www.gaiam.com
Gravity UK Ltd
www.gravityuk.net
JadeYoga
www.jadeyoga.com
JK Leisure Clothing &
Sports Equipment
www.jklclothing.co.uk
Manduka LLC
www.manduka.com
Manuka Tree Ltd
www.manukalife.com
My Spirit
www.myspirit.se
Noel Asmar Uniforms
www.spauniforms.com
Peak Pilates
www.peakpilates.com

Physical Company Ltd
www.physicalcompany.co.uk
Pilates Foundation
www.pilatesfoundation.com
Pilates Solutions Ltd
www.pilatesolutions.co.uk
Pilates Training Solutions
www.pilates Trainingsolutions.co.uk
Plank
www.plankdesigns.com
STOTT Pilates
www.stottpilates.com
Yamarama
www.yamarama.com
Yoga Professionals
www.yogaprofessionals.co.uk
ZENsei
www.zensei.com

PLANETARIUMS/ LARGE FORMAT FILM

LivingGlobe
www.livingglobe.com
Sky-Skan Europe GmbH
www.skyskan.com

PLUNGE POOLS

Barr + Wray
www.barrandwray.com
Cheshire Wellness UK
www.cheshire-spas-pools.co.uk
Dalesauna Ltd
www.dalesauna.co.uk
Design for Leisure Ltd
www.designforleisure.com
GMT Spas
www.grmtspas.com
Hydroconcept
www.hydro-concept-spa.com

RECRUITMENT

Bond Recruitment
www.bondrecruitment.com

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Hutchinson Consulting
www.hutchinsonconsulting.com
Spa Opportunities
www.spaopportunities.com

RELAXATION BEDS

Avalon Couches
www.avaloncouches.co.uk
Balnea GmbH & Co Kg
www.balnea.de
Boden Furnishings
www.bodenfurnishings.com
Cheshire Wellness UK
www.cheshire-spas-pools.co.uk
Coco-Mat
www.coco-mat.com
Dalesauna Ltd
www.dalesauna.co.uk
Design for Leisure Ltd
www.designforleisure.com
Ergomotion Inc
www.ergomotion.us
Fabio Alemanno Design
www.alemanno.de
GeoSpa GmbH
www.geospa.de
Gharieni GmbH
www.gharieni.net
Happy Sauna
www.happysauna.it
Haslauer GmbH
www.haslauer.info
Hydroconcept
www.hydro-concept-spa.com
Hydrotherm Ltd
www.hydrothermspa.com
Inviion GmbH
www.inviion.com
KLAFS GmbH & Co Kg
www.klafs.com
Living Earth Crafts
www.livingearthcrafts.com

Nola 7
www.nola7.com
Quiess Ltd
www.quiess.com
Schletterer Wellness
& Spa Design
www.schletterer.com
Sommerhuber GmbH
www.sommerhuber.com
Stas Doyer Hydrotherapie
www.stas-doyer.com
SteamWorks
www.steam-works.co.uk
Thermarium Bäder-Bau GmbH
www.thermarium.com
Trautwein GmbH
www.trautwein-gmbh.com

ROOM FRAGRANCES AND DIFFUSERS

Amala Inc
www.amalabeauty.com
AromaJet
www.aromajet.com
Atmosphère Diffusion
www.atmospherediffusion.fr
Laboratory of Flowers
www.labofflowers.com
Roja Dove
www.rojadove.com
Romane Fragrances
www.romanefragrances.com
Scentys Fragrance Systems
www.scentys.com
Serene House International
www.serene-house.com

SALON EQUIPMENT

Amber Products Co
www.amberproducts.com
Bretherton Therapy Products
www.bremed.co.uk
CACI International
www.caci-international.co.uk

Caldera
www.caldera-products.com
Callegari SpA
www.catellani1930.com
Canfield Scientific Inc
www.canfieldsci.com
The Carlton Group
www.thecarltongroup.co.uk
CK Electronics
www.courage-khazaka.de
Clarisonic
www.clarisonic.com
Clinogen Ltd
www.clinogen.com
Continuum Footspas
www.salonpedicurespas.com
Cosmed SRL
www.cosmed.it
Cosmopro
www.cosmopro.com
Crystal Clear International Ltd
www.crystalclearskincare.com
Edge Systems Corporation
www.edgesystemscorp.com
European Touch
www.etspa.com
FisioSphere
www.fisiosphere.it
Gharieni GmbH
www.gharieni.net
Iyashi Dome
www.iyashidome.com
J&A USA Inc
www.jausainc.com
L Raphael
www.l-raphael.com
LadyPillo
www.ladypillo.com
Lemi
www.lemi.it
Light Therapy Systems Europe
www.lighttherapysystems.eu
LPG Systems
www.lpgsystems.com

Med-Op Aesthetic
Technologies Ltd
www.med-op.com
Medical Technology SRL
www.medical-technology.it
Naturalaser
www.naturalaser.com
Nola 7
www.nola7.com
Oakworks Inc
www.oakworks.com
Pedicure Bowls
www.pedicurebowls.com
Pino GmbH
www.pinoshop.de
Plinth 2000
www.plinth2000.com
Purex International Ltd
www.purexLtd.co.uk
SafeTIC
www.safe-tic.com
Silhouet-Tone Corp
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Skin for Life
www.skinforlife.com
Slim Images Ltd
www.slimimages.co.uk
Solta Medical Inc
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Sorisa
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Spa Revolutions
www.sparev.com
SpaEquip Inc
www.spaequip.com
Sparcana Ltd
www.spapliance.com
Storz Medical Ag
www.storzmedical.ch
Sybaritic Inc
www.sybaritic.com
TavTech Ltd
www.tav-tech.com

TouchAmerica
www.touchamerica.com
Tumiturbi
www.tumiturbi.it

SALT THERAPY

Barr + Wray
www.barrandwray.com
Dalesauna Ltd
www.dalesauna.co.uk
Design for Leisure Ltd
www.designforleisure.com
GeoSpa GmbH
www.geospa.de
Haslauer GmbH
www.haslauer.info
Hydroconcept
www.hydro-concept-spa.com
KLAFS GmbH & Co Kg
www.klafs.com
Microsalt International BV
www.microssalt.com
Salus Group
www.salusgroup.pl

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www.4seasonsspa.com
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Bossini SpA
www.bossini.it
Dalesauna Ltd
www.dalesauna.co.uk
Design for Leisure Ltd
www.designforleisure.com
Di Vapor Ltd
www.divapor.com

Duravit Ag
www.duravit.com
Duscholux SA
www.duscholux.ch
Enviroflow Solutions
www.enviroflow.co.uk
Franke GmbH
www.franke.com
Franz Kaldewei GmbH & Co Kg
www.kaldewei.de
Fratelli Fantini SpA
www.fantini.it
GeoSpa GmbH
www.geospa.de
Hansgrohe Ag
www.hansgrohe.com
Happy Sauna
www.happysauna.it
Hoesch Design GmbH
www.hoesch.de
Hughes Safety Showers
www.hughes-safety-showers.co.uk
Hydrotherm Ltd
www.hydrothermspa.com
Industrias Cosmic SAU
www.icosmic.com
Inviion GmbH
www.inviion.com
KLAFS GmbH & Co Kg
www.klafs.com
Kohler Mira/Rada
www.radacontrols.com
Lux Elements GmbH & Co Kg
www.luxelements.com
Massor
www.massor.com
Nola 7
www.nola7.com
P&A Engineering Ltd
www.paengineeringltd.com
Quench Solutions Pty Ltd
www.quenchshowers.com
Samuel Heath & Sons PLC
www.samuel-heath.com

Wellness Enterprises
www.wellnessshower.com
Zucchetti Rubinetteria SpA
www.zucchettirub.it

SKIN ANALYSIS

Callegari SpA
www.catellani1930.com
Canfield Scientific Inc
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CK Electronics
www.courage-khazaka.de

SKINCARE - MEN

Academie Scientifique
de Beaute
www.skinacademie.com
Ahava
www.ahava.com
Alchimie Forever LLC
www.alchimie-forever.com
Allure Africa
www.allureafrica.com
Anne Semonin
www.annesemonin.com
Aveda
www.aveda.com
Babor GmbH & Co Kg
www.babor.com
Basanti Group LLC
www.basantigroup.com
Biodroga Cosmetic GmbH
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Biola Naturcosmetics
www.biola-naturcosmetics.com
Biologique Recherche
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Burt's Bees
www.burtsbees.com
Celestial Spa Authentic
www.celestialspa.co.uk
Clarins
http://int.clarins.com

Comfort Zone
www.comfortzone.it
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www.ddfskincare.com
Decléor
www.decleor.com
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www.dermalogica.com
Diva SpaWorks
www.divaspaworks.com
Dr Bronner's Magic Soaps
www.drbronner.com
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Environ Skin Care Pty Ltd
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ESPA International (UK) Ltd
www.espaonline.com
Eve Taylor (London) Ltd
www.eve-taylor.com
Flint Edge
www.flintedge.com
Germaine de Capuccini
www.germaine-de-capuccini.com
Guinot
www.guinot.com
Homage
www.homage.com
Ilcsi Beautifying Herbs
www.ilcsi.com
Institut Esthederm
www.esthederm.com
Julisis
www.julisis.com
Kerstin Florian
www.kerstinflorian.com
Klapp Cosmetics GmbH
www.klapp-cosmetics.com
KuuSh Pty Ltd
www.kuush.com.au
La Biosthétique
www.labiosthetique.com

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La Sultane de Saba
www.lasultanedesaba.com
 Les Sens de Marrakech
www.lessensdemarrakech.com
 Ligne St Barth
www.lignestbarth.com
 Li'Tya
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 Lubatti
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 Mens Space
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www.naturabisse.es
 NEOM Luxury Organics
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www.loccitane.com
 Ógra
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 Omnisens Paris
www.omnisens.fr
 ONLY YOURx
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 The Organic Pharmacy
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 Osmium For Men
www.osmiumformen.com
 Payot
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 REN Skincare
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 Weleda International
www.weleda.com
 Wisdom of Africa
www.wisdomcosmetics.com
 Yon-Ka
www.yonka.com
 Ytsara
www.ytsara.com
 Yum Skin Care Inc
www.yumskincare.com
 Yves Rocher
www.yves-rocher.co.uk

SKINCARE – WOMEN

Academie Scientifique de Beaute
www.skinacademie.com
 Africology
www.africology-sa.com
 After the Rain SA
www.aftertherain.ch
 Ahava
www.ahava.com
 Akhassa
www.akhassausa.com
 Alchimie Forever LLC
www.alchimie-forever.com
 Allure Africa
www.allureafrica.com
 Alqvimia SL
www.alqvimia.com
 Amala Inc
www.amalabeauty.com
 Amber Products Co
www.amberproducts.com
 Amrit Organic
www.redcherrygroup.com
 Anakiri BioEnergetic Skin Care
www.anakiri.com
 Anna Lotan Ltd
www.annalotan.com
 Anne Semonin
www.annesemonin.com
 ARK
www.arkskincare.com
 Aroma Vera
www.aromavera.com
 Aromapothecary
www.aromapothecary.com
 Aromatherapy Associates Ltd
www.aromatherapyassociates.com
 Aromatica
www.ladygrace.fi
 Aveda
www.aveda.com

AW Lake Spa Concepts Pte Ltd
www.awlakeonline.com
 Babor GmbH & Co Kg
www.babor.com
 Balaton Spa
www.balaton-spa.co.uk
 Basanti Group LLC
www.basantigroup.com
 Bellitas Ltd
www.bellitas.co.uk
 BioCol Cosmetics Ltd
www.biocol.co.uk
 Biodroga Cosmetic GmbH
www.biodroga.com
 Biola Naturcosmetics
www.biola-naturcosmetics.com
 Biologique Recherche
www.biologique-recherche.com
 Biossentials Ltd
www.biossentials.com
 Biotone
www.biotone.com
 Biotropica LLC
www.biotropicabody.com
 Bliss
www.blissworld.com
 Blu Spa
www.bluspa.com
 Boa Skin Care
www.boaskincare.com
 Body Bistro
www.bodybistro.com
 Botanicals Ltd
www.botanicals.co.uk
 Burt's Bees
www.burtsbees.com
 Caribbean Essentials
www.caribbeanessentials.com
 Carita International
www.carita.com
 Celestial Spa Authentic
www.celestialspa.co.uk
 Chanticaillé
www.chanticaillé.com

Charme d'Orient
www.charmedorient.com

Cinq Mondes
www.cinqmondes.com

Clarins
http://int.clarins.com

Collin
www.collinparis.com

Comfort Zone
www.comfortzone.it

Cor LLC
www.corsilver.com

Crème de la Mer
www.cremedelamer.co.uk

Cures by Avance
www.curesbyavance.com

C'watre
www.cwatre.com

Daniela Steiner
www.steiner cosmetics.com

Daniele de Winter
www.danieledewinter.com

Darphin
www.darphin.com

DDF Skincare
www.ddfskincare.com

Decléor
www.decleor.com

Dermalogica
www.dermalogica.com

Dermaquest Skin Therapy
www.dermaquestlnccom

Diva SpaWorks
www.divaspaworks.com

Dr Bronner's Magic Soaps
www.drbronner.com

Dr Hauschka
www.wala.de

Electric Body Europe
www.electricbody.eu

Elemental Herbology
www.elementalherbology.com

Elemis Ltd
www.elemis.com

Ella Baché
www.ellabache.fr

EmerginC
www.emerglnccom

Éminence Organic Skin Care
www.eminenceorganics.com

Environ Skin Care Pty Ltd
www.environ.co.za

Epicuren Discovery
www.epicuren.com

Ericson Laboratoire
www.ericson-laboratoire.com

ES Skincare
www.esskincare.co.uk

ESPA International (UK) Ltd
www.espaonline.com

Essential Care
www.essential-care.co.uk

Eve Lom Ltd
www.evelom.com

Eve Taylor (London) Ltd
www.eve-taylor.com

FisioSphere
www.fisiosphere.it

Forest Secrets Skincare
www.forestsecretsskincare.com

Forlle'd Inc
www.forlle-d.com

Futuresse Spa GmbH
www.futuresse.de

Gatineau
www.gatineau-paris.com

Germaine de Capuccini
www.germaine-de-capuccini.com

Guinot
www.guinot.com

Haslauer GmbH
www.haslauer.info

Hawaiian Body Products LLC
www.hawaiianbodyproducts.com

Healing Earth
www.healingearth.co.za

Hobe Pergh SRL
www.hobepergh.it

ILA-Spa Ltd
www.ila-spa.com

Ilcsi Beautifying Herbs
www.ilcsi.com

Image Skincare
www.imageskincare.com

Inspa Wellness Retreat Pty Ltd
www.inspa.com.au

Institut Esthederm
www.esthederm.com

Intelligent Nutrients
www.intelligentnutrients.com

Intraceuticals
www.intraceuticals.com

Jamu Asian Spa Rituals
www.jamuspacom

JMSR Europe Ltd
www.jmsreurope.com

Julisis
www.julisis.com

Jurlique
www.jurlique.com.au

Kamana UK Ltd
www.kamanauk.com

Kanebo Cosmetics Inc
www.kanebo-international.com

Kéraskin Esthetics
www.keraskin-esthetics.com

Kerstin Florian
www.kerstinflorian.com

Kimia Skincare Ltd
www.kimia.co.uk

Kneipp-Werke
www.kneipp.de

Kumani Essentials
www.kumaniessentials.com

Haslauer GmbH
www.haslauer.info

Heritage Healers
www.heritagehealers.com

KuuSh Pty Ltd
www.kuush.com.au

L Raphael
www.l-raphael.com

L'anza
www.lanza.com

La Bioesthétique
www.labiosthetique.com

La Sultane de Saba
www.lasultanedesaba.co

Laboratoire Remède
www.remede.com

Laboratoires Ingrid Millet SA
www.ingridmillet.com

Laboratoires La Prairie SA
www.laprairie.com

Laboratory of Flowers
www.labofflowers.com

LaNatura
www.lanatura.com

LCN Spa
www.wilde-cosmetics.com

Les Sens de Marrakech
www.lessensdemarrakech.com

Li'Tya
www.litya.com

L'Occitane
www.loccitane.com

Lubatti
www.lubatti.co.uk

Luzern Laboratories Inc
www.luzernlabs.com

Macon Meerescosmetic
www.maconmeerescosmetic.de

Malie Inc
www.malie.com

Malin+Goetz
www.malinandgoetz.com

Matis Beauty Ltd
www.matisbeauty.com

Mavala International SA
www.mavala.com

MCCM Medical Cosmetics
www.mccmcosmetics.eu

McShane Hill
www.mcshanehill.com

MD Formulations
www.mdformulations.com

► *Skincare – Women cont...*

Medik8 Dermaceuticals

www.medik8.com

Mineralology

www.mineralology.com

Moor Spa International Ltd

www.moorspa.co.uk

My Blend

www.myblendbeauty.com

Natura Bissé Internacional SA

www.naturabisse.es

Naturopathica

www.naturopathica.com

NEOM Luxury Organics

www.neomorganics.com

Nu Skin

www.nuskin.com

NUDE

www.nudeskincare.com

Obagi Medical Products Inc

www.obagi.com

OCCO Ltd

www.occo-online.com

Officina de' Tornabuoni

www.officinadetornabuoni.com

Ógra

www.ogirskincare.com

Olavie

www.olavie.com

Omnisens Paris

www.omnisens.fr

Omorovicza

www.omorovicza.com

OmVeda Ayurvedic

www.omveda.com.au

Skin & Hair Care

www.omveda.com.au

On Group

www.on-group.co.uk

ONLY YOURx

www.onlyyourx.com

The Organic Pharmacy

www.theorganicpharmacy.com

The Organic Spa

www.theorganicspa.eu

Payot

www.payot.com

Peter Thomas Roth

www.peterthomasroth.com

Pevonia International LLC

www.pevonia.com

Phytomer

www.phytomer.com

Phyt's

www.phyts.com

Pino GmbH

www.pinoshop.de

Primavera Life GmbH

www.primaveralife.com

Priori

www.prioriskincare.com

Pur Natural Skincare

www.purskincare.co.uk

Pure Fiji

www.purefiji.com

Red Flower

www.redflower.com

REN Skincare

www.renskincare.co

Repêchage Ltd

www.repechage.com

Rodial Ltd

www.rodial.co.uk

Russie Blanche

www.russieblanche.com

The Sanctuary Group

www.thesanctuarygroup.co.za

Sea of Life

www.seaofflife.co.za

Shiseido Europe

www.shiseido-europe.com

Själ Skincare

www.sjalskincare.com

Skin 2 Skin Care

www.skin2skincare.com

Skin Authority

www.skinauthority.com

SkinCeuticals

www.skinceuticals.com

Sodashi Pty Ltd

www.sodashi.com

Sothys

www.sothys.com

Spa Find

www.spafindskincare.com

Spa Ritual

www.sparitual.com

SpaDunya

www.spadunya.com

Suissences

www.suissences.com

Sundari

www.sundari.com

Suzanne aux Bains

www.suzanneauxbains.com

Tanamera Tropical

www.tanamera.com.my

Temple Spa Ltd

www.templespa.com

Terraké

www.terrake.com

Thal'lon Laboratories

www.thalion.com

Thalgo

www.thalgo.com

THANN-Oryza

www.thann.info

TheraVine

www.spaproducts.co.za

Tri-Dosha Ltd

www.tri-dosha.co.uk

Veribel

www.thewellcare.com

Victoria Moore Ltd

www.victoria-moore.eu

VOYA

www.voya.ie

Wala Heilmittel GmbH

www.wala.de

Weleda International

www.welada.com

Wisdom of Africa

www.wisdomcosmetics.com

Yon-Ka

www.yonka.com

Ytsara

www.ytsara.com

Yum Skin Care Inc

www.yumskincare.com

Yves Rocher

www.yves-rocher.co.uk

SOUND THERAPY

Acutonics

www.acutonics.com

Next Wave Ltd

www.nextwave.fi

So Sound Solutions

www.sosoundsolutions.com

Stress & Motivation UK Ltd

www.soundwavetherapy.co.uk

SPA BATH/WHIRLPOOLS

4SeasonsSpa

www.4seasonsspa.com

Balnea GmbH & Co Kg

www.balnea.de

Barr + Wray

www.barrandwray.com

Catalina Spas

www.catalinaspas.co.uk

Cheshire Wellness UK

www.cheshire-spas-pools.co.uk

Dalesauna Ltd

www.dalesauna.co.uk

Design for Leisure Ltd

www.designforleisure.com

Di Vapor Ltd

www.divapor.com

GeoSpa GmbH

www.geospa.de

Hansgrohe Ag

www.hansgrohe.com

Happy Sauna
www.happysauna
HydroCo
www.hydroco.com
Hydroconcept
www.hydro-concept-spa.com
Hydrotherm Ltd
www.hydrothermspa.com
Inviion GmbH
www.inviion.com
KLAFS GmbH & Co Kg
www.klafs.com
Massor
www.massor.com
Portcrlil Spas
www.portcrlil.com
Schletterer Wellness
& Spa Design
www.schletterer.com
Spaform UK Ltd
www.spaform.com
Thermarium Bäder-Bau GmbH
www.thermarium.com
Trautwein GmbH
www.trautwein-gmbh.com
Unbescheiden GmbH
www.unbescheiden.com

SPA DESIGN/ARCHITECTS

AB Concept
www.abconcept.net
Absolute Design
www.absolutedesign.co.uk
Adache Group Architects Inc
www.adache.com
aDesign
www.atlamdesignworldwide.com
Aedas Architects
www.aedas.com
American Leisure
www.americanleisure.com
Architrave Design &
Planning Co Ltd
www.banyantree.com

Asfour Guzy Architects
www.asfourguzy.com
Atelier Landauer Ltd
www.atelier-landauer.com
Atmosphere Spa Design
www.atmospherespadesign.com
AW Lake Spa Concepts Pte Ltd
www.awlakeonline.com
Beauty Leaders LLC
www.beautyleaders.com
Blu Spas Inc
www.bluspasinc.com
BUZ Design Consultants
www.buzdesign.biz
Champalimaud
www.champalimauddesign.com
Chantara Spa
www.chantaraspa.com
Clodagh
www.clodagh.com
Consonni
www.consonni.it
Davide Macullo Architetto
www.macullo.com
Denniston International
Architects & Planners Ltd
www.denniston.com/my
DNA-Design
www.dna-design.co.uk
DP Architects
www.dpa.com.sg
dR Global
www.dr-global.com
Ecologic Spa Development
& Management
www.spadevelopers.com
Foster + Partners
www.fosterandpartners.com
Fox Linton
www.foxlinton.com
Francisco Manosa & Partners
www.manosa.com
GeoSpa GmbH
www.geospa.de

GOCO Hospitality
www.goco.co
Happy Sauna
www.happysauna
Hirsch Bedner Associates/HBA
www.hbadesign.com
Howard Consulting
www.howardconsulting.co.uk
IDP Design
www.idpdesign.com
Imagine Spa Management
www.imaginespamanagement.co.uk
International Leisure
Consultants
www.ilc-world.com
IS Wellness
www.is-wellness.com
Jaya International Design
www.jayainternational.com
JG Spa Consultancy
www.jgspadevelopment.com
Kerry Hill Architects
www.kerryhillarchitects.com
Lane Pettigrew
www.lanepettigrew.com
MASS Designers
www.massdesigners.com
Moran Architects
www.moranarchitects.com
MSpa International
www.mspa-international.com
Natural Resources Spa
Consulting Inc
Newport Collaborative
Architects
www.ncarchitects.com
Omdanne
www.omdanne.com.au
Overland Partners
www.overlandpartners.com
P49 Deesign &
Associates Co Ltd
www.p49deesign.com

PA Wellness Consultancy
www.pa-wellness.com
Peter Muller
www.petermuller.org
Raison d'Etre
www.raisondetrespas.com
Red Cashew
www.redcashew.com
Resense Spa
www.resensespa.com
Robert D Henry Architects
www.rdh-architects.com
Salamander Lifestyle Pte Ltd
www.salamanderspa.net
Sanipex Group
www.sanipexdubai.com
Sanitas Spa & Wellness
www.thesanitas.com
Saturn Projects Ltd
www.saturnprojects.com
Schletterer Wellness
& Spa Design
www.schletterer.com
Spa Concepts International
www.spaconcepts.com
The Spa Consultants
www.thespaconsultants.co.za
Spa Creatos
www.spacreators.com
Spa Developments
www.spadevelopments.com
Spa Innovations
www.spa-innovations.com
Spa Sessions
www.spasessions.com
Spa Strategy
www.spastrategy.net
Spa Success Consultants
www.spasuccess.com
Sparcstudio
www.sparcstudio.co.uk
SteamWorks
www.steam-works.co.uk

► *Spa Design/Architects cont...*

Steve Leung Designers Ltd
www.steveleung.com
Studio Kusan Ltd
www.studio-kusan.hr
Studio Noach
www.studio-noach.com
Studio RHE
www.rhe.uk.com
Sylvia Planning And
design Inc (SPAd)
www.sylviaspa.com
Syntax Group
www.syntaxuk.com
Thermarium Bäder-Bau GmbH
www.thermarium.com
Tip Touch Academie
www.tiptouch.com
Trilogy Spa Ventures
www.trilogyspaventures.com
Vanessa Gallinaro
www.vanessa-gallinaro.com
Voelker Gray Design
www.voelkergraydesign.com
Wheway Lifestyle International
www.whewaylifestyle.com
Wimberly Allison Tong & Goo
www.watg.com
WTS International
www.wtsinternational.com
Zynk Design
www.zynkdesign.com

SUNCARE

Soleil Organique
www.soleilorganique.com
Xen-Tan
www.xen-tan.co.uk
Yves Rocher
www.yves-rocher.co.uk

TANNING/SUNBEDS

Be Bronze
www.shopbebronze.com
Beau Bronz
www.beaubronz.co.uk
California Tan
www.californiatan.com
Ergoline
www.ergoline-uk.com
Fake Bake
www.fakebake.com
He-Shi Enterprises Ltd
www.he-shi.eu
Iredale Mineral Cosmetics
www.janeiredale.com
Karora Cosmetics
www.karoracosmetics.com
On Group
www.on-group.co.uk
Soltron
www.soltron.us
St Tropez
www.st-tropez.com
Ultrasun International BV
www.ultrasun.nl
Vani-T Pty Ltd
www.vani-t.com
Vita Liberata
www.vitaliberata.com
Xen-Tan
www.xen-tan.co.uk

THALASSO/MARINE

Ahava
www.ahava.com
Babor GmbH & Co Kg
www.babor.com
Biodroga Cosmetic GmbH
www.biodroga.com
Blue Spa & Leisure
Consultants Ltd
www.bluespaandleisure.co.uk

Collin
www.collinparis.com
Cor LLC
www.corsilver.com
C'watre
www.cwatre.com
Elemis Ltd
www.elemis.com
Ella Baché
www.ellabache.fr
FisioSphere
www.fisiosphere.it
Gatineau
www.gatineau-paris.com
Germaine de Capuccini
www.germaine-de-capuccini.com
Haslauer GmbH
www.haslauer.info
Kerstin Florian
www.kerstinflorian.com
Klapp Cosmetics GmbH
www.klapp-cosmetics.com
Haslauer GmbH
www.haslauer.info
Laboratoires Ingrid Millet SA
www.ingridmillet.com
Laboratoires La Prairie SA
www.laprairie.com
LaNatura
www.lanatura.com
Macon Meerescosmetic
www.maconmeerescosmetic.de
Omorovicza
www.omorovicza.com
Pevonia International LLC
www.pevonia.com
Phytomer
www.phytomer.com
Repêchage Ltd
www.repechage.com
Sothys
www.sothys.com
Spa Find
www.spafindskincare.com

Terraké
www.terrake.com
Thal'lon Laboratories
www.thalion.com
Thalgo
www.thalgo.com
VOYA
www.voya.ie

TREATMENT BEDS

4SeasonsSpa
www.4seasonsspa.com
Athlegen Pty Ltd
www.athlegen.com.au
Avalon Couches
www.avaloncouches.co.uk
Beautelle Therapy
Equipment Ltd
www.beautelle.co.uk
Boden Furnishings
www.bodenfurnishings.com
Custom Craftworks
www.customcraftworks.com
Dreamtouch
www.instylefitness.co.uk
Earthlite Massage Tables
www.earthlite.com
ETE Wellness Engineering
www.ete.es
GeoSpa GmbH
www.geospa.de
Gharieni GmbH
www.gharieni.net
Happy Sauna
www.happysauna.it
Haslauer GmbH
www.haslauer.info
HydroCo
www.hydroco.com
Hydrotherm Ltd
www.hydrothermspa.com
Inviion GmbH
www.inviion.com

Lemi
www.lemi.it
Living Earth Crafts
www.livingearthcrafts.com
Massor
www.massor.com
Nilo
www.nilo-beauty.com
Nola 7
www.nola7.com
Oakworks Inc
www.oakworks.com
Pierantonio Bonacina
www.pierantonioBonacina.it

Pino GmbH
www.pinoshop.de
Silhouet-Tone Corp
www.silhouet-tone.com
Thermarium
www.thermarium.com
Trautwein GmbH
www.trautwein-gmbh.com
Unbescheiden GmbH
www.unbescheiden.com

UNIFORMS

Abacus Careerwear
www.mmcareerwear.co.uk
ADM Leisure Wear
www.admdirect.co.uk
Asquith London
www.asquithlondon.com
Barco Uniforms
www.barco.com
Buttercups Collection
www.buttercupsuniforms.co
Cabiola
www.cabiola.com
Corporate Trends
www.corporatetrends.co.uk
Fashion At Work (UK) Ltd
www.fashionatwork.co.uk
Fashionizer Spa
www.fashionizerspa.com

www.spahandbook.com



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www.uniformcollection.com
Inline London
www.inlinelondon.co.uk
Monique Mathieu
www.monique-mathieu.com
Noel Asmar Uniforms
www.spauniforms.com
Salonwear Direct
www.salonweardirect.co.uk
Simon Jersey Ltd
www.simonjersey.com
TameWear
www.tamewear.com
Tao Freedom LLC
www.taofreedom.com
Tempus Clothing
www.tempusclothing.com
Yeah Baby
www.yeahbabypl.com

VIBRATION THERAPY

Body Coach
www.bodycoach.net
Bretherton Therapy Products
www.bremed.co.uk

Fitvibe
www.fitvibe.com
Power Plate International Ltd
www.powerplate.co.uk
ProVib International
www.provib.com
Sasaki International Ltd
www.sasaki.co.uk
Sismo Fitness International
www.sismofitness.com
Vibrogym UK
www.bettervibrations.com

WASHROOMS

A&J Gummers
www.sirrusshowers.com
Airdri Ltd
www.airdri.com
Armitage Shanks
www.armitage-shanks.co.uk
Dornbracht GmbH & Co Kg
www.dornbract.de
Dyson Airblade
www.dysonairblade.co.uk
Graff
www.graff-faucets.com

Hansa Metallwerkge Ag
www.hansa.com
Hansgrohe Ag
www.hansgrohe.com
Kimberly-Clark Professional
www.kcprofessional.com
Simply Washrooms
www.simplywashrooms.co.uk
Vendor International BV
www.vendorinternational.com
Washroom Washroom Ltd
www.washroom.co.uk

WATER TREATMENT

Barr + Wray
www.barrandwray.com
Bio Water Technology
www.biowatertech.co.uk
Complete Pool Controls
www.cpc-chemicals.co.uk
Magnapool
www.magnapool.com
Mineralology
www.mineralology.com
Werner Dosiertechnik
GmbH & Co KG
www.werner-dosiertchnik.de

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Steam



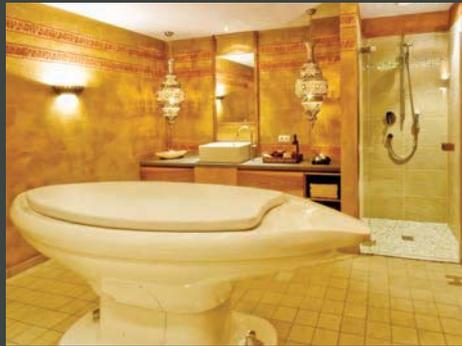
Special Spa Equipment



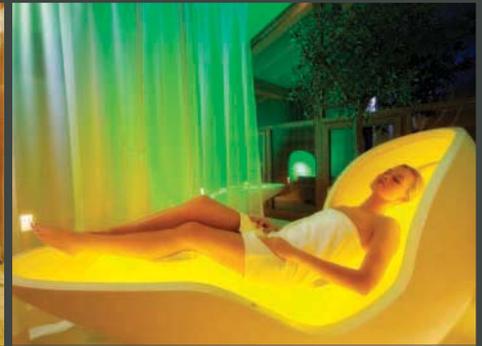
Heat



Water



Treatments



Relaxation

spa business

2 0 1 2 H A N D B O O K

TRAINING

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Course Selector	p258

Training Directory

How to use the Training Directory

First launched online in 2006, the Training Directory lists complete contact details for more than 800 spa industry training providers. We have given a snapshot of organisations in our handbook, while full details of these and others can be found online at www.spaopportunities.com/training. For a breakdown of particular courses that these organisations deliver, please turn to our Course Selector on p258. This section outlines training courses by type and subjects covered.

Advance Beauty College

10121 Westminster Avenue Garden Grove, California, CA 92843, USA
Tel: +1 714 530 2131
www.advancebeautycollege.com

Alexander School of Natural Therapeutics

4026 Pacific Avenue, Tacoma, WA 98418, USA
Tel: +1 877 472 1142
Email: alexand1@nwlink.com
www.secretsofisis.com

Alison Caroline Institute (ACI)

International College of Beauty, Health and Holistic Therapy, 1st Floor, Muthaiga Shopping Centre, PO Box 63101-00619, Nairobi, Kenya
Tel: +254 20 374 4655
Email: info@acicollege.com
www.acicollege.com

Alpine College

PO Box 70235, 166 10 Glyfada, Greece
Tel: +30 210 89 83 022
Email: admissions@alpine.edu.gr
www.alpine.edu.gr

The American Spa Therapy Education & Certification Council

3900 Coronation Circle, Palm Beach Gardens, FL 33410, USA
Tel: +1 561 802 3855
Email: info@astecc.com
www.astecc.com

Ananda Spa Institute (ASI)

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Email: info@stokecoll.ac.uk
www.stokecoll.ac.uk

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Email: info@summaspa.com
www.summaspa.com

Thai Heritage Spa Co Ltd

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Tel: +622 3545 9805
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Thai Yoga Therapy

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Tel: +1 323 653 6802
Email: info@deonthaiyoga.com
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Touch Research Institute

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Lymphatic drainage

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Make-up

Australian College of Beauty Therapy
www.acbt.com.au

Beautico Academy of Beauty
www.beautiko.co.za

The Beauty Specialist Training
Centre & Nail Academy
www.beautyspecialists.co.za

Bellevue Beauty Training Academy
www.bellevuebeauty.com.au

Bellus Academy
www.bellusacademy.edu

Boca Beauty Academy LLC
www.bocabeautyacademy.com

The Carlton Institute
www.beauty-training.co.uk

Confederation of International Beauty
Therapy and Cosmetology (CIBTAC)
www.cibtac.com

Élégance Gontard International School
www.elegance-fr.net

Elly Lukas Beauty Therapy College
www.ellylukas.edu.au

Frederique Academy
www.frederiqueacademy.com.hk

Healing Hands International
www.healinghands.co.za

International Therapy
Examination Council
www.itecworld.co.uk

Issamay School of Beauty
www.issamay.com

Kosmetae
www.kosmetae.com

Kosmetikschule Chemnitz
www.friseurinnung-chemnitz.de

Mary Reid International
School Of Beauty
www.maryreidspaacademy.com

Perth College of Beauty Therapy
www.perthcollege.com.au

Professional Beauty
College of Australia
www.pbca.com.au

Steiner Education Group (SEG)
www.steinered.com

Stoke On Trent College
www.stokecoll.ac.uk

Success International Health
and Skincare Academy
www.successinternational.co.za

Younique School of Beauty
www.younique.ie

Medical aesthetics

Atelier Esthétique Institute
www.aeinsteinet.net

Empire Medical Training
www.empiremedicaltraining.com

International Association
for Physicians in Aesthetic
Medicine (IAPAM)
www.iapam.com

International Institute for
Anti-Ageing (IIAA)
www.iaa.eu

International Medical-Spa
Institute (IMSI)
www.imsi.co.jp

Kosmetae
www.kosmetae.com

Society of Dermatology
Skincare Specialists (SDSS)
www.sdss.tv

Steiner Education Group (SEG)
www.steinered.com

Vio Malherbe
www.viomalherbe.ch

Zeneba Academy of Esthetics
www.zenebaacademy.com

Microdermabrasion

Atelier Esthétique Institute
www.aeinsteinet.net

Boca Beauty Academy LLC
www.bocabeautyacademy.com

International Therapy
Examination Council
www.itecworld.co.uk

Steiner Education Group (SEG)
www.steinered.com

Nail technology

Advance Beauty College
www.advancebeautycollege.com

Ananda Spa Institute (ASI)
www.anandaspainstitute.com

Aroma Academy
www.aromaakademija.hr

Australian College of Beauty Therapy
www.acbt.com.au

Australian College of Natural
Therapies (ACNT)
www.acnt.edu.au

Beautico Academy of Beauty
www.beautiko.co.za

The Beauty Specialist Training
Centre & Nail Academy
www.beautyspecialists.co.za

Bellevue Beauty Training Academy
www.bellevuebeauty.com.au

Bellus Academy
www.bellusacademy.edu

Burton College
www.burton-college.ac.uk

The Carlton Institute
www.beauty-training.co.uk

Chiva-Som Academy
www.chivasomacademy.com

City & Guilds
www.cityandguilds.com

Confederation of International Beauty
Therapy and Cosmetology (CIBTAC)
www.cibtac.com

Elly Lukas Beauty Therapy College
www.ellylukas.edu.au

Frederique Academy
www.frederiqueacademy.com.hk

Fuss Beauty College
www.fuss.com.au

Healing Hands International
www.healinghands.co.za

International School of Beauty
Therapy (Australia)
www.internationalbeauty.com.au

International Therapy
Examination Council
www.itecworld.co.uk

Isa Carstens Health and
Skin Care Academy
www.isacarstens.co.za

Issamay School of Beauty
www.issamay.com

Kosmetae
www.kosmetae.com

Kosmetikschule Chemnitz
www.friseurinnung-chemnitz.de

Mary Reid International
School Of Beauty
www.maryreidspaacademy.com

Perth College of Beauty Therapy
www.perthcollege.com.au

Professional Beauty
College of Australia
www.pbca.com.au

Steiner Training Academy
www.onespaworld.com

Success International Health
and Skincare Academy
www.successinternational.co.za

Younique School of Beauty
www.younique.ie

Nails – manicure

See *nail technology*

Nails – pedicure

See *nail technology*

Permanent cosmetics

Boca Beauty Academy LLC
www.bocabeautyacademy.com

Kosmetikschule Chemnitz
www.friseurinnung-chemnitz.de

Waxing

Ananda Spa Institute (ASI)
www.anandaspainstitute.com

Camelot Spa Group
www.camelotspagroup.com

The Carlton Institute
www.beauty-training.co.uk

Chiva-Som Academy
www.chivasomacademy.com

Kosmetikschule Chemnitz
www.friseurinnung-chemnitz.de

Mary Reid International
School Of Beauty
www.maryreidspaacademy.com



Massage Courses

Bodymind massage

Chiva-Som Academy
www.chivasomacademy.com

Esalen Institute
www.esalen.org

Shang-Shung Institute of America
www.shangshung.org

Deep tissue massage

Alexander School of Natural Therapeutics
www.secretsofisis.com

Chiva-Som Academy
www.chivasomacademy.com

Himalayan Healers
www.himalayanhealers.org

KORE Therapy
www.koretherapy.com

Spa Vargus University
www.spavargasuniversity.com

Steiner Education Group (SEG)
www.steinered.com

Holistic massage

Ananda Spa Institute (ASI)
www.anandaspainstitute.com

The Carlton Institute
www.beauty-training.co.uk

Carrigg Beauty
www.carriggbeauty.ie

Frederique Academy
www.frederiqueacademy.com.hk

International Medical-Spa Institute (IMSI)
www.imsi.co.jp

London Therapists
www.london-therapists.com

Mary Reid International School Of Beauty
www.maryreidspaacademy.com

Spa Professionals International Development Center
www.spaprofessionals.net

Success International Health and Skincare Academy
www.successinternational.co.za

Remedial massage

Australian College of Natural Therapies (ACNT)
www.acnt.edu.au

Sports massage

Alexander School of Natural Therapeutics
www.secretsofisis.com

Ananda Spa Institute (ASI)
www.anandaspainstitute.com

Australian College of Natural Therapies (ACNT)
www.acnt.edu.au

Camelot Spa Group
www.camelotspagroup.com

The Carlton Institute
www.beauty-training.co.uk

Chiva-Som Academy
www.chivasomacademy.com

Federation of Holistic Therapists (FHT)
www.fht.org.uk

KORE Therapy
www.koretherapy.com

Kosmetikschule Chemnitz
www.friseurinnung-chemnitz.de

Mary Reid International School Of Beauty
www.maryreidspaacademy.com

Steiner Education Group (SEG)
www.steinered.com

Suffolk New College
www.suffolk.ac.uk

Swedish massage

Alexander School of Natural Therapeutics
www.secretsofisis.com

Axelsons Gymnastiska Institut
www.axelsons.se

Camelot Spa Group
www.camelotspagroup.com

Chiva-Som Academy
www.chivasomacademy.com

First Spa Academy
www.firstspaacademy.com

Himalayan Healers
www.himalayanhealers.org

Kosmetikschule Chemnitz
www.friseurinnung-chemnitz.de

Schule fuer Physiotherapeuten und Masseur Bad Sulza
www.schulewfp.de

Spa Professionals International Development Center
www.spaprofessionals.net

Steiner Education Group (SEG)
www.steinered.com

Steiner Training Academy
www.onespaworld.com

Suffolk New College
www.suffolk.ac.uk

Thai massage

The Carlton Institute
www.beauty-training.co.uk

Chiva-Som Academy
www.chivasomacademy.com

International Training Massage School
www.itmthaimassage.com

Thai Yoga Therapy
www.deonthaiyoga.com

Watpo Thai Traditional Medical School
www.watpomassage.com

Thai yoga massage

Axelsons Gymnastiska Institut
www.axelsons.se

Orient Spa Academy
www.orientspaacademy.com

Thai Yoga Therapy
www.deonthaiyoga.com

Therapeutic massage

Ananda Spa Institute (ASI)
www.anandaspainstitute.com

Boca Beauty Academy LLC
www.bocabeautyacademy.com

Crystal Light Therapy
www.crystallighttherapy.com

Houston School of Massage
www.houstonschoolofmassage.com

Jari Menari
www.jarimenari.com

Schule fuer Physiotherapeuten und Masseur Bad Sulza
www.schulewfp.de

Steiner Education Group (SEG)
www.steinered.com

Touch Research Institute
www.miami.edu/touch-research

spa business

2 0 1 2 H A N D B O O K

Development pipeline

Diary dates

Movers & shakers

Spa management & consultants

Trade associations

Industry research

Sector statistics

Spa business trends

Fitness in spas

Spa evidence

Franchising

Corporate wellness

Education & training

Spa technology

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