



**Global Spa &  
Wellness Summit**



Global Spa & Wellness  
Industry Briefing Papers

**2012**





# TABLE OF CONTENTS

---

## ASIA

**Hong Kong:** Andrew Gibson, Group Director of Spa, Mandarin Oriental Hotel Group

**Hong Kong:** Jeff Matthews, COO & President, Mandara Spa; VP, Elemis & Bliss

**India:** Rekha Chaudhari, Managing Director, JCKRC & Co.

**India:** Sandhya Chipalkatti, Editor & Publisher, SpaMantra

**India:** Jesper Hougaard, Managing Director, Serena Spa Ltd.

**India:** JC Kapur, Co-Founder & CEO, JCKRC & Co.

**India:** Parineeta Sethi, Editor in Chief, AsiaSpa India

**Japan:** Hirokazu Iida, President, Shuei Wellness Co., Ltd.

**Japan:** Tomonori Maruyama, Chief Researcher, Mitsui Knowledge Industry Co., Ltd.

**Japan:** Tae Kawasaki, President, The Day Spa Co., Ltd.

**Russia:** Elena Bogacheva, President, Spa & Wellness International Council

**Singapore:** Michael Bartura, Project Manager, East West Learning Center

**Singapore:** Darani (Winnie) Tsao, Director, Paradigm Wellness

**Thailand:** Thanir Chaturongkul, CFO, Chiva-Som International Health Resort

**Thailand:** Ingo Schweder, CEO, GOCO Hospitality

**Thailand:** Sonu Shivdasani, Chairman & CEO, Six Senses Resorts & Spas

## AUSTRALIA

**Australia:** Marc Cohen, Professor, RMIT University

## EUROPE

**Austria:** Thomas Roessler, Managing Director, TAC Reservation Assistant

**France:** Jean-Guy de Gabriac, Owner, Tip Touch

**Germany:** Anne Biging, Managing Director, Healing Hotels of the World

**Germany:** Adrian Egger, Managing Director, Spa Division, Klafs

**Germany:** Matthias Voit, Chief Executive, Dornbracht

**Hungary:** László Puczkó & Melanie Smith, The Tourism Observatory for Health, Wellness and Spa

**Hungary:** Tamas Varhelyi, Associate Professor, Szolnoki Foiskola

**Latvia:** Alla Sokolova, Co-Founder & General Manager, Global Balans

**Sweden:** Anna Bjurstam, Managing Director, Raison d'Etre

**Switzerland:** Martha Wiedemann, Wellness Advisor, Badrutt's Palace Hotel

**United Kingdom:** Stella Photi, Managing Director, Wellbeing Escapes

**United Kingdom:** Corinna Yap, Director of Sales, COMO Shambhala, COMO Hotels and Resorts

## THE AMERICAS

**Brazil:** Marianne Brepohl, Owner & Marketing Director, Lapinha SPA

**Canada:** Lucie Brosseau, President & CEO, Spas Relais Sante

**Canada:** Donna Holtom, Director, International Relations, Leading Spas of Canada

**Mexico:** Diana Mestre, Principal, Mestre & Mestre

**United States:** Sharlyn Abbajay, President, Abbajay & Associates

**United States:** Shelley Berc/Alejandro Fogel, Founder/Director, The Creativity Workshop

**United States:** Joanne Berry, Director of Spa Education/Recruitment, Bellus Academy

**United States:** Anne Bramham, President/Founder, American Spa Therapy Education Certification Council

**United States:** J Paul DeVerville, Director & Owner, SpaCultures.com

**United States:** Su Gibson, Lecturer, CN Hilton College, University of Houston

**United States:** Alex Glasscock, Owner/CEO, The Ranch at Live Oak / Malibu

**United States:** Leslie Glover, President, Aspen Spa Management

**United States:** Nancy Griffin, Principal, Contento Marketing

**United States:** Lori Hutchinson, Founder, Hutchinson Consulting

**United States:** Meg Jordan, PdD, RN, CWP, Professor, California Institute of Integral Studies

**United States:** JoAnn Kurtz-Ahlers, President, Kurtz-Ahlers & Associates, LLC

**United States:** Mia Kyricos, Vice President & Consultant, Core Performance

**United States:** Hillary Lampers, ND, Northwest Neuro-Cranial Medicine

**United States:** Barry McCaffrey, National Sales Director Spa Division, Clarins USA

**United States:** Jeremy McCarthy, Director of Global Spa Dev. and Operations, Starwood Hotels & Resorts

**United States:** Amy McDonald, Owner, Under a Tree

**United States:** Lynne McNees, President, ISPA

**United States:** Nancy Nemer, Founder & CEO, Red Cashew

**United States:** Rianna Riego, Principal & Founder, Global Spa Advantage

**United States:** Nicolas Ronco, CEO & Founder, Yelospa

**United States:** Sylvia Sepielli, Owner & President, SPAd

**United States:** Deborah Smith, Principal, Smith Club & Spa Specialists

**United States:** Thomas Steinhauer, Regional VP, Four Seasons Hotels & Resorts

**United States:** Beth Stewart, VP, Business & Brand Development, Naturopathica

**United States:** Ella Stimpson, Chairman, ISPA

**United States:** Michael Tompkins, President & General Manager, Miraval

**United States:** Sharon Ullrick, Manager, Resort Marketing, Leading Hotels of the World

**United States:** Jay Williams, Physiologist & Medical Nutritionist, Healthy Aging Resources, Inc.

**United States:** Yamuna Zake, Founder/Creator, Yamuna





# ASIA: HONG KONG

---

## **What are the most significant global issues facing us today?**

The economic situation has persisted long enough to change attitude and perception. The psyches of populations around the world have changed with escalating concerns over the future affecting the daily choices people make. Spa and the related industries have an opportunity to effect a paradigm shift in the way people live. At last prevention may reach a critical mass that influences insurance companies, medical institutions, schools, etc. And spa can be a catalyst for these changes.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

The collapse of the welfare systems such as medical and pension provisions requires a change in thought about the way society will live. This will be exacerbated where communities are affected by the change in their demographics and aging population.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Some of the biggest game changers in our industry are innovations and discoveries in medical procedures and products that influence the beauty industry. This is changing the choice of treatments for many spas. In contrast to this stands the growing research into the benefits of complimentary treatments that have traditionally fallen under the umbrella of spas. These innovations and developments will ensure a successful future for spas.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The greatest opportunities exist in finding business solutions that meet public demand. I think massage will continue to be the dominant spa treatment for many years to come, as the power of touch has not yet found an equal. The persistent challenge is to make the business of spa profitable.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Networking and open discussion with people related to each other in the industry and association with those outside the industry. Communication fosters ideas. As Edward de Bono states “It is better to have enough ideas for some of them to be wrong, than to be always right by having no ideas at all.” ~ Edward De Bono

### **SUBMITTED BY**

Andrew Gibson  
Group Director of Spa  
Mandarin Oriental Hotel Group  
Hong Kong  
E: agibson@mohg.com  
W: www.mohg.com







## ASIA: HONG KONG

---

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

The increased use of technology in spas has the disadvantage of removing the personal flourishes and the feeling of touch when you experience a spa treatment or a spa journey.

When we replace a receptionist with an iPad we miss out on simple conversations and the warmth of a smile. Instead we provide such a customized experience that we no longer have a unique identity or leave a unique mark on a guest's experience.

I consider this to be something we cannot let happen. The pampering component of spas should always exist, no matter how results-driven we are and no matter how much we surrender our healing techniques to technology. We still have the obligation to guide our guests through their uncertainties, through their fears, through their most intimate questions - in short, through their journey. The power of touch is more healing than many of the new therapies out there and this personal element should be our main focus whether we embrace or do not embrace the new and future technological developments.

#### **SUBMITTED BY**

Jeff Matthews

President and Chief Operating Officer - Mandara Spa

Vice President - Elemis and Bliss

Hong Kong

E: jeffm@mandaraspaspa.com

W: www.mandaraspaspa.com







## ASIA: INDIA

---

### **What are the most significant global issues facing us today?**

Climate change. Increase in population. Increase in stress levels, long work hours, low pay, high spending, and no savings. Lack of standards, lack of adequately trained manpower, lack of professionals serving the wellness sector, lack of proper education. Lack of Government support in many countries: governments should develop and promote medical tourism and wellness tourism separately. Wellness is a global language and the issues it faces are global. The wellness industry is growing rapidly and has tremendous potential, but at the same time is faced with challenges and issues obstructing its smooth and continual growth. Following the herd approach in terms of new innovations, technology and treatments to meet customer satisfaction.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Prices of necessities are going up while pay stagnates. The fast growth of non-natural products causing chemical harm while not offering proper nutrition. Usage of machines is making mankind lazier and creating lots of health issues.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Concepts that may not go naturally with a spa, but may bring in more money (like serving alcohol), do not fulfill the true meaning of wellness: healing the body, mind, soul. We must avoid taking short cuts merely to make money. Spa and wellness companies are now introducing health games and wellness apps aimed at educating and encouraging us to partake in a healthier lifestyle program. Complete menu and spa-tour information, including booking, can be made available on iPads and PDAs.

Multi-sense spas: Sound, light, technology and LED have long been used in spa and health centers, with outfits introducing a number of hi-tech frequency and vibration techniques.

Family affair: Spas will soon become family wellness outings, with lot of destination wellness centers and different spa treatments marketed as places for families to come together.

Wow factor: spas are looking beyond traditional pampering to technology, swimming pools, spa suites, wine-dine-and-spa concepts, pre-pampering areas, post-relaxation deck - all designed to make spa synonymous with luxury.

Zodiac spas: spas with patented astrologically-informed treatments.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The spa and wellness industry faces vast opportunities, but also confronts complex challenges, having recently had to adapt to austere economic conditions.

There are two significant differences across the two groups. For consumers, mental health and medical health rank among the top ten terms associated with wellness, while they rank significantly lower for industry. On the other hand, industry ranks holistic health and spiritual health significantly higher than consumers do. The difference in perceptions of holistic health may indicate that consumers have less of a grasp on this concept.

When asked what activities they do when looking to enhance or improve their wellness, consumers most frequently mentioned exercise and eating better, followed by visiting a spa. Obviously, spa's high ranking indicates good news for

the spa industry. Close behind visiting a spa, consumers also emphasized taking a holiday, vacation or retreat, which has positive implications for resort and hotel spas. The placement of exercise and eating better at the top of the list indicates an opportunity for spas to add or enhance their service offerings in the areas of fitness and nutrition.

The challenges the spa and wellness industry faces today are numerous. Many of them are a consequence of the way the sector has evolved in recent years. Although spas becoming mainstream are faced with many obstacles, future trends hint towards a more rapid process.

The current economic crisis has raised another problem: many spas have cut their costs dramatically without reducing their prices. This not only endangers consumer confidence but also jeopardizes customer loyalty towards our industry. It is essential to figure out what the client is looking for (relaxation, health, leisure, etc.), and to understand whether all these services can be offered under a specific spa model.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Spas are increasingly tapping into ancient, culturally-based healing and wellness traditions to develop new services and products, and especially to develop unique options that reflect the country or region in which they operate. There is rapidly growing consumer interest in therapies that typically fall under the heading of complementary and alternative medicine – including Ayurveda, traditional Chinese medicine, energy healing/Reiki, homeopathy, and so on – and there is a small but growing body of scientific evidence demonstrating that such approaches do have real therapeutic value. Other related opportunities include developing specialized types of massages or treatments that target the needs of specific consumer segments (e.g., ROPE massage; anti-stress treatments for business executives; therapeutic yoga) placing greater emphasis on partnering services with products that have therapeutic value and that promote healthy aging and self image.

Developing a strong body of customer testimonials and evidence - for example, expert/scientific testimonials, or evidence showing how spa contributed to customers' wellness in specific ways - can be a powerful tool in this context. Wellness is an holistic approach: complete care for mind body and soul.

A few factors may be considered conducive to creativity and innovation:

Medical Collaboration: To research and develop consumer-specific needs, keeping in mind new trends and technology to meet the ever rising needs of clients.

Creativity and Appeal: Redesign and develop existing and new offerings to consumers, using different and new sales approaches.

Client Communication: Key factor in understanding their requirements, needs and sometimes helps in innovation.

Customizing client needs and care is our topmost priority in today's competitive market.

Employee Care and Management: It has a direct impact on client service execution. Motivation and employee management programs are important to optimize results, efficiency and productivity.

#### **SUBMITTED BY**

Rekha Chaudhari  
Managing Director  
JCKRC & Co.  
India  
E: jckrcreemy@gmail.com  
W: www.jckrc.com





# ASIA: INDIA

---

## **What are the most significant global issues facing us today?**

Instability is the biggest global issue today - financial, political, spiritual. It is affecting people and nations in the ways they deal with each other, and not very positively.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Cloud Computing is by far the biggest game changer, while also being disruptive.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

All those which will transform the 'treatment' to an 'experience,' and go beyond the 'physical' realm.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The increasing awareness and the growth of the industry is itself an opportunity, allowing for the creation of more products, treatments, spa destinations, etc.

The single biggest challenge is the shortage of trained manpower.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Offer the freedom to ideate, create, and dream up all kinds of ideas without being judgmental.

Reward the wackiest out-of-the-box ideas and solutions!

### **SUBMITTED BY**

Sandhya Chipalkatti  
Editor & Publisher  
Spa Mantra  
India  
E: sandhya@spamantra.in  
W: www.spamantra.com

**Spa Mantra**  
India's Spa & Wellness Magazine





# ASIA: INDIA

---

## What are the most significant global issues facing us today?

Scarcity of Resources: The resources needed for survival are either being depleted or are, at best, a constant quantity, but demand continually increases through population growth and improved living standards.

Although oil is a very important resource it is relatively easy to replace it, so let me take one which is more essential to life: water. The quantity of water on the planet is constant, but only a small percentage of it is potable. The rest is either inaccessible (like ice caps at the poles) or unusable (like seawater), so we need to protect the precious little water we have at our disposal.

However, more is needed to increase food production to sustain a growing appetite for “luxury” foods such as meat. A recent article published in the *American Journal of Clinical Nutrition* estimates that the US food production system uses about 50 percent of the total US land area, approximately 80 percent of its fresh water, and 17 percent of its fossil energy. For the water specifically, producing 1 kg of animal protein requires about a hundred times more water than producing 1 kg of grain protein. Livestock directly uses only 1.3 percent of the total water used in agriculture; however, when the water required for forage and grain production is included, the water requirements for livestock production dramatically increase. And by the way, the amount of grains fed to US livestock is sufficient to feed about 840 million people who follow a plant-based diet.

We are also not very good at preserving the water – we pollute it without much care and we do not ensure that it comes back to its source; roads, cities, houses are all blocking the water’s natural cycle back into reservoirs. And while we’re at it, we pollute the runoff from all such surfaces with chemicals, carbon residues, harmful bacteria, etc.

Water is only one resource; oil is another, and what about iron ore, which is used for construction, cars, ships and so on, but is also limited in quantity? That a resource is limited does not mean we should not use it, but we need at least to avoid wasting it: use-and-throw, excess packaging, laziness, etc., are all part of modern life.

One aspect of wellness is an awareness of nature and its finite resources; how to spend our lives well and avoid wastage, whether in time, calories, fossil fuel or water. Wellness is about balance in all aspects of life.

## What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?

Although the Internet is certainly one of the most significant things that happened in my lifetime, I believe that even more important is the change of proprietorship when it comes to information. The Internet not only gives everyone access to an unprecedented amount of information, but also offers effective sorting devices or search engines – and all completely free of charge.

Imagine what one had to go through before the advent of the Internet when looking for something? A trip to the library was mostly free, but results were often limited. Otherwise, one had to find a domain specialist and pay the applicable fees and charges to get information.

However, the most significant innovation is how business models have changed for content providers. Once you had to pay before you could watch a movie. Now one only has to go to YouTube to get entertained for free. To stay in touch with friends, family and even with customers, just log on to Facebook for free; no stamps required.

Want to live a healthy life? Every day you can get free health tips, partake in virtual yoga classes, learn to cook healthy food and even how to organize your work – all for free!

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Actually there is very little innovation of the core of the industry - and that's great. Life is simple and all we do most of the time is complicate it; the spa and wellness industry constantly reminds us of our roots because wellness is not about the latest fad or trend; it's about being natural, back to nature, so to speak.

Look at the icons of the industry, the original destination spas that were all about teaching people how to get back to a healthy path; the ones that stayed the course are still icons, and the newer ones which got inspired are continuing to improve on the execution, but never changing the core value of true wellness, which is simplicity.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Initially the name was The Global Spa Summit, today it has become The Global Spa and Wellness Summit and I believe in a few years it will become The Global Wellness Summit. The traditional "spa" is no longer sufficient; while massages and pampering are essential elements of wellness, we need more than that.

"Holistic" is a term used very frequently in the spa and wellness industry, generally meaning a concept of well-being that considers the physical, mental, and spiritual aspects of life as closely interconnected and balanced – on an individual basis.

However, the industry needs to embrace the entire spectrum; to be truly "wholistic" wellness needs to consider the broader aspects of life, such as food sources, water life-cycle, energy-usage optimization, and so on.

The wellness industry is probably not going to save the planet on its own, but it could induce changes to people's mind-set by leading with research, innovation and education. There is already a strong trend towards using natural products, towards minimizing energy consumption and looking at alternative ways to reduce pollution.

Many spas and wellness providers are using organic ingredients both in their spa cuisine and as treatment components.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

The Summit must stimulate out of the ordinary contributors and ideas and seek to invite thinkers who may not have a direct connection to the industry, but who may inspire the industry to think outside the spa and wellness box.

Spa and wellness businesses must do so too by engaging with matters beyond their day-to-day business focus. Businesses must be involved in their local communities and closely observe larger trends.

I also believe it is important to get new people attracted to the industry, to bring in new perspectives, to find new ways to spread wellness and permeate through many more layers – and to make wellness a choice available to anyone, irrespective of age, income, race, color or gender.

To achieve that we need fresh blood and new perspectives from people who have no spa and wellness baggage, but plenty of energy.

#### **SUBMITTED BY**

Jesper Hougaard  
Managing Director  
Serena Spa Pvt. Ltd.  
India & Maldives  
E: manager@serenaspa.com  
W: www.serenaspa.com





# ASIA: INDIA

---

## **What are the most significant global issues facing us today?**

Global warming, natural disasters, rise in population, depletion of natural resources, growing competition between individuals constantly raising standards higher, rich/poor ratio, terrorism and nuclear power.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Wireless technology, gadgets and the internet have all made the world smaller. All that you could possibly imagine is just a click away, at home and on the go. Social networking has helped people connect, communicate and share thoughts but, at the same time, has been a great cause of privacy concern.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Organic products: Nowadays people are very much aware of product ingredients. So any spa with organic and natural products will find their guests hooked because people are apprehensive about chemically treated products.

De-stress therapies: therapies like hot stone therapy, lava shell massage. These therapies promote health and mind relaxation, aiming to create balance and harmony on all levels.

Capsules: The traditional methods of naturopathy, utilizing steam, sun heat, streams of water, colors, smells and sounds of nature, as a compact device of ergonomic form and original design.

Men: More and more men are beginning to understand the benefits of spa treatments and more and more spas are starting to cater services to their male clientele. As an ideal way to de-stress from their hectic schedules, men opt for a quick spa escape to relax themselves.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

With the pace of work in the corporate world rapidly accelerating, stress levels are rising too. Spas and fitness centers play a vital role in helping people de-stress. With growing demands comes a growing need for innovation and exclusivity to set spas apart from the ordinary. They have to constantly introduce new, creative and better treatments to keep the clients craving for more. With opportunities come challenges.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Wellness is an holistic approach: complete care for mind, body and soul. Certain factors can be considered conducive for creativity and innovation:

Medical collaboration: To research and develop consumer-specific needs, keeping in mind new trends and technology to meet the ever expanding needs of clients.

Creativity and appeal: Redesign and develop existing and new offerings to consumers (different and new sells). Make it consumer-friendly and satisfying.

Client communication: a key factor in understanding their requirements and needs, and also potentially a spur to

innovation. Customizing client needs and care is of the utmost importance in today's competitive market.

Employee care and management: It has direct impact on client service execution. Motivation and employee management programs are important to optimize results, efficiency and productivity.

**SUBMITTED BY**

JC Kapur  
Cofounder, CEO  
JCKRC & CO.  
India  
E: jckrcremy@gmail.com  
W: www.jckrc.com





## ASIA: INDIA

---

### **What are the most significant global issues facing us today?**

Sustaining our resources - especially water, the lifeblood of spas - for the future; protecting our environment (instead of changing the whole topography of a place, spas should try to adjust to it); the global recession; eco-electricity.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Ayurveda catching up worldwide, combining this science of healing with contemporary amenities. Corporate social responsibility.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Corporate hospitals recognizing wellness spas, thus initiating a boom in the medi-spa sector; spas' social conscience.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

A great scope for manufacturers of eco-friendly products. If you have a business module there is no dearth of opportunities.

Key challenges: Considering the sheer number of spas emerging (big chains venturing into developing countries like India), the availability of quality man-power and products will soon be a real challenge. The gap in the demand and supply of organic products. Organic products need to be more affordable. Educating spa-users on counting carbons, not calories.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

The process of generating new and useful ideas is the basis of creativity.

On the other hand, bringing in a new idea and putting it to use is called innovation. The subordinates' creativity can be increased by their managers through the climate they create and the way they treat their subordinates. The implementation of creative ideas must overcome people's resistance to change.

#### **SUBMITTED BY**

Parineeta Sethi  
Editor in Chief  
AsiaSpa India  
India  
E: parineeta@asiaspaindia.com  
W: www.asiaspaindia.com







## ASIA: JAPAN

---

### **What are the most significant global issues facing us today?**

Increasing size of mentally unbalanced or unstable population (whether because of a stressful social system or because of the decline in face-to-face communication).

### **What do you see as the main innovations happening around the world, those which are game changing and/ or disruptive?**

New treatments or therapeutics in medical and healthcare fields; immunotherapy; induced pluripotent stem cells; mind-body interventions.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Emergence of a concept of “Comprehensive health care”; coverage from legitimate medical practice to fitness programs; possibilities for allocating total medical cost to alternative or complementary medical services.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Deregulation of various medical-related services except for legitimate medical practice; reduction of stresses accompanying medical treatment such as examination, operation and administration.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Diversified communication.

Free and open exchange of views and ideas between business and academics.

Precise and convenient translation system to exchange ideas and opinion among different languages.

#### **SUBMITTED BY**

Hirokazu Iida

President

Shuei Wellness Co,Ltd.

Japan

E: iiida@kamiyoga-tc.com

W: www.kamiyoga-tc.com







## ASIA: JAPAN

---

### **What are the most significant global issues facing us today?**

Recession and disasters. We are using the words “Recession” and “Disaster” as excuses for not achieving our target! Many brands and companies are doing very well now.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Sustainability: not just for our environment, but for our lifestyle. Within our spa we are more concerned about our environment, with its limited resources, and about improving work conditions by team-work innovation.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Diversification. Now our spas are offering a greater variety of services including yoga classes, short trips, educational classes, and others arising from the requests of our guests.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Depression. Many people are depressed due to diverse reasons (here in Japan, we still suffer from depression after the earthquake). The reason why our guests come back to our spa is that they felt secure within our spa and they can reduce depression by receiving our treatments.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Google+. Using Google+ gives our team the structure to innovate the business with their creative ideas. My team is very active in recommending whatever is working at their own sites to other sites, since we have 18 locations within Japan.

#### **SUBMITTED BY**

Tae Kawasaki  
President  
The Day Spa Corp, Ltd.  
Japan  
E: taekawasaki@thedayspa.jp  
W: www.thedayspa.jp



**The Day Spa**





## ASIA: JAPAN

---

### **What are the most significant global issues facing us today?**

“Social Unrest” is the most significant global issue facing us today. Unexpected natural disasters, severe financial crisis, an aging society with fragile social security, a series of political changes, ideological conflicts, ambiguous nuclear future, climatic aberration, increasing mental health problems – these phenomenon have led us to the mood of “social unrest” and they have brought global stagnancy. Now, everyone must seek “stability” in their life and society.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

“Social Media” is the main innovation happening around the world, which is game changing and disruptive. As we saw the news of Arab Spring (revolutionary wave in the Arab world, 2010-2011), the Social Network Services brought a “power shift” from autocrat to citizen. This newly popularized communication style also caused a power shift from providers to consumers because consumers can easily share and check the evaluations of any services and goods before they purchase. Facebook® has the third largest population next to India and China. So, providers cannot ignore the true needs and criticisms from consumers today. Social media is becoming a “market.”

### **What do you see as the main innovations in the spa /wellness industry (existing and future)?**

“Predictive Analysis with PHR” is the main innovation in the spa/wellness industry. Many of the experimental projects to standardize technology for the innovative business model with Personal Health Records (PHR) have been conducted in cooperation with other industries, universities and governments. By utilizing a PHR user network with the algorithm for predictive analysis, we will be able to personalize the optimal menu or wellness program with quantitative index for wellness conscious customers. Then, customers will be able to know the expected effects before purchasing, and wellness providers (including spas) also will be able to appeal the added value more clearly. (Especially on social media, quantitative figures are more persuasive than word-of-mouth.)

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

“Quality of Life (QOL) management services after illness/medical treatment” is the greatest opportunity/challenge for the global spa and wellness industry. As many advanced countries face problems of an aging population, the QOL management service to keep senior citizens active and healthier is a big potential market. “Taking good care of customers’ health after illness” must be a promising opportunity. With advances in medical technology today, there are so many survivors of adult diseases or cancers. (According to CDC, there are almost 12 million cancer survivors in U.S.) And they are keener to stay physical and psychological well after surviving their illness than healthy people are. One of my friends who experienced breast cancer surgery has taken herbal medicines and spa-therapy with hot spring bathing (ONSEN) to ease the side effects of anti-cancer drugs and recover faster. These treatments are not medical, but alternative therapies to enhance QOL. The enlightened wellness services for QOL management are needed for people after illness. Recently, some leading healthcare groups have developed wellness centers (like healthcare town) with partner ecosystems all over the world. Therefore, the wellness-related industry should join the ecosystems as their partner if they can provide genuine QOL management services and make good use of the environment.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

The followings are practical ways for businesses to create a climate for creativity and innovation:

Communication: Exchange views and ideas among leaders and teams, providers and customers, professionals and academia, private sector and public sector, men and women, adults and children, etc.

Networking: Joining constructive societies enhancing the fields.

Study & research: Collaborate with university students, government institutes and different industries in order to create common views and understandings.

Play: Enjoy experiencing innovative technologies, or services based on creative concepts, with colleagues, customers, friends and people from different fields.

### **SUBMITTED BY**

Tomonori Maruyama (MARU)

Chief Researcher

Mitsui Knowledge Industry Co., Ltd.

Japan

E: maruyama-tomonori@mki.co.jp

W: www.mki.co.jp





# ASIA: RUSSIA

---

## **What are the most significant global issues facing us today?**

The most significant issues facing us today have to do with three forms of interactions we experience in our daily life: those with the environment; with people around us; and with the material world.

The first issue stems from the global trend of consumerism – our obsession with buying and consuming goods, even when doing so does not bring any real value to our lives. Globalization, recent developments in technology and the current economic order have greatly expanded the supply and variety of goods available to the average human. Without even noticing it ourselves, we have become addicted to buying, which gives an incentive for companies to produce more and more. Some people criticize this trend; others defend it as being an inherent implication of human nature. Regardless of the general opinion, it is certain that consumerism has been detrimental to one part of our world: the environment. Unfortunately, sooner or later we are going to have to put aside our lavish habits and come up with sound solutions to this very serious problem.

The second issue has to do with the cross-cultural barriers that exist in our world. Multiculturalism, the global economy, new communication technologies and ease of travel have brought all cultures, nationalities and religions incredibly close to another in the past several decades. This phenomenon has had many positive effects, as we have come to respect one another regardless of our race, nationality or religion. Yet it has also produced certain tensions. The language barriers and cultural differences existing in some parts of the world (i.e. Russia, Ukraine or Kazakhstan) are real obstacles to development of some fields, such as spa and wellness.

Finally, the third issue has been a hot topic for quite some time now: the instability of the current economic order and the possibility of another global crisis.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

The main innovations that have been most influential to our lives have been in the fields of technology and science. It is hard to imagine that less than a decade ago we did not know of such things as Facebook, Twitter, BBM or the iPad. We are now more connected with each other than ever before, which makes our lives a lot easier but also poses a threat to live communication. In the scientific realm, there have been discoveries and experiments (e.g., stem cell research) that completely undermine the common perception of human longevity and aging. There has also been a shift in the understanding of what is important - better living rather than looking younger is gradually becoming the focus. Further breakthroughs in genetics are likely to influence not only conventional medicine, but our lifestyle as well. Maintaining a diet according to one's genetic passport might be a common thing soon!

## **What do you see as the main innovations in the spa /wellness industry (existing and future)?**

I have noticed three main innovations taking place in the Russian spa and wellness industry. There has been an increased interest in the concept of “Intelligent Spa” – the notion that spa treatments need to take into consideration the customer’s health and aim at improving his or her overall well-being. Since most spa therapists in Russia are required to have basic medical education, Russian spas set a great example of the evidence-based approach.

Secondly, the need for relaxation that most spas have held at the core of their programs is being substituted by demand for energizing treatments that could combat conditions such as emotional burnout, seasonal emotional disorders etc.

Finally, there have been innovations in technology, such as the trend for “flotariums” (flotation tanks equipped with perfect purification systems) and “cryo-saunas.”

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

We are faced with a constantly growing demand for a better living; customers not only want to relax and pamper themselves but also to be healthier and lead a better lifestyle. Due to this demand, spas are beginning to accept the “evidence-based” model that compromises all components of a healthy lifestyle: perfectly balanced nutrition, individually planned exercise, professionally organized leisure and personal growth. One area that could still be developed to complete this approach is that of practical psychology. Spa business is the one that constantly appeals to emotions. Therefore, spas can and should introduce treatments and programs aimed at developing their clients’ EQ.

One serious challenge that the industry has to address is that of merging eco-credibility, perfect service and style. Our clients often perceive luxury and sustainability as opposite notions, which is not actually the case. We need to learn how to maintain the same level of service and at the same time show our customers that we are socially and environmentally conscious.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

The interdisciplinary approach, which allows professionals to realize their potential fully, and cross-cultural management. Another way to encourage creativity is through education and training programs. In Russia, for instance, we have recently launched a one-day training program called “Developing Creativity” that is run by professional psychologists working in the spa industry. Lastly, it is crucial to consider the atmosphere at work. Employers and managers should aim to create an environment in which every employee can be a decision-maker, thus motivating the staff to introduce and generate innovations.

#### **SUBMITTED BY**

Elena Bogacheva  
President  
Spa & Wellness International Council (SWIC)  
Russia  
E: elena@spapriori.ru  
W: www.calsnet.ru





# ASIA: SINGAPORE

---

## **What are the most significant global issues facing us today?**

A non-sustainable economic model driven by a short-sighted focus on material gains. The fact that global businesses and finance structures are now largely responsible for shaping public policies and strongly influencing governance. An assumed dichotomy of 'self' versus 'other' – the mismatch of perceived reality as separated from the interconnected nature of phenomena.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Science: new compounds, nanotechnology and the consciousness leap which transformed physics from a mechanical to a quantum model is now affecting a similar thought-paradigm shift in cellular biology.

Communication: Internet; changes to media and publishing; crowd sourcing and the rise of self-organizing social movements; neural transformation and thought patterns affected by the information age.

Social reform: the struggle for gender equality; the emergence of an interconnected model of evolving consciousness through mindfulness and the pursuit of wellness through individual empowerment (you are the CEO of your own health).

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

The drive to match individualized health and wellness 'menus'. Customers are better informed and keen to take control of health issues and address them holistically. The convergence of models and treatments for health, wellness, performance and relaxation into a continuous web: these are no longer viewed as separate domains with typical issues. The advance of medical and wellness tourism.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

To play a part in empowering people to take stock and control of their own health and well-being and reconstruct the image of wellness-holidays from a self-pampering luxury to a balanced lifestyle choice.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Collaborate on online platforms which offer information, learning experiences, membership models and individualized services in Wellness. Add value to holidays by focusing on additional platforms which assist customers to form take-home long-lasting healthier lifestyle practices. To emphasize the connection between self-help and personal responsibility for healthy equilibrium and similar aspects in larger concentric circles of self, family and community, as manifested in environmental care and social responsibility.

### **SUBMITTED BY**

Michael Bartura  
Project Manager  
East West Learning Center  
Singapore  
E: michaelbartura@imcpaa.com

EAST WEST  
Learning Centre





# ASIA: SINGAPORE

---

## **What are the most significant global issues facing us today?**

“Health.” How healthy are our children, our family, our community, etc. The next question will be: How “well” is our environment, our education system, our health system, our financial sector, etc.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Out there ideas in books like “Consumptionomic” or in movies like the “The Hunger Games.”

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Those who do well stay true to their beliefs and do well what they have been doing and do better with what they have developed. The process is different from “branding,” aside from the needs of investment and other commercial requirements, the wealth of knowledge in all aspects is necessary in order to evolve and be innovative!

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Sincerity and truthfulness.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

In supporting the industrial and be part of it! With the support of East West Learning Centre, Paradigm Wellness is able to host seminars and workshops in getting various professionals within industries to speak and share their knowledge for a cross-learning base.

For example: Golf Wellness Seminar/Clinic. On the board of the seminar, we have a PGA golf pro who incorporates a special movement methodology in coaching golf, a medical/surgeon doctor who talks about the common injury that is increasing in Asia and a club fitter who has seen the need of it and would like to be part of the team!

Or “Twirl.” A Hong Kong event in promoting dance, medicine and Science. We have a speaker from an art performing school who updates the wellness educational program, a sports medical doctor who talks about the wellness investment perspective of the arts industry, a government body looking into the social aspect in supporting continuing education and adult learning spaces, a TCM “Tui Nu” Doctor who summarizes and echoes the need of treatment and care of sport and dance athletes. It is like GSWS, but on smaller scale, a space/platform to learn, to share and to explore!

## **SUBMITTED BY**

Darani (Winnie) Tsao  
Director  
Paradigm Wellness  
Singapore  
E: [winnie@paradigm-wellness.com](mailto:winnie@paradigm-wellness.com)  
W: [www.paradigm-wellness.com](http://www.paradigm-wellness.com)





## ASIA: THAILAND

---

### **What are the most significant global issues facing us today?**

There are two significant global issues facing us today. One is the global economic downturn. The global economy is recovering but the pace is sluggish. There are factors influencing a slow recovery. It is expected that in 2012 the Euro-zone will experience a mild recession due mainly to the debt crisis and contractions in bank credit. Slow growth in emerging and developing economies like China is another factor. These will decrease the global demand for business services, and wellness is no exception.

The second has to do with environmental issues. My concerns are climate change and shortage of water for consumption. Extreme rain, flood or drought patterns, along with rising sea levels, demonstrate the abnormality of today's environment. Climate change can disrupt the well-being of mankind. An accumulation of greenhouse gases is the main cause.

On the Water Shortage front, the World Health Organization has revealed that one out of six people has no access to clean water for consumption. Thus it is important to note that intensive and inefficient uses of clean water in tourism, for example, will diminish the available stock of clean water.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

I see the use of social media as the main innovation in our business and society. Nowadays you are dealing with media designed to be disseminated through social interaction. It creates the understanding of the role people play in reaching, sharing and dissemination information. It is also a shift from a one-to-many mechanism to a many-to-many model.

Social media can play a very important role in your business in the form of better PR outreach, marketing, and listening to the opinions and needs of customers. If you select the right social media, it can be effective both for personal and business networking. You can promote your products or services and invite social media users into your company as your customers through social media.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

I see three key trends expanding the "Wellness industry:"

Products and services that expand the spa's influence on our guests' everyday lives. Examples of this are the boom in home-use products and appliances, the proliferation of wellness apps, and growth in services such as mobile spas and corporate wellness programs.

Changes in business structure by using outsourced and freelance labour, and the formation of alliances will reduce the burden of fixed payroll costs.

The use of science to refine and create new products and services, e.g., anti-aging, mind-body work, and disease prevention and management.

### **What do you see as the greatest opportunities/challenges for global spa & wellness industry?**

I see that Aging Populations will be a future trend that will have a profound impact on society and the economy. The fact is that birthrates subside and advanced healthcare extends life spans. Research studies have revealed that, by 2050, 21 percent of world population will be over 60 years old, and for some countries that share will be higher. A growing senior

population causes strains on social security and health care. It is a great opportunity for the wellness industry to explore ways of keeping senior populations active and productive for as long as possible. Therefore, developing the customized program for slowing down the aging process is crucial and becoming a big challenge to the wellness industry.

I also see preventing and managing chronic disease as an opportunity and challenge for the wellness industry. A recent report by the World Economic Forum indicates that chronic disease is the world's number one killer and costs the global economy a fortune. The wellness industry plays a role that conventional medical systems cannot. That is, it can inspire and support lifestyle change. To fulfill this role, education is a key.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

I can see two levels of thought for businesses to create and maintain a climate for creativity and innovation. On a higher level, organizing or arranging workshops or forums led by experts would create an environment for creativity and innovation. He or she conducts brainstorming sessions and assigns specific tasks to the participants. They will share ideas and thoughts with other team members. When ideas and thoughts are crystallized, they will become the policy or direction of the organization.

On a practical level, developing a Strategic Business Plan consistent with policy or strategic direction is crucial. Thinking of initiatives or projects to support strategies and attain strategic objectives requires a lot of time and resources.

#### **SUBMITTED BY**

Thanisr Chaturongkul  
Chief Financial Officer  
Chiva-Som International Health Resort  
Thailand  
E: thanisr.c@chivasom.com  
W: www.chivasom.com





## ASIA: THAILAND

---

### **What are the most significant global issues facing us today?**

The macroeconomic structure in the Western world will lead to a steady decrease in the middle class and an ever-expanding gap between the haves and the have-nots.

At present, the global economy depends very much on the growth engines of India and China as well as, albeit to a slightly lesser extent, the Middle East and a steadily growing and increasingly prosperous Africa.

An element more directly related to our industry is the fact that the Western world is combating a health crisis that will continue to grow. Due to large deficits in government budgets, the general public has realized that the responsibility to maintain one's own health falls on the individual who is required to make greater personal investments in terms of personal spending, and in the time to maintain and improve their own health. This presents an opportunity for those of us in the wellness industry to develop a new offering where wellness and integrated medicine are successfully combined with real estate.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

A major game changer is the democratization process happening in the Arab world, the Arab Spring, as this changes the political and socioeconomic landscape while simultaneously establishing more democratic government models in the Middle East. This change will lead to increased investment opportunities and wider consumerism across the region, home to approximately 350 million people.

Another game changer is the extremely young populations in India, Indonesia, the Middle East, and Africa. This young population will force substantial changes in the economies and political systems within their own countries and throughout the entire world. These countries are in the process of creating bigger domestic economies, thus becoming less dependent on external forces. At the same time, their larger economies will attract more foreign investment. With greater domestic economies and consumerism, the middle class in these countries will gradually expand, leading to changes in the global economy already evident in the expansion of the G8 to the G20.

In the hospitality industry, we are seeing tremendous changes in China and India, where outbound travel is rapidly increasing due to their growing economies. These travelers will demand different services, standards, and even physical spaces, which will change the hospitality industry's design development, business structures, and service platforms. We can also expect to see growth in the number of innovative large-scale residential communities catering to particular lifestyle choices, whether they are created along the lines of preferred activities (wellness, golf, nature, etc.) or even according to ethnic or cultural nuances.

We have all seen how our lives have changed due to breakthroughs in technology in the past decade. Social media sites, tablets and smartphones, to name a few, have all had an impact on our lives. Technology will continue to evolve and have substantial impact on how we communicate, socially interact, build relationships, and conduct business.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

The spa consumer has become more and more sophisticated and will continue to increase his or her spa knowledge, defining their preferences and needs. The educated wellness consumer will be demanding services that are directed at the ultimate result they want to achieve. The often unsupported claims by spa and product companies of the supposed results

their services and/or products will bring will be replaced by spa services or products which will have been developed from substantial academic and scientific research. The research will be drawn from ancient wellness traditions and new scientific discoveries.

Nations will put increased effort behind the creation of wellness communities where a wide span of wellness services, hospitality, and real estate combine and celebrate the cultural symbiosis of the country in question.

### **What do you see as the greatest opportunities/ challenges for the global spa and wellness industry?**

More and more people are questioning the validity of conventional Western medicine. Thus, the natural inclination for people to apply and utilize more traditional wellness modalities will further expand. This will lead to the development and growth of entire new product requirements, additional market niches will come up, and new supply chains will be established. In sum, this will open up a whole new growth segment for the industry.

A challenge the spa and wellness industry is currently facing is the fact that many of the supposed ‘professionals’ in the industry actually have very little knowledge about true wellness practices. As in any industry, professionals who do not practice what they preach will not create in-depth credibility, which could then lead to stunted growth in the industry. We would not go to a restaurant where the chef does not eat or know about his own food, why should spas be any different? If we were to take a look at the health, vitality, physical fitness, and nutrition habits of “leading” wellness experts, spa product company owners, spa associations, etc., we might be surprised at how many are overweight, have not seen a gym for a long time, or do not understand the basic principals of CAM nor are able to accurately explain the difference between TCM and Ayurveda and their historical roots.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

First, encourage a company culture of open communication where team members of all levels are empowered to voice their opinions and exchange ideas, no matter how senior or junior their position. One of the things I enjoy most about my GOCO team is the number of times that our junior members come up with brilliant ideas that are fresh and innovative. These exchanges need not always be conducted in an office environment. Often, off-site gatherings prove more conducive to creativity.

Second, never focus on what you are already good at, but on what you can improve. Challenge existing processes and systems and define them further.

Third, get out of that box and into the wide, wide world. Look outside your social and cultural frames to discover unique ways of solving problems or gaining different viewpoints.

And lastly, dare to dream and pursue those dreams.

#### **SUBMITTED BY**

Ingo Schweder  
CEO  
Spatality International  
Thailand  
E: [ingo@spatality.com](mailto:ingo@spatality.com)  
W: [www.spatality.com](http://www.spatality.com)





# ASIA: THAILAND

---

## **What are the most significant global issues facing us today?**

First, the continued economic crisis in Europe and the U.S. and the related stress is a negative development for resorts, as people are financially worse off. In addition, gradual disillusionment with Western medicine and the number of miracle cures developed by Alternative healing should further promote the type of holistic wellness that can be delivered by spas. Second, the scarcity of resources and environmental problems represent significant long-term challenges for our industry. As illustrated by the origin of the word *spa*, “Sanitas Per Aquam” meaning “health through water”, the nature of our business requires consumption of valuable resources such as water, even as many across the world struggle for access to clean water. It is critical that the spa industry is not branded by this negative social stigma.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

While technology is generating a lot of innovations, the more our society gets high-tech low-touch, the more people want to revert back to the high-touch ethos provided by the spa industry. In terms of encouraging developments, there is a growing worldwide belief in alternative healing. There will come a time when destination spas and alternative healing centers will have as much credibility as Western medicine. Finally, renewable energy and resource-saving technologies will allow the spa industry to reduce its consumption as well as increasingly generate the resources it requires through renewable sources. This should help avoid the negative social stigma mentioned earlier.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

I think there will be more destination spas in the future and even ordinary spas will go beyond massage to focus on wellness and well-being. Attention to detail and service has also improved and will continue to improve in the future.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Continued stress and disillusion with the capitalist model of lifestyle, and with Western medicine will lead people to explore alternative healing and wellness philosophies which the spa industry is well-placed to deliver.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

We practice several techniques to promote creativity and innovation in our organization including innovation room sessions, regular brainstorming, Edward de Bono’s Six Thinking Hats, among others. The key for an organization is to have clear and robust core values and aims which serve as a framework for the innovation process.

### **SUBMITTED BY**

Sonu Shivdasani  
Chairman & CEO  
Six Senses Resorts & Spas  
Thailand  
E: ss@sixsenses.com  
W: www.sixsenses.com







# AUSTRALIA

---

## What are the most significant global issues facing us today?

We have reached a turning point in evolution. Humanity has finally come up against the constraints of a limited planet, and rampant consumerism and self-interest are fueling wealth inequality, financial instability, climate change, ozone depletion, deforestation, species extinction, environmental toxicity and an epidemic of lifestyle related chronic diseases in an aging and ever increasing human population.

We live in a world where one third of all people are starving, one third are well fed, one third are overfed, and everyday 25,000 people (mainly children) die from malnutrition-related disease while 75,000 people die from the results of over consumption. In addition to being over exposed to sugar, fat, salt, alcohol and tobacco, the entire human population is being exposed to a toxic cocktail of industrial chemicals contributing to a growing shortage of clean air, water, and soil. There are currently over 120,000 toxic chemicals produced commercially, and significant catastrophic accidents have already exposed vast human populations to toxic materials, with accidents occurring in every stage of the production process including extraction (BP), transport (Exxon Valdez), manufacture (Bhopal), use (Chernobyl and Fukushima) and disposal (Love Canal).

The *United States Centre for Disease Control's NHANES* study is the world's most comprehensive environmental chemical biomonitoring study and the most recent report found chemicals such as PBDEs and BPA in nearly all participants tested. This study also confirmed previous reports suggesting that children bear the brunt of a toxic legacy, with children being found to be more toxic than adolescents, who are in turn more toxic than adults. We now know that childhood exposure begins in utero with multiple carcinogenic and endocrine-disrupting chemicals being found in umbilical cord blood, and this exposure extends after birth via toxins present in breastmilk, food, air, water, indoor environments, hard and soft furnishings, toys, personal products and consumer goods. Further recent studies suggest that in utero and childhood exposure to environmental toxins can have adverse long-term health effects including transgenerational effects that contribute to the global epidemic of obesity, diabetes, depression, ADHD, cancer and dementia.

While chemicals can be toxic, they can also be extremely profitable and addictive, and this has allowed a handful of big oil, agriculture, pharma and food companies to control the majority of the world's energy, food, health and security, and to create a global society that is addicted to cheap, readily available fossil fuel. Control of the media has further fostered a culture of rampant consumerism and conspicuous consumption with a focus on economic growth at the expense of the environment and quality of life.

Our greatest challenge now is to try and break our addiction to industrial chemicals and detoxify our world.

## What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?

Whatever happens, it is almost certain that information technology will shape the future. The act of living in the modern world creates personal information trails throughout our life and the internet is increasingly causing us to participate in online environments. Innovations in medical diagnostics, nanotechnology, biomonitoring, mobile apps and online medical records now permit an unprecedented array of personal and other information to become immediately available to assist in making decisions about our well-being and to inform our choice of products and services. The development of cooperative social networks, electronic health records, online gaming and education, conversational agents, and telephonic wellness-coaching and telemedicine also promises to transform and further globalize the spa and wellness industry, while making it more locally relevant and accessible. There is a growing realization that everything

is interconnected, that individual actions have planetary consequences, and that if we are to survive we must drastically change how we live, and adopt conscious consumption patterns that change corporate behavior. This realization is being fostered through online environments that facilitate alignment across networks and sectors. Small local grass-root movements, that have been battling it out for decades on their own, now have the tools to congregate online with other similar movements and enlist the support of academic, corporate and government interests to create even more holistic and integrated networks with a global outlook. This is leading to a global sharing of research, knowledge and expertise that transcends corporate interests and creates wellness environments and systems that foster Lifestyles of Health and Sustainability (LOHAS), local solutions for currency exchange, the provision of Seasonal, Local, Organic, Whole (SLOW) food, transition towns, permaculture, environmental conservation and remediation, sustainable lifestyles, natural medicine and holistic health.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

I see the GSWS as a major innovation that provides a global focus and meeting place for thought leaders from different industry sectors to converge. The GSWS also creates a platform for disseminating new research on the global spa economy and provides access to existing research through initiatives such as spaevidence.com. I see future innovations including individualized wellness interventions and services that provide lifelong continuity of care across multiple locations and service providers. I also see the emergence of the first 'evidence-based wellness programs' that document the ability of wellness environments and interventions to produce measurable outcomes in terms of health, wellbeing, toxin exposure, environmental impact and cost. Such evidence will become available through the aggregation of new data, which is becoming available through inexpensive and widely available new tools for monitoring health and toxin exposure, along with partnerships between the academic, corporate, government and non-government sectors. Such partnerships are already forming; for example, the Australian Government is in the process of creating six, industry-backed Partnership Centers for Better Health and is providing grants of \$2.5 million/year for five years to consortiums of academic, corporate and non-government partners. Many similar initiatives can be found around the globe.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The greatest challenge is to move from a consciousness based on fear and separation to a consciousness based on love and connection. Never before have humans been able to be 'in touch' with so many others, yet while mobile devices can keep us in touch with the world we seem to be out of touch with the environment and each other and have become deprived of our need for physical touch. Through the provision of massage, the spa and wellness industry builds on ancient wisdom and tradition to place a direct value on human connection and serves to reconnect us with our natural environment and ourselves. There is also a significant opportunity for the spa and wellness industry to develop new commercial opportunities and environments and to pioneer detoxification programs including community, preconception, pregnancy, infant and child based programs. What are some practical ways for businesses to create a climate for creativity and innovation? Create learning environments where making mistakes is encouraged and celebrated and where people with different skill sets come together to have fun, play with ideas and create new opportunities. Expand traditional discipline boundaries and align with community, government and academic interests and initiatives. Use ecological principles to connect people with nature and create shared value.

### **SUBMITTED BY**

Professor Marc Cohen  
Program Leader, Online Master of Wellness Program  
RMIT University  
Australia  
E: marc.cohen@rmit.edu.au W: www.rmit.edu.au/wellness



## EUROPE: AUSTRIA

---

### **What are the most significant global issues facing us today?**

Climate Change and Rising Oil Prices: The current discussion regarding climate change influences the travel industry in manifold ways. On the one hand, some destinations could suffer from severe damage due to climate change. On the other hand, travelers' behavior has changed and new target groups have come into being. Sustainability and Corporate Social Responsibility are just some of the keywords which occurred during this change. The industry has to find a way to handle the different interests and needs evolving due to climate change and think about intercontinental traveling, which gets more and more expensive due rising oil prices.

Financial crisis: The financial crisis, especially in the eastern European Countries as well as southern European Countries, has an impact on people, corporations and whole nations. The spa industry faces a challenge to still operate economically and generate revenues.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Media and Advertising: The development of social network sites has changed the communication behavior of people and corporations. Social network sites theoretically enable corporations to reach a great number of their target group more efficiently and to communicate with them bidirectionally. In practice, corporations are uncertain how to handle these new channels and therefore don't exploit the full potential of social network sites. The same applies to mobile advertising, which also offers opportunities to corporations to increase revenues, enhance customer loyalty or offer improved customer service. However, a transfer of knowledge and setting standards is necessary to use this channel in the best possible way.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

One major innovation of the past years is the development of digital signage, as it provides spas with a great further marketing tool and the opportunity to generate revenues. The possibility to enable reservations via Facebook and mobile phones is another important innovation.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

As mentioned above, social network sites and mobile advertising offer great opportunities for the spa and wellness industry. However, the novelty and complexity of these new channels also result in challenges for the industry. One of the greatest challenges in future will be to improve yield management, as it is a large revenue generator for the spa and wellness industry. Although this is widely understood, yield management has not yet received the required practical attention. Additionally, the industry has to constantly adapt to the fast changing environmental conditions and changing customer needs.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Businesses can set innovation as a company value in order to encourage creativity and innovation. Furthermore, idea contests could be established in order to motivate people to think of new ideas and advance existing technologies or processes. In general, employees should always have the possibility to communicate ideas for innovation, therefore idea management and the establishment of a contact person is important. Finally, collaborations with other corporations or universities can lead to innovations.

### **SUBMITTED BY**

Thomas Roessler  
Managing Director  
TAC GmbH  
Austria  
E: t.roessler@tac.eu.com  
W: www.reservationassistant.com





## EUROPE: FRANCE

---

### **What are the most significant global issues facing us today?**

Without getting into climate change, environmental problems and water scarcity, I see two issues that could be addressed during the GSWS:

Firstly, we have busier minds than ever: being always connected, with a blurred line between work and life, there is a growing perception that we do not have enough time to do everything we have to do, that weeks, months and years are zooming by, and that we just cannot afford to stop, pause and reflect. Spas have a responsibility to lead the way to better lifestyles.

Secondly, decreased perceived value of quality by customers: the internet has surely brought more transparency in prices, giving more power to consumers (especially with group deals), and leading the general audience to believe that they can always get a better deal than the price tag that they see in a shop or at a spa. Instead of discounting services and treatments, let's continuously raise the bar for spas to prove that they go beyond pampering fluff, that they offer ways to impact positively the human physiology, and that they can deliver reliable solutions to improve the lives of their clients.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

I think one word is changing the world: ATAWAD (Any Time, Any Where, Any Device).

How many business days could you live without your smartphone, your interactive tablet or your computer, knowing that people are trying to reach you? The fact that we are all connected sounds great, but it also means that we are all expected to answer a question, or a call, within the day, if not the hour, which is not so great! Spas are places where people can find ways to better manage this non-stop frenzy, lower their stress levels, and learn how to discover three treasures within themselves: a balanced body, a clear mind and a peaceful heart. This can be experienced any time, anywhere, with no device!

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

For the past few years, anti-aging was (and still is) a major focus and marketing promise. I believe that in the coming years, the therapeutical techniques of Chi Kung, Ayurveda, Lomi Lomi, Reiki, and acupuncture based on the enhancement of the circulation of energy, will come to the forefront of what clients crave. I hope that with the proper education, ongoing training, the right mindset and a less "taylorist" way of overloading therapists with back-to-back massages on busy days, massage therapists will be able to guide their clients to reconnect with their source of energy and feel the breath of life flow through their body, and in their lives to enjoy richer, fuller moments.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

I hope to see more spas, like the Lanserhof in Austria, and the Spa Eastman in Quebec, where the staff is also in tune with the spa life that they are advocating. Unfortunately, I have seen too many spas where staff is physically and emotionally hurting, where managers and owners are disconnected from their initial vision. One of the biggest challenges for spas that have shifted from a vocation (a calling) to an industry is to find ways to reignite communication, rekindle the mutual motivations and visions between owners and managers from Generation X with therapists and receptionists from Generation Y. As the gap widens between values and commitments, staff turnover increases, quality of service drops, clients look for deals, and a lot of spas barely swim while others sink.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

In one of my previous companies, every Friday was a “shiatsu day”: management and staff would leave their shoes by the door as they came in, and we would spend the day in our socks. Besides the fact that we could all be creative about what socks to wear that day, we had our weekly team meeting in the morning and a shiatsu massage in the afternoon. In the morning, we would all share how near or far we were from reaching our objectives, and we would all be creative in helping each other find opportunities and solutions in all the challenges and obstacles that would have been encountered on that week.

The afternoon was spent in making sure that all of our clients and prospects would get from us the documents and answers pending, so that we would be on schedule the next Monday. And, we would all take turns on a 30-minute shiatsu massage on a futon in the conference room, either to disperse the excess energy or to boost it when our immune system was down. This “shiatsu day” and the overall organization helped us outperform our competitors and strengthen the our corporate culture.

### **SUBMITTED BY**

Jean-Guy de Gabriac

Founder & CEO

TIP TOUCH

France

E: [jean-guy@tiptouch.com](mailto:jean-guy@tiptouch.com)

W: [www.tiptouch.com](http://www.tiptouch.com)



# EUROPE: GERMANY

---

## Top Spa Trends for 2012

### It's All About the Food

Food has been proven to be a fantastic source of healing, and spas have really taken notice and upped their game in this department. In the UK, there has been a massive rise in awareness about how food can heal you. TV programs like 'The Food Hospital' on Channel 4 are showing the nation how it can cure common ailments just through a change in diet and lifestyle. All of our spas now offer delicious and healthy food that can help restore and replenish the body. Many go one step further, with qualified nutritionists on staff, explaining the hows and whys of food being able to improve the skin and organ functions, plus they teach how to recreate spa menus at home.

### Legitimizing Wellness

It looks like the world of western medicine is finally catching up with many wellness principles of Eastern philosophies, and doctors who are more open to integrative medicine are busy gathering scientific data to prove their claims. Check out [www.spaevidence.com](http://www.spaevidence.com) where results of studies have been posted. Financial pressures always drive change and preventative health is front of mind as the National Health Service looks to cut costs by prescribing therapies such as meditation for mental health problems and acupuncture for insomnia to back pain. The world's best spas are ahead of the game with experienced practitioners offering a wide range of therapies as part of their wellness programs.

### Spa and Local Culture

Mixing up a bit of local discovery with deliciously relaxing treatments is the way forward. Why travel to a beautiful unique destination and not sample the delights of the local culture? There is a real trend towards holistic holidays that embrace indigenous treatments from the surrounding area and also include authentic excursions to delve under the skin of the destination. Delights include local walks that end up in waterfall swims, sampling organic produce on farms and adding a bit of culture to complete a well-rounded wellness experience!

### Sleep Tight

Sleep is stepping into the spotlight thanks to research on how depriving yourself of sleep can not only affect your mood but can also lead to other health problems down the line. Sleep is highly restorative, but it can be difficult in our busy lives to catch enough 'zzzz's' to keep feeling in fine fettle. We'll see more and more spas devising programs that cater for the stressed-out and sleep-deprived as it becomes a greater need in our modern world.

### Education, Education, Education

Pampering simply isn't enough for spa aficionados these days. People want to learn about how their wellness experience benefits them and what tools they can take home with them to apply in their day-to-day lives. It ties in with the trend of discovering why certain treatments make us feel good from a scientific point of view. Spas are more geared up than ever before to impart their wellness wisdom to their guests through expanded activity schedules including lectures and wellness techniques. Classes often take a wonderfully interactive approach, so you can practice what they preach.

## A Value Proposition

There is no denying the amount of economic uncertainty rife in today's world. 'Trying economic times' are buzzwords on every politician's lips. What we've found is that people are shunning the glitz and swank of luxurious spas in favor of a more authentic experience that caters towards true wellness. The spa-going population is now even more sophisticated and focused more on value rather than the cheapest price. People are discovering that the cheapest spa will not necessarily bring them a return on investment in terms of measurable health benefits and long-lasting results.

## Healthy Aging

This continues to be a strong trend in 2012. The focus isn't about reducing wrinkles but about disease prevention and health enhancement. We like the idea that "it's not the years in your life, but the life in your years that count." Personal medical evaluations are followed by personalized health plans that include treatments, education and activities that will help achieve optimum health and boost vitality. Keeping an active mind is a key part of this trend, so activities like meditation and puzzles that keep the brain alert are recommended. People are also turning to more natural skin-care solutions and again nutritious food to keep their outer body a beautiful reflection of inner health.

### SUBMITTED BY

Anne Biging  
Managing Director  
Healing Hotels of the World  
Germany  
E: anne.bizing@healing-hotels.com  
W: www.healing-hotels.com





## EUROPE: GERMANY

---

### **What are the most significant global issues facing us today?**

Besides political issues, we have to think about our diminishing resources: water, air, power. They help slow down the market. A lot of industries cut down their research department budgets, which will not help to develop innovations. These issues are slowing down the industry and creating a lot of fear on the end consumer market.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

I always like to look at the car manufacturers as they are still doing good business. Ten years ago, if I had told you that BMW and Mercedes were developing one platform for their cars to save money, you would have called me a dreamer. But it's a reality. I do believe that every industry has the potential to share ideas and money and coordinate development together with others to create the future.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

A lot of important innovations are still not well known on the market. Think about the KLAFS Klima Manager, a small innovative system which helps you to save up to 45 percent of energy. There are a lot of innovations coming up in the future in the direction of multi-tool design. And energy costs are something we will have to face in the future.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

As prevention becomes more and more important, we will have to work on the "outside view" of wellness and spa. It is not just for the rich and beautiful, but for everybody who would like to stay healthy. I see a big opportunity for cooperation with health insurance companies looking for preventive treatments to lower their future medical treatment costs.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Give people a chance to relax, a place to be free of all influences and to focus on their tasks. Change the research behavior as it used to be. Don't just research via the Internet; go out, talk, listen, and feel and understand the market.

#### **SUBMITTED BY**

Adrian Egger  
Managing Director, Spa Division  
Klafs  
Germany  
E: adrian.egger@klafs.de  
W: www.klafs.de

**KLAFS**  
MY SAUNA AND SPA





## EUROPE: GERMANY

---

### **What are the most significant global issues facing us today?**

Simply the fact that we are talking global now. Whatever we do will inevitably have an effect on people, industries and societies, and these effects often are beyond our control, creating anxieties and fears. So one issue is to add more courage to our daily work. Changes will happen whether we like them or not, so it's best to face them. Living and working in a country and society which has made environmental awareness one of its principles certainly offers surprises in store for manufacturers here. How does a supplier of water-bearing articles comply with more stringent regulations for water saving, while at the same time trying to satisfy clients' demands for more rain-like, downpour shower systems?

The answer to Dornbracht is a holistic approach to a wide portfolio we offer to our customer: Save water and energy wherever it makes sense, with fixtures and small showers, and be the best, fulfilling rain experience when talking mega-shower systems.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

The plethora of cultures we are meeting in our business and in our travels is overwhelming. Under the influence of social networks, email and the internet, we are meeting more people than ever before. The simple answer will be the enormous influence electronic media is having on our daily life.

The truth to me, however, is not this simple. Humans are resistant to change, they are persistent when it comes to keeping what has been near and dear to them for decades. So the influence of media, albeit huge for the moment, still has to prove that it leaves a real mark on us. Technology has long seemed to pose a threat to us, especially in its military and nuclear manifestations, as well as a menace to the environment.

Right now, a lot of technical developments are showing a different face - one of saving, protecting, support and augmentation - and the spa industry in particular has always been able to make use of technology to the best benefit of the client.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

At present, many nations have to deal with re-innovating themselves after years of political oppression. We are watching these developments and at this point in time, we cannot be sure whether these political struggles will be disruptive or not. But they will take place, with an immediate result that we, even as bystanders far away from the hot spots, get caught more by the adverse than the positive effects.

A spa will likely reflect the society and culture it is located in. This is easy to say for any Asian spa design; for Europe, on the other hand, there was no native spa culture in many countries, and those emerging, novice cultures discovering spa imported it from abroad, and it was much easier to present clients with a certain image of a spa. This has changed dramatically, and designers have learned to create spas based on, and rooted in, the culture they are meant to serve. A spa being a place of pampering and of certain luxury, design was willing to spend on newly invented tech to make treatments more effective.

The word "effective" offers the most promise at this point in time. Spa is coming to be seen as a curing place, a soothing resort, distinct from mere pampering. It is only now that we are truly asking why, and how treatments are working on the human body and mind.

Fragrances are now being scrutinized for their powers, while not long ago we had no idea that a smell, a fragrance, will enter our limbic system without asking our brain if it may do so.

There was simply no way to create the correct lighting in a spa without daylight. We are seeing a move from often dim-lit spaces to spa environments which make correct lighting an instrument whose positive effects are evaluated and calibrated.

Water always played an important role for humans, it was sacred to us and at the same time its major role was as a cleaning agent, a dirt remover. High and low appreciation at the same time. Not so for the spa, which perceived water in a completely different way. From early on it was seen as an intermediately between body and spirit.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The Spa is becoming a part of more people's everyday life. Will standards of supply and treatment maintain a high level? I can imagine a two-way future, with the luxury spa on one hand, with a new kind of "affordable" spa serving alongside as a prevention institution in all countries with faltering health systems.

A spa is part of the environment, and only those who truly understand this will succeed.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Be open to change before someone, or the market, forces you to change. People working with you have to know that their input is valued. We have to develop systems to gather ideas - not just a suggestion box but a transparent medium. To spur creativity, people must be given the credit for their ideas, but must also defend them. Providing careful guidelines helps channel creativity without suffocating it. Let people have access to information, do not shield internal innovation.

#### **SUBMITTED BY**

Matthias Voit  
Chief Executive  
Dornbracht  
Germany  
E: [mvoit@dornbracht.de](mailto:mvoit@dornbracht.de)  
W: [www.dornbracht.de](http://www.dornbracht.de)





## EUROPE: HUNGARY

---

### What are the most significant global issues facing us today?

The key global issues are as follows:

- access to clean water and food
- increasing polarization within societies and between countries and regions
- global financial and political instability and the growing popularity of extreme views/politics
- transport costs are expected to grow while resources become scarce
- time to be spent on personal needs (e.g. relaxation, rejuvenation) becomes shorter and shorter
- (more) sustainable and efficient operation

The most important issues that affect wellness and spa tourists and tourism can be divided to two groups. One set of issues stems from the changes in demand. In the Western world, changes in (post)modern lifestyle result in more health conscious consumers and new segments emerge (e.g. men), while in Asia or in the Middle-East, traditional wellness and spa provisions gain ever growing popularity.

On the supply side, wellness and spa tourism providers and suppliers have been introducing innovative, fusion and cross-over products and services with which they want to keep the already existing but saturated demand, and want to attract new segments (e.g. Gen Z) to spa and wellness facilities.

### What do you see as the main innovations happening around the world, those which are game changing and /or disruptive?

Anything 'smart' definitely changes how people live and think. This is the game changing element. Still, the overwhelming forms and ways of social media may take over one's life. There are so many channels (e.g. private and business oriented) that are getting rather stressful, very time consuming and consequently more and more expensive, to keep up with what everybody else says and to be sure that one transmits the messages in every important form. All the time.

On the contrary, simple is gaining more and more popularity. Underdeveloped economies require unusual and therefore often innovative solutions, e.g. solar power charged mobile phones in Africa that can serve as exemplary for the developed world. Especially if one takes the measures of sustainability seriously.

### What do you see as the main innovations in the spa/wellness industry (existing and future)?

Innovations affecting wellness and spa tourism are either technological or based on a creative thought. Technology helps to get services, products and approaches to people who are not present (e.g. post-trip services or apps) and technology also helps determine – pre-trip – what kind of expectations one spa or wellness tourist may have during his or her stay (e.g. smart online booking tools). New and fusion products (mainly machines) can revolutionize certain treatments (either beauty or wellness).

The creative and adaptive mind helps service providers to adapt trends to certain locations and to conditions, which in return will offer services that are considered by travellers as unique and innovative (e.g. combination of adventure or eco approach to spas).

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The greatest opportunities can be found in what we have already. Traditions, rituals, assets or services will be essential for the spa and wellness industry. This is especially true if tourists are expected in any spa or wellness facility. Also, the spa and wellness industry has to work together with healthcare and education, since the future wellness and spa demand needs to influence, inform and educate from very early age. Those who live in a healthy or healthier lifestyle will become frequent, loyal and reliable spa and wellness customers. This is, however, not only an opportunity, but a challenge, too.

Another challenge is the global convergence to do very much the same everywhere. Most new wellness and spa (tourism) developments tend to follow the same patterns, or clichés all around the world. This will make the market saturated very fast. Remember NO2C: No copying, no clichés!

## **What are some practical ways for the business to create a climate for creativity and innovation?**

Creativity is in the thinking and not in technology or machines. Most of the time the most successful, striking or inspirational innovations are based on one or only a few basic, but not properly cultivated, ideas. Moreover, creativity and innovation does not need to be expensive or costly. People (customers) appreciate the thought, the power of the mind and less interested in gadgetry, which tends to become 'tired' way to quickly anyway.

Large companies, e.g. spa or wellness hotel chains tend to depend on their 'Service Manual' very closely. This is understandable, from a branding and quality assurance point of view, but it limits the creative mind.

Spas and wellness facilities can learn from the management styles of successful companies of our century, those that introduced and applied a different management systems and innovation circles. They encourage any employee to come up with his or her idea that would then be discussed by development teams and can be taken further.

Plus, it is assumed that consumer psychologists and experience planners will have crucial roles in the development of new and in the enhancement of existing products. Why? Because these experts can translate the needs, motivations and expectations (even the latent ones!) to terms that can help companies to provide the services and products with expected benefits and qualities.

### **SUBMITTED BY**

László Puczkó & Melanie Smith  
The Tourism Observatory for Health, Wellness and Spa  
Hungary  
E: lpuczko@xellum.hu  
W: [www.thetourismobservatory.org](http://www.thetourismobservatory.org)  
W: [www.xellum.hu](http://www.xellum.hu)





## EUROPE: HUNGARY

---

### **What are the most significant global issues facing us today?**

Short term: economical disturbances and an unstable world economy

Longer term: too many inhabitants on earth and relatively low supply natural resources

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

The information society fulfills its purpose and becomes a part of our everyday life. These days, most industrial marketing and management is based on this, but this also changes the methodology and the possibilities of research. It is particularly important that innovative developments of the health industry rely on IT and on new nano-technological developments.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

The new developments of the health industry mean more effective regeneration, rejuvenation and also new implants which can be widely used, and they will become a part of the spa world, especially a medical spa world. Of course, this means that some medical spa businesses will stand out from the others and they will serve the clients in a similar way as private medical clinics do. In addition, there will be simpler, new treatments which are going to spread in a wider circle in the spa and wellness industry.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The increase of health awareness and the above outlined new innovative research results could equally lead to a medically and scientifically established spa and wellness industry. (As I suggested at the GSWS in Istanbul: it is practical to introduce the term “evidence based wellness.”)

The big challenge is: how to do this so the nature of the industry remains adventure/experience-oriented and relaxed.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Networking is probably the best tool for launching common international research projects. Working with other disciplines (IT, healthcare, design industries) is also creating a good climate.

#### **SUBMITTED BY**

Dr. Tamás Várhelyi

Associate Professor

Szolnoki Foiskola

Hungary

E: varhelyit@hotmail.com





## EUROPE: LATVIA

---

### **What are the most significant global issues facing us today?**

Political and economic disruptions, environmental issues and technological advances are the global issues that are guiding our behavior to change on a day-to-day basis, in a way that each human develops a higher level of independence (relying on oneself and his or her virtues) and experiences a growing sensation of a “lack of time.” People wish for more hours in a day to achieve more.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Technological innovations in the gaming industry create virtual worlds that are disruptive; it is changing the way a child's brain develops and causes high school children, especially boys, to drop out of school. They are not able to interpret information in a one dimensional way, as seen this interesting 10-minute video on the power of time:

<http://www.youtube.com/watch?v=A3oIiH7BLmg>.

Technological advances in programming provide great tools for doing business, communicating from any part of the world in a meaningful way and presenting information in various forms, such as “Prezis,” webinars, skype and Facebook apps.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Generally, I see more integrative approaches being adopted in the wellness industry to provide treatments with a deeper insight to wellbeing. For example, in spa technologies, an integrative approach that addresses physical movement and relaxation can be seen in the form of innovative standalone hydro-bikes. Spa products adopt an integrative approach by implementing wellness diagnostics based on homeopathy in order to find the right product for individual skin type.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

We are experiencing great times to popularize wellness, as health is a number one priority in people's lives. Wellness is becoming accessible to all members of the population in various forms. The challenge is to monitor industry standards and find quality team members with expertise. There is lack of consolidated, appropriate education of spa and wellness staff.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

It is important to set up a platform where all team members feel comfortable and open-minded on a regular basis in order to share ideas. Information must flow freely between all departments. This can be stimulated by creating internal newsletters (where members of staff can write columns), hosting educational workshops on wellness related topics, creating events (yoga retreats together, painting, cooking or farming) that promote teamwork and “thinking outside of the box.”

### **SUBMITTED BY**

Alla Sokolova  
Co-founder & General Manager  
Global Balans  
Latvia  
E: [as.balans@gmail.com](mailto:as.balans@gmail.com)  
W: [www.amberspahotel.lv](http://www.amberspahotel.lv)







## EUROPE: SWEDEN

---

### **What are the most significant global issues facing us today?**

The uncertain financial climate: the many changes that are to come as developing economies like China, Brazil, Russia and India grow compared with developed countries.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

The technical innovations, such as apps and other technological gadgets that we had no idea that we even wanted a couple of years ago. The way businesses are marketing and communicating with their potential customers.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

To become less spa-oriented and more wellness-oriented, with integration of fitness, nutrition, advanced beauty and alternative health care and, later, the merging of all of the above with medical practices.

Ways to diagnose the guests in a spa and individualize the experience, thus achieving better results.

Ways to integrate and improve old and proven healing methods with advanced technology.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

To educate qualified spa managers is a great opportunity for all, for educational institutes and employers, and the market as a whole.

The technically advanced equipment is both an opportunity and challenge. The challenge being that there is so much coming out on the market, but it is difficult to know what is reliable.

The escalating deals market, with the low margin of spas in developing countries due to high staffing costs, and consumers now becoming used to very highly discounted prices, meaning that a 15 percent discount or similar voucher is not making an impact, they want 30 to 40 percent.

A challenge will be how to integrate psychology including meditation, vibrational therapy such as healing into spas in a credible way. There is a great shift in the world today, with talk of energies or fields happening in a more scientific way. And with the placebo being the most successful cure or “drug” in the world today (and the least researched), spas or wellness centers will very likely lead in understanding this issue, but it must be done in a credible way.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

I believe that it is not the innovation that matters, but how the innovation is carried out. I therefore believe that educating the leaders of the future to carry out the innovations with a strategic and determined approach will be the way to create a climate for creativity and innovation.

#### **SUBMITTED BY**

Anna Bjurstam, Managing Director & Owner

Raison d'Etre

Sweden

E: ab@raisondetrespas.com W: www.raisondetrespas.com







## EUROPE: SWITZERLAND

---

### **What are the most significant global issues facing us today?**

Economic instability in Europe and North America with a shift of economic power and growth to India and China; Widespread environmental deterioration; Political unrest particularly in the Middle East; Instant global communication linking individuals and stories across the globe.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Some of the main innovations happening around the world are the move towards more real experiences. We are being exposed to reality television. This is still somewhat controlled but the general public is prone to be influenced by it. Advertising systems integrated in this medium are very powerful.

There is an increase in social media. We have instant receptors to people's voices making their actions and reactions faster. Despite the advantages and disadvantages, we have to learn to work with it; not using it is simply no longer an option.

The negative aspect of these developments is that we become overstimulated by media yet remain underdeveloped physically and spiritually. Our mental development is heavily influenced.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

The spa and wellness industry is moving towards creating better methods for its clients to compensate for the setbacks in their changing lifestyle. There is also a stronger move towards non-chemical and organic ingredients within more results-orientated systems. There is also an increasing focus on environmentally safe wellness and spa ideas.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The greatest factor in the global spa and wellness industry is that it is here to stay. There continues to be enormous growth, research and development within the industry. Today society is more focused on the prevention of disease. Most people are prepared to invest in improving their quality of wellness as a whole.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Partake in research, and listen to your clients' growing needs. Become involved in the industry and investigate new trends and statistics. Find the right concept, products and systems to satisfy your market. Target and expand on new markets as they grow. Remain current with the product. Have a close interaction with the staff who deliver your product and be open to feedback. Perhaps most important of all, live your wellness message so that you can address what can be improved on.

#### **SUBMITTED BY**

Martha Wiedemann  
Wellness Advisor  
Badrutt's Palace Hotel  
Switzerland  
E: mwiedemann@badruttspalace.com W: www.badruttspalace.com







## EUROPE: UNITED KINGDOM

---

### **What are the most significant global issues facing us today?**

Worldwide debt and the ongoing culture of short-term gain versus long-term sustainable results; a lack of consensus on how to deal with health provisions for an aging population; the continuing power of pharmaceuticals and the lack of concerted efforts by the medical profession to educate people on preventative health measures.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Availability of instant information at your fingertips 24/7, which brings about unprecedented levels of knowledge and choice. Through this technology, the willingness and eagerness of people to share their individual thoughts, views and ideas with the public at large.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

The understanding that the market has evolved and become more sophisticated. It is no longer about going to a nice spa or resort to be pampered with a couple of treatments, but more about achieving goals, education and a certain outcome through integrated services. This has been led by the consumer requiring a measurable return on investment and innovation has coursed through the industry because of it.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The greatest opportunity in my view is to further legitimize natural health and spa offerings by aligning them to government health strategies and the medical profession. This is a huge task and takes lobbying and a viable economic model, meaning the industry must pull together more. The largest challenge (which could also be an opportunity) is finding a way to help the consumer identify the good from the bad in a very crowded marketplace. If the industry is to seek further legitimacy then this is essential.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Introduce team meditation sessions: encourage uncluttered minds.

Don't be insular: look outside the industry also for inspiration.

Listen to your clients: they are sometimes your biggest innovators.

### **SUBMITTED BY**

Stella Photi

Managing Director & Founder

Wellbeing Escapes

United Kingdom

E: stella.photi@wellbeingescapes.co.uk





## EUROPE: UNITED KINGDOM

---

### **What are the most significant global issues facing us today?**

Global warming: finding ways to stop harmful practices that make things worse, and finding ways to cope with its effects; the shift of global wealth and development; the rise of China and India as economic powers and the BRIC as influencers on the world stage. Their cultural influences and differences mean that what has worked in developed mature markets may not necessarily work in the new up-and-coming markets.

Changes in income patterns, including: the rise of the very wealthy around the globe; the lowering of wealth and expectations of income improvements in the middle class; the increase in people living in poverty in developed countries; the rise of the middle classes in emerging economies.

Changes in demographic patterns, specifically: the aging society in some developed nations; the rise in longevity; declining fertility: the lowering of birth rates in developed countries and no change of birth rates in developing countries.

Shifts in health issues; diseases of aging societies, of wealthy societies and of white collar and sedentary lifestyles, in particular obesity and type-2 diabetes.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Social networking and mobile applications on smart phones and touch computers (e.g., iPads). Both allow brands to interact directly with their customers anytime, anywhere, giving them the ability to target them individually.

Advances in the arena of preventative medicine and genetic research are creating spaces for innovation to speed the path to prevention, treatment and cure for a number of life-threatening illnesses.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

New modalities: cross-disciplinary spas, combining holistic and medical spa services.

Social networking and mobile technology: companies using both platforms effectively in order to understand, target and communicate with their customers.

Modern technology working hand-in-hand with holistic wellness: Well-versed spa and wellness customers are increasingly going back to holistic methods to maintain their health and fitness but they demand technology to diagnose their condition before they embark on their program of treatments, and to demonstrate the results afterwards. The technology will give them the evidence that proves it worked, as everyone seems to need this in today's society.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Affordability: Providing affordable wellness solutions for individuals and corporations.

Corporate wellness: Engaging and partnering with corporations so they come to believe in, provide or subsidize alternative wellness solutions to their employees in order to motivate and reward, and to prevent high turnover and absenteeism.

Recognition by governments, companies, insurance providers and individuals that preventative health and alternative therapies make economic sense.

Embracing social networking and mobile technology as per the previous question.

Skepticism: The lack of understanding of and widespread confusion about alternative and integrative therapies can stop people from availing themselves of treatments. The Spa Evidence Portal ([www.spaevidence.com](http://www.spaevidence.com)) launched at GSS 2011 has made a giant leap in providing a centralized place to discover and understand alternative treatments but there is still a long way to go.

Accommodating and catering to men's health: Spa is still predominantly seen as a woman's indulgence.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Set a vision that includes innovation. People give you what you ask for; if you don't ask, you often don't get.

Demonstrate that you value innovation by rewarding it and not punishing any attempts that fail. Innovation means some failure is inevitable.

Dedicate time and incentives for innovation. Make the space for both incremental development and disruptive up innovation. For example; a global technology company gives employees 20 percent of their time to do their own thing and be innovative. Another has a good governance award that rewards people who identify things the company does that wastes time. They also have a "Just Do It" award that rewards people who saw an opportunity that may not have been in their daily job description, and did something to exploit it usefully.

Create cross-functional and cross-level teams that can look at an issue with multiple viewpoints.

Go offsite on occasion with the intent to generate ideas.

Finally, ensure that some of the ideas do see the light of day. Nothing kills creativity more than not trying new ideas or launching new products.

#### **SUBMITTED BY**

Corinna Yap  
Director of Sales, COMO Shambhala  
COMO Hotels & Resorts  
United Kingdom  
E: [corinna.yap@como.bz](mailto:corinna.yap@como.bz)  
W: [www.como.bz](http://www.como.bz)





## THE AMERICAS: BRAZIL

---

### **What are the most significant global issues facing us today?**

A global issue that faces us today is how to do more with less. Natural resources are not going to be available long term. How do we use them in our favor, so that our grandchildren are able to enjoy the same pleasure as ours?

In the spa industry, one of our important pillars is the water resource. The issue is how to use and preserve it. Taking care of used water is important and basic when it comes to our business, but the real problem lies in a deeper matter. How will the world preserve our rivers, lakes, seas and, especially, our groundwater? We need industries and farms, but how do we minimize the effects of pesticides and pollution in the world's water? Maximize organic production, is it feasible? Yes, but not for an overeating lifestyle.

With that, we have another global issue that is affecting us, obesity. Changing lifestyle is necessary and vital for a long and healthy existence. If we analyze worldwide, the communities that have a healthy longevity have habits in common: healthier food (less of it) and exercise. Unfortunately, in our modern world the trend is exactly the opposite: unhealthy food and a sedentary lifestyle. How we expand our health knowledge to the population is an issue that needs to be considered.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Some innovations changed the world's culture and lifestyle, like the internet, 3G cell phones and social networking. It narrowed down distances and democratized information and knowledge. Within minutes, hours and days, trends and information can be spread around the world. This innovation is a wonderful tool for communication and knowledge, but causes a lack of balance. Today the invasion of technology in our daily activities and the growth of desirable gadgets make us hostages to them. We communicate through social networking instead of personal contact; we panic when we need to turn our cell phone off; we become hostages to information being always available. Yes, the agility that this innovation brought us can be a benefactor or a villain. How we choose to balance it will decide its outcome.

Looking to the world's resources, an innovation that is a game changer is clean energy. There are many solutions and technologies that can help to preserve our world. It is important that each person and company analyze the best solutions so that we preserve a cleaner and healthier world.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

The main innovation in the spa and wellness industry is the quality and agility of diagnostics. Over the years, many different kinds of exams have been given to us in order to know exactly what our customers have and need. The combination of these exams with a good and deep interaction with a doctor, nutritionist, physiotherapist or personal trainer (depending on what the problem is) can enhance the results. Knowing if the customer has gluten intolerance, hormone deficiency or even fragile bone structure can help create a good, personalized program for each customer.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Looking at the global scenario through a BRICS country analysis, we have an excellent opportunity to offer health solutions for burnout symptoms. The work pressure and accelerated rhythm is enormous and requires extreme energy from our executives. Burnout is the modern illness and how to reenergize and increase productivity, with health, is the answer.

Another opportunity is to devolve the human essence to the human being. The human race lost its essence due to the velocity of the modern world, agility in the information, overstated work pressure, exaggerated consume desire, deflation of inner purpose, disconnection with nature and loss of spirituality. This essence needs to be cultivated and resuscitated in order to bring peace, joy and health into our life. The spa and wellness industry has the knowledge and the right products to offer. It's an opportunity and an obligation to deliver a service that takes care of the human as a hole: body, mind and spirit.

As for the challenges, the main issue is how to be attractive with the growing tourism destination variety. Traveling is getting easier and cheaper, but the customer has to decide what kind of vacation; health and wellness trips are not always priority and can be exchanged for a gastronomic or buying trip. The challenge is to prove the importance of health and wellness tourism above any other. It's not a matter of choosing, the ideal world is having both trips in one year.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Form small and multidisciplinary groups in order to generate a propitious moment to exchange different point of views. In this focus group, the ability of thinking outside of the box is the challenge. See an idea with the knowledge of another specialist.

#### **SUBMITTED BY**

Marianne Novaes Brepohl  
Owner & Marketing Director  
Lapinha SPA  
Brazil  
E: marianne@lapinha.com.br  
W: www.lapinha.com.br





## THE AMERICAS: CANADA

---

### **What are the most significant global issues facing us today?**

Global warming is a serious problem. The climate is changing. The earth is warming up. We need to decrease carbon emissions. We need smarter regulations of cosmetics to achieve emissions reduction (for example, bath products like shampoo and lotion that contain toxic chemicals that can harm our bodies and ecosystems).

The effects of industrial fishing, pollution, and climate change are having a major impact on our oceans.

To ensure water ecosystems are healthy and that we have the water we need, there is a range of challenges to meet, including pollution, water exports, water withdrawals, and diverting water flows. One in five humans does not have access to potable water.

Not only is climate change real, scientists agree that humans are influencing climate change through production of greenhouse gases. Human activity is causing massive extinctions. Even increased efforts at conservation have been insufficient and biodiversity losses continue. In most nations today, the gap between the rich and the poor is quite high and often widening. The amount of waste the industrialized world generates is shocking.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Some organizations, such as the Canadian David Suzuki Foundation, have become a strong and capable force in transforming the economy, protecting nature, reconnecting with nature and building community. There is a big influence of technology in our daily lives. Electronic devices, multimedia and computers are things we have to deal with everyday. Easy and free access to online information you can find in a short time. Why pay more when we can get free software, free music, free conference call, etc? It is also very easy to create new social contacts all over the world in a blink of an eye. Especially in the business sector, the internet can play an essential part to position a product. But simply having the tools to access information easily is not the same as actually knowing the information.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

The spa industry segment is regarded as the leading player in health and wellness. Innovative new technologies, treatments and products that contribute to well-being and longevity of customers, guests, ourselves and our planet itself are available on the market. Today's customer is looking for a spa experience that promises to nourish mind, body and soul, and access to anti-aging programs.

In Quebec, the Medical spas are not as developed as in the USA. The Quebec Nordic Baths is one product showing more growth in the last few years; they have a different 'flavor' from that offered in the Scandinavian countries. What we see in Quebec (and not in the rest of Canada) is the Generation X (born between 1960-1979) and Y (born between 1980-2000) becoming the most frequent users for this type of spa, meaning that for the next generation, well-being will be mandatory, part of their values.

Too often the customers stop themselves from enjoying activities because of the weather forecast (especially in Canada). Tourism Quebec and a weather forecast channel offer an 'Activityforecaster' (free mobile application) to suggest an activity in a nearby location (Don't Let the Forecast Overshadow Your Plans!). Going to a spa is one of the activities offered.

Therapies for children are now on the agenda. In Quebec, children were rarely allowed in spas. Recently, some spas have created specially designed treatments and events for them, and the response has been great.

Resorts and hotels are joining the health spa development craze, although few resorts are moving into the scope of services currently offered by destination spas. Likewise, a growing number of day spas are adding health and wellness programming options. Eating a healthy, balanced diet is an important part of maintaining good health and reduces the risk of getting cancer. More spas are offering tips for eating and living well as well as nutrition programs.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The exponential growth of the industry has prompted the need for spa professionals and managers to enhance those skills specifically related to business and management issues unique to spas. Staying competitive and profitable means not compromising on the quality of services. Also, offering frequent continuing education to spa staff to maintain the highest standards of practice and ensure educated, qualified employees is mandatory. Global spa standards must be a 'top of the list' priority because people travel all around the world and compare products, treatments, hygiene, client services, etc. They should be able to expect a certain level of quality. A global spa standard would help prevent a situation wherein a death would be caused by inappropriate treatments, as we had in Quebec last summer.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

The mission of every leader should be to search continually for ideas and programs that are superior to the ones the organization is currently committed to. I believe that the leader has to be a source of inspiration, he needs to be nourished and spend time (booked into his agenda) to go in the field, visit spas, read inspirational stories and allow brainstorming sessions with his staff.

#### **SUBMITTED BY**

Lucie Brosseau  
President & CEO  
Alliance Spas Relais Santé  
Canada  
E: [lbrosseau@spasrelaissante.com](mailto:lbrosseau@spasrelaissante.com)  
W: [www.spasrelaissante.com](http://www.spasrelaissante.com)





## THE AMERICAS: CANADA

---

### **What are the most significant global issues facing us today?**

Indebtedness, individual debt, corporate and government-held debt have led to fiscal tightening, slow growth and declining supply with worldwide multi-market demand increasing. Increased demand and less supply (less competition and production) will increase price – current example, food.

Climate change and its devastating impact on the environment, the economy and communities/countries.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Virtual and online innovations creating a massive and growing digital economy, virtual currency, transforming communication, connectivity and social behavior – virtual banking, Google wallet, online gaming and virtual worlds, e.g., Second Life. A virtual economy that is creating employment opportunities, changing human relationships, new business opportunities, and emerging threats associated with the lack of legislation and regulation and the vulnerability of cyber security. Medical advances in regenerative technologies, tissue rejuvenation, stem cell therapies, molecular repair, robotic surgery, genetic engineering (animal and plant species), personalized medicine, new screening diagnostics. The global aging population is driving the quest for advance interventions.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

New communication technologies have educated the consumer and developed new interactive relationships with the spa/wellness centre. Advanced technologies have greatly improved data-management systems, customizing service delivery models with personalized treatments and experiences. Perception continues to evolve on the role of spa in health-management and prevention. Skyrocketing health care costs and the rapid expansion of chronic diseases drive growth in the wellness market. Private healthcare plans have included more health and wellness programs, treatments and coaching programs. The explosion of health promotion in the workplace, through private insurance and government programs, continues to educate and raise the level of awareness – all good news for spas.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The shift in the understanding of retirement as the baby boom population approaches the traditional age categories for retirement. People increasingly seek lifelong lifestyles that will support the preservation of health and income. Increasing demand for pain management, disease management and stress reduction encourage people to seek effective ways to address these concerns on a daily basis with proven outcomes. The public conversation is being driven by necessity, as traditional models of healthcare are collapsing under the financial burden of increasing demand, increasing disease and expanding technology.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Recruit, recognize and reward individuals who share common values – facilitate the dialogue and drive the agenda engaging those who never lose the ability to dream. Cultivate their human spirit for growth and success. Proactively lead and challenge people, encouraging collaborative work, cooperative leadership and dynamic learning. Provide the opportunities for individuals to be proactive, creative and accountable.

### **SUBMITTED BY**

Donna Holtom  
Director, International Relations  
Leading Spas of Canada  
Canada  
E: donna@holtzspa.com  
W: www.leadingspasofcanada.com





## THE AMERICAS: MEXICO

---

### **What are the most significant global issues facing us today?**

Prioritizing what is essential, important or vital in the new century has become a significant issue. A difficult task for the average citizen, who receives a daily overload of data, advertising, information and misinformation, is to sort, classify and select what is truly important on a great variety of world issues. How do we maintain a clear perspective, where do we focus our attention, why do we become involved? Can we as individuals make the world better? And if so, how? Do we fight the Joseph Koni crimes in Uganda and save the invisible children, or do we ignore them? Do we focus on local issues of poverty, hunger, crime and education? Do we become Earth fighters for future planetary sustainability? How do we make a difference in today's main global issues? What is truly the worthiest global cause to fight for? Are we aware of the real issues behind the mining of Coltan in Congo, a rare mineral essential to all the modern technology we use today? Is the answer in global communities, in the social media, or do we look for answers within our hearts and souls? Do we even have time in our daily lives to stop and think, what is my contribution to humanity? Looking into my heart I would say the most significant global issue today is indifference to human suffering.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

I believe global communication technologies, education and scientific evidence of universal mysteries will contribute to create a new world consciousness. A better future will be brought into being by visionary minds that can imagine and create a new reality for men: health, wealth education and equal opportunities for all. Some will be game-changing; an evolution of the best we have, and some will be disruptive, creating a new reality, a breakthrough that will totally change the way we think, behave and act. A world without human exploitation, slavery, war, fear, malnutrition and poverty. A long time ago a wise man told me, "it's not about a few gifted minds transcending; it is about all humanity transcending."

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

I see the spa as a new human development and resource center, a unique space that can be enjoyed on a physical, spiritual or mental level. A synergy between people connected by the touch and warmth of another human being; but also a space where we can find our inner silence, inviting us to reflect, to think, to feel, to listen, to appreciate and preserve life's vital energy. A retreat from everyday wear-and-tear where we can appreciate nature, discover ancient and meaningful healing rituals, develop new expressions, talents and dormant abilities, through reading, painting, meditation, music, learning how to cook healthy meals, hiking, sporting endeavors, meeting new friends. A spa can be anything we want it to be, as long as it caters to a higher spirit, a stronger, healthier body and a visionary mind where imagination has no limits.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The greatest opportunity lies in our ability to perceive the wellness industry as having the broad aim to better the human race, to provide a sacred space where the roots run deeper than the commercial and business aspects of an investment. The real investment needs to be made in the transformation of minds capable of conceiving a better world through wellness.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

The best and most practical way to create a climate for creativity is through communication, sharing ideas, listening and implementing. Ask your client; ask your employee, is there anything we could do, add, change or say to improve our spa experience?. I am amazed at some of the answers we get. Innovate spa concepts and spa experiences. Imagination is a global vision and we all have a little piece we can share to complete the ever evolving universal master-plan.

### **SUBMITTED BY**

Diana F. Mestre  
Owner  
Mestre & Mestre Spa Development  
Mexico  
E: pro\_spapro2000@hotmail.com  
W: www.mestre-spa-mestre.com





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

The biggest issues facing the globe are economic collapse, a global water crisis, oil consumption, reliance and dependency, and rapid climate change.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Tapping the knowledge of consumers and users, realizing the value consumers can add through comments, referrals, and personal reviews. Future collaborative global networks generating communication of information to a global knowledge bank. A new balance of the technology-driven, the competitive driven and the user-driven. Globalization has opened doors to the people of the world and all are potential customers and users.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Social responsibility and discovering the needs and behavior of the consumer, globally.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The greatest opportunity is spreading the good word about spa and its relevancy. Here we are still at an early stage of development. Proven evidence that spa is real and not just a pampering experience but something of substance and integrity. The spa challenge is that we as an industry need to collaborate globally with trust and transparency.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

The most powerful way businesses can create a climate of creativity and innovation is to “allow” it to happen without judgment, fear, threats or discrimination. Freedom to collaborate (togetherness), engage, solve and think freely will change the world.

### **SUBMITTED BY**

Sharlyn Abbajay

Founder

Abbjay & Associates

United States

E: sabbajay@hotmail.com

W: www.experienceispa.com





# THE AMERICAS: UNITED STATES

---

## How can we bring more creativity into the workplace?

When we take The Creativity Workshop to a corporation, we start by gathering preliminary information from management and staff to determine how their individual and group creative processes work. Once we have a clear idea of what the company needs and what its strengths and weaknesses are in creativity and innovation, we devise a working plan and personally implement it in a variety of ways.

In all cases, we believe that the very first step to bringing creativity to the workplace is to set aside 15 minutes daily for employees to exercise their imagination. This is a great way to make creativity a company habit.

Here is an example of exercising the imagination at work from a program we created for a company in the area of communications. A variation on this program can easily be implemented in any company.

## Support

One of the first things you need in bringing creativity to your workplace is for management to support creativity and creative people in your organization. You need to start with the attitude that we are all innately creative and have the natural ability to develop new ideas or innovate old ones. Management must communicate that creativity is considered valuable to the company and necessary to its future success.

## Daily Imagination Break

We know that it wouldn't be practical for employees in most companies to spend large amounts of time in creative exploration. Our point is that it doesn't take large amounts of time, but rather creativity takes a consistency of practice. We suggest that companies set aside a daily 15-minute Imagination Break for employees to exercise their creativity in a very specific way.

Here is how it works: employees receive a Daily Creativity Prompt in their email. These prompts are carefully conceived to stimulate emotional, visceral, and intellectual imagination. They have 15 minutes to respond to the prompt of the day by writing, drawing, photographing, storytelling, etc.

## Exercising the Creativity Muscle

It is important that the Daily Imagination Break is not focused on a specific work problem, but is "off topic". In fact, the Imagination Break is a chance for employees to participate in pure play. This frees them up from fears, inhibitions, and worries about deadlines or competition that shut down the creative process before it even gets started. The object at this point is to liberate the imagination and exercise the "creativity muscle" rather than narrowly focusing down to a job or project. Creativity is much more readily available to specific projects if it is habitually practiced as a life skill, a way of thinking and acting in the world. The beautiful thing about the Imagination Break is that it only takes 15 minutes a day.

## The Monthly Envisioning Team

Once a month, groups of ten to 20 employees come together from different departments for two hours, share their Daily Imagination Breaks and use them to riff on company-based issues. It is best if each group is comprised of people from various disciplines. This allows for a great deal of cross-fertilization, a key component to a creative environment. First, the team divides into two-person mini groups and share what they have written, drawn, photographed, mapped, etc in their

Daily Imagination Breaks over the past month.

This is followed by what we call The Envisioning Session.

We ask the entire ten- to 20-person group to write, draw, storytell, and map ideas specifically based on the company: new products, new operational ideas, new solutions, all informed by the processes and elements they discovered in their Imagination Breaks.

### **The Big Sharing Presentation**

Every three months there is a whole company- or division-wide creativity presentation in which a few members of each of the Monthly Envisioning Teams share their creative ideas with the whole staff or division. In many cases, the company chooses two or more of these presentations and gives them developmental support.

This approach to creativity in the workplace gives your business a mini-R&D program that is open to your entire employee base. The company succeeds in not only coming up with some great ideas, but growing inspired and inspiring minds in the workplace.

#### **SUBMITTED BY**

Shelley Berc and Alejandro Fogel  
Directors  
The Creativity Workshop  
United States  
E: [questions@creativityworkshop.com](mailto:questions@creativityworkshop.com)  
W: [www.creativityworkshop.com](http://www.creativityworkshop.com)





# THE AMERICAS: UNITED STATES

---

## How can we bring more creativity into the workplace?

Economics

Loss of federal funding for education in spa and beauty

Wellness schools that can result in less-qualified people entering the industry

## What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?

Hybrid learning allows students to get hands-on training in the classroom and do the rest of their curriculum online at home.

## What do you see as the main innovations in the spa/wellness industry (existing and future)?

Applications and technology for anything (from booking appointments, providing reviews to online learning)

Video, live TV and more social interaction built through websites

## What do you see as the greatest opportunities/challenges for the global spa and wellness industry?

The lack of people who are skillfully trained in various spa and wellness treatments available. There is a shortage of staff and an increasing number of spa locations and franchises opening globally. The greatest opportunity is to position spa and wellness as a PREMIER career and as a unified front, and create movements in the industry to promote this.

## What are some practical ways for businesses to create a climate for creativity and innovation?

Education, education, education! Providing ongoing training for your staff on a regular basis will help to grow and nurture them to become the future leaders of our industry. Encourage staff to participate in social media; use a flip camera and video to promote your business through Pinterest, Facebook, Linked in, etc. Use online platforms such as "Podio" to work remotely on business projects as a team. Engage your team to share, what they believe, are the best ideas to implement into the business.

### SUBMITTED BY

Joanne Berry

Founder/CEO, Spa Remedies LLC

Director of Spa Education and Recruitment, Bellus Academy

United States

E: joanne.berry@gmail.com

W: [www.sparemedies.com](http://www.sparemedies.com)

W: [www.bellusacademy.edu](http://www.bellusacademy.edu)







# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Our destructive, exploitative, perfectly insane relationship with nature carries the promise of dire global consequences. Rising temperatures, oxygen-depleted oceans, drought and the pollution of natural resources are affecting the lives of hundreds of millions. Environmental degradation has no boundaries and saving our planet constitutes our biggest challenge and our greatest opportunity.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

The potential of the internet and social media is staggering. The Arab Spring of 2011 and the spontaneous revolutions that followed were championed by 'powerless' people. At a time when so many feel marginalized, texts, tweets and videos were PR weapons that galvanized and empowered millions. Whether this new freedom of expression is long-lasting or short-lived remains to be seen, but the ability to organize and communicate spontaneously is truly game changing. Going Green: We live in a world of diminishing natural resources and the third industrial revolution will feature clean, renewable sources of energy - solar, wind, geothermal, algae, human combustion.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Spa as an invitation to true connection with oneself. With a focus on the nutritive and soulful quality of food, spa dining will transcend the righteous and joyless logic of calories and fat. Cleansing, purifying and buoyant in spirit. Water/bathing experiences will painlessly address chronic aches and pain and serve as the healing medium of interpersonal and communal rituals. Spas will be an expression of our emotional and physical landscape. It will be an experience of re-discovery and personal empowerment. Locally grown food, education tapping into community wisdom, customized spa services, educated touch and nature's pharmacopia will demonstrate that spa is a natural, non-invasive and viable alternative to much conventional medical care.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The resolve, courage and conviction to embrace our true potential.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

As a starting point, training, education and developing the therapeutic skills to focus on the specific needs of the guest will infuse our industry with tangible economic value. Beyond the training, and in keeping with eco-green values, we must develop water hygiene technologies that will usher in a new era. Water is both a resource of energy and a healing entity. As an industry we must take an intelligent and mindful approach to its use. We should find ways to dissolve the antiquated laws that insist on the use of chlorine for sanitizing waters while more friendly and efficient methods are available. Recapture of water from treatments could provide valuable fertigation from mineral and herbal bath therapies. Spa must adapt to today's challenges and our innovation will be key to our future.

### **SUBMITTED BY**

Anne Bramham, President,  
Founder American Spa Therapy Education, Certification Council (ASTECC)  
United States E: bramhami@aol.com W: www.astecc.com

**Astecc**  
Advanced Spa Therapy Education Certification Council





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Conscious (and unconscious) change, shift and transformation of our planetary worldview, especially in terms of pace, place and grace of Earth's human species and the need for a deeper comprehension and vital relationship with all of the scientific information, new knowledge and expanded awareness being discovered and disclosed throughout the cosmos.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

At its deepest creative and recreative level innovation manifests when humans consciously re-think, re-intend and re-invent on the species level, through active imagination and visionary exploration into the real dreams and symbolic myths of the collective unconscious. Here, then and there do our outcomes, fate and destiny clarify, if not, change "The Game Itself."

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

The state of "The Waters" symbolically reveals the dynamic conditions, sustainable capacities and regenerative possibilities lived and experienced in world spa cultures. Actively imagining within, around and throughout the universal symbolism of "The Waters" facilitates an ever-present innovation. "The Waters are to the Body, as Dreams are to the Soul" - and Soul/Psyche is a primal source for manifesting innovation through imagination.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Creating, co-creating and recreating safe, sustainable and sacred sanctuaries for contemplative inspiration and incubating innovation while at the same time living, teaching and maintaining balance, harmony and grace during times of chaotic transitions in global mind shift and of our world view.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Study, research, and practice a natural philosophy, depth psychology and principles of the earth's healing waters, spa culture elements and eco-social-psi-dreaming.

### **SUBMITTED BY**

Dr. Jonathan Paul De Vierville  
Director/Owner  
SpaCultures.com  
United States  
E: Alamospa@me.com  
W: www.spacultures.com





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Given that the origins of the spa industry stem from the use of thermal and mineral springs for “health through water,” the most significant global issue facing us today and tomorrow may be the dwindling fresh water resources and poor access to usable water. Human health is quite literally in peril regarding life-sustaining water, with estimates for 2025 placing two-thirds of the world’s population in “water stressed” conditions. So it would make sense for us, as spa professionals, to be involved with the conversation.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

The explosion of technology created to connect us virtually to one another has been a game-changer in almost every industry and way of life. We are trading face-to-face interactions for high volumes of electronically-facilitated relationships. The repercussions of that shift will be significant, varied and plentiful, with both positive and negative effects on society. The spa industry is in a unique position to counteract some of the negative effects of this with our high-touch, high-quality, human-to-human contact.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

The rapid expansion of spas and wellness centers focused on the middle-market in the US is changing the shape of the industry here, and of overall societal opinions regarding the need for proactive health, wellness and pampering activities as part of everyday life. Membership-based programs that include regular massages, spa treatments, and wellness products and services are driving demand from the mainstream public and seem to be leading the way in a new model of profitability for spas.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

With many of the world’s top killers identified as predominantly preventable diseases such as heart disease, diabetes, and others related to obesity, stress, tobacco use, and diet, the global spa and wellness industry has the opportunity to become the primary source of information about healthy lifestyle practices, stress management, and the holistic nature of true health and wellness.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Ensuring management attitudes are aligned with this goal and implementing policies to support this, such as open-door access to managers, regular team meetings and activities, and on-site/off-site events, are most important. Providing staff with all the tools and resources necessary for their operations at all times helps to release them from simply coping, so that they can feel comfortable and confident in coming up with innovative practices. Encouraging time spent in nature and more playful activities may also be effective for enhancing creativity within an organization.

### **SUBMITTED BY**

Su Gibson, Lecturer

CN Hilton College, University of Houston

United States

E: sgibson2@central.uh.edu W: www.uh.edu





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

To be discussed.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Experiential and transformational vacations in the health, fitness and wellness category are proliferating. People want measurable, sustainable results, and to unplug from their hectic lives and rejuvenate.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

See answer #2.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The greatest challenge is educating corporations about the fiscal benefits of incorporating annual health and wellness retreats for their employees. Benefits include reduced health related costs, improved employee retention, increased productivity and positive morale.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Creating an industry forum as the Summit does.

### **SUBMITTED BY**

Alex Glasscock  
Owner/CEO  
The Ranch at Live Oak – Malibu  
United States  
E: alexg@theranchmalibu.com  
W: www.theranchmalibu.com







# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

One of the most important global issues affecting the way we live is without a doubt linked to technology as it affects communication. With all the good that it brings it also carries a frightening side effect which is the potential that these technological advances may begin to rule the world, affecting the way we live, the way we work and ultimately the way we communicate with each other.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

It is not so much technical innovations but the way we use them that have an incidence of change on the world. The internet and social media platforms are bringing attention to events and actions that previously would have been ignored or never seen by most. It overloads people's interests with facts and events that in fact are of no concern to them and at the same time affects them, sometimes positively, often negatively.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

The innovations in the spa industry will come as a result of the globalization of information. It has begun with the fusion of East/West and will continue with the fusion of cultural perceptions of what wellness is. Cultures from Africa, Eastern Europe, South and Central America will appear more and more in the spa world. In different countries, due to government regulations and barriers, the delivery of services will be controlled, causing negative reactions. The perception of wellness will continue to head in the direction of prevention and anti-aging but also will become more a bridge between medical and well-being. Spas will focus on the world's pandemic maladies, such as obesity, stress-related ailments, and sexual dysfunctions.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

There are great opportunities ahead for the spa industry but it will require the willingness to think out-of-the-box, and not merely to copy each other. Just as the cure of mental illness can only begin with the acceptance that one is sick, the spa industry will have to begin by accepting that it is in many ways inept and seek to improve, take chances and learn new approaches to well-being.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

The only way to progress is to free businesses from nonsensical regulations that prevent it from innovating. This is particularly true in the spa industry which has been regulated by people to satisfy their egos and to impose on others their hang-ups and frustrations. Creativity cannot exist in an overly controlled environment.

### **SUBMITTED BY**

Leslie Glover

President

Aspen Spa Management

United States

E: leslie@aspenspamanagement.com

W: www.aspenspamanagement.com





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

I find water and energy to be the two most important global issues. Clean water and energy are becoming increasingly difficult to obtain, increasingly expensive, and will likely be the source of much conflict in this century if that fact is not dealt with.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

The exploration of safe and efficient alternative energy sources could potentially be a game-changer to solve this global crisis (see question 1).

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Low cost, membership spa experiences and self-service spas open up spa services to “the masses.” Massage Envy just opened up its 1000<sup>th</sup> property in North America.

Also, spas focusing on a wellness model create more value in the eyes of the spa consumer. Destination spas like Canyon Ranch and Miraval are truly delivering an experience dedicated to holistic health. They have the labor and systems to deliver this experience, whereas most day spas fall short.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The luxury spa industry in North America struggles to “deliver on its promise.” We as an industry have trouble creating value for our services. Rather than spend \$150 or more on a luxury spa experience, consumers will opt for lower cost, higher-value services like Thai massage, Chinese medicine and Korean spas.

Systematic training in technical skills and customer service is key to bringing our industry to where it needs to be. Online training will be exploding in the next couple of years.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Communication and respect are key. The example needs to be set from the top. Encourage mistakes—if you are not making mistakes you are not trying hard enough!

### **SUBMITTED BY**

Nancy Griffin  
Principal  
Contento Marketing  
United States  
E: nancy@contentomarketing.com  
W: www.contentomarketing.com





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

World economy struggles: 1) the widening gap between the rich and the poor 2) the impact the U.S. has on the rest of the world; Global warming and earth stewardship issues; Wars, weapons, viruses and the military orientation to solving problems rather than the United Nations approach; World illiteracy; Over population: unwanted children being born; Food/water challenges: obesity/starvation/safe water to drink; The emphasis on growing Gross Domestic Product versus growing well-being index of people; The discrimination of peoples in different cultures, countries, religions and the lack of understanding between people, causing conflicts and ultimately wars.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Small business loans (such as through KIVA) for people to rise above poverty; The economic growth of the BRIC countries; Alternatives of energy besides oil; Creation of open and collaborative government structures to solve community problems as well as innovative and effective public-private partnerships; Social media's staggering growth along with technical devices which take us away from face-to-face contact, but give us more information; The positive growth of "Giving Back" in local, regional, and national ways by all kinds of people, groups, institutions, etc.; The free knowledge/information available via the Worldwide Web (and Google) from education institutions; It's tougher for criminals and people making awful choices to hide, given how fast and how far information travels; Change is so constant that it is hard to keep up with new innovations. The "Slow" movement reminds people of mindfulness in the moment.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Enormous increase in local/regional spa associations forming and engaging people to learn together, network together, and help people evolve in their careers; Increase in number of skin care brands and products; More spa/esthetics/well-being conferences and expos for spa professionals and consumers; Acknowledgement of the importance of spa/positive orientation in life/wellbeing to improve one's outlook on daily life challenges and improve physical condition; Scientific research readily available (thanks to the GSWS) for consumers to understand the significance and importance of spa treatments to their well being

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Continually educating massage therapists/estheticians/managers/directors in the technical and managerial aspects of spa work to match rising expectations of consumers; Finding qualified people to work and manage spas especially in the BRIC countries; Creating global internship opportunities for people to work in spas around the world without the government red tape.

Creating one association where all local/regional/national spa associations belong, with annual conferences to solve worldwide spa-related problems and opportunities (the "United Nations" approach). This association would unite people to focus on selected issues such as:

- Work in partnership with appropriate associations to train estheticians, massage providers, and cosmetologists how to detect melanoma early for their clients and carefully inform them of their findings
- Institute models of local wellness centers in partnership with governments
- Create training opportunities for people who want to spend time in various countries learning spa

- Measure and focus on improving the World Well-Being index rating
- Connect all people involved in the spa business everywhere via a newsletter, blog, website, etc.
- Share spa related training, education, and experience with attendees so they go home and train the trainers there
- Establish a world-wide discount card for all spa staff to receive a set discount at all spas (like the accepted practice in the wine industry)
- Have an emphasis on improving peoples' fitness levels
- Work together on sustainability issues to help reduce using earth's resources

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Take a lead from Facebook, Amazon, Nike, Pixar, Google, Apple, and other leading companies. Sleuth out and hire individuals who are highly creative and innovative through an interview process, most likely involving many people in the selection process with a number of “tests”. Treat these people right as soon as they are hired with orientation, mentoring, kindness, communicating what is expected, the culture “rules”, and terrific benefits, perks, and appropriate compensation. Don’t micro-manage them. Provide opportunities to shine. Give them tactful constructive criticism privately. Be open with company information and communicate it constantly. Disarm the attitude of “entitlement”. Embrace team orientation, openness, authenticity.

With input from staff, create imaginative, creative and fun work spaces for people to collaborate and engage in non-traditional, relaxed, and colorful office settings with non-traditional rules (it’s not “9 to 5” any longer) with lots of opportunities for chance encounters to bounce ideas off of one another. Put the emphasis on work achievements and less on “being seen.” Create a work culture where it is okay for staff to engage in non-productive activities. Carve out creative space in the work place where people can “play”, relax, and meditate when they are “stuck” on the project at hand.

Cater as much as possible to staff on a personalized basis (offer great food, massages, discounts, cool perks, fitness activities, etc.). People will give back to the company and create innovative solutions.

The top person of the organization/company should absolutely embrace innovation and creativity and set aside a budget for research and development. Produce a culture/work environment where good ideas are recognized and celebrated and don’t blame people who produce ideas which turn out not to be “successful”. Institute and award out-of-the-box and practical ideas, which add value to the business, with public recognition and fun prizes.

Allow all staff to work on their personal agenda items for the first 30 minutes of each workday so their minds are clear for work tasks.

Institute company focus groups representing different department and levels to brainstorm on specific challenges. Good ideas feed off of each other’s thoughts and solutions are discovered.

Keep staff involved with a daily digest sent electronically and available to all. Include one new creative/innovative idea/solution contributed by an individual regularly.

Mix business with pleasure (recreation teams, socials, celebrations) so that staff members have another chance to mingle and connect - you never know when a good idea will happen.

### **SUBMITTED BY**

Lori Hutchinson  
Founder, Co-Owner  
Hutchinson Consulting  
United States  
E: lori@hutchinsonconsulting.com  
W: www.hutchinsonconsulting.com





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Energy Needs from a Hungry World: We are just beginning to feel the mega-demands of energy arising from parts of the world without readily available sources. How do we balance these soaring energy costs, a shift from carbon fuels and develop alternatives? How the world takes care of its energy needs undergirds everything from wars and food supplies to commerce and travel.

The Political Divide: Most individuals are fed up with unrelenting political divisiveness and entrenched ideologies both here and abroad. The “middle path” needs a renaissance. Further disenchantment with political solutions will continue to siphon the best and the brightest from choosing leadership roles in politics. Expect a continued rise in multinational corporate “nation-states,” and further corrosion of how we care for our institutions (postal, education, safety, safe water, safe food), and our infrastructure. The old school curriculum of “civics” will be redefined, and new solutions will emerge on how to care for our communities.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

These are paradoxical times. While some aspects of social and economic life grow massive and global, there is a longing for the small and familiar. Boutique-thinking will grow more attractive: unique, affordable, with a sense of elite. Shifting from market-dominating models to ways to provide targeted slices of the universe can be a blueprint for greater creativity, collaborative learning, and general well-being for all concerned.

- Cloud computing will be the new norm: Work will be everywhere at once. Personal digital devices and social media will grow more complex, multi-layered, and more accessible.
- Changing roles for women, this time worldwide: Birth control and women in the workplace are two of the biggest social drivers for Western nations in the past 40 years. The Arab Spring will continue with spurts and stalls until women “who hold up half the world” are valued and guaranteed rights in economic, political, social and religious sectors.
- Adolescents and young adults will continue to take longer to socially grow up, emotionally mature, get educated, get employed and move out of the nest. Marriage and child rearing will be delayed in high-literacy nations. (But not low-literacy nations.)

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

- Educating spa staff in wellness coaching – ask me how! Spa staff will be the change agents for lifestyle improvement, as they are recognized as experts in coaching models that bring about core-level transformation. The “aha!” experience within a coaching conversation is fondly remembered, and instills a loyal following.
- Continued “wowy-zowy” effects, such as spa architecture and treatment rooms that are awesome and entertaining. It all might lead to a fierce one-up-manship that will rival the Las Vegas strip. It might just inspire a return to simplicity.
- Special interests will be catered to, but beyond horse whispering, dolphin communicating, beehive tending, organic permaculture tending, foodie-festivals, be-with-your-tribe gatherings, spiritual healing pilgrimages.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

- To make partnerships with medical tourism but resist over-medicalizing the spa experience, otherwise, people will need a vacation from their vacation.
- Wellness has finally caught on! It's obvious that we can't afford our sick-care system at its current rate of inflation and rising insurance costs. If we're going to be well, it's because we've initiated self-care. However, sustaining that effort is hard. The spa industry can serve this mass need for teaching wellness as a lasting transformation.
- Encroachment of a sedentary lifestyle and non-nutritious food sources have resulted in skyrocketing rates of diabetes and obesity in leading nations. Hand-in-hand with that growth is a growing dependency upon high-tech medicine and big pharma to fix symptoms and treat chronic illness, when the problem is best resolved through lifestyle improvement. The global spa and wellness industry can network with educators and the health care sector as a primary learning and experiential center.
- One of the most enduring social institutions in these turbulent times seems to be the clustering of friendships (through social media, church groups, sports organizations and shared value groups). With all of the bells and whistles that are available in the spa industry now, the biggest appeal for many is to go with a friend or "my favorite five."

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

- Invest in the human element. Research shows that investing in the health and wellness of employees will produce a 1:3 or 1:5 return on investment (ROI) in terms of productivity and performance, not to mention a boost in morale and retention.
- Our brains need a certain degree of stress-free calmness in order to access executive function in the cerebral cortex and creativity centers. A little stimulation goes a long way, and creativity can be taught. We need calm oasis centers in all corporate settings and public settings.
- We need creative approaches to make the growing number of single people feel like they're with "family." Spas could address how to heal social isolation and loneliness with creative meet-your-tribe kind of gatherings.
- Become ambassadors of safety and ease. Collaborate with airlines and ground travel to usher people around with minimal hassle and worry as they travel to parts of the world once considered too politically unstable.

## **SUBMITTED BY**

Meg Jordan, PhD, RN, CWP

Professor

California Institute of Integral Studies

United States

E: [mjordan@ciis.edu](mailto:mjordan@ciis.edu)

W: [www.ciis.edu](http://www.ciis.edu)



# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

We have a worldwide recession, waning supplies of oil and energy resources, pollution, global warming, wars, and unstable situations in countries like Iran, Syria and North Korea. So what does this have to do with the spa industry? Stress, in the forms of uncertainty, information overload, and lack of restful sleep, is in abundant supply and the calm and clarity that a spa environment can bring becomes more important than ever to a world spinning out of balance. To the extent that it is possible to create and market the antidote for stress and solutions for wellness within an environment that allows for calm, creative and clear thinking, spas can play a much bigger role in infusing hopelessness and hurt with hope and help and healing.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

A tech boom in apps and app functions, social media and the internet; all of these are spurring innovation and development. While entire publishing and information industries have been brought to their knees, an entire generation of participants has been brought to the table to freely write, receive and exchange content, whether written, filmed or recorded, with whole populations of strangers connected online simply by their interests.

The spa industry benefits greatly by this new flow model. One of the primary means of spa marketing - one-to-one or word-of-mouth - has been reinvigorated via blogging and social marketing. This means of spa promotion is completely unprecedented. "Spa" is a topic that needs to be explained, experience by experience, and to the right audience of people looking for the solutions that a spa can offer. As blogging, social media, YouTube and other forms of internet interaction continue to develop and expand they have become the perfect distribution platforms for those spa businesses that know how to employ them.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

The primary innovations in the spa and wellness industry have come from the medical tourism side. With the advent of medical tourism as a legitimate industry, spas all over the world have been able to add programs that fuse beauty and relaxation with true medical benefits. Consider teeth whitening, Botox®, cryotherapies and even Juvaderm. These are treatments that even a few years ago were considered too controversial, too complicated or too risky to be placed on a spa menu. Now they may be common and expected. In some of our spas, guests are given a choice of trying minimally invasive alternatives or an ultrasound method for body sculpting and managing cellulite. At other spas, guests may come in search of massages and facials but find the menu leading to smoking cessation programs, pain management therapies and lifestyle changes. Such treatments were less prevalent even five years ago.

Another element of innovative change in the spa industry has been the development of spa and rejuvenation as a global enterprise, and infusing such spa amenities as salt rooms, jade rooms, tea baths, camphor wraps, even sweat lodges into common spa environments where one might not expect to encounter such options. It is getting as easy to get "threading" treatments in Los Angeles as it is in Istanbul or Bangkok, or as common to find acupuncture therapies on the page at any US Spa as it is at Spa Village Pangkor Laut in Malaysia. The globalization of spa and wellness therapies has helped the industry greatly by delivering new reasons for people to go, new discoveries and beauty options for people to try, and new buzz to set the industry in motion.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

In a word: money. While the world's potential spa-goers may be more stressed than ever, much of that stress arises from the devaluation of their assets, and the disappearing security of their jobs, their skills and their ability to carve out a profitable life in the current state of our world. Spa treatments are neither food nor shelter and may be among the first items removed from a to-do list.

Even so, opportunities are popping up as fast as Facebook pages and Groupon alerts. Urban centers now see \$40/hr massages, \$15/hr reflexology treatments and \$10 shoulder rubs advertised on storefronts - a concept that may provide opportunity to therapists who simply want to hang a shingle and get to work. We are witnessing the emergence a new market, perhaps on a lower rung of the economic ladder, but a new market nonetheless. This may not be the same market that orders room service at a 5-star resort but it still opens up new markets. Similarly, in spa's newfound mainstream growth, all hotels, from Hiltons to Garden Inns, are now expected to have a spa – especially in resort or vacation destinations. That means, again, more exposure for formerly unexposed populations, and wider acceptance of spa treatments as a necessary part of daily life, rather than a gift reserved for special occasions. It also provides more opportunities for therapists to ply their skills and learn new tricks of their trade.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Three influences seems to be key in determining the strength of a spa business: Location; Treatments (Prices and Range of Selection); Outreach.

Regarding location: spas can team up with an enterprise, be it a hotel/resort, a salon, a mall or simply a well-trafficked and captured traffic location, such as an airport or a Saturday farmers' market.

High treatment prices often mean empty treatment rooms so spas can offer a range of treatments that also may offer attractive pricing to those customers who might not want to spend \$3 a minute on a full body massage but might be happy with a \$1.25 a minute, 15-minute foot rub. Drawing customers in is half the challenge, followed up by treatment up-selling and customer retention. Off-peak times in resorts offer opportunities to create spa special pricing and added value for longer treatment periods formerly not booked.

In treatment, spas should consider offering at least one or two high-end exotic treatments, especially if they mix in a "sense of place," such as a scent that is local or a potent anti-oxidant herb found in that area. A treatment can be as much of a souvenir of a place or time as a painting or souvenir purchased during a trip.

### **SUBMITTED BY**

JoAnn Kurtz-Ahlers  
President  
Kurtz-Ahlers & Associates, LLC.  
United States  
E: j.kurtz@cox.net  
W: www.kurtzahlers.com





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

**Consumers Who Actively Bare All:** We now live in a transparent world where consumer feedback – good or bad – is just a mouse-click or touch-pad away. The power and influence of iconic brands over consumers' buying behavior is actually shifting to consumer-to-consumer, changing the game like never before. This phenomenon is not only impacting the buying behaviors of individuals, but also igniting social and political activism. Businesses need to determine how to effectively manage and exploit consumer-to-consumer conversation.

**The Global Emerging Middle Class:** The World Health Organization is forecasting a middle class in excess of two billion people in the next (5) years largely driven by the BRIC nations (Brazil, Russia, India and China). Coined the new “GMC” (Global Middle Class), they are more educated and connected than generations before and have means to travel. We need to better understand and cater to their needs.

**Globalizing Education:** The evolution of educational curriculums and systems has not kept pace with technological advancements and needs of the global economy. Graduates need to be educated for the world we will live in tomorrow. It is no secret that the educational ranking of the U.S. has declined in recent years, but others are in similar positions given the rapid pace of change and/or lack of investment. We need to lobby governments locally to evolve education globally, and should do our part by mentoring youth.

## **What do you see as the main innovations happening around the world, those which are game-changing and/or disruptive?**

**Seamless Technological Advancements:** First came the Internet, then Web 2.0 (Social Media) and soon, Web 3.0 where the personalization of information for each and every one of us will become even more sophisticated. Advancements in Mobile and Cloud computing will further speed and ease the transfer of information, redefining how we work, play and even drive (“In-Vehicle-Infotainment” or “IVI” is now available for your viewing pleasure). Determining where and how to invest in technology will be key.

**Connectivity:** According to the Institute for Global Futures, game-changing Facebook will soon be home to one billion people, making it the third most populated nation after China. It represents a business model fueled by comments, photos and “trusted” virtual relationships, and is already yesterday’s news. Add the ongoing power of email, texts and tweets, and the idea of “disconnecting” is almost a fantasy of the past. What’s next? The opportunity to connect is limitless and game-changing innovations will continue.

**Managing the Pace & Face of Change:** Given the speed at which information now travels, today’s business leaders must look ahead while quickly responding to change. The ability to act and adapt will require agility to avoid disruption. Managers will need to juggle careful focus with constant evolution.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

**Innovative Use of Time, Space & Resources:** Spas are experimenting with better use of treatment times, space and resources including water, energy and people. Sustainability has replaced excess as a new social value, driving buying decisions and innovation that business owners can bank on. We better understand the levers that drive profitability and ROI, and can be environmentally mindful at the same time.

**Digital Health & Prevention:** Advancements in connectivity, mobility and diagnostics will finally enable doctors to start

preventing disease instead of just treating it. Consumers will be guided to be more proactive with their health, fostering both demand and innovation in the spa and wellness industries. We need to get ahead of the curve by finding doctors, naturopaths and other medical providers with whom we can partner.

**Corporate Wellness:** The rising cost of healthcare requires that we find ways to keep employees well. Budgets are being allocated to reinvent or replace stale, compulsory wellness programs historically offered by today's insurance providers. Corporate gyms that were anxiously built yesterday sit empty, and companies are being pressured to offer lifestyle programming (personal training, nutritional counseling, stress management, and more) where ROI can clearly be measured. The spa/wellness industry can work with companies and insurance providers to reinvent what it means for corporations to be well.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

**Opportunities:** Traditional marketing died with the birth of social media, and with it has come faster, cheaper and even smarter ways to generate demand and awareness. Months of lead times to finally reach small, niche populations have been replaced by hyper-distribution to millions in moments. There is great opportunity to have your voice heard (as both a consumer & business owner) and to do more with less.

Emerging markets are great stages for opportunity and innovation. They can borrow lessons from established countries and find ways to improve the future with both prosperity and sustainability in mind. Asia has been exploding for years but countries like Nicaragua and other parts of Central America are also promising. We can build smarter and better facilities in emerging markets because lessons of the past are far more accessible in today's connected world.

**Challenges:** With all the advancements referenced above, it will be an even greater challenge to identify operators who have kept pace with industry trends, technology and marketing advancements. Sourcing and developing talent in a world that's moving and converging so quickly will be our greatest challenge.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

**Set the Tone:** Innovation is not just about creating something new; it's also about reinventing the old. Too often we forget that some of our greatest ideas may continue to serve as strong foundations. They are merely in need of renovation. Do not limit innovation to that which is new; you can be old and bold!

**Humanize your brand, product or service.** As some say, be FLAWSOME. That is, by showing the world your flaws, you can be awesome. Companies such as Starwood Hotels, FedEx and Lululemon are showcasing negative, consumer feedback on their websites, assuring consumers that they are not hiding their imperfections, but publicizing them for the world to see. By being "flawsome", you can instill trust.

**Reward Participation:** As we know, actions speak louder than words. Companies that merely preach innovation will have difficulty fostering creative cultures. Innovation must evolve into a mentality from the ground up as well as the top down. Assign task forces, resource exploratory projects and reward participation. Show employees that they matter by inviting them to participate in the process.

### **SUBMITTED BY**

Mia Kyricos  
Vice President & Consultant  
Core Performance  
United States  
E: [mkyricos@hotmail.com](mailto:mkyricos@hotmail.com)



# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Global Food shortage, clean water availability (likely the biggest spa challenge in the future), and urban population growths expanding into rural farming, and natural wildlife areas. An expected population of 9.9 billion by the year 2065. How are we to keep this population healthy? Farming practices have destroyed the environment and contaminated food and people. An aging population will live longer due to modern technology, drugs, and more educated lifestyle choices. Past, current and future destruction of native lands and species (people included), with no reverence for what we can learn from these populations about healing and longevity.

Wars are eating up too many resources at a time when we need to focus on building the planet together. Trillions of dollars have been spent over the past ten years and are now gone forever. And then we have to rebuild the countries where the wars took place.

Over consumption and physical decline of the industrialized world. Diabetes will be the greatest killer of the future, as people keep eating cheap, refined, unhealthy food while stressed out and living sedentary lives. The Western diet/lifestyle may kill us off faster than global warming. In areas where food is used as medicine, for enrichment and survival, Diabetes is unheard of. In the west most medical dollars pay for poor lifestyle choices. Trillions of dollars are spent on the sick, but only fraction of that is spent on the healthy.

The epidemic of cancer. New research from Cancer Research UK shows that 40 percent of cancers in women and 45 percent in men could be prevented by a healthier lifestyle.

All of these areas are a significant market where the global spa and wellness industry can do great things.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Game changing: Cleantech energy that doesn't pollute. LEED building, environmental awareness, natural capitalism. The technology of making the world closer, internet, computer technologies, medical technologies such as gene mapping, telomere testing, the ability to explore the human body and make diagnoses and give the client valuable information to change their destiny. Social media making the global market accessible to anyone.

Disruptive: GMO engineering of plants and food especially through global monopolies, pollution of our food and water (and thus our physical bodies). Use of pharmaceuticals before prevention and personal responsibility. Overuse of dangerous magnetic technologies that are disruptive to human health in the long run (the one drawback of the game-changing technology currently making the world smaller). Relying only on expensive diagnostic tools and not simple lifestyle approaches to wellness and disease prevention. Limitations in travel for most folks as we move into the future.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Moving towards healthy, non toxic products. Nutrition that is not just supplements (Aeroponically grown food and herbs that will have the highest level of nutrition and minerals). Using the simple, old-world ways of healing, while integrating the current nutritional technologies that are going to solve the global food crisis. Cutting-edge medical technologies in skin-care and other areas such as detoxification. In my field discovering treatments through innovation: a commitment to find the small, non-status quo line of treatments and practitioners that are coming up with solutions for the current health and wellness modalities. Teaching our patients to become their own healers and to become conscious of their local and global footprint.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Our greatest opportunity is to fill in the gap that the current medical system forgets - keeping the healthy healthy - while utilizing our expertise to solve the current medical crisis. The spa/wellness market can represent a larger percentage of the post and pre health concerns and problems that modern MD practices and large pharmaceuticals cannot, due to lack of time, understanding, or money. As a naturopathic physician I also see the importance of finding the root cause of disease, which in most cases is poor lifestyle choices, lack of education, no access to good wellness care, and preventive modalities. We have to think of the spa and wellness industry as being not only for the healthy and wealthy, but for the people that need our education the most. This also becomes our greatest challenge: how do you convince someone (governments) that, in the long run, utilizing the wellness industry will save them money while saving their health.

Spa and wellness practices that build on the idea that youth is not the ultimate goal. The boomer generation is the largest population currently spending the prevention dollar. Women are especially influenced by this market, always being told that they need to look and act younger. Inspiring women to be healthy in all ways, not just in the way they look. Internal health through nutrition, exercise, spirituality, mental challenges, and physical self contentment is our greatest opportunity and our greatest challenge in the spa market.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Everyone within the business must be working for the whole, not just the parts. Understanding their own bodies and health is vital for creativity and innovation. No matter what country, state, or town, a cohesive and healthy working environment is key, and breeds happiness and draws willing contributions. Always hire people that are smarter and more experienced than you. Thus there are multiple intelligent sounding boards for thoughts and ideas. Determine the traits, skills and talents of each person before hiring them. Hire into a well balanced team that rewards creativity and innovation and you'll get what you pay for. Use a "Mutual Interest" style of management for these folks. Essentially, if they win at work, you win at work, since we are judged on the collective efforts of the team, not our own efforts. Hire smart creative people, allow them to take risks and fail at times, learn from everything you do and always look to the future. You cannot change the past. Spend more time thinking about solutions to existing problems. Get involved in medical/political discussions in your local area. Think simple: what is the target market? What do they need? How can we best serve them with what works? Money flows where creativity grows.

## **SUBMITTED BY**

Dr. Hillary Lampers ND  
Northwest Neuro-Cranial Medicine  
United States  
E: [drlampers@nwnrcr.com](mailto:drlampers@nwnrcr.com)  
W: [www.nwnrcr.com](http://www.nwnrcr.com)



# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

- Environmental challenges: depletion of natural resources and global warming, population and governments being largely disconnected from global environmental concerns and food chain challenges
- Global conflict: religious conflicts and the unresolved Middle East Crisis
- Vast economic disparity between nations: super rich versus abject poverty

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

- Online media: connected but vastly disconnected
- Advances in usage of renewable energy sources
- Companies with a conscience that invest in sustainability
- Local and global charitable and socio-economic initiatives

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

- Green Spas, green products, sustainable spas
- A return to the essence of the spa experience: creativity and expertise based on the power of “high touch”
- The marriage of pampering and wellness services

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

- Grooming a new generation of spa directors and managers that can drive profitability
- Positioning the spa as a profit center in the hotel environment
- Embracing retail sales as a key component of spa success

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

- To create a culture of creativity and exemplary performance, achievement must be celebrated on a company and industry level
- Hire for creativity
- Create benchmarks and metrics for comparison to competitors

### **SUBMITTED BY**

Barry McCaffrey  
National Sales Director, Spa Division  
Clarins USA  
United States  
E: barrym@clarinsusa.com  
W: www.clarinsusa.com

CLARINS





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Planetary well-being: Whether we cause global warming or not, the planet has limited resources and we cannot continue to produce tons and tons of non-biodegradable plastics and other pollutants and not expect this to catch up with us.

(see <http://psychologyofwellbeing.com/201108/positive-psychology-and-climate-change.html>)

Population and urbanization: The population is growing and getting wealthier and more urban. The wealthy West has modeled a way of living that does not take into account our planet or future generations, and now, other large nations that have been aspiring to live that same kind of lifestyle are gaining access to it.

Food: Both the above issues have massive ramifications for how we produce and consume our food. How we feed the urban masses in an ethical and sustainable way will be a major topic for debate in the decades to come.

Questioning capitalism: The messy relationship between money, politics and well-being is finally in the international spotlight. Governments and citizens alike are questioning how society can produce a better life, not just a better mousetrap.

(see <http://psychologyofwellbeing.com/201202/economy-goes-down-health-goes-up.html>)

War and peace: With the increased accessibility of massively destructive technologies, we will have to find better ways to resolve our differences.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Cloud computing: Soon all data will live in the “cloud,” eliminating a need for memory space on devices and further shrinking technology.

Haptics and GPS: The combination of touch (as in touch-screen) technology and motion or location sensors opens up infinite possibilities to integrate new technologies into different areas of our lives (e.g. “smart” clothing, “smart” refrigerators, etc.)

(see <http://psychologyofwellbeing.com/201104/haptics-the-new-science-of-touch.html>)

Micro-finance: New ways of delivering capital to the bottom of the economic pyramid are rapidly growing the economies of third-world markets.

Information revolution: The cost of information and education via the internet has been dropping substantially. People are learning more and faster than ever before and the value of a conventional education is plummeting rapidly. I predict an education revolution in the next decade.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Personal biological monitoring: People are using technology to measure and track health statistics more than ever before (see <http://psychologyofwellbeing.com/201105/personal-biological-monitoring-the-future-of-health-diagnostics.html>).

Nanotechnology: micro-technology will allow new technologies that can enter the body and perform reparative or preventative interventions.

Positive psychology: This new branch of the science acknowledges the importance of creating greater health, flourishing and well-being rather than the prevalent disease-/illness-management model.

(see <http://psychologyofwellbeing.com/201009/why-psychology.html>).

Personalization and integration: Software advances allow spas and other wellness businesses to learn more about their customers, to personalize our services more and integrate them better into their life outside the spa.

Social and gaming wellness: Increasingly there are ways for people to join communities with similar wellness goals for mutual support, collaboration and peer pressure. This brings new ways to make wellness fun.

Mindfulness: There is a growing body of scientific literature showing the value of mindfulness practices. I predict mindfulness will be the next big health trend.

### **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The greatest challenge is to establish credibility and take a leadership role in the world's inevitable move towards a more holistic health model. Currently the spa industry is not taken seriously by most health institutions and the spa world does not get the credit it deserves for a growing trend towards "spaification" of a variety of health offerings.

The greatest opportunity is for spas to play to their strengths as leaders in holistic and preventative healing offerings (see <http://psychologyofwellbeing.com/201105/spas-could-lead-the-way-in-the-art-and-science-of-healing.html>).

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Be dictatorial. Collaboration gets ideas that are safe. Innovation often comes from one person who has the power, authority or the leadership skills to drive others to bring their bold vision to reality. If it was an idea that everyone agreed with, everyone would be doing it already, so new ideas often come from someone who is strong enough to bring their ideas to fruition in the face of opposition from the crowd (see <http://psychologyofwellbeing.com/201012/where-does-radical-game-changing-innovation-come-from.html>).

Fail faster. One of the hardest things to do in business is create a culture where associates feel safe to experiment and make mistakes. Leaders can foster a culture of creativity by creating a safe space for low-stakes failures to occur.

Take breaks. I get a lot of good ideas when I'm lying on a massage table. People need down-time for their brains to function at their best. To encourage creativity, create space in the day for intermittent breaks for rest and/or play.

#### **SUBMITTED BY**

Jeremy McCarthy

Director of Global Spa Developments and Operations

Starwood Hotel & Resorts

United States

E: [jeremy.mccarthy@starwoodhotels.com](mailto:jeremy.mccarthy@starwoodhotels.com)

W: [www.starwoodhotels.com](http://www.starwoodhotels.com)





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Economic volatility and political unrest: There is less certainty and more room for significant shifts in the economic and political powers as we know them.

The Environment: The uncertainty created by economic and political issues is heightened by increasing concerns about clean water, food and energy, which are directly tied to our environment and its sustainability.

Health care: The connection between human health and the environment is growing. People are more conscious of their health care, activity and food choices, including the desire for more nutritious, plant-based foods. There is also increasing pressure on healthcare systems due in part to the growing needs of the aging boomer generation.

Technology: Technology supplies us with a paradox, especially in terms of its social impact. Technology has been used both to build a sense of community and also to create a feeling of disconnection. If used well it can enhance our relationship with clients and the processes for our staff and operational flow.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Global shift towards collaboration and building community, especially focused on helping the environment and humanity. Examples include growth in community gardens, family wellness vacations, ecotourism and local community activism. Sustainability and collaboration are now linked together to provide more affordable means of reducing one's environmental footprint, for example, community "solar gardens." The desire for in-person relating, for example, co-working spaces for entrepreneurs and tele-workers. Face-to-face conversation time is critical to balance out facebook-style communication.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Publishing research on the benefits of modalities like massage, meditation and yoga, and providing data to help consumers make informed decisions about their health. ([www.SpaEvidence.com](http://www.SpaEvidence.com))

Shift to a holistic, lifestyle-based approach. This expands spa and wellness services. New programs outside of traditional healthcare include hand and wrist massages for PDA use strain, executive medical services, and specialized services for teens, pre-teens and seniors.

The use of technology, operational systems and human touch points to allow practitioners to integrate, so that clients receive a more cohesive and collaborative experience. Technology allows for pre- and post-treatment intake and follow-up to enhance the guest support and growth.

A shift to an indigenous and local community approach, where spa and wellness facilities can tap into the strengths of their location, geography or people that make their area unique.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Greatest opportunities:

- Sharing best practices. What is relevant in one part of the world is more than likely to be relevant in another, and we now have the ability to share knowledge and ideas.
- Educate clients and industry on healthy choices. Example: spas raising awareness about new paraben and SLS free

products are available for mass consumption. This trend can continue to expand in new directions.

- The age-range of spa and wellness users is broadening, so there is a greater opportunity to enhance the offerings to the pre-teen, teen and senior demographics.
- The growing area of wellness tourism and especially medical tourism. People are seeking new options in quality and cost of medical care, and are looking globally for better quality service, better prices and more exotic places to visit.
- Global spa and wellness resorts partnering with well-known and successful consumer icons and brands, assisting the public into accepting wellness as a mainstream concept. Expand this trend through the introduction of new transformational health and wellness professionals, equipment and consumer retail products and supplies.
- Pampering has shifted to become a natural part of customer service. Health and wellness celebrities are becoming household names and with this greater visibility, the global spa and wellness industry can continue to close the gap between spa and allopathic medicine.
- Resort and day spas globally are becoming destination health and wellness facilities. The future of design and programming is already trending to provide many integrated health and wellness approaches, including integrating local market features and specialties.

Greatest challenges:

- Navigating the increasing amount of data, research and opinions about the spa and wellness industry so we are offering educated, proven, healthy programs and services.
- Client demographics are changing and so is the amount of discretionary income to be spent on personal care services.
- Government healthcare regulation increases may put pressure on the industry.
- Technology is the cultural base for generations X, Y and Z. Social media and technology are two areas where adjustments have had to be made in terms of retail. We are just brushing the surface for Generation Z, also known as Generation M for multitasking. This is a different breed and will present unique challenges as employee's and consumers.
- Standardization of education across the global marketplace is needed to create a strong pool of capable therapists with standardized skill levels. Common vocational educational programs are needed with interchangeable modules and interactive online learning models. We recommend professionally guided monitoring for hands-on practical development and interactive sessions covering customer service and safety protocols.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Creativity and innovation grow with trust, a clear plan and a focus on idea-generation. All stakeholders must have a desire to implement a culture of innovation. Consensus is needed about what these values mean to the company and how they apply in practical terms towards the corporate goals.

Several key elements:

- Commit: This is an ongoing and evolving undertaking. It's not a matter of adopting a new mentality.
- Prioritize: Collectively, constructively and critically evaluate all key areas of the business to define an ongoing list of short- and long-term objectives.
- Know your consumer: What are their demographics, relevant behaviors and key motivations (psychographics)?
- Get out into the world: Innovate by changing perspectives or having knowledge of your competition.
- Look at the big picture: Examine other industries, brands and business models to find inspiration.
- Be bold: While it's always prudent to mitigate risk, don't be afraid to fail.

### **SUBMITTED BY**

Amy McDonald, Owner, Under a Tree Associates  
(with Michael Lahm, Diane Trieste, Terri Erin,  
Alisa Spirit of the Wind, Katie Plintz)  
United States  
E: amy@underatree.com W: www.underatree.com





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

While there are numerous issues impacting the world today, one issue that stands out is the challenge of tying in spa to the various definitions of health and wellness.

By definition, “health” means many different things to different communities or individuals as impacted by ease of access to supply, economy and even culture. To the Third World, health means better access to the basic necessities or existing solutions, whether it’s clean water, mosquito nets, medicine, or food. For the industrialized world, it’s largely a matter of choices: diet, exercise or stress-management. The challenge for the spa industry is to find ways to tie in spa to these diverse global health and wellness definitions which, on a broader spectrum, have become holistic, expansive and more embraced.

## **What do you see as the main innovations happening around the world, those which are game-changing and/or disruptive?**

There are so many exciting things, from nanotechnology, the mapping of the human genome, innovations in energy production (fuel cells, high-efficiency solar), to penetration of digital currency. All of these are game-changing and disruptive to some extent but also exciting with the unlimited possibilities. In terms of innovation in the communications landscape, the growing market of social media has certainly changed the way we communicate today. Everything is now digital, impersonal and instantaneous. While this can certainly be game-changing, it can also be disruptive to a healthy lifestyle by the fact that we are always connected, rarely unplugged and hardly have time to reflect and invest in ourselves personally.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

As the spa industry continues to grow, we will likely see ongoing trends as well as new concepts that are slowly gaining traction in the industry.

Customization of the spa experience: While we are already seeing spas offering customized products and services, from booking via mobile apps, personalizing smell, sound and touch to determining appropriate types or length of treatment (30-minute vs. 90-minute massages) to fit their clients’ unique needs, the concept of customizing the spa experience is likely here to stay, especially with the rise of the empowered health consumer who views health and wellness both as a proactive pursuit and an altruistic endeavor, consciously planning one’s daily diet or fitness regimen while sharing wellness experiences with one’s social media circles as an act of personal health advocacy.

Data-tracking and sharing: With the spa industry’s growing appetite and need for real science and data, we have come a long way in terms of tracking and sharing valuable research and data. From the Spa STAR Benchmarking tool to ISPA’s monthly Snapshot Survey, there are several other research tools that are currently reshaping how the industry analyzes, digests and shares business and scientific data.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Globally, the number-one reason people go to a spa is to learn how to manage and reduce their stress and the World Health Organization reports that by the year 2020, the top five diseases that will kill us all have an underlying factor of stress. The greatest opportunity is market share: there are still so many regions around the world that do not have spa as part of their everyday regimen. Even in the U.S. only one out of every four Americans have been to a spa. What a fabulous opportunity!

The challenge rests in ongoing education as well as in coming up with messaging that could truly reach consumers regarding the real value of spa to one's health.

**Qualified Staff:** The spa industry has a tremendous growth potential which can only be sustained if it is able to produce highly qualified staff. From a leadership perspective, the industry, being relatively young, is rather dependent on other outside industries in filling some of the key management roles. Unfortunately, the industry continues to be plagued by a lack of general understanding of what it means and takes to be a qualified spa staff-member. The spa community needs to take a concerted effort to define the skill sets needed, collaborate with credible universities and training institutions and more importantly, provide a clear direction in terms of curriculum, resources, tools and innovative approaches to education in order to enable these institution-partners to produce skilled graduates with the potential to be tomorrow's spa leaders.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Before we can truly innovate, there is a need to first create an environment of standards and consistency. Only then can we move on to look for ways to create a climate of creativity through collaboration, transparency, developing a culture of teamwork and a high level of trust, and finding meaningful ways to reward and recognize good ideas. It is also imperative that we look outside our industry for creative solutions and tap into the creativity of other individuals who have changed the world through their genius and creative contributions.

#### **SUBMITTED BY**

Lynne McNees  
President  
ISPA  
United States  
E: [lynne.mcnees@ispastaff.com](mailto:lynne.mcnees@ispastaff.com)  
W: [www.experienceispa.com](http://www.experienceispa.com)





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Shortage of water.

Energy continues to be a major issue, particularly finding clean energy solutions.

We are still facing global economic challenges with very slow growth, and in some regions of the world economies are not growing at all.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Social networks.

Technology such as cloud computing, smart phones, tablets, etc.

Human genome.

Biotechnology.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Spa Evidence Portal.

Better technology that makes boomers look, feel and act younger, such as DNA-type skin-care, hair-coloring products that change color from the inside out, and joint rejuvenation products.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Challenge: That in general, the medical community sees us as witch doctors as opposed to bona fide healers. Until preventative becomes part of more of the medical community's vernacular, we will continue to struggle with nomenclature that diminishes the benefits of what the spa and wellness community offers.

This actually is the opportunity.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Risk tolerance at all levels of an organization.

Non-traditional learning environments where creativity can leave the main road.

Create a workplace environment that welcomes ideas from all levels, and where fear is not in the mix.

### **SUBMITTED BY**

Nancy Nemer  
Founder and CEO  
Red Cashew  
United States  
E: nancy@redcashew.com  
W: www.redcashew.com







# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Unrest and instability of world markets have de-prioritized wellness and spa in certain situations.

Potential major conflicts with countries like Korea and Iran.

Energy sourcing.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Technology has given birth to the era of age-intervention. It has produced equipment and products that provide the quick fix. However, it has also made it convenient not to be responsible for one's well-being and to discipline oneself towards a healthier lifestyle.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Technology can develop better ways of running spa operations, communication, and bridging the gap between spa/wellness and the medical industry.

Focus on preventive health care and integrating spa culture with hospitals to a more serious degree, using models established in countries like Switzerland and France.

Awareness of and demand for more sustainable solutions and products.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The corporatization of the spa culture makes it difficult for true advocates to develop wellness programs. The constant demand for bigger profits has led to tighter staffing. Current management has less time to develop new talent or to train and mentor future leaders. They also have time to evolve and grow into their current roles. The same is happening for service providers. This is already manifesting itself in a shortage of management and labor.

In the same respect, spas and suppliers are learning how to survive in this new economy by thinking outside the box and creating systems, processes, products and services that are not mainstream but deliver results. There is no norm or standard anymore; people are more open to change and are trying new ways of doing things.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Creating a climate for creativity and innovation must begin with intention. From management to staff, there must be an understanding and an agreement to collaborate towards a certain goal. This begins with the work environment, in both the physical and the social aspects. Then a system of rewards and recognition must be put in place to encourage and sustain creativity. Communication is key, especially in providing feedback between the stakeholders and the consumers.

### **SUBMITTED BY**

Rianna Riego, Principal & Founder

Global Spa Vantage

United States

E: Rianna@GlobalSpaVantage.com W: [www.globalspavantage.com](http://www.globalspavantage.com)







# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Increases in travel costs due to increase in oil prices; the need to save water in our service offering as water is fast becoming a threatened resource on earth; the commoditization of spa offerings.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Social media: facebook will have a billion users soon. Social media is fast becoming our primary marketing tool.

We are starting to see real innovation in anti-aging medicine, not just cosmetic uses.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Measurable wellness; efficient organic product lines; a focus on 360-degree holistic approach combining nutrition, sleep and touch therapies.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Commoditization of spa services: as more consumers visit spas, our services become more commonplace and we are in danger of becoming “wellness factories.”

Group buying: group buying has sent a lot of new customers to spa. Deep discounts have also destroyed our margins and brand perception. Spa operators have to be careful to not go from group buying to “group burying.”

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Create an environment where employees are encouraged to express their own ideas, from the receptionist to the therapist. Spa employees have usually a real passion about their jobs and their direct customer interactions can provide the best innovations. Do not hesitate to think out of the box and really focus on the customer's experience. Go thru a process of elimination rather than addition. Eliminate potential frictions such as useless steps that a customer would have to take. Eliminate useless treatments that nobody ever chooses.

### **SUBMITTED BY**

Nicolas Ronco  
Founder and CEO  
Yelo Spa  
United States  
E: nronco@yelonyc.com  
W: www.yelospa.com







# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

It's mind-boggling to scratch the surface of so-called "global" issues.

There are basic daily challenges that individual people all around the globe share, like putting food on the table and a roof over the family's head. Those can occur in a world with pure water, clean air, and in an environment that is politically and religiously strife free. What's happening to and around the rest of the globe is intrinsically irrelevant to people who face those microcosmic issues.

The macrocosm of global issues that in one way or the other impacts great numbers of people, is well documented. Broken down into social, political, religious, economic and environmental issues, priority is a very subjective topic.

The common thread, when you strip away the effects of an issue, rather than the direct issue itself comes down to this: Poverty and economic uncertainty are among the most significant global issues.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Easily accessible, inexpensive means of communication and social media come to mind first. These are game changing and disruptive, as witnessed by global political events in the past 18 months. Disruptive is another subjective term. Out of disruption and chaos arise new ideas, products, and social and political behaviors.

Another fascinating field is biotechnology, particularly its application in the health/medical arena. From nerve regeneration to prosthetic feedback the notion of the bionic person is no longer just science-fiction. Coupled with advances made in agricultural development and sustainability fooling with Mother Nature may not be so bad after all. Science and lifestyle are extending the limits of what we used to call "longevity".

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

True innovation, rather than progressive improvement in spa/wellness has been stagnant since 1957 when Harold Zinkin (Muscle Beach) patented his "Universal Equipment."

The next major innovative influence was when Dr. Kenneth Cooper taught us all how to take a pulse and kicked up the heels of "aerobics."

Everything else that has happened in the development, delivery and execution of spa and wellness since then has been (sometimes highly) creative and attentive, at best.

However, innovation in how we communicate with each other and our guests has changed, along with new marketing perspectives. One case in point would be SpaFinder, which led the way and continues to develop new concepts.

In the future there will be more intimate means of caring for oneself in the home environment such as toilets that read your vital statistics. New communities will be developed with the intent of extending active lifestyles beyond what is happening in the so-called "active living" communities of today.

In design, both architectural and interior, the major innovations will be designs that incorporate the practicality of accessibility with visionary aesthetics.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

People are often moved to action by necessity rather than rational or determined thinking. Education can chip away at the collective consciousness, but that alone will not motivate, but only affirm. Stress, obesity, and the desire to continue leading vibrant lives are opportunities for spas to make a strong, positive impact in people's lives.

The challenge to that opportunity is the same as it has always been. Lifestyle changes take discipline.

Spas are viewed as enjoyable endeavors, whereas the concept of wellness seems to evoke no similar sensations. Kinesthetic and emotional connection must be made by individuals to the state of well-being. Short-lived euphoria on one hand, or pain and suffering on the other are much easier to recognize. There would be greater benefits to healthy living if people consciously and willfully gravitated to the mid-range of the continuum of health, rather than mindlessly drifting to the outer edges.

If we are passionate about sustaining our industry, then it's our job to nudge perception in that direction. Delivery of treatments, wellness protocol and time spent on spa/wellness must have value. And the participants and potential participants must acknowledge that value. A variation on the saying "money follows quality" is that "consistent money follows consistent quality."

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

First, creativity and innovation must be core "living" values of a business. Every employee, guest, vendor, contractor and others associated with the business must know those values and support them. The business must regularly do pulse checks to ensure they are staying on game.

Hire rebels. Quite often a person is hired because of, or in some cases in spite of, unique characteristics and ideas. Given enough time within the corporate or business structure, the employer may come to minimize the value of that contribution and discourage the very behavior or attributes that was originally viewed positively. That's a great way to stifle innovation and lose valuable resources.

Periodic wake-up calls like the recent economic challenges, forced operators to re-evaluate how they were doing business. Changes in hiring practices, pay, operating hours, purchasing, and marketing were made at a very grassroots level in order to survive and thrive. Small changes like those give owners and developers confidence to take greater risks with investments. Incite mini quakes on your own.

Keep your eye on the market, both current and desired. No market is stagnant. Twenty years ago the self-image alone of the 40- to 60-year-old woman was quite different from the group that has now grown into that market. This endeavor should not be relegated just to a marketing person who pores over statistics and thinks up great ideas. The untapped information from the entire staff, attendants, service operators, instructors and front desk is invaluable. They may not even be aware how much information and knowledge they hold. Make them aware. Help them look for it. Reward the innovative mind-set. The actions that lead to innovation are important to acknowledge and reward. Not every idea is a winner. But the more ideas tossed about lead to the great new idea or two. Expose your team to non-spa/wellness related influences to avoid myopic vision.

## **SUBMITTED BY**

Sylvia Sepielli

Founder

SPAd (Sylvia Planning And design)

United States

E: sylviasp@aol.com

W: www.sylviasp.com



## THE AMERICAS: UNITED STATES

---

### **What are the most significant global issues facing us today?**

World hunger, water-contamination and supply issues, and the future healthcare cost of obesity. The latter is already significantly impacting the US: a new Cornell University study published in the January 2012 issue of the *Journal of Health Economics* reports that obesity accounts for 21 percent of US healthcare costs (\$190 billion per year), double the previous estimate. This can only get worse in developed countries. According to lead author John Cawley, Cornell professor of policy analysis, obesity raises the risk of cancer, stroke, heart attack and diabetes, and the cost of treating almost any medical condition. The good news is that there is even more of an economic rationale for governments to encourage obesity prevention.

### **What do you see as the main innovations happening around the world that are game-changing and/or disruptive?**

The globalization of healthcare and wellness services, resulting in strong price-based competition that weeds out the weak.

### **What do you see as the main innovations (existing and future) in the spa/wellness industry?**

A lower cost business model will extend the product life cycle of spas in the United States and expand distribution. Higher priced competition will need to better differentiate themselves and better demonstrate their “value proposition.”

### **What do you see as the greatest opportunities/challenges for global spa and wellness industry?**

The essence of our being human is our ability to feel and experience the fullness of life in the face of an increasingly depersonalized world. Spa and wellness businesses that can nurture and grow this capability will be in demand and will thrive.

### **What are some practical ways for business to create a climate of creativity and innovation?**

Make creativity and innovation an organizational core value that is incentivized and rewarded by management. Provide the tools and opportunities to employees so they can contribute and succeed.

#### **SUBMITTED BY**

Deborah A. Smith  
Principal  
Smith Club & Spa Specialists  
United States  
E: spasmith@comcast.net

**SMITH**  
CLUB & SPA SPECIALISTS





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Social unrest, escalating ideological differences. Natural resources and future energy supply. Global growth and environmental impact.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Communications technology and reach.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Experiential amenities (Snow shower/room, salt cavern, crystal room, etc). Aesthetic services and technology advances to combat anti-aging.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Qualified, experienced and truly knowledgeable managerial staff. Truth in advertising/labeling: "Natural" and "Organic" Products that are truly effective, reliable and trusted from a labeling perspective, given the different standards world wide.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Consensus amongst leadership team regarding goals, philosophy; generating and sharing of ideas throughout the whole organization (all levels); consistently applied process of evaluating these ideas; follow through/execution; crediting/rewarding "idea generators."

### **SUBMITTED BY**

Thomas Steinhauer  
Regional Vice President  
Four Seasons Resorts (Maui at Wailea)  
United States  
E: thomas.steinhauer@fourseasons.com  
W: www.fourseasons.com







# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Climate change; Economic uncertainty; Resource scarcity.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

There is an unlimited amount of innovation and I don't feel confident in naming the "main" ones. I am probably not alone in that I am most familiar with innovation that affects me directly. I focus a lot of food and nutrition. Innovation in organic farming technology and organic pest control continues to make safe foods available to more people. Of course, there is constantly innovation in social media and communication; in my opinion this always game changing and frequently disruptive! Then there is innovation in marketing and the way we get what we need, or what we think we need. The advancement of marketing applications is mind boggling. Brick and mortar will be a memory soon.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

In terms of skin care treatments at spas, I am seeing the marriage of organic and natural products and technology like microcurrent and ultrasound. This is exciting as it is a great alternative to more invasive methods and an indication that people are beginning to understand that efficacy and safety can coexist. I am also excited to see the introduction of things like ice therapies. I think these are a sign of the future, doing no harm by using traditional modalities but magnifying the results with technology. Another example: new technology being introduced for vibration, sound and color therapy.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

I think the biggest opportunity is the growing interest in wellness. More and more people are looking for ways to incorporate it, so it needs to be accessible. Trends like wellness coaching and beauty coaching at spas are interesting and important. Ultimately, services like that could be branded and offered remotely via web, apps, etc. Therefore, providing a cost-effective way to touch the spa consumer and keep her/him focused on wellness, and spreading the word.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Just get people out of the office, in comfortable clothes, with cell phones left at the door. Brainstorm in a new environment. We have to step away from our desks and out of our routine to be creative.

### **SUBMITTED BY**

Beth Stewart  
VP, Business & Brand Development  
Naturopathica  
United States  
E: beth@naturopathica.com  
W: www.naturopathica.com

**N A T U R O P A T H I C A®**  
H O L I S T I C   H E A L T H





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Keeping our planet and its people healthy. Stressors on our planet include overpopulation; lack of sustainability; the shrinking of our fresh water supplies; our continued reliance on fossil fuels and their toxic by-products; and the impact all of the above have on the delicate balance that is our home. As a spa person it helps me see the stressors on humans in the mind, body and spirit paradigm. So our foremost concern must be to keep our persons safe and healthy. Stressors to being healthy in body include wars, famine, a lack of understanding or compliance in living a healthy lifestyle in the west, and having access to the food, opportunity and time needed for a healthy lifestyle in the non-developed world, access to healthcare, and fewer stable economies with fewer opportunities for social mobility. Stressors in the way of enjoying a healthy mind include an overabundance of information that often lacks deeper thought or introspection, and a lack of affordable access to education to develop new skills for the evolving marketplace and emerging economies. Finally, stressors preventing us from experiencing an exalted spirit include a culture where through social media we make more connection with more people and communicate with them on a more superficial level than ever, leaving us little time for deeper friendships. We are so time-starved through our work and the inundation of information that we have less time to explore and connect with our community. And we have little time for introspection or “just being.”

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

I see at least four things with potential game changing effects. First, with the proliferation of handheld communication devices and access to the web, most of the world enjoys instant communication beyond their country's borders. This shines a great light on tyrants and on others who since time began have taken advantage of people through secrecy. However, this causes significant privacy concerns for ordinary citizens. And the potential for abuse by those who control our communications devices and networks increases exponentially. A second and perhaps related “innovation” is the tendency not only in social media but in our news media to break down complex issues into sound-bites that rarely reflect the complexity of the issues or challenge the population to think beyond the superficial. This has great implications for democracies founded on the principle of an educated and well-informed electorate. Thirdly, in the developed world, most economies are shifting away from reliance on producing goods with the majority of the GDP coming from services and “ideas.” This is a significant shift which requires employees to be flexible, well-educated and engaged, and employers who understand how to utilize the talents of their workforce by inspiring those employees toward their maximum effort. Finally, despite rapid gains in treating and preventing disease, access to healthcare is becoming increasingly difficult and more expensive, and this raises the real possibility that perhaps only the rich can be healthy.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Here I am hopeful for two trends that have begun and which I hope will enjoy increased momentum. The first is bringing the spa experience to the middle class through the availability of affordable and often chain day spas that are right in your community. The second is even more hopeful: using spa (bodywork, mindfulness and exercise) as part of preventative and postoperative health. I am hopeful that, through the evolution of these two phenomena, spas on all levels will become the new social gathering places, ones that truly speak to the need to keep the body healthy and strong, to stimulate the mind and uplift the spirit.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

How to position spa and the power and potential preventative healthcare within the broader healthcare dialogue.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

It is absolutely critical that businesses fully engage their employees to bring their fullest potential to bear on the goals and vision of their business. Employees must fully understand the company's purpose and positioning and embrace that vision. They have to be lead in a workplace with all the systems of work are aligned with the company's vision. They have to have the opportunity within those systems to make real contributions to those processes and be inspired by their teammates and managers to expand their talents and contributions. Finally, all of this needs to take place in an environment of trust where everyone stays focused on the goals and vision.

### **SUBMITTED BY**

Ella Stimpson

Chairman, International Spa Association

Executive Director of Spa and Salon Operations, Wynn & Encore Las Vegas

United States

E: ella.stimpson@wynnlasvegas.com

W: www.experienceispa.com





## THE AMERICAS: UNITED STATES

---

### **What are the most significant global issues facing us today?**

The economy continues to be a significant global issue for our industry. Our guests'/customers' spending habits have changed and travel is largely dependent on the rising cost of airfares. While a longer lead time for bookings has expanded, the short lead time vacationer is the drive-to customer, primarily because of airfare fees. Our industry will need to balance the destination travel market with the stay-cation market to hold and expand occupancies.

Another global issue is the rapid expansion of spa and wellness in Asia and India. With not enough experienced leaders to meet the demand, migration of Western experienced leaders will occur, leaving the West with a deficit of good talent to innovate and expand. Additionally, the East will seek an East-West philosophy-based model of programming, not the current West-East which is prevalent in spas and wellness today. This demand will push our industry to new exploration and discovery, but quality will suffer until a standard is created. Because a true blending of both approaches has not occurred in the West to date, the East will help elevate our industry for stress reduction, meditation, alternative therapies, herbal remedies and wisdom providing new tools for spa and wellness.

Our current Western health system has yet to truly create an integrated model, much less a profitable one. With reduced costs of labor and technology in the East the potential for the creation of an elevated brand from that side of the world would keep travel and tourism close to home, with the Western world perhaps instead seeking spa and wellness abroad in the East. This will put further stressors on the industry in the West unless significant innovation and sweeping healthcare reform occurs.

### **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

For our industry, the millennial generation plays a huge part in game changing. They see manicures and pedicures as a necessity. Massage is considered standard practice for overall well-being. Unfortunately this is the same group that sees a need for connection over a need for financial resources. As globalization occurs and the unequal distribution of wealth creates further social disparity, there will be a shift in who can afford quality healthcare and quality spa treatments. Social consciousness will be a big play for spas, and managing with a less-is-more reality. Innovations that can ease costs and labor but provide the same benefits will be popular among the masses. Technology will play a large role in this.

### **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

I love all the new sound vibrational machines and spa services that are coming to the forefront. I think currently it's the hottest existing trend.

In the future I hope we can create technology-based programming that can induce relaxation and lessen stress as the world is reaching a critical point moving from consumerism to minimalism. No longer are travelers seeking a vacation but rather an experience. Less-is-more will become standard and "how can I be more" as opposed to "how can I have more" will become the central focus of the individual. As populations become more consciously aware of who they are, other things will no longer matter. My hope is that new science and technology will blend with our industry and help provide those innovations for our customers.

**What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The greatest challenge is a disconnect between what spa is and what spa could be. Many of us have witnessed the blending of the medical, wellness and spa industries for years now, and while the advancements are apparent, with the lack of a true integrated model, these developments will struggle to unfold. As globalization continues this means not only is the blending of these two undefined industries occurring but now so too are other cultures blending into the mix. This cacophony of industries and culture is a challenge. It is also the greatest opportunity.

**What are some practical ways for businesses to create a climate for creativity and innovation?**

Integration is the inclusion of vision that innovates.

**SUBMITTED BY**

Michael Tompkins  
President and General Manager  
Miraval Arizona  
United States  
E: [mtompkins@miravalresorts.com](mailto:mtompkins@miravalresorts.com)  
W: [www.miravalresorts.com](http://www.miravalresorts.com)





# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

Global warming, world hunger, overpopulation of the planet; No one is producing anything really new; financial crisis, unemployment, HIV, globalization, climate change, media manipulation , Arab Spring; destruction of the natural environment and economic recession; evolution of demand and supply natural or organic; emergence of the medical spa trend, Difficulty in recruiting good people.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

We see the innovations as more game changing than disruptive. On a positive note, the move toward a greener planet with development of clean energy, electric cars, and wind power. Web, social networking, 24/7 connectivity, and global markets , Medicine & Genetic , New technologies Good- Globalization due to development of internet technology. On the negative side: development of IT decreases face-to-face communication skills and increases stress due to overuse of the computer; innovation “Bio” whose standards are not uniform across countries; appearance of exotic medicines very important, with a risk of turning into a spa clinic.(Beau-Rivage Palace)

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

Organic farming that produces organic product lines; spa/wellness coaching, sustaining innovation. The value of the spa industry is that it goes beyond science, offering services that are more holistic, and encompassing the psychological and spiritual aspects of well-being (where the science is less clear). And the spa industry offers experiences that are novel, nurturing and pampering, which is to say that the delivery of the interventions is enjoyable, something we don't get from our other more scientifically validated healing institutions. Existing consumers have started to recognize that the spa can be used not only for aesthetic purposes but also for reducing stress and for complete healing of body and mind.

The spa will most likely pursue medicine. Whereas the spa used to be for achieving superficial beauty, which evolved to healing, the future may bring more medicine into the industry.

As the core word of hotel, hospital, and hospitality (ho from homo sapiens) suggests, the hotel is related to the hospital. As in the case of medical spa, the hotel will bring in items from the hospital, and simultaneously, hospitals will look for ideas from the hotel when it comes to offering hospitality to clients. In this type of relationship, the spa would play an integral role in offering unprecedented value to guests. While the spa may gain help from medicine in developing treatments, hospitals may look to spas for ideas about offering comfort to guests.

I can well imagine the development of natural medicine centers side by side with a relaxing spa.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

The economy: people having enough money to spend at Spas Worldwide Economic conditions have been a huge challenge.

The product innovation that the spa industry needs is not a new lotion or cream, it's not a new piece of equipment, and it's not a new kind of spa treatment. The technology of the spa industry is about enhancing human well-being. And since the spa industry sets itself apart from other healing institutions in our society by having a holistic approach (i.e., one that considers mental and spiritual well-being in addition to physical well-being) it makes sense that we would use the science of psychology to drive this innovation.

Strengthening its approach towards children and seniors; offering customized service and treatments to spa guests; enlightening Spa guests about total detoxification.

People today have a real need for relaxation, but the image quality of the spa can be depreciated by the multiplicity of the forms on offer. The quality and professionalism of the teams and brands must go further, not moving towards the holistic side, but by listening to our customers' expectations.

"The global spa and wellness industry is a large scale and growing integrated industry cluster. Given that the industry is multidimensional and holistic, integrating physical, mental, spiritual, and social approaches, it is paramount that it adopt sustainability-management systems and policies that protect the natural and cultural heritage of the destinations being served while contributing to localized economic development. Taking this approach will help to ensure continued and sustainable growth in the global spa and wellness industry." Brian Mullis, President & CEO Sustainable Travel International.

### **What are some practical ways for businesses to create a climate for creativity and innovation?**

Inspirational seminars in the workplace; team-building; making employees feel as though they contribute to the greater good. Must permit funds, materials, facilities and time to develop, be imaginative. Innovation comes from a single individual who has the power and authority to make his vision a reality in spite of what the majority thinks.

Innovation comes from groups of passionate people who have a platform to share information, combine ideas, test innovations and learn from each other's failures and successes.

In Japan, there used to be no high-end resort market when The Windsor Hotel TOYA first opened, but the hotel has made it a point to continue suggesting to guests a new lifestyle. By doing so, we now have guests who appreciate staying in high-end resort hotels and thus have created a new market.

Increasing internet technology has made it easy for consumers to purchase anything online, and there is now diversity in what consumers place value on. But what wins the customers in the end is the way a business shows its sincerity by having a philosophy behind its products. In the end, more than the product itself, the concept or philosophy of the product is what wins the customer.

Professionalizing the profession at all levels: managers, assistants, employees, even cleaners.

#### **SUBMITTED BY**

Sharon Ullrick

Marketing Manager, Leading Spas

Leading Hotels of the World

United States

E: [sullrick@lhw.com](mailto:sullrick@lhw.com)

W: [www.lhw.com](http://www.lhw.com)





# THE AMERICAS: UNITED STATES

---

## Innovation 2012 Testing, Tracking, and Staying Connected

One of the fastest growing aspects of the wellness industry is technology. From the simple ability to self-diagnose practically any health concern on Google to the more sophisticated methods of monitoring health status via biometric tests, data recording gadgets, and sites for storing our medical records, there is no end in sight in the ever-evolving use of science and technology to support health and well-being.

The challenge facing the spa industry is to find ways to use technologies to stay engaged and connected with our clientele. Last year Jeremy McCarthy, director of global spa development and operations for Starwood Hotels and Resorts, stated in his industry paper, “the ability to engage with our associates and customers in a meaningful way is the most important factor in our success and our focus for the future.” How can we integrate health technology into our spa programs in both a meaningful and profitable way?

## Quantifying Health, Wellness, and Fitness Status for Spa Customers

One of the newest metrics becoming available to our spa clients is the Telomere Length (TL) diagnostic test. Telomeres are known as the “protective caps” at the ends of our chromosomes. Telomere length reflects our cellular age (as opposed to chronological age) and serves as a marker for overall health status, as shorter telomeres accelerate age-related decline in the body. We know that telomeres are the “changeable” part of our genome, and we also know that integrating positive lifestyle choices can increase telomere length, and thereby benefit individual wellness by increasing our healthspan. This new test is an opportunity to provide our client with a snapshot of how they are aging. Scientific research has revealed that stress is high on the list of factors that can prematurely shorten one’s TL. The relaxing nature of the spa experience and the therapeutic value of many of the treatments make the “spa intervention” an important option to improve one’s aging status.

Today there are more than 180 million people over the age of 30 in the US alone. This is a potential group that may benefit significantly from leveraging better markers of health. As a barometer of health, TL can drive spa participation by combining molecular measurements that are responsive to behavioral change to create individualized spa programs. To learn more about the basics of Telomere Testing visit: <http://www.telomehealth.com/individuals/faqs/index.html>

A large percentage of our aging population is looking for ways to both monitor their health and well-being and to engage in programs that are specific to their individual needs. Knowledge about health status is empowering, and can lead to a shift towards healthy lifestyle behaviors, spanning stress reduction, fitness, diet, and the use of therapeutic oils, herbs, and supplements. In the Boomers Value Realignment Study, it was reported that 84 percent of boomers are “somewhat to very interested” in “health and fitness programs designed for them.” <http://www.globalspaandwellnesssummit.org/images/stories/pdf/boomersurveyreportwebsite.pdf>

## Tracking and Staying Connected

Many spa clients are tech-savvy, data-driven, and tend to care about their health. A large percentage of our spa clientele is currently using, or is interested in, mobile and web platform health devices and tracking. There are many devices currently available to track heart-rate, stress, weight, blood pressure, blood glucose, sleep, and stress. PricewaterhouseCoopers (PwC) estimates the m-health market to grow to USD 23 billion by 2017

Most of these devices and apps send the data to a web-based platform. The platform can then use reporting, gaming, and social interaction to encourage healthy lifestyle behaviors. Branding a platform to have the look and feel of a Spa

property could be an effective way to establish relationships with visitors to your spa property. The ongoing use of the site to record data and improve the status of one's health keeps the user engaged with your brand. Access to the spa user affords the opportunity to encourage future spa visits, promote spa special events, and announce new spa products.

Additionally, the platforms can be programmed to "reward" positive behavior with spa "certificates," "points," or discounts for products or future services.

### **Corporate Relationships**

Coyle Hospitality Group reported that when spa-goers were asked why they visited Spas 88 percent reported for stress management/relaxation. Many corporations are looking for ways to manage stress in their employee populations. Offering stress reduction workshops and/or private sessions, and marketing these programs to local and national organizations can be a viable connection to an on-going corporate client. Using stress tracking as part of a branded health platform can also provide a means to a relationship with corporate clients.

According to Anne Biging, Managing Director, Healing Hotels of the World Germany "People are stressed out. Burnout is one of the top diseases nowadays. Many of our clients use the personal consultancy we offer on our website. It is obvious that people are not only looking for a pampering spa experience but have health issues that they want to take care of." As we look for innovative approaches to meeting the needs of our spa clientele, the health technologies that are now available provide both an opportunity to increase our bottom line and increase connectivity and lasting relationships with individual and corporate clients.

### **SUBMITTED BY**

Jay Williams  
Physiologist and Medical Nutritionist  
Healthy Aging Resources Inc.  
E: Jay@JayWilliamsPhD.com



# THE AMERICAS: UNITED STATES

---

## **What are the most significant global issues facing us today?**

The unstable economy, education, environmental issues, and world peace.

## **What do you see as the main innovations happening around the world, those which are game changing and/or disruptive?**

Technological innovations and bio-tech innovations can both help and improve the world's ability to communicate globally. This enhances our ability to communicate and reach more people with messages about self healing and wellness. Too much focus on technological advances for the present and future leads people more and more away from communicating with thoughts and feelings and understanding the heart of things.

## **What do you see as the main innovations in the spa/wellness industry (existing and future)?**

I believe there has to be more focus on teaching guests how to be able to go home with education and products that they can continue their self-healing process with. I think this is beginning. Present innovations are improving products and developing more medically based and tech based treatments.

## **What do you see as the greatest opportunities/challenges for the global spa and wellness industry?**

Change the focus from offering too many treatments and products and philosophies. Put the focus more on the individual needs of each guest. Create programs where the person comes with a list of goals that he or she wishes to achieve, or that an advisor helps them to create. Devise an individual program, including classes, treatments, diet, and education, that the person can take home with them, one that really works for the person.

Too much mediocrity in beauty product development. Too many spa offerings that are overwhelming to the guest to choose from. Too many spas offering the same things. Create treatments and products that actually create noticeable healing results for the guest. Less is more! Choose treatments that are most effective. Have a detox category, a relaxation category, a circulatory, beauty, and anti-inflammatory category. These are categories that most people can identify with.

## **What are some practical ways for businesses to create a climate for creativity and innovation?**

Change the way business is being done. Don't choose an entire line of products from one company and tie into a contract.

Have a philosophy in a spa and keep with it. If the spa industry becomes like the fitness world, they will feel that they have to compete with the next gym by continually bringing in the next fitness fad. Build and improve on your philosophy each year. In each category from wellness and healing to beauty keep the same philosophy and strive to be the best.

Bring body sustainability concepts in to self-empower people toward their own healing. Teach people things they can go home with that work and promote their own wellness themselves.

### **SUBMITTED BY**

Yamuna Zake

Owner

Yamuna

United States

E: [yamuna@yamunabodyrolling.com](mailto:yamuna@yamunabodyrolling.com)

W: [www.yamunabodyrolling.com](http://www.yamunabodyrolling.com)









This year's briefing report is sponsored by:



257 Park Avenue South, 10<sup>th</sup> Floor  
New York, New York 10010

[www.globalspaandwellnesssummit.org](http://www.globalspaandwellnesssummit.org)