



# THE AMERICAS: UNITED STATES

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## 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!

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