



# 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.

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