

## **Roundtable Breakfast - April 1<sup>st</sup> 2014**

**The Dorchester, London**

**8:00 – 10:00am**

### **MINUTES**

Everyone was welcomed with a lovely healthy breakfast and refreshments provided by The Dorchester and the meeting started just after 8am.

#### **1. WELCOME – Anni Hood**

Anni Hood welcomed and thanked all attendees to the very first Wellness Tourism Congress (GWTC) Roundtable event. Thanks were expressed to The Dorchester for their immense kindness and generosity in hosting the event in the beautiful Crystal Room. Special thanks were expressed to John Scanlon, Sally Pedder and Roland Fasel from The Dorchester for making it possible to have the event there.

Anni went on to say that everyone was there as a result of the rapid growth in the Wellness Tourism sector which, although has been around for some time and isn't new, only really started to find its feet in October 2013 when the *Global Wellness Tourism Report* was released at the first congress in India. The reaction received from it has been quite unprecedented and although many research initiatives have come out of what will soon be called The Global Wellness Institute (GWI) the umbrella organization for the Global Spa and Wellness summit (GSWS) and the Global Wellness Tourism Congress (GWTC) the reaction to this particular research was unprecedented.

The intention for this roundtable was to have an integrative exchange of opinions and experiences and to tune in to everyone's expertise, experience and wisdom to accelerate what's already a very speedy process in educating people about wellness tourism.

#### **2. INDIVIDUAL INTRODUCTIONS**

All attendees briefly introduced themselves as follows:

Enrique RUIZ DE LERA – Director, *Spain Touris*

Helen MARANO – Vice President of Government and Industry Affairs, *WTTC*

Graham WASON – Owner/Director, *All Being Well* & Chairman, *Cut Tourism VAT*

Sandie DAWE – CEO, *Visit Britain*

Riitta BALZA – Senior Consultant, *Finpro*

Steve BROWN – Independent Consultant currently to NHS Foundation Trust, ex founding Director, *Centre Parcs* & ex Managing Director, *Champsneys Health and Fitness Group*

Christina KALOGERA – UK Director, *Greek National Tourism*

Alison CRYER – Managing Director, *Representation Plus / First PR* and Representing *ANTOR*

Ross JACKSON – Asian Tourism Lead, *London and Partners*

John SCANLON – Hotel Manager, *The Dorchester*

Dr Fiona ADSHEAD – Director of Wellbeing and Public Health, *Bupa*

Sally PEDDER – Manager, *The Dorchester Spa*

Chris LEE – Director & Head of Travel, Hospitality and Leisure, *Barclays Bank*

Majida CHTIOUI – Trade Manager (in charge of Wellness), *Moroccan Tourist Board London*

James BERESFORD – CEO, *Visit England*

Marcelline KUONEN – UK Director, *Tourism Switzerland*

Filipe SILVA – Director Tourism, *Portuguese Tourism*

Diane BOUZEBIBA – Managing Director, *Amadeus UK and Ireland*

Amine BOUGHALEB – Director, *Moroccan Tourist Board UK & Ireland*

Carol HAY – European Director for the *Caribbean Tourism Organisation*

Rupert MURRAY – Editor, *Aspire Magazine*

Mike GREENACRE – Vice Chairman, *The Travel Foundation*

Susie ELLIS – Chairman & CEO, Global Wellness Institute (GWI), President Spafinder Wellness Inc. *Spafinder Wellness Inc.*

Anni HOOD – Tourism & Government Liaison & Wellness Business Consultant

### **3. INTRODUCTION to Susie ELLIS – Anni Hood**

Anni Hood introduced Susie Ellis. They originally met in 2005 when Anni was in Dubai and just about to step into a new role as Corporate Director of Spa and Wellness for the Jumeirah group. Anni had a few crazy ideas however felt that she needed a global visionary to reach out to who could council and school her and she was extremely pleased to find Susie who was kind enough to mentor and guide her.

Susie was and still is President of *Spafinder Wellness Inc.* and she founded the Global Spa Summit in 2007. This evolved into the Global Spa and Wellness Summit (GWSW) which now hosts the Global Wellness Tourism Congress (GWTC). Susie has created these groups and meetings which have resulted in us now having this platform. Susie has shown incredible tenacity, passion and absolute commitment to giving us all a vehicle to really move spa, wellness and wellness tourism forward at the velocity we are now seeing.

### **4. DISCUSSION ON THE GLOBAL WELLNESS TOURISM ECONOMY REPORT 2013 - Susie Ellis**

Susie Ellis noted that Anni Hood was well ahead of her time when they met in Dubai in 2005. Anni was putting together something for Jumeirah that was so futuristic and cutting-edge that it is considered early even for today. Anni was talking about doing wellness services in a luxury hotel - that was quite ahead of its time. These days it is more of a trend and actually becoming mainstream.

Susie expressed thanks to everyone for attending and to Anni for putting the group together. She said that she was truly amazed and thrilled at all of the talent in the room, everyone from varying perspectives yet all having something to do with travel, wellness and/or hospitality. She noted that it will likely be a lively discussion!

The Global Spa Summit started in Singapore in 2007. At that time we saw there was need for a global dialogue about “Spa” as the word “Wellness” wasn’t used back then. Ten of us got together and decided to arrange an annual meeting and as there was no global meeting at the time, we modelled it after the World Economic Forum. We wanted it to be more of a “think tank” with no selling or marketing, just a getting together of thought leaders and an exchange of ideas. Our first event was held in New York at the Waldorf=Astoria and there were about 170 attendees. One of the things we realised at that meeting was that we needed global research figures as there were no numbers about spa globally. While some data existed in the US and the UK, there was no global report and very few other countries had published any research about spa at all. Susie soon learned one reason there was little good data – research was very expensive to commission, especially for one country or one individual business. So we, as the Global Spa Summit, decided that we would seek sponsors and together help finance the first Global Spa Economy report and did so in partnership with SRI International (founded as Stanford Research Institute).

The result was amazing in that we had finally aggregated the industry to see how many spas there were around the world, what their economic impact was, how many jobs the sector created, as well as how to look at the spa industry from a more macro perspective. It was such a landmark study that we decided to continue to invest in research each year. Subsequently we commissioned additional research studies with themes such as Wellness, Spa Management Education and in 2013, Wellness Tourism. The tag line for the organization “Joining together, shaping the future” was adopted and that’s been our focus in everything that we’ve done since. We soon found that by getting together in various settings (and today’s roundtable is an example) we can accomplish things that would unlikely be attempted by just one public or private entity alone. The “Spirit of the Summit” emerged as a creed that articulated our commitment to gathering together for the purpose of improving the entire industry for the benefit of the people we serve and the planet we share.

We decided at the formation of the gathering that we were going to be global and that meant holding future events in various parts of the world. Subsequent Summits were held in Interlaken, Switzerland, then Istanbul, Turkey, then Bali, Indonesia, then in collaboration with the Aspen Institute, and finally last year we were in New Delhi, India. This year the Summit will take place in Morocco in Marrakech 10-12<sup>th</sup> September at the Four Seasons Resort.

One important trend we saw emerging was an increasing use of the term “wellness.” So we decided to commission our second research report that would explore this emerging trend. The research looked at the history of the term “wellness” and examined what it might do for our industry and businesses if we were to use it more. SRI looked at the history of the term “wellness” - in fact creating a timeline that showed the origin of the term (Dr. Halbert Dunn seems to have created the word and published a book in 1961 and gave it the title of *High Level Wellness*. We saw the growth and then the potential of using this term more deliberately going forward.

Susie noted that she has been in this industry for 40 years now.

She went on to explain that the research reports are available online because we feel that it is vitally important for the information to be shared with all interested people globally.

Last year in 2013 we decided to commission research on the *Global Wellness Tourism Economy* report. The resulting report was given to each roundtable participant today and placed in the folder in front of them.

The 2013 Summit at which the report was presented, was held in India. We added a one-day concurrent event to our Spa and Wellness Summit and called it a one-day Wellness Tourism Congress. India turned out to be an inspired choice since it is relatively easy for people to see that there is a wellness aspect in India (yoga, meditation, Ayurveda) which is distinct and separate from medical tourism which is about procedures and hospital stays, etc. In India this was a very clear distinction with medical travel governed by the Ministry of Health and wellness travel governed by the Ministry of Tourism. As Anni mentioned, we have never seen more interest and momentum from a presented research study.

After seeing the results of the research, one goal that emerged was becoming more involved with the WTTC and the UNWTO so that there might be a possibility of learning from each other about how to best look at, evaluate and promote this travel niche. Happily Susie and Anni met with David Scowsill, head of the WTTC in Berlin, a few months ago and also with Taleb Rifai from the UNWTO. Each expressed keen interest in adding this niche to their radar and exploring further how we might be able to work together. Susie is going to Uruguay to the UNWTO event later this spring to talk about Wellness Tourism as the focus of their gathering is about seasonality. Wellness programs and spas have been very successful in helping to smooth out seasonality ups and downs in various areas/regions around the world.

Susie met Jean-Claude Baumgarten, who was the head of the WTTC for over a decade, when she attended her first WTTC meeting in Abu Dhabi last year. Susie stated that she is not from Travel and Tourism but from Wellness and Spa so when she met Jean-Claude and introduced herself, as she was used to doing, she started explaining about the findings regarding wellness and spa and was thrilled to learn that in Jean-Claude there was a kindred spirit. He immediately shared his enthusiasm for wellness tourism and told her that he too has been watching the growth in this sector and sees it as something quite different from medical tourism. She immediately invited him to attend the upcoming Summit in India to speak and help share the history of the emergence of the tourism industry as it appears that wellness tourism was now in a similar situation where the opportunity was becoming clear. Jean-Claude did attend the India Summit, and he is in fact now the newest board member of the GSWS as he recently retired from the WTTC. He is very excited about this niche and its opportunities, and we are excited about having him involved and working more closely with David Scowsill the new head of the WTTC to see what we might be able to accomplish together.

We have decided to do three Roundtables this year - this is our first one here in London and we will be hosting a roundtable in New York at the UN and one in Washington DC. We feel that it is important to get

people together from various sectors so that we can all learn from each other and together help chart the future of wellness tourism.

Susie then shared several highlights from the report:

- Definitions were very important from the beginning of our research – we had to define “spa” and we had to define “wellness.” That was done in the various individual reports and it is worth noting that aligning wellness with the World Health Organization’s definition of health has proved useful: “Wellness as a state of complete physical, mental and social wellbeing. It goes beyond mere freedom from disease or infirmity and emphasizes the proactive maintenance and improvement of health and well-being”.
- Looking at the topic of illness and wellness as a paradigm has also been helpful. The wellness paradigm is being looked at as being more pro-active about staying healthy and preventing disease. The medical paradigm on the other hand is considered more reactive with an emphasis on curing or fixing. In particular, Susie has found that when she uses the word “prevention,” people understand it as a part of wellness and that helps distinguish it from medical pursuits which are more curative in nature.

Two more things that came out of this report were noted. SRI suggested we look at a traveller as either a primary or secondary wellness traveller.

- A Primary Wellness Traveler would be someone who’s main purpose is Wellness – for example they might go to Champney’s for a week of wellness programming, or they may be going on a yoga retreat, or decide to do an adventure trip with trekking.
- A Secondary Wellness Traveler would be someone who is travelling for another reason but who incorporates wellness elements into their trip. For example someone can be on a business trip or on a family holiday and might decide to have a massage or use the gym. The primary purpose of their trip isn’t wellness, however wellness is an important part of their travel possibly to maintain or improve their health.

These definitions help the numbers make more sense instead of trying to think of wellness travel as one or the other.

Another important distinction pointed out by SRI International is the difference between domestic wellness tourism and international wellness tourism. When we think of medical tourism, we often think of it as being travel between different countries. That is not necessarily true for wellness tourism. In fact there is a lot of domestic wellness travel as well as international wellness travel. In fact, the domestic part of wellness travel is actually much larger than the international part. Many people travel within their country for wellness tourism.

In total, the global wellness tourism market is a \$439 billion global market with 67% of it being domestic tourism and 33% international. To put it into perspective, the global tourism economy is \$3.2 trillion.

Another finding: 87% of wellness travel is secondary and 13% is primary.

Another key finding was that the wellness traveller is a very high yield traveller as they spend a lot more money than a regular traveller does. In fact the wellness traveller spends 130%. Furthermore it creates jobs and also may have the potential to help lower healthcare costs as a country with well citizens, should not be needing as much health care assuming that the introduction of more preventative self-care will result in progress toward lowering the incidence of lifestyle related diseases such as diabetes, obesity, heart disease.

And finally it is worth noting that many who are trumpeting sustainability are recognizing that it truly is a part of wellness also. People understand (or soon learn) that wellness of the planet is also an important part of wellness tourism.

## 5. QUESTIONS FROM THE TABLE

### **Anni HOOD**

Throw some questions open to the table. First to Ross Jackson as he has to leave a little earlier. Ross and I met just after them WTM last year and we had a conversation around the viability of promoting London's Wellness Tourism industry in East Asia. Please can you talk to that point and let us know what has happened between then and now and where that stands in terms of Wellness Tourism because it seemed almost ironic to me that London was reaching out to attract Asia from the Wellness Tourism perspective.

### **Ross JACKSON**

To go back to the viability there are challenges. One of the reasons we're looking at this is that we are trying to increase the per capita spend particularly amongst wealthy individuals from Asia and the Pacific in London including investment for example in infrastructure projects etc. We're looking at the wellness tourism aspect of it as an extra incentive of it to create and attract an ambient of wealth in terms of doing ..... In terms of viability and from what we've seen from my own experience of living in Asia is that people are much more proactive when they come to think of their health. It's not such a new thing as it is in relatively in the West – the idea of being proactive rather than reactive around your health. In China and Asia/Pacific they don't think in terms of going to the Doctor when they're sick but they might go to the Doctors to prevent themselves from becoming sick and assume a maintenance process. From that point of view the case for wellness is not so difficult to sell to people in these regions. The challenge that we have when it comes to selling the UK and London is that it's not the natural first choice at the top of the mind when it comes to wellness. There are no real intrinsic or great deal of offerings in terms of Spas and Medical care and the problem is that countries like Switzerland have historically done a very good job over the last few decades in attracting wealthy people from all over the world to visit for a combination of reasons including wellness tourism. So we have some work to do in changing people's perceptions about London as a wellness destination as well as destinations outside of London.

### **Anni HOOD**

Do you have a strategy already for doing that?

### **Ross JACKSON**

It's in progress and I can't share it in detail at the moment.

### **Anni HOOD**

Could you speak to the Med City that you briefly touched on before the meeting?

### **Ross JACKSON**

That's an initiative that's underway that has something to do with the GLA policy but there are again a great deal of world class medical facilities here, R&D, Bio Tech and a lot of different elements that fall into wellness that we don't really sell or market in an integrated way.

### **Mike GREENWOOD**

Is there any research of people in Asia and their attitude to health and wellness by comparison to people in the UK and their attitude towards health and wellness? Do we know percentages of Asia vs the UK?

### **Ross JACKSON**

Not really as it's so well integrated into society in Asia that they're not even conscious of it. People will eat certain foods as they have a medicinal purpose, people take exercise well into old age not like in the UK.

**Mike GREENWOOD**

Does religion have an impact on that in some way?

**Ross JACKSON**

Not religion in the way that we would understand it.

**Anni HOOD**

James and Sandi that sounds like pretty good news in terms of a strategy through *London & Partners* to attract people into the UK through a wellness tourism perspective. Are you doing anything from an international or domestic perspective?

**James BERESFORD**

It's interesting as there are two bits of research emerging about Wellness Tourism in this country – one by Exeter University and one through a paper at Sheffield University. So it's pretty nascent I would suggest in this country at the moment. I think that a lot of people do Wellness Tourism but don't realise it. It's a slight Achilles Heel with wellness because if you look at the clear way in which Wellness Travel is explained in page 8 in the report probably 90% of these people in these sectors will be doing gym, fitness, and nutrition maybe in a Spa but wouldn't describe it as Wellness Tourism. They're on a Spa break, or they're walking or they're on a retreat yet they probably wouldn't describe that as Wellness Tourism. I therefore think that the whole concept of Wellness Tourism in this country is not well recognised or understood however Wellness Tourism in this country as a practise and how people relate to elements of it is very well tried and tested. I think that there's a leap of faith before we actually go to the marketing concept of Wellness Tourism before we present it as a prospect. Do we present it as: "Come to the Lake District in England for Wellness" or do we say: "Come to the Lake District as a Retreat to recharge your batteries" etc.? I've completely ignored your question and have presented a slight problem but I think that explains why there might not be a strategy because, what is the concept of Wellness Tourism as it's still developing? It's not at a position where I would say in our organisation that we have a strategy for Wellness Tourism. We certainly do work with Government on programs around Cycling and so forth that we believe contribute to Wellness Tourism.

**Anni HOOD**

If I could pull it back a little bit to part of our mission and some of what we're finding to speak to you about a few of those things. Part of our mission is not only to raise the profile and understanding of Wellness Tourism but also to close the gap between public and private sector to increase the collaborative progress between those two bodies for both sides to understand that we're after the same benefit, that we want to kill several birds with one stone and that there are commercial aspects and benefits to it as well as socio-economic benefits and using the right language to speak to Ministries and Governments and Tourism bodies has to be considered. I found very early on that from the moment I mentioned "Spa" if I was talking to a Ministry team or group that I lost them completely but if I continued talking about wellness and healthy behaviours and things to do with health it was a completely different response. So I think you're right in terms of the language to the consumer but for us when we're talking to Governments and Ministries and those official important investment bodies we have to use a different language.

**James BERESFORD**

I wouldn't disagree with that at all but there is also a nuancing of that language too because we, all four of us Government agencies or with Government backing, know that tourism is taken seriously but sometimes we might say is it taken as seriously as it might be? If on one scale you're just talking about high-end Spa then Government are going to say fine, let them pay for it. However if you're talking about access to more than health facilities then that's a different language. I accept your point entirely but I think there is a nuance of that language as well.

**Anni HOOD**

And is there anyone else here representing their countries in the UK – how is Wellness Tourism captured, whatever the language is used to capture it? How does it fit you in your countries current strategic fit?

**Sandie DAWE**

Just picking up on what James has been saying, we don't market Britain around the world as a wellness destination as such and we know that what draws people here is culture and heritage etc. but I do like this diagram on page 4 which shows the spiritual and emotional wellbeing, personal growth and so on. People are not going to come here necessarily for Yoga and Ashram because India is better at that or for a medical spa in the mountains where Switzerland is better. There are other countries which might spring to mind but the concept of being revived and rejuvenated as a result of your experience I think that where this report is really helpful to us is tapping into some of that desire among the star audiences and using some of the words and the positioning to help people to understand that when you come on holiday here you will come away enriched rather than trying to compete with countries like Switzerland and Germany on their medical and spa facilities. I like the idea of what London's doing, I wasn't familiar with that but actually having that we've probably all have travelled on business etc. to the Far East or some of the big Chinese cities and others and London in comparison of course is a very clean and green city. If you're staying here you can go out and jog in the park etc. and that's not necessarily the experience of a lot of the cities in emerging economies. I actually don't think that they realise how beautiful and low rise it (London) is, they just don't know. The Chinese people think that it's just very smoggy here because of Sherlock Holmes and Dickens. So being able to present our cities, the London experience as something that is refreshing.

**Mike GREENWOOD**

Is your focus very much on inbound travellers?

**Sandie DAWE**

Yes for *Visit Britain* it is completely inbound for international marketing.

**MIKE GREENWOOD**

Just relating that to the 80% odd percent that is internal as opposed to external.

**Sandie DAWE**

Having said that we have got a really good product here which is the luxury pampering side of Spa and we promote that more under a luxury side. So, right or wrong, we don't go for wellness in our marketing.

**Susie ELLIS**

I just wanted to add that one of the things that we were looking at is the emergence of Eco-Tourism as a model. Because 20 years ago people were not really talking about Eco-Tourism but it became a term that started and ended up bonding a niche that became valuable for that niche. I think James that to your point I don't think that the consumer is really thinking about Wellness Tourism at all and I'm not sure that they really will but I think that as those of us who are encouraging travel and tourism and wellness it can be a very valuable piece if we're all promoting. The good thing is that each country has its own indigenous practices like in Finland you have Forest bathing and sauna and people are going there and having that experience. And we have already talked about India and the Moroccan Hammam and Argon Oil and every country has indigenous practises and so if we can galvanise people to go and have experiences. China has Traditional Chinese Medicine and the Japanese Onsen then we can get people thinking about the experiencing wellness in different countries. So I think it's more at this level looking at the value of possibly coming together and helping with some of the definitions and so on because I think that the consumer is still going to want to go to a Spa or on an Adventure trip etc. I would love to hear from Switzerland too because I know you have been I think one of the only countries who can talk about Spa Tourism without people thinking that it's just for the wealthy. I think you mentioned Switzerland earlier, tell us what you're doing?

**Marcelline KUONEN**

Well we were lucky enough that when tourism started in Switzerland, around 150 years ago, the reason to go to Switzerland was purely to get better health so we had ill people coming to Switzerland, mostly in the

summer. They came to places like Davos and Crans-Montana because of the fresh air, especially people who had lung problems, and they would often stay there for a while so their families would join them there. A lot of the Brits were very pioneering in climbing the mountains and peaks and this is how it all started. People then began visiting in winter and 150 years ago the first British guests stayed in Switzerland for winter. The motivation to go was purely nature and now when we do research the number one reason why people visit Switzerland is the nature but it's also the whole quality of the experience and we have always taken care to preserve this authenticity. When we talked about Spa and Wellness we were also unsure exactly what it was. When you go on a hike and you have these breath-taking views it very relaxing and good for your health but we still had people coming to Switzerland to get better. So we had to set criteria for this industry as to what a Spa etc. was as many people started setting up spas even if they only had a sauna in their cellar. Even though we set criteria we realised that it was the whole experience starting with breakfast in the morning with products from the local farmers (the cows in the field where the milk had come from and from which the cheese you'd eaten was made) through to going out and experiencing the nature so we then used the term "Alpine Wellness". This is what we try to preserve and still market.

### **James BERESFORD**

I think what Marcelline has just touched on is hugely important as it's about the development of services to meet a level of expectation and I think that from our point of view there's a fogginess about the concept but if the focus is on the development of the facilities I think that's a really good starting place. But for us the actual focus on the facilities. And what the customer really wants is great facilities, great service and the whole wellness concept wraps that up really nicely. 360° servicing for the consumer I think is a really good focus.

### **Susie ELLIS**

Jurg Schmidt of *Visit Switzerland* taught me something very important that we had seen in our research but he verified it in reality because Switzerland has medical facilities and also a lot of wellness that is not medical. What they have found is that they need to market the medical and wellness separately as when they have tried to market them together it's been confusing and what happens is that medical always ends up trumping wellness if they're marketed together. They are different people going for a medical reason or for a wellness reason. So he has said that as Switzerland has developed they have kept those parallel paths, that there's a reason to visit for medical and that there's a reason to visit for wellness. They can certainly support each other however when you try and mix them, for example as Thailand did (medical, beach, massage, spa) it didn't work well for their Spa industry as the medical then started regulating spas. I also learnt from Prince Schroeder, who ran Bumrungrad Hospital in Thailand for ten years, this marketing did not work at all for the hospital. He said that when Thailand started promoting Spa, Wellness and Medical together then Singapore, their main competitor at the time, started promoting Singapore as being serious about Medical and saying that if you wanted to lay on the beach and do a little medical then you could go to Thailand. This dramatically affected what happened at the hospital as they weren't then looked upon as serious about their medical. So the parallel is what we've seen to be more successful and for Switzerland they've experienced it.

### **Enrique RUIZ DE LERA**

For Spain, which is the number leisure destination in the world's **Sana** beach, wellness is important but we don't have a strategy. I agree completely with what Ross was saying as I lived in Singapore and married a Chinese so if I cough I will have a different meal and my wife will cook different foods depending on the weather or on how I feel. So I think for the West to go and try an Asian style spa is a failure because people prefer original to the copy. We have to develop our own concept of Wellness. In Spain's case its Oil therapy, Olive oil, wine, spas and this is what the Romans were doing 3,000 years ago. So your brand promise has to stick, this is the way we understand wellness because we've been doing this for 3,000 years! But if I set up a Thai Spa in Spain (we have lots of Thai Spas in Spain) who will go to a Thai Spa in Spain, they'd rather go to Thailand! I think that this is probably not widely understood by the sector but for us this is still a relatively small sector, about 6% of people who go to Spain are engaged in some kind of wellness activity, no primary other reason. We call this hard culture and soft culture and Spain is not perceived as a Wellness destination.

**Anni HOOD** – is Sha changing that a little bit?

**Enrique RUIZ DE LERA**

Well Sha Wellness Clinic was chosen as the best medical spa in the world however that's only one. Sha is struggling with this image of bad Spas that we have in Spain so to develop a sector of Wellness in Spain is going to take a long time and the private sector has to definitely understand that they cannot go for the Eastern concept of Spa because that would be a failure and I think that applies somehow to many destinations. Talking about a big mega trend, for us Tourism is 10% of GDP but much more important is it's 10% of our workforce and now with our huge unemployment one key thing is that this employment Tourism cannot be automated and Wellness cannot be automated so that's something else to tell Governments – look this is employing people, it's labour intensive and it's something that due to everything we have we can excel at. And I finish with this, the West should focus more on active Wellness so if you relate Spain with Sports success, with activities like hiking and football or with things that we have done well in the past such as oil and wine, and stay clear of Asian Wellness which is not our expertise.

**Susie ELLIS**

As far as jobs go one of the research projects we did two years ago was on the job market and what we found was that there were so many jobs available in Spa and Wellness. We found that there were 150,000 Spa Managers positions or Assistants around the world and that there were only 4,000 in schools to study that. It's huge and when I went to Morocco and visited Spas in December 2013 I cannot tell you how many places I went to where I was introduced to the Interim Spa Managers because it's very difficult, because of the growth, to find really qualified people.

**Majida CHTIQUI**

It's part of our culture over there and I agree as wherever you go you will find Spa facilities, 5,000 Hammams and for this reason you will find Spa Managers. Moroccan people won't go for longer than one week without a treatment at the Hammam or a scrub with a natural product.

**Susie ELLIS**

So there are a lot of job opportunities as well as in Massage therapy and so on. There is a real need for employees.

**Carol HAY**

From a Caribbean perspective what Susie said is so true because we are now trying to streamline the whole industry. Wellness in itself is not new to the Caribbean. For hundreds of years people have been going to places like Jamaica to go to the mineral baths so we know that it has existed. In today's times we now have some leading hotels that have some great Spas which have won awards etc. but for a region we now need to have a strategy behind us. A few years ago the Caribbean Spa and Wellness Association was launched and they've been working with a number of global organisations to really determine how we can structure the industry and how can we meet global standards and have our own standards within the Caribbean? Also how can we ensure that we have the resources? It's great to employ people from all over but we have people in the Caribbean who need jobs so one of the focuses for us in the Caribbean is to ensure that we have the level of training so that if we build this industry we can actually sustain it, keep the workforce in a job, ensure that they can earn a viable living from this and that they actually value it. For the Caribbean it's an exciting journey and it's something we're very interested in. We're also working very closely with the Caribbean Development Export Agency who've received funding from Europe to ensure, working with the Spa Association, that we have a structure in place and that the Caribbean can compete effectively. We don't want it to be a situation where you've got some hotels with great Spas, we want the Caribbean globally to have the right standards. So this really is a very good direction for us to go into.

**Susie ELLIS**

And mineral springs is actually a trend we are seeing, the natural springs I know you have here in the UK. A lot of places have natural waters and they can be very attractive as part of Wellness Tourism and sometimes not that expensive so it's another level of traveller that can experience that. At our last summit we had a forum on Hot Springs that was surprisingly so well attended that this year we'll have an even

larger room and again the Hot Springs arena has never been aggregated. So that's something that we're doing now so that those in Turkey who are developing Hot Springs and the Onsens in Japan and every other country that is developing their Hot Springs, they've all been not talking to each other. So bringing that together so that we can galvanise Hot Springs Tourism as part of Wellness Tourism – talk about nature and wellness, it's really very exciting.

## **6. INTRODUCTION TO SALLY PEDDER**

### **Anni HOOD**

Introduced Sally Pedder. Anni and Sally have known each other for many years and worked together at The Sanctuary back in 2002. Sally is the Spa Manager here at The Dorchester and Anni asked her to speak to what they're doing at The Dorchester that really captures Wellness Tourism and your vision for The Dorchester Collection.

## **7. THE VISION AND PHILOSOPHY OF THE DORCHESTER COLLECTION SPAS - Sally PEDDER**

I'm going to tell you a little bit about the past, the present and the future. The Dorchester was one of the first luxury hotels to offer a Spa since 1990 and as we know globally Spas have just exploded since then. By 2009 a number of alternatives were available in the marketplace and we wanted to really renovate our offering to be seen as market leaders. So we held a focus group to ensure that we were offering something that appealed both to our regulars and an increasingly sophisticated London Spa user. The focus group identified that a number of new entrants to the market were approaching the Spa and Wellness with a very serious edge focussing on detox, abstaining, retreat and quiet. At that time The Dorchester was recognised, and I still think it is to a point today, as a destination of unabashed pleasure and indulgence, somewhere you could associate celebration and we still see that today. So we set out to have fun and happiness associated with taking care of yourself and the wellbeing that this can lead to. Our vision was to become one of the world's finest destinations of taking care of oneself, indulgence that is more than simply skin deep.

The Dorchester Spa reopened in May 2009 after a complete transformation and importantly we wanted to stay true to The Dorchester's heritage. The design was taken from 1930s Art Deco where it combined a temporary edge as well and those of you who've seen it will recognise that it really is beautiful. We've got a handmade South-Pacific pearl chandelier in the Reception area and also an indulgent Spatisserie where the ethos is 'a little bit of what you love is good for you'. And I think that ethos still exists even though we're talking about wellness today.

In 2012 we decided to extend our menu and introduced a range of treatments from our selected Spas in The Dorchester Collection. We introduced skincare from La Prairie, from Le Meurice in Paris and we had Valmont. La Prairie is at Beverly Hills and Hotel Bel-Air and Valmont is at Le Meurice in Paris. And we launched these treatments to really widen our offering to the guest. We noticed that people really want choice. A lot of Spas only have one skincare brand and we wanted to widen that to really meet guest's needs and it's been a huge success. Valmont and La Prairie have become 2 of our most popular skincare lines.

Each of our Spas within our hotels are individual and not led by a brand vision. Anni you were asking who leads the Spas but actually we want to stay very individual. Brand value is created by hundreds of interactions, touch points a guest has during their stay, and such interactions drive guest's perceptions to lead a guest to decide if a brand's promise has been fulfilled. The moments of truth occur when you bridge that gap between marketing promises and what the operation delivers. In our case the parent brand exists and allows our individual brand to shine through in every single case at The Dorchester Collection and we have 10 hotels in our Collection.

Our sister property in Coworth Park is set in 240 Acres in Ascot in Berkshire. It really lends itself to a Spa retreat venue and you can see how beautiful it is if you have a look online. There are stables, grooms, polo fields (managed by the Guards Polo Club). When Coworth Park opened in 2010 it launched with the same range of Spa products that we have at The Dorchester and it's the only new structure in that particular

estate and it is famous for its living roof where they grow the herbs such as St John's Wort, Thyme and Lavender. It's also scooped a number of awards since it's opened.

The future, the truth is the Spa industry is a huge concern to us as there are many luxury properties and lesser quality offerings these days so it doesn't matter on their pocket as people can now go wherever they like to essentially receive the same type of treatment but we know that they'll have a different experience depending on the state of the property. And Carol touched on it, the education that the industry has is seriously lacking which is why there are so many jobs and not enough people to fill them. We've recognised that we'll continually need to reinvent ourselves as a Spa to really keep up with competition as it's almost going faster than we can keep up with. At The Dorchester massage remains the most popular treatment, I think is down to education of the client, and I think it's true of most Spas. However we've seen a new for other things for guests, for instance if somebody wants to have Yoga during their stay we'll make it happen for them, so we've become a little Concierge for them. We sometimes get a Zumba teacher or for somebody who wants to do a run every day while they're staying at The Dorchester we'll arrange that for them and just because our menu doesn't have it on, it doesn't meant to say that we can't deliver it. But everybody else is going to start doing that as well so we need to find uniqueness, as we want to keep delivering a fantastic service to our guests and nothing is too much trouble, and that goes for every department. We really want to ensure that our guests have a fantastic time whilst they're staying here.

### **John SCANLON**

I'm relatively new to being back in the operation as I was previously Director of Revenues for the company globally and I came back 2 years ago and started working with Sally. I was intrigued by the whole Spa business and how it works and operates and even after 2 years I've seen how the market has become saturated with every Tom, Dick and Harry Spa across the entire City of London and all the hotels have been at it and all the additional treatment rooms. So I can see the trend that the consumer has much more choice and keeping the consumer interested in your particular brand is very challenging. I've noticed from a need point of view - we had a lady, Dr Sturm, come here and do treatments and we've now employed her to offer her treatments as we noticed whilst she was in-house a queue of people queuing up to come and see her. So I thought let's tap into this as her treatments are around the appearance and people are very conscious of how they look and I see Spas going off in that direction as well. It's an intriguing business.

### **Sally PEDDER**

And we've noticed that men as well are all about anti-ageing so there's a real market there and we've addressed that as Dr Sturm is offering facials for men.

### **Mike GREENWOOD**

Are most of the people who visit the Spa hotel guests?

### **Sally PEDDER**

No, we have a good mix of local as well as international business.

### **Susie ELLIS**

What percentage is it, do you know?

### **Sally PEDDER**

I wouldn't know percentage as we've just started working on that with our forecasting and so forth. What we have noticed is that our hotel guests never plan anything so they check in and then book their treatments at the same time. Therefore they haven't had time to study the menu, to see what we have on offer, so we're trying to change that with pre-arrival messages and things like that.

### **Mike GREENWOOD**

One would imagine that it would be different in terms of the percentage of local versus hotel. Somewhere like Coworth Park most of the people would be booking to go there rather than the local.

### **Sally PEDDER**

Again there's a good mix, they have memberships there and we have memberships here but it's a different type of member. They see people who have got all the time in the world to visit their Spa whereas here my members are out by 7am.

**Susie ELLIS**

It's very individual, the capture rate from the hotel and it depends. It used to be that a lot of hotels or resorts would restrict just for internal use but that is almost not the case anywhere anymore except the Bellagio in Las Vegas where you cannot go unless you are staying there. There's usually a mixture of local members and hotel, as you said Sally.

John, I know you come from revenue management and that's something we're starting to talk about in the Spa industry and I think our industry is quite young in terms of revenue management but I think that's coming and will be very helpful. For example, Saturdays are always very busy where we could charge more and we have low times, Mondays and Tuesdays, but we need systems to capture this.

**John SCANLON**

The first thing I did when I came into the business with Sally was to introduce a revenue management system into the Spa and the consumer didn't even notice or realise that we were revenue managing their experience.

**Graham WASON**

Things have perhaps moved on a bit in the conversation but I really wanted to endorse the idea of building on your strengths and what you're already known for and not to try and pioneer too much. The idea of Morocco and Switzerland, Spain and Portugal building on the strengths and traditions that they've got I think is absolutely where it's at. In a previous life I was a Partner at Deloitte responsible for Tourism Consulting and in the 80s and 90s I did quite a few studies on Spas and what was, even then we were beginning to call it, Wellness Tourism. A couple of examples, one was that we were asked to do a strategy for introducing Thalassotherapy into the UK and although we did a lot of work on it, the idea of introducing a completely new concept into a climate that tends to be cold even though Britain has wonderful sea sides and sea products, but to educate the whole population domestically as well as internationally really was not going to happen. Susie, I think you mentioned that Britain has traditional Spa waters and indeed we do and I've looked at a number of those. One that I worked on for 10 years was the Bath Spa now the very successful Thermae Spa Bath Spas in the city of Bath. It was a huge effort, 10 years of market research, feasibility studies and huge grants from the local authorities and from central Government to make that work and now it is successful but it hasn't led to the development of other Spas around the UK. I think really just examples of where you can build. The Dorchester is a bit of a no-brainer as you're starting already with such a luxury product and then tying that together with the Spa experience and introducing luxury skin treatments and so on is a natural progression and that's really key.

**Amine BOUGHALEB**

You were asking at the beginning if the Tourism Boards have any kind of strategy to approach this niche product. As a marketer we would love to assess the size of the market in terms of outgoing tourism. I know that you have here the inbound and the domestic but I would love to know how many Brits are travelling abroad for wellness purposes.

**Majida CHTIOUI**

What's happened is that we are trying to push this niche and Morocco as a Wellbeing destination. In the beginning we were trying to do research to find out figures in terms of how many British travel just for wellness holidays. But we couldn't find any figures however at the end as you said earlier there is a primary purpose and a secondary purpose they were travelling for maybe the culture and good resorts but they might include things like a Hammam or a massage Spa. I found some figures like in 2010 a number of visitors from the UK to North Africa for Wellness or Spa holidays was 10,000! I was very surprised. If there is anything that can just help us to do our strategy.

**Susie ELLIS**

I think this is the start and that's exactly the challenge. Helen from the WTTC, you have a lot of figures, could you please tell us a little about the figures that you do have, even though we know that they are not Wellness oriented.

**Helen MARANO**

We complement with UNWTO who tracks from the Governments providing to them, the information will be the receipts and arrival figures and visitation levels and that's where your outline figures will come from but it's at the behest of the country's survey techniques that they would incorporate "Wellness" as part of the "purpose of trip". As in the US they have a survey of the US outbound travellers but the categories that are used as to "purpose of trip" will be health. It doesn't say whether it's for medical or for wellness but it will say for Health Tourism. So that's one point to your effect. IPK International do a world monitor. Euromonitor is secondary primarily but IPK out of Germany probably could incorporate this into their questionnaire because they are an independent organisation that has a massive database. So that's one suggestion to tap into to try to start tracking from a consumer basis the purpose of motivation of trips, it's never as clear anyway. In the World Travel and Tourism Council we work with the economic value of travel and tourism so a lot of the information that you're providing here, although you were also using some of the Euromonitor's economic assessments ours is based on, as has been done for the standard in the industry. We call it a simulated travel and tourism satellite account so you're working from the national income accounts base to determine GDP value etc. This is all very technical sounding but there's nothing in there that's going to tell you what Health Tourism or Wellness Tourism is within it. So I think from our perspective when we saw the report and we were going through it, a group of us in the office, was how do you, you've segregated yourself and tapped into the cluster graph, was the one I particularly liked, that showed the parts that were overlaying to the other avenues of niche markets and I think Wellness is all encompassing for why one travels even when you're on business travel because if you're over-travelled as my boss and I are, you find the Spa because you sneak it in. I think that ultimately this is the right step to take, to speak to Governments, you have to have some empirical evidence but you have to get it down to their language. I thought that certainly James' advice should be well taken, it still has to be in their language. Your message board in the Executive Summary was clear and succinct but there still is a turnabout on Travel and Tourism as a serious export and Travel and Tourism as a serious contributor to the economy and I think they're getting a little glazed on it being a job generator because they don't get what the jobs are so we're diving into the value of what the jobs are, not jobs but careers. This is a career path. I found that very interesting that I made a note with the University of Siri, Graham Miller asking him where their Spa program was? Start opening these avenues because it is definitely as we age, we're going to be going even more so to these places and wanting to have this kind of what would be luxurious treatment that can be much more affordable and/or more purposeful.

**Chris LEE**

Just picking up your point about business travel, we find that our travel management and business travel customers, perhaps on a more basic level, a lot of business travellers now certainly make a well-equipped gym a pre-requisite because that kind of regular business travel lifestyle is unsustainable unless you fit in some exercise. So we're definitely finding that that then gets people into a habitual way of using some of the fitness facilities and they can progress from the gymnasium to the spa type facilities.

**Helen MARANO**

Yes, I go looking for pools, I tell my Secretary to find the places that have the pools.

**Mike GREENWOOD**

In answer to your question there's probably holidays and leisure trips close to 100 million people from the UK that take a holiday for a break and Lintel do a lot of very concise reports breaking down the holiday industry however I don't know whether they do anything on Wellness.

**Majida CHTIQUI**

I contacted them and they don't do anything.

## 8. INTRODUCTION TO DR FIONA ADSHEAD - Anni HOOD

I'd like to tell you a little more about Dr. Fiona Adshead. Fiona is a high profile public health leader with a track record of reframing thinking and developing innovative policy at the heart of government so we're very lucky to have her here. She is currently Bupa's Director of Wellbeing and Public Health where she provides medical leadership on global partnerships and prevention as part of their Corporate Centre. Prior to that, Fiona was Director of Chronic Disease and Health Promotion at the World Health Organisation. In addition, she has five years' experience as Deputy Chief Medical Officer and Director General in the UK Government responsible for Health Improvement and Health Inequalities.

## 9. SOCIO ECONOMIC, GLOBAL PERSPECTIVE, OBS, FEEL FOR FUTURE – Dr. Fiona ADSHEAD

Susie said that you valued outside views so something that struck me was that I am a great British comedy act during Monty Python's "And Now for Something Completely Different"! My background is that I'm a Medical Doctor so Tourism isn't my bag. About 25 years ago I chose to be a Cancer Doctor and it struck me after doing that for a few years that sadly a lot of people I was looking after with Lung Cancer were dying and the reason they were dying is because they were smokers so I got very interested in how I could get much more into preventative medicine. So I retrained and did what we call Public Health which is really wellbeing, wellness, the sort of things we've been talking about and having worked in the WHO I totally get their definition, it's my operating model for health. What Anni asked me to talk about was: what are the trends in society around health; what can we learn maybe from other sectors; what are people's perspectives and how may that help you shape your thinking. I enjoyed the conversation earlier as I thought it was great about your recognising Roman Spas and health and culture whether it's Daoism in China and the way it's shaped people's thinking about the culture and how they live their lives. Every society shapes our health and all the modern trends at the moment whether its urbanisation, moving less and being more automated actually shapes our health so in fact the way in which we actually live is fundamentally what shapes our health.

The 20<sup>th</sup> Century saw one of the greatest triumphs in health, because we're all living a lot longer which often in society it's seen as a great problem. The fact that we're all aging is something we keep hearing as a big problem however I think it's a fantastic thing, it's a great outcome. The problem is how we do it well and I think that you're already reflecting that that's a good opportunity for you because people are going to be increasingly interested in how they age well and wellbeing is really at the heart of that. Linked to that are the problems that have come with that triumph in our modern life, what we call Chronic Diseases such as heart disease, diabetes, obesity (which we've heard in the UK news is kind of the "normal"). How do we deal with those and most of those diseases, about two thirds of them, are preventable before the age of 75, by the way in which you live your lives. So in fact there are huge opportunities for us to think differently in society about how we do things.

Meanwhile for the economy which Annie mentioned, health is a huge opportunity in the sector but it's also a huge cost because most Governments see health as a cost to society not necessarily a benefit although obviously when we have people who aren't well our economy collapses as well, they're interlinked. For example, if we think about America it now spends 20% of its GDP on health. So keeping people healthy is a huge issue and all the trends are that diabetes is going up inextricably worldwide, some countries in the Middle East now have over 40% of their population with diabetes, and this is going to now have huge knock-on costs. So with opportunities to keep people well and to link and change people's thinking around this I think that there is a great business and tourism opportunity. When I worked for Government I tried, when I was doing our big Public Health Policy (and I bought in things like smoke-free public places here), to persuade the Department of Culture, Media and Sport to really think about how we linked health and tourism but didn't actually get very far. However it was a good premise because I guess for me, health is really about how we live our lives. Health doesn't happen in Doctor's surgeries and I think for us in the health sector, providing more traditional care, we really struggle to do this well because we find it very hard to attract people for quality of life messages, to actually talk about wellbeing, to use the emotional

motivators. Just like your description of the Spa sounds fantastic and just like this room is fantastic and it makes you feel great by just being in it!

In Health we think in a much more mechanistic way so I think Wellbeing which is much more about promoting people's every day health lifestyles is a huge opportunity and I would agree that in Tourism you will do it better because you understand the emotional drivers as well as the customer service and all the things you've been talking about.

I think if we look over the last 20 years around what's happened with Public interest in health. When I was in...part of the commission of Kings Pharm to do a review of media obstacles around health and wellbeing what it showed was that there was a huge increase in the interest of health and wellbeing and we see that in our society and at Christmas when you see articles around healthy Christmas presents you begin to realise that it's really in people's thinking, that this has gone beyond something that isn't of interest to people. So there's huge public interest. But there's also huge expectations for people because when you ask people what they want from a Health sector they say I don't want to be in hospital, they want to be healthy and yet in a sense we fail them. You were talking about Medical Tourism trumping Wellness, well Healthcare trumps Wellbeing, my kind of area all the time in the Healthcare Sector and I guess I'm being on what's now turning into a lifelong mission to try to shift people around to realise that we've got to get in early and think differently about it.

I was really struck by our Swiss colleague's description about how it's the whole experience because one thing that we're beginning to really understand is that our concept of Wellness is really broadening. For example, we've known for years that physical activity is good for you, eating well, not smoking, those kind of things we know but what we're really beginning to understand is just how important nature is for our health. And there are more and more studies to show how even in an urban environment being near to green spaces can improve people's likelihood of not dying from a heart attack. So being connected to a natural environment, whether it's Switzerland or Hyde Park or great fantastic open mountain vistas, can be good for one's wellbeing. So we've broadened our perspective and we've also thought more about the psychological wellbeing, mindfulness, resilience etc.

I think Governments, this week the UN's been involved in something that our previous Cabinet Secretary, Gus O'Donnell, is leading with the De Garten Trust around looking at Wellness and Wellbeing and Happiness in contradistinction to Gross Domestic Product because President Robert Kennedy said: "GDP measures everything but nothing that's of any importance!"

I think we've got to start thinking about what are we trying to contribute to the economy and I think wellness is a huge opportunity and Governments are getting interested in happiness because we spend a lot more on healthcare but we don't get more happiness and don't actually feel better. So how do we tap that in a different way?

So to sum up, I think that there's a huge opportunity for you in your sector to really make a difference and have an impact. And I was struck at the opportunities for what you described. I like your Primary and Secondary Wellness, I thought Secondary having been a business traveller and having travelled around the world, and not actually felt very well whilst doing it, it's fantastic to have opportunities to exercise, eat well and all the other things so I think there's a huge market there. So I'd encourage you to think broadly. I think sadly people's health is not going to get better and people are aging so I think there's a huge opportunity if you embrace it and think about the full range of your market.

## 10. COMMENTS FROM THE TABLE

### Steve BROWN

I very much agree with Fiona's link of the importance of happiness and wellbeing, that's fundamental. I think from my experience both as an operator and also being with The Department of Health on various projects and currently Director of NHS Foundation Trust, trying to turn around this worst performing trust

in the UK. We have this huge burden of health costs on the economy and it's a bit like James and Sandie trying to persuade Government that Tourism is important, although they have made a huge difference with Visit Britain. As far as health is concerned, the Department of Health has tried various initiatives there is no joined up thinking, in fact the whole service at the moment is almost in crises management and there probably will be some changes on the other side of the election. As an operator I say two things: for someone like Graham who has set up All Being Well, we felt that the way we had to work was to give people a permanent change to their lives, help them address what the issues were in their lives and have facilities on the high street or on the internet, like Anni has been doing, to change the way they behave. Similarly if you look across Europe and the States some excellent practices, some really strong businesses, like here at The Dorchester, but they're actually fragmented to some extent. They're based on commercial opportunities to some extent. When I came into Champneys, for instance, was my first "baptism of fire" to turn that around and sell it on after a couple of years. Your point about yield management is really important. We had about 180 therapists, we had some of the most famous guests in the world coming to see us, just as you do here at The Dorchester, and I found that we didn't know what we were doing at all! We offered 360 different treatments of which we perhaps offered 1 of those a year and it cost us £5,000 to train somebody and we didn't know what the cost of sales was so never mind yield management and fixing the price, it was back to real basics. I then sold that on and that would have been a good opportunity but what we were trying to do there was create an integrated product that could attract a wider audience, we had the Saudi Royal families and everybody else coming in and we'd take a booking at £200,000 a time in those days and that was some time ago. It was a fantastic commercial opportunity but we wanted to change people's lives as well so we had an integrated health offer in terms of Harley Street consultants you could go to and the idea was that we would then move out from the refinery, if you like, to the petrol station so you could go in on the ground. If you lived in Watford we could recommend someone to you who was validated. But we sold it before we did that.

The here is a huge opportunity. If I say 2 things and there are 2 agendas and I think Susie and Anni the work you are doing is really important internationally but particularly just on our own patch here of course.

- One is that we have to persuade Government that this is an extremely important agenda and that we have to change people's minds and thinking, and I think the lobbying you can do coupled with all the people around these tables and in their own nations is really important for people's future and happiness of the world.
- Secondly I think as an Operator, I'd have to say it's a very fragmented young industry. It's very unsustainable, in many cases it's not making money and it's propped up by other revenue streams. However there are great opportunities, particularly as someone said and Fiona referred back to, it's about feeling well, in the outdoors, back to nature, green space and the connectivity of that is really important. So I think there's very strong commercial opportunities here right now, internationally as well, but I would I say we've got to be clear what it is and we've got to train people, as we've heard for that. When I was at the University of Derby setting up their new foundation in terms of Wellness, because there was a shortage of therapists, a shortage of decent chefs, and we converted what was the old Buxton ride into a separate campus to do that – that's what you need and it needs to be replicated across the world to create the right therapists. Otherwise they go on the ships and they earn £50,000 plus bonus so we've got to address the pay issue because you can't pay people £16,000 plus bonus and expect them to stick with you and be high quality people.

So there's a whole lot of issues here around persuading Government, creating clear USPs, creating commercial models that really do work and ultimately make people feel better and get better and save a lot in the public purse. And I think that applies across all our nations.

### Filipe SILVA

I share most of the views that were already presented this morning. I found it quite interesting on page 28 of the Global Wellness Tourism Economy report the table on Europe the International Inbound and Domestic markets and with the exception of probably Austria, Switzerland and Croatia the majority of the income that most of the countries have from the Wellness comes from the domestic market. So I believe

that we need to really learn from the good examples from the Swiss, Austrian and Croatian markets are doing to tap into the international market. For example in Portugal the thermal waters are quite well known to the Portuguese and there has been a lot of business however it has been decreasing over the past few years. But it's still quite popular although probably not as popular as in countries like Hungary. It's mostly targeted for the elderly, senior market. I believe that Enrique pointed out some quite interesting things to look into in the future regarding the wine therapy and oil therapy. In Portugal we need to take advantage of the over 800km of stunning coastline and even the Ponta dos Santo Island in the Madeira which is a stunning place for the quality of the sands. Most of you have already mentioned this, prepare properly the resources, not only the infrastructure but the people who are providing the services. This is quite important, not only the quality of the services that are being provided but also the business itself. In Portugal, within tourism, one of the 10 strategic products is in fact Wellness. A lot has been done over the past few years but there's still a lot to be done in this particular area. We have identified that it has got potential but in my personal opinion we still have a lot to go. We have had quite a few awards in the hotel and spa facilities on an international basis which is quite rewarding of course but there is still a lack of awareness of Portugal as a Wellness destination. So we still have a lot to learn and to do. There is also a big problem within this area in Portugal. Most of the investments done within this area in the private sector were done rather recently, within the past 5 years and most of them were quite well specialised within spa and wellness. Unfortunately some of them were hit by the crises and are facing quite strong problems on the financial side. I believe that working properly within the management side is also very crucial for these kind of private investments in order to be fully prepared to address this market and making a comparison with the senior market which everyone wants to tap as well. My major concern with this approach is if you're not fully prepared you'll address it once, people will try it and if you don't have your spa facility or hotel properly prepared to receive guests they will never come again or tell their friends and relatives about it. So we need to really carefully prepare our destination before addressing to the big potential of this market in my opinion which still needs to do a considerable amount of work in this area. I was quite interested in the Swiss example and also the beauty products, the huge brands within the private sector, have helped a lot in marketing Switzerland as a Wellness destination. When you see all these marketing campaigns within the beauty products linked with a Swiss destination it helps a lot. We don't have that but we sincerely believe that we have some natural resources that can be well marketed.

#### **Susie ELLIS**

Filipe going back to what Steve was saying I think that the reality is, it's a young business. That's what I think is the opportunity, it's young and we have a chance to shape it.

#### **Riitta BALZA**

I think our strength is in finding our niche and I agree with Switzerland. As you know in Finland every home has a sauna and every hotel has a sauna but we don't have spas in Finland as we can't sell and market them. We can sell the spas for the domestic market and also for the business traveller. What we have in Finland is great wellness, we have a big country, very few people with plenty of space. We have unspoilt nature everywhere, forests, 188,000 lakes and saunas. We have 2 seasons. The summer where you can go and do all summer activities – walking, hiking, biking, canoeing etc, plus the forest also gives you wonderful natural food that you can go and collect, like mushrooms and wild berries as everyone is entitled to do that in Finland, even fish in most lakes and prepare their own food. In the winter time there is a total contrast and then we have the winter activities – snowshoe walking, skiing, and the Northern lights etc. Our message always is wellbeing and wellness of body and soul. We put those 2 things together and they work together. You have to find your niche and that's where your strength is.

#### **Diane BOUZEBIBA**

It's wonderful being at this kind of an event. This is an industry that I don't know well personally so thank you for inviting me and sharing this. Amadeus has been standardising and offering services to the customer in the airline sector for nearly 30 years and I think one of the comments that was made earlier that it was starting to aggregate hot springs and bring travel service providers together shows how long it's going to take for us from a technology point of view to get to the point where the airline industry is now. If you think of how we can service the customer 360° our problem starts with how do we attract the customer to the websites or the travel agency, whether they be online or offline, to actually understand what this product

is? We talked about some top-end products and some not top-end products so how do we define that? If we look at our search technology today we're no longer searching the internet by "I want to go from London to Paris", we've got a product called EXTREME SEARCH where we say "I have 500 EUROS and I want to go this weekend and I would like a Spa holiday" or "I would like an Adventure holiday" etc. But our problem from a technology provider with this industry would be the actual definitions and how we would promote that to the customer. So this 360° treatment of the customer would start by common definitions of what are actually selling to be able then to offer that to the customer. And from there a lot of services can then be proposed. I'm always writing my quotation of the day but I've got several today: "Travellers never plan" – once we understand what they're looking for and what's important to them then through the mobile technology, through their itinerary wherever they are, whether they be a secondary traveller on business or someone who has just come to visit London and then decides to go on a Wellness trip we can offer them the services through the mobile technology. As we are in the airline and to a certain extent in the hotel industry now we can offer them on the fly services. The other aspect that interested me and something maybe that we haven't talked about already is we're now collecting many reviews, taking them from the passenger name record so these are not fabricated reviews, these are reviews of those travellers who have actually stayed in a place to how we can collect that and bring it back to those travel interfaces. Another aspect I think was quite interesting is Steven mentioned that we're actually not joined up in thinking so how we can use data from other areas of the travel trip to start doing some mining and then bringing the products to the market that are really interesting to a certain segment. So it is very early days. I think that we have a fantastic opportunity to shape the future of travel and I think we have some parallel industries that maybe can accelerate that shaping.

#### **Anni HOOD**

Can I ask you a specific question, if you can give us one piece of advice on raising our profile through the Congress of Wellness Tourism and integrating more effectively with Tourism Ministries and Government what would that advice be?

#### **Mike GREENWOOD**

Fiona and Steven and Ross at the beginning talked about the much broader position of the community in the country have their view on wellness and the indication in Asia and China is far more a part of life acceptance and the culture. If you take the UK I suppose the only example that I can think of where the Government has perhaps done a very good job is smoking. 15-20 years ago smoking was probably still acceptable but very much suddenly it became illegal to smoke in certain places and now smoking is really confined. It's seen as something very negative and so on and publicity and legislation have perhaps enable that. Do you think looking way forward into the future, there's already been some talk about obesity in the UK and that sugar content for example should be banned, is there some element to what we're trying to achieve here that will need to change everybody's attitude in the UK? 87% of wellness is domestic and how we get Government to extend what they did with smoking to general health and wellbeing? It's a very big question and a very broad subject but if people in the UK had this general feeling of knowing that they need to look after themselves a lot more than a lot of the challenges that we all face in terms of trying to develop this market would actually be just a natural progress.

#### **James BERESFORD**

We do a lot of research and we know that people don't like to be preached at, for example people don't like to be told that they're going on a sustainable tourism break, they like to know that they're not going against anything to affect the environment but they don't like to be told. And I think with this the last thing we need to do is tell them that they've got to get away because it's good for you. I think it's just showing the advantages around this that it's a contributing piece and that's the message for Government. Of all the things I take out of today do what Enrique said earlier 'make it relevant', make the message to Government relevant to your Government, your product, your nation and make it special and different and make it part of enjoyment of this tourism. When it comes to tourism you are actually encouraging people to enjoy themselves so it's got to be about hearts and minds, it's got to be relevant and local to your product, to your community and to your Government. I think this is tremendously helpful, it raises a profile but it's in all of our best interest to go back to our Governments and tell them that this is a market we can expand, this is where it's verbal and not one size fits all.

**Chris LEE**

The smoking thing is quite interesting in terms of the way it's changed pubs in the UK as well so you've now got about 60% of people who visit a pub in the UK now have food when they are there. Nobody could deny that there's still binge drinking in certain establishments in town centres on a Saturday evening the general concept of pubs has changed quite dramatically since the smoking ban. The other thing is also London Cycles as there are a lot of people now using the London Cycles.

**Helen MARANO**

I was just thinking on the messaging to which you were expanding on Mike. It seems to me that it's not a single message that you can't walk into some Minister's office and say "I want to tell you about my Wellness Tourism". I think if it's wrapped in a collaborative way with the Health Ministries, even in the UK Government if you speak with them, and this was very true in the US as well, my experience so far has been well they're not going to listen because it's about travel and tourism! You've got a lot of good organisations, such as the British Hospitality Association, speaking the truth about travel and tourism and the value and the expanded value, not just the intrinsic value. I would recommend that you go to the US Travel Association's website and look at their campaign about all the benefits of travel and that's being put out not just for the businesses and Governments but for consumers to understand that going on a trip is good for you. My point was to come back to the fact that there doesn't seem to be a lot of co-operation inside the UK across Ministries and even the Ministers that I've met have said we don't talk to each other. This is true of departments in many large organisations, including the Tourism industry, and I think that's been our biggest driving force since David Scowsill joined the WTTC is to be more of one voice so we created a global travel association coalition to try to accomplish this with new heads for all of the mainstay organisations that are out there, as you are, speaking the truth about their sector, well let's all talk together and say the same thing. This is easy to incorporate into that kind of known closure. What if meeting with the Health Minister's is meeting with those that we can. Then you come back around to the benefit, at the end of the day, to what is known as preventative and maybe it's the Western version of what we have to get across and I wouldn't use China as an example, it's very smog-ridden. I think you have to not try to compare yourself but incorporate to the value that you have in your own local. That's where I would put the effort is in this co-operation and collusion to come out at the end of the day with a happiness index.

**Graham WASON**

I'd just love to pick up on happiness so that we end on a happy note which we've heard about several times. I live in Denmark and it consistently comes out top of all the happiness indexes however I think that they've got it wrong. I looked at the indices and they are all external but happiness really has to come from within. So if there's one thing I would encourage everybody it's to consider that aspect, that happiness come from within.

**Christina KALOGERA**

The thing that stayed with me and I think that's what Ministers and Governments think about is whether it's viable or not, especially with the financial crises in a lot of countries including Greece. We also had a lot of internal programmes promoting Wellness inside the country which are now not as available as they used to be. So **one of I...** would be to turn to international tourists and try to attract more of them. **However I do believe as well although** it is part of the experience and a very important one, as a bad experience will come back to you, and the private sector is now one that can offer a lot towards that area.

**Alison CRYER**

I think that you have a lot of different Ministries involved in this circle from different countries and all Ministries really are interested in, at the end of the day, are the value economically and the jobs sector and I think those are the 2 strong points that have come out of this. If you're talking to Government you've got to talk their language and their language is the bottom line. I think the branding is fantastic and everything else is great.

**Riitta BALZA**

This Wellness Tourism is the part of the 3<sup>rd</sup> Travel and Tourism and it has to come as part of that package, it can't be separate otherwise it won't get any budget from anywhere.

**John SCANLON**

I've been sitting here thinking how can I bring this into the business and make money out of it and we call our spa, The Spa at The Dorchester. So I was thinking The Spa Wellness at The Dorchester could be our new name then I was thinking if I was coming to the Spa for a pedicure, manicure, massage or a facial those are very clearly defined to the consumer but if I'm selling Wellness I need clearer definitions I believe. It's still very vague from a consumer's point of view. Your definition is beautiful but I think it needs to be broken down into the part of the 5 points of Wellness – is it Nutrition, Diet, Beauty etc? It needs more clearly defined selling mechanisms to sell it to our customers.

**Dr Fiona ADSHEAD**

The lessons from smoking and then one comment on health. In the Government we took a very deliberate approach in shifting social norms in our advertising so that by the time the smoke-free ban was discussed over two-thirds of people wanted it. They didn't in pubs so how did we win the day on that – by working with one particular pub chain who'd already done it by showing that the margins on foods were much higher than on drink, so we won it on an economic argument. If you want one thing that works in Government its economics and so you have to divide and rule at our British tactics by working with people at the forefront of their industry to demonstrate that the business case works. Finally if you want to be healthier don't talk about health, accept that few people are interested in that, talk about having fun, all the things that we've heard about, make it sound enjoyable, make it part of an aspirational lifestyle, that's what health needs to be.

**Sally PEDDER**

It's been fascinating listening to all of you. Thank you to Anni for organising this. To sum up, really echoing what Fiona said, is that people won't do it unless they really want to do it so it's about tapping into why they want to be better.

**Chris LEE**

A positive from the business point of view, Wellness and Spa type trips are less vulnerable to seasonality than other travel so that means that your revenue streams can be more consistent over the whole year.

**Majida CHTIOUI**

I'm happy to have been here this morning because I've confirmed what I've already researched for a few months. I know that the Spa and Wellness market is still small but is definitely growing. I've lived here for 7 years and in the beginning no-one knew about Argon Oil and now everyone knows about it.

**Marcelline KUONEN**

On the happy note, it's the circle of happiness. You need to have people who work in the industry who are happy to provide the treatments, who love to deliver the quality. It's the whole customer experience so stay with what you like to do, what you are good at and are known for and I completely agree this is where you can make a difference. I'm unsure whether the Government talk is keeping up with the speed that we need in the industry but if we lead by example of how it has to be done I'm sure the Government will come up with the development.

**Filipe SILVA**

I agree that the happiness note is quite important in this particular area. If our audience is the Government then we definitely need to talk about figures and again the figure that I found quite interesting on page 24 where you have the overlapping of the different segments is quite interesting and would be quite interesting for the Governments to see.

**Diane BOUZEBIBA**

From my point of view the idea of collaborating to standardise an industry in its early days is important for us as once we have that then we are able to personalise the services around the traveller and around the guest so this idea of 360° servicing of the customer is important. One interesting trend that we've been

tapping into at European level is the whole management of this traveller or the guest along the whole trip and I think that as we go forward we'll see that the economic argument for the UK Government is certainly the way to go but putting this aspiration or inspiration in a context the EU is really pushing the handling of the traveller in an optimal way and I think that this industry has something to say on that.

**Amine BOUGHALEB**

If we want to sketch any kind of action plan or strategy we need to assess the size of the market in terms of the outbound and the inbound

**Carol HAY**

Caribbean Tourism organisation works in 30 countries so it's going to be important for us that regionally the strategy is based on cooperation with the Government, the private sector and the communities. I think if we can come up with a model that meets the needs of those core groups and of course the guests this will continue to be a sustainable and viable industry for the Caribbean.

**Rupert MURRAY**

My magazine goes out to luxury travel agents who are obviously dealing with consumers all the time and quite often Tourist boards and hotels are trying to push their message through those travel agents to get their message to the consumer. I deal with them all the time and they haven't got a clue about Wellness so there's a big education process to tell them about what's going on.

**Mike GREENWOOD**

It's been fascinating for me and I think it's very much about the broader vision of how this business is going to develop over the next 2 or 3 decades. I can only relate it back to the cruise industry as 25 years ago 450,000 people from the UK went on a cruise ship holiday or break and I think last year it was around 2 million people took a cruise holiday so if we can replicate that growth. I'm going to go away from here and book a Wellness holiday somewhere, probably Switzerland!

**Enrique RUIZ DE LERA**

First Governments of course you have to talk about money. Tell them that investing in prevention in Wellness would have capped the health cost bill which is huge. Secondly this Wellness sector has to grow from a niche to a category and for that to happen you have to tell the customers what the benefits are and you have to change price perception as it is perceived as an expensive and not very useful thing and this is not right so you have to emphasise the benefits. Third for Tourism boards and countries there is certainly a huge opportunity in changing the mentality of what holidays are about. I think that if you take holidays, as we know, it's an opportunity to rethink and reshape your lifestyle so that Wellness holidays will change and will make good not only during your holidays but especially after your holidays. For example if you are exposed to a Mediterranean diet during your holidays and you replace butter with olive oil after your holidays, it's a life time change that will reduce cholesterol level and increase health. You have to change the way you live during your holidays, sleep better and eat better. And I'll finish with Ferran Adria, a super chef who has written many books about healthy food, said once: "people who eat the foods they should, all live their life".

**Majida CHTIQUI**

I think that we need to help change the perception of people who think that holidays are all about alcohol and night life to realising that holidays are about taking care of yourself.

**Helen MARANO**

I definitely go with the approach to Government that it's all about the money and the jobs.

**Anni HOOD**

Apologies for keeping you a little longer than intended but we'll move out very shortly. One thing that really screams out about today is education and I was thrilled to hear everybody talking about that around the table because it's something that I have seen continually in every country that I've been in the last year, talking to Ministries, talking to Governments, even in Tourism bodies. What I've found the most helpful

thing to be is to talk to those groups about localised explanations for Wellness Tourism and we've touched on that today as well. So giving them that global context but localising it to what is relevant to them in their country, their culture and indeed what is relevant to their feeder markets going into those countries.

We intend to continue this evolutionary process and Susie touched on it in the beginning. We have 2 more Roundtables in this series, one in New York and the other in Washington DC. Those of you who travel a lot please let us know your diaries because we would love to include you in some of the other events. All of those things really culminate to the pinnacle of our second Global Wellness Tourism Congress in Marrakech in September. We do hope very much that many of you will be able to join us there.

Thank you all very much for being here today, it has been an absolute pleasure for me and I hope it has been for you.

#### **Susie ELLIS**

I am so thrilled with this and it's actually much more valuable than I thought it was going to be. Thank you to Anni for arranging it. We hopefully will continue to be in touch.

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#### **ATTENDEES:**

Dr Fiona ADSHEAD – Director of Wellbeing and Public Health, *Bupa*  
Riitta BALZA – Senior Consultant, *Finpro*  
James BERESFORD – CEO, *Visit England*  
Amine BOUGHALEB – Director, *Moroccan National Tourist Office UK & Ireland*  
Diane BOUZEBIBA – Managing Director, *Amadeus UK and Ireland*  
Steve BROWN – Independent Consultant  
Majida CHTIOUI - Trade Manager (in charge of Wellness), *Moroccan National Tourist Office UK & Ireland*  
Alison CRYER – Managing Director, *Representation Plus*  
Sandie DAWE – CEO, *Visit Britain*  
Susie ELLIS – Chairman & CEO, *Global Spa & Wellness Summit* + President, *Spafinder Wellness Inc.*  
Mike GREENACRE – Vice Chairman, *The Travel Foundation*  
Carol HAY – UK Director for the Caribbean  
Anni HOOD – Tourism & Government Liaison & Wellness Business Consultant  
Ross JACKSON – Asian Tourism Lead, *London and Partners*  
Christina KALOGERA – UK Director, *Greek National Tourism*  
Marcelline KUONEN – UK Director, *Tourism Switzerland*  
Chris LEE – Director & Head of Travel, Hospitality and Leisure, *Barclays*  
Helen MARANO – Vice President of Government and Industry Affairs, *WTTC*  
Rupert MURRAY – Editor, *Aspire*  
Sally PEDDER – Manager, *The Dorchester Spa*  
Enrique RUIZ DE LERA – Director, *Spain Touris*  
John SCANLON – Hotel Manager, *The Dorchester*  
Filipe SILVA – Director Tourism, *Portuguese Tourism*  
Graham WASON – Owner/Director, *All Being Well*

#### **APOLOGIES:**

John BEVAN, Managing Director, VP *Spafinder Europe Ltd*  
Roland FASEL, Regional Director UK & General Manager, *The Dorchester*