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**Wellness Tourism 2.0: How to Make a Destination
Successful by Incorporating Wellness**

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Wellness 2.0: How to Make a Destination Successful by Incorporating Wellness

[START RECORDING]

DR. FRANZ LINSER: Welcome once more. In a smaller room now so we're in five different breakouts. Thanks for coming. We didn't expect that many. But what that means is that the topic is obviously something that is of big interest and a big future which we are all in this roundtable convinced of. We have to be strict on time because there's another panel afterwards.

I would really appreciate it, since we're running a little bit late, to tell me how much time we really have until we have to stop here because unfortunately I have to run for the next panel right after that. So we have to stop on that very time when I'm told by the organization that we need to change and go to the next panels. And I think we have something like 45 minutes time to discuss.

I'm very pleased to have this outstanding group here. We have asked them and they all agreed, very voluntarily and happy I would say and you will agree when they introduce themselves who exactly who you are talking to. It's really a distinguished group of experts from medicine, from university, and so forth. You will hear that in a minute.

Just to give you an idea of how we would like to, hi there, and he comes from Australia --

[Laughter]

MR. CHARLES DAVIDSON: I'm just one of the crowd.

DR. LINSER: Maybe if you can tie it up a little bit so.

So we have of course a limited amount of time which we really need to use and that means that we only have three basic questions that I'm going to put into this roundtable so that everyone can share his or her idea about these basic questions but we have to be aware of the fact that this is a beginning of a discussion and we can't solve all these problems now in 45 minutes.

So I really would like each and everyone in this room who is interested in continuing this conversation to let us know.

We will continue in whatever initiative or whichever way this is going to be. We realize so much interest for this destination idea now and we've been touching that topic already earlier today. So I really hope that this interest will continue to stay like this or maybe even grow more.

What I do have to say is something that makes me sad in a way because Terry our second facilitator is in hospital in Swansea University, he couldn't come. He's so sorry. He's so sorry because it was like his idea also to make this a topic today and he kind of like SMS to me that he's watching over social media what we are doing. He would have loved to be here. And also we can't have Carrie Phelps, the Director of the National Wellness Institute in the U.S. She also had to cancel, she's ill as well. And also our colleague from Croatia. So that's just for you to know why people that are on the program are not really sitting here.

I really want to jump into this and would like to put that first question which is an easy one but always easy questions turn out to be complicated when you really discuss them. It's that easy question of how do we define a wellness destination. And I thought, together with Terry, I think it would make sense in terms of efficiency that we share this question beforehand with our esteemed colleagues here on the roundtable so they will have something that they have already had a chance to think about and I think we should really go through the round now and get and collect these very precious and valuable ideas.

So we're going to start.

MR. DAVIDSON: Don't look at me.

[Laughter]

DR. LINSER: Don't look at you? Okay. David. I did look at you but I said David.

[Laughter]

DR. LINSER: How do we define a wellness destination?

MR. DAVID WICKLINE: Well I think we've already --

DR. LINSER: [Interposing] I'm sorry, I'm sorry. We really need to tell you quickly who you are, I forgot that. So if you would be kind enough to just in a few seconds, 30 seconds,

say the very important things. You have all the bios, of course, in your app so you can share but very quickly just to have an idea who exactly you are talking to today. David, please.

MR. WICKLINE: Oh, thank you. My name is David Wickline --

DR. LINSER: [Interposing] [Off mic question about technology]
[Short debate about technology]

DR. LINSER: Next summit about technology.

MR. WICKLINE: Okay. My name is David Wickline from the San Francisco Bay Area. Briefly I come to this subject more from the finance side and the investment banking side but I look at it as a subject where I think to do well in this you have to sort of invest or be invested both with the heart and the mind.

And so I started with a passion for I guess what we'd call wellness now or destination spa resorts back in 1985 when I was at Goldman Sachs in New York. And fortunately the fellow that was I think along with some of the other principals [phonetic], he started New Age Health Spa outside of New York and that was kind of my first introduction and inspiration to it. And so I've always been interested in how you create these kind of resorts than can be transformative but also sustainable financially. And so I look at that element to make it so.

DR. LINSER: Great. Charles?

MR. DAVIDSON: Yeah, Charles Davidson from Peninsula Hot Springs. I'm the founder and creator of it. We've been operating for ten years in Australia. I'm also on the board of the Victoria Tourism Industry Council. I look at destination wellness and it really, for me to bring destinations together I think it really is about connection and about being able to move into coopetition.

So rather than all being competing together, you actually have to be able to work together. And I think in our region we have packages with 90, 94, 95 different partners around us and it really brings us together into a community. And I think wellness is about creating community and I think we can do that at our business levels. And it's also connecting to the environment. So how do we relate to our natural

environment, the trees, the rocks, the plants and everything around us?

DR. LINSER: Thank you. Robert?

MR. ROBERT RANZI: Hello. My name is Robert Ranzi from Tirol, Cluster Wellness Network Innovation is my job. How do I define a wellness destination? It's a place, a country, where the people, the companies, the universities, also the politics, the politicians have a mindset that it's important that the people live in a healthy and sustainable way and that all aspects of ecology and economy are, yeah, are integrated into a model of good living, good life, happiness, healthiness and wellness and wealth.

DR. LINSER: Great. Thank you. Eleni from the U.K.

MS. ELENI MICHOPPOULOU. Hi Eleni from the University of Darby. When talked about the wellness destination, we need to look at the type of destination. So it may be a small village or an area or even a country. But in looking at these destinations we have to look at the natural resources that may be specific to that destination as well as cultural and heritage infrastructure.

There are some destinations that they take everyday life activities and showcase them as well as examples. So picking mushrooms in Finland can be extraordinary for the visitors but something very ordinary for the locals. So it's about assessing what you do and what you don't do and actually inviting more people for any wellness activity that takes place at the destination.

DR. LINSER: Thank you. Would you kindly just pass the mic?

MR. TAMAS VÁRHELYI: Hi, I'm Tamas Várhelyi, college professor in Hungary and I am leading Tourism - - Center. And my thinking about the topic where is a destination in my region that should have different healing factors, have healing sauna [pnonetic] water but I know it's not necessarily in other parts of the world. And the main thing is to give the customers the most healthy thing in mind, in food, or anything in treatments.

DR. LINSER: Thank you. Josh?

MR. JOSHUA LUCKOW: Hello everyone. I'm Joshua Luckow of Canyon Ranch. I'm an executive director for Canyon Ranch. Whenever

I think what may say a wellness destination, first and foremost I think that the experience that somebody has is front and center. So when somebody comes into say a wellness resort that they have an opportunity to explore their life and explore health, explore wellness and in a multitude of ways.

We also believe in holistic. So from end to end to the mind, body, spirit and all the other dimensions such as social and emotional, you can bring into that. What's also really important in this kind of environment is that it is integrated. And so that's the practitioners of one area will speak to another. But that integration goes even deeper with the support staff, with the operational staff, from housekeepers to bellmen and throughout. The environment just exudes wellness and inspires the guests.

DR. LINSER: Thank you. And from Andorra, Gemma.

MS. GEMMA ARRIBAS: Hello, I'm Gemma from Andorra. I'm a scholastic [phonetic] in Andorra. As my colleagues have said, for me a wellness destination, when I think in a wellness destination I think in a place or in a country or in a village with really close to nature, a lot of fresh air, mineral water, - - times, forests, all these related and making with all these elements that would offer for people to come to this area to enjoy. Thank you.

DR. LINSER: Thank you. Paul.

DR. PAUL J. LIMBURG: Paul Limburg. It's a privilege to be here with distinguished colleagues and friends and partners in the audience as well. If anybody has been to Rochester, Minnesota where my campus for Mayo Clinic is located, you'll understand it is not a tourist destination.

[Laughter]

DR. LIMBURG: And it never will be. But I do think that there are lots of elements of what we are all working to do together as we think through from, again, my sort of outside-in perspective, medical wellness and how can we truly create something that is more nitrated, more holistic, that puts the person in the center.

We have 150 years' experience at Mayo Clinic and our core value is the needs of the patient come first. And in some conversations it's acceptable, others not, this one I think

it is. I think moving from the needs of the patient comes first to the needs of the person come first and touching on all of the different elements that have been mentioned around the table. That's how we can create something that will draw people in wherever the physical campus is.

DR. LINSER: All right. So we've had a first round that is kind of interesting because we have repetitive answers concerning natural resources, the richness of whatever, hot springs or whatever that may be. My quick question is is that necessary? I mean if you don't have it could you ever talk about a wellness destination?

Could that just be a marketing thing where some region says we want to sell health and wellness offers in the future, we will be funding with political assistance and economic assistance, we will be funding this, we will be marketing it but we have nothing basically but what we build there. Would that be, ever, a wellness destination according to you? Just a quick idea. Would you think yes or no? Who would like to reflect to this? Joshua.

MR. LUCKOW: Sure. Yes. What I think is important is that the destination is the experience. Not the locality of it. You know each, you know Elenie was saying each area is going to have its own unique qualities to it and you want to draw on those but it's more of the passion, the intention, the focus on living in a healthy state and trying to create -- facilitate the space where transformation can happen. And unless it's a nonjudgmental environment it won't happen. It doesn't matter. You can't force feed that and you have to give it -- it has to be a safe place to be birthed.

MR. VÁRHELYI: Only about 80% of the country have sauna [phonetic] water so that's why we think why that 80% and not that 20%. But I think it's possible to be a wellness destination without nature healing factors but it's a competition and if you have healing factors it's better.

DR. LINSER: It's better, I don't doubt that. So what is the defining idea? Would it be possible according to you, would you say yes or no?

MS. ARRIBAS: Yes.

DR. LINSER: It would be possible if it's well done. Okay. Great. So it's more about the services that we offer?

SALLY: Wellness is not one size fits all. So it's sort of similar to the conversation, once upon a time, where you were not a spa unless you had water. Once upon a time you could not be a spa unless you had water, healing water, but that's not true anymore, is it? Is it?

DR. LINSER: Ask the roundtable. I'm just moderating.

[Laughter, crosstalk]

SALLY: Can you be a wellness destination without nature?

MS. MICHOPULO: Perhaps yes. But perhaps no. But I think it is important to have the vision to convert the natural resources into a wellness business.

MR. RANZI: How about the sustainability of the village because when you build it from zero? So it's a huge investment and I believe that there are some risks about branding that as a sustainable destination. So I would be very careful to reinvest on Tirol without a natural system or natural places.

DR. LINSER: But that basically mean you wouldn't do it because it's not affordable, if you have to build everything.

MR. RANZI: Yes.

DR. LINSER: What you have, you have, and then it's affordable and you can build on this. So that's the basic idea. All right. Anybody else who wants to comment on this? Yes, go ahead Dena

DENA: Yes, well I think, I would, like Sally, I think you can build on a wellness destination, even urban. It's not idea. Of course it's not ideal. Ideal is to have all the beauty that you're having here but it's very difficult to translate to different parts of the world. But I think there's a need in the urban spaces for an urban wellness center, it's incredibly important. So I think if you build within, inside, you can literally make it the experience and living and the takeout value, the value when you leave from being in this destination, wellness destination, that you can substitute one thing for another which is not the ideal but you can definitely have it.

DR. LINSER: I really like that idea because you are touching a point where people really live.

DENA: Yes.

DR. LINSER: So we're talking about accessibility. We have those wellness destinations somewhere in Asia on an island which are out of the world destinations, so to speak. It's a once in a lifetime experience sometimes because it's so long from New York to go there and spend three weeks there for example. So accessibility, one of those issues that you want to touch on.

MS. MICHOPLOU: Well Donna Terra [phonetic] has this project that is not large yet but it's called Urban-Cen. And I think the name is outstanding because you know one of the things that you need when you are in this hectic environment working and as you said you know sometimes you need it and you cannot take the plane you know fly 12 hours and be in this beautiful rural area.

DR. LINSER: Yes, absolutely.

MS. MICHOPLOU: So you can just go and spend maybe 5 days and seclude yourself in this urban center.

DR. LIMBURG: The other thing that struck me as we were reviewing these questions is that I think there's that element of authenticity as well. And so in order for that experience to last more than a weekend or five days or whatever the duration is but truly be meaningful for a lifetime which I think is the aspirational goal, we need to understand whether it's through research, something that we might put a high priority on at our institution. Or just the anecdotal experience or the belief that we have in whatever it is that we're offering to our customers to make sure that they are getting what we think is the highest value.

MR. VÁRHELYI: So I would comment also. So I also like the idea that old industrial sites are turned to the wellness centers and spas.

DR. LINSER: Can you hear him in the back?

MR. VÁRHELYI: So that's a really nice idea because that is sustainable. You know all the infrastructure is already existing. They are close to the people. The logistics are already, it's just like the reshape and reframe the idea of a wellness industry. So I really love that idea about this urban city, city sense, wellness, yeah.

DR. LINSER: Great. Mark, one question from the back.

MARK: Yeah, I just want to say, I don't think there's anywhere on Earth that's not a destination. Everywhere is on Google Maps and everywhere on Earth has some quality to it you can enhance. I also want to say one of the most undeveloped area at the moment is virtual reality. And you can create a virtual destination that is accessible anywhere and I think that's really an untapped potential to create a virtual destination that's in people's minds and in their hearts and in their souls. So that's an incredible opportunity there going forward.

DR. LINSER: But as you said if you can Google it on Google Maps, does that make it a destination already? I don't think so.

MARK: But the one -- I mean you've got the cellphone, you can go to a desert. If you go in an urban area it's got some features you can -- you know everywhere on Earth has some wellness aspect because that's how the planet - - .

DR. LINSER: Anyone wants to reflect on this virtual topic? I thought you might.

MR. DAVIDSON: It's not so much just on virtual but I think the reality is that if we're creating wellness, it's something, it's an attitude. And it's actually an attitude that's a community attitude. And when people move into a wellness space it has to be authentic, I think it was mentioned, but it has to be complete. So everybody who is delivering that wellness has to be fully on board with it. So wherever you are, if you feel like you are living ones and there's authenticity around you then you are in wellness. So we can create it but knowing the story, living the story, and sharing the story.

DR. LINSER: Robert?

MR. RANZI: I underline what you said and I think that there are very good therapies are spiritual teaching and we create a room of - - for a human being. So you don't have to make 100,000 services to have a good, balanced concept. It can be very down to earth.

DR. LINSER: Anyone else? Any?

MS. MICHOPOULOU: I do enjoy the idea of augmented and virtual realities particularly for urban spaces because if you can afford to go to the Maldives or go to Egypt and watch the stars in the desert that's beautiful but if you cannot then

augmented or virtual reality can actually supplement an experience and tailor-make if you want to see the stars in the desert or you want to be in Alaska and see the snow or whatever. Then that can be very, very useful for urban wellness centers.

DR. LINSER: All right. David.

MR. WICKLINE: Just briefly it just seems to me that with these kind of places you want to be in a place that inspires you. If you're going to start this kind of journey that is transforming people's lives, if they can be there, it's kind of like yesterday, we were in Innsbruck and it struck me that the Austrian lady that was leading us around, I was talking to her and she was saying when you live in a place like this you can't help but go out and climb the mountains. So on Sunday she said the kids here don't play video games. They're out in the mountains because it's just natural. So I think it's probably no coincidence that you have 3,500 wellness properties around here.

[Laughter]

MR. WICKLINE: So not that you need more advertisements because you're doing just fine.

[Laughter]

MR. WICKLINE: But I think clearly the programs can be created anywhere if you've got talented people and the Mayo Clinic is an example of that, as you said. But obviously if you can be an inspiring destination so much the better.

DR. LINSER: Okay. Anyone one else? Otherwise -- yes.

MS. ARRIBAS: Only to comment that perhaps we don't need natural resources to create a wellness destination.

DR. LINSER: So looking at the watch, we need to jump to the second question which is going to be I think pretty interesting. Talking about the conditions that are needed to create a destination. At the end of the day it's going to be a marketable thing. It has to have certain things. What do we need to create it? All the way from having a vision to investment, what are your core ideas?

Just maybe bullet points about what is key that is needed in order to create, after the idea, after having detected some

natural resources, so we have natural resources, the idea, but now you need to do something, you add on, what is key for you. Maybe Paul, I start on your side this time to make that a successful business at the end of the day.

DR. LIMBURG: Yeah. I love the idea of incorporating what's around your facility into the offerings that you have. So what also comes to my mind is a purpose. Why would somebody want to come, why should they come, to your facility? What's unique about it? What is that value proposition? How can you demonstrate that what you are doing in your business sets you apart or, again, is going to provide value to the person that is trusting you for their wellbeing or health and wellbeing even more broadly?

So I think that purpose, that value differentiator, outcomes research, if that's something that is consistent with the culture of where any of us are working.

DR. LINSER: Okay. Gemma?

MS. ARRIBAS: It's what Paul said. And also that it is important to have good travel connections.

DR. LINSER: Yeah, logistics. Okay. Logistics is key, no question. Okay. Josh?

MR. LUCKOW: Sure. One of the things that we've found a lot of success with is creating a transaction-less environment where when guests come to Canyon Ranch for instance they are not getting their wallet out for every single transaction. They're not doing it for services. They're not doing it for meals. They're not doing it for purchases. Instead they come in with an allowance.

But they start to frame their mind and their decisions around their health and their wellbeing and around exploration. And we find that guests will spend well over double their allowance just because of that. And some guests will blow the bank. But it's just because it's not -- you know in life we are constantly being transacted, over and over and over again. And so in front of our key decisions we will put financial decisions which are very important but they can curb kind of what's best for us at times. And so we find transaction-less environment helps.

DR. LINSER: Thank you. Tam.

MR. VÁRHELYI: I think it depends on the type of the wellness destination. If we emphasize the destination I think the answer is different than if we just want to develop a wellness site. A wellness destination does affect us but I imagine one in fact may do the business with the locals. Do the business with agriculture, locally produced food, locally produced cosmetics even is possible. And let the local people do the small tourist business. Not only the big hotels do everything but let the tourist go to the villagers, to the small business.

DR. LINSER: Thank you. We'll just hand it over to Eleni.

MS. MICHOPULOU: Well every proposition needs to be of high standard. So if it delivers service of a standard, then we would want to consume your product and your services. But that needs to be also personalized 'cause now more and more women do have our needs covered and we cannot have mass market, - - end sort of products.

Any wellness sort of thing will have to be personalized in one way or another. So staff, and staffing is very important to do that. And so make it into something a little bit outside the box. What value can we add? One of the initiatives I really like is Restival. So it's like a festival of rest. So these are the kind of things we need to think in terms of incorporating with existing portfolios.

DR. LINSER: Very interesting. Robert.

MR. RANZI: Some conditions and important topics for creating a wellness destination have to include hard products and soft services. I would at least add some topics like nutrition, movement, body workout, fitness, relaxation, therapy, water therapy because water is a very basic part of our life and people are attracted to waters, to the sea and to the mountains. This are very perfect conditions. And the last important topic is more and more people look for solutions for their work life balance, their life management. Having - - - transcendence and spirituality. These are the topics a good wellness destination should think of and find good solutions in their products and the destinations.

DR. LINSER: Thank you.

MR. DAVIDSON: We're talking about a wellness destination. I always try and start with the thought of culture. So I think

the culture that we create is what we are able to deliver. And in creating the culture what we need to do is get the buy-in from everybody around the region. So you can't just have a single wellness thing that's alone. It actually has to permeate throughout the whole community. You breathe it and live it here when you come to Tirol. You're actually living wellness. And I think trying to create culture and being conscious of that is an important thing.

Also I think you need to look at the experience journey and actually go through the mapping, the journey mapping of your customer and think of where they are when they first hear of your name. Where they are when they try to go online. What's the experience there's going to have when they're booking in. What's the experience they have when the drive into your front door. And right through their whole experience. And really go back and map every step along the way because it's very easy for it not to be a continuum and to miss things. So journey mapping is a very important thing.

DR. LINSER: Very good point. David?

MR. WICKLINE: I don't presume to come up with a list of all these elements, there are plenty of experts here, but it just strikes me that the wellness property has a real challenge because you're trying to, I guess what I'm saying is you have high expectations. If you have a beach resort it's kind of easy and if you've got a beautiful beach and you've got decent food and decent rooms, you've done it.

But when people come to a wellness resort they expect to be transcendent and taken to a whole new level of health and wellbeing. So there are high expectations. So then I think the question is can you be true to the outcome that people expect. Define it well and deliver it.

DR. LINSER: Okay. Maybe we just briefly come back to your, Robert, because I think you have some experience in also working with public authorities, political issues. Are these --?

MR. RANZI: [Laughing].

[Laughter]

DR. LINSER: I think that was his answer already. But, no, seriously speaking this is key probably also. Support by the

public authorities, is that key or is it, and that's my question to you, David, something that investors without a lot of political experts on board can handle if there are investors because you have lots of experience with building up these things by investing and actually really making it reality. But first of all Robert. The necessity of the political assistance, so to speak and actual --

MR. RANZI: [Interposing] Okay. If you say that the success is 100%, then if you do it just on the private finance way, you will get maybe a third, 35% plus 65% comes to 100% if the local agencies, authorities, politicians, contribute, are standing behind the project, are willing to invest and to talk to the people in the country, because we need a mindset within the inhabitants of a region that is seen, for example, the topic of wellness, wellbeing, is important and they want to make and to lift programs for wellbeing, health. It's highly important that public authorities are behind these projects.

DR. LINSER: Is that more true of destinations that are more developed or less developed? Because I had the experience personal of working with a destination that was less developed, less, not like your tourist destination, you know? Like not much there but the authorities, you know the government, decided that they wanted to put money in there. And they want to encourage people to invest in this special kind of health and wellness touristic projects. And they were funding more, giving more funds, than others who would just develop different kinds of hotels.

For example in Northern Germany, it's been done. They made master plan, a 10-year master plan and so the investors and the authorities, they could rely on this because once your government tells you we support that for 10 years that's beyond your period that you have to pay things back actually, your return on investment phase so this means you would encourage them and say you don't have to but if you do we'll support you more because government wants this direction. So that's my question. If it's less developed would that call for more political support or right here in Tirol, very developed, do we get political support here? I mean in terms of money, not in terms of nice words?

[Laughter]

MR. RANZI: In a less developed region it's easier to find politicians who support the 5 or 10-year strategy like in Mekenduk [phonetic] --

DR. LINSER: [Interposing] Right.

MR. RANZI: -- where it's the big long-term strategy. In the highly developed regions, there are so many important topics on the first and on the second level, it's more difficult to bring the politicians to say this is the one way or these are the three ways. It's more like they invest in everything because everything is important. A weaker region is focused more on two or three topics, and in my opinion it's much easier.

DR. LINSER: Okay, great. So coming back to you, David, you're investing heavily. Do you prefer rather undeveloped destinations where you can like create whatever you want to create or would you prefer a developed one where you say this is already a brand and we can stay that way?

MR. WICKLINE: I've been in both situations. And both have their benefits and drawbacks. From the standpoint of investment, obviously you prefer certainty and those things that mitigate risk because lord knows what we do is risky enough without having political uncertainty. And so I think probably it's that idea of finding a government that is cooperative or at least is willing to listen to what you're trying to do and you're finding a win/win way to work together.

But you've got to have the government cooperation whether it's in the form of direct investment or just providing policies that are conducive to what you're doing.

DR. LINSER: Thank you. Any other comment? Dena? It's okay I think. You already did before.

DENA: Yeah, no, I think that I mean talking about government, I mean - - . And talking about government putting money in these businesses is the perfect world that doesn't exist in many of the countries. I mean I personally have never had the pleasure of having the government put money in any of my real estate developments. So I think in order to make a successful wellness destination you have to make the numbers without the government, in spite of the government, putting money.

I agree with you as far as having the blessing, let's say that you have the okay of the zoning, the area is okay. But as far as working with the government in order to make your business succeed, I definitely would not advise anybody to do that because governments go and come. You know they last sometimes for years, sometimes six years, you know a long-term commitment may not necessarily be the next person honoring it as the first person said it. So I think in order to have a successful business model you should not rely on the government helping.

DR. LINSER: So that was clear enough.

[Laughter]

DR. LINSER: Are there ethical questions about developing destinations in terms of not including the locals, for example? And say, well, it's cheap there, we have good conditions, maybe good tax situations, but people are poor, we just do that destination anyway. Are there ethical points that point to a new way of defining wellness, of being part of a well society as opposed to just being in that wellness ghetto that you fly to?

MR. RANZI: There's some article, I don't remember the author, but she said that the saddest thing is what can happen to a destination. That it tends to be rich people get so people are imprisoned inside the walls. So I mean that communication must be also economical, it must be happening also in terms of money, in terms of exchange, so that the local people really get the benefits and they get the value of that destination. And that is an ethical. And I'm not even also talking about the sustainability for energy and water and this kind of stuff but also using as much as possible local craftsmanship and craftsmen's knowledge and this kind of resource that there is. I think it's ethical.

DR. LINSER: And could not be ethical.

MR. RANZI: Yeah.

DR. LINSER: Also apart from not being good.

MR. RANZI: Yeah.

DR. LINSER: Being bad for business in the future wellness destination.

FEMALE VOICE 1: I actually think that that day is gone. The consumer is too savvy. They're very conscientious. And I think today I think one of the biggest things that we can do in our industry is to have conscious therapists but also conscious investors and conscious everything in what we do. Because every brick that we lay in the foundation is going to have a ripple effect. And that effect is long term. And bringing our consciousness to it, we don't want to create ghettos. We want to create harbingers of love and serenity. The people, they can feel that energy and that intention.

DR. LINSER: Very nice, thank you. Sally.

SALLY: I could not agree more. I mean interestingly enough today we had a table topic that was called Wellness for Poorer Communities and I practically had to recruit people to come sit at that table which is extremely interesting. We're in the wellness business here. There is an ethical, I think, responsibility that we cannot separate the wellness of people and plant from just the wellness from some people that can afford it. We have to make this -- you know we have to make our consciousnesses be for it and our heart for it as responsible business people and global citizens and really people who live wellness in a genuine way.

DR. LINSER: Thank you. Josh

Mr. LUCKOW: Yes, just to add onto that. So what we find is that when you assemble this wide spectrum of passionate health providers you create an amazing brain trust that can go far beyond just the guests coming in the house. You know our utilization rates on practitioners are not always 100% so there is other time that they have that they can be working into the community.

We have a nonprofit that we've been running for a couple of decades now. And we will export this great value that we're providing to underserved community, running 12-week programs, measuring health outcomes all the way through. And partnering with the local communities to make sure that it's sustained.

And there's also other ways I was going to touch on before about bringing this value, using virtual technology or digital technology to the masses. But using this destination resort, here, this destination of providers as the wellspring to export a lot of this great value.

DR. LINSER: Paul?

DR. LIMBURG: If I could just make a quick comment, too, and I understand our organization, 60,000 employees is different than many of yours, but I think there's something that could be transported and that is we consider the investment in our employees the investment in our business and so whatever we build in a wellness space we "value and validate" internally before we would deliver it externally.

So in order for our employees, healthcare workers, clinicians, nurses, anyone else, in order for them to do the best job with our patients or clients they need to walk the talk, talk the talk, build the culture of health so that we can deliver it and be authentic. So again I think that there are ways that you could scale more or less of that but it at least is a guiding principle.

DR. LINSER: Thank you. Again looking on the watch I have to quickly, Mark, please?

MARK: The biggest ethical issue about time is wellness inequality. I think wellness and wealth are totally connected and so you know to have a wellness destination to create the wealth of the community is so important but I also think there's so many under developed communities around the world that when you bring a wellness business to that community, it's a whole community development plan.

And you see that in the spa towns in Europe, you know you have a wellness hotel or hot spring or a facility and there's an economic multiplier for the whole region. It brings wealth to the whole region. I think Tirol is a great example of that. I think there's huge opportunities around the world for this wellness and this can become, to the economic developers model, improve the wellness of all the citizens [phonetic] so there's an ethical issue about we can actually, this industry, can do a whole lot for the global ethics of wellness and wellbeing.

DR. LINSER: Thank you so much. We have to come to the final quick question now. That's only just to get an idea of where your ideas go in this question here. We have certainly more and less successful destinations. But nobody can really explain, just at least so far, how do you measure this success? Is that just overnight stays? Is it revenue? Is it being ethical? How do you measure it? So could you just

share a few bullet point ideas of how you would or how you did already measure this? Tamas?

MR. VÁRHELYI: It's not easy to measure correctly. But in the Ecological Society you can use feedbacks like elevation in the booking or TripAdvisor. And this can be wrong. It's not excellent but this isn't quite objective measure.

DR. LINSER: Okay. Josh?

MR. LUCKOW: Yes. Two ways that we look at it is are the guests loyalty. And that's guest loyalty without loyalty programs. So you add in enough value to the guest experience that they need to come back. That there's a want and a desire to come back, not because you've set up some sort of point system or some sort of incentive to track them in.

The other one is staff attention is also very key. You know we, it just happens we had a key event, we have many staff members that have been there for 10, 20, 30 plus years. And so compensation is an important factor as we know but we know it's not "the" important factor. "The most". But rather kind of drawing on Daniel Pink [phonetic] and that's drive, what creates drive is purpose, mastery, and autonomy. And so if you can give that to your staff and give them the ability to live out their passions, they will stay. So that's a way that we measure.

DR. LINSER: Gemma, how do you measure in Andorra?

MS. ARRIBAS: Oh. [Laughing]. Overnights, tourists, visitors, revenues, in terms of the shopping and the restaurants and the way that they waste. But it's through the social media and all my - - . Perhaps too, note how new companies related to this sector are coming into the country to invest in the country.

DR. LINSER: That's a good point. Paul?

DR. LIMBURG: Yeah. Beyond some of the operational success metrics that we all are talking about we would also add we ask our patients or our guests to set their own personal goals and we measure success about how often are they allowed and able to achieve those goals. And then secondly the sustainability. So again it's not the sprint, it's the marathon. How can you create lifestyle change over a lifetime health journey?

DR. LINSER: Is there any question that we all haven't even thought of that you could think? Some, because there are obvious, you know, we said not like overnight stays, stuff like this. That would be something I would really love to get also feedback from you, if you would want to be part of this longer than just for this 45 minutes. I'll be more than happy to receive any comments of all of you in this room. And we will take care of it within the organization so we will keep on discussing this.

My question to you all which we can't answer now of course, are there any questions in terms of measurement of success of destinations that we haven't even thought of yet. For example, what about innovation? Would that be something that a political unit would honor for example?

We have one question back there, please.

MS. WHITEN AUSTIN-GRAHAM: I was just going to add to this. So. Whitney Austin-Graham from Dalos [phonetic]. So we're very interested in this question. And I, - - Lake Nona [phonetic] is a very interesting example of a community, 7,000 acres and they're looking at issues around health insurance. They have a longitudinal study coming out of Harvard in which they're tracking actual health benefits of people living in that community. And that's not a destination go-to and leave. It's a destination live-in. But I think engaging and they have been doing fantastic work because you have a captured audience of people that live in that area. Geisinger - - capture audiences. So I would put in here health insurance and what they're doing to track and validate people, where they're spending time and then their outcomes as well.

DR. LINSER: Okay.

MR. RANZI: One simple thing is employees, IDS is product index, how many IDS are turning to the new products and new concepts and that can be easily measured.

DR. LINSER: Okay. David. Your ideas.

MR. WICKLINE: Just three simple points. One is did you deliver on your promises to the guests. Second, did you establish new standards or benchmarks, whether it's in building or the way you treat an employee and new standards of excellence that people can point to as an example and prove that it can be done. Thirdly is could you pay the bills.

[Laughter, applause]

DR. LINSER: Very nice. Thank you.

MR. DAVIDSON: Well leading on from that, can you pay the bills, I think you never want to shy away from profit. I mean I think there's no sustainability in a loss. You have to be profitable to be able to deliver anything otherwise it's just a lot of pain and suffering. You know bankruptcy is not an enjoyable thing. So you want to stay profitable.

For me one of the other things you know I agree with the employment and the employment retention, repeat visitation of course. But also seeing your vision come to life and for me when I, one of my visions that I've got at our place is being able to see multi generations enjoying an experience together. So when I see a mother and her daughter and her grandmother and her mother and her grandmother, so four generations of the one family bathing together and I see it, I say I'm delivering on my vision and it makes my heart glad. So I think being able to actually physical see your vision is an important part.

DR. LINSER: Great. Robert.

MR. RANZI: I'm telling you to finish up multi generations in health and wealth and leading to wellness is a key advantage.

DR. LINSER: Thank you. Eleni?

Ms. MICHOPLOU: Well I don't come up - - now everything has been said. The only further comment would be with a lot of data about everyone and big data can be a source of information for measuring all these beautiful things.

DR. LINSER: Thank you. So we'll close it up.

[Applause]

[END RECORDING]