

International Spa Management Principles and practice

Sarah Rawlinson and Tim Heap

(G) Goodfellow Publishers Ltd

(G) Published by Goodfellow Publishers Limited,
26 Home Close, Wolvercote, Oxford OX2 8PS
<http://www.goodfellowpublishers.com>

British Library Cataloguing in Publication Data: a catalogue record for this title is available from the British Library.

Library of Congress Catalog Card Number: on file.

ISBN: 978-1-910158-71-5

Copyright © Sarah Rawlinson and Tim Heap, 2017

All rights reserved. The text of this publication, or any part thereof, may not be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, storage in an information retrieval system, or otherwise, without prior permission of the publisher or under licence from the Copyright Licensing Agency Limited. Further details of such licences (for reprographic reproduction) may be obtained from the Copyright Licensing Agency Limited, of Saffron House, 6–10 Kirby Street, London EC1N 8TS.

All trademarks used herein are the property of their respective owners. The use of trademarks or brand names in this text does not imply any affiliation with or endorsement of this book by such owners.



Design and typesetting by P.K. McBride, www.macbride.org.uk

Cover design by Cylinder

Contents

	Preface	v
	About the editors	vii
	Contributors	viii
1	The Evolution of Spa Sarah Rawlinson	1
2	The Spa Industry Today Angela Anthonisz and Isobel Stockdale	14
3	Thermal and Mineral Springs Louise Buxton	23
4	Eco-spa: Sustainability Agenda in the Spa Industry Gaurav Chawla	36
5	The Wellness Industry: From Therapy to Hedonism Pascal Mandelartz and Isobel Stockdale	49
6	Principles and Practices of Spa Consumer Behaviour Iride Azara	60
7	Guest Service and the Guest Journey Angela Anthonisz, Tim Heap and Lorraine Baker	73
8	Spa Operations Management Faith Samkange, Amon Simba and Lorraine Baker	83
9	Selling the Total Spa Product Louise Buxton	99
10	Marketing for the Spa Industry Eleni Michopoulou	114

11	Developing an Effective Human Resources Strategy	130
	Angela Anthonisz, Tim Heap and Olivia Ramsbottom	
12	Finance for the Spa Industry	146
	Tony Loynes and Victoria Rosamond	
13	Training and Development in the Spa Industry	156
	Sarah Rawlinson	
14	Strategic Management in the Spa Industry	175
	Tim Heap and Angela Anthonisz	
15	Future Directions	185
	Tim Heap	
	Index	193

Preface

This book has been produced by the academic team at the University of Derby, with contributions from Angela Anthonitsz from the University of Northampton, and Gaurav Chawla from University of South Wales. The book is long overdue and is driven both by the demand from the industry for graduate level employees, and from the increasing number of universities and colleges that are offering undergraduate and postgraduate degrees within spa and wellness related studies. It is further proof of the development of spa and wellness as a legitimate academic subject area for study, and fills the gap in the academic literature for a management text.

The chapters use current situational analysis of the industry, validated by research undertaken by the industry and the academic team. The approach is to test each of the current paradigms that form the basis for management in spas, and that in turn has exposed new areas for further research and identified and/or confirmed many of the challenges that are facing the industry. We look at the characteristics of the business to create typologies, rather than the traditional method of identifying type of facility and treatment. By defining the characteristics we are then able to explore each area (e.g. finance, marketing, HRM) in relation to the spa business and not in generic service sector terms.

The industry is experiencing sustained exponential growth, fueled by continuous product development, re-branding and training of a workforce for the future. To sustain growth and maximize profits spas need to be learning organisations that demonstrate how training and development improve organisational performance and support business decision making, and put to an end the unacceptable levels of staff turnover. We introduce the employee experience journey, which through the use of HRM strategy can mitigate the negative impacts of those high turnover figures. As wellness can be a hedonistic indulgence, as well as a therapeutic endeavour, we explore the customer service journey from both sides of the service encounter. We conclude that the industry needs to continually focus on the individual emotional responses to the spa/wellness journey.

The book is by necessity a snapshot of the industry, but we conclude that competition has led to a forward thinking, innovative industry which continuously drives customer satisfaction levels upwards and unlike many other service sector industries it never stands still.

Sarah Rawlinson

Tim Heap

Acknowledgements

The editors gratefully acknowledge the contributors and industry partners for their chapters and case study material that we hope will provide interesting and stimulating discussions and help prepare students for graduate positions in one of the world's fastest growing sectors. We would like to acknowledge the work of the Global Spa Summit in their contribution to the research that underpins many of the chapters in this book. Our thanks also go to the staff at Goodfellows for their patience and support.

About the editors

Sarah Rawlinson is the Head of Department of Hotel, Resort and Spa Management, University of Derby. She has led the development of spa management as a subject area in higher education in the UK. The University of Derby is currently the world leader in spa management degrees and provides graduates to some of the most prestigious spas in the world. She has worked in education for over 20 years, including teaching, management and research, and has published several journal articles and book chapters. Sarah has been invited to speak at international conferences, and has undertaken research on the impact of spa graduates on spa businesses, and the development of curriculum, work-based learning and the different use of knowledge in the workplace. Her most recent teaching and research focus has been on reconfiguring tourism destinations.

Tim Heap is a University Principal Tutor and Research Manager at the University of Derby, and has developed an extensive research profile in the field of tourism and destination management. He currently teaches at undergraduate, postgraduate and PhD level in the UK, and has international teaching experience in a number of countries including Switzerland, Zimbabwe, Israel and Malawi.

Contributors

Angela Anthonisz is a Senior Lecturer in Tourism and Events at Northampton University, and has recently relocated back to the UK after 5 years working in hospitality education in Dubai. With an international academic career, she has also worked in Switzerland, Israel and Hong Kong. Before moving into academia 18 years ago, Angela spent a number of years in the hospitality, tourism and events industry in the UK and has run her own business. She is currently in the final stages of a PhD at the University of Derby, specialising in Strategy and Human Capital.

Iride Azara is a Senior Lecturer in Tourism at the University of Derby and the Masters Scheme Leader for the Postgraduate taught courses in tourism, hospitality, events and international spa management. Her research is on host and guest relationships, cultural change and tourism performance within socially and spatially regulated spaces of encounter. She is particularly interested in changing dynamics of cultural practices such as heritage, festivals and cultural tourism within sensitive environments. She has led the development of the *International Spa and Wellness Journal* and now serves as a European editor.

Lorraine Baker is a Programme Leader of the Foundation Degree in International Spa Management and teaches both on the FDS and BSc programmes at the University of Derby. She is a graduate of the University's spa management programme and has a background in hospitality, spa and sports massage. She has a passion and interest in spa treatments and the guest journey. Lorraine enjoys using her experiences to develop students in their practical skills and knowledge, and is part of the team that helped the University's commercial day spa win 'Day Spa of the Year' 2016.

Louise Buxton is a Senior Lecturer in the Department of Hotel, Resort and Spa Management at the University of Derby. Louise is passionate about professionalization of the spa industry and widening participation in higher education. Her research interests include consumer behaviour and the evolution of spa and wellness.

Gaurav Chawla is currently working as Course Leader for BA (Hons) Hotel and Hospitality Management at the University of South Wales. He is also pursuing his PhD, focusing on food waste prevention in the hospitality sector. Gaurav's research interests include sustainability, food waste management and pro-environmental behaviours.

Tony Loynes is the Deputy Head of Department with responsibility for the Events Management subject area at the University of Derby. He draws on his extensive industry experience to ensure that students graduate with the relevant skills and subject expertise to enter the world of work immediately on completion of their studies.

Pascal Mandelartz is a lecturer in Tourism and Event Management at the School of Hotel, Resort and Spa Management at the University of Derby. His research interests include subcultures in tourism, the tourist bubble, tourism within the risk society and wellness attractions in touristscapes. His work examines tourist behaviour in terms of attitudes, perceptions and response mechanisms as well as providing insight into destination and attraction development.

Eleni Michopoulou is a Senior Lecturer in Business Management at the University of Derby. Her research interests include technology and e-tourism, and accessible and wellness tourism. She is the author of a number of journal articles and book chapters on these subjects. Additionally, she is a founding member of the Global Wellness Institute's Wellness Tourism Initiative and the European editor of the *International Journal of Spa and Wellness*.

Olivia Ramsbottom is a Senior Lecturer, Programme Leader and Management Trainer and Consultant. Her expertise is built on management and teaching and training qualifications, as well as years of experience as a service sector manager in organisations as varied as an internet training provider, a membership organisation for accountants, a funding body and universities.

Victoria Rosamond joined the University of Derby in 2012 as Programme Leader for the BSc (Hons) International Spa Management. After graduating from the University of Derby's spa management programme she travelled to Hong Kong to work with the prestigious Mandarin Oriental Hotel Group. She returned to the UK to become the first graduate of the University's MA International Spa Management programme. Prior to Victoria's current role she held the position of Regional Business Manager and Retail Operations Executive with British spa brand *Elemis*. Victoria is currently engaging in further research into possible new programmes within the subject areas and aims to develop her academic and published profile within the spa industry.

Faith Samkange's research interests lie in Technology, Management and Pedagogics, Development Economics and Gender issues in management. Her speciality is Hospitality Management. Her research activities with the Rockefeller foundation on community development included work across several African countries. Currently she is working on digital pedagogical transformation research with the Swiss Hotel Management school. Her experience in the industry spans over two decades, having worked in Canada, Switzerland, Africa and United Kingdom

Isobel Stockdale is the Deputy Head of Department for Spa, Tourism and Wellness at the University of Derby. She has taught at the university for 20 years. Isobel has extensive industry experience in spa and beauty, and regularly collaborates with industry. She was part of the team to develop the world's first spa degree, and was instrumental in the design and development of the University's commercial day spa. Isobel is a regular contributor to trade press and her research interests are vocational degrees, spa design and development.