

Spa Management

An Introduction

Mary S. Wisnom | Lisa L. Capozio

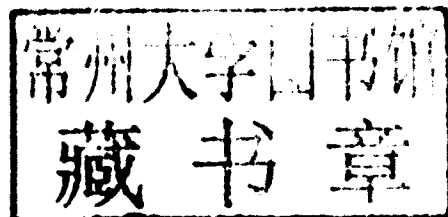


Spa Management: An Introduction

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Dedication

To family and friends who enrich my life every day and to my inspiration, my beautiful boy, Stuart—MSW

To Joe, my heart, my home, and my friend—LC

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PREFACE

As the demand for spa and wellness professionals is exceeding the number of qualified candidates, we are faced with the challenge of providing information to enable new managers to succeed in meeting industry needs. Spa and wellness has, in the past, been represented as an amenity, fad, or niche market, but a major study conducted by SRO International (SRO), released at the 2010 Global Spa Summit (GSA) in Istanbul, Turkey, reveals that the yearly worldwide wellness industry is poised to cross the \$2 trillion mark. In a report titled “Spas and the Global Wellness Market,” we find one of the first analyses of the wellness industry and the consumer forces driving its growth. The study finds that there are currently 289 million active wellness consumers worldwide. The spa industry is perfectly aligned as a key provider of wellness services. Consumers associate spas with wellness, and increasingly, spa offerings are expanding far beyond the pampering treatments of the past. Today’s services are integrating fitness, complementary and alternative medical practices, preventive practices, advanced beauty and anti-aging treatments along with lifestyle counseling, weight loss, and nutrition. In addition, spa offerings are quickly becoming a driving force in medical and wellness tourism. This rapid growth and definition of the qualifications necessary to evolve in our mission of providing effective wellness care and education in the prevention of illness requires a manual. This manual should contain the basics of our business, the best practices that have been distilled by our practice, and a vision for the potential we have to shift the paradigm. We hope we have made a substantial contribution to this effort.

→ TEXT ORGANIZATION

The fourteen chapters of *Spa Management: An Introduction* present foundational information to learn and grow as a spa manager. Chapter 1, which constitutes Part I, “Spa Industry Basics,” sets the stage with industry information, provides the reader an overview of the spa industry, and describes the different types of spas. Part II, “Establishing the Business,” includes three chapters devoted to helping the manager make key decisions when starting a spa business or moving a spa operation forward, including business basics, spa offerings, and spa design.

Part III, “Operations and Management,” which includes Chapters 5 through 8, were developed as a unit. In the belief that the success of a spa operation is in the details, Chapter 5 provides an overview of how to develop the “details” of a spa operation and where these details are found in the business, the standard operating procedures (SOPs). Chapters 6, 7, and 8 represent the three key areas that, when combined, make up a spa operation: employees, clients, and the facility. Materials on managing both human and structural resources are included. In addition, SOP policy and procedure samples are provided at the end of each of the final three chapters in Part III.

Part IV, “Business Skills and Knowledge,” includes information related to the business proficiencies needed to run a spa, including, law, financial management, marketing, and evaluation. The final part of the text, Part V, “Spa Professionals and the Future of the Industry,” contains two chapters. Chapter 13, “The Spa

Management Professional” reveals ideas to increase your success as a spa manager. Chapter 14, “Trends and the Future of the Spa Industry,” discusses current industry trends and what spa leaders predict as the future direction of the industry.

An Appendix and online resources provide supplemental materials for the text. The Appendix includes resources for the spa manager, with listings of written and online resources, spa company information, and a comprehensive list of professional associations that support spa industry workers.

Beyond the printed text, the reader also has access to an extensive amount of online resources developed specifically for *Spa Management: An Introduction*. Visit www.pearsonhighered.com/wisnom and search a wide variety of additional materials, some containing interactive elements to use for any spa operation. Whether you are a spa professional, a student, or a teacher, these invaluable resources are available at the click of a mouse. The following is a list of a few of the online resources:

- ▶ Sample Employee Handbook and Standard Operating Procedures Manual
- ▶ Sample Business Plan
- ▶ Interactive spreadsheets for Spa Operational Budgets and Financial Statements
- ▶ Interactive spreadsheets to assist in the calculation of performance data and ratios

Exclusively for faculty:

- ▶ PowerPoint slide presentations for each chapter
- ▶ Suggestions for in-class exercises, including case studies and group assignments
- ▶ Direct links to online resources

TEXT FEATURES

Spa Management: An Introduction is designed for student learning and teacher effectiveness. Each chapter contains a variety of elements to facilitate and inspire learning. Following is an overview of chapter organization, student learning tools, and faculty resources, each provided to enhance the overall learning experience.

- ▶ **Learning Objectives.** To identify learning outcomes for the chapter, each begins with a selection of learning objectives. Each objective highlights the primary elements of the chapter and prepares readers for the content that follows.
- ▶ **Photos, Tables, and Figures.** Photos, tables, and figures expand or enhance chapter contents.
- ▶ **Reality Checks.** These features, included in several chapters, share real-world stories of spa management. These vignettes allow reader to see some of the subtle nuances of spa management.
- ▶ **History Facts.** In selected chapters, mainly Chapters 1, 3, and 14, History Fact inserts share some of the rich and influential spa stories of the industry’s past.
- ▶ **Key Terms.** Throughout each chapter, key terms are introduced and defined. Each key term is printed in boldface in the chapter text and listed at the end of the chapter. Readers should master these concepts to understand fully the chapter content.
- ▶ **Review Questions.** Subjective review questions at the end of each chapter allow students to describe what they have learned in the chapter. The key

goal of review questions is for students to discuss information, voice opinions, and share experiences.

- **References.** At the end of each chapter is a list of references recognizing the vast number of individuals who have contributed to the body of knowledge on the subject of spa management.

► ACKNOWLEDGMENTS

We wish to acknowledge and express great appreciation for the efforts of many who helped bring *Spa Management: An Introduction* to life. Thank you for your abundant contributions:

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PART I
Spa Industry Basics

1

Introduction to the Spa Industry

LEARNING OBJECTIVES

At the end of this chapter, readers will be able to:

- Explain the origin of *spa* as a concept.
- Understand and appreciate the impact of the spa industry on the global economy.
- Describe and define modern spas.
- List the different types of spas.
- Identify the elements and apply them in differentiating types of spas.

Origins of the Word *Spa*

Spas Today

Types of Spas

Day Spa

Medical Spa

Day Club Spa

Mobile Spa

Mineral Spring Spa

Resort/Hotel Spa

Cruise Ship Spa

Destination Spa

Residential Club Spa

Key Terms

Review Questions

References



*Learning is the beginning of wealth. Learning is the beginning of health.
Learning is the beginning of spirituality. Searching and learning is where the
miracle process all begins.*

—Jim Rohn

Consider the word *spa*. What images come to mind? Some may visualize water, others peaceful surroundings. Some may experience a feeling of well-being; others picture an intense workout. Throughout history, the word *spa* has invoked a variety of images with one common link: wellness.

► ORIGINS OF THE WORD SPA

In today's society, the word *spa* has many meanings. A spa can be a mineral spring, a resort, a hot tub with air jets, or a business providing health, fitness, weight loss, beauty, and pampering services. Although *spa* has several interpretations, each is richly steeped in history, and all have water as their foundation. Since the beginning of time, water has been used for purification, cleansing, and healing; bodies of water have attracted visitors for reasons of health, recreation, relaxation, and to socialize.

HISTORY FACT

Archeologists have uncovered ancient artifacts and structures evidencing the use of water for a variety of purposes in early cultures. Archeologists indicate that hot springs in what is now Bath, Virginia, were inhabited in the Late Mesolithic period as early as 7000 B.C. (Pogue and Cullinane, 2008).

There are many theories as to the origin of the word *spa*. Some claim that the word derives from several Latin axioms, including *sanus per aqua*, meaning “health through water.” According to Johnson and Redman (2008), many Latin renditions can be used to obtain the word *spa*. Each has “health, hygiene, or healing” in its interpretation and includes the Latin word for water, *aqua*.

The word *spa* may also originate from the Latin words *spargere*, *sparsi*, or *sparsa*, meaning to scatter or sprinkle, or the Walloon word *espa*, meaning fountain (Walloon is spoken today in many areas of Belgium.) In 1326, a small town in eastern Belgium acquired the name Spa. This town housed many mineral springs, known locally as *pouhons* (*Encyclopaedia Britannica*, 2008). In 1551, William Slingsby discovered mineral springs in England, compared them to those found in Spa, Belgium, and called the area the “English Spa.” From then on, places frequented for health and healing have utilized the word (de Vierville, 2003; Leavy and Bergel, 2003).

► SPAS TODAY

Spa began as a word to describe relaxing water experiences, healing towns with mineral springs, or the natural springs themselves. The word is now most often used to name businesses concerned with health and beauty. Over the years, there have been many attempts to define these places of health, relaxation, and revitalization. In North America today, the most common definition of a **spa** was developed in 2004 by the International Spa Association (ISPA, 2010a):

Spas are places devoted to enhancing overall well-being through a variety of professional services that encourage the renewal of mind, body, and spirit.