
Contents

Preface	xiii
1 Philosophy of Spa	3
Philosophy	4
<i>Evolution and Culture of Spa • Today's Philosophy of Spa • Defining Mind, Body, and Spirit</i>	
Defining Spa	9
<i>Global Definitions • ISPA Definition</i>	
Variations of Spa	14
<i>Types of Spa • Typical Spa Services</i>	
Spa-Goers.....	17
<i>Spa-Goers' Philosophies • Spa Drivers</i>	
Interpretation of Spa	22
<i>The Four Rs of Spa • Domains of Spa</i>	
Business and Philosophy of Spa Working in Harmony.....	26
<i>Wisdom for Spa Professionals • Drawing on a Legacy • Vision First</i>	
Expression and Emotional Responses	30
<i>Day Makers • Community</i>	
Value of Spa.....	31
Endnotes, Key Terms, Review Questions, Internet Sites	32
2 A History of Spa and Spa Cultures	37
The Origin of Spa: Water	37
The First Civilizations	38
<i>Early Civilizations of the Fertile Crescent • Ancient Egyptian Civilization • Hebrew Civilization • Early Greek and Minoan Civilizations • Ancient Indian Civilization • Ancient Chinese and Japanese Civilizations</i>	
Western Civilizations and Spa Cultures.....	43
<i>Classical Greek Civilization • Roman Spa Culture • Spa Cultures of Europe</i>	

vi Contents

New World Spa Cultures.....	51
<i>American Spas in the Twentieth Century • New Spa Design and Research during the 1930s • The Second World War, Physical Medicine, and Spa Rehabilitation</i>	
The Beginnings of the Contemporary Spa Era.....	57
Endnotes, Key Terms, Review Questions	60
3 Contemporary Spa.....	65
Entering the Contemporary Period.....	67
Transitions	67
<i>Integrating Spa Cultures and Concepts • From Fitness to Wellness • Destination Spas • Day Spas • Resort Spas • Medical Spas • The Contemporary Spa Movement Gathers Steam</i>	
Today's Spa Industry.....	85
<i>Growth</i>	
Proliferation of Spa.....	90
<i>The World of Spa • Spa and Health Resort Organizations/Associations</i>	
Branding the Spa Experience.....	94
New and Emerging Spa Concepts	96
The Influence of Spa.....	100
<i>Spa Culture and the Service Ethic • Spa Culture and Spa Cuisine • Spa Culture and the Medical Community • Spa Culture and the Fitness and Health Club Industry • Spa Culture and the Tourism and Hospitality Industry</i>	
Conclusion.....	108
Endnotes, Key Terms, Review Questions, Internet Sites	109
4 Trend Analysis: Possibilities and Predictions	113
Understanding Trends.....	113
<i>Know What the Customer Knows • Talk Less, Listen More</i>	
Key Market Trends.....	116
<i>Staffing • Standards • Competition in the Marketplace</i>	
Social Trends.....	122
<i>General Population Trends • Attitudes/Habits by Generation • Men • Social Spa Visits/Groups • Healthy Lifestyles • Loneliness • Body Image • Techno-Stress</i>	
Market Trends.....	132
<i>Mini-Mass Markets • Medical Treatments and Spas • Residential Spas • Spa on Vacation • At-Home Spas • Mobile Spas • Corporate Wellness</i>	

Technology Trends	142
<ul style="list-style-type: none"> <i>Revenue Management • Centralized Call Centers • Check-in Kiosks</i> <i>• Treatment Room Computers • Music • Cross-Selling • High-Tech Equipment • Spa Design • The Internet • Social Networking</i> 	
Treatment Trends.....	150
<ul style="list-style-type: none"> <i>Customization • Authenticity • Indigenous Treatments</i> 	
Industry Trends.....	155
<ul style="list-style-type: none"> <i>Ownership Structure • Investors • Mergers and Cross-Marketing</i> 	
Environmental Trends	157
<ul style="list-style-type: none"> <i>Triple Bottom Line • Sustainable Spas • Local Food</i> 	
Developing a Future Orientation	165
<ul style="list-style-type: none"> <i>Managing the Future</i> 	
Endnotes, Key Terms, Review Questions, Internet Sites	166
5 The Spa Service Experience	171
Service and the Spa Experience	172
Intangible Services Versus Tangible Products.....	179
<ul style="list-style-type: none"> <i>The Nature of the Product • The Guest's Role in Production</i> <i>• People Are Part of the Product • Maintaining Quality Control • Perishable Inventories • The Importance of Time • Different Distribution Channels</i> 	
Creating an Experience.....	186
Realms of Experience	191
<ul style="list-style-type: none"> <i>Entertainment • Education • Escape • Esthetics</i> 	
Delivering on the Service Promise	196
<ul style="list-style-type: none"> <i>Guest Loyalty • Touchpoints • Uncertainty and Concerns</i> <i>• Fluctuating Demand • Evaluation</i> 	
The Spa Experience	209
Endnotes, Additional Reading, Key Terms, Review Questions	209
6 Traditions, Treatments, and Terms	213
Traditions.....	213
<ul style="list-style-type: none"> <i>Ayurveda • Traditional Chinese Medicine • Folk and Native Traditions</i> <i>• Aromatherapy • Complementary and Alternative Medicine • Allopathic Medicine</i> 	
Massage Therapy.....	219
<ul style="list-style-type: none"> <i>Massage Techniques</i> 	

viii Contents

Types of Massage Therapies	220
<i>Western-Based Massage Therapies • Asian Bodywork Therapy and Energy Work • Other Massage Techniques</i>	
Movement Education and Mind-Body Fitness	227
<i>Pilates • Yoga • Tai Chi • Qigong • Feldenkrais Method • Rolfing • Alexander Technique • Trager Technique</i>	
Hydrotherapy.....	235
<i>Balneotherapy • Thalassotherapy • Hydrotherapy Treatments</i>	
Body Treatments.....	240
Skin Care/Facials.....	242
<i>By Therapeutic Goals/Skin Profile • By Ingredient • By Technique</i>	
Conclusion.....	245
Endnotes, Key Terms, Review Questions, Internet Sites	245
7 Financial Organization of Spas	251
Revenue Centers	252
<i>Revenue Center Departments • Spa Services Revenue Centers • Additional Revenue Centers • Contributors to Spa Revenue</i>	
Cost Centers	263
<i>Labor Costs • Support Labor • Indirect Operating Expenses • Undistributed Operating Expenses</i>	
Putting It All Together	278
Additional Reading, Key Terms, Review Questions.....	280
Appendix A: Sample Statement of Income.....	284
Appendix B: Sample Day Spa Statement of Income	285
8 Spa Careers, Vocations, and Professions	289
The Spa Industry's Human Resource Challenge	289
<i>Sources of Spa Industry Managers • A Well-Kept Secret</i>	
Advantages of a Spa Career	292
Challenges or Disadvantages to a Spa Career.....	292
Skills and Aptitudes of Spa Professionals.....	294
Career Opportunities	295
<i>Entry Level/Support Positions • Professional/Technical Level Positions • Managerial Level Positions • Other Spa Careers</i>	
Spa Careers for the Future	309
<i>Medical Spa Technicians • Life Coaches • Age-Specific Specialists • Holistic Health and Wellness Professionals • Green-Collar Jobs • Technology Specialists</i>	

Training, Education, and Licensing	311
<i>Training • Education • Licensing and Certification</i>	
Compensation and Benefits	318
<i>Compensation • Benefits</i>	
Beginning a Spa Career.....	
There’s a Spa Career for You	320
Endnotes, Key Terms, Review Questions, Internet Sites	323
Appendix—Sample Job Descriptions	331
9 A Day in the Life of a Spa Director.....	349
A Spa Director’s Roles and Responsibilities	350
<i>Relationships with Staff • Relationships with Guests • Relationships with Owners and Upper-Level Management</i>	
Similarities and Differences Among Spa Types	353
<i>Resort Spas • Destination Spas • Day Spas</i>	
A Day in the Life of Three Spa Directors	355
<i>Day in the Life of a Resort Spa Director • Day in the Life of a Destination Spa Director • Day in the Life of a Day Spa Director</i>	
A Career That Makes a Difference	379
Endnotes, Key Terms, Review Questions	379
10 Leadership and Ethics	383
Management: Building Blocks for Leaders.....	384
<i>Management Functions • Management Skills</i>	
The Importance of Leadership.....	386
<i>Strategy I: Attention through Vision • Strategy II: Meaning through Communication • Strategy III: Trust through Positioning • Strategy IV: Self-Development</i>	
Good to Great.....	391
<i>Levels of Leadership • Fiscal Leadership • Becoming a Leader • Disciplined People • Disciplined Thought • Disciplined Action</i>	
The Eighth Habit.....	401
<i>Find Your Voice • Inspire Others to Find Their Voices</i>	
Spa Leadership.....	403
<i>Managing Healers • Strategic Intent and Transformational Experiences • Authenticity • Communication</i>	

x Contents

Spa Ethics.....	411
<i>Ethics Defined • Theories and Approaches to Ethics • Social Responsibility and Business Ethics • Implementing Ethics • Code of Conduct • Ethical Issues in Spas</i>	
Finding Success.....	422
Endnotes, Additional Reading, Key Terms, Review Questions, Internet Sites	423