

The facilities and services provided through spas are now an important addition to the entertainment, shopping, and recreational activities found at many resorts. Spas have proven to be popular with tourists and provide a competitive advantage for hotels and resorts as demonstrated in a study by the Canadian Tourism Commission and ISPA (International Spa Association) where they found that, “one-fourth of all adults have been to a spa, most of those patrons visiting day spas (52%) and 28% traveling to destination or resort spas” (p. 112).²³

Through effective marketing programs and efficient management practices, spas can be an attractive revenue generator or profit center for resort properties. Spas are opportunities to generate more room night demand, increase revenues and profits, increase property value, and enhance guest experience. Treatments such as massages, body wraps, and facials are the largest sources of revenue for hotel spas. Also contributing are gains in revenue generated from local membership fees, fitness lessons and personal training, and the sale of merchandise and clothing. Marketing efforts may be focused on the individual *à la carte* user or packaged as an incentive along with other resort activities. Just as you learned in Chapter 8 that food and beverages can be used as a marketing tool in resort properties, so, too, can spa services. Building and equipping the spa with customer satisfaction in mind is a must, but it takes more. A staff well trained to pamper guests ensures that the goal of total customer satisfaction will be achieved (see Table 10.3).

Cruise Ships

Cruising is booming as record numbers of vacationers select cruise vacations. And why not? Cruising is fun! Cruises of all durations have been experiencing growth, with the largest increase recorded in the 2- to 5-day category.²⁴ Very long cruises, 21 or more

Table 10.3 Primary Staffing Areas of a Spa

Areas	Sample Job Titles
Managers	General Managers Department Managers (e.g., Hair Department Manager, Nail Department Manager) Assistant Managers (e.g., Housekeeping Assistant Manager, Massage Assistant Manager)
Service Providers	Estheticians may perform skin cleansing, exfoliation, hair removal, facial, and body treatments Cosmetologists may work with scalp and hair, including haircuts, styling, braiding, chemical services, and therapeutic treatments. They may also provide temporary hair-removal and make-up services Nail technicians offer nail services and hand and foot treatments, including basic massages Massage therapists focus on the body, mind, and spirit. Massage involves manipulating soft tissues by using pressure, tension, motion, or vibration Spa assistants/attendants prepare guests for treatments. Their tasks may include shampooing the guest, assisting in product preparation, and setting up the equipment Medical professionals, including dermatologists, dentists, and chiropractors, are often staffed in spas to provide alternative or conventional medical practices Fitness personnel includes personal trainers, fitness instructors, nutrition consultants, and special topic instructors
Support Staff	Receptionists, hosts, front desk agents Housekeepers, locker room attendants, laundry attendants Appointment and billing specialists Chefs, servers, and stewards

Source: Based on data from *Spa Management: An Introduction*, by Wisnom and Capozio, Pearson Education, pp. 95–100, copyright © 2012.