

# The Big 10

## Spa Operators In North America

By Jed Horowitz & Karen Kim

One of the editorial priorities of the Healing Arts Guide is to deliver business information that gives our readers a deeper understanding of the underlying fundamentals driving change in our industry. When we embarked on discovering “The Big 10 Spa Operators In North America” we not only wanted to rank them by gross revenue and other interesting business criteria, but also to understand their philosophy on business and strategic thinking. We wanted to give you a window into their operations and strategy.

What we learned is that these companies have a tremendous commitment to the Spa and Wellness experience for their clients and an intense focus on their founding missions and the direction they want to take. One thing is clear, experienced senior management is key to the success in creating unique custom operations for each facility.

In addition, “The Big 10” have a serious commitment to green and sustainable business practices. The example they are setting should encourage you to take a look at your own operations. Their initiatives in this area are creating real efficiencies, lower operating costs and most importantly, serving their clients and communities more responsibly.

“The Big 10” are truly big, and collectively they represent in North America:

- \$570 million+ in gross revenue
- 254+ facilities
- 9,000 employees
- 2,000,000+ sq. ft. under management

As interesting as the above data is, “The Big 10” have big plans for expansion with more than 240 new facilities in development in one stage or another globally. The big are truly getting bigger and we encourage you to go to their websites to learn more about their initiatives and operations. We are sure you will find enlightening not only the high level of professionalism that distinguish “The Big 10” but also the outstanding practices and methods that maintain their top spots.

Companies were placed in order of their confirmed gross revenue in North America at the time we went to press. Those we could not confirm in time are noted with an asterisk\*.



# Red Door Spa Holdings

Phone: 203-905-1700  
E-mail:  
Web Site: [www.Reddoorspas.com](http://www.Reddoorspas.com)  
Founded:1910  
Address: 300 Main Street, Stamford, CT 06901  
CEO: Todd Walter

## Operations

Number of spa facilities: 52  
Spa brands: Red Door Spas, Mario Tricoci Salons and Day Spas, and Simply Face & Body  
Total gross revenue North America: over \$180 Million  
Total spa employees: 3,900  
Total square feet under management: 450,000  
New projects in development: 5  
Percent of gross revenue from retail sales: 13%

## Overview:

With a nearly 100 year-old history, Red Door Spa Holdings is the leading day spa operator in North America with 51 locations throughout the United States and one in London, England. The Company operates under three divisions: Red Door Spas (31), Mario Tricoci Salons & Day Spas (20), and its newest spa concept, Simply Face & Body (1).

The Company’s objective is to provide the best customer service in multi-unit day spas, worldwide. The Company is striving to achieve this objective through its people and through its continuing investment in training and infrastructure. With an unparalleled senior executive team and with a solid foundation now built, the Company is expanding both through the development of freestanding day spas as well as spas in host environments (e.g. urban hotels and resorts) domestically and internationally.

The Company’s newest venture, Simply Face & Body, brings well-being to a broader segment of the population through a value-oriented and environmentally friendly concept. The prototype uses a significant portion of recycled materials in its construction, minimizes the use of scarce resources, such as water, in its services, and carries only organic products in its retail offerings.

With an ever vigil eye towards sustainability, both environmental and economic, Red Door Spa Holdings is focused on the 3 Ps: People, Planet, and Profits. Keeping all three at the fore will help ensure Red Door’s leadership role in the spa industry for the next 100 years.



Red Door Spa Fort Lauderdale



# Hyatt Hotels & Resorts

Phone: 312-750-1234  
E-mail: [gordon.tareta@hyatt.com](mailto:gordon.tareta@hyatt.com) (Spa Operations)  
[katie.rackoff@hyatt.com](mailto:katie.rackoff@hyatt.com) (Media Relations)  
Web Site: [hyatt.com/hyattpure.com](http://hyatt.com/hyattpure.com)  
Founded: Hyatt Hotels & Resorts 1957/Hyatt Pure was formally launched in 2005; Hyatt’s foray into the full service spa world was 1972, at Hyatt Bali, Indonesia  
Address: 71 South Wacker Drive, Chicago, IL 60606  
President and CEO: Mark Hoplamazian, Global Hyatt Corporation  
Corporate Spa Director: Gordon Tareta, Vice President Global Spa Operations, Hyatt Hotels & Resorts

## Operations

Number of spa facilities: 67 spas worldwide, 21 of which are located in North America  
Spa brand: Hyatt Pure  
Total gross revenue North America: \$65 - \$75 Million  
Total spa employees: 4,000+  
Total square feet under management: 1,071,600 sq. ft.  
New projects in development: 61 spa projects are in development globally, five of which are located in North America  
Percent of gross revenue from retail sales:10% - 15%

## Overview:

Hyatt Pure comprises a collection of more than 60 individualized spa concepts based on the indigenous influences and local practices of each spa’s location. Hyatt Pure draws from current spa knowledge and teachings, rigorous industry research, and the original definition of spa (with its philosophy of sanitas per aquas, Latin for healing by waters) to combine water, nature and cultural tradition into distinctive, authentic experiences. The four pillars of Hyatt Pure provide the guiding principles for every element of Hyatt-developed and operated spas.

## Authenticity

The spas of Hyatt Pure deliver culturally authentic treatments based on the local cultures, wellness philosophies and traditions of each location. By utilizing proven techniques, treatment s achieve optimal results.

Key West Cabanas



Gordon Tareta, Vice President  
Global Spa Operations, Hyatt  
Hotels & Resorts

## Cultural Sensitivity

Hyatt Pure spas create a strong sense of place by interpreting the methods of health care, stress relief and wellness practices of each cultural destination. This window into wellness provides guests with an indigenous experience that incorporates regional product and design elements, as well as both age-old and modern techniques founded in, or relevant to the spa’s location.



Grand Hyatt Bali

## Zero-Based Philosophy

A zero-based philosophy means always developing the best product, but never replicating concepts. Each Hyatt Pure spa is developed as an individual and unique destination experience, designed to organically link with the specific traditions of its location.

## Guest-Centricity

Hyatt Pure assures that all services revolve around the guest, creating customized treatments based on guests’ personal goals, needs and desires. Residential spa rooms are also available at select resorts to intensify the experience.



# Four Seasons Hotels

Phone: 416-449-1750  
E-mail: Nicola.blazier@fourseasons.com  
Web Site: www.fourseasons.com  
Founded:1960  
Address: 1165 Leslie Street, Toronto, ON. Canada M5CZK8  
President Worldwide Hotel Operations: Jim Fitzgibbon  
Regional Vice President: Christopher Norton

## Operations

Number of spa facilities:74  
Spa brands: The Spa at Four Seasons  
Total gross revenue North America: \$65 million plus  
Number of Spa employees:N/A  
Total square feet under management: N/A  
New projects in development: Vail, Moscow, Marrakech  
Percent of gross revenue from retail sales: N/A

## Overview:

An early leader in featuring spa as part of a complete luxury hotel experience, Four Seasons offers exceptional spa services at hotels and resorts around the world. Responding to guests’ growing awareness and sophistication, Four Seasons continues to propel the spa experience to a new level, through innovative design that is one with the environment, with indigenous treatments for mind, body and spirit and by offering surroundings that soothe and restore. Unique facilities, products and treatments offered in one-of-a-kind environments are complemented by highly personalized service – perfect for pampering and personal renewal.

Founded in 1960, Four Seasons has followed a targeted course of expansion, opening hotels in major city centers and desirable resort destinations around the world. Currently with 83 properties in 35 countries, and more than 30 properties under development, Four Seasons continues to lead the hospitality industry with innovative enhancements, making business travel easier and leisure travel more rewarding.

Photos Left: Luxury Spa Suite Westlake Village, California Top: Westlake Village, California Bottom: Spa Pool, Provence



Christopher Norton,  
Regional Vice President  
Oversees Corporate  
Spa Operations



# Starwood Hotels & Resorts Worldwide, Inc.

Phone: 1.914.640.8100  
E-mail: info@starwoodhotels.com  
Web Site: www.starwoodhotels.com  
Founded: 1998  
Address: 1111 Westchester Avenue, White Plains, NY 10604  
CEO: Fritz van Paasschen  
Directors of Spa Development, Operations & Marketing:  
Mia Kyricos & Jeremy McCarthy

## Operations

Number of spa facilities:30  
Spa brands: The Starwood Spa Collection, Heavenly Spa by Westin (for Westin), Remede at St. Regis Explore Spa by Le Meridien & Blissworld and more to come  
Total gross revenue North America: Approximately \$45M  
Number of Spa employees: N/A  
Total square feet under management: N/A  
New projects in development:11  
Percent of gross revenue from retail sales: N/A

## Overview:

Starwood Hotels is a fully integrated owner, operator and franchisor of hotels, resorts and residences with the following internationally renowned brands: St. Regis®, The Luxury Collection®, W®, Westin®, Le Méridien®, Sheraton®, Four Points® by Sheraton, and the recently launched AloftSM, and ElementSM.

Photos Left: The Westin Hilton Head Island Resort & Spa Right: The St. Regis Monarch Beach Resort



Mia Kyricos & Jeremy McCarthy, Directors of Spa Development,  
Operations & Marketing:

Starwood is known as the hotel industry’s greater “innovator”, particularly when it comes to the development and marketing of its brands. This vision has clearly translated into its spa business with the ongoing roll-out and development of a portfolio of spa brands already seen with Heavenly Spa by Westin, Bliss, and Remede with more to come. They also have an impressive portfolio of unique, property-specific brands, each with their own brand equity, which they also celebrate around the world.

Green Efforts: Starwood recently created a role of “Chief Green Officer” who is working with corporate and divisional offices around the world to develop green + sustainable programs for the hotels and related businesses.





# Hilton Hotels Corporation World Headquarters

Phone: 310 278-4321  
Web Site: www.hilton.com  
Founded:1925  
Address: 9336 Civic Center Drive Beverly Hills, CA 90210  
President & CEO: Christopher Nassetta  
Corporate Spa Director:Keith Burnet – Vice President Global Spa & Fitness

### Operations

Number of spa facilities:23 in North America  
Spa brands: various including Guerlain Spa  
Total gross revenue in North America: \$35-40 million  
Total spa employees: 460  
Total square feet under management: 370,000  
New projects in development:137  
Percent of gross revenue from retail sales: 7%

### Overview:

Hilton Hotels Corporation is the leading global hospitality company, with more than 3,000 hotels and 500,000 rooms in more than 80 countries, including 100,000 team members worldwide. The Hilton Family consists of the following brands: Waldorf Astoria ■ Waldorf=Astoria Collection ■ Conrad Hotels and Resort ■ Hilton Hotels, Resorts & Suites ■ Doubletree Hotels and Resorts ■ Embassy Suites ■ Hilton Garden Inn ■ Hilton Grand Vacations Club ■ Hampton Inn ■ Homewood Suites HHC recently created a corporate spa and fitness department with a view to develop a compelling spa offering across all its brands globally. The team has recently developed future spa strategy including the following areas: Development process, Operations, and Marketing. The spa estate is established in four key regions..... Americas, Asia, Middle East, and Europe with 3 spa types..... Hotel Day, Resort, and Destination

### Environmental Sustainability Policy

The Hilton Family of Hotels recognizes environmental responsibility and is committed to improving performance towards a sustainable

Hilton Papagayo Beach



Keith Burnet – Vice President Global Spa & Fitness

- future while enhancing the guest and team member experience. To ensure sustainable business practices in the countries in which they operate around the globe, they will:
- Embrace an environmental mission and strategy that encompasses each and every team member
  - Focus upon key environmental commitments: energy efficiency, CO2 reduction, water efficiency, waste reduction, renewable energy, and sustainable buildings and operations which includes building design & construction, hotel & corporate operations, chemical management, and purchasing
  - Engage team members through training, tools and active involvement
  - Ensure that environmentally friendly initiatives and tactics will impact the guest experience in a positive way
  - Set targets, measure, benchmark and continually improve performance
  - Share best practices and comply with relevant local, national and international legislation
  - Liaise with suppliers and business partners to improve environmental performance
  - Influence land use in harmony with nature and construction by promoting the use of established environmental best practices
  - Support environmental initiatives within the local community
  - Communicate environmental achievements to team members and guests
  - Publish performance against established targets



# Spa Chakra

Phone: 646-638-9800  
Web Site: www.spachakra.com  
Founded:1997  
Address: 111 W. 57th St., Suite 1400, New York, NY 10019  
CEO: Mike Canizales  
COO: Meredith Quarnstrom  
Director of Field Operations: Kelly DelGiorno

### Operations

Number of spa facilities:18  
Spa brands: Spa Chakra, Guerlain Spa, Nourish by Spa Chakra, Acqua Di Parma Blu Mediterraneo SPA, and private label spas  
Total Gross revenue North America: \$15 million  
Total spa employees: 600  
Total square feet under management:approximentley 175,000  
New projects in development: 25  
Percent of gross revenue from retail sales: 10.27%

### Overview:

Spa Chakra is a worldwide network of luxury spas, leveraging unparalleled operational and product development expertise and global partnerships to provide each client with a Transformational Healing™ experience. Each of the locations is developed in partnership with the most exclusive hotels and renowned skincare experts to provide clients with the definitive sensorial experience—one that is as visually stunning as it is nurturing. While clients enjoy the facilities of the spa, they undergo a systematic analysis of needs and experience personalized treatments to deliver targeted results.

Spa Chakra is made up of individuals with unique aspirations and dreams from a rich diversity of backgrounds and experience. All share one universal characteristic: a singular commitment to creating an organization that believes in the importance of “soul” in 21st-century business. This commitment to ethics and fairness in all dealings, a dedication to win-win negotiations and, above all, a prioritization of relationships are pivotal to the success in providing you—the customer, partner or investor—with a superior and rewarding experience.



Top: Guerlain Spa, Waldorf=Astoria, New York – Kristen Somody Whalen Photos  
Middle: Guerlain Spa, Trianon Palace, Versailles – Lorraine de Boissanger Agency  
Bottom: Guerlain Spa, The Regent Bal Harbour – Attic Fire





# Marriott International

Phone: 301-380-0000  
Web Site: [www.marriott.com](http://www.marriott.com)  
Founded:1927  
Address: One Marriott Drive, Washington, DC 20058  
CEO: JW Marriott, Jr.  
VP Spa Services: Anna Mancebo,

## Operations

Number of spa facilities:100 +  
Spa Brands: W Marriott, Marriott, Renaissance, Quan (Asia), Saray (Middle East)  
Total gross revenue \*Global: \$175 million  
Total spa employees: NA  
Total square feet under management: NA  
New projects in development:26, including 4 in India, 6 in China, JW Marriott Chicago, JW Marriott San Antonio, Grosvenor House – a JW Marriott Hotel (London), JW Marriott Milla de Oro Resort & Spa Rivier Maya (Mexico), JW Marriott Guanacaste (Costa Rica)  
Percent of gross revenue from retail sales: 18-25%

## Overview:

Marriott International operates over 100 spas in more than 20 countries bringing luxury and genuine caring to guests from Phuket to Phoenix. In the US, spas are branded by their hotel names including Marriott, JW Marriott and Renaissance. Internationally, they are branded by region, including Quan in Asia and Saray in the Middle East. Marriott was a pioneer in the lodging spa industry when they opened one of the first world-class, luxury resort spas in 1987 at the JW Marriott Desert Springs Resort. Each spa is unique, offering treatments and services indig-enous to their area, yet all strive to put their guests at ease from the moment they walk in the door. The knowledgeable staff is committed to giving each guest personalized attention and services that leave the guest rested, refreshed and ready to take on what is next.



Photos bottom left and top: camelback Inn: A JW Marriott Resort & Spa  
Bottom right: Marriott International



Marriott International is working to protect the environment. In April 2008, the company announced a commitment to protect 1.4 million acres of endangered Amazon Rainforest and recently launched a carbon offset program, where guests can donate to the cause. Marriott is working to reduce the company's carbon footprint, which has been certified by ICF International at 3 million metric tons of CO2 annually, or 69.5 pounds per available room. These goals include: Greening its \$10 billion supply chain; further reducing fuel and water consumption by 25 percent per available room, and installing solar power at up to 40 hotels by 2017; creating green construction standards for hotel developers to achieve LEED certification.

# Fairmont Raffles Hotels International

Phone: 416-874-2600  
E-mail: [spa@frhi.com](mailto:spa@frhi.com)  
Web Site: [www.fairmont.com](http://www.fairmont.com) [www.affles.com](http://www.affles.com) [www.swissotel.com](http://www.swissotel.com)  
Founded:Fairmont Hotels & Resorts 1884, Raffles Hotels & Resorts 1887 and Swissotels 1980.  
Address: Canadian Pacific Tower, TD Centre, 100 Wellington Street West, Suite 1600, PO Box 40, Toronto, Ontario M5K 1B7  
Chairman and Chief Executive Officer :William Fatt,  
Corporate Spa Director: Anne McCall Wilson, Vice President Spas  
Fairmont Raffles Hotels International

## Operations

Number of spa facilities: 26  
Total Gross Revenue \*Global: \$50 million plus  
Spa brands: Willow Stream A Fairmont Spa (11) Fairmont Spas (4) Raffles Amrita(4) Purovel Swissotel's new spa brand launching 2nd quarter 2009 (7)  
Total spa employees +400  
Total square feet under management 400,000 approximately  
New projects in development 7 in Construction and 32 announced  
Percent of gross revenue from retail sales N/A

## Overview:

The spas of Fairmont Raffles Hotels International operate under a variety of brand names: Willow Stream, Fairmont, Raffles Amrita, and Purovel. Each is the epitome of their hotel brand - bringing to life inspired spa experiences delivered by expert spa providers. The spas are leaders in their markets because they are not only in the business of spas but the spa business. They have the best spa operators that can focus on the money and the magic.

Bottom: The Fairmont Copley Plaza, Boston  
Right: The Fairmont Turnberry Isle Resort & Club, Miami, Florida



Anne McCall Wilson,  
Vice President Spas  
Fairmont Raffles  
Hotels International

They believe that in the future there will be a wider range of spa options to suit all types of spa goers, market segments and price points. There will be more special occasion spa-going as well as more day spas, express spas and everything in between. Spa brands will continue to become stronger and more differ-entiated. Spas will be considered an important part of taking care of yourself – eat well, fitness, spa, doctor, dentist, etc. Spas will continue to become social places and a form a larger part of the social fabric – communities will form. They'll continue to see an increase in spa self treatments and experiences outside of the treatment rooms.



The spas have an enduring connection to the land and communities where they do business, so of course they're environmentally respectful and responsible. They work with like minded partners so that they can provide guests with the ultimate in holistic and environmentally responsible treat-ments and products. In 1990, their Canadian hotels pioneered the Green Partnership program—a comprehensive commit-ment to minimizing their hotels' impact on the planet, which was accompanied by a guidebook on sustainable best practices in the lodging industry. This green philosophy has grown to become a core value of the company.

Notables: By press time we couldn't confirm details for the last two companies completing "The Big 10. However, we thought you would like to know who we would like to profile: Wyndham International, Omni Hotels, Noble House, Canyon Ranch and Miraval.