

Improving Spa Services to a Better Customers' Attraction (A Case Study on Red Sea Resorts)

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Abstract

Purpose– In today's highly competitive hospitality environment, an inviting spa can create a truly memorable guest experience. “Spa” is an acronym for *salus per aqua*, or health through water. More than any other hotel service or amenities, Spas provide the personal, intimate and comforting experience sought by today’s consumers and helping resorts and hotels need to stay competitive. Spas that deliver on the guest experience and exceed clients’ expectations take into account not only what their clients are looking for, but what they may not have considered, as well.

Design/methodology/approach–Using a deductive approach, case study data was collected from five hotels, located at the Red Sea, via semi structured questionnaire to top line management and SPA managers.

Research Results and Recommendations – The research focused on a sample of the Five Star chain hotel's in Red Sea in Egypt that running SPA club.

Keywords–SPA services, Market segmentation, Red Sea resorts, Therapeutic tourism, Customer attractions, SPA management.

Introduction

Today much of the Egyptian tourism development effort has been dedicated to the Red Sea. However, prior to the 1990's, —activity at the red sea was limited to offshore oil exploration, phosphate mining, and fishing on a limited scale. Interest in this area was only sparked after the realization of its potential as a tourist attraction and potential economic benefits. In order to encourage tourism in the area, the Egyptian government passed a law in 1984 that encourages tourism investment by offering attractive propositions including tax exemptions, reduction of customs duties and management (Ibrahim, 2009).

Hurghada is located on the western coast of the Red Sea, 500km south-east of Cairo, and was initially developed in 1909 by British engineers engaged in oil exploration. By the 1920s a primitive Fishing village was established, but development soon started to promote the town as a scuba-diving tourist destination 15 years ago. The coastline of Hurghada was quickly transformed into a long coastal strip development consisting of individual tourist villages and resorts. Hurghada is an attractive tourist site on the Red Sea coast of Egypt (Dewedar, 2002).

Frost (2004), defined “Spa” as an acronym for *salus per aqua*, or health through water. The origin of the word spa goes to the early Latin verb *spargere*, which means to pour forth. The modern word spa found its way into the English language through the old Walloon word, *espa*, which referred to a fountain. From *espa*, the English derived *spaw*.

Spa hotels as they are located in resort-type settings or as part of city spa hotels. They provide accommodations, spa treatments, programs and cuisine. Programs offered vary widely. They may include relaxation/stress management, fitness, weight management, grief/life change and Pilates/yoga. Spas have professional staff that often include dieticians, therapists, masseurs, exercise physiologists, and in some cases, physicians (Mackenzie and Chan, 2009).

Barrows et al, 2012, added that lodging will always offer the traditional opportunities in operations, culinary, facilities, catering, sales, accounting, and human Resources. The lodging sector offers much more today including Revenue Management, Spa Operations, and Development. Resorts, destination spas, and fitness facilities specialize in healthful cuisine, exercise, yoga, aromatherapy, and massage, and amazing panoply of beauty treatments and skin-care treatments, all designed to promote relaxation and physical well-being. Most of these destination spas and, even, local fitness centers cum "spa oases," have special packages or memberships, with some facilities open to the public.

Health spas, often located in resort-type settings or as a part of a larger resort, provide additional amenities focusing on needs ranging from losing weight, to reducing stress, to pampering oneself.

Resort/hotel spas are the second largest category next to day spas. Resort/hotel spas were also the fastest-growing segment in the first part of the new century (Barrows et al, 2012).

Spa therapy is an exciting concept for prevention and treatment of dermatological diseases. Therapeutic spas and baths offer an atmosphere of health and physical fitness by their chemical, thermal, mechanical and immunological actions. They also provide relaxation and stress relief. Spa therapy is effective individually or as a complement to other medical therapies (Riyaz and Arakkal, 2011).

Review of Literature

Historical Background

It is difficult to pinpoint the exact origin of the first spa and spa treatments. It was practiced by the ancient Greeks, Babylonians and Mesopotamians. Some classical writers report that the Greeks indulged in a variety of social baths as early as 500 BC, including hot-air baths known as “*laconica*”. The Romans were responsible for the popularity and spread of spa therapy to other parts of the world. During the Roman Empire, 1352 public fountains and 962 public baths were available for the citizens of Rome. Roman soldiers sought hot baths to recuperate after prolonged battles. The baths were referred to as “*aquae*”. The concept of spa flourished with the continued use of the major springs even after the decline of the Roman Empire (Riyaz and Arakkal, 2011).

Speier (2011) documented that historians refer to health spas as one of the earliest travel destination sites, since people began to travel under doctors’ prescriptions. The end of the nineteenth century and the beginning of the twentieth is considered to be the period of great prosperity for Western Bohemian spas. After the Second World War, spas were nationalized and set aside for domestic use and controlled by the state.

Egypt as an Attractive Tourism Destination

Today, there is strong promotion of nature tourism in the country. Yet Egypt also offers nature and desert treks, great scuba diving and even golf, fishing and birding expeditions. One may choose to relax on the wondrous Egypt Red Sea or Sinai coasts, take in the high culture of Cairo.

The Red Sea and Therapeutic Tourism

Hurghada acts as a city and tourist center on the Red Sea coast of Egypt. It was founded in the early twentieth century, and since the 1980s it has gone from a desert area and primitive fishing village to a thriving modern city. (Kamh et al, 2012).

In 1999, —90% of Egypt's tourism investment was concentrated in coastal resorts or southern Sinai, with a product portfolio on dive tourism and beach holidays around the Red Sea Gulf of Aqaba. As a result, tourism revenue in Egypt increased by 53% from 1988 to 1992 (Alavi and Yasin 2000). This area is one of the world's fastest-growing resort areas, resulting in environmental concern for the coral reefs and the desert hinterland (Ibrahim, 2009:20). There are three key players that have contributed to tourism development in the Sinai: The government, tourists, and the local people (Daher, 2007).

According to the NRC (National Research Centre) research team; there are natural factors in Safaga which make it so appropriate for therapy.(<http://www.touregypt.net/teblog>, 2014). Due to the abundance of coral reefs, the water is 35 % saltier than in other seas, which greatly helps in psoriasis treatment. More salt, as evidenced in the Dead Sea, also means less gravity. This is thought to improve blood circulation. The balance in saline concentration inside and outside the body also affects the therapy positively (Weis, 2011).

Some others mentioned that sand in the area has also been found to contain radioactive elements and minerals effective in rheumatoid therapy. Analysis also showed the soil to contain black sand, which is useful in curing acute and chronic arthritis, rheumatism and skin inflammations (Yosif et al, 2008).

Medical Tourism and Health SPA

There is no one definition for medical tourism. However, it is generally accepted that this term is used to refer to travel activity that involves a medical procedure or activities that promote the wellbeing of the tourist. For example, the term 'healthcare' tourism has been used to cover travel and tourism that are related to medical procedures, health and wellbeing purposes (Lee , 2007).

Burkett (2007) stated that the concept of traveling for health care is certainly not new. In the seventeenth century, the wealthy of Europe traveled to spas and specialty hospitals on the Nile. It is impossible to pinpoint the inception of the first spa and spa treatments. It is known that the concept occurred simultaneously in different parts of Europe and Asia, where mineral springs and thermal mud were used for soothing and healing. "Taking the waters" for cleansing and purification prior to marriage and other religious ceremonies were practices in several cultures.

Weisz (2011) stated that the terms 'medical tourism' and 'health tourism' cover many phenomena. Individuals able to afford the costs have frequently traveled great distances to consult with healers considered especially competent in their field.

Tremendous growth has occurred in spa facilities, which are no longer limited just to resort properties. Hyatt, Fairmont, Four Seasons, and Ritz-Carlton hotel companies have urban spas catering to the needs of business travelers. These companies have found that business guests, needing relief from travel-related stress, have little price resistance. Both men and women relate the spa visits to increased performance whether related to helping mitigate jet lag, getting better rest during the stay, relieving stress, or overall just being more productive. The hotels have found that when the spa services get results, the fees are typically not an issue. Hotels with urban spas have found scheduling important to meet the demands of busy travelers, with many facilities open from early morning to late evening hours (Barrows et al,2012).

Fischinger et al, 2007 pointed to the basic health standards of every health resort as the following;

- Clean air
- Clean drinking water
- Clean, environmentally friendly, and professional waste incineration
- Isolation for infectious diseases
- Modern cemetery
- Suitable arrangements for nursing
- Speedy and safe transport of patients
- Effective rescue services and fire department
- Control over and professional incineration of drugs
- controlled building construction in town
- Healthy food in restaurants
- Peace in spa resort
- organized health care and pharmacies
- Chemical 'bacteriological institute and metrological observatories
- Literature which would truthfully present the spa and its offer.

Types and Activities in Spas

Many people around the world believed that bathing in a particular spring well or river resulted in physical and spiritual purification. Forms of ritual purification existed among Native Americans, Persians, Greeks, Babylonians, Egyptians and Romans. Today ritual purification through water can be found in the religious ceremonies of Jews, Muslims, Christians, Buddhists and Hindus. These ceremonies reflect the ancient belief in the healing and purifying properties of water (Riyaz and Arakkal, 2011).

Fraioli, 2011 defined Spa medicine as a branch of medicine that provides natural forms of treatment (baths, mud packs, mineral waters, caves) for a well-defined set of diseases. The therapeutic efficacy of these approaches has been demonstrated in scientific studies. It should be stressed that this type of therapy has virtually no known adverse effects and can be combined with other types of therapy and other rehabilitation modalities (i.e. physical therapy etc.) commonly used for the management of osteoarthritis.

Barrows et al 2012 classified a number of categories of spas, including spas with natural mineral hot springs, beauty spas, fitness spas, international-style spas that emphasize health therapies, behavior

modification spas, holistic spas, resort spas, and spa facilities within hotels. A growing numbers of hotels providing spa and fitness facilities all over the world are now dedicating more space to comprehensive health facilities in order to remain competitive.

Frost 2004, pointed to the word spa that leads to a variety of interpretations, none of which include any reference to places of healing. The following descriptions illustrate this point:

1. Club Spa—a facility, the primary purpose of which is fitness, which offers a variety of professionally administered spa services on a day-use basis.
2. Cruise Ship Spa—a spa onboard a cruise ship providing spa services, fitness, and often spa-cuisine menu choices.
3. Day Spa—a spa offering a variety of spa services on a day-use basis.
4. Mineral Springs Spa—a spa with an onsite source of natural mineral springs or seawater
5. Resort/Hotel Spa—a spa located within a resort or hotel environment that provides spa services, fitness activities, spa-cuisine menu choices, and perhaps some wellness components.
6. Medi-Spa— a center where medical and spa professionals offer some wellness care in addition to spa services.
7. Destination Spa—a facility, the sole purpose and mission of which is to provide guests with opportunities for lifestyle improvement and health enhancement through professionally administered spa services, fitness and educational programming, and onsite accommodations

Pasek ,et al., (2010) mentioned that treatment in health resorts, the main branch of which is balneology, natural treatment resources are applied (mineral waters, gases, peloids) along with natural factors (climate, landscape, vegetation) and physical agents (light, sound, electromagnetic fields, and others). In contrast to hospital treatment, spa treatment is of complex nature and comprises prevention, treatment, and rehabilitation. In a health resort, in most cases, several methods of treatment are applied simultaneously, which allows enhanced efficiency of treatment, while the combination of some methods provides particularly advantageous synergies.

Speier 2011 recognized that most procedures of health spas are relaxing and aid in regeneration. For patient-tourists who do not suffer any 'disease' or illness, the vital relaxation and beauty are favorite programs. Otherwise, the majority of patients get relaxing mineral baths, a warming treatment, and a type of massage.

Spa services

Frost, 2004 stated some of spa services:

1-Nutrition

Dieticians assist the Food Development Department in designing the menus as well as advising guests on the relationships between food and health, fitness, and weight issues. All menu planning is personalized on an individual basis, and there is no set according to diet.

2-Behavioral

Behavioral health professionals, including clinical psychologists, offer consultations in sleep management, positive psychology, habit change, anger management, stress management, and relationship counseling.

3-Fitness

The staff primarily composed of physical therapists, assists guests in designing an individual program of physical activity to help them feel more energetic, decrease stress, enhance general wellbeing and increase self-esteem. In addition, there are yoga specialists, and an outdoor sports staff of hiking and biking specialists. Golf and tennis instruction also is available. The ultimate goal is to help people find a way to add movement into their lives.

4- Aquatic and movement therapy

Increasingly, guests are looking for alternative ways to move and feel more fully integrated in their lives and life styles.

5- Body treatments

The range of body treatments, such as massage, herbal wraps, mud and water treatments, and aromatherapy, has grown considerably in the past years

Trends in Healthy Spa

Lee 2007, mentioned that tourist travelling for wellness purposes to health resorts or spas are usually less at risk of medical misadventure. This type of leisure and recreational tourism has always been popular to enable the tourist to revitalize and rejuvenate themselves before returning to their normal routine in their home country. Unlike surgeons performing operations who have to be qualified and registered doctors, the level of accreditation and certification of the staff administering natural therapies at health resort can vary from country to country. Although it is believed that natural therapists can do little harm, some of the herbal remedies that are used can be just as potent and harmful as orthodox pharmaceutical products.

Barrows et al 2012, illustrated trends in spa operations according to the International Spa Association; spas are the fourth-largest leisure industry in the United States. Not only are spas growing in number, but also they are growing in the types of services provided. Some of the latest trends include:

- Green. The predominant trend for spas is to embrace environmentally sustainable practices including building green facilities, maintaining organic gardens, and utilizing locally grown products.
- Authenticity. Destination spas and resort spas are differentiating themselves with the types of products and services of their region. For example, Cliff House Resort & Spa in Ogunquit, Maine, offers body wraps made from Maine blueberries and wild roses or juniper berries.
- Wellness. Canyon Ranch Resorts, in Lenox, Massachusetts, and Tucson, Arizona, are collaborating with the Cleveland Clinic in Ohio to offer programs in weight control, stress management, and cardiac care.
- Medical tourism. This controversial field is booming and is increasingly using new technology, such as DNA analysis, anti-aging treatments, BOTOX, and laser surgery. Medical tourism agencies now exist to help arrange the traveler-patient's stay.
- Sleep therapy. Spas increasingly will be offering sleep techniques and treatments to a society that generally is sleep-deprived.
- Fusion. Fusion treatments and techniques are on the increase. Examples include watsu (water and shiatsu), yagalates (yoga and Pilates), neurobics (mind aerobics), and kinesis (mind-exercise).
- Services for children. The spa industry is responding to the growth in family travel with more spas adding children's activities, such as chocolate manicures, are also creative additions.

SPA Staffing

Guests are on a variety of "journeys," and each staff member contributes to a nurturing environment. Because the only "product" healthy spa has to offer is the personalized service of staff, how the staff is regarded and the culture they experience every workday is critical (Frost, 2004).

Barrows et al 2012, stated that because of the high cost of labor, spas are increasingly using "destaffed" spa treatments including heat and water experiences. Pricing will also become more attuned to demand with treatments during busy time frames (e.g., weekends) costing more than lower-demand times (weekdays).

Marketing for Healthy Spa Products and Services

Under the intense competition in the spa hotel industry, management and marketing staff should focus on increasing customer value by improving the customers' overall perceptions of product and service quality, which will reduce perceptions of risk and lower sensitivity to price. Therefore, service providers should continuously improve both service quality and perceived value by setting standards that ensure service quality (Lu and Shiu, 2011).

Lee 2013, confirmed that in a tourism environment, understanding how people choose from many travel products; can enhance sales performance and marketing success. Identifying travelers' personality traits was useful for providing travelers with a destination recommendation. Personality is a highly relevant explanatory concept for the examination of experiential consumption.

Medical Tourism as a term seems to have been created as a marketing hook for travel agencies offering traditional, overseas vacations packaged with low-cost surgical or dental care. However; it has been only recently that travel across the globe has been safe, fast, and inexpensive enough to support the resort hospitals that comprise the backbone of the medical tourism service industry. It is somewhat difficult to track the economic changes that have allowed medical tourism to expand, because the industry exists in many different regions of the world (Burkett, 2007).

Mackenzie and Chan 2009 stated that spa activities and health treatments are one of the major services and facilities that leisure travelers give them a big concern:

1. Rollaway bed/ baby cot
2. Connecting rooms
3. In-room movies
4. Sports facilities, e.g. gymnasium, swimming pool
5. Spa facilities for beauty and health treatments, e.g. massage, hydrotherapy, facials and intensive foot and hand therapies
6. Baby-sitting service

Everyone strives for good health, but not everyone is actively involved in acquiring health knowledge. When consumers have a relatively high level of health knowledge involvement, they feel the greater importance of health. The demand for healthcare tourism products is increasing in countries. Wellness tourism is a new style of tourism that involves spiritual activities and is designed to satisfy both body and mind. Consumers with a higher level of health knowledge involvement than others will value healthcare more highly and will search more actively for healthcare tourism products than will those consumers with a low level of health knowledge involvement (Lee, 2013).

Barrows et al (2012) added that with an aging population of 80 million baby boomers, more health oriented services are expected as this segment focuses on improving the quality of life. Profits will also play a very big part in fitness centers and spas, as resorts and hotels realize the significant revenue potential.

Medical tourism presents opportunities and threats for health plans, employers, pharmaceutical and device companies, providers, payers and patients. Those who understand the emerging market will be well-positioned to take the initiative and to benefit as the field evolves. The industry is still in a very early stage – and significant changes will transpire over the next few years (Williams and Seus, 2007).

The higher demand for wellness and medical tourism and the widespread use of Information and communications technologies (ICTs) creates a need for multitasking, something that has long existed in the small and medium-sized enterprise (SME) sector. Instead of operating within the traditional tourism environment (e.g. encompassing housekeeping and food service), multi-skilling may require work that impinges on areas such as fitness, beauty and care to cater more specifically to a female clientele. Therefore, medical and wellness tourism requires specific skills from employees within the hotels, catering and tourism (HCT) sector. Hotels linked to hospitals or spas will respectively need people with knowledge in medical (International Labour Organization, 2010).

Significance of the Study

The importance of this study is that, it can help providing new perspectives on spa services innovation in Egyptian resorts that can help in attracting more customers. The spins raised in this research point to ways to develop knowledge about services innovation. Spa services innovation face a number of challenges, given the complexity and intangibility of services, also given the simultaneous occurrence of production and consumption, and providing a well trained staff.

Methodology

Ten five star resorts in Hurghada were chosen to be under study. The ten resorts offer their guests spa facilities and run by the hotel operator or rented by experts. The following are resorts name under the study.

1. Fort Arabesque Resort Spa, & Villas
2. La Résidence Des Cascades Golf, Spa & Thalasso Resort
3. Iberotel Makady City
4. Stella Makadi Resort & Spa.
5. Serenity Resort.
6. Sonesta Pharaoh.
7. Sindbad Club Hotel.
8. Sunrise Holidays Hotel.
9. Grand Plaza Hotel.
10. Sunny Days El Palacio Hotel

Qualitative research methods in tourism and leisure research are often used to provide a great amount of 'rich' data from relatively few cases (Veal, 2006). The most widely employed method in qualitative research is the 'in-depth' interview where the interviewer can encourage the respondent to talk, ask supplementary questions or ask respondents to further explain their answers (Bryman, 2004; Veal, 2006). These methods help the researcher to achieve the specific research objectives. Utilizing mixed methods overcome problems associated with fallibility of measures (Johnson and Cassell, 2001; Trochim 2001). Semi-structured in-depth interviews will constitute the qualitative part of the research and it was used in order to investigate the role of improving Spa services in attracting customers.

The Semi-structured interviews were conducted from 9th August 2014- 28th July 2016 in Red Sea District. The interviews were held upon previous arrangement made by phone call with some of spa managers in five star resorts in the Red Sea area. Thirty six five star resorts located at the Red Sea destination, only twenty five of them have an active spa facilities on a moderate and large scale. The semi structured interviews were held on ten hotels that are well known for their spa facilities and they represent 40% of the twenty five resorts who adopt spa facilities at the Red Sea destination. The following table represents respondents' answers.

Table (1.1) Demonstrated resorts under the Case Study

| | Design ,features and operation | Equipment and staff training | Facilities and packages | Maintenance and daily cleaning | The main competitor and Barriers | Special notices |
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| Fort Arabesque Resort, Spa, & Villas | <p>Designed by German experts. The spa is operated by a professional team from Thailand under the hotel supervision and located on an area of 5,000 square-feet. The spa offering; indoor spa, fitness center and salon offer luxurious body treatments, relaxing massages and pampering sessions. Marketing is one of the front office duties.</p> | <p>The spa is equipped with six treatment rooms (Two are dedicated to couples and feature two large rain showers, bathroom). The spa features a top of the line hammam (steam room), two scrub stations and a relaxation area, two massage stations and a large plunge pool with bubble loungers.</p> | <p>The beauty salon of the spa offered its guest services as; facial Care, body warps, scrubs and body treatment, Thalassotherapy & hot stone massage. The spa offers packages as; Couple Spa Packages, <i>Romeo & Juliet</i>, <i>Taste of Thai Sensation</i>. Those packages vary in the way of pampering customers, who are informed about those packages by the spa team on the beach and the swimming pool in a daily basis. The spa is not using warning documents and it is done by the staff.</p> | <p>Maintenance is performed by the maintenance department of the spa unless; there is a need to external specialist company. The daily cleaning is the responsibility of the house keeping department.</p> | <p>Turkey is the main competitor in the Middle East and La Résidence Des Cascades Golf, Spa & Thalasso Resort-Soma Bay is the local competitor in the Red Sea.</p> | <p>Thai massage is having a great perception among guests. Meanwhile, Yoga and meditation are not on the same level of concern.</p> |

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| <p style="text-align: center;">La Résidence Des Cascades Golf, Spa & Thalasso Resort</p> | <p>Considered one of the largest and most extensive spas in the region. Facilities span over an area of 7,500 m² with 65 treatment rooms offering everything from traditional massages and beauty treatments to the latest technology for aesthetic treatments and hydrotherapy. The spa operated in co-operation with Raison d'être Spa, the Swedish spa consultancy whose award winning spas have consistently been ranked as the best spas in the world in 60 different countries. Marketing is staff duty.</p> | <p>The unrivaled centerpiece of the Spa is the 750 m² Thalasso-Tonic Hydrotherapy Pool containing 830 m³ of sea water subdivided into a number of distinct zones with water jets, currents and counter-currents, showers and bubbling baths.</p> | <p>The spa offered its customers a unique formula combines the healing properties of sea water with the exotic flavor and health benefits of Egyptian spices and herbs. To enhance the benefits of the spa treatment, the staff plays an important role in recommending and guiding a new commencing and less experience customers. The spa is also, using warning documents hanging next to steam room and sauna. The spa offered its customers a health menu consisting fresh juices and fruits.</p> | <p>Maintenance is performed by the maintenance department and the daily cleaning is the responsibility of the staff.</p> | <p>Fort Arabesque Resort, Spa, & Villas and Stella Makadi Resort & Spa are considered the strongest competitor in the Red Sea, while Turkey is considered the main competitor in the middle east.</p> | |
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| Iberotel Makady City | <p>The spa operated by the resort management. The spa is consisting of 21 sauna room, steam room and Jacuzzi. Marketing is performed by the team of the spa to inform the resort guests with the spa services.</p> | <p>The spa management used a daily training to its staff focused on using of massage in reducing pains because of stiff and tension muscles, dealing with customers. The training is performed by specialists in the physical therapy, who are employed within the spa team and considered assistants to the spa manager. The spa performance is measured quarterly by resort management through the average of revenue and guest comments.</p> | <p>The spa offers its customers; aromatherapy massage, anti-cellulite massage, reflexology massage, Thai massage, anti-Stress massage, scrub treatments, mud wraps, thalasso therapy, Jacuzzi, Turkish bath and sauna The spa also has health fresh squeezed juices corner. The spa's Retail lines are not for sale and they are using special oils and red sea herbs and coffee. A number of warning documents hanging next to the entrance of sauna and steam rooms in many languages such as English, Germany, French and Russian. Also, one of the main tasks of the spa receptionist is to explain for the less experience customers the sauna and steam room nature.</p> | <p>The housekeeping department is responsible for the daily cleaning of the spa by using of disinfectants and chemicals. Maintenance is performed upon request, by the maintenance department of the resort.</p> | <p>The resort/spa management considered stars group as the main competitor in red sea. Also, Turkey and Emiratis are considered as the main competitors in the Middle East. Dealing with customers from different cultures and types is the main barrier.</p> | <p>No yoga and meditation facilities offered as most of customers prefer using of massage, scrub and Jacuzzi. The resort management is intended to serve its customers Thai massage, especially with the expecting increasing in tourists' numbers visiting Hurghada.</p> |
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| <p>Stella Makadi Resort & Spa</p> | <p>The spa operated by the resort management. The spa is consisting of 6 sauna room, steam room and Jacuzzi. Marketing is performed by the team of the spa and front office staff to inform the resort guests with the spa services.</p> | <p>Fully equipped gymnasium with a glorious view of the Red Sea. The spa management used a regular training plan to its staff focused on using roles of physical therapy in treatment and reducing pains because of stiff muscles in shoulders, neck, knees and spine column aside to the first aid. Customer care and dealing with customers complains is also, considered one of the training interests. The training is performed by a specialist in the physical therapy. Achieving targets measured through guests' comments cards.</p> | <p>Spa is offering its' customers the many facilities and treatments as; Thalasso therapy, aroma therapy massage/anti-cellulite massage/reflexology massage/ thai massage/anti-Stress massage, mud wraps, scrub treatments, beautician center which offers facial treatments, masks, Contour make up, turkish bath, sauna, Jacuzzi, relaxation area and serves a delectable selection of freshly squeezed juices. The spa have a list of documents that are hanging next to the steaming room, sauna, Jacuzzi area, also the therapists have to explain those documents and the facilities especially to customers who do not speak English and those who are having no experience.</p> | <p>Maintenance is performed quarterly on a regular base. The spa management is using disinfectants and chemicals recommended by the housekeeping department of the hotel that take the responsibility of cleaning the place.</p> | <p>Stars Group Company and Horas Company are considered the main local competitors, while Turkey is considered the first and main competitor from the management of world spa group. Barriers that may face three of them agreed that dealing with customers from different cultures and types is the main barrier.</p> | <p>Yoga and meditation facilities were offered before the revolution of 25th January as; the targeted customers' segments differed in their needs and spending rates. The spa management planning to re-offer those facilities again especially with the increasing in number of tourists visiting Egypt after the Egyptian presidential election.</p> |
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| Serenity Resort | <p>The spa of the resort is serving guests from the old resort and the new extension under the name of Serenity Fun City. The spa is rented and operated by Houras Company and serving guests from the two resorts. Marketing of the spa is performed by one or two of the spa receptionist on the beach and swimming pool. The spa management team is consisted of a number of physical therapists and physical education graduate. A regular training program is used from time to time by the spa manager and their assistants on topics as the relief of tension muscle, circulatory, parties' nerve, massage type and first aid. Also, using of fire extinguish and safety. The spa performance is measured quarterly by spa management company through number of users, revenue and materials' consumption.</p> | <p>The receptionist of the spa is asking customers to fill a formula that consists of some required information about their medical statue. Also, some instructions and warning are written on the entrance of steaming and sauna room.</p> | <p>The spa doesn't offering its customers menu, just only fresh juices. Sauna, stem, Jacuzzi, massage and scrub are the main facilities of serenity spa.</p> | <p>Disinfectants & chemicals are used to clean the spa daily. Maintenance is performed upon request.</p> | <p>Turkey is the main competitor in the Middle East. Stella Makadi Resort & Spa is the local competitor in the Red Sea.</p> | <p>The spa's Retail lines are not for sale and they are using special oils and red sea herbs and coffee. No yoga & no meditation facilities offered as most of customers prefer using of massage and scrub, Jacuzzi, features of Egyptian spa and revitalization.</p> |
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| Sonesta Pharaoh | <p>The Spa is operated by Horas Spa Company through a well-qualified team. The spa is distinguished in a separate building outside the hotel area and consists of spa, gym and beauty salon. The operation company is responsible to offer the suitable general atmosphere (odor, sound, ventilation and lighting)</p> | <p>Horse company is responsible to furnish and providing the required equipment. The Spa team is consists of qualified team in the physical education and physiotherapy managed by an operation manager who, is presenting Horas Company. The entire operation team has been trained on the first aid skills, negotiations and marketing techniques, and service quality control.</p> | <p>Many marketing tools is used to inform guests about the spa services as using of CD and flyers on guests rooms, discount card to hotel frequent customers and catalog to describe all the spa programs and services. Additional services are offered as; beverage bar, beauty center and health club. Turkish bath, Thalasso pool, Egyptian bath and Morocco bath are the main services of Horas Spa. Horas Spa also, used a number new devices to treat the body and muscle spasms by hot water as; Oceana, Underwater and Dry floating. Also, many oil are used too as; chocolate oil, sandalwood oil, nigella sativa oil and sea herbs.</p> | <p>The maintenance is done by the operation company. The housekeeping is done through the operation company and is responsible of cleaning all the spa area and reviewing all the required and used materials. The housekeeping of the operation company is also responsible of the daily revision to all spa equipment and reporting any needed maintenance.</p> | <p>Turkey and Dubai are main competitors in the Middle East. Stella Makadi Resort & Spa is the local competitor in the Red Sea.</p> | <p>No yoga & no meditation facilities offered as most of customers prefer using of massage and scrub, Jacuzzi, features of Egyptian spa and revitalization.</p> |
| Sindbad Club Hotel | <p>The Spa is operated by Horas Spa Company through a well-qualified team.</p> | <p>All the worked team is trained by the operation company on using and operating equipment, sanitation and hygiene, dealing with emergency</p> | <p>Many marketing tools is used to inform guests about the spa services as using of CD and flyers on guests rooms, discount card to hotel frequent customers and catalog to describe all the spa programs and</p> | <p>The maintenance is done by the operation company. The housekeeping is done through the operation company and is responsible of cleaning all the</p> | <p>Turkey and Dubai are main competitors in the Middle East. Stella Makadi Resort & Spa is the local</p> | <p>No additional services or facilities are offered</p> |

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| | | situations, using of fire equipment and safety features. | services. Additional services are offered as; beverage bar, beauty center and health club. | spa area and reviewing all the required and used materials The housekeeping of the operation company is also responsible of the daily revision to all spa equipment and reporting any needed maintenance. | competitor in the Red Sea. | |
| Sunrise Holidays Hotel | The Spa is operated by Horas Spa Company through a well-qualified team. The operation company is responsible to offer the suitable general atmosphere (odor, sound, ventilation and lighting) | The gymnasium is Fully equipped with the essential and required equipment. Horas company is using a regular training plan to its staff focused on using of physical therapy in treatment | Turkish bath, Thalasso pool, Egyptian bath and Morocco bath are the main services of Horas Spa. Horas Spa also, used a number new devices to treat the body and muscle spasms by hot water as; Oceana, Underwater and Dry floating. Also, many oil are used too as; chocolate oil, sandalwood oil, nigella sativa oil and sea herbs. | The maintenance is done by the operation company. The housekeeping is done through the operation company and is responsible of cleaning all the spa area and reviewing all the required and used materials. The company is responsible to the housekeeping and the daily revision to all spa equipment and reporting any needed maintenance | Turkey and Dubai are main competitors in the Middle East. Stella Makadi Resort & Spa is the local competitor in the Red Sea. | No additional services or facilities are offered |

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| Grand Plaza Hotel | <p>The Spa is operated by Horas Spa Company through a well-qualified team. The operation company is responsible to offer the suitable general atmosphere (odor, sound, ventilation and lighting)</p> | <p>Horse company is responsible to furnish and providing the required equipment. The Spa team is consists of qualified team in the physical education & physiotherapy managed by an operation manager who, is presenting Horas Company. The entire operation team has been trained on the first aid skills, negotiations and marketing techniques, and service quality control.</p> | <p>Many marketing tools is used to inform guests about the spa services as using of CD and flyers on guests rooms, discount card to hotel frequent customers and catalog to describe all the spa programs and services. Additional services are offered as; beverage bar, beauty center and health club. Turkish bath, Thalasso pool, Egyptian bath and Morocco bath are the main services of Horas Spa. Horas Spa also, used a number new devices to treat the body and muscle spasms by hot water as; Oceana, Underwater and Dry floating. Also, many oil are used too as; chocolate oil, sandalwood oil, nigella sativa oil and sea herbs.</p> | <p>The maintenance is done by the operation company. The housekeeping is done through the operation company and is responsible of cleaning all the spa area and reviewing all the required and used materials. The housekeeping of the operation company is also responsible of the daily revision to all spa equipment and reporting any needed maintenance.</p> | <p>Turkey and Dubai are main competitors in the Middle East. Stella Makadi Resort & Spa is the local competitor in the Red Sea. Dealing with customers from different cultures and types is the main barrier.</p> | <p>No additional services or facilities are offered</p> |
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| Sunny Days El Palacio Hotel | <p>The Spa is operated by Horas Spa Company through a well-qualified team. The operation company is responsible to offer the suitable general atmosphere (odor, sound, ventilation and lighting)</p> | <p>Horse company is responsible to furnish and providing the required equipment. The Spa team is consists of qualified team in the physical education and physiotherapy managed by an operation manager who, is presenting Horas Company. The entire operation team has been trained on the first aid skills, negotiations and marketing techniques, and service quality control.</p> | <p>Many marketing tools is used to inform guests about the spa services as using of CD and flyers on guests rooms, discount card to hotel frequent customers and catalog to describe all the spa programs and services. Additional services are offered as; beverage bar, beauty center and health club. Turkish bath, Thalasso pool, Egyptian bath and Morocco bath are the main services of Horas Spa. Horas Spa also, used a number new devices to treat the body and muscle spasms by hot water as; Oceana, Underwater and Dry floating. Also, many oil are used too as; chocolate oil, sandalwood oil, nigella sativa oil and sea herbs.</p> | <p>The maintenance is done by the operation company. The housekeeping is done through the operation company and is responsible of cleaning all the spa area and reviewing all the required and used materials. The housekeeping of the operation company is also responsible of the daily revision to all spa equipment and reporting any needed maintenance.</p> | <p>Turkey and Dubai are main competitors in the Middle East. Stella Makadi Resort & Spa is the local competitor in the Red Sea.</p> | <p>No additional services or facilities are offered</p> |
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Conclusion

1. Eight of resort hotels are operated by three of the pioneers in the field of spa facilities in Red Sea, while the other two resorts using a professional team.
2. The maintenance is done through the maintenance department of resorts.
3. The daily cleaning is done by the housekeeping department of resorts and each spa has its housekeeping that is responsible to keep the place clean after each treatment.
4. Retail lines are not for sale in all the resorts.
5. Only Stella Makadi Resort & Spa were used to offer its' customers new spa facilities as Yoga, meditation and Swedish massage. It is also noticed that all of them agreed that customer segments is very important in determining the facilities they may offer.
6. Barriers that may face three of them agreed that dealing with customers from different cultures and types is the main barrier.
7. The frequency of training is varying from one resort to another as; some of them give a daily training session, others monthly and others give it only if there is a need. The main training program is focused on role of physical therapy in treatment and reducing pains because of stiff muscles in shoulders, neck, knees and spine column aside to the first aid and fire extinguish. Customer care and dealing with customers complains is not giving a serious concern and training interests. The training is usually performed by a specialist in the physical therapy or the spa manager.
8. All of the spa managements using warning documents and one of them is keen to use it in different languages also, all of the spa manager clarify that it is one of the main duty and responsibilities of the reception representative.
9. Turkey is the main competitor in the Middle East while; Hours and Star World are the main competitor in Red Sea.
10. The performance is measured on a quarterly basis and achieving targets are measured through guests comments cards and raising in the average of revenue.
11. Marketing is performed by the team of the spa to inform the resort guests with the spa services.

Recommendations:

1. Improving customer satisfaction is an important part that can help in creating loyalty feelings and creating a competitive advantage. So giving special training on customer care should have the same concern to therapeutic training.
2. The spa operator should always understand and study the trends and interests of their future target segments.
3. Quality management should be a basic part to a successful spa operation, in order to improve business through monitoring the variety and quality of facilities, friendliness and competence of the staff, design, atmosphere, ambience.
4. A well designed and organized spa services menu can provide the essential flexibility to book services, schedule resources and run promotions that maximizes Spa's bottom line. In simplest terms, using dynamic availability, reducing the list of services of available (highest margin) during peak times has a tremendous impact on profitability.
5. There is a need to expand the range of offered facilities in red sea resorts by using new facilities such as yoga, meditation (as sun set meditation and full moon meditation), Swedish massage and other new services to be successful in a highly competitive market.
6. Creating a plan that includes fixed and variable compensation elements for spa's employees as well as team-based bonuses creates a dynamic teamwork that ensures everyone is aligned in purpose.
7. The ability for guests to have a continued interaction with their health specialists in the physical therapy via Email or social media will enhance the positive and lasting commitment and loyalty feeling to the spa and resort facilities. Using a close relationship with loyal spas' customers. Create a "last-minute" club using Email, Text-Messaging, Facebook or Twitter to inform "fans" of opportunities arising from cancellations and unforeseen availability at a "special" discount. It could help fill spots that would otherwise go unsold and create other revenue opportunities in retail and/or additional services.
8. Maintain a consistent Retail Lines to service ratio can dramatically improve the spa's bottom-line. In most spas, retail makes up 10-15% of a spa's total revenue but represent 20-25% of the net profit. Therefore, an increase in retail sales has a greater impact on the profit.

9. Create upgrades to the most popular services and make it easy for the guest to upgrade "in-treatment". An example is having hot stones in every massage treatment room. Provide staff with much higher compensation incentives on service upgrades as the incremental revenue is almost all margin. The therapists also become more engaged in the guest's total experience and are more willing to recommend a product to compliment the service.
10. Using of customers profile can help in making memorable customers' experiences. Know their names, their tastes, and how to please them. Encourage employees to customize the spa experience to each customer, whether it's that client who loves extra towels or the one who doesn't like being left alone too long.
11. Creating an environment that take into consideration the impact of color, light, sound, texture and the environment in making positive impact on each spa treatment that will result in memorable experience.
12. There should be a serious start to study and know more about spa etiquette, how to deal with different customers according to their customs, traditions and religions.
13. Future Studies should indicate the importance of fitness instructor and should be considered as a career.
14. Assigning a guide/coach to each guest from pre-arrival to departure will enable the guest to select more focused treatments and services and help them navigate through the healing environment with greater ease and less stress.
15. There is currently a great emphasis on maintaining and, if possible, enhancing the well-being of older adults in care. In this regard, the present findings are consistent with group based activities are a better vehicle for delivering interventions to this population than those that are individual-based.
16. Short-term and long-term planning are needed because they play an important role in guiding appropriate development of therapeutic tourism in Hurgada also to prevent development which is not acceptable.

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