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**AGE MANAGEMENT CONCEPT FOR WELLNESS AND
SPA SECTOR**

Master's Thesis

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This Master thesis has been compiled independently. All works by other authors used while compiling the thesis as well as principles and data from literary and other sources have been referred to.

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INTRODUCTION

The European Union's population structure is changing and becoming progressively older – at the beginning of 2010, there were 87 million people aged 65 and over in the European Union, which is more than 17 % of the total population. In response to demographic challenges being faced within Europe as well worldwide (European Commission, 2012) there is need for changes in health care. Furthermore it should be considered as soon as possible as the fast growing trend of elderly will go on. It is even forecasted that for 2050 there will be two elderly persons for every child (aged below 15 years) (Stuckelberger & Wanner, 2008), which means that soon the elderly population will exceed children population.

Spa and wellness sector as one of the health care service providers are ought to be ready for this demographic transition and if possible find ways to cooperate with public health care sector.

Moreover communities will live longer than ever before (Peace, Dittmann-Kohli, Westerhof, & Bond, 2007) – life expectancy indicators have been raising year by year and till now there is no concrete fact of how long a human being can live. In the other hand it is common that people's everyday life is getting more complex within fast changing environments and even though communities live longer the health will be vulnerable for chronic illnesses, and the frailty.

If approximately one half of the total population in Europe will start gravitating for constant public health care services the whole system may collapse, and this not only due to enormous waiting lines but as well according to workforce. At this point, public and private health care sector will probably succeed better in cooperation to find solutions for ageing society's health issues.

Described situation drives towards a more specific problem - till now there is lack of developed holistic preventive health care concepts' in spa and wellness sector to react perpetually ageing society's needs. This problem inspired the author to write about age management concept, which offers various approaches for successful ageing as well for anti-ageing, so the theme of master's thesis became "Age management concept for wellness and spa sector".

Until the population ages, recognition of frailty in older adults becomes increasingly important. (Walston, Schmader, & Sokol, 2012) Prevention of frailty is essential to age with dignity and it needs tailor made health care advice while keeping the individual's values and goals in mind. Here treating chronic diseases, managing illnesses, assuring age-appropriate screening measures and providing personalized preventive care, is primary reason to promote age management concept via spa and wellness sector.

The author chose survey for research strategy and is going to implement in-depth interviews. Content analysis will be utilized to finally reach the outcome. Thesis is divided into three main parts: theoretical background giving an overview of the age management, current situation in demographics as well in spa and wellness sector trends; research conduction and analysis part; findings and recommendations part where the outcome of the thesis will be represented.

Outcome of the thesis is lead by the aim to give recommendations for the spa and wellness sector stakeholders to launch age management concept in its improved comprehension. For fulfilling the aim and be able to present the outcome the author has put up following research question: what is the meaning of age management concept from different stakeholders' perspectives.

Presented research findings are going to be suitable for wellness and spa sector enterprises that are interested in investing service development and equal their customer profile to age management concept consumers' profiles.

1 AGE MANAGEMENT CONCEPT FOR SOCIETIES HEALTH

1.1 The specification of age management definition

Aging is characterized by progressive and broadly predictable changes that are associated with increased susceptibility to many diseases. Aging means that human organs in the same person age at different rates influenced by multiple factors like genetic make-up, lifestyle choices, and environmental exposures. (Taffet, Schmader, & Sokol, 2011)

A Danish twin study found that genetics accounted for about 25 percent of the variation in longevity among twins, and environmental factors accounted for about 50 percent. (Taffet, Schmader, & Sokol, 2011) The fact that genes account only for 25 percent of the variance in human lifespan has been also stated by other scientists. (Westendorp & Kirkwood, 2007) However, with greater longevity (to age 90 or 100), genetic influences become more important. (Taffet, Schmader, & Sokol, 2011).

There are least five major elements contributing to the individuality of the human ageing process: genes, nutrition, and lifestyle (e.g. exercise), environment, and chance (e.g. personal fluke or occasional conditions of personal life). (Westendorp & Kirkwood, 2007). And there is as well strong connection between human psychology and longevity that directly influence lifestyle choices and have affect on health and overall wellness. (Robine, Forette, Franceschi, & Allard, 2006) Age management concept needs to address all these important factors of ageing and offer solutions for optimizing health and lengthening of individuals' health- and lifespan to reach longevity.

Human ageing has many dimensions and its heart it is a biological process. Life expectancy of human being has not settled at some ceiling imposed by genetic programming (Westendorp & Kirkwood, 2007), which means that the basic mechanisms of ageing reveal to be intrinsically more malleable than it has been appreciated. Also America's most notable alternative medicine practitioners Deepak Chopra has stated that reshaping of the persons ageing process is within ones control. (Chopra, 2003) According to that there is much a person can do with help of proper knowledge and consultancy.

The definition of ageing varies and one view held by biologists, medical doctors and some psychologists is that ageing is associated with decline of most health elements and also characterized by declining ability to respond to stress, increase in homeostatic imbalance and risk of disease. (Stuckelberger & Wanner, 2008). By Dr.Claude Chauchard accelerated ageing process starts especially in forties. (La Clinique De Paris, 2013), so this could be the last time to start up with age management. When the ageing process starts it is still considered to be individual, so decisions need to be made according to personal need and medical opinion.

Ageing is also been explained as the balance between investments in fitness and investments in body maintenance: if investment in body maintenance is not optimal, ageing occurs. Increasing societies understanding of the ageing process and applying available interventions will enhance a healthy ageing. (Westendorp & Kirkwood, 2007) This process can be delayed or reversed via anti-ageing medicine or age management concept. Age management can also be called as way for better-, successful- or optimal ageing.

Age management targets longer lifespan as well health span and being affected by various lifestyle choices longevity research suggests that besides that the worldview of a person acts directly on her or his health. A person's worldview might be even one of the most important factors in reaching well-being and longevity. (Simpson, Sinatra, & Suarez-Menendez, 2004) This show up how important becomes mental health condition while trying to reach holistic well-being and reverse ones ageing process.

Human ageing has many faces and physical ageing is the one of the most visible face, yet even more human ageing is a socio-cultural phenomenon. The eloquent comments and gazes, the compassionate questions and well-intended considerations of other people around us may reflect more vividly than real mirror people's physical and functional ageing. (Marcoen, Coleman, & O'Hanlon) It drives community towards ageing psychologically inside groups of individuals who continuously are reflecting each other and taking over lifestyle behaviours as well.

Nowadays attitude towards getting old is more negative (discrimination from individuals as well from society) and reflects the fear of ageing. (Peace, Dittmann-Kohli, Westerhof, & Bond, 2007) The author also suggests that fear is one of the biggest motivations for people to be interested in anti-ageing and age management, and here age management could change the world views of human beings by teaching the art of getting old with pride and dignity. Reaching old age and keeping ones optimal health consciously.

Other factors like smoking, physical inactivity, unhealthy diet, obesity as person's lifestyle behaviours are mostly associated with the development of diseases such as cancer, heart disease, stroke, and diabetes. (Lopez, Mathers, Ezzati, Jamison, & Murr, 2006) These are considered as age related or lifestyle diseases, which are preventable and even avoidable. Combination of lifestyle-related behaviours, such as not smoking, drinking alcohol in moderation, eating healthily, regular exercise, and maintaining an optimal weight, is associated with a reduction in mortality by 66%. (Loef & Walach, 2012)

If people accepted the responsibility for their own health – for example take over the principles of age management, the worldwide costs and burden of disease could be greatly reduced. (Loef & Walach, 2012) Therefore age management can directly influence the quality of life in society as well could unburden public health care costs enormously.

Age management is young health care concept suitable also for spa and wellness sector, which treat particular manifestations of the aging process in each unique patient or customer. The evidence for the success of these interventions is growing. (Walker,

2005) The question is about anti-ageing concepts different approaches - what exactly and when they are used for rapidly ageing society, purposed to arise the quality of life, slow down individuals ageing process and reach longevity. Also to support elderly population continue being economically active as well their participation in social life.

For further support of analysis (Chapter 2.) part the author has chosen to use age groups definitions created by previous scientific research in ageing theories, which divides people into four main categories: young (up to 45 years old); middle-aged (45-59 years old); young elderly (60-74 years old); and elderly (75 years old or older). (Bai XJ, 2011) This kind of classification goes as well with World Health Organization definition, which acclaims people more that 60 years old as older population and people more than 65 years old as elderly. (World Health Organization). According to age groups successful ageing, or age management concept, is targeting more middle-aged up to elderly, while anti-ageing medicine targets people at any age (the sooner the better). (Stuckelberger & Wanner, 2008) It is also one primary difference between these two approaches.

The objective of anti-ageing medicine is to give people the possibility to enjoy an optimal quality of life at old age by reaching peak performance using innovative technology, and starting already in youth. Aim is not only to keep the optimal well-being but moreover pull up personal life expectancy, which goes above normal ageing concept. (Stuckelberger & Wanner, 2008). Normal ageing process is supported more by age management concept objectives and is lead by the ideas and aims of better- or successful ageing.

Successful ageing goes beyond the absence of illness and maintaining of functional capabilities and for that involves dimensions such as lifestyle, nutrition, developmental psychology and also genetics. This is also called the concept of better ageing, optimal ageing or age management. It supports active healthy lifestyle and aims to delay all the possible age related pathologies and illnesses according to individual. (Stuckelberger & Wanner, 2008)

The terms of successful ageing, better ageing, optimal ageing and age management are used generally in theoretical sources as well by the author at equal criterion, and these

concepts carry the same idea which only differs partly from anti-ageing medicine concept. So there are two major concept lines to discuss as both of them deal one or another way with age management.

The difference with anti-ageing medicine is that successful ageing or in other words age management is meant for the age group starting with middle aged (45-59 years old) while anti-ageing medicine is meant for all age groups. It puts stress on early detection, energy boosting, and enhancement of all body functions as well appearance medicine. At the same time age management main priority is to prevent, care and cure age-related pathologies. (Stuckelberger & Wanner, 2008) These two concepts are similar to each other and partly overlapping but at the same time with different objectives and range of services/products supplied.

To add successful ageing is something that could be easily funded by public resources as this serves also the socioeconomic aims like optimizing active and healthy lifestyle choices, while anti-ageing medicine goes above that and is suitable more for operating in privately owned practices, as they always promote innovative medical treatments and sometimes even services with quite high health risk, aimed to pursue best and even extreme results for younger body, mind and soul.

1.2 Ageing society

The composition of our society is changing and - the proportion and absolute numbers of older people are increasing worldwide, including Europe. The elderly population has already exceeded the child population (meaning below age 15) and by 2050, it is predicted that for every child there will be two elderly persons. (Stuckelberger & Wanner, 2008) This means for Europe, as one of the developed regions in world, that approximately a third of the population will be aged 60 years or over by 2050; while in less developed regions the older population will make up almost 20% (Peace, Dittmann-Kohli, Westerhof, & Bond, 2007), the communities image will change with that drastically and health care systems and service providers like spa and wellness sector need to be aware of that.

Europeans live longer and healthier lives than ever before, and governments are already looking for ways to involve older persons more in society and to keep them active. Active ageing is a growing trend in developed societies and this pattern is expected to continue on the back of continued medical breakthroughs and improved standards of living. (Eurostat European Commission, 2012)

The population has been ageing due to the on-going decline in fertility coupled with increasing longevity and this global phenomenon will continue to dominate the twenty-first century, though different world regions will experience demographic change at different rates. (Peace, Dittmann-Kohli, Westerhof, & Bond, 2007) It is known as 'demographic transition', and has far-reaching consequences. For example old people have different expectations than younger generations and with each generation of older persons comes different ways of life. (Stuckelberger & Wanner, 2008)

There will be quite enormous difference between ageing population among men and women. In European Union there were 12 countries where the number of very old women was at least twice as high as the number of very old men. This ratio was raising around three times as many very old women as very old men in the Baltic Member States. (Eurostat European Commission, 2012) Which shows up the tendency that Estonia will be one of the European Union member states where the future society is the community of old ladies.

As the population ages, recognition of frailty in older adults becomes increasingly important. Prevention of frailty is essential to age healthily and it needs tailor made health care advice while keeping the individual's values and goals in mind. To illustrate (Walston, Schmader, & Sokol, 2012): treating chronic diseases, managing illnesses, assuring age-appropriate screening measures and providing personalized preventive care is first-hand reason to promote age management or anti-ageing medicine concepts for spa and wellness sector supply.

Frailty is more or less associated also with mental illnesses, which we should not forget. For example, depression is the leading cause of years of healthy life lost to disability for rich and poor countries alike across all regions in the world, and this burden is only

likely to increase in proportion to other diseases over the coming decades. (World Health Organization, 2013)

Moreover the global burden of all mental ill health, coupled with the considerable economic burden it places on countries, brings a number of challenges not only in providing appropriate services for customers but also in identifying effective mental health promotion and prevention strategies. (Vieth, 2009) Mental health is also considered as one of the influential factors to happiness in all countries, and it is said that only approximately a quarter of mentally ill people get sufficient treatment in the most developed nations. (Helliwell, Layard, & Sachs, 2012) The author believes that till today the necessity for mental health assessments it is suppressed from public as well from private health care sector, furthermore by the society itself. The importance of mental health should be presented more to enhance the community's health consciousness and not to deny the issue.

Right now, society has been oriented towards youth, but as mentioned before this trend is changing. The growing number of people who are now classified as senior citizens or (young) elderly (60 years old or older) is a powerful force for lots of developments. Due to the fact that on average people tend to live longer than ever before and in good health. Furthermore, these people want to retain their youthful vigour and their vitality for as long as possible by resisting any signs of ageing. (Stuckelberger & Wanner, 2008) This points out that already in near future there will be need for new innovative service concepts in health care system.

Medical wellness spas could play an important role by providing services for better ageing as this is the sector which is sharing the purpose of providing services and products for healthier living. It will be a business opportunity or expanding idea for private entrepreneurs' as well new innovative service development conception for public sector.

Promoting and protecting health is essential to human welfare and sustained economic and social development. People rate health as one of their highest priorities, which shows that every individual is ready to actively invest in their well-being and healthy lifestyle. It is as well presumption for overall happiness. There are many ways to

promote and sustain health, and some lie outside the confines of the health sector. (Etienne & Asamoah-Baah, 2010) Consider all parties of spa and wellness sector, and private enterprises.

The population of developed countries is living longer as life expectancies are steadily inching upwards. People live in retirement for longer and barring any policy changes in the retirement age, they are likely to continue to do so. When longevity and retirement are crossed, the result is more travel, more medical care, and more medical tourism. (Bookman & Bookman, 2007) Society and economics need to be ready for young elderly community who actively wants to be part of living environment, and that with respectful attitude.

Active ageing is defined by the World Health Organization as the process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age. Active ageing allows people to realize their potential for physical, social, and mental well-being throughout the life course and to participate in society, while providing them with adequate protection, security and care when they need. (World Health Organization, 2013)

The circumstances and environments in which people grow, live, work, and age - strongly influence how people live and die. Furthermore education, housing, food and employment all have impact on health - by redressing inequalities in these will reduce inequalities in health. Furthermore timely access to health services – promotion, prevention, treatment and rehabilitation is also critical. (Etienne & Asamoah-Baah, 2010) To improve all these influential circumstances – there is a need for new level of cooperation between private and public health care systems.

It is important for the private sector and the public to work together and try to give more efficient solutions, reach people quicker, extend accessibility, and there are many examples of win-win solutions when these two would succeed in cooperation. (Bookman & Bookman, 2007)

Health for all would contribute both to a better quality of life and also to global peace and security. (Etienne & Asamoah-Baah, 2010) People will stay in good health and with

that will create the image of wellness society which is capable of developing community in optimal level. In addition understanding the importance of preventive health behaviour and taking responsibility of own's health care, the individual lifespan, as well health span will prolong.

1.3 Wellness and spa sector trends

To introduce spas are entities devoted to overall well-being through a variety of professional services that encourage the renewal of mind, body and spirit. To grow spa and wellness industry toward a deeper connection with the laws of nature, it is necessary to embrace the three pillars of sustainability: planet, people and prosperity. (International Spa Association, 2013) Out of that age management serves all of these values by giving every individual an object of healthy ageing in healthy surroundings.

The sector is defined as an area of the economy in which businesses share the same or a related product or service (Investopedia, 2013), and spa and wellness sector deals with health care products and services. According to that the author refers that into the sector includes medical- and wellness spas, health centres, rehabilitation organizations, private health care practices, plastic surgery suppliers, sports centres and all the other unions, enterprises or businesses who provide well-being through professional services that support renewal of mind, body and spirit.

In the world of spa and wellness, last ten years have changed the whole sector from pampered indulgence to personalized, functional health and wellness. Trend report for 2013 predicts following tendencies: Healthy Hotels; The Mindfulness Massage; *Earthing*; Spa-Genomics (Telomeres and Beyond); Authentic *Ayurveda* and Other Ancient Revivals; Colour Self-Expression; Inclusive Wellness; Label Conscious Fitness; Men: From Barbers to "Botox"; Where the Jobs Are. (Ellis, Ober, & Louv, 2013) – To bring out all forecasted spa business lines. Out of these many trend predicting ideas the author will bring out only few that directly uphold and link to age management concept.

Spa genomics, predicted spa and wellness sector trend, means the future of medicine. That is intending to identify breakthrough approaches to support a new age of

predictive, personalized medicine grounded in each person's unique genetic profile. The power of direct-to-consumer genomic testing lies in the potential to pinpoint which diseases and issues could be forestalled by specific lifestyle changes. (Ellis, Ober, & Louv, 2013) Age management includes various tests to personalize the anti-ageing program, and gene tests are the one mostly used in prescribing micro nutrition (Elsig C. , 2013) to help healing from different mental issues and imbalances, also in weight management (e.g. Prevention Centre Zürich (Köhler, 2013)).

Spa and wellness industry is a natural benefactor of this development, but perhaps no genomic breakthrough holds such profound implications for the spa industry than telomeres: the only flexible part of human DNA, which according to some studies can be repaired by stress-reduction, physical exercise, sleep, healthier food and meditation. (Ellis, Ober, & Louv, 2013) These aids are also suggested by age management concept (directly influencing ageing process and reversing it) by giving diverse instructions to improve personal lifestyle and implement healthy habits. (Stuckelberger & Wanner, 2008) For example physical exercise, mind health, stress assessment, nutrition, and detoxification are suggested in many cases (e.g. Total Age Management program in Longevity Wellness Resort (Longevity Wellness Resort, 2013)) and this is done according to individual needs, which will be defined via various health tests, also gene tests and analysis.

Not only baby boomers (born in between 1946-1964) and their descendants are in the front of leading consumer markets for spa and wellness sector, but also men at any age. Dramatically more men – from Beverly Hills, to Berlin, to Beijing – are having more serious medical interventions done at medical spas and plastic surgery offices. Especially beauty injections, love handle remedies and advanced new surgery technologies made with little downtime and telltale scars are more often asked by men. When it comes to face and body enhancements, men have different needs than women desiring subtle, not overdone results. (Ellis, Ober, & Louv, 2013) This suggests that not only age management, but moreover anti-ageing medicine (which includes aesthetic surgery) concept is welcome to enhanced in spa and wellness sector.

To continue with consumer trends this is also leaded by the trend of self-care due to ageing population. Global customers are interested not only in illness prevention and

healthy lifestyle, but moreover “age prevention”. Global consumer can be introduced with following characteristics (Euromonitor International, 2012):

- An ageing population perpetuates an increasing interest in general well-being and preventive care;
- Anti-aging products are an example of defying the recession;
- Consumer interest in wellness is no longer just about looking good and exercising, but about holistic preventative health care;
- Brands have a lot to attain by catering to ageing consumers around the world.

Up today it appears that wealthy individuals tend to be healthier because they are more educated about disease and health prevention. Knowing about healthy lifestyles, they pursue even healthier lifestyles while they age. Due to that people with higher income tend to buy more wellness and preventive medicine products and services. (Bookman & Bookman, 2007) To illustrate the international market situation the author brings out a table (see table 1) of an ageing population and a rise in elderly, which might be considered as untapped consumer base for health and wellness (Euromonitor International, 2012), moreover for age management. These general numbers involve all groups of people from mid-to low consumers as well high income consumers.

Table 1. An ageing population and a rise in elderly equals to untapped consumer base for health and wellness. (Euromonitor International, 2012)

Country	2011-2016 % growth	2011-2016 absolute growth '000 elderly
China	41,5	37,010
India	19,3	27,153
Indonesia	20,0	6,151
USA	14,2	5,443
Japan	15,7	4,646
Brazil	20,5	3,451
Russia	9,4	2,932
Thailand	20,4	2,692
South Korea	22,0	1,713
Mexico	20,7	1,525
France	10,0	1,463
Colombia	24,8	1,284

The demand for medical tourism (Bookman & Bookman, 2007) is directly influenced by personal income rate, individual taste, and openness to the outside world. Also expectations about future prices and availability of health care. Country-specific demand is moreover affected by the factors such as cultural affinity, distance from home, medical specialization, and reputation is relevant.

Consumer groups for anti-ageing services as well for age management is segmented by Euromonitor International (Euromonitor International, 2012) following: younger females; actively ageing consumer (middle-aged up to elderly); men; mid to low income consumers; and segments who need functional ingredients/services that will maintain or improve their health and appearance.

To go more specific the author would like to present the indicators of ageing population especially in Europe (EU27 countries) to express the rate of elderly (65 years and older) of total population (look at the Table 2). In whole it is predicted (European Commission, 2012) that for 2060 there will be 12,1% growth in elderly population in EU27 all in all, which can be considered as the untapped consumer base for health care providers there, moreover suitable customers for age management concept.

Table 2. Elderly population (65 and over) as % of total population in EU27 countries in whole (European Commission, 2012)

Year	2010	2015	2020	2025	2030	2035	2040	2045	2050	2055	2060	2010-2060 total growth
65 and over % of total population in EU27	17,4	18,9	20,3	22,0	23,8	25,6	27,0	27,9	28,7	29,3	29,5	12,1

Estonian Development Fund states that people of developed and quite fast ageing societies are more and more ready to travel abroad to consume health care services for better price or shorter waiting lines. Estonia is one of these societies who are facing this rapidly ageing community – it increases the importance of health and well-being and at the same time the demand for health care services at any age group. (Aavikso, Vainu, Paat-Ahi, Kubo, & Mürk, 2010) To be ready for this changing community and to avoid people who are gravitating for health services travelling away from homeland, enterprises in spa and wellness sector should be active in developing such concepts like age

management to solve ageing society's health issues already at early stage. They even might think of cooperating with public health care system and find shared funding for their offered anti-ageing services.

The increase in average lifespan observed in all developed countries is accompanied by a cumulative burden of age-associated diseases. The expectation is that scientific achievements will prevent disease from occurring or, if disease does strike, will protect us from permanent damage. (Westendorp & Kirkwood, 2007)

To provide age management services, medical and wellness spas are an option, as well different private practices (e.g. plastic surgery, psychiatrics, sports clubs), by already offering various resort- and rehabilitation treatments. (Aavikso, Vainu, Paat-Ahi, Kubo, & Mürk, 2010) Depending on the need, age management services can be curing, preventing or rehabilitating because people can start at any age with changing lifestyle and health habits. If spa and wellness sector would purpose their services according to community's needs (age related issues), it will profit all parties – individuals, businesses and the public sector.

Many of ageing communities are looking for illness prevention and fitness of body, mind, and spirit typically found at spas. Spa and wellness sector enterprises will respond to guests' concerns regarding obesity, cardiovascular disease, diabetes, cancer and stroke. (Tabacchi, 2008) These illnesses (Taffet, Schmader, & Sokol, 2011) are more or less related to personal lifestyle and occur while person is ageing.

Spa and wellness sector is trying to offer more and more possibilities for societies health concerns that previous generation were used to get from hospitals. The value of wellness is discussed and reached by dealing with integrative medicine and complementary therapies, biofeedback, meditation, acupuncture and hypnosis, the mind-body connection, heart disease, chronic stress, and the mind-skin health connection. (Tabacchi, 2008) Offering such preventive services is not as easy as it seems, the nature of doing something without obvious reason or need is not common for people.

The author believes that up today many of ageing society visit spas for health care have already problems such as stress, depression, or any of these previously stated (Chapter 1.1) lifestyle diseases (chronic illnesses). When there is no obvious need it is difficult to behave preventively. Prevention is still not in today's society's consciousness the author believes.

While using integrative medicine as a model, it is complicated to separate medicine from spa concepts. Impersonal blurs in doctors' appointments are regular in hospitals, but spas as well private health care practices could be a solution. These enterprises are capable to offer alternative sources of information, in-depth consultancy for every individual and professional health services. (Tabacchi, 2008) Waiting lines are there shorter but in the other hand the service is more expensive than it would have been in public owned health care organization.

Arrival of the baby boomers generation with a greedy appetite for products that will help them live longer, better and better looking (Crawford, 2007) provided the energy for spas to cross-pollinate, expand, and prosper. In the United States there are 80 million baby boomers that are aging and, given their dispositions, will go to great lengths to retain their health. (Bookman & Bookman, 2007)

For now baby boom generation children are teaching their parents the value of taking care of themselves from inside out and removing the "old taboos" of spa-going such as it being a luxury or an unnecessary indulgence. (Tabacchi, 2008) Spas will be part of people's lifestyle taking care of their health and well-being. Guiding individuals to take responsibility for personal care, prevention and cure. Teaching customers to start even before the reasons occur and so in future preventive services as well age management concept will be in demand.

Motivation to visit spas and wellness centres can vary according to different profile markers like age, nationality, lifestyle, or gender of a visitor. Still stress reduction seems to be the number one reason for going to spas currently, moreover the number of ladies demanding anti-ageing cosmetic treatments, plastic surgery, and healthy nutrition, diet and weight loss, are on rising trend. (Smith & Puczko, 2009) It is also suggested by

International Spa Association “2008 Global Consumer Study” (International Spa Association, 2008) that stress is the number one reason to visit spas worldwide.

With current demographic transition individuals starts to grave for anti-ageing services, personalized health coaching, guidelines for prevention, and all the other possible ways to help staying young and healthy. But not only wellness and spa sector need to take into account, also public health care should reach the understanding and see need for cooperation with private sector.

Consumers are waiting – men and women, from middle-aged till elderly, all around the world where society is growing old at different rates. Not only chronic illnesses which will trouble public hospitals but moreover elderly customers with frailty which is directly connected to mental illnesses. Technology in medicine has developed so far that people can live longer than ever before, but now there appears a new trend such as age management practice.

2 SURVEY OF AGE MANAGEMENT CONCEPT

2.1 Introduction of enterprises researched

In the empirical part of thesis the author will give a survey of in-depth interviews and bring out illustrations from interviews. Interviewees were chosen by the enterprise professional activities/service concepts and also few samples were chosen according to World Travel Awards Ltd. nomination according to the same year, category and necessary type of entrepreneurship. Enterprises like Dolder Grand Spa Hotel (partnership with Aesthetic+Health Link doctors) and Longevity Wellness Resort (partnership with La Clinique de Paris) were the nominees for World Best Medical Wellness Spa Award in 2011 (World Travel Awards Ltd., 2013), which also was the year when the author of the thesis began her research. These spas provide medical wellness spa services which promote anti-ageing lifestyle, preventive health care and total ageing management. In those enterprises the author had interviews with doctors as well with managers.

The Dolder Grand Spa Hotel (The Dolder Grand, 2013) in Zürich, Switzerland is city resort situated between the pulsating life of the city and a refreshingly natural green zone. This five star medical wellness spa hotel origins from 1899 and used to be original “Kurhaus”. Dolder Grand Spa Hotel treats their customers with luxurious rooms, exquisite cuisine, and a spa covering 4,000 square metres.

The resort (The Dolder Grand, 2013) has a professional medical wellness team, who pay equal attention to medical principles as well on aesthetic requirements. These specialists are from the Aesthetic+Health Link network of doctors. In this medical wellness spa the provided services are as follows: comprehensive advice, treatments in anti-aging and preventive medicine, checkups, second opinions, aesthetic dermatology,

laser medicine, and aesthetic plastic surgery. The Aesthetic+Health Link network is combined of three groups of Swiss doctors with different specializations, whose competences and know-how cover all aspects of aesthetic and anti-aging medicine. Aesthetic plastic surgery and aesthetic dermatology treat the marks of time and the environment, which can be deep below or on the surface of the skin; anti-aging and preventive medicine offers possibilities for a timely diagnosis and treatment of health disorders to delay the aging process.

Longevity Wellness Resort (Longevity Wellness Resort, 2013) is a luxurious holiday resort in Algarve, Portugal with cutting-edge medical spa. Longevity Medical Spa provides advanced wellness programmes and has been nominated by World Travel Awards for World's Leading Medical/Wellness Spa (2011) Award, World's Leading Wellness Hotel (2012) Award, and has also gained an Award for Most Life-Changing Spa at the 2013 Tatler Spa Awards.

Longevity Medical Spa is a pioneer in preventive anti-ageing medicine, which is an integrated approach based on advanced scientific and medical technologies for early detection, diagnosis, prevention and correction of age-related imbalances. According to Longevity Wellness Resort concept ageing gracefully is possible through proactive lifestyle choices: proper nutrition, regular exercise, natural supplements, hydration, rest, regular monitoring, regular detoxification, quality sleep, and taking responsibility for your health and happiness. (Longevity Wellness Resort, 2013)

To offer quality service they have chosen to cooperate with La Clinique de Paris and their medical team consists of high profile specialists in the critical areas of aesthetics, nutrition, fitness, anti-ageing and longevity. Aimed to slow down the ageing process Longevity Medical Spa offers services like biochemical evaluations, in-depth medical consultations, health and wellness programs, personalized fitness and nutritional plans, advanced aesthetic medicine techniques and natural therapies. (Longevity Wellness Resort, 2013)

La Clinique de Paris is founded by renowned specialist Dr. Claude Chauchard who has over 30 years of experience in the fields of Ageing Management and is well known

clinic in Europe with branches in Paris, Marbella, Algarve, Hong Kong, Japan, Shanghai, and more. (La Clinique de Paris International, 2012)

La Clinique de Paris clinics (La Clinique de Paris International, 2012) specialize in the application of preventive medicine (the Live Longer Live Better Programme) and other medical treatments designed to combat the ageing process (Total Age Management). They claim to use only the best technology, techniques and systems available including state-of-the-art French and Belgian laboratories and preventive anti-ageing treatments. The treatment does not merely promise a youthful look because a healthy appearance can only be supported by a physiological well-being and all the other aspects of personal wellness.

In Switzerland the author visited businesses also from outside spa and wellness sector to enlarge the idea of age management – interviews were carried out with representatives of plastic surgery private practice, and as well with psychiatry private practice. All of them provided different kind of services connected to preventive medicine or age management and added some valuable information to the present research.

Claudia Elsig Private Practice in Zürich (member of Swiss Medical Prevention Centres of Excellence) offers preventive health care services like micro nutrition, cognitive behavioural therapy and other mind health services to cure as well to optimize well-being. Claudia Elsig Private Practice in Zürich is a psychiatry clinic and Claudia Elsig is a psychiatrist as well psychotherapist, who is able to develop individually, personally tailored holistic therapy to heal her customers with consultation and using *Micronutrition* to restore her patients' biochemical balance. Customers can be coached and trained according to their personal needs and their mental health state. Psychological factors influence the course of physical ailments and vice-versa, especially in the case of chronic illness. In Claudia Elsig Private Practice also clinical hypnosis, cognitive behavioural therapy, and metabolic/mental tuning, is provided. (Elsig C. , 2013)

Under the label of "Swiss Medical Prevention, Centres of Excellence" selected Swiss medical doctors offer quality prevention concepts. This quality prevention concept provides genetic tests, conventional laboratory tests and lifestyle checks which will be

evaluated and analysed later together. Results of every individual will be discussed in detail with the client and appropriate lifestyle changes are planned and an individual program will be created. Each customer will receive individual micronutrient mixture and appropriate medical recommendations, and the success of this intervention is backed by follow-up. (Swiss Medical Prevention, 2013)

Another enterprise the author was visiting was privately owned Prevention Center Zürich where the main concentration was on aesthetic surgery in anti-ageing medicine concept, but they had as well consultations for hormone replacement therapy, physical activeness programs, nutrition (dietary programs) and also genes analysis. (Köhler, 2013) This is different approach towards age management and it has given other perspectives to the author – the meaning and importance of aesthetics in anti-ageing medicine and as well its connection with preventive health care.

Prevention Center Zürich (Köhler, 2013) offers various treatments for dermatological enhancements (e.g. laser treatments, lifting, bleaching) and plastic surgery services. They stand for progress and continuous development and mostly focus on providing aesthetical beauty procedures. They also offer *Cell* and *Stem cell* therapy which is known as the youth source treatment; and total body restoring program which includes personal consultation of exercise, diet, skin analysis and aesthetic surgery. Prevention Center Zürich top priority is health and safety of customers, and due to that they use the most modern and safest methods available for treatments.

Interviews were chosen to be held also in Estonia, to get better understanding of local anti-ageing market situation as well, and these were carried out with Tallinn Viimsi SPA (Medical Spa) head doctor, with private practice Vitaclinika (Laser Treatment Centre) executive assistant, and with Villa Medica aesthetic private practice owner (head medical doctor).

Laser and Plastic Surgery Centre in Tallinn – Vitaclinika offers wide spectrum of services on laser skin correction and plastic surgery using advanced and reliable diagnostics and treatment methods for various types of disorders. Vitaclinika values safety and efficacy, and rely on the scientific research and personal experiences of the doctors. They provide wide range of aesthetic treatments with most advanced

cosmetology equipment, the latest breakthroughs in aesthetic medicine, and the newest generation of professional natural cosmetics. (Vitaclinika, 2013) Vitaclinika has similar relation to age management concept as the Prevention Centre Zürich, by putting more effort on beauty procedures, dermatological treatments, and aesthetics of their customers.

Tallinn Viimsi SPA Hotel is Estonian only four star medical spa hotel acknowledged by the Estonian Spa Association. The high-quality health centre offers versatile services to help the clients with different health problems and offers also various up-to-date rehabilitation possibilities. In Tallinn Viimsi SPA Hotel health centre there are professional medical specialists who provide in cooperation with Estonian Health Insurance Fund high-quality rehabilitation service for adults, children and as well for babies. In addition the hotel has a beauty centre which takes care of customers' dermatological issues and in cooperation with ArsMedica private practice offers also plastic surgery. The hotel has as well exotic pool and sauna centre for relaxation and sports club for fitness. Their services include various packages which promote prevention and age management (e.g. *Detox* and *Fitness* spa packages). Medical team consists of doctors, nurses, nutrition consultants, personal trainers, physiotherapists and much more – Personnel to help elderly recover from different age related diseases. (Viimsi Spa, 2013)

To continue with interviewed enterprises in Estonia, Villa Medica is a private clinic which offers day surgery and special treatment packages for various health problems. The main areas of their expertise are surgical specialties like orthopaedic surgery, general surgery and plastic surgery. In addition to surgical services, Villa Medica provides expert care for many medical conditions supporting each other in a holistic approach of complex care for human health. In addition Villa Medica private practice has different dermatological treatments (e.g. Laser treatments, Mesotherapy) for beauty enhancement and massage therapies, also acupuncture. (Lindmäe, 2013) Even though Villa Medica private practice concentration is also on aesthetics, they more or less try to move towards holistic treatment by adding massage therapies and medical doctors consultations to their services.

All the chosen enterprises have their own relation to age management or anti-ageing medicine as part of that and the author collected nine in-depth interviews, which were conducted during her studies 2011-2013. Interview answers were conducted and analysed according to the theory (coding as analyse method). Interviews were transcribed in Longevity Wellness Resort during interviewing process. The interviews in Zürich and Estonia were recorded with dictaphone, transcribed by the author during interviewing process or answered via e-mail. See Table 3 (Chapter 2.2) of enterprises and interviewees.

Author is using the qualitative research method to map out age management concept for wellness and spa sector, and is applying in-depth interviews as data collection method. Interviews were semi-structured as the theme of age management clearly non-defined and the aim was to map the idea of the concept and get as much information as possible. Analysis was conducted via content analysis by using coding for finding hidden emphasises, which was necessary to get as objective image of successful ageing concept as possible. Next chapter will give a profound overview of the research methodology and the whole process of the qualitative survey.

2.2 Research methodology, process and limitations

The author has used survey as research strategy and chosen qualitative way for the study by using in-depth interviews (semi-structured questionnaires as data collection method – see Appendix 1). Even though it is believed that survey as research strategy suggests piece of quantitative research (Biggam, 2008), in case of exploring the idea of age management concept it was unnecessary to pass through quantitative research at first hand when the concept itself still needed to be clarified. It would have been difficult to ask „How?“, which is common for quantitative research (Biggam, 2008) when unexplained „What is it?“. It may be a good idea to continue and develop the topic for further studies.

Survey is a representative selection from the population of particular type of study object and can be carried out via using personal interviews, telephone interviews, e-mail questionnaires or any other ways to collect data with questioning. (Biggam, 2008) The author has chosen according to the theoretical background enterprises that were

somehow linked to age management concept in the meaning that they were providing the full concept or only few services of age management concept. Depending on economical possibilities and further more the availability of interviewees the author succeeded to gather in total 9 in-depth interviews.

Chosen available enterprises were Longevity Wellness Resort from Portugal; Dolder Grand Spa Hotel, Prevention Center Zürich, Claudia Elsig Private Practice from Switzerland; and Villa Medica Private Practice, Vitaclinika Laser Treatment Center, Tallinn Viimsi Spa Hotel from Estonia. The author needed to target only specific enterprises and due to that used convenient sampling (Biggam, 2008) as sampling method which means selecting suitable enterprises who are able to represent the cluster of subject.

In this particular case it was necessary to have enterprises that are the organizations with different age management concepts, spa and wellness enterprises that provide preventive health care services, and private practices who deal with part of age management concept.

In-depth interview is suitable to get as much information from the stakeholders as possible as it gives possibility to continue on investigating on theme as long as the stakeholder is ready to answer. According to Biggam research methods (Biggam, 2008) the flip side of using open questions is that they can prove difficult for respondents to answer and interviewees might be tempted to give an answer that either shows the enterprise in a good light or which they think will please you, or blurt out the first thing that crops into their head.

The author sees limitations while practising in-depth interviews. The interviewees were only selected stakeholders according to the needs and availability at that current time period; concept mapping via in-depth interview is capacious and due to that quite time consuming, while most managers as well doctors have lack of time to give long interviews; interview results are affected by the technique used during interview – recording, transcription or answering in written; stakeholders from different positions/fields of work have distinct opinions and the answering to questions is selective.

Referring to Biggam (Biggam, 2008) for richer dimension of analysis, cross-referencing of respondent data will be implemented as well linking different sub-groups of data - comparing and contrasting raw data description and analysis with literature review findings. For that the author creates two main categories of the interviewees (see interviewees in Table 3) – medical doctors and managers (includes also interviewed executive assistant who will also be named as manager as she belongs more to the operational team than to medical team).

Table 3. Enterprises and interviewees (created by the author)

	Enterprise	Interviewee	Profession	Interview Time	Recording Technique	Location of Enterprise
1	Claudia Elsig Private Practice	Claudia Elsig	Medical Doctor (Psychiatrist)/Consultant of Psychiatry and Psychotherapy	October, 2012	Dictaphone	Zürich, Switzerland
2	Dolder Grand Spa Hotel	Rainer Arendt	Medical Doctor (Cardiologist)/Preventive Medicine Physician	October, 2012	Dictaphone	Zürich, Switzerland
3	Dolder Grand Spa Hotel	Jann Hess	Director of Spa	October, 2012	Dictaphone	Zürich, Switzerland
4	Longevity Wellness Resort	Noreia Saco	Director of Spa/Operations Manager	October, 2011	Transcripting	Algarve, Portugal
5	Longevity Wellness Resort	Bianka Többen	Medical Doctor/Preventive Medicine Physician	October, 2011	Transcripting	Algarve, Portugal
6	Prevention Center Zürich	Barbara Köhler	Managing Director	October, 2012	Transcripting	Zürich, Switzerland
7	Tallinn Viimsi Spa Hotel	Anneli Nikitina	Head Medical Doctor/President of Estonian Association for Rehabilitation	January, 2013	Dictaphone	Tallinn, Estonia
8	Villa Medica	Andres Lindmäe	Medical Doctor (Orthopaedist)/CEO	April, 2013	E-mail interview	Pärnu, Estonia
9	Vitaclinika	Ingrid Ehte	Executive Assistant	March, 2013	E-mail interview	Tallinn, Estonia

At this point codes like “M1” for manager number one and “MD1” for medical doctor number one are going to be used in the analyses. Numbers used in coding interviewees do not answer to the order in Table 3, and this is essential to save the anonymity of the interviewees as well to keep in mind ethics and protect enterprises images. In analysis discussion it is possible to identify if the statement is made by the manager or medical doctor. In total there are questioned 4 managers and 5 medical doctors. Questions are coded starting from question number one “Q1” up to “Q33” as there were thirty-three questions used (see Appendix 1).

In discussion and analysis part differences and similarities will be drawn out inside similar and different groups. Highlights of extraordinary or important opinions will be brought out to illustrate – these extracts from interviews are written in *Italic*. To find out the main ideas and implement content analysis the author carries through analysis discussion according to theoretical background.

Depending on the interviewee the questionnaire worked out differently. If the organization was completely dealing with prevention, anti-ageing services or with age management, then the author got solid answers for every question and the discussions on theme often went on even longer than planned.

It appeared that medical doctors had more thoughts for each question than managers in general, and the answers were in-depth explaining often linked points from medicine side as well. Still two managers who were directing concretely enterprises strongly related to the concept, knew a lot and were equal to medical doctors while answering, and the author gathered plenty of profound material for analysis.

2.3 Analysis discussion

2.3.1 Defining age management concept

In the present survey the medical doctors and managers were interviewed. Among doctors there were specializations on cardiovascular diseases, orthopaedics, psychiatry, general medicine and rehabilitation. Few of the doctors also had leading roles in business, and one of them even was the corporate executive owner. Among managers were questioned directors of spas and one executive assistant. From the directors one was the owner and the same time manager of operations, another spa director, and the third a company's managing director. All of the interviewees took the responsibility to represent their enterprise and start discussion on theme "what is age management concept". For analysis discussion the author will compare the opinions of two groups – doctors and managers, and in the other hand try to find hidden emphasises inside these groups.

The first question was about the terms: preventive medicine, anti-ageing medicine, age management and longevity, to clarify these meanings. In general preventive medicine

regards to the basics of age management as well for anti-ageing medicine, which was suggested by most of the interviewees. Preventive medicine involves health promotion and primary prevention like vaccination, and overall early detection of illnesses. Also it was pointed out by MD4 that preventive medicine is a general term and it can be seen independently from the age management concept.

An interesting comment was added by MD3: *“You do not find practical client for prevention, because if you feel well, you are not able to bring sacrifices”*. If age management desires to get a customer who would be interested in health care before a concrete problem occurs, then this statement should be considered as well. The author sees that the opinions from theory and from practical stakeholders are different, because while researchers suggest that people start to demand prevention more, the doctors suggest that people still do not act before having a real situation and reason.

The argumentation continued with example from MD3 that people are ready to pay for the car, house and travelling, but stress assessment is considered to be luxury medicine, which is too expensive and out of the basic insurance system. It was added that stress hormones can be measured easily and life is stressful, but still it is difficult to get people invest in their health, to invest in prevention. This statement is also suggested later on by MD5.

To continue with term interpretations differences occurred in explaining the term “anti-ageing medicine”. Common ideas were that anti-ageing medicine is preventive medicine (suggested by M2 and M3) and it is for beauty enhancements like dermatology/aesthetics (suggested by M1, M4). The managers lean on only one option which is that anti-ageing medicine is preventive medicine or it is for aesthetic improvements. At the same time all the doctors suggested both of these arguments that anti-ageing medicine is biological model to find mind-body connection and prevent age related diseases, but in the other hand to offer possibilities for outer corrections to save youthful look (use plastic surgery, stem-cell therapy, dermatological treatments). In general to prevent or minimize ageing signs.

The author could position anti-ageing medicine term under preventive medicine, as first of them deals concretely with preventing or curing the age related signs, while other upholds general illness prevention.

To the idea that age management term it is proposed to rebalance people's health (argument by managers). M2 stated that age management is also health maintenance, at the same time M3 added that age management should moreover support health optimization, delay ageing process and prevent disability. The author presumed that health rebalance is directly connected with health maintenance and optimization. To go on with the doctors' opinions – only MD1 suggested that age management is slowing down the ageing process. Two of them believed that it is about not to fighting or preventing ageing but just coping with ageing and its accompanying health related conditions.

To illustrate MD4 stated: *“Age management means coping with age and this from outside as well from inside”*. In the other hand MD5 pointed out: *“Age management is lifestyle change which is ought to be implemented at early ages when there has not appeared enormous age related changes in health as well in appearance”*. As the doctors opinions are considered to be solid because of their background, all the statements need to be taken into account. This means that age management term appears to be still quite confusing and can be considered as lifestyle change, beauty enhancements, health maintenance and optimization or just coping with age. Coping with age means generally to delay all age related diseases and embrace normal ageing process.

The author infers that age management is more related to lifestyle changes which are aimed to optimize and maintain good health and with that delay age related diseases, moreover postpone or avoid disability (coping with age). Important is to notice the idea of MD5 who suggested to start with this kind of healthy lifestyle habits before the ageing process has started, while the researchers see age management as the concept for middle-aged up to elderly.

Probably it is possible to influence health condition more easily at early age than in middle-age (regarding to MD5 statement) and to avoid dealing with curing and

prevention at the same time. The author suggest that age management as more lifestyle concept should be promoted to younger people as well, and due to that it becomes similar to anti-ageing medicine, which actually because of drastic therapies for appearance improvement should not be suggested before middle-age.

According to this previous discussion the author suggests that all the terms: preventive medicine, anti-ageing medicine as well age management need medical approach in first hand and in general serve the same aim, and at the same time differ from each other by specializing on more and more specific age related problems. Preventive medicine is the base for anti-ageing medicine and age management. Yet age management is the base for anti-ageing medicine, and the last one deals with the most extreme procedures to improve ageing individuals body, mind and soul and can be practiced even at very old age (elderly).

The author presumes that before anti-ageing medicine there is a need to implement health assessments from age management concept and start as early as possible. According to the interview with M4 the idea would be as follows - before doing liposuction you need to do weight management and live healthily at first and if lifestyle change does not help anymore, then the doctors may accept you for aesthetic surgery.

During the interviews the term longevity was agreed to respond to “long life”, which is supposed to be the aim of all three previously discussed terms/concepts. It is not certainly proposed to be a healthy long life, but just as long as possible according to individuals’ health optimization. In this case the managers and doctors shared the same opinion. But to live as long as possible, it is necessary to sustain good health. This takes the customers once again back to basics – implementing prevention and age management.

Why it is necessary to explain these terms in detail become obvious when asking “Why there are so many terms used in the market?”(Q2), and not depending whether it is a doctor or a manager the main opinion was that it is a new medicine which is poorly defined till today due to the lack of knowledge. Because of the same problem the branding issues appear and marketing people will misuse all of these terms. It creates confusion between customers as well for stakeholders.

Still it is proposed that anti-ageing medicine is more related to medical area and plastic surgery. Also MD5 stated that the word “medicine” creates more trust among customers, but when referring to “age management” people may not expect so much medical approach than opinions from other health care specialists (e.g. personal trainers, nutritionists, and physiotherapists). If it appears to be true that the word “medicine” creates trust, then the stakeholders of age management concept should consider changing the terms on use. Various interpretations of the terms are probably the reason why any of the interviewees suggested concrete target groups for certain terms.

Intriguing question was about the “secret of preventing ageing” (Q4), which was more answered by medical personnel and left unanswered by few managers. Two managers (M3 and M4) pointed out the importance of food and exercise, and different opinions appeared when M4 added mind health relevance and another suggested right skin treatments for ageing prevention. By M2 the secret of preventing ageing hides itself behind nutrition, social activeness, optimist attitude, active lifestyle and good mental health.

The importance of mind health in age management was supported by all medical doctors interviewed. For example it was brought out that “*you are as you feel, and your body follows the mind*” by MD6; “*everything starts from thinking*” by MD9; and also that “*boredom and retirement are the worst factors which make people getting old faster*” by MD5.

Also good genes, right exercise and modest diet importance for age prevention - all of these indicators were mentioned twice by medical doctors. In addition right breathing, early detection of little disturbances and natural environment were suggested to have relevant impact on ageing process. Early detection hints that a person needs to listen to the body and notice the first signs of the changes in the health condition. It is essential to be aware of your own well-being.

MD5 created a stereotypic image of people, who live longest till today to express the secret of preventing ageing – “*People who have modest diet like vegetables and fish, do physical exercise, live close to the pure nature, have belief, do hard work, and keep themselves busy*”

The author sees a gap in wellness and spa sector, where mental trainings and consultations are not so popular or practiced well enough. Age management and the mind health services should be obligatory in development plans for spa and wellness industry. Author makes this statement based on the majority of professional opinions gathered from stakeholders, which suggest the importance of mind health to manage ageing.

The next question was about the meaning and different aspects of ageing (mental, social, and biological) - for example people in thirties may look like fifties and the other way round with no genetic disposition (Q6) was discussed. Managers stated that it is strongly connected with social activeness and having interest in real life. To illustrate M4 stated *“if people lose interest they start to grow old. Ageing starts from mind.”* There can be physical barriers, hard life in younger age which favours less relationships and activeness, was added by M3.

Doctors in general suggested that mental and social ageing is a loss of complexity and ability to learn and adapt new skills, and moreover to be open-minded towards changes. This illustrates how people in fifties can look like thirties if they have engaged age management and in principal keep their mind and soul young. By MD9 for illustrations was added that conservative attitude can turn young into old and its absence has opposite effect. Looking younger than a person really is reflects the mental state, lifestyle and flexible behaviour patterns.

It is possible to evaluate people's biological age, which shows how old an individual's body functions really are. M1 suggested according to their concept that biological age rate expresses the metabolism speed and physical body condition; it was agreed by M3 who added that it demonstrates the difference of chronological age. Biological age can be measured via exercise test or with special electronic equipments.

MD1 and MD5 stated that biological age can be seen best from the outside, the appearance of skin, hair and nails. In the other hand MD1 claimed that even though persons different body parts age differently and the ageing process can be influenced, heart ages anyway. The heart ageing can only be slowed down by for example

cardiovascular exercise which slows down individuals heart beats, so given heart longevity can be postponed.

Based on previous expressions of medical doctors it becomes clearer why person desires more aesthetic corrections at first hand and then starts to think about the inner health and well-being. It is natural when you see that your appearance is losing youthfulness it is easiest to correct this mistake by dermatological treatments, in addition via plastic surgery, fillers or any other beauty enhancements available for more beautiful look.

So the author presumes that it might be easier to use promotion of aesthetics to catch actually customers for age management. After gaining self-confidence by youthful look, it is possible to start discussion about preserving it – and these kinds of customers are probably more open-minded towards prevention as they do not want to lose their beautiful self image once again.

The question about understanding the concept of age management (Q7) – age management was mostly stated to be lifestyle concept (9 times) and serious medicine (5 times) independent if the interviewees were medical doctors or managers. One interesting comment was added by MD6: *“Alternative medicine used to be the mainstream in ancient times and is now considered as variant, inversely allopathic medicine which was alternative initially is now considered as mainstream”*. Considering age management concept which is taking people back to basics as well promotes alternative medicine, has to put quite a lot of efforts to become a mainstream again, as it is suggested to be sustainable and first hand remedy to avoid consequences which are obeyed to be treated already via nowadays mainstream medicine.

Following question (Q9) were about which services are necessary for age management to get results. Here the opinions differed specifically. For example M1 stated that without massage, dermatology and preventive medicine while M4 suggested that health consultation is the most important. M2 and MD4 agreed that customer proactive behaviour and own initiative is determining. MD2 estimated endocrinology and dietetics to be most important. MD5 believed that without psychosomatic therapies it is not possible to reach results in age management to preserve mental vitality as well. An

interesting statement was made by MD3 who estimated stress assessment as key therapy for age management due to the frequency of chronic stress in society's health issues, which is at the bottom of psychiatric illnesses. At the same time MD4 has previously stated "*most of the people get physically sick because of depression, un-fulfilment, unhappiness, competition, pressure, and social isolation*" – various psychical problems. There is a link between applying stress assessment into age management concept to respond most common health issues like chronic stress or depression, and moreover to avoid illnesses.

In general author takes all the suggestions into consideration as no one of mentioned services is less or more important. Massage serves physical- and mental health improvement – deep relaxation and releasing muscle tension. Preventive medicine consultation is the first step to get clear image of individual's health. Dermatology improves youthful appearance and psychosomatic therapies like stress assessment will help to heal mind and soul well-being. In whole we can see that all these opinions of medical doctors and managers improve each other and matter equally while implementing age management concept.

2.3.2 Implementation of the age management concept

To continue with research the next question (Q10) was about the preparation of personnel. What personnel is needed to provide age management services it is in whole agreed that medical doctors, nurses, nutritionists, trainers, psychologists/ psychiatrists, and management team with vision. In addition, MD2 added endocrinologists and various therapists (e.g. massage, *Ayurveda*, yoga, *reflexology*) to team. MD5 suggested that age management personnel is similar to traditional rehabilitation personnel, but as a lifestyle concept not necessarily has to have medical doctors whereas other health care specialists with medical background can pass through lifestyle and health evaluations/consultations. Also MD2 agreed with previous statement, and at the same time stated that medical personnel is necessary to make the concept holistic and better.

It is worth mentioning that any of the interviewees did not mention dermatologists, beauticians or plastic surgeons, but they had previously stated that youthful look is one factor that appears while ageing and reflects people's biological age. Here the author

sees logic that stakeholders of age management or preventive medicine, estimate health care specialists to be the most important part of personnel, but simultaneously they are also aware that their customers contrarily estimate youthful appearance as the main priority.

Three times (out of what two times medical doctors' statements) were suggested that age management specialist (Q11) is a medical doctor who has been chosen to specialize on anti-ageing. On single cases it was expressed that age management specialist can also be any other specialist with health care background, physiotherapist or nutritionist. The author agrees with opinion that age management specialist has to be medical doctor who has at least general clinical background. This is important to offer quality consultation. Medical personnel can identify easily illnesses and are more trustworthy to take decisions according to humans' health care behaviours.

If it happens to be only general age management lifestyle consultation then for educated nutritionists, physiotherapists or other specialists with health care background (e.g. *Traditional Chinese Medicine specialists*) it is important to specialize and educate them before becoming an age management specialist. Here the author would like to bring out the opinion of MD4 "*virtual learning is common now but creates virtual results*" and it is also agreed by MD5 that "*virtual certificates cannot guarantee pedagogical skills, which matter a lot for consulting services like age management*". These are extracts, to answer the question, if getting anti-ageing consultant certificates via online courses is alright. It will be good for those who already have health care specialist education, to just improve existing knowledge and take these courses as additional options.

Taking look at the questions number 13-15 to find for who and why the age management is necessary, the author found that most of all it was suggested by the medical doctors that age management is needed due to our ageing society where it will be sustainable and cost effective to keep elderly healthy. M4 brought out the fact that anti-ageing is problem of nowadays society and city life, and people need it to secure their positions in community, for self-esteem and survival in competition. MD4 has stated that today we live in so fast paced community that people tend to forget about themselves till they get sick, and age management is necessary to avoid this kind of situation and arise the health consciousness among society.

It was in general estimated that not only old people need age management but it starts to be that everybody needs it. Here the author would like to illustrate by the comment of MD2: *“I do not know if they do “need it” – up to them. Some people do and some don't. Few people can handle a lot on their own – to heal themselves and keep young. Most people need guidance and “helping hand”. Social aspect why it is needed – in our western “nanny state” society it is more cost effective if older people are healthy and cope. It is naturally better in any society but in socialized and technology-based medicine it can be enormous financial cost to others”*. As an extract MD2 made it clear why and who need age management, which the author is going to agree regarding to theoretical background. By MD5 opinion people who take responsibility for themselves do not need age management services in particular, which statement is also suggested by other medical doctors, and in the other hand people who are afraid of changes coming with ageing process, need guidance and help in age management.

The sooner people start with age management the better it is - suggested by two medical doctors MD1 and MD2. Secondly it was said that right time to start is before thirties – supported by M4 and MD4. M4 added that preventive activities should be done before thirties and curing treatments after thirties. One of the managers' stated that it is individual and people should start when they see first signs of ageing and this is also agreed by MD2 (as soon as growth stops and ageing process sets in). To illustrate this MD1 expresses: *“as early as possible (already in thirties) especially according to nutrition and personal training; in 50'ies and 60'ies person can do much less, but you can change the brain and muscles until death.”* So it clarifies that age management should be considered before middle-age, at least to get first lifestyle guidance and check the health condition.

To understand if age management concept is for your business, it is important to understand the mainstream customer profile that demands it and is already visiting such enterprises. The author has taken the most mentioned characteristics of age management customer: woman (approximately 80% of whole segment) aged between 25-70 years, wealthy/successful, highly educated, and single, one time visitor, just consuming, usually from countries like USA, Arabic Emirates, India, UK, Switzerland, Germany,

and Finland. It can be said that these customers come from developed countries where travelling for health is already in culture and money cannot be the barrier.

Usually these types of customers are not aware of their chronic stress or any other need for curing treatments – they just come to consume and realize then in what conditions their body, mind, balance is. In addition if their ageing is normal, accelerate or delayed. If they get the solution immediately then they disappear, and this fact is nicely brought out also by MD3 *“Follow up does not work out normally – when person is well, is well. People contact only if they have problem.”* While developing own feedback system it is worthy to try to figure out how it still could be possible to get connected with your customers to turn one time visitors into loyal clients, and with that stabilize enterprise cash flow.

If it is medical institute or practice then customer follow up is performed according to the need by doctors. For example it is unavoidable while passing weight management programs (stated by MD1 and M4). In addition if very complicated customer health profiles appear and there is need for surgery, then medical second opinion service becomes important as well (stated by M4,MD1,MD2,MD5), which is necessary to have (at least partnership with) while treating foreign customers who might have trust issues. Still M4 said that it is not used more than approximately 10% of the cases and usually can be done on distance.

Before reaching to the treatments of age management there is ought to be medical consultation and check-up and mostly it is done orally by doctor or by using concrete general clinic health check-up. After the tests and diagnoses are done the data will be saved in centralized customer profile and depending on the country policy and its regulations had to be preserved from 10-50 years. These arguments were stated by most of the managers as well by the doctors.

Customer journey in every health care institute or organization differs but generally is following (stated by the example of M2): *“Client inquiry, schedule, client profile, weekly plan, laboratory, health agenda, meeting and escort, medical consultations and evaluations, final consultations and report, follow up.”* M2 enterprise is also using many ways to gather feedback and one special way is letting people to write feedback

on plain paper after treatment or consultation, also they create centralized file for each customer so they know the background already when the client returns. It is important to be aware of how is your customer moving to make his/her service experience as memorable as possible to influence positive emotions and feeling of “coming back”. The author states if service organizations can surpass customer expectations then it is more likely to have this person as a loyal customer in future, besides it creates good word of mouth which will help to promote and attach enterprise image.

MD2 referred that in case of a real anti-ageing clinic there should be for sure a proper customer loyalty program. Currently most of the interviewed enterprises representatives admitted that they do not have loyalty systems to keep their customers coming back. Only M3 and MD5 mentioned that they have club card which gives better prices for members. In the author’s opinion club card is least what an enterprise can do to raise loyalty of customers, and the system should be more influential than that. For example create extra value, organize events, use points system, do personalized offers.

At the moment four out of nine said they use “e-mail” as feedback source. One enterprise has it prepared as questionnaire, two of them have it on site, and only one uses just word of mouth. Also quite few internet web pages are observed to get feedback – e.g. *Trip Advisor*, and one uses established systems like *Road to Excellence* to improve service quality.

If an enterprise sells health care then quality is unavoidable value of the image and due to that service systems should be holistic, comfortable for the customer and professional. All previously discussed customer journey parts matter while creating the feeling of quality, and especially enterprises can benefit from follow-up, loyalty systems and feedback – the author believes. It can be illustrated by M2 “*Feedback has power*”. The more company knows its customers, the better they are in developments.

Following analyses will go on to explain what are the most popular services demanded for age management currently, what the enterprises by themselves believe to be unique selling points and in what they will be ready to invest in future (Q22,Q25,Q28).

As the enterprises are different from their specialization and regardless to age management then here are the opinions in singular frequency and different. It is suggested that massage, beauty enhancements (plastic surgery), LPG massage, aesthetic eyelid, lips, and boobs corrections, diet (weight management), *Detox* programs to get rid of bad habits, *Micronutrition* to rebalance body-mind health state, dermatological treatments for younger look.

In the other hand for example M2 stated that their strength is holistic medical health care concept in resort environment, M3 believed that their highly qualified medical personnel is signature strength , M4 said that quality and price relation is most important for them due to high competition.

When it comes to investing late innovations was more frequently suggested that high technological equipments which able skin beauty improvements at higher level – for example lasers (M1), and *Plasma lifting* (M3). In addition was mentioned health consultation mobile *Apps* (M4), diagnostic instruments and genetic medicine (MD1) and stem cell therapies (MD2). Out of all these stated interest objects most serve youthful look and only few suggestions benefit health improvement. So even though the interviewees understand the importance of health enhancement, they understand more what society is demanding. If they offer age management services it is still aimed to reverse or cure ageing signs (not prevent), improve appearance at first and offer solution to make people young from outside. By M4 it is expressed: *“Lots of people come for beauty injections and after seeing the results they get back their self-esteem and start with healthy lifestyles as well”*.

MD2 illustrates this previous discussion: *“Most people want to look better and they think it will make them feel better – and it does – but few people really want to take good care for themselves because it involves work and it needs time. Most people wait for their time and work for somebody else instead (make money).”*

About genetic medicine, MD5 suggested new interesting service, which does weight management via gene testing. Still most of the interviewees stated that it does not matter if genetic medicine is used to measure stress levels, biological age, body type, or detect

nutritional imbalances – it is considered to be expensive and too costly for age management consumers.

To bring a negative example of how gene tests even can harm individual M4 explains: *“For body analysis personal genetic profile creation can be used which also shows what your future might be. If the predicted diseases are not curable (e.g. Alzheimer) anyway then the customer can fall into depression”* This statement is supported by MD3 as well, and should be considered as realistic risk factor to create negative impression for consumers interested in their health not depending on organizational qualities. The author presumes if genetic tests are used it is necessary to inform the customer of the risks what this kind of knowledge of owns health can bring along, to prepare the customer for any results that may appear.

Age management service concept is totally new for developing societies and normal for developed societies. It is even said (MD5) that for example Germany, a model of wealthy society, that had reached pseudo problems is leading on implementing age management or anti-ageing medicine. In the other hand societies similar to Estonia, still have a lot to do serving primary health care needs. It does not depend on the statements anymore that everybody starts to need it according to ageing communities trend, implementing this concept can get stuck into the phase of underdeveloped society.

Also MD2 has stated: *“Real concept is very difficult to implement in Estonia because of high costs involved – we do not have enough clients for the service. For patients from abroad main obstacles are language, credibility (have to build trust), marketing problems, and infrastructure problems. Germany, Switzerland, USA – these countries seem to be ahead of us”* Currently Germany, France, Switzerland, USA (Florida, California, Hollywood), and South-Korea were among mostly stated countries when it was asked what countries are leading in age management service development. Less was mentioned Japan and Italy.

One of the interviewees – M3 declared: *“Latvian surgeons, anaesthetists from Israel and Italy are the best, and medics from Germany are good in every field”*. This is the case of Baltic States, a dream of private practice team complex. The author understands the subjectivity while choosing owns personnel, especially core people. It is possible to

hire highly educated people from leading age management countries, but at the same time it is necessary to take into account the work force cost for enterprise, and ask if the same qualifications can be bought in at same level by meanwhile preserving enterprise economics.

But could it be possible that public health care will fund age management, as the politics emphasize it as important for ageing society. Answers what the author got from interviewees were that no service is at the moment supported by public resources (five out of nine stated that). MD2 added that if we do not speak of superficial effect of age management (consider anti-ageing medicine), then it is important for both to have public resources. M2 explained that their customers from Germany, Norway and Sweden have special health insurance (workplace wellness) which partly covers the costs of age management procedures.

Part of curing and rehabilitating procedures can be funded by public resources (MD5, MD4) and it can be beneficial if spas and hospitals start cooperation. At the moment most of the interviewees suggested that there is enormous gap between spas and hospitals because of the surrounding environment - relaxing in spas, in hospitals opposite to that; and service quality - spas can offer more time for one customer and personalize consultation, while hospitals rush through patient enrolment.

It is stated by M4 and MD1 that the difference between spa and hospital is that it first deals with the prevention and secondly with curing. To illustrate MD1 says: *“For hospitals it is good option to offer some services in spas, meanwhile age management customer (beautiful and healthy) segments contraindicate with rehabilitation centre ones (elderly with ailments).”* Once again, understanding who is your customer, matters a lot when starting cooperation with hospitals – if these segments contraindicate totally then it might be better to find another compromise, to not mix up the image of service enterprise. Rehabilitation spa can quite easily cooperate with hospitals as the customer segment is similar, but age management concept could make better partnership for example with laboratories, private clinics or according to customer segments with sports clubs.

In the end of interview MD1 adds an idea: “*preventive medicine is not popular among medical doctors because this field is not paid well, so it is pushed to non medical specialist (no good solution as the medical expertise is the basics). Furthermore anti-ageing medicine is more popular in US than in EU as US have different mentality (often overdo e.g. with Botox, plastic surgery, extreme diets)*” This statement was also agreed by MD3 who said that pharmacy industry is also not interested in prevention as it does not bring in any money, and doctors who deal with prevention do not earn as much as they would have earned with curing treatments (allopathic or mainstream medicine).

The author has reached to a paradox where in one hand public health care politics suggest that for ageing society prevention is essential, and at the same time doctors are subordinated to mainstream medicine system, which is strongly connected with decisions made at government level. If any medical doctor would decide to create private practice of age management it probably will be too expensive for locals to consume if public funding is not included.

Another paradox has revealed by estimating the importance of age management created values, and treatment order. M1 and M4 believe that when desiring the results via age management a customer should start from biological and psychological treatments and end up with aesthetical treatments, at the moment it works out only opposite way because people demand fast results which can be provided only via aesthetical treatments at first.

Following paragraph will give an overview of the results of analysis discussion and presents the authors future recommendations for wellness and spa sector stakeholders who desire to implement age management concept.

3 RESEARCH FINDINGS AND RECOMMENDATIONS

This chapter of the thesis will give an overview of the research findings in the meaning of what exactly stakeholders interested in launching age management concept should consider, and regarding to the findings the author is going to give recommendations for future service development in wellness and spa sector.

The research question of the present thesis was: “What is the meaning of age management concept from different perspectives”, and after interviewing various medical doctors, managers and even owners in preventive health care field, the author succeeded to gather opinions which supported each other not depending on the profession, and were responding to the previous theoretical background study.

It was interesting for the author to observe how the opinions from preventive health care institution representatives matched with opinions of representatives of plastic surgery and psychiatry, or even improved them.

It was discovered that human ageing is malleable and can be managed to delay or reverse the ageing process, and this idea is attractive for the ageing society where it is still not defined how long a person can live. Year to year communities’ life expectation rates has been rising.

The longer person lives the more vulnerable he gets towards chronic illnesses and frailty, and this can put a lot of pressure on public health care system where we already see long waiting lines. Burden of age related diseases will constantly overload doctor’s appointment times in public hospitals. Here the author suggests the option for wellness and spa sector – if this health care sector would launch anything to respond ageing society trend, there might be chance to get funding and achieve cooperation with public

sector. With cooperating public health care or private insurance companies grow the business by implementing new services for enormous amount of ageing customers.

Till today there is a lack of developed holistic preventive medicine spa concepts and the author found that age management could successfully be added if the meaning and content of it will be enough clarified for stakeholders. It is repetitively stated that preventive medicine will be more sustainable in whole and could save the money ordinary spent on curing diseases – for that it is necessary to keep the elderly people healthy and help them cope with ageing, furthermore to support elderly active participation in society, as well in economy.

Wellness and spa sector or which is ready to implement age management concept should take into account different principles of this service complex. First of all having realized that for prevention it is difficult to get practical customers because they feel already healthy, the author suggest to give a reason for first visit, which can be easily done by offering beauty enhancement, dermatological treatments and plastic surgery.

As seen from the survey, regained youthful look turns people to be more prudent with their health care and are more easily reachable with preventive health care plan proposals. An option is to offer complimentary biophysical evaluations to measure individuals' body functions ageing process, and make customers understand the necessity of further health assessments. In such way it is possible to turn consumers' value preventive health care.

The more people will start preserving youthful body, mind, soul the more there will be later on those who come directly for age management and health assessments. This is socio-cultural phenomenon were people reflect each other and grow old or young inside small groups.

To illustrate the way of delayed ageing process the author has created a successful ageing pyramid (Figure 1), which shows a possible lifestyle for successful ageing process. Starting from mental health assessments which is the base for physical body improvements, go on with regular physical training and exercises, control the balanced nutrition and finally reach appearance enhancements to correct these beauty mistakes

which did not take effect via previous treatments. The present new guideline of successful ageing teaches the customer to follow the path fighting the ageing process and reaching the optimal health. In the other the successful ageing concept involves also lifelong learning as an on-going process supporting the growth of the person.

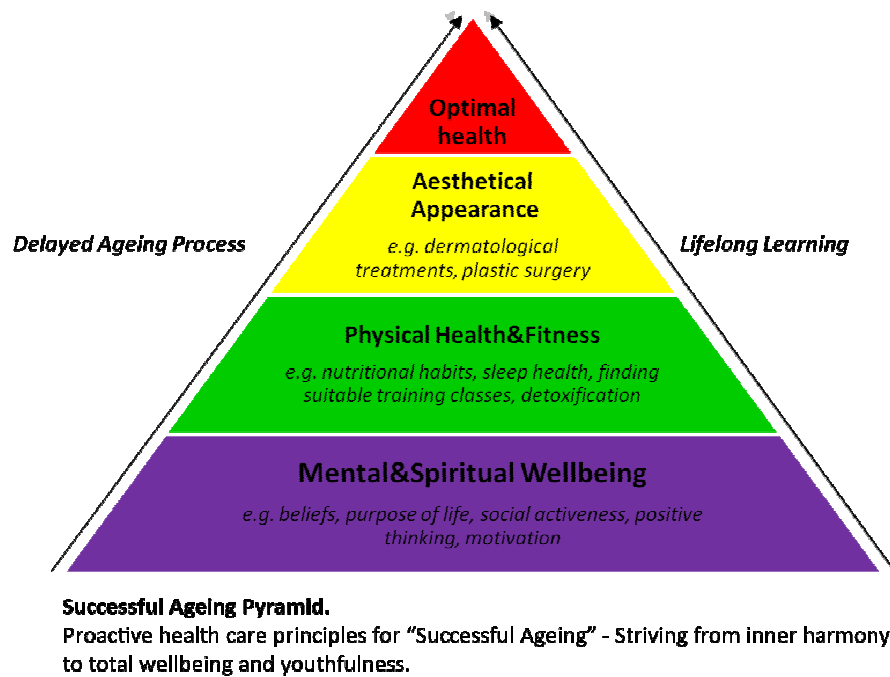


Figure 1. Successful Ageing Pyramid (created by the author)

To use this model in real life scenario the author suggests to start up defining own's health status. Depending on the individual's health condition – starting point to one's *Successful Ageing Pyramid* can depend on person's health condition and many other aspects. For example a stereotypic person of today's society suffers under anxiety and stress. Due to that this individual may be quite unbalanced in whole referring to body-mind-soul connection. At this case the author would suggest to start from the really bottom of the pyramid – mental and spiritual well-being and the basic level of the pyramid is very much connected to personal values, balance, motivation and positive thinking.

There are assessments that a person can go through asking questions such as “Where am I positioning in my life at the moment?; How do I feel?; What goals am I striving for?; What I believe in?” by trying to figure out the remedy on his own; and then the assessments that only other specialized therapists (like meditation teacher or yogi) or psychiatrists and psychologists can go through, for example stress management courses, cognitive behavioural therapy, mindfulness technique, hypnotherapy, creative visualization, guided imaginary, laughter therapy, meditation or any other mental health therapies.

Anxiety, and also depression is often led by negative thoughts (referring to the conversations with medical doctors) and here Mindfulness technique can be useful, to improve mental well-being. It is important to figure out “Why am I at this health condition at the moment?” and search for the reason in-depth.

The author suggests that majority of physical problems start from unbalanced mental health. Also *Psychoneuroimmunology* (Bloom, Hall, & Peters, 2009) reveals extensive connections between central nervous system and the immune system, to add especially stress can affect the functioning of the immune system, and therefore health.

If a person has taken time to look in-depth into the mind, he becomes ready to plan ahead the other parts of lifestyle according to *Successful Ageing Pyramid*. Next logical step would be to test ones physical health condition and go through biophysical evaluation (measure as well biological age), strain test, meet with osteopath or physiotherapists to find harmful body tensions or fix wrong posture.

Getting a clear picture of one’s physical body helps individual to find also proper training classes for exercising – not all the “sports club” trainings are suitable for everybody. A person needs to feel what kind of cardiovascular training is best for him – is it spinning, running, dancing or any other type of aerobics; what body-mind exercising is most suitable – yoga, *Body-balance* concept training or simple stretching at home; and finally choose a strength training to raise the muscle power – lifting weights in gym, *Body-pump* concept training or using functional exercising by using own body weight.

Depending on the individual proper nutrition is important, and the author states that this can be most challenging to people because of today's hectic lifestyle pattern and lack of time in general, moreover to cook. To understand where to start to enhance nutrition and how to improve eating habits the author suggests finding out what the body lacks of. For that *Hair-analysis* can be useful – this shows the food elements that body resists (can be allergens) and those food elements that body needs more. Furthermore nutritionists' consultation can be helpful to figure out the right diet – it is possible to ask for blood test as well to figure out own's body type or gene test to see what kind of metabolic system a person has (e.g. fast digesting or slow digesting).

After testing and getting the results starts the most important part to implement given tasks. To change own physical health condition, moreover own habits linked to it, it may demand more discipline than the person has used to or thought it would. It is necessary to understand this even before the implementation process of these suggestions has started, to avoid defiance or stressful feeling, which may fail the healing through it.

In addition to physical exercising and nutrition it is suggested to analyse one's sleep quality, and here the easiest question that defines individuals current situation is: "How do I feel in the morning?" at this point it is possible to detect if a person lacks of sleeping hours or if the place where he sleeps favours good sleep (e.g. bed, darkness of the room, silence, air, absence of electric equipment) or if necessary turn to sleep health centre for solid observation.

According to different personas before starting with new nutrition regime or vitamins/minerals absorption, it may be necessary to go through detoxification at first. Detoxification can be done by using therapies that evoke sweating (e.g. sauna, bathing, and physical exercising) or by using medicaments that help the body to cleanse. While detoxification process the author suggests that it is vital to drink plenty of pure water

As described before the first two steps on the successful ageing pyramid, which drives an individual towards optimal health and youthfulness – is quite time consuming process and requires readiness of the person to move on, and change one's lifestyle, as

well existing habits. For that the first-hand consultant or the person oneself has to find strong motivation, an inner will.

To motivate people start up with this kind of health disciplines it is relevant to make them believe that it will be rewarded, and not only energy levels will go up, and emotional wellness arises, but moreover aesthetic appearance will be improved. Still if a person is in a really bad health condition it can be that even after accomplishing first two steps on *Successful Ageing Pyramid* he needs mechanical interference like dermatological treatments or plastic surgery.

A person's appearance plays important role before reaching the point of self-actualization in life. It is necessary to improve individual's self-image and raise self-esteem, which gives more strength to realization of one's potential.

At that moment when an individual can say that he is beautiful inside as well from outside, the author states that optimal health status has been accomplished. Moreover the author believes that when a person reaches that point, it will help to reach the understanding what means to feel alive, energetic, happy, balanced with body-mind and soul. This is preventive health behaviour and helps to stay young and vigorous until very old age.

The process of moving from the bottom of *Successful Ageing Pyramid* until the top is a continuous process and people may need to go through health assessments regularly to keep the optimal health status, which means that an individual who changes within time, may need to implement different health assessments to maintain reached optimal health state, and go through these health assessments many times. It is important to "listen to one's body" to be conscious of own health and well-being.

Here the author would like to point out that many of these previously mentioned treatments and procedures necessary to follow *Successful Ageing Pyramid* is presented in modern spas.

Age management concept is a lifestyle concept including serious medicine approach. It is the base for anti-ageing medicine, which deals with providing ageing process reverse

via reaching every individuals peak performance from inside as well from outside. Preventive medicine is the base for both of them being independent of age.

Stakeholders need to take into account that currently terms like age management, anti-ageing medicine and preventive medicine can be still used mistakenly in the market (among consumers as well among stakeholders) because of its' novelty. While implementing the concept it is suggested to keep marketing messages as clear as possible due to this.

To create more trust with this quite new lifestyle concept involving serious medicine it would be good to find way to tie word “medical” already into the name. It is important that in future health care specialists' as well medical doctors are able to teach their customers about the benefits of investing in preventive health services. Explaining the value of age management services will be essential and should be followed by personalized customer service. Here promotion of preventive health care like age management concept may become a challenge for health care stakeholders.

General public is aware of healthy lifestyles and its importance and so do governments. Considering this, a certain parts of age management concept, which do not offer superficial results and deal with prevention, could be funded by public health care system. If there is no chance to get cooperation with local public health care, then another option for wellness and spa businesses is to create partnership with private health insurances. Shared funding is important mostly for customers and at the same time makes age management easily approachable and more attractive to middle income customers as well.

Being aware of nowadays stressful lives and its consequences it is possible to promote age management concept though social aspect – giving solution for stressful life via age management health assessments or giving the meaning for stress assessment therapy (responding most common lifestyle issue).

An obstacle may appear that people are afraid of mental health therapies, as it may be that psychologists and psychiatrists are not in create request anyway (people are afraid to get mental illness diagnoses). Due to that there is a need to figure out how it is

possible to promote these services. Name it as life coaching or mind fitness, and involve medical personnel to carry these assessments through. Creating trust is the primary goal – to promise customers discretion.

Age management stakeholders cannot avoid the demand for fast results and due to that it is important to have aesthetic treatments at first - not particularly plastic surgery, but anything innovative which helps customers fix their youthful appearance.

The author suggests integrating age management and anti-ageing medicine for best results and more holistic approach, believing that people do not just want to cope with ageing but furthermore to stay young and energetic as long as possible while they are living longer than ever before. This means offering the possibility to individuals to go far more than rebalancing normal ageing process. Even though implementing the whole system for age management concept, the enterprises need to give the customer option to choose the depth of the current health program.

Stereotype age management consumers are between age 25-75 years and older women and also men, educated, wealthy, single people. The sooner person starts with age management the better are the results in future. Even though they are presumed to be educated, the author suggests that enterprises need to be ready to educate their consumers and guide them towards healthy lifestyle and all the other necessary treatments for age management. Age management concept teaches its customers the secret of preventing ageing and for that it is necessary to include following services:

- Nutrition/Dietetics (e.g. Weight management, *Micronutrition*)
- Physical exercises (e.g. Cardiovascular trainings, Yoga)
- Mental health assessments (e.g. Stress assessment, Cognitive Behavioural Therapy, Clinical Hypnosis, mind training)
- Beauty enhancements and appearance medicine (e.g. plastic surgery, cosmetology, stem-cell therapy)
- Workshops for right breathing (e.g. meditation)
- Body function evaluations (e.g. Biophysical evaluations, Strain tests)
- Health consultation and check-up (doctors with Endocrinology or with general medical background)
- Detoxifying programs
- Massage therapies
- Genetic medicine (tests for body analyse)
- Laboratory for health tests (can be also outsourced partner)

Age management is ought to serve many aims: lifestyle changes, beauty enhancements, health maintenance and optimization, delay of ageing process and postponing age related diseases (also disability), embrace normal ageing process (do not promote superficial changes of body-mind-soul, instead carry the idea of naturalists and sustainability), reach longevity and improving the level of happiness.

To be ready to offer quality service of age management it is suggested to combine a personnel of medical doctors, nurses, dermatologists, nutritionists, physiotherapists/personal trainers, psychiatrists/psychologists, massage therapists, beauticians and if decided also plastic surgeons (anaesthesiologists), laboratory personnel, and moreover professional management team. The author states that it might be useful to give health care specialists as well doctors' possibility to take additional courses of anti-ageing consultancy. Pedagogical skills while consulting lifestyle improvements may become decisive if the customer find motivation or not.

Sustainability of age management concept launching depends on financial operations, but also it can be supported by investing in proper systems of customer-follow up, feedback and loyalty programs, which will help to reduce costs accompanying with catching new customers and instead keeping predictable cash flow relying on loyalty program.

When plastic surgery is decided to be involved in age management concept, which is possible, then the management should consider having partnership with other organization who could be able to offer medical second opinion if surgery customers ask for. Besides if foreign customers are expected then the language issue raises up – personnel needs to be skilled to sustain professional image of health care organization.

In Estonia the Development Fund (Aavikso, Vainu, Paat-Ahi, Kubo, & Mürk, 2010) sees health care sector potential to export diagnostic services, plastic surgery and dental care services (the ones that are linked to age management concept), and this at first hand to the closest developed countries like Finland, Sweden and Norway according to the infrastructural advantages. The connection between health care enterprise and demanding customer cannot be more than 1,5 hours.

For these target markets Estonia can offer high quality health care with affordable prices, while at the same time for locals it can be quite expensive. Due to that till the local public health care deals with promotion of preventive health care, the private enterprises that already have launched any of the services of age management concept could firstly start targeting previously mentioned markets: Finland, Sweden, and Norway.

Even though first hand reason to travel to Estonia can be to consume plastic surgery, dental care or diagnostic services at this case, and relies behind existing individual problem, in the other hand the client who has reached the health care organization is ready to be introduced to other health enhancement possibilities – especially when the education is firstly offered complimentary. It gives the enterprise possibility to tie the customer with organization for longer time. Also if using loyalty programs, benefit later on saved marketing costs.

The author suggests that giving education to existing foreign customers will profit the enterprise by turning for example plastic surgery customers into age management concept followers. As the age management is holistic concept and involves complex personalized programmes it gives various opportunities to enterprises raise the revenue. It is discussed with the stakeholders who participated in the researched project that even though the medical anti-ageing programs were used less - approximately 10% of the visiting customers, it was more profitable for the enterprise.

The author sees potential in Estonian Medical Wellness Spas, and also in private practices that are supplying more or less services associated with age management concept, and suggests attaching these existing articles into holistic concept to step by step create new and loyal customer base that consume in-depth medical programs, especially to delay one's ageing process. Here it is worthy to remain that societies fear of getting old is going to be one of the motivators to consume, and the number of this untapped customer base is growing rapidly. The challenge will be to at first launch the concept and secondly marketing it wisely.

Currently it is stated that in society in general the attitude towards growing old is more negative – elderly feel discriminated and communities have concentrated on young population. It will change with the demographic transition, but even before wellness and spa sector can benefit from the individuals fear of getting old or in other words the desire to stay forever young, and this can be reached by launching age management concept.

CONCLUSION

Age management concept for spa and wellness sector is a response to ageing society, which is fast growing trend and predict great demographic changes. This brings along higher demand for health care services and more over raises the importance of preventive health care.

Public health care developers state the emergency to help elderly preserve their youthfulness so they could actively participate in society and economy. If elderly are discriminated, the public health care system will collapse under patients with chronic illnesses demanding numerous and repetitive doctor appointments.

Annoying these future risk factors accompanied with ageing population will spend plenty of public resources (not to say waste the resources) and is not sustainable behaviour. Due to that the author of the present thesis encourages wellness and spa sector to find inspiration from age management concept and piece by piece develop the sector to be ready for communities' changes. Health care enterprises, especially privately owned ones can benefit from demographic transition turning it into a business opportunity.

Currently there is a lack of developed preventive medicine concepts used in wellness and spa industry, an idea which inspired the author to choose the present theme for the thesis and inspect specifically age management.

The research question was performed: "What is the meaning of age management concept from different perspectives" and in-depth interviews were carried out with stakeholders such as preventive medicine doctors, psychiatrics, plastic surgery practice owners and health care institution managing directors, as well with spa directors.

The author got chance to travel in Europe and involve to her research project World Travel Award nominees for World Best Medical/Wellness Spa Award 2011 following enterprises: Dolder Grand Spa Hotel in Switzerland; Longevity Wellness Resort in Portugal. Both of them had cutting edge medical wellness spa concepts offering professional preventive health care, moreover anti-ageing and age management services.

In Estonia wellness and spa sector do not have such preventive medicine health care concepts and the author was imposed to choose the only four star medical spa hotel, which offers high-level rehabilitation services, to gather the opinions also from local level spa industry.

In addition organizations like Claudia Elsig Private Practice psychiatric clinic and Prevention Center Zürich plastic surgery were visited in Switzerland; Villa Medica private clinic and Vitaclinika Laser Treatment Center were involved from Estonia. All of these enterprises had particular connections to age management concept.

As a result the author of the thesis clarified the terms of anti-ageing medicine, age management, preventive medicine and longevity. Devised relevant parts of age management concept, its aims, services/products and personnel requirements. Also the potential customer was profiled for age management services, obstacles and opportunities while launching the concept were explained, and this according to the current situation in health care.

Age management worship aims like lifestyle changes, beauty enhancements, health maintenance and optimization, delayed ageing process, postponing of age related illnesses, embracing normal ageing process, longevity, growing old with pride and dignity.

It was also suggested by the author to find ways for cooperation with different parties such as public health care sector, private insurance companies, medical second opinion centres, plastic surgery practices and laboratories.

The author is convinced that the research conducted show enough proofs and evidences how important is age management for spa and wellness industry, as well for society. Put

up purpose of thesis to give recommendations for adapting age management concept were fulfilled and research task got accomplished. The author is thankful to all the interviewed stakeholders who took time and effort for present thesis research project.

In Estonia, at author's homeland, age management concept is quite unknown, and it made the research process even more attractive to work with. Hopefully the ideas and suggestions turned out from this master's thesis will inspire the directors of spas, managing directors, owners and medical doctors, and students who are searching for an idea for future study projects.

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APPENDICES

Appendix 1. In-depth interview questions to stakeholders

Theme: Mapping the idea of age management concept from different perspectives

****All the data will be confidential and used only considering parties' interests and is carried through for master thesis research. Interviewees will be presented anonymously.*

Questions:

1. What do you think is the difference between the terms (differences/similarities):
 - *preventive medicine
 - *anti-ageing medicine
 - *age management
 - *longevity
2. Why there are so many terms used in market?
3. Have you noticed that some concrete terms are used for concrete targets?
4. What is the secret of preventing aging?
5. What is person's biological age? How many ways there are to measure ones biological age?
6. What means "aging?" - In the meaning of not biological aging but mental and social aging. People in 30'ies can look like 50 (no genetic disposition) and the other way around?
7. Is age management considered as...?
 - *"serious" medicine
 - *lifestyle concept
 - *concept of therapies (evidenced?)
 - *alternative medicine
8. What are the main tasks of age management?
9. Without what kind of services it is not possible to reach the results in age management?
10. What kind of personnel is needed to provide professional age management services? Can it be done without medical doctors/personal trainers/nutritionist...? Who are the core people?

11. Who are age management specialists? What do you think about getting anti-ageing consultants certificate via online courses, which are available nowadays?
12. What kind of educational background does age management specialists have? Experiences?
13. Why people need age management?
14. Is age management for everybody? Do all need it?
15. Since what age people should start?
16. How do you profile your guests/patients/customers? (E.g. Age, Nationality; Single/Married/Widowed; Aim of travelling; Level of education; Lifestyle, Occupation; Long term illnesses? Sickness record; Income rate (DINKS?); Eating/Exercise habits; Living environment where they come from; One time visitors or loyal customers; Main reason for demand (just consuming/health concerns...?))
17. What does your customer background medical check-up consist of? Can it be compared to therapists/general hospital check-up questionnaires? How long are medical records saved in archive?
18. Could you please describe your customer journey?
19. Do you check if your customers are really following the guidelines for age management? Could you influence your customers to follow given guidance?
20. Are you using any loyalty programs to keep your clients coming back?
21. How do you compare your age management/preventive medicine spa concept to other spa concepts?
22. Have you thought about franchising your spa concept? What do you believe could be the main aim/priority of your age management concept? Signature strengths/Unique selling point;
23. For what it is important to have medical second opinion? How often it is used in your company?
24. What do you do for customer feedback, how it is gathered and how useful it has been for company's future developments?
25. What are the most popular age management services your consumers are demanding? Why?
26. Who are the idols for your specialists/for your company in world market?
27. What countries in your mind are leading in age management service development? (Switzerland, Japan, America?)
28. What kind of late innovations you have noticed in age management service design and would you like to invest in it?
29. Where goes the line between spas and hospitals?
30. Is there anything among your age management services funded by public resources? How important is public funding for your company? For your customers?
31. Who are the leading scientists, authors, visionaries in this field?
32. Could you suggest me any more related studies/books/journals/periodicals?
33. Do you have anything to add according to the theme?

RESÜMEE

VANANEMISTPROTSESSI JUHTIMISE KONTSEPTSIOON (AGE MANAGEMENT CONCEPT) HEAOLU- JA SPAASEKTORILE

Euroopa Liidu rahvastik on progresseeruvalt vananemas – 2010 aasta alguses oli ligikaudu 87 miljonit inimest vanuses 65-aastat või vanemad. See moodustab enam kui 17% kogu Euroopa Liidu rahvastikust. Seoses vananeva ühiskonna trendiga nii Euroopas kui rahvusvahelisel tasandil, tekib vajadus innovaatiliste lahenduste järele tervishoiu süsteemis. Siinkohal näeb käesoleva magistritöö autor arenguvõimalust heaolu- ja spaasektoris ning ka nende võimalust alustada tihedamat koostööd avaliku tervishoiusüsteemiga.

Tänase päevani ei ole veel täielikult selge kui kaua inimene võib elada ja aasta aastalt on rahvastiku oodatav eluiga jätkunud ainult tõusvas trendis. Teada on vaid, et inimese vananemisprotsess on paindlik ning seda on võimalik mõjutada.

Vananemisprotsessi juhtimise kontseptsioon on vastus vananevale ühiskonnale, mille kiire kasvutrend ennustab olulisi demograafilisi muutusi. Tuleviku ühiskond erinevalt tänasest noortele suunatud ühiskonnast, peab arvestama vanurite osakaalu tähtsusega ning leidma viise, et hoida neid tervetena, kaasata aktiivselt sotsiaalsesse ellu ja ka majandusse. Hetkel tunnetatakse ühiskonnas vanurite diskrimineerimist ning vananemist pigem kardetakse. Vananemisprotsessi juhtiv kontseptsioon suunaks aga juba keskealised inimesed ennetavale tervisekäitumisele, mis võimaldab neil püsida noor ja elujõuline ka vanuriikka jõudes.

Kiirelt vananev ühiskond, mis ennustab, et aastaks 2050 on iga lapse (alla 15 aasta) kohta vähemalt kaks vanurit, toob kaasa suurema tervishoiuteenuste nõudluse.

Vananedes muutuvad inimesed haavatavaks, tervis nõrgeneb ning kasvab krooniliste haiguste hulk. Kroonilised haigused vajavad ambulatoorset ravi ja koormavad praegust ravisüsteemi. Ennetav meditsiin, sealhulgas ka vananemisprotsessi juhtimise kontseptsioon aitab antud situatsiooni leevendada ning vähendades ravijärjekordi väheneksid ka riiklikud kulud tervishoiule.

Kui orienteeruvalt ühel kolmandikul kogu Euroopa Liidu rahvastikust tekib vajadus riiklikest ressurssidest rahastatud jätkuva ravi järele (peamiselt elustiilist tingitud haigustele nagu südame- veresoonkonna haigused, diabeet, vähk, ka depressioon, ärevus ning krooniline stress), siis kogu praegune tervishoiusüsteem võib jääda nõrgaks. Seda mitte ainult pikenevate ravijärjekordade tõttu, vaid ka arvestades olemasolevat tööjõudu ning selle valmisolekut teenindada praegusest ligi 30% enam kliente.

Vananeva ühiskonnaga kaasnevatele muredele seoses tervishoiuga oleks mõistlik leida lahendus ühendades teenusepakkujad nii avalikust kui erasektorist, sealhulgas ka heaolu- ja spaaettevõtted.

Vältides ühiskonnas toimuvaid muutusi nagu ka kasvav inimkonna vananemistrend, kulutatakse meeletult ressursse tagajärgede likvideerimiseks. Säärast suhtumist ei saa arvestada kui jätkusuutlikku käitumist. Käesoleva töö autor näeb vajadust tegeleda antud teemaga ning pakkuda välja vananemisprotsessi juhtimise kontseptsioon kui üks võimalik vahend probleemi leevendamiseks. Teisalt väljaspool avalikku sektorit tegevad tervishoiuteenuste pakkujad võivad vananemist juhtivas kontseptsioonis näha ka kasulikke äriideed või arengusuunda ning rakendada seda kui uut tuluallikat.

Tänase päevani on aga puudus terviklikest ennetava meditsiini kontseptsioonidest ning vananemisprotsessi juhtimise kontseptsioon ühe suunana on paljudes riikides veel vähe tuntud. Lähtuvalt eelkirjeldatud situatsioonist ning tekkinud probleemist algatas autor idee uurida hetkel kehtivaid vananemisprotsessi suunavaid kontseptsioone ning tulemustele toetudes teha ettepanekud heaolu- ja spaasektorile ning sellega vastata vananeva ühiskonna vajadustele. Seetõttu kujuneski käesoleva magistritöö teemaks „Vananemisprotsessi juhtimise kontseptsioon (Age Management Concept) heaolu- ja spaasektorile“.

Vanaduse ja sellega kaasnevate haigusseisundite ennetamine on oluline, et võimaldada väärikat vananemist. Selleks tuleb rakendada personaalset tervishoiu nõustamisteenust pidades samal ajal meeles iga indiviidi väärtusi ja eesmärke. Vananemisprotsessi juhtimise kontseptsiooni kaardistamiseks, et uurida mis on selle tähendus, kontseptsioonis sisalduvad tooted ja teenused, programmi eesmärgid ja väärtused ning võimalikud raskused kontseptsiooni juurutamisel, püstitati uurimusküsimus: „Mis on vananemisprotsessi juhtimise kontseptsiooni tähendus lähtudes erinevatest aspektidest“.

Magistritöö oodatavaks tulemuseks olid konkreetsed soovitusel vananemisprotsessi juhtimise kontseptsiooni juurutamiseks heaolu- ja spaasektoris. Tulemuste saavutamiseks viidi läbi kvalitatiivne uurimus, mille peamiseks meetodiks oli poolstruktureeritud süva-intervjuu. Analüüsi tegemisel saadud vastused kodeeriti, et leida seoseid eri gruppide sees kui ka gruppide arvamusi vastandades. Analüüsi meetodina kasutati sisuanalüüsi.

Käesoleva magistritöö autoril oli võimalus reisida Euroopas ning uurimusse kaasati „World Travel Award“ nominendid 2011 „World Best Medical Wellness Spa“ auhinnale: Dolder Grand Spa Hotel Šveitsis ja Longevity Wellness Resort Portugalis. Tegemist oli maailmatasemel meditsiiniliste heaoluspaa kontseptsioonidega, kus pakutakse professionaalsel tasemel ennetavaid tervishoiuteenuseid, vananemist pidurdavaid ning suunavaid teenuseid.

Eestis sääraseid tervishoiuasutusi näiteks tuua ei olnud, kuid autor küsitles nelja täрни omavat ravispaad, Tallinn Viimsi Spaa Hotell, kus pakutakse kõrgel tasemel taastusraviteenuseid ning see andis võimaluse koguda asjaliste arvamusi ka kohalikult spaasektorilt.

Lisaks kaasati käesolevasse uuringusse Claudia Elsig'i psühhiaatria erakliinik ja Prevention Center Zürich ilukirurgia Šveitsist, Villa Medica erakliinik ja Vitaclinika Laserravi Keskus Eestist. Antud ettevõtted on ühel või teisel moel seotud vananemist juhtiva kontseptsiooniga.

Intervjueeriti nii arste, spaadirektoreid kui ka omanikke ja tegevjuhte – olenevalt sellest, kellel oli võimalus ja soov töö autorit aidata. Analüüsi käigus oli huvitav jälgida, kuidas

arvamused ennetava meditsiiniga seotud ettevõtete esindajatelt haakusid ühel või teisel moel ilukirurgia kui ka psühhiaatria erakliiniku esindajatega või isegi täiendasid teineteise seisukohti.

Tulemusena selgitati erinevad terminid: ennetav meditsiin, vananemisprotsessi juhtimine, vananemisvastane meditsiin ja pikaajalisus. Töös anti ülevaade vananemisprotsessi juhtimise kontseptsioonist ja selle eesmärkidest ning väärtustest. Samuti kirjeldati, millised tooted ja teenused kuuluvad antud kontseptsiooni ning kes moodustavad kontseptsiooni rakendamiseks kompetentse personali. Lisaks koostati potentsiaalse kliendi profiil ning käsitleti ka võimalike kaasnevaid raskusi ja ka lisavõimalusi vananemisprotsessi juhtimise kontseptsiooni juurutamisel ning seda arvestades hetke situatsiooni tervishoius.

Vananemisprotsessi juhtimine kätkeb endas elustiili muutmist, iluprotseduure, tervise ja heaolu säilitamist ning ka tervise optimeerimist, vananemisprotsessi aeglustamist, vananemisega kaasnevate haiguste ilmingute edasilükkamist, normaalse vananemisprotsessi väärtustamist, pikaajalisuse saavutamist ja väärikat vananemist. Vananemisprotsessi juhtimise kontseptsioon on elustiili kontseptsioon, mis sisaldab endas tõsist meditsiinilist sekkumist indiviidi tervisliku seisundi parendamise eesmärgil.

Vananemisprotsessi juhtimise kontseptsiooni juurutamisel soovib autor siduda seda vananemisvastaste teenuste ja ennetava meditsiini eesmärkidega arvestades, et antud kontseptsiooni klient ei soovi lihtsalt oma vananemisega toimetulekut, vaid soovib saavutada võimalikult noorusliku enesetunde ja välimuse ning säilitada saavutatut võimalikult kaua, et elada täisväärtuslikult kuni väga kõrge eani.

Autor soovitas heaolu- ja spaasektori ettevõtjatele ja ka teistele, kes näevad vananemist juhtivas kontseptsioonis potentsiaali leida viise koostööks ka teiste osapooltega nagu näiteks: avaliku tervishoiu organisatsioonid, erakindlustusfirmad, teisest meditsiinilist arvamust pakkuvad erakliinikud, uuringute keskused, ilukirurgia kliinikud ja ka laboratooriumid.

Lisaks töötas magistritöö autor välja „*Successful Ageing Pyramid*“ mudel-püramiidi, mille astmed sümboliseerivad vananemisprotsessi aeglustamiseks ja ka optimaalse

terviseni jõudmiseks põhimõtteid ja tervise edendamisega seotud ülesandeid. Mudel lähtub analüüsi tulemustest ja järeldustest ning soovib vananemisprotsessi juhtimise kontseptsiooni juurutades siduda tooted ja teenused terviklikuks programmiks. Antud süsteem suunab klienti liikuma püramiidi alumiselt astmelt, milleks on vaimne ja spirituaalne tervise edendamine, püramiidi tipu suunas, milleks on elujõulisus ja ka aeglustunud vananemine.

Autori arvates suurimaks katsumuseks ettevõtetele, kes näevad potentsiaali vananemisprotsessi juhtimise kontseptsiooni rakendamises, saab olema eelkõige kontseptsiooni terviklikku süsteemi sidumine ja juurutamine ning teiseks kontseptsiooni tark ja sihipärane turundus.

Uurimuse käigus koguti autori arvates piisavalt tõendeid tõestamaks vananemisprotsessi juhtimise kontseptsiooni tähtsust heaolu- ja spaasektorile ning vajadust vastavalt toimuvatele ühiskonna muutustele. Püstitatud töö eesmärk anda soovitusi heaolu- ja spaasektorile vananemisprotsessi juhtimise kontseptsiooni juurutamiseks sai täidetud ning uurimuse ülesanded saavutatud.

Magistritöö autor soovib tänada kõiki intervjueritud arste, juhte ja asjaosalisi, kes leidsid aega igapäeva toimetuste juurest ning vaevusid kaasa aitama käesolevale uurimustööle. Tööst leitavate ideede ja soovitustega loodab autor inspireerida mitmeid tervishoiu teenustega seotud spetsialiste, spaadirektoreid, tegevjuhte, ettevõtete omanikke, arste kui ka tudengeid, kes otsivad mõtteid tulevaste uuringuprojektide tarbeks.

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