

UNIVERSITY OF TARTU
Pärnu College
Department of Tourism Studies

Marianne Pindmaa

**USING THE PRINCIPLES OF A HOLISTIC WELLNESS
CONCEPT IN DEVELOPING HOTEL SPA SERVICES:
THE CASE OF ESTONIAN HOTEL SPAS**

Master Thesis

Supervisor: Heli Tooman, PhD

Pärnu 2024

Recommendation for permission to defend thesis

(digitally signed)

Heli Tooman

Permission for public defence

The programme director, Pärnu College of the University of Tartu

(digitally signed)

Tomaš Pavelka

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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Marianne Pindmaa

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INTRODUCTION

The Master's thesis provides an overview of the development and trends in the concept of holistic wellness, wellness dimensions, the expectations and needs of business travellers, and the possibilities of using the principles of holistic wellness in the development of hotel spa services in order to enhance the positive experience of guests. This paper examines the related issues in hotel spas in Estonia and proposes some ideas for increasing the attractiveness and attendance of a hotel spa with the holistic wellness concept in mind.

Wellness is a state of health that is achieved by paying attention to a person's physical, psychological, emotional and spiritual factors, along with the workplace and the environment in which the person operates every day. People's mental and physical health has been severely affected by the fast pace of life and insufficient physical activity. This has led people to make more aware choices and, where necessary, changes in their daily habits (Lakićević et al., 2021; Thorne, 2021, pp. 9–10). As a result, hotels have started to develop their services and facilities based on customers' wellness and needs (Koskinen & Wilska, 2019, p. 260).

In this context, a strong emphasis has been placed on ensuring physical wellness, which is overshadowing other important aspects of wellness such as mental or emotional. Wellness companies often use the term "wellness" on their websites for marketing purposes, but in reality, they do not fully understand its meaning (Stará & Peterson, 2017, pp. 19–20). Therefore, one of the problems that can be highlighted is the superficial knowledge of hotel managers about holistic wellness concepts and their application in the development of spa services.

There are many types of spas and spa services throughout the world, and each one offers different options. Nowadays more people plan their trips to destinations that support their holistic wellness, which is why spas and spa services have become increasingly more

popular in recent years (Bakirtzoglou et al., 2018, p. 324). Traditionally, spa services are considered as additional services of a hotel, but a distinction must be made between what characterizes a spa hotel and what is a hotel spa. A spa hotel is a hotel with a purpose of providing individual treatments and services for spa seeking guests, with a focus on health and wellness (Han et al., 2019, p. 1). Spa hotels are visited by guests who want to take care of their personal wellness and are interested in how to maintain and, if necessary, improve their health. To this end, spa hotels offer services to help maintain health and prevent illness through a therapeutic approach, treatments to support relaxation and stress reduction, and a range of beauty treatments, including massages and a variety of body and facial treatments. (Koskinen & Wilska, 2019, p. 263; Cristobal-Fransi et al., 2023, p. 3)

On the other hand, the hotel spa is primarily intended for visitors whose main purpose is not a visit to the spa, but other, for example, participation in business activities. Hotel spas are usually hotels with four or five stars (Thorsteinsdottir, 2005, p. 273). People who travel for work have their own basic needs, which they expect the hotel to fulfil. For example, when travelling on business, they expect the check-in process to be quick and convenient, on-site parking to be available or wake-up calls to be offered as a service (Radojevic et al., 2018, pp. 326–328). In this context, it is clear that business travellers do not prioritize wellness treatments and the presence of a spa in the hotel. However, the second highlighted problem can be raised here: how to make hotels with a spa more attractive to business customers. Having a spa may be one of the prerequisites for choosing a hotel, but being on site, spa services are used to a small extent.

Therefore, three important problems can be highlighted: how hotels can market a hotel spa more engagingly, how to encourage guests already staying at the hotel to use spa services more and how to raise hotel spa managers' awareness about holistic wellness concepts in order to apply them to enhance spa services.

Based on the description of the issues why the topic needs to be researched, the thesis formulates the research problem as "How could the holistic approach to wellness be more effectively implemented in hotels with spas?" The study attempts to solve it by means of a study of hotel spas in Estonia.

The purpose of the research is to provide suggestions for the more effective implementation of the principles of the holistic concept of wellness in hotel spas in Estonia based on the results of the study. To achieve the goal, the following research questions are set:

- 1) How are the principles of the holistic concept of wellness followed in hotel spas in Estonia?
- 2) How could the holistic approach to wellness principles be more effectively implemented by hotel spas in Estonia?

The study provides an insight into how many hotel spa managers are aware of these concepts and how much the principles are followed in their day-to-day operations. The results of the research will also reveal what needs more attention and improvement. The data will be collected using a qualitative research method, i.e. eight interviews will be conducted with managers of hotel spas in Estonia.

The paper consists of two main chapters and their subchapters. The first main chapter describes the theoretical approaches of wellness, the expectations and needs of business hotel guests, and the application of the principles of holistic wellness in the development of hotel spa services. The second main chapter provides a closer look at hotel spas in Estonia, and describes the study conducted and the results obtained together with the discussion section and recommendations based on the findings. The paper also presents the conclusion, references, appendices and a summary in the Estonian language.

The author of the thesis would like to thank her supervisor Heli Tooman who has always been supportive and provided very useful guidance and advice. The author would also like to thank the eight hotel spa managers who kindly agreed to participate in the interview and thus made the study possible. The author is grateful to her parents and close friends for their constant encouragement and support.

1. THEORETICAL APPROACHES TO THE CONCEPT OF WELLNESS

1.1. Development and trends in wellness conceptualisations

The first subchapter provides an overview of the history and conceptualisations of wellness. It also introduces the dimensions of wellness, the best-known wellness models, and the development of wellness tourism.

The origins of wellness date back to millennia of ancient civilisations, including Chinese, Indian, Greek, and Roman cultures. They developed healing practices and medical traditions that emphasized the importance of harmony in maintaining health. Modern definitions of wellness are also based on these ancient principles, which highlight the importance of the physical, mental, and spiritual aspects of the human being and the importance of working in harmony. (Global Spa Summit, 2010, pp. 3–4)

The term “wellness” is a combination of the words “well-being” and “fitness”, coined in the 1960s by the American physician Halbert L. Dunn (Hartwell et al., 2018, p. 1833). Dunn (1959, p. 447) defined wellness as “an integrated method of functioning which is oriented toward maximizing the potential of which the individual is capable, within the environment where he is functioning”. The definition implies that wellness is a consistent process or direction in which the individual, regardless of the surrounding environment, moves towards his or her highest potential for functioning and finds ways to achieve his or her goals.

The Global Wellness Institute has defined wellness as "the active pursuit of activities, choices, and lifestyles that lead to a state of holistic health" (Yeung & Johnston, 2018, p. 9). This definition highlights two important factors, the first of which describes an individual's active pursuit and intention to make choices and engage in activities that

support them in achieving holistic health and well-being. The second important factor is that wellness encompasses not only physical health but also other important dimensions that need to work in harmony to ensure good health and a full quality of life. (Johnston et al., 2023, p. 5)

It is often thought that wellness is equated with the terms “health”, “well-being” and “happiness”. These words are interrelated and have elements in common, but wellness is a conscious active process to achieve holistic health (Johnston et al., 2023, p. 5). The World Health Organization (2020, p. 1) has defined health as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”. While wellness and health go hand in hand, health can be defined as a goal, and wellness is a journey towards achieving that goal (Dillette et al., 2020, p. 795).

Many American researchers have helped and contributed a lot to the development of the concept of wellness. Under their leadership, concepts of wellness have been actively promoted, and wellness centers and institutes established. They have also written several books on wellness and developed various models and tools to assess wellness. Among the best-known are Halbert L. Dunn, Dr. Bill Hettler, Don Ardell, and Dr. John W. Travis. (Global Spa Summit, 2010, p. 5)

Halbert L. Dunn, a Canadian-born physician known as the “father of the wellness movement”, introduced in 1959 a new state of health, “high-level wellness”, which included not only physical wellness but also the mind, the spirit, and the environment (Global Spa Summit, 2010, p. 5; Dillette et al., 2020, p. 794). In his book “High-Level Wellness”, Dunn (1971, pp. 4–5) defined high-level wellness as “an integrated method of functioning which is oriented toward maximizing the potential of which the individual is capable. It requires that the individual maintain a continuum of balance and purposeful direction within the environment where he is functioning”. The term was intended to suggest that a person should think of wellness as a direction or level through which he or she increases the personal potential for functioning while maintaining balance in the environment in which he or she functions (Dunn, 1971, pp. 5–6). Consequently, “The Health Grid” scale (see Figure 1), which consists of the “Health” and “Environmental” axes represents the journey from death to the attainment of “high-level wellness” (Dunn, 1959a, pp. 787–788).

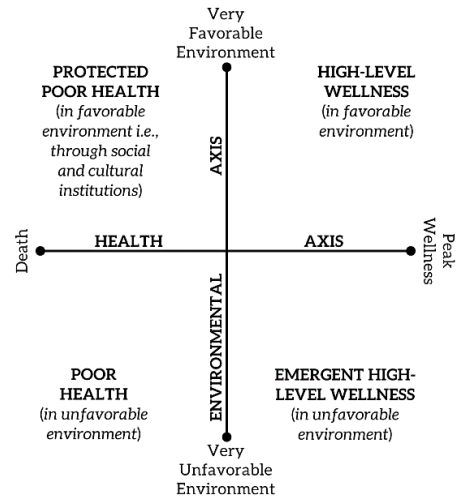


Figure 1. The Health Grid. Source: Dunn, 1959a, 787

Wellness is multidimensional and encompasses six essential dimensions, which, when working in harmony with each other, enable a person to achieve holistic wellness and one’s full potential. Dr. Bill Hettler is best known as the scientist who developed the acclaimed Six Dimensions of Wellness model in 1976. The model encompasses intellectual, physical, emotional, social, spiritual, and occupational wellness. (Strout & Howard, 2012, p. 196)

Intellectual wellness is a dimension that includes continuous development and learning; solution orientation; creativity, writing and verbal skills; awareness of social and political issues; and reading. This dimension is important because it involves personal surpass, skill development and the constant acquisition of new knowledge that keeps the brain functioning healthily (Botha & Brand, 2009, p. 169). The physical wellness dimension is the most known dimension that includes regular physical activity, nutrition, a healthy lifestyle, self-care, and vitality (Meiselman, 2016, p. 102).

Emotional wellness is about being able to cope with one's emotions, having a positive and enthusiastic outlook on life, and being able to consider and value other people's feelings. They also have a willingness to take responsibility and to ask for or seek help when needed (Stoewen, 2017, p. 862). Social wellness is a dimension that focuses on maintaining personal relationships that evoke positive emotions and are trustworthy. It also includes creating a surrounding community that is respectful of each other and always cooperative. (Strout & Howard, 2012, p. 197)

Spiritual wellness involves finding meaning and purpose in human existence. It is also the development of a spiritual worldview that helps people to be more tolerant and accepting of others. This means engagement in activities that give meaning to life and are in alignment with deeply held values and beliefs (Stoewen, 2017, p. 862). Occupational wellness relates to a person's satisfaction with their job, which enriches their life and allows them to be consistent with their personal values and goals. They also benefit at work from their unique skills and talents, the application of which gives them satisfaction and pleasure. (Nathenson et al., 2014, p. 1122)

Donald B. Ardell (1999, as cited in Thompson, 2007, p. 6), who believed that "wellness is first and foremost a choice to assume responsibility for the quality of your life", has also made a significant contribution to the development of wellness concept. In other words, the development of a healthy lifestyle starts with the individual himself/herself and must have the determination to make the necessary change. This is why Ardell placed "self-responsibility" at the heart of the wellness model he developed in 1977, surrounded by "nutritional awareness", "environmental sensitivity", "stress management" and "physical fitness" (Thompson, 2007, p. 6). In 2011, Ardell presented a newer version of the wellness model (see Figure 2), consisting of three main factors: the "Mental domain", the "Physical domain" and the "Meaning and Purpose domain" (Wickramaratne et al., 2020, p. 195).

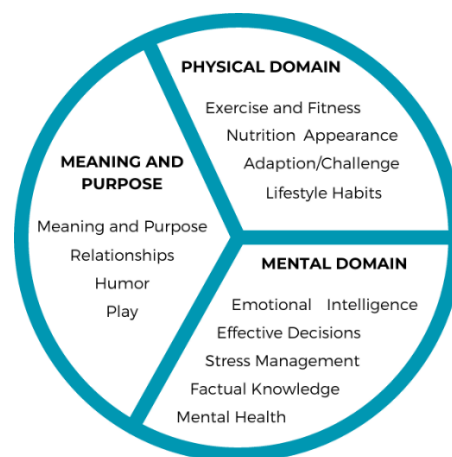


Figure 2. Ardell’s Wellness Model. Source: Thompson, 2007, p. 7

An important contribution to the development of the concept of wellness has also been made by John W. Travis. He has developed several wellness models; he has written

various books, the best known is *The Wellness Workbook*, and he also founded the world's very first wellness center (Global Spa Summit, 2010, p. 5). Travis has defined wellness through six perspectives:

- Wellness is a choice – a decision you make to move toward optimal health.
- Wellness is a way of life – a lifestyle you design to achieve your highest potential for wellbeing.
- Wellness is a process – a developing awareness that there is no endpoint, but that health and happiness are possible in each moment, here and now.
- Wellness is a balanced channelling of energy – energy received from the environment, transformed within you, and returned to affect the world around you.
- Wellness is the integration of body, mind, and spirit – the appreciation that everything you do, and think, and feel, and believe has an impact on your state of health and the health of the world.
- Wellness is the loving acceptance of yourself. (Travis & Ryan, 2004, p. xvi)

One of Travis's best-known wellness models is the Illness-Wellness Continuum (see Figure 3), which represents a continuous process from illness to wellness. This means that as a person moves to the left from the centre, health deteriorates, while moving to the right indicates increasing levels of health and wellness. The neutral point marks the point on the continuum where the symptoms of the disease are alleviated by treatment paradigm (such as pharmacotherapy and psychotherapy). (Kishan, 2020, p. 412)

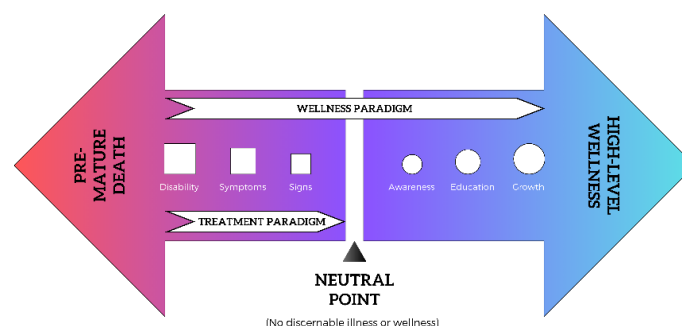


Figure 3. Illness-Wellness Continuum. Source: Global Spa Summit, 2010, p. 75

People's perception of the importance of health and wellness has led to a demand for health tourism. Health tourism is considered to be an umbrella term for wellness tourism

and medical tourism (Salehi-Esfahani et al., 2021, p. 537). In defining health tourism, Hall (1992, as cited in Smith & Puczkó, 2009, p. 4) relied on Van Spielen who described it as “staying away from home, health as the most important motive, and done in a leisure setting”. Recognizing the health tourism specific market segment, Van Spielen also stated five components, which are the following: sun and fun activities; engaging in healthy activities, but health is not the central motive (adventure and sports tourism activities such as hiking, cycling, or golf); principle motive for travel is health (e.g. sea cruise or travel to a different climate); travel for sauna, massage, and other health activities (spa resort); and medical treatment. (Smith & Puczkó, 2009, p. 4)

Wellness tourism is a niche market targeting healthy people who care about their health and want to maintain or improve it. To do so, they visit spas or other wellness facilities (Page et al., 2017, p. 467). The International Spa Association defines spas as "places devoted to enhancing overall well-being through a variety of professional services that encourage the renewal of mind, body and spirit" (Mihók & Marčeková, 2022, p. 323). Smith and Puzkó (2013, as cited in Smith, 2015, p. 359) complemented this definition by adding that spas are the places that offer wellness services or healing techniques, thereby ensuring that a person can fully relax, heal, and feel better.

The Medical Tourism Association (2013, as cited in Smith, 2015, p. 358) has defined medical tourism consumers as people:

who live in one country travel to another country or travel within their country to receive medical, dental, and surgical care while at the same time receiving equal to or greater care than they would have in their own country, and are traveling for medical care because of affordability, better access to care or a higher level of quality of care.

This is where the important distinction between wellness tourism and medical tourism comes in. In the case of wellness tourism, healthy people travel to maintain or improve their health, while medical tourism is for people suffering from health problems or illnesses who want to receive better quality medical care in another destination at a lower cost. (Dillette et al., 2020, p. 796)

Wellness originates from ancient cultures, which focused on maintaining holistic health through healing practices and medical traditions. The term wellness has been defined in different ways and thus does not have a common definition. The development of wellness has been contributed to by several researchers and physicians who have written a variety of books and scientific articles on wellness, including wellness tourism, and have created different models of wellness.

1.2. Business travellers' expectations and needs

The second subchapter provides insights into what constitutes business guests' satisfaction, their main expectations, and needs. It also gives a brief overview of the effects of business travel on people's health and the sacrifices they have to make.

Due to today's globalization, many companies have expanded into international markets, forcing people to travel or work abroad (Doki et al., 2018, p. 767). Hotels have therefore become the accommodation of two main market segments: leisure travellers and business travellers. Leisure travellers' motive is well-known – to relax, to spend quality time with loved ones, to meet new people, to visit historical sites or places of natural beauty and landscapes. However, business travellers are people who travel for business purposes and have specific needs and expectations of the hotels where they stay. (Radojevic et al., 2018, pp. 326–327)

Business travellers tend to be highly educated and high-income earners, so they are more demanding in their choice of accommodation and expect the best quality and service. They are also more experienced users of hotel services and therefore have a set of criteria in place to meet their expectations and needs (Radojevic et al., 2018, p. 327). The way they are treated by the hotel and the extent to which their expectations are met has a major impact on business customer satisfaction. For them, the location of the hotel, the quality of the conference centre, exercise facilities, parking, the availability of technology and security are important factors in their choice of hotel. In addition, it is an advantage if the check-in and check-out process is convenient and not time-consuming. (Herjanto et al., 2017, p. 262; Radojevic et al., 2018, p. 328)

Research by Herjanto et al. (2017, pp. 265–268) identified six most important factors that create business travellers' satisfaction: bedroom conditions, hotel facility, hotel staff, restaurant food and quality, hotel location and price. Firstly, business customers expect their hotel room to be comfortable to work in with a desk, chairs, ample lighting, and power outlets, but at the same time it should provide them with personal space and the environment that supports their relaxation after a busy day. The other factor identified was the hotel facilities, which include the overall design of the hotel, security, atmosphere, and other services such as a spa, a fitness centre and car park, along with high-speed internet access and availability, quality IT support and access to meeting room equipment. Furthermore, business travellers highly value staff competence, communication, helpfulness, friendliness, and language skills during their stay. The fourth factor was the presence of a restaurant and the quality of food that also has an impact on business customers' satisfaction. Business travellers expect to get a better understanding of the local culture through food and have new taste experiences. The location of the hotel, which is expected to be close to a business or city centre and with good infrastructure, plays a very important role as business customers' time is limited. The sixth and final factor discovered was price sensitivity. Business travellers are extremely careful and keep a close eye on their everyday spendings. (Herjanto et al., 2017, pp. 265–268)

In addition to the above-mentioned that business travellers have strict criteria and are very demanding, they are people who often have to sacrifice their personal life and health for the work. Their heavy workload and long working days, being away from home and loved ones, irregular sleeping and meals, the need to adapt themselves to different cultural environments and being prone to contracting infectious diseases – these are the potential downsides of frequent business trips that may take a toll on their physical and mental health. In addition, the stress is caused by the constant organization of personal and professional life, long flights and delays, different time zones etc. (Unger et al., 2016, p. 145). Psychological stress can also lead to depression, which in turn can make people suicidal or make them want to return home prematurely (Doki et al., 2018, p. 767).

Therefore, business travellers might expect to find spa facilities in their chosen hotels as it helps them to relax, reduce stress, and ensure optimal health while being away from

home and family. A visit to a spa is a guarantee of physical wellness, but increasingly it is visited for emotional reasons, too. This means that hotel spa guests want to make themselves feel better and treat themselves with some pampering spa services. (Kucukusta et al., 2013, pp. 557–560). When offering spa services and treatments to business travellers, hotels must take into account the fact that business guests' time is limited, and they have to provide them with services that fit in with their busy schedule (El-Shaar & Elsayed, 2016, p. 169).

According to the International Spa Association (2012, as cited in Kucukusta et al., 2013, p. 558), hotel spas are defined as “spas owned by and located within resorts or hotels providing professionally administered spa services, fitness and wellness components and spa cuisine menu choices”. Moreover, the hotel spas offer their guests a range of massages, body and facial treatments and reflexology. Studies have also found out that spa visits are becoming more popular among men who they see it as an opportunity to socialize, relax and take time out after a hard day of work. (Kucukusta et al., 2013, pp. 558–559)

Business travellers have become more knowledgeable and fastidious and are well aware of their expectations and needs when choosing their accommodation. As wellness is considered an essential means of relieving travel stress, more and more business customers are seeking hotel spa services to pamper themselves during their stay.

1.3. Application of holistic wellness concept principles in the development of hotel spa services

This subchapter provides an overview of how to apply the principles of holistic wellness to the development of hotel spa services. The chapter discusses the importance of the holistic wellness concept in services, guests' criteria when choosing a hotel and benefits of technology development.

Today's society depends heavily on a healthy population to ensure that individuals are fully capable of carrying out their daily responsibilities and roles (Anderssen, 2016, p. 32). For this reason, the services provided by hotels must be designed to support their guests' wellness during their stay. It is therefore important that hotel services are designed

to incorporate a range of holistic wellness concept principles. (Koskinen & Wilska, 2019, p. 260)

Owing to fast-changing and stressful societies, demand for wellness services has been growing as people take more conscious responsibility for their health and well-being. Individuals are increasingly health-conscious and are making greater use of services that support their wellness, health, and healthy lifestyle. Therefore, it is essential to emphasize the application of wellness concepts in the development of hotel spa services (Lee et al., 2019, pp. 732–733). One of the foundations of the holistic concept of wellness can be seen in Bill Hettler's model, which considers wellness through six dimensions: physical, emotional, spiritual, social, occupational, and intellectual (Gieck & Olsen, 2007, pp. 29–30).

One of the main criteria for guests when choosing a hotel is that it provides spa services (Bakirtzoglou et al., 2018, p. 324). As the wellness aspect plays an important role in a choice of hotel, it should therefore offer a quality of service to meet customers' needs. In addition, it has been observed that even larger hotels that accommodate business guests are also increasingly valuing the availability of a wellness centre, including a gym and sauna area. Spaces focusing on self-care and spa treatment are of considerable importance in these wellness centers (Rančić et al., 2013, pp. 45–50). In this context, it should be remembered that the hospitality industry is a sector where different needs have to be met and everyone's perception of wellness could be different, i.e. their satisfaction is based on their subjective experience (Lee et al., 2019, p. 732).

A growing number of hotels have started to take a holistic approach, which means that packages have been extended to a variety of treatments, products, experiences, activities, recreation, food and beverages. These are the packages sought by people who want to get away from the stresses and strains of their daily routine and who prioritize their good physical wellness and health, as they understand that these are key components to achieving happiness and longevity. (Fickel et al., 2018, p. 182)

Most hotels have first focused on the physical environment and services that contribute to a person's external beauty. Services that support a person's external beauty, youthfulness, relaxation and their sense of wellness include fitness, various treatments

such as massages, and traditional and alternative therapies. For creating a pleasant physical environment, it emphasises cleanliness and plays with colours and lighting to create a calm atmosphere (Koskinen & Wilska, 2019, pp. 261–263; Smith, 2022, p. 369). In addition, the trustworthiness, responsiveness, empathy, and presentable appearance of spa staff also play an important role in creating a pleasant environment (Bakirtzoglou et al., 2018, pp. 330–331).

The application of wellness concepts in the services offered has shaped the hotel industry and different solutions are being developed to differentiate and remain competitive. The first example is Hilton, which created the in-room wellness concept "Five Feet to Fitness", which provided a hotel room with 11 different fitness equipment. Another example is the MGM Grand Hotel & Casino Las Vegas, which created the "Stay Well" room concept, which provides vitamin-infused shower water and blackout shades. (Lee et al., 2019, p. 733)

The design of hotel spa services has long been dominated by physical factors but is gradually moving more towards mental wellness. Today's fast pace of life has contributed to the emergence of various health problems in people: depression, anxiety, addiction, and loneliness. As a result, these people are looking for accommodations where they can focus on their wellness and develop personal preparedness for stressful situations (Koskinen & Wilska, 2019, pp. 273–274). Mental wellness support services may include meditation, breathing classes, sleep management or detox-programs (Traskevich & Fontanari, 2019, p. 206).

Nowadays, people increasingly value a personalised hotel experience, which is made easier by advances in Information and Communication Technology. Hotels are able to collect guest data from internal and external resources, which has become more personalised over time. For example, information can be obtained on the length of stay, services purchased or about allergies. Thanks to these tools, it is easier for hotel managers to position guests' expectations and needs, thus providing them with a personalized and quality guest experience, which plays an important role in creating guest satisfaction. (Solakis et al., 2021, p. 951)

A significant role in the provision of hotel services is played by the hotel team, who must be reliable and have acquired necessary knowledge and skills in providing services. This means that it is the responsibility of hotel managers to ensure that their staff are trained and well-informed. There are several ways to do this, such as internal and external training, digital communication, or departmental meetings. (Fickel et al., 2018, p. 182)

Wellness is a fairly important factor in people's choice of accommodation, and it is therefore necessary to ensure that the development of hotel spa services is in line with the wellness principles. Physical wellness has always been the main focus, but other dimensions such as mental wellness are gradually becoming more essential.

2. STUDY OF FOLLOWING HOLISTIC WELLNESS CONCEPT PRINCIPLES IN ESTONIAN HOTEL SPAS

2.1. Overview of the hotel spas interviewed

This subchapter gives an overview of the Estonian hotel spas interviewed during the research with a brief description of each of the hotel spas. Thus, it outlines the rationale for the sample and why it was important to conduct the study in these hotel spas.

Estonia is well-known as a health vacation destination with a long history and well-regarded resorts. The first resort town during the Russian Empire was Tallinn when it started offering salt and herbal baths (Urb, n.d.). In Estonia the spas are marketed under the name "Spatacular Estonia", and the destinations are Tallinn, Pärnu, Haapsalu, Kuressaare, North Estonia and South Estonia (Visit Estonia, n.d.).

The hotels were selected based on the Booking.com guest ratings, i.e. they are either 4-star or 5-star hotels. In total, interviews were conducted in eight Estonian hotels:

- Radisson Collection Hotel, Tallinn (Booking.com rating: 5 stars)
- Hotel Telegraaf, Autograph Collection (Booking.com rating: 5 stars)
- Hilton Tallinn Park (Booking.com rating: 4 stars)
- Lydia Hotel 4 Superior (Booking.com rating: 4 stars)
- Kalev Spa Hotel & Water Park (Booking.com rating: 4 stars)
- Tallink Spa & Conference Hotel (Booking.com rating: 4 stars)
- Estonia Resort Hotel & Spa (Booking.com rating: 4 stars)
- AQVA Hotel & Spa (Booking.com rating: 4 stars)

The interviews were carried out with managers in different positions such as hotel spa managers, spa and front office managers and sales managers. The hotels were selected because they accommodate business guests. In addition to accommodation and catering,

these hotels have facilities for meetings, seminars and conferences, and have a spa area with pool(s) and sauna(s) as well as spa treatments. Although the hotels were chosen from different regions of Estonia, most of them were located in Tallinn, where business customers primarily travel.

The Radisson Collection Hotel Tallinn (see Appendix 1) is a luxury five-star hotel belonging to the international hotel chain Radisson Hotel Group, which opened in May 2022 and is located in the heart of the city of Tallinn, close to the Old Town. The Radisson Collection Hotel Tallinn has a total of 287 guest rooms overlooking the city. In addition, the hotel has two high-level restaurants: the MEKK Restaurant & Bar, serving local Estonian cuisine and the ISSEI Restaurant & Bar, located on the 24th floor, serving Japanese-Peruvian cuisine. The Radisson Collection Hotel Tallinn has a total of eight conference rooms with a total capacity of approximately 300 people and is equipped with modern equipment (Estonian Convention Bureau, 2024). In addition, there is a gym and a cosy spa area with a large swimming pool and a Japanese bath, along with three saunas: a Finnish sauna, a steam sauna and a sanarium. Relaxing facials and body treatments can also be booked at the Radisson Collection Spa (see Appendix 2). (Radisson Hotel Group, 2024)

The Hotel Telegraaf, Autograph Collection (see Appendix 3) is a luxurious 5-star hotel in Tallinn's Old Town, erected in a building dating back to 1878, where the Estonian Telegraph Central Station was located. The hotel has a total of 83 elegant guest rooms and the Tchaikovsky Restaurant, which offers French tastes, Russian traditions and Estonian ingredients. The Hotel Telegraaf also features an idyllic spa with a swimming pool, a Jacuzzi and a steam bath and a sauna. Guests can also enjoy a range of facial and body treatments (Autograph Collection Hotels, 2024). In addition, the luxury hotel has the multifunctional Symphony Lounge, which is abundantly lit and can host a variety of meetings and celebrations (see Appendix 4) (Autograph Collection Hotels, 2024a).

The Hilton Tallinn Park (see Appendix 5) is located in the heart of Tallinn, within a walking distance of the Old Town and Kadriorg Park. The hotel has a total of 202 rooms with a variety of amenities, and has The Able Butcher grill restaurant, which serves mainly meat dishes and quality wines. The Hilton Tallinn Park Conference Centre has 10 meeting rooms, which can accommodate a total of around 800 guests. In addition, there

is a gym and the Eforea Spa, which features an indoor pool, two saunas, a Jacuzzi, an outdoor terrace and a variety of relaxing treatments (see Appendix 6). (Estonian Convention Bureau, 2024a)

The Lydia Hotel 4 Superior (see Appendix 7) is a 4-star hotel located near Tartu Town Hall Square. The hotel has a total of 70 beautifully furnished rooms, the restaurant Hõlm, the relaxing Spa Lounge, a fitness club and an event centre with modern equipment and facilities (Lydia Hotel, 2024). Treatments can be enjoyed at the Dorpat Hotel Herb Spa, guests can go on-site or book a masseur in the hotel room on the spot (see Appendix 8). (R. Kalamees, personal communication, April 3, 2024)

The Kalev Spa Hotel & Water Park (see Appendix 9) is located on the outskirts of Tallinn's Old Town and is near shopping and business centres. The hotel has a total of 119 rooms and the hotel's restaurant Allee offers European cuisine and flavours. The hotel has two seminar and meeting rooms with a total capacity of 70 people. In addition, the hotel has a large water centre and a beauty and health centre where treatments can be enjoyed (Kalev Spa Hotel & Water Park, n.d.; Kalev Spa Hotel & Water Park, n.d.-a). The Kalev Spa Hotel & Water Park also has a gym and offers various types of exercise classes by professional instructors (see Appendix 10) (Kalev Spa Hotel & Water Park, n.d.-b).

The Tallink Spa & Conference Hotel (see Appendix 11) is located in the immediate vicinity of Tallinn's Old Town, with views of the sea and the Old Town. The hotel has a total of 300 rooms in different categories and guests can enjoy a variety of delicacies in the Nerot Restaurant. The conference centre of the Tallink Spa & Conference Hotel can accommodate a total of about 263 guests and has a total of 6 meeting rooms. In addition, the hotel has the large Aqua Spa water centre with a wide range of pools and saunas and a beauty salon offering wellness services (see Appendix 12). (Estonian Convention Bureau, 2024b)

The Estonia Resort Hotel & Spa (see Appendix 13) was opened in a beach area of Pärnu in July 2015 and the hotel is themed around fragments of Estonian nature, traditions, crafts and culture. The hotel has a total of 106 rooms and is suitable for guests with allergies as well as guests with reduced mobility. The Estonia Resort Hotel & Spa

conference centre can accommodate more than 300 guests, and the hotel has a unique spa and sauna centre where guests can enjoy a variety of Estonian treatments (see Appendix 14). (Estonia Resort Hotel & Spa, n.d.)

The AQVA Hotel & Spa (see Appendix 15) is located in the centre of Rakvere, with a total of 120 cosy and stylish hotel rooms. The Lounge Fresco with an Italian flair and the Parqali Resto & Grill for grilled dishes offer a taste experience. The AQVA Hotel & Spa also has a gym and a spa area with a total of six pools and eight saunas, offering a wide range of spa treatments (AQVA Hotel & Spa, n.d.; Puhka Eestis, n.d.). The conference centre has a total of 4 meeting rooms equipped with modern technology (see Appendix 16) (AQVA Hotel & Spa, n.d.-a).

The most comprehensive visitor research had previously been conducted by the Tallink Conference Hotel & Spa, which also looked at visitor satisfaction with spa services. The other hotel spas interviewed have not directly carried out major studies in this field, but they are continuously analysing and improving their services based on their guests' feedback. Therefore, the author of the thesis considered it necessary to conduct this related study to find out how the principles of the holistic wellness concept are followed in the above-mentioned hotel spas.

2.2. Description of the study process

The goal of the study was to find answers to the research questions and support the aim of the thesis. The study gives some insights into Estonian hotel spa managers' awareness of the wellness concept and how its principles are followed in daily operations of hotel spas. The results will also show what aspects need to be paid more attention for enhancement.

For this study, qualitative research was considered the best choice for collecting data as it provided the most relevant information by answering the research questions. Denzin and Lincoln (2005, as cited in Aspers & Corte, 2019, p. 142) explained that qualitative research looks for answers to problems in their "natural settings". This means that answers are obtained through the process of making sense of or interpreting the information people have shared. The qualitative research method includes case studies,

personal experiences, biographies, interviews, observations etc. (Aspers & Corte, 2019, p. 142)

For the study, interviews were conducted with Estonian hotel spa managers. Interviews were chosen for the study since through them it was easier to interpret the interviewee's perspective, his or her worldview, thoughts, and feelings. In addition, it allowed the interviewer to clarify or elaborate on the content of the question, if necessary, which supported the interviewee's answers and provided even more accurate data or answers. (Alamri, 2019, p. 66)

In preparing the interview questionnaire, Bill Hettler's model of wellness was used, which included six important dimensions: intellectual, physical, emotional, social, spiritual, and occupational (Strout & Howard, 2012, p. 196). This model helped to build the best logical structure for the interview questions and helped to obtain the most accurate answers to the research questions. The author of the study developed the questions to ask the managers and the questions were in the Estonian language as all the interviews were conducted in Estonian (see Appendix 17).

For the research, semi-structured interviews with the hotel managers were planned. This means that the author of the study had prepared the interview questions in advance but if needed, she had the opportunity to modify them during the interview or ask additional clarifying questions (Alamri, 2019, p. 65). The interviews with the hotel spa managers were conducted on site from March 6 to April 10, 2024.

The sample for this study was selected using a purposeful sampling, which meant that it was drawn from people who had the necessary knowledge and experience of the topic (Palinkas et al., 2015, p. 534). The author of the study selected the sample based on the following criteria: a hotel spa manager with at least two years of work experience in an Estonian 4- or 5-star hotel (based on Booking.com) with a spa and conference facilities or a hotel with a spa and meeting rooms. Eight hotel spa managers in Estonia were selected for the research and their consent to the participation in it was asked either by e-mail or by telephone. Having agreed with the study, the interview questions were sent to them in advance and an appointment for the interview was arranged. The author of the study conducted all the interviews on site in Tallinn, Tartu, Pärnu and Rakvere. The

interviews, which were recorded, lasted about 35-45 minutes, and the interviewees were coded with HM, which stands for hotel manager (see Table 1).

Table 1. The interviewees and the information about the conducted interview

Code	Hotel	Date of Interview	Time of the Interview
HM1	Radisson Collection Hotel, Tallinn	06.03.2024	37 min
HM2	Hotel Telegraaf, Autograph Collection	28.03.2024	36 min
HM3	Hilton Tallinn Park	12.03.2024	40 min
HM4	Lydia Hotel 4 Superior	03.04.2024	35 min
HM5	Kalev Spa Hotel & Water Park	05.04.2024	38 min
HM6	Tallink Spa & Conference Hotel	06.04.2024	45 min
HM7	Estonia Resort Hotel & Spa	09.04.2024	39 min
HM8	AQVA Hotel & Spa	10.04.2024	37 min

The interviews were transcribed, i.e. listened to and transcribed after they were conducted. The results were then analysed using the qualitative content analysis: wellness dimension titles were categorized and related keywords were coded. Inductive coding was used in the study. The results were analysed according to Bill Hettler's model, i.e. each dimension, which answered the study questions, was compared separately, and the results showed the extent to which the wellness principles were followed in the development of their services.

2.3. Analysis of the study results

This subchapter gives an overview of the results of the interviews with eight hotel spa managers. The findings showed similarities and differences in following the wellness dimensions, along with those less highlighted. The results also gave an idea of the hotel spa managers' future plans regarding the further development of their spa services in compliance with the wellness dimensions.

Firstly, the presence of a spa in a hotel was considered necessary and an added value of the hotel by most interviewees. The HM7 pointed out that its presence certainly creates a beneficial competitive advantage and business guests are keen on choosing a hotel with a spa where they can relax after work. The HM6 explained that they have several hotels and they therefore have a moment of comparison between a hotel with a spa and a hotel without a spa. She said, "For a business guest, the opportunity to use a spa and the offer of a spa is a pleasant welcome and it adds a great value to the hotel in offering the whole

package." Although the HM2 considered the presence of a spa not absolutely necessary as it depends on the orientation of a hotel and the purpose of a guest's visit, she believes that in most cases it still has an advantage when choosing a hotel. The HM5 expressed a view that it could sometimes be a problem if the name of the hotel has the name of the spa in it, as some companies are not able to procure from such a hotel because of the perception that business guests come to the spa rather than for work. However, the HM5 confirmed that this is not the case.

What regards frequency of visiting a spa or using spa treatments by business guests, the HM1 and HM3 from two hotels in the international hotel chain stated that business guests mainly stay with them from Thursday to Sunday and visit spas in the evenings. The HM1 added, "There is generally a much higher attendance just before dinner because then people have time for it." The HM4 and HM5 explained that business visitors' time is very limited and scheduled, and therefore they often have no time for a spa or its treatment, but in most cases the guests who stay longer at the hotel still manage to get to the spa and have a treatment during their stay. According to the HM6, their business guests go to the spa every day. After a long day of working and sitting at a desk, they would like to relax and have a time for themselves:

For a staying guest, a spa visit is already included in the room rate but for business guests who come to have a seminar or conference at our hotel and do not stay overnight, their conference-seminar package includes the option of visiting the spa, and this trend is growing (HM6).

The HM2 highlighted that their hotel is largely business-oriented, and the spa is visited daily. Their spa services are most used during the winter season. Although their spa area is small, during this period it is a cosy and warm place to relax after a long day of work.

The HM7 pointed out that for their business guests the busiest period in the spa is from the end of August to the end of May when they tend to stay at the hotel. The HM8 also indicated the time constraints of business visitors, nevertheless, they still find time for a spa between their meetings or business calls. She added that all their conference centre and seminar guests are entitled to a discount password, whereby they get a 15% discount

on any spa treatment, and therefore, they have had situations where business guests, attending their online meeting, are being given a pedicure or a foot massage.

On the subject of intellectual wellness, the hotel spa managers were asked which books, newspapers, magazines or brochures supporting intellectual wellness are available to the guests visiting the spa. The HM1 said that they do not have any such health-related reading options, but they do have Repêchage and Balmain brochures in the lobby and guests like to occasionally flip them through. The HM2 also admitted they do not offer any literature as they do not place much emphasis on the spa area, however, their spa treatments are well written on the hotel website where guests can get information on what the treatment is, what is being done and what the effects are. She provided the question with external information about having autograph collection books in their hotel rooms in the hope that "browsing through this beautiful picture book makes you want to go to the spa to relax".

The interviewees HM3, HM4, HM6 and HM7 stated that they have trendier women's magazines in the lobby or spa area. The HM3 added they have magazines promoting health and brochures about the products and services they offer; the HM4 pointed out that they have more wellness and women's magazines such as Anne&Stiil and Buduaar; the HM6 claimed that they have trendier women's magazines which enhance guests' spiritual and intellectual wellness; the HM7 said that they have Vogue and Anne&Still. The HM8 explained that the website inspiratsiooniraamatukogu.ee used to offer some books to the treatment area, and introduced their magazine:

AQVA Hotel & Spa publishes its own magazine every year which contains information about the services we offer such as spa menus, restaurant menus, price lists and also contains all kinds of other reading. In the last edition there were articles on sauna culture in different countries, also an article on work-life balance and an article on quality of sleep (HM8).

The interviewees HM1, HM5 and HM6 revealed that people have become increasingly mobile. The HM5 said that they had a plan to create a meditation app but as it would have been a very expensive project and most people already have these apps on their personal phones, they abandoned the idea. The HM6 pointed out, "In terms of our Green Key

recognition, we are trying not to produce all sorts of paper materials". The HM1 was of the opinion that the spa area should be completely internet and phones free zone.

In the context of intellectual wellness, the hotel spa managers were also asked how much information guests receive from the therapist who supports their wellness and good health. All the hotel spa managers interviewed confirmed that additional information is certainly given to guests; the HM2, HM3 and HM6 added that their guests are required to fill in a questionnaire in their spa prior to a treatment. The HM3 explained:

On the one hand, it is for our own protection so that there are no illnesses for which the treatment cannot be given; on the other hand, it is a possibility to learn more about the needs of the guest and make the treatment more personalised (HM3).

The HM7 mentioned that their spa therapists first assess the specific condition of the guest and based on the need, they may recommend changing the booked treatment if they see that another treatment could be more beneficial for the guest. The HM4, HM5, HM6 and HM7 commented that if needed, their therapists give recommendations for home care and also suggest buying their products. The HM6 claimed that "providing as personalised care and services as possible is the keyword today".

To ensure physical wellness of customers, different facilities and services, along with special treatments for business guests are provided in the hotels. The HM1 said that they focus on physical wellness primarily through the gym, but they also have a running map in the hotel, put together by the team, which allows guests to run different routes outdoors. In addition, they have specific treatments for business guests: from facials, there is the 60-minute Business Relax Facial by the Sea and the 30-minute Express Facial, which helps quickly refresh and moisturise the skin. Among the body treatments, there is the 35-minute Back Tension Reliever, which helps to relieve muscle tension. The HM2 pointed out that physical wellness of their guests is ensured by their spa area with saunas, sunbeds and swimming pools. In summer they have an outdoor terrace where guests can sit and order healthy smoothies from the spa. They do not have a separate segmentation of treatments for business guests, but they offer 30-minute express treatments, and beauty treatments, which can be done quickly, and they are the most popular ones. The HM3

stated that they support their guests' physical wellness by the means of their spa area and their spa concept is built around it. They do not have any special treatments for business guests at the moment, but they are considering the possibility. The HM4 pointed out their varied range of treatments for their customers' physical wellness, including much loved bath treatments, and 30-minute treatments or quick pampering sessions considering the limited time of business guests. According to the HM5, they provide seminar packages for their business clients, the price of which includes a visit to the Sauna Oasis. Although their clients are not interested in short treatments anymore, they still have 30-minute massages among their treatments. The HM6 accentuated their A la Carte massage or a personalised massage from the list of their services, which is great for business guests, along with a sauna yoga:

Perfect right after a long day at work and sitting at a desk. It's done in the Hamman and it's such a relaxing stretch and at the same time there's a kind of workout moment, which is just perfect to end a stressful working day (HM6).

The HM7 pointed out their fully equipped and spacious gym that is a great added value of their hotel, and their spa area with eight saunas to suit all tastes, support well their customers' physical wellness. In addition, they offer 20-30-minute treatments considering tight schedules of business guests. The HM8 also highlighted their wide range of treatments, including shorter and more intensive treatments such as a 30-minute back massage, foot massage or a separate face massage, specially designed for business guests.

In the matter of emotional wellness, the environment and atmosphere should support and ensure visitors' emotional safety and comfort. Seven out of all interviewees indicated that they create it through their hotel interiors and atmosphere. The HM2 and HM3 particularly highlighted the music playing in their spa area. The HM2 underlined the importance of first impressions guests receive:

I hope and I really want it to be the way that all the hotel staff express that you are very welcome, and you are the one we have been expecting, this also creates such a good feeling for the guest (HM2).

The HM3 pointed out the opening hours of their spa from 9 am to 9 pm and added that their guests can relax in the spa area. The HM4, HM6 and HM8 also valued the peaceful and relaxing atmosphere, the soft background music and pleasant smells. The HM6 described the motto followed in their hotel, supporting the emotional wellness of their guests, “Our job is to create these positive emotions so that our guests can create something great in their lives”. The HM4 pointed out that in addition to the peaceful environment, their massage tables are all pre-heated, so in winter and in cold times this helps to create emotional wellness. The HM7 mentioned that in their conference centre and in their spa treatment area, birdsong can be constantly heard, which helps people be in a good mood and in a positive frame of mind. In addition, in their spa area there is a fireplace and the hot stone benches where guests can relax and listen to the sound of water. Their spa has been praised for its warm environment. The HM8 commented that in addition to the relaxing atmosphere, its soft and hazy light, their relaxing area has relaxing beds where guests can relax and drink tea after their treatment. The HM1 and HM5 shared a view that when guests visit the spa area and have treatments, they normally get emotional satisfaction.

Regarding social wellness, all the interviewees agreed that their hotel and spa team are always available for their guests to interact if needed. The HM5 further pointed out that their staff need to be good at small talk. The HM3 explained that their spa area with a circular Jacuzzi and a circular sauna with the heater in the centre are good places to support social interaction. The HM6 mentioned that their spa lounge with armchairs is right outside the spa and offers an option to have a refreshing drink and socialize there. The HM7 described their spa lounge with chairs that has a bar with benches at the bar counter as a comfortable place for guests to order cocktails and socialize. In addition to interacting with the team, the HM8 pointed out the option for guests to come together with their partner or loved ones for treatments, which are given in the same room. The AQVA Hotel & Spa provides a treatment for four people in the same treatment room at the same time:

This is an ideal option for girlfriends: while two of them are being massaged, the other two are given a pedicure. At the same time, it is a perfect place where they can socialise, relax and make unforgettable memories together (HM8).

In connection with spiritual wellness, the HM1, HM2 and HM3 could neither give any specific examples nor name any factors that might help promote mental wellness of their guests. The HM2 said that if a guest is in the spa on the right day when there are not many people around, then this is a spiritual relaxation. The HM4 pointed out that the treatment rooms in their spa have herb names as the word Herb is also in the name of the spa, "We are very nature-centred and nature-based, so the rooms in the treatments are named after plant names and have plant elements." The HM5 emphasized their nice slogans stuck on the mirrors in the hotel rooms and on the mirrors in the spa centre, too. The HM6 underlined their hotel's strong emphasis on the concept of sleep and to this end, they have a pillow menu from which guests can choose the pillow that suits them best, for example, feather pillows, silk pillows, bamboo pillows, thin pillows and small children pillows are available. In addition, they have a QR code on the pillows which, when scanned, will take them to a special page with some good quotes connected with spiritual wellness. The HM7 remarked on having tried to create this kind of spiritual wellness with certain motifs. In addition to birdsong in their conference and spa area, they have a motif of floating fish on the carpets as well as in the ceiling, running through the floor of the spa facility and creating a sense of gliding water. The HM8 pointed out that their spa area deliberately does not have any clocks in visible places as this allows a guest to enter a state of total deep relaxation and time seems to stop.

Regarding occupational wellness, all the interviewees agreed that a visit to the spa contributes to the business guest's wellness at work. The HM4 pointed out that relaxation and unwinding from busy life and stress is very important at every level, people need to have a restart. The HM7 highlighted their statement, "The sauna brings together the wisdom of stones, the heat of fire, the softness of water, the healing nature of hot air and the magic of plants. Sauna calms your mind and organises your thoughts. Sauna is an experience!". The HM8 confirms that a visit to the spa improves concentration, "A relaxed person is much calmer and more productive and has a clearer focus".

As for future plans, several hotel spa managers came up with some unique ideas and thoughts. The HM1 shared their idea of implementing a sunrise yoga session in summer, held on the 24th floor of the hotel in their rooftop restaurant, thus being completely a niche product that no one has done before. They would also like to work with the

management team to create an ice hole in the spa to replace the current sanarium, "Talking of corporate visitors today, we hope not to scare them much at first as it is very Estonian but talking of leisure visitors who are predominantly from Finland, they would definitely love it." The HM2 pointed out that they lack a gym or fitness room and would like to offer this facility because of its demand, but their hotel space is very limited, adding, "We know our regular guests who want to do yoga or gymnastics or something like that, and we have all kind of equipment from dumbbells, bands, mats, stretching rollers that they can use by our pool." The HM4, HM5 and HM8 are keen on enhancing technological developments in their hotel such as to inform guests about their spa facilities and the treatments available. The HM8 considered it important that guests could be able to book their spa treatments online. The HM6 expressed the wish to review their range of saunas and improve them, as their range of treatments are reviewed every year and necessary changes have been made during that ongoing process:

We will again analyse what has less appeal in order to change it to something new, more modern and interesting to offer our guests. For example, we carry out our treatments with newer products or use new techniques during massages (HM6).

The HM7 brought up their first idea of creating a meditation room in the spare space on the floor of their spa, where each guest could go at their convenience to take time out. The same idea was shared by the HM8 who added that the room could be used both by hotel guests and the staff during their workday when they need a quiet, short break. Another idea shared by the HM7 was about swinging, a form of therapy:

Rocking is very relaxing and has a bit of an ancient background, which helps the human mind to reawaken the emotions it got as a very small baby when we were rocked in our mother's womb and were calmed down. On the one hand, it is very soothing and relaxing, and it could be combined with a salt therapy procedure where the room has a salt chamber effect. The guest can very effectively do something for their respiratory system and allergies, and on the other hand, it is a relaxing and liberating feeling (HM7).

The interviews with the hotel managers revealed interesting ideas and solutions. It pointed out the dimensions of wellness that have been more emphasized such as physical,

intellectual and emotional ones, whereas social and spiritual wellness have received less attention so far. Physical and intellectual wellness were described in more detail, but it was necessary to guide the interviewees more by asking additional questions when the topic was emotional, social or spiritual wellness. Several interviewees admitted that they had to focus more on the questions at home before the interview and think them over. One of them mentioned that the questions were quite difficult and needed time to concentrate on. Another interviewee admitted that answering the interview questions made him happy because it raised his awareness of the wellness dimensions and during the interview he got good ideas of what needs more attention in future. In conclusion, hotel spa managers were familiar with the concept of wellness and its dimensions, one of them had learned it at the university.

2.4. Discussion and Recommendations

This subchapter compares the results of the study with theoretical approaches and draws conclusions. Recommendations and suggestions are then made to support a more effective implementation of the principles of the holistic concept of wellness in Estonian hotel spas.

The findings of the research confirmed the importance of the presence of a spa that adds value to the hotel and has an impact on guests' choice of hotel. Business guests prefer a hotel with a spa as it provides an opportunity to relax after long days of work and meetings and they try to fit a spa visit into their schedule. This is also supported by Rančić, Popov-Raljić and Pavić (2013) article, which highlights that larger hotels accommodating business guests value the presence of wellness centres; and Kucukusta, Pang and Chui (2013) article, which describes that one of the expectations of business guests is that the hotel of their choice should have a spa area as it helps them relax, reduce stress and ensure physical and emotional wellness. It follows that business travellers' choice of hotel is influenced by the presence of a spa and regardless of their busy work schedules they try to find time to visit a spa or have a treatment that relieves stress and helps them unwind.

The findings revealed that the hotels offer their guests brochures in their spas, which present the products available and/or describe the treatments offered. In addition, several health magazines or trendier women's magazines (e.g. Anne&Still, Buduaar, Vogue) were

mentioned as being available and one of the hotels publishes their own yearly magazine. All the hotel managers pointed out that their spa therapists provide guests with additional information before or after a treatment to support their wellness, and if necessary, they give suggestions or instructions on how to take care of themselves in the future, either recommending the products used during the treatments or suggesting repeating the procedure. This is also supported by Botha and Brand (2009) who argued that intellectual wellness involves continuous growth and learning and the development of new skills. It follows that hotel spas have placed an emphasis on intellectual wellness and have provided guests with the opportunity to read fascinating magazines and gain new insights from spa therapists on how to maintain good health and personal wellness.

The study found that the physical wellness of business visitors is mainly ensured by the nature of the spa and gym and the treatments offered. The hotel managers highlighted multiple opportunities, for example, a running map, ordering healthy smoothies to the spa area, sauna yoga or shorter treatments offered to fit into the busy schedule of business guests. This is supported by an article by Meiselman (2016), which found that physical wellness includes physical activity, nutrition, a healthy lifestyle and self-care. This supports the finding that the hotels interviewed have thoughtfully considered physical wellness and taken into account the busy schedules of business guests.

The interviews with the hotel spa managers revealed that the emotional wellness of guests is ensured by the interior design and the calm and relaxing atmosphere, for example, with gentle and soothing music playing in the background. Emotional wellness is also supported by a spa team who makes guests feel welcome and waited, helping to create positive emotions during their stay. This finding is supported by an article by Stoewen (2017) who points out that when the emotional wellness of guests is ensured, they have a more positive outlook on life and come to terms with their inner feelings and emotions. It follows that the hotels interviewed have provided their business guests with the environment that helps them to be emotionally balanced after a long day of work and makes them feel calm and relaxed.

The study showed that the social wellness of guests is ensured by the spa team, who are always available and ready to listen to them. The interviews revealed that the spas have created spaces to support the social aspect of guests, for example, a circular sauna or pool

bar, along with comfortable seating areas in the spa lounge. These aspects are supported by Strout and Howard (2012), who found that guests' social wellness is largely related to relationships in the surrounding environment. However, what emerged from the interviews was the fact that the hotels have not placed as much emphasis on social wellness as they have on intellectual, physical and emotional wellness.

During the interviews, four hotel managers could not provide concrete examples of what supports the spiritual wellness of guests in their spa. Other interviewees shared their good practice of having inspirational slogans stuck on the mirrors in the spa, providing QR codes on the pillows that lead a guest to a page with spirituality supporting phrases or having no clocks in visible places. These factors are supported by Stowen's (2017) article as they contribute to the development of a spiritual worldview and finding meaning. However, the interviews concluded that there was not sufficient emphasis on spiritual wellness, but when asked about their future plans, a number of hotel managers had ideas of what could be done in order to be more supportive of this dimension and how to raise awareness.

The study found that hotel managers believe that a visit to the spa contributes to a business guest's wellness at work. In their view, it contributes to feeling rested and relaxed after a day at work, helps to make a reset switch and be away from everyday work thoughts, helps to increase motivation, improve concentration and focus. These factors are also supported by an article by Nathenson, Nathenson and Divito (2014), which found that job satisfaction helps people to be in tune with their personal values and goals and apply their skills and talents at work in a way that gives them pleasure. It follows that hotel managers find that a spa visit has a beneficial effect on their job performance.

Based on the results of the thesis research, the discussions of the study and the hotel managers' ideas for future plans, the author presents recommendations to Estonian hotel spas for implementing the principles of the holistic wellness concept more effectively (see Table 2).

As regards intellectual wellness, more wellness related literature could be made available, for example, books on different wellness topics or links to online resources to help guests

become more aware of wellness and its importance. Spa rituals based on Estonian culture might also be offered, for example, a sauna ritual with its history and traditions.

Table 2. Recommendations to Estonian hotel spas

Wellness Dimension	Recommendations
Intellectual Wellness	<ol style="list-style-type: none"> 1. make more wellness related literature available for reading in the spa area in addition to brochures and women's magazines 2. create spa rituals that introduce more Estonian local culture and traditions to business guests
Physical Wellness	<ol style="list-style-type: none"> 3. create more treatments for business guests, reflected in the name of the treatment 4. create more spa treatments for men, e.g. special facials or massages 5. offer a `la carte spa treatments based solely on a guest's personal needs and health-related conditions 6. support a good night's sleep for guests
Emotional Wellness	<ol style="list-style-type: none"> 7. create a silence or meditation room as a spa facility 8. bring more natural elements into the spa area to help relaxation and balance of a guest
Social Wellness	<ol style="list-style-type: none"> 9. provide personal and/or group sessions
Spiritual Wellness	<ol style="list-style-type: none"> 10. add motivational quotes to the spa area 11. provide a silence spa
Occupational Wellness	<ol style="list-style-type: none"> 12. arrange wellness concept seminars for hotel spa staff according to the expectations and needs of leisure travellers and business guests

In terms of physical wellness, more particular treatments for business guests could be created with a business aspect in their names, for example, Work Stress Relief Massage or Business Facial, which would allow more quickly to distinguish those specifically designed for them to relieve tension and work stress. In addition, spa treatments for men should be created considering the fact that spa visits are becoming more popular among men who are seeking opportunities to relax after a busy work day, for example, a special facial or massage to refresh their minds. Furthermore, a` la carte treatments with personalised approach could be offered to contribute to the guest's satisfaction and overall wellness. Guests' good night sleep should also be supported, for example, by soft lightning, calm background music, soundproof walls or blackout curtains.

In respect of emotional wellness, a silence or meditation room to help guests emotionally rebalance themselves could be created as there is a growing demand for it. Moreover, more natural elements might be brought into the spa area, for example, using plants and

stones in the interior design, playing with natural light and sounds such as birdsong or quiet waterflow.

With regard to social wellness, personal and/or group exercise training sessions could be provided, for example, sauna yoga, Qigong to name a few. As a physical activity, it helps to reduce stress, contribute to relaxation and a good night's sleep, but it also helps to ensure the social wellness of guests.

In relation to spiritual wellness, inspirational sayings or quotes could be placed on the walls of the hotel and spa area with the help of innovative solutions in order to grab guests' attention, contribute to their positive mood and even motivate them. They can also be added to the spa care menus. Furthermore, a silent spa area could be provided, open only at certain times such as in the evenings and with an age limit (e.g. 21+) to ensure silence and privacy for a guest.

Concerning occupational wellness, wellness concept training seminars should be arranged for hotel spa staff in order to help the staff members gain needed competence in assisting guests. To ensure a more positive mood and a sense of gratitude during a visit to the spa, signs with thanking guests in advance for being kind to the staff and other visitors might also be created.

All twelve proposals will not only contribute to the development of the hotel spa services but also to the concept of wellness. By taking the aforementioned recommendations and suggestions into account, it is possible to increase the attractiveness of spas for business guests and their overall satisfaction.

CONCLUSION

Today's fast pace of life and the stress it brings, makes it increasingly important for people to maintain and achieve personal wellness. People want to make choices that support their health and, where necessary, make changes to their lifestyle and habits. To this end, they choose accommodation that meets their expectations and needs in terms of achieving holistic wellness. Wellness has its origins in ancient civilisations, where healing practices were already practised in those times, bringing about the importance of harmony in maintaining good health. Wellness is a combination of the words “well-being” and “fitness”, and several definitions emphasise that it is an active process that each individual is responsible for achieving.

Business travellers are people who travel mainly for work-related meetings and seminars and have different expectations and needs from the average leisure travellers. In most cases, business travellers have very specific needs and requirements in terms of accommodation. The main criteria are the location of a hotel, conference facilities or the availability of modern technology. However, increasingly, the hotel of choice is also expected to have a spa and treatment facilities where they can relax and unwind after a long day of work or travel.

Therefore, the aim of the thesis was to provide suggestions for the more effective implementation of the principles of the holistic concept of wellness in hotel spas in Estonia, based on the results of the research. Two research questions were set in order to achieve the goal of the study: how the principles of the holistic concept of wellness are followed in Estonian hotel spas and how the holistic approach to wellness principles could be more effectively implemented by hotel spas in Estonia.

In order to find answers to the research questions, eight interviews were conducted with Estonian hotel spa managers to find out more about their awareness of these principles. The results of the study showed that in the development of spa services, more emphasis

has been placed on intellectual, physical and emotional wellness, and less on social and spiritual wellness.

The author made twelve recommendations and suggestions that hotel spas could implement in the development of their spa services in order to make their spa more attractive to business customers, six most important ones from each wellness dimension are outlined below:

- create spa rituals that introduce Estonia's local culture and traditions;
- create more treatments specifically for business guests;
- create a silence or meditation room as a new spa facility;
- provide personal and/or group training sessions;
- add motivational quotes to the spa area;
- arrange wellness concept seminars for hotel spa staff.

The research provided a good overview of the implementation of the principles of the holistic wellness concept in Estonian hotel spas, and the results of the study can be used by other Estonian hotel spa companies to develop their services. For this study, a qualitative research method was used, i.e. interviews were conducted with managers of Estonian hotel spas. The research method used was effective as it made it easier to interpret the interviewee's point of view and, if necessary, to refine the content of the question, which provided even more accurate answers. As the study only obtained the consent of eight hotel spa managers in Estonia, it would be wise in future to study managers of other hotel spas operating in Estonia in order to obtain even more accurate results.

The author considers the thesis successful as the goal of the study was achieved: the research questions were answered based on the theoretical sources and the findings of the study, the results of the study gave answers to the research problem and enabled to provide suggestions for the more effective implementation of the wellness principles in order to enhance spa services.

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Appendix 1. Radisson Collection Hotel, Tallinn



Appendix 2. Overview of Radisson Collection Hotel Tallinn Spa Services and Meeting Rooms

HOTEL	HOTEL SERVICES	SPA SERVICES	MEETING ROOMS
<p>Radisson Collection Hotel, Tallinn</p>	<p>Accommodation – 287 hotel rooms Catering – MEKK Restaurant & Bar, ISSEI Restaurant & Bar Meetings & Events SPA & Gym</p>	<p>SPA:</p> <ul style="list-style-type: none"> - Finnish sauna - Steam sauna - Sanarium - Japanese bath - Swimming pool <p>TREATMENTS:</p> <p><u>Facials</u></p> <ul style="list-style-type: none"> - Business Relax Facial by the Sea (60 min) - Facial of the Century (75 min) - Express Facial: In Between the Meetings (30 min) - Vegan Facial (60 min) <p><u>Body Treatments</u></p> <ul style="list-style-type: none"> - Full Body Relaxing Massage (60 min or 90 min) - Back Tension Reliever (35 min) - Slim Legs (60 min) - Detoxifying Back Exfoliation with Massage (45 min) - Vegan Full Body Scrub Treatment (90 min) - Special offer: Relax, Balance and Glow (90 min) 	<p>Meeting Rooms:</p> <ul style="list-style-type: none"> - Tallinn (298 m²) - Copenhagen (109 m²) - Seville (89 m²) - Brussels (88 m²) - Berlin (58 m²) - Shanghai (43 m²) - London (56 m²) - Rome (23 m²)

Appendix 3. Hotel Telegraaf, Autograph Collection



Appendix 4. Hotel Telegraaf, Autograph Collection Spa Services and Meeting Rooms

HOTEL	HOTEL SERVICES	SPA SERVICES	MEETING ROOMS
<p>Hotell Telegraaf</p>	<p>Accommodation – 83 hotel rooms Catering – Tchaikovsky Restaurant Meetings & Events SPA</p>	<p>SPA:</p> <ul style="list-style-type: none"> - Finnish sauna - Steam sauna - Pool - Jacuzzi <p>TREATMENTS:</p> <p><u>Facials</u></p> <ul style="list-style-type: none"> - Tester Facial: Quick Skin Boost (30 min) - System Care Tailored Facial (60 min) - Perfect Glow Facial (60 min) - Doctor Babor Intensive Facial Treatment with Hyaluronic Acid and Collagen (60 min) - Grand Cru Luxurious Anti-Aging Facial with Rose Ampoule (75 min) - Absolute Spa Ritual (120 min) <p><u>Massages</u></p> <ul style="list-style-type: none"> - Telegraaf Massage (30 min, 45 min, 60 min or 90 min) - Telegraaf Stress Relief Massage (30 min or 60 min) - Telegraaf Aroma Massage (45 min) - Telegraaf Aroma Stone Therapy (75 min) - Telegraaf Absolute Spa Ritual (120 min) <p><u>Body Therapy</u></p> <ul style="list-style-type: none"> - Babor in Shape Anti-Cellulite Fat Burning Promoting Treatment (60 min) - Chocolate Retreat (75 min) - Exotic Lime and Ginger Salt Glow (60 min) <p><u>Time for Men</u></p> <ul style="list-style-type: none"> - System Care Tailored Facial (60 min) - Down Time for Men (120 min) 	<p>Meeting Rooms: Symphony Lounge (61 m²)</p>

Appendix 5. Hilton Tallinn Park



Appendix 6. Hilton Tallinn Park Spa Services and Meeting Rooms

HOTEL	HOTEL SERVICES	SPA SERVICES	MEETING ROOMS
<p>Hilton Tallinn Park</p>	<p>Accommodation – 202 hotel rooms</p> <p>Catering – The Able Butcher</p> <p>Meetings & Events</p> <p>SPA & Gym</p>	<p>SPA:</p> <ul style="list-style-type: none"> - Finnish sauna - Steam sauna - Jacuzzi - Heated indoor pool - Outdoor terrace <p>TREATMENTS:</p> <p><u>Massage</u></p> <ul style="list-style-type: none"> - Freestyle Custom Massage (30 min, 60 min or 90 min) - Elemis Freestyle Deep Tissue Massage (30 min, 60 min or 90 min) - Essence Aroma Massage (30 min, 60 min or 90 min) - Elemis Deeper than Deep Hot Stone Massage (60 min or 90 min) <p><u>Body</u></p> <ul style="list-style-type: none"> - Elemis Intensely Cleansing Salt Scrub – Lime and Ginger or Frangipani (45 min) - Elemis Body Nectar Nourishing Wrap (60 min) <p><u>Face</u></p> <ul style="list-style-type: none"> - Elemis Pro-Collagen Age Defy (75 min) - Elemis Superfood Pro-Radiance (75 min) <p><u>Signature Treatment</u></p> <ul style="list-style-type: none"> - Elemis Couture Touch (75 min) - Peaceful Pregnancy Massage (30 min, 60 min or 90 min) <p><u>Exclusively for Men</u></p> <ul style="list-style-type: none"> - Elemis High Performance Skin Energiser (75 min) - Elemis Hot Mineral Body Boost (75 min) 	<p>Meeting Rooms:</p> <ul style="list-style-type: none"> - Suur Ballisaal (445 m²) - Las Vegas (143 m²) - Sydney (110 m²) - Atlantic City (52 m²) - Macao (38 m²) - Singapore (38 m²) - Monte Carlo (49 m²)

Appendix 7. Lydia Hotel 4 Superior



Appendix 8. Lydia Hotel 4 Superior Spa Services and Meeting Rooms

HOTEL	HOTEL SERVICES	SPA SERVICES	MEETING ROOMS
<p>Hotell Lydia</p>	<p>Accommodation – 70 hotel rooms Catering – Restaurant Hölm Event centre SPA Lounge & Gym</p>	<p>SPA:</p> <ul style="list-style-type: none"> - Sanarium with Light and Aromatherapy - Finnish Sauna - Steam Sauna - Swimming Pool <p>TREATMENTS:</p> <p><u>Massages</u></p> <ul style="list-style-type: none"> - Herb® Massage Vacation (90 min) - Herb® Classical Massage (30 min or 60 min) - Aroma Massage (60min or 80 min) - Sports Massage (60 min) - Honey Massage (60 min) - Lava Stone Massage (60 min or 80 min) - Oriental Foot Massage (60 min) - Chocolate Massage (70 min) <p><u>Body Treatments & Spa Rituals</u></p> <ul style="list-style-type: none"> - Luxurious Body Treatment with Gold and Collagen “Swissline” (75 min) - Body Treatment with Pepper and Almond (70 min) - Massage with Herb® Extracts and Sea Salt (40 min or 70 min) - Herb® Ritual Body and Face Treatment (70 min) - Body Ritual for Relieving Muscle Tension (75 min) <p><u>Facial Treatments</u></p> <ul style="list-style-type: none"> - Organic Facial “Sothy's” (40 min) - Seasonal Facial Treatment “Sothy's” (60 min) - Facial Treatment for Sensitive Skin (50 min) - Renewing and Moisturizing Express Facial “RHEA” (40 min) - Herb ® Express Beauty Ritual “Rhea” (70 min) 	<p>Event Center</p> <ul style="list-style-type: none"> - Theatre style (180 people) - Classroom (80 people) - Diplomat (54 people) - Gala (100 people)

Appendix 8 continued

	<ul style="list-style-type: none"> - Deeply Relaxing Radiance-Boosting Facial “RHEA” (60 min) - Deep Cleansing Facial with Ultrasound “RHEA” (60 min) - Oxygen-Enriched Anti-Aging Facial “RHEA” (90 min) - Anti-Wrinkle and Toning Facial “Swissline” (80 min) - Hydrating Facial with Hyaluronic Acid “Swissline” (60 min) - Relaxing and Soothing Treatment “Swissline” (50 min) <p><u>Eyelash & Eyebrow Treatments</u></p> <ul style="list-style-type: none"> - Eyebrow Tint (15 min) - Eyebrow Correction (15 min) - Eyelash Dyeing (15 min) - Eyelash and Eyebrow Complex Treatment (40 min) <p><u>Treatments for Men</u></p> <ul style="list-style-type: none"> - Herb® Homme Facial Treatment (60 min) - Face, Neck and Head Massage (30 min) - Spicy Back Massage with Chilli (30 min) - Express Treatment for Hands and Feet (75 min) <p><u>Bath Treatments</u></p> <ul style="list-style-type: none"> - Aromatic Orange Blossom Bath (20 min) - Peony Milk Bath (20 min) - Tension-Relieving Bath Treatment (20 min) <p><u>Treatments for Children</u></p> <ul style="list-style-type: none"> - Green Apple Bubble Bath (20 min) - Muscle Massage for Sporty Boys (30 min) - Relaxation for Athletic Girls (30 min) - Manicure for Girls (30 min) <p><u>Treatments for Hands & Feet</u></p> <ul style="list-style-type: none"> - Classical Manicure (50 min) - Manicure with Gel Nail Polish (60 min) - Spa Manicure (75 min) - Spa Manicure with Gel Polish (90 min) 	
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Appendix 8 continued

	<ul style="list-style-type: none"> - Paraffin Treatment for Hands (20 min) - Classical Pedicure (70 min) - Pedicure with Gel Nail Polish (75 min) - Spa Pedicure (90 min) - Spa Pedicure with Gel Polish (115 min) - Paraffin Treatment for Feet (20 min) <p><u>Waxing</u></p> <ul style="list-style-type: none"> - Lower Legs (25 min) - Thighs (30 min) - Arms (20 min) - Underarms (20 min) - Upper Lip / Chin (10 min) - Back (20 min) 	
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Appendix 9. Kalev Spa Hotel & Water Park



Appendix 10. Kalev Spa Hotel & Water Park Spa Services and Meeting Rooms

HOTEL	HOTEL SERVICES	SPA SERVICES	MEETING ROOMS
<p>Kalev Spa Hotell & Veekeskus</p>	<p>Accommodation – 119 hotel rooms Catering – Restaurant Allee Meetings & Events SPA & Gym</p>	<p>SPA:</p> <ul style="list-style-type: none"> - Vapour Sauna - Sanarium - Steam Saunas - Cold-Water Showers - Eight-lane 50-metre pool - Pool for Water Aerobics and Swimming Lessons - Diving Platforms - Two Relaxation Pools - Wading Pool - Children’s Pool - Four Waterslides <p>TREATMENTS: Facials</p> <ul style="list-style-type: none"> - Bali Five Flowers Facial Ritual (50 min) - "Bali Flowers And Fruits Ritual" Skin Perfection Facial (80 min) - Chinise Plants and Pre+Probiotics Moisturizing Facial Ritual (50 min) - KO BI DO Lifting and Plumping "Fountain Of Youth" Facial Ritual (50 min) - KO BI DO Supreme Ultimate Age-Defying Beauty Ritual Facial Treatment (80 min) - South Korea Je Ju Island Brightening Facial Treatment (50 min) - Hydraclean (30 min) - Refreshing Facial (30 min) - Moisturising Facial (45 min) - Age Summum Facial (60 min) - Hydra Peel PH Regenerating & Correcting Facial (45 min) - Lift Summum Tautening Facial (50 min) 	<p>Meeting Rooms:</p> <ul style="list-style-type: none"> - Meeting Room Park 1 (can accommodate up to 40 people) - Meeting Room Park 2 (cab accommodate up to 21 people) - Meeting Room Park 1 + Park 2 (can accommodate up to 70 people)

Appendix 10 continued

	<ul style="list-style-type: none"> - Hydra Summum (50 min) - ÉQUILIBRE PURETÉ Skin Purifying Treatment (40 min) - Hydraderm Youth Facial (60 min) - Hydraderm Age Logic (60 min) - Hydra Lift Facial (60 min) <p><u>Body Treatments</u></p> <ul style="list-style-type: none"> - Enveloping Balinese massage (50 min) - Relaxing North African Massage Ritual (50 min) - Soothing French-Polynesia Massage Ritual (80 min) - Tonifying Indian Ayurveda Massage Ritual (50 min) - Energizing Body Scrub with Java Island Spices (20 min) - Polishing “PAPAYA PURÉE” Body Scrub (20 min) - Sublime Scrub with Tahitian Monoi (20 min) - Enveloping Balinese Massage (80 min) - Massage with Lavender Oil (60 min) - Classic Massage (60 min) - Aroma Massage (60 min) - Moisturising Grapefruit Treatment (45 min) - Luxurious Mango-Honey Spa Treatment (90 min) - Desert Sand Massage Treatment (60 min) - Kalahari Back Massage (30 min) - Guinot SLIM LOGIC Slimming Body Treatment (50 min) - Classic Massage (30 min) - Lulur Exotic Yoghurt Body Treatment (60 min) - Indian head massage (50 min) <p><u>Hand and Foot Treatments</u></p> <ul style="list-style-type: none"> - Classic Manicure with Polish (50-60 min) - Classic Manicure without Polish (40 min) - Manicure with Gel Polish (60-70 min) - Manicure with Gel Polish Treatment (70-90 min) 	
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Appendix 10 continued

	<ul style="list-style-type: none"> - Classic Pedicure with Polish (60-70 min) - Classic Pedicure without Polish (50-60 min) - Pedicure with Gel Polish (60-75 min) - Pedicure with Gel Polish Treatment (70-90 min) <p><u>Children’s Treatments</u></p> <ul style="list-style-type: none"> - Manicure for Kids (30 min) - Nail Polishing - Children’s Haircut - Fringe Cut - Massage for Children (30 min) <p><u>Hairdresser’s Services</u></p> <ul style="list-style-type: none"> - Hairdresser’s services for women, men and children <p><u>Beauty Services</u></p> <ul style="list-style-type: none"> - Eyebrow Colouring, Eyelash Colouring, Eyebrow Modelling and Hair Removal from legs, bikini area, armpits, lip area and arms <p><u>Health Procedures</u></p> <ul style="list-style-type: none"> - Salt Chamber (40 min) - Salt Chamber for Children (30 min) - Water Bed Massage (15 min) 	
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Appendix 11. Tallink Spa & Conference Hotel



Appendix 12. Tallink Spa & Conference Hotel Spa Services and Meeting Rooms

HOTEL	HOTEL SERVICES	SPA SERVICES	MEETING ROOMS
<p>Tallink Spa & Conference Hotel</p>	<p>Accommodation – 300 hotel rooms</p> <p>Catering – Restaurant Nero</p> <p>Conferences & Events</p> <p>Water Centre & Beauty Salon</p>	<p>SPA:</p> <ul style="list-style-type: none"> - Steam Saunas - Finnish Sauna - Exotic Hamam-Sauna - Jacuzzi - Big Indoor Pool - Children’s Pool <p>TREATMENTS:</p> <p><u>Body Treatments</u></p> <ul style="list-style-type: none"> - A la Carte Massage (50 min) - A la Carte Massage (70 min) - Aroma Massage (50 min) - Body Massage with Magnesium Oil (50 min) - Chocolate Massage (20 min) - Chocolate Massage (50 min) - Classical Body Massage (20 min) - Deep Moisturizing Massage with Shea Butter (20 min) - Deeply Moisturizing Massage with Shea Butter (50 min) - Indian Body Massage (50 min) - Indian Facial and Head Massage (20 min) - Japanese Hanakasumi + Foot Sole Massage (70 min) - Relaxing Back and Foot Massage with a Warming Buckwheat Pad (45 min) - Relaxing Back and Head Massage with a Warming Buckwheat Pad (30 min) - Signature Body Care Delicious Shea (70 min) - Slimming Body Massage (50 min) - Slimming Body Massage (20 min) 	<p>Conference Center:</p> <ul style="list-style-type: none"> - Galaxy 1 - Galaxy 2 - Romantika - Fantaasia - Victoria - Meloodia - Boardroom

Appendix 12 continued

	<ul style="list-style-type: none"> - Spa Aromatique Relaxing Body Care (60 min) - Thai Massage (50 min) <p><u>Facial Treatments with Mary Cohr Catiovital Energy Tool</u></p> <ul style="list-style-type: none"> - Deep Cleaning and Regenerative Treatment (50 min) - Exclusive Firming Facial Treatment (50 min) - Eye Contour Treatment (40 min) - Perfectly Regenerating and Firming Treatment (80 min) <p><u>Care Treatments for Hands and Feet</u></p> <ul style="list-style-type: none"> - SPA Pedicure (55 min) - SPA Manicure (55 min) <p><u>Hairdresser</u></p> <ul style="list-style-type: none"> - Blow-Dried Hairstyle (30 min) - Blow-Dried Hairstyle (45 min) - Blow-Dried Hairstyle (45 min) - Boys' Haircut (30 min) - Bridal Hairstyle (55 min) - Children's Haircut (30 min) - Girls' Haircut (45 min) - Hair Dyeining, Cutting and Blow Dry for Long Hair (150 min) - Hair Dyeining, Cutting and Blow Dry for Medium Hair (150 min) - Hair Dyeining, Cutting and Blow Dry for Short Hair (90 min) - Highlights, Haircut and Blow-Dry for Long Hair (180 min) - Highlights, Haircut and Blow-Dry for Medium Hair (180 min) - Highlights, Haircut and Blow-Dry for Short Hair (150 min) - Men's Haircut, Wash, Styling (40 min) - Party Hairstyle (45 min) - Party Hairstyle (45 min) - Party Hairstyle (50 min) - Root Colouring and Blow Dry for Long Hair (90 min) - Root Colouring and Blow Dry for Medium Hair (90 min) 	
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Appendix 12 continued

	<ul style="list-style-type: none"> - Root Colouring and Blow Dry Short Hair (90 min) - Wash, Cutting, Styling (45 min) - Wash, Cutting, Styling (60 min) - Wash, Cutting, Styling (60 min) <p><u>Facial Treatments</u></p> <ul style="list-style-type: none"> - Age Firming Treatment – „Tighten Your Skin and Get Rid of Wrinkles without Beauty Shots” (50 min) - Age Signes Reverse Treatment – „Erase the Traces of Years from Your Face” (50 min) - Beauté Aromatique Facial Treatment “Glowing Skin with Youthful Radiance” (50 min) - Classical SPA Facial Cleansing and Massage (50 min) - Complexion Smoothing Treatment for Dull and Pigmented Skin- Image Skincare (50 min) - Deep Moisturising Treatment for Red, Dry and Combination Skin- Image Skincare (50 min) - DERMIDA Rejuvenating Treatment with Nano-Peeling and Microneedling (50 min) - Intensive Exfoliating Facial Treatment (50 min) - Intensive Moisturizing Facial Treatment (50 min) - Refreshing Special Treatment for Men (40 min) - Treatment for Sensitive Skin (50 min) <p><u>Treatments for Children</u></p> <ul style="list-style-type: none"> - Facial Cleanse for Youngsters (50 min) - Facial Massage with Mask (20 min) - Manicure (20 min) - Manicure for Youngsters (30 min) - Spa Experience for Children (50 min) 	
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Appendix 13. Estonia Resort Hotel & Spa



Appendix 14. Estonia Resort Hotel & Spa Meeting Rooms and Spa Services

HOTEL	HOTEL SERVICES	SPA SERVICES	MEETING ROOMS
<p>Estonia Resort Hotel & Spa</p>	<p>Accommodation – 106 hotel rooms Catering – Restaurant NOOT Meetings & Events SPA & Gym</p>	<p>SPA:</p> <ul style="list-style-type: none"> - Hot Spot (100 °C) - Salt Sauna (40-45 °C) - Warm Spot Infrared (40 °C) - Joy Sauna (36-40 °C) - Aroma Sauna (55-65 °C) - Steam Sauna (45 °C) - Whisk Sauna (100 °C) - Outdoor terrace and traditional Estonian Smoke Sauna (70-80 °C) - Private sauna (100 °C) - Pool - Jacuzzis - Dead Sea Pool <p>TREATMENTS:</p> <p><u>Body Treatments</u></p> <ul style="list-style-type: none"> - Estonian Power Tree Body Treatment (90 min) - Mud Wrap Massage (60 min) - Mud Wrap (30 min) - Peat and Honey Body Wrap (30 min) - Peat and Honey Body Treatment (90 min) - Hemp Body Treatment (15 min) - Gotu Kola Polishing Body Treatment (60 min) - Gotu Kola Anti-Cellulite Body Treatment (60 min) - Neem Tree Healing Signature Experience (90 min) - Rowanberry Treatment with Massage (90 min) <p><u>Massages</u></p> <ul style="list-style-type: none"> - Empowering Herbal Massage (60 min) - Honeycomb Massage (30 min or 60 min) 	<p>Conference Center:</p> <ul style="list-style-type: none"> - Room 1 (50 m²) - Room 2 (48 m²) - Room 3 (49 m²) - Room 4 (46 m²) - Boardroom (39 m²) - Ballroom (259 m²) - Conference Lobby (231 m²)

Appendix 14 continued

	<ul style="list-style-type: none"> - Hemp Oil Massage (60 min) - Peat Massage (50 min) - Golf Massage (45 min) - Relaxing Shoulder Massage (30 min) - Classical Massage – Partial (30 min) - Classical Massage (60 min or 90 min) - Honey Massage (60 min) - Lymphatic Massage (60 min) - Sundari Abhyanga Massage (60 min) <p><u>Bath Treatments</u></p> <ul style="list-style-type: none"> - Milk Bath with Honey and Lavender (30 min) - Milk Bath with Honey and Lavender for two (30 min) - Magnesium and Home Beer Bath Treatment (30 min) - Magnesium and Home Beer Bath Treatment for two (30 min) - Aqua Massage in a Magnesium Bath (30 min) - Conker and Chilli Anti-Cellulite Body Treatment (60 min) - Hemp Bath with Body Treatment (50 min) - Sundary Luxury Treatment with Herb Bath (90 min) <p><u>Facial and Head Treatments</u></p> <ul style="list-style-type: none"> - Wild Rose Facial Treatment (50 min) - Peat and Meadowsweet Facial Treatment (50 min) - Facial treatment Based on Client’s Dosha Type (60 min) - Gotu Kola Age-Defying Facial Treatment (60 min) - Neem Tree Healing Facial Treatment (60 min) - Sundari Beautiful Eyes Treatment (30 min) - Sundari Facial Treatment for Men (60 min) - Neem Tree Healing Scalp Treatment (30 min) - Sothys Hydrating Intensive Facial with Hydra Hyaluronic Acid 4 (75 min) - Sothys Cryo Eye Treatment with Porcelain Spoons (45 min) 	
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Appendix 14 continued

	<ul style="list-style-type: none"> - Sothys Soothing Treatment with Spa™ Thermal Water (50 min) - Sothys Seasonal Facial Treatment (45 min) - Dyeing, Correction of Eyebrows (15 min) - Dyeing of Eyelashes (15 min) - Dyeing and Correction of Eyelashes, Eyebrows (30 min) <p><u>Hand and Foot Treatments</u></p> <ul style="list-style-type: none"> - Comflower Foot Treatment (60 min) - Comflower Foot Treatment with Pedicure (90 min) - Refreshing Foot Treatment (30 min) - Calendula Hand Treatment with Beeswax (60 min) - Beeswax Hand Treatment with Shoulder Massage (30 min) - Manicure (60 min) - Pedicure (60 min) <p><u>For Children</u></p> <ul style="list-style-type: none"> - Powerful Massage (20 min) - Sweet Strawberry (20 min) - Super Bubble Bath (20 min) - Super Bubble Bath for two kids (20 min) <p><u>Spa Rituals</u></p> <ul style="list-style-type: none"> - Sundari Holistic Ritual (180 min) <p><u>Salt Table Treatments</u></p> <ul style="list-style-type: none"> - Salt Crystals Treatment (20 min or 50 min) <p><u>Thai Massages</u></p> <ul style="list-style-type: none"> - Thai Massage (60 min, 90 min or 120 min) - Thai Massage with Oil (60 min, 90 min or 120 min) - Thai Foot Massage (60 min) - Thai Head and Shoulder Massage (30 min) 	
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Appendix 15. AQVA Hotel & Spa



Appendix 16. AQVA Hotel & Spa Meeting Rooms and Spa Services

HOTEL	HOTEL SERVICES	SPA SERVICES	MEETING ROOMS
<p>AQVA Hotel & Spa</p>	<p>Accommodation – 120 hotel rooms Catering – Lounge Fresco and Parqali Resto & Grill Meetings & Events SPA & Gym</p>	<p>SPA:</p> <ul style="list-style-type: none"> - Sanarium - Finnish Sauna (100°C, 85°C, 75°C) - Salt Steam Sauna - Aroma Steam Sauna - Juniper Sauna - Infrared Sauna - Wave Pool with Waterfalls - Counter-Current Swimming Lane - Pool with Several Waterfalls and Underwater Massage Options - Year Round Heated Outdoor Pool - 25-Meter 6 Lane Sports Pool - Jacuzzies - Baby Pool and Kids Pool - Tube Slide with Light Effects <p>TREATMENTS:</p> <p><u>Signature</u></p> <ul style="list-style-type: none"> - AQVA Signature Body Treatment (60 min) - AQVA Signature Body and Face Treatment (90 min) <p><u>Massages</u></p> <ul style="list-style-type: none"> - Relaxing Massage with Back Wrap (60 min) - Head and Shoulder Massage (45 min) - Hilot Massage (60 min) - Massage with Four Hands (60 min) - Shiatsu Massage (60 min or 90 min) - Wellness Massage (60 min or 90 min) - Aroma Massage (60 min or 90 min) - Relaxing Shoulder Massage (30 min) 	<p>Meeting Rooms:</p> <ul style="list-style-type: none"> - Caesar (137 m²) - Antonius (34 m²) - Marcus (56 m²) - Rome I (125 m²) - Rome II (79 m²) - Rome (203 m²)

Appendix 16 continued

	<ul style="list-style-type: none"> - The Magic of Light and Warmth (60 min) - Swedish Massage (60 min) - Lava Stone Massage (75 min) - Thai Massage (60 min or 90 min) - Bamboo Massage (90 min) - Thai Herbal (90 min) - Shanghai Massage (60 min or 90 min) - Medy Beauty Jet on a Massage Bed (15 min) <p><u>Facial Treatments</u></p> <ul style="list-style-type: none"> - Citylife Facial Treatment (60 min) - Floral Smoothie Glow Treatment (60 min) - Aqvasaphir Facial (90 min) - Glitter of Corals (60 min) - Quenching Sea Spray (75 min) - Rejuvenating Breeze for Treating First Lines (75 min) - Marine Caress for Sensitive Skin (75 min) - Pureness Glow (75 min) - Sparkling Eyes (30 min) - Facial Treatment for Men (60 min or 75 min) - Revitalising Facial Massage Ritual (30 min) - Creme De La Creme Youth Revealing Facial Treatment (90 min) - Fruit Acid Peel Face Treatment (50 min) - Mesoforce Revitalizing Plumping Treatment (50 min) - 3-Dimension Eye Treatment (30 min) - 3D Wrinkle Beauty Treatment (50 min) - Retinopor Anti-Imperfection Smoothing Peel Treatment (45 min) - AQVA Vital Deep Moisturising and Cleansing Rejuvenating Facial Treatment with Ultrasound (75 min) <p><u>Body Treatments</u></p> <ul style="list-style-type: none"> - Zanzibar Body Treatment (60 min) 	
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Appendix 16 continued

	<ul style="list-style-type: none"> - Ocean Escapade (75 min) - Cleansing Back Treatment (30 min) - Treatment for Tired Feet (30 min) - Chocolate Body Wrap (50 min) - Hydracéa Thermo Spa Warm Cocoon (30 min) - Océan Dreams Thermo Spa Warm Cocoon (30 min) - Phytomarin Bath Ritual (20 min) - Oligomer Silhouette Bath Ritual (20 min) - Relaxing Lavender Bath (20 min) - Refreshing Almond Blossom Bath (20 min) - Sculpt Zone Target Treatment (60 min) - Cleopatra’s Golden Beauty Ritual for Body and Face (60 min) - Tibetan Body Treatment (60 min) - Aromatic Pepper Body Treatment (60 min) <p><u>Hand and Foot Treatments</u></p> <ul style="list-style-type: none"> - Luxurious Wellness Hand Treatment (90 min) - Classic Nail Treatment (50 min) - Striplac Manicure (60 min or 75 min) - Prolaq Manicure with Gel Polish (60 min or 90 min) - Gel Polish Removal + Classic Nail Treatment (75 min) - Men Hand Care (45 min) - Spa Sensation Paraffin Treatment for Hands/Feet (30 min) - Classic Foot Treatment (60 min) - Classic Foot Treatment with Gel Polish (90 min) - Wellness Foot Treatment (90 min) <p><u>Foot Massages</u></p> <ul style="list-style-type: none"> - Relax Foot Massage (30 min or 60 min) - Shanghai Foot Massage (30 min or 60 min) - Thai Foot Massage (60 min) 	
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Appendix 16 continued

		<p><u>Spa Treatments for Children</u></p> <ul style="list-style-type: none">- Children’s Massage (30 min)- Medy Beauty Jet Massage Bed (15 min)- Deep Cleansing Facial Treatment (60 min)- Moisturising and Refreshing Facial Treatment (30 min)- Nail Care (40 min) <p><u>Beauty Treatments</u></p> <ul style="list-style-type: none">- Depilation- Eyelashes & Eyebrows	
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Appendix 17. Interview Questions in Estonian

KATEGOORIA	KÜSIMUSED	ALLIKAD
Üldine	<ol style="list-style-type: none"> 1. Mis on Teie arvamus, kas spaa olemasolu hotellides on vajalik ja kas see tuleb külaliste hotelli valikul kasuks? 2. Kui tihti või harva külastavad Teie hotelli ärikülalised Teie spaad või kasutavad Teie poolt pakutavaid hoolitsusi ja teenuseid? 	Kucukusta et al., 2013, pp. 557–560 El-Shaaer & Elsayed, 2016, p. 169
Intellektuaalne heaolu	<ol style="list-style-type: none"> 3. Millised intellektuaalset heaolu toetavad raamatud, ajalehed /ajakirjad või brošüürid on kättesaadavad Teie spaad külastavale külalisele? Kui Te pakute oma spaas ka hoolitsusi, siis kui palju saab külaline hoolitsuse tegijalt lisainformatsiooni, mis toetab tema heaolu ja hea tervise säilitamist? 	Botha & Brand, 2009, p. 169
Füüsiline heaolu	<ol style="list-style-type: none"> 4. Milliseid teenuseid või hoolitsusi pakute Te oma spaas, et tagada külalistele nende füüsiline heaolu? Millised teenused ja hoolitsused on suunatud rohkem ärikülalistele? 	Meiselman, 2016, p. 102
Emotsionaalne heaolu	<ol style="list-style-type: none"> 5. Kuidas Te tagate, et Teie spaa keskkond toetab Teie külaliste emotsionaalset turvalisust, mugavust ja tuge? Näiteks kui ärikülalisel on olnud pikk tööpäev, siis mis on need võimalused? 	Stoewen, 2017, p. 862
Sotsiaalne heaolu	<ol style="list-style-type: none"> 6. Palun tooge näiteid selle kohta, kuidas olete sidunud sotsiaalse heaolu Teie spaas pakutavate teenuste ja pakkumistega. Näiteks, kui külaline soovib sotsiaalselt suhelda? 	Strout & Howard, 2012, p. 197
Vaimne heaolu	<ol style="list-style-type: none"> 7. Millised tegurid teie spaakeskkonnas aitavad edendada külaliste vaimset heaolu? Näiteks, mõtteterad, mis toetavad kooskõlas olemist põhiväärtustega. 	Stoewen, 2017, p. 862
Töölane heaolu	<ol style="list-style-type: none"> 8. Kuidas aitab spaakülastus kaasa ärikülalise töölasele heaolule? Näiteks puhanud tunne, töömõtetest eemal, motivatsiooni suurenemine jne. 	Nathenson et al., 2014, p. 1122 Stoewen, 2017, p. 862
Üldine lõpuküsimus	<ol style="list-style-type: none"> 9. Tulevikku vaadates, palun jagage oma plaane tulevaste arengute või võimaluste kohta. Näiteks kuidas rakendada hotellis veelgi tõhusamalt intellektuaalset, füüsilist, emotsionaalset, sotsiaalset, vaimset ja tööalast heaolu. 	Botha & Brand, 2009, p. 169; Strout & Howard, 2012, p. 197; Nathenson et al., 2014, p. 1122; Meiselman, 2016, p. 102; Stoewen, 2017, p. 862

RESÜMEE

HEAOLUKONTSEPTSIOONI PÕHIMÕTETE KASUTAMINE HOTELLISPAA TEENUSTE ARENDAMISEL EESTI HOTELLISPAADE NÄITEL

Marianne Pindmaa

Käesolev magistritöö annab ülevaate tervikliku heaolukontseptsiooni arengust ja suundumusest, heaolu dimensioonidest ning mudelitest, ärikülastajate ootustest ja vajadustest ning võimalustest kasutada tervikliku heaolukontseptsiooni põhimõtteid hotellispaa teenuste arendamisel. Magistritöö uuringus intervjueritakse kaheksat Eesti hotellispaa juhti ja tehakse ettepanekud, kuidas saaks terviklikku heaolukontseptsiooni silmas pidades suurendada hotelli atraktiivsust ning külastatavust.

Heaolu on tervislik seisund, mis saavutatakse, kui pööratakse tähelepanu inimese füüsilistele, psühholoogilistele, emotsionaalsetele ning vaimsetele teguritele, samuti tema töökohale ja keskkonnale, milles ta igapäevaselt tegutseb. Inimeste vaimset ning füüsilist tervist on tugevalt mõjutanud kiire elutempo ja ebapiisav kehaline aktiivsus. See on sundinud inimesi tegema teadlikumaid valikuid ning vajaduse korral muutma oma igapäevaseid harjumusi (Lakićević et al., 2021; Thorne, 2021, lk 9–10). Selle tulemusena on hotellid hakanud oma teenuseid ja rajatise arendama klientide heaolust ning nende vajadustest lähtuvalt (Koskinen & Wilska, 2019, lk 260).

Global Wellness Institute on heaolu defineerinud kui „aktiivsete tegevuste, valikute ja elustiili järgimist, mis viib tervikliku terviseseisundini“ (Yeung & Johnston, 2018, p. 9). See määratlus toob esile kaks olulist tegurit, millest esimene kirjeldab inimese aktiivset püüdlust ning kavatsust teha valikuid ja osaleda tegevustes, mis toetavad teda tervikliku tervise ning heaolu saavutamisel. Teine oluline tegur on see, et heaolu ei hõlma mitte ainult füüsilist tervist, vaid ka teisi olulisi mõõtmeid, mis peavad toimima kooskõlas, et tagada hea tervis ja täisväärtuslik elukvaliteet (Johnston et al., 2023, lk 5).

Esmalt tuleb eristada, mis iseloomustab spaahotelli ning mis on hotellispaa. Spaahotell on hotell, mis pakub spaakülastajatele individuaalseid hoolitsusi ja teenuseid, mis keskenduvad tervisele ning heaolu saavutamisele (Han et al., 2019, lk. 1). Spaahotelle külastavad külalised, kelle peamiseks eesmärgiks on hoolitseda oma isikliku tervise ja heaolu eest ning vajadusel seda parandada (Koskinen & Wilska, 2019, lk 263). Hotellispaa puhul on tegemist nelja või viie täрни hotelliga, mille külastaja peamine eesmärk ei ole spaa külastamine, vaid on mõni muu põhjus, näiteks on sihtkohta reisisid seoses tööga (Thorsteinsdottir, 2005, lk 273). Töö tõttu reisivatel inimestel on omad põhivajadused, näiteks ootavad nad tööreisil olles, et hotelli sisse registreerimine oleks kiire ja mugav või et kohapeal oleks parkimisvõimalus (Radojevic et al., 2018, pp. 326–328).

Tulenevalt antud teema vajalikkusest seatakse magistr töö eesmärgiks, tuginedes teaduskirjandusele ning uuringu tulemustele, esitada uuringus osalenud hotellispaadele ettepanekud tervikliku heaolukontseptsiooni põhimõtete tõhusamaks rakendamiseks Eesti hotellispaades. Eesmärgi saavutamiseks püstitati kaks uurimisküsimust:

- 1) Kuidas järgitakse tervikliku heaolukontseptsiooni põhimõtteid Eesti hotellispaades?
- 2) Kuidas saaks veelgi tõhusamalt rakendada tervikliku heaolukontseptsiooni põhimõtteid Eesti hotellispaades?

Magistr töö uuringu eesmärgiks oli leida vastused püstitatud uurimisküsimustele ja saavutada lõputöö eesmärk. Uuringu läbiviimisel kasutati kvalitatiivset uurimismeetodit ehk viidi läbi intervjuud kaheksa hotellispaa juhiga. Uuring andis ülevaate hotellispaa juhtide teadlikkusest heaolukontseptsioonidest ning sellest, kuidas neid järgitakse igapäevategevustes. Tulemustest selgus, millele tuleks pöörata rohkem tähelepanu ja mida parandada.

Tulemustest selgus, et hotellispaades oli spaateenuste arendamisel pandud suurt rõhku intellektuaalsele, füüsilisele ning emotsionaalsele heaolule, kuid vajaka jäid sotsiaalne ja vaimne heaolu. Selleks pakkus magistr töö autor omalt poolt välja ettepanekud, millest on esitatud kuus kõige olulisemat: luua spaarituuaale, mis tutvustavad ärikülastajatele rohkem kohalikku eesti kultuuri ning traditsioone; luua rohkem hoolitsusi spetsiaalselt suunatud ärikülastajatele; luua eraldi vaikuse- või mediteerimiskeskus; korraldada isiklikke ja/või

rühmatreeninguid; lisada motiveerivaid mõtteterasid ning tsitaate spaa-alale ning korraldada heaolukontseptsiooni seminare hotelli personalile.

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