

# **GLOBAL SPA & WELLNESS SUMMIT**

**8th Annual Global Spa & Wellness Summit**

**Morocco**

**Friday, September 12, 2014**

**Moderator: Suzanne Duckett, Editor,  
The Antidote and Tatler Spa Guide, UK**

**Panelists: Jo Foley,  
Journalists & Media Consultant, UK  
Alexis Jones, Founder, I AM THAT GIRL,  
Alexis Jones Inc., U.S.**

**Kim Marshall, Owner, The Marshall Plan, U.S.  
Mara Weisman, Attorney, HR Consultant**

**“Media Panel:  
“Getting the New Generation's Attention”**

**Ubiquis/Nation-Wide Reporting & Convention Coverage  
22 Cortlandt Street, Suite 802 - New York, NY 10007  
Phone: 212-346-6666 ♦ Fax: 888-412-3655**

## Media Panel: Getting the New Generation's Attention

[START RECORDING]

MS. ERICA ORANGE: If coffee and meditation didn't do the trick to help all of us in getting a little bit of energy after last night, I don't know what will. So this is obviously a topic that's of a lot of importance to everybody since we have a packed house here. So I'm going to introduce our moderator for this session, Suzanne Duckett. And Suzanne is the editor.

MS. SUZANNE DUCKETT: My friends from London.

MS. ORANGE: Wonderful, so you already have such a warm reception.

MS. DUCKETT: We go everywhere together.

MS. ORANGE: Suzanne is the editor of the Antidote and Tatler Spa Guide in the UK. The Antidote offers short, useful and realistic health and beauty advice, and aims to provide intelligent, curated content that does not overwhelm the reader by reporting on all of the latest products. I had a chance to check out your blog and I'm already a fan myself. So please help me in welcoming Suzanne, who is going to take it from here.

MS. DUCKETT: Thank you very much. Thank you. I'm actually going to stay sitting down because we are media, and we like to do things in a very relaxed, very off the cuff, very unedited kind of a way. So I hope that you will all forgive any rowing, any disagreeing, any bickering, especially with Kim and I, because we met three days ago and we're like kindred sistered spirits and we bicker. But we - - each other.

Well welcome. It's very lovely to have so many of you here, actually. We weren't quite sure whether it would be something that a lot of you weren't interested in because the millennials are a very complex, interesting bunch of people. And my panelists and I are going to help unravel a little bit about what's going on in this big, big group's lives.

So without further ado, I'm going to ask all of my panelists to introduce themselves because it always sounds very fake introducing people I know very well. So Kim, can we start with you? Name and occupation, please?

MS. KIM MARSHALL: Okay, thank you. My name is Kim hung over Marshall. Oh, did I say that? No, that's not true. I went to bed at 7:00 last night. And sometimes—no, it was 7:00. Anyway, Kim Marshall, the Marshall Plan owner, I do PR and branding for lifestyle clients, like hotels, spas, resorts, doctors, authors, etcetera, and that's all the time I have.

MS. DUCKETT: I'm very strict.

MS. JO FOLEY: I'm Jo Foley, freelance journalist from London. I have been visiting, reviewing and talking about spas, since before God was a girl, so - -.

MS. ALEXIS JONES: I'm Alexis Jones, and I founded a nonprofit called I Am That Girl, and also wrote the book. I spend about five years in the trenches, with girls 250 days a year, speaking at girls' events all over the country and all over the world, so I kind of joke that I have a triple PhD in girls.

MS. MARA WEISMAN: Well I came to this conference as a wife, and my husband is here, and I am Mara Weismann. I'm an attorney. I am an HR consultant and I help young adults prepare for the workplace. So when I spoke to Suzanne about millennials, she says, "Oh my God. You have to be on the panel." So here I am on the panel.

MS. DUCKETT: If you keep the microphone, Mara, it would be great. And just to let you know, unfortunately Beverly is unwell today and so that's very sad, but we're hoping that she'll be back and she'll be mixing it up later on. But it was interesting because I met with Mara on the first day here, and we just got talking as you do.

And when I mentioned—she said, "Are you doing any panels?" I said, "I am. I'm doing a panel on the millennials." And she said, "That's interesting. I help millennials in the workplace, from an HR point of view and I thought, "That's great. I want you on the panel." And then there was an issue of chairs because obviously all of these amazing producers are trying to keep things smooth, so we can through the information.

But because Beverly wasn't well, we had then room for Mara. And I think what's really important, Kim was determined to give you some more statistics and some more slides. So Kim is going to put some brains behind this demographic and some big, fat, juicy numbers, which I know everyone likes.

And then Mara and the rest of us, we're going to start to unfold, actually, the heart of the matter of these people, what's going on in their hearts, as well as what's going on in their day-to-day lives. So Kim, would you like to whiz through in five minutes your stats?

MS. MARSHALL: Isn't that rude? So just rebel, if you want me to go slower. I drank a lot of caffeine, so I can do this fast. I also lost my Samsung Note 3 before I came up here, so if anyone sees one, save it. Look at my nude pictures and pass it on. Okay. So who are the millennials and why do we care? Anybody here been in the spa industry more than ten years? Anybody?

My whole life I've been in the spa industry, and my whole life we've heard that we're marketing to baby boomers. But guess what? It's time to put on a new set of glasses and focus on a new market because look at the rapid rise of this new generation. They have purchasing power of \$1.68 trillion. They were born between—help me—they're 14 to 34.

FEMALE VOICE: 1980 to 2000.

MS. MARSHALL: 1980 to 2000. They have a lot of characteristics, some negative, some positive. Look at this. There are over 86 million of them. They've been through a lot already. They survived the poor economy, student loans, limited jobs. And they're very, of course, connected, diverse, tech savvy, and they're activists. So they care.

So some people say they're lazy. They're spoiled. It's all about me, me, me. But other people say, "No, wait a minute. They're very social. They're civic minded. They're green. They're effective." So how do we appeal to them? Well one in every three employees will be a millennial by next year, so there is pressure to evolve. They'll become 75% of the global workforce by 2025. And of course, they're crazy on the networks, on the social networks.

They are really, also, crazy about innovation. They believe they're innovators. They look for companies that are innovators, and they look for products that are innovative. So what can you do? You have to tie yourself to things they care about, if you want to appeal to them. Look at these brands, Toms Shoes. We've heard of those, Chipotle, organic food in fast food. Toms is buy one, get one—Max, Red Bull, Uber. It's things that look inventive.

And we understand that you have to be technology friendly because they love apps. And who has posted more on the GSW app, millennials or we boomers, pretending to be millennials? They have purchasing power of \$170 billion a year. They're app happy. They're price oriented. So all of you keep tricking up your spa's service prices because you think you can. You can't really with them, because they saw their parents suffer through a terrible recession and they're very conscious of price.

10.4 is the number of online sources they check before making a travel related decision. Most of your spas have a travel element in them. 83% of them have mobile devices and sleep with them right by their ear. They have a social media profile. 84% that say what they read online effects their things they purchase. And of course, every day they're updating their statuses.

Also, they're less trusting. They've been through campus shootings. They've been through, you know, clergy sex abuse. They can hear. They can see the news, so they're a little skeptical, so be very authentic and trustworthy. And if you aren't marketing in spa and wellness, what does it say? Wellbeing means staying active and learning to let go. They're not afraid of spirituality. They really want to have high energy, so embrace this fitness.

Also what they look for in travel, I cracked up. They would pay—they would sit by the bathroom, if it meant they got a cheaper flight. They would enjoy, 79%, a themed flight. So be inventive. Pass out kitten ears at your spa. And I'll stop here because this is about millennials in the workforce, but how was that? Was that fast enough?

MS. DUCKETT: Yeah.

MS. MARSHALL: And if you found my phone, there's a reward. I have gin in my water bottle, and I will give it to you.

MS. DUCKETT: Exactly. I think she really does. She got very nervous when I picked her bottle up instead of mine, very, very nervous. And so fantastic, interesting stats. It's a huge group of people. But I think in order to move forward with something, it's good to know where they've come from. And Mara, what we talked about was the parents. And if you can highlight some of the really interesting gems about these very over indulged group and why we shouldn't knock them for it?

MS. WEISMAN: Well how many people have millennial children, born between 1980 and 2000? Okay. So for a moment, let's think about how we were raised. I like to think about it, in terms of being raised by wolves. And that means we were basically left to figure it out on our own. If we had to go to school, we had to pack for ourselves. If we needed toiletries, we had to figure out where to go to get them. If we wanted to get to an activity, we had to figure out how to go there. If we wanted to be entertained, we had to figure out how to go down the street to the schoolyard, to play with our friends.

So what happened was the pendulum swung the other way when we became parents. And we boomers have a bit lived in a world where it's been pretty traumatic. We've experienced 9/11. We've experienced bombings. We've experienced school shootings, and we have this deep desire to protect and to pave the way because it wasn't paved necessarily.

And I'm making very broad brush generalizations, but this is what the research tells us. So we have basically become what the media tells us are helicopter parents. We hover over our children to make sure that their life is perfect. And we have built these kids or raised these kids with high levels of self-esteem. So we tell them that they're great. They're good. They can do anything. And when they get in to the schools, education today, looking back, basically the foundation has been to build self-esteem in the early childhood years.

MS. DUCKETT: And Mara, you gave me a very good example of a headmaster who was chastised because he—

MS. WEISMAN: So this is a personal story of mine. My son—

MS. DUCKETT: Sorry, going back to it because you have an interesting point and I'm going to be a Rottweiler. I'm really sorry. But it was in the press about a kid that failed and he got a certificate for failure or something. Just in terms of just really inferencing how tough they've been

MS. WEISMAN: Sure. So there's one story where an 8-year-old got an award for having the most—the catastrophe award. It was called the catastrophe award. And the child got an award for having the most excuses for not turning in homework. It was an 8-year-old. Now the mother went on media, on Channel 4 news and was outraged that the teacher would embarrass the student.

So on so many levels, this made me absolutely insane. The mother is on the national news, chastising the teacher for embarrassing the child. But the teacher is rewarding this child for failure. This is what it's become.

MS. DUCKETT: So Mara, Alexis sitting to your right, our absolute millennial female, the absolute textbook case. You've been amazing self-esteem. You can hold a stage like a lot of people, to be frank, double your age, can't do. This confidence exudes everywhere from you. But underneath, tell us about - - talk, because underneath this millennial confidence and arrogance, perhaps and audaciousness, there's a huge vulnerability. Tell me about the - - talk, the non makeup - - talk.

MS. JONES: Oh, the - -?

MS. DUCKETT: Yeah, just-yeah.

MS. JONES: So I spent a lot of time speaking to middle school and high schoolers specifically. And I usually come in super dolled up, and in heels, and jeweled out. And part of my background was hosting a TV show on the Red Carpet for three years and I modeled for a long time. And so I bring it in. I show all of these pictures, and it's kind of this image of perfection, and these girls are just like, "Everything we could ever want to be."

And then I take all of my makeup off on stage and I change, into like sweatpants and a t-shirt. And I put my hair up in a messy bun. And I'm barefoot the rest of the conversation. And I say, "Now let's have a conversation about real beauty. Now let's have a conversation about vulnerability." And it's amazing how quickly the audience—because immediately, when you start taking all of your makeup off, the girls are like, "You can do that? Like you can like be real right now with us?"

And you can see this kind of like trembling panic of all of them, the moment that you give them permission to be real because I think one of the flipsides to this notion that we're the most confident, the reality is that we have been given all of this praise from such a young age. We do like one brush on a piece of paper and our parents like, "This is amazing," and they put it up on the wall. And we're savvy enough to kind of be like really? I mean, that just made the wall with one stroke? So it's this-

MS. DUCKETT: And I think the Photo Shopped life. What's up with the Photo Shopped life? Everything has to be Photo Shop perfect?

MS. WEISMAN: Absolutely. So there's this inflated sense of fraudulency for my generation. So we may look incredibly like we have it all together. But the reality is they refer to us as the teacup generation, kids that are more insecure than they've ever been and it's because on average we're consuming ten hours of media a day, which is second only to school and sleeping.

10.3 hours a day, millennials are somehow connected to devices. On top of that, we're seeing 3,000 brand images every day of perfectly airbrushed images, creating an unrealistic, unattainable expectation of perfection and-

MS. DUCKETT: And so what we then have in the spa industry point of view, is the perfect storm. There's going to be a collision here.

MS. WEISMAN: I was about to say, if you miss the opportunity to tap into the insane insecurity that's happening right now with my entire generation, that you have an opportunity to create an experience and to create a sanctuary where my generation feels safe and is able to be vulnerable. And the last point is with regard to social media.

So now that you have social media, you have death by comparison. You have everybody's life on a highlight reel. So it was bad enough that we have Photo Shopped magazines and media, but now we have Photo Shopped lives. So now there's a stat coming out that 92% of people, within eight minutes of being on Facebook are more depressed than when they first logged in.

And when you're having youth spending ten hours a day on social media, witnessing everybody else's highlight reel, you have exponential stats of eating disorders, of cutting, of teen suicide. And this stuff is transcendent of the diversity matrix, so you're having these kids taking their lives.

And I've worked with as many parents in inner city Watts as I have with daughters to the stars who, out of nowhere—and these parents are like, "We had no idea. She seemed to fine. She seemed so great." So there's this tempest, this storm that's brewing, right underneath the surface.



MS. DUCKETT: But there's also, from an industry point of view, we can listen to this and say this is a group therapy session. We're now having group therapy. Look at the issues that this demographic have. Well I'm not a medical spa, with psychologists and people that are experts in teenage anorexia, etcetera, etcetera. However, when you start to peel back some of the things you can do within your spa or within your treatment range, tiny little tweaks can make a big difference.

We were talking about—and I would like to go to Jo next—we were talking about the mentorship, they've had so much feedback at home, and in the workplace and at school, so much positive feedback, they're not resilient. They don't do setback very well. So how can your spa perhaps being in a mentorship program which Jo, I would like to hear from you?

MS. FOLEY: - - a mentorship program, they need help. They've got all of the confidence. They've got heaps of knowledge. They don't know what to do with it. They walk into a spa. They get a spa menu which is ten pages long, why I'm going to have that massage rather than that massage. A massage is a massage. They need selection. They need you to edit for them. They need you to guide them.

And it's the same going to a restaurant. You've got a huge menu. You know most of it is in the freezer and it will come out in the microwave. You have to build their confidence by giving them the treatments that you think they will like. Keep it small. Keep it sharp.

MS. DUCKETT: And simple.

MS. FOLEY: And very simple.

MS. DUCKETT: And we even mentioned about the face. You could have a, maybe a mentorship come in and train the facialist, that when you have a millennial come in, perhaps there's a different sort of mantra, a different rather than just the breathing exercises which were a lovely intro into a facial, perhaps there's a—and I think you had a nice example, Alexis, of even a—and it might sound a bit cheesy, so - - to us about why would you want someone saying, "You're beautiful. You're wonderful," at the beginning of the facial? But that really resonates with—

MS. JONES: Oh my gosh. The intentionality, I think you could build an entire company culture that would engage millennials

in such a powerful way, if when you're coming in to get some kind of treatment, because we do care about aesthetics, as I said before. But we have a broader definition of beauty, that physical beauty is one slice of the pie. So if you can speak to the other aspects of us that are beautiful, that you just have the kind of practice.

And these are those tiny little details that I think this entire conference we've been talking about differentiation. How are you differentiating yourself within your industry, and being able to say that the moment I come walking in, the stuff that I would tweet about, the stuff that I would post would be, oh my gosh, most amazing facial in my life and before I got it, she sat down and she gave me this quote.

If someone sat down with you, and before they do the facial they say, "I just want to read you something really quick." And it's a paragraph and it's, the beauty resonates deep from within that this and this, and this. And then they said, "Okay, now let's get into your facial."

MS. DUCKETT: Simple little things. And Kim, is that not a PR nightmare? If you have a property or a destination spot, or a brand, are you then trying to be everything for everyone?

MS. MARSHALL: We are trying to be everything for everyone. So you can focus. You can be a spa just for millennials. But I think it makes you a better marketer all around because millennials, what they're asking for are good things. We all need self-esteem. We all need mentorship, but there's another thing they care about and that's giving back and social activism.

One of the research things I looked up said Netflix is doing so well with documentaries because millennials are saying, "What? They abuse killer whales? Let me donate to that cause." So if you could put on your menu that a portion of this service fee goes to whatever cause you choose, especially breast cancer, whatever, it's smart. It's smart business and also it's beneficial.

MS. WEISMAN: So let me give you a little bit about the behind the scenes of why, the why. On something that Alexis said, you picked the word "fraudulent." I want to flip that a little bit because that sounds so not genuine. But what it is, and I experienced this when I spoke with a group of a mixed audience of boomers and millennials. And a millennial raised her hand and she said, "We fear, we absolutely fear failing."

Now think about that. We've all taken risks in our lives. We've all taken risks in our careers, I would imagine. And this is a generation that fears failing. That means, that translates into no risk taking. So what does that mean for creativity and innovation, next go around? I think we're going to be stifled, if we don't foster this ability for them to make a mistake and have it be okay. So-

MS. DUCKETT: But Mara, does that mean then, if you're fitness, if you have a fitness offering, do you get rid of boot camps? Or do you, say, actually put them through the boot camp so they can come out stronger?

MS. WEISMAN: I think you put them through the boot camp, but the boot camp has to have a balance of tough love.

MS. DUCKETT: Comfy trainers or something?

MS. WEISMAN: Yeah, tough love. And you've got to say, You're doing great, but you could do a little bit better and here is how." Or here, "Make this adjustment, as opposed to kicking the person in the shins to get a deeper - -."

MS. MARSHALL: The other thing is, what we used to do at the Golden Door, the creativity, the stimulating visualization, using the right side of the brain, if they're afraid of this, then help them leap and it's a delightful thing to do.

MS. WEISMAN: Right.

MS. FOLEY: And one thing we're all afraid of and I think you generation more afraid of anything else, is silence. We live in a noise infested world. So at some point, people, we're all going to pay for silence. And I think the millennials are so terrified of silence. They are connected all the time. Give them a silent room. There's a hotel in Turkey. It has four beaches. One is a silent beach, so music, no watersports, no children, no phones.

MS. DUCKETT: I think there's a-

MS. FOLEY: But I do think silence is a great terror, and it's not just for the millennials.

MS. DUCKETT: I think it's Finland, actually, as a country are selling quiet. "Come to us for quiet." So is it Finland?

FEMALE VOICE: Yes.

MS. DUCKETT: So I totally agree with Jo. We will be going into sort of silent cubicles. You'll be paying however much to sort of get away from the noise of it in the streets, so perhaps—and also we have sleep deprivation issues on top of that. They're sleeping next to their phones, which not only is there an emotional connection to what am I missing, which is a huge issue with what am I missing, what am I missing?

But there's also, we're still not aware of the health aspects that are coming off devices that are sleeping next to our beds.

MS. WEISMAN: There's another why, also, in terms of there are lots of studies now on wealth accumulation and how that's slowing or going to be lower for this generation. And so these young adults are—and correct me if I'm wrong, Alexis—they're self-correcting. So they're setting their expectations to be able to achieve what they believe they can achieve. So in other words, in terms of work experiences, they're saying, "Well loo. I want a work environment. I want to work a career that's going to provide meaning, deep meaning."

What that means for people, young adults is individualistic, but it's not necessarily about the big bucks. It's about finding meaning. And I think that's going to be very, very important as consumers of spa treatments and wellness. And I think that if anything can be reiterated, it's the price point. It's got to meet this generation's ability.

MS. DUCKETT: But how then, Kim, would you say that you would make your brand more accessible and affordable without cheapening it?

MS. MARSHALL: If it's smart like Uber, that you can watch the car come pick you up. Massage Envy is wildly successful for a reason. I only have so much time. My mom taught me that massage just isn't pampering. It's going to help my posture and it's going to help my circulation, but I can't afford \$180, but two \$60 massages, I'll do that and I'll schedule it. So think smart. That's what makes sense to them. Also—

MS. DUCKETT: The popups, Desiree, would you tell me about Desiree Wellness? Is it Desiree? There's a successful company that does popup massage and facials in areas, in shopping centers, but they've done it in a way that doesn't feel cheap. And do I really want to go behind that curtain and have a massage in a shopping center? And 98% of their traffic is millennial.

So it's hard enough actually getting spas full when people of the older generation, with the money, to get them in there. So that's quite a challenge to bring—what do we do? Do we do healthy hostels? Do we do three star spa? That's a very small market, really good quality three star spas.

MS. FOLEY: - - about spas is I resent paying somebody to run a bath for me, throwing a few rose pedals in there, and leaving me lie in it for 20 minutes. This generation won't want that.

MS. WEISMAN: We have, in California, I don't know—but we have a place called Massage Place. It's very austere. It's got clean carpet, thank God. But they give you licorice and a paper cup of water. But the massages are so good, I don't care. I need to go get healed. And the millennials are learning that that's just as good. I'll go sit in the sun, or I'll sit in my tub before I come.

MS. DUCKETT: And Alexis, you had a nice phrase, I think it was, "Spenderes, trenders and recommenders." And I don't want to keep going back to social media because that is such a huge topic on its own. Maybe for next year - - yes. But I just wrote a piece for the Times recently in London on digital beauty. And they said, "We want something on digital beauty," so two weeks later I end up writing my own brief.

Let's do something on the mobile devices because if you want to reach this group, we know that they're using their mobiles. But to just get somebody else in the office to start posting, and tweeting, and Instagraming that do not understand the tone of voice and the attitude of this millennia, they—forget it. And don't also just think if you get a famous person or someone with some sort of reputation stick them up, forget it.

They see through brands. They will not—even a favorite brand will turn them off overnight if they feel they're being really sold to. But what they do love, however, is someone like them talking about the things they're interested in and telling about the brand in a secondary way as a primary way. And Alexis, I don't know if there's—do you have Fudge Hair Care in the U.S.? It's probably one of the most successful collaborations of taking it one direction. You never know with the pop culture of music.

They have a hairdresser, Lou Teasedale. And when they took Lou Teasdale, One Direction's hairdresser and put her to the

Fudge Hair Care brand and they did not pay her an awful lot of money, I'll also have you know, they quadrupled their Twitter and Instagram followers within eight days of her being on board with them.

And it was because she didn't mention the brand once in that whole week because it's already an affiliation. They know that she's in the Fudge Hair Care ambassador, so she doesn't need to keep talking about Fudge Hair Care. So she's behind the scenes at X Factor and she's putting gel in one of the guy's hair and there's a pot of gel there.

They pick up on that. They are brand savvy. They pick up on it subconsciously. So I think in a way it's un-branding your brand with social media, and the language, and the tone. And I think that's really important because, as you say, they become your own marketeers. They are the biggest force of marketeers on your behalf. They're free marketeers. So if you look after them, and you engage with them in the right way, you've got them doing your job for you.

MS. JONES: And the more covert you are, I think, with your brand of just letting your brand speak for itself, because I think in the opposite way of being really overt about, like this is our brand and this is what we love is actually considered really tacky. And I think it's that kind of thing, where we would like turn to our friend and be like wow, you know what I mean? Like they're so desperate. Like that's what it comes across to us as.

MS. WEISMAN: But at that same time, know your story because if your practitioners can tell your story to them, that will enable them to have something to tweet and they'll tell your story for you and that's the best marketing you can have.

MS. JONES: And the other thing is definitely invest in your website. That's huge. Because as they said before, we're going to look at a minimum of ten different sites before we choose on one. And I travel so much and I think massage is super important, and that's how I justify it. So whenever I travel, I'm always like in random cities, in random parts of the world.

I'm immediately looking online and it's actually shocking to me how terrible some websites are. And like a word press site is a very doable site. It's \$2,500 to get it re-skinned, to get your brand put on it. Investing that money, that is your storefront for my entire generation. That's

your store front. We're not going to walk by usually and just like walk in your store. We're going to look at it online. We're going to be like okay, dry bar, check that out. That's like blowing up in the States right now.

MS. MARSHALL: That's a pun.

MS. JONES: Yeah, what did you say?

MS. MARSHALL: That's a pun.

MS. JONES: Dry bar?

MS. MARSHALL: It's blowing up.

MS. JONES: Yeah, good call. But they do hair. So all they do, and they only blow dry your hair. It's \$40 no matter what, however much hair you have. I'm always their worst nightmare—when you come in. But their interface and also their investment in the digital component, for me to be able to log online. In any city now I immediately have an app for Dry Bar.

When I'm popping in town and I know I have an event, I know it's 40 bucks a pop. I know that it's in—and if you just go through their interface—go to their website, go to their interface. It's super simple. It's streamlined. It's beautiful and every single friend that I have right now does it.

MS. DUCKETT: But also on that, Alexis, turn that around a bit. I'm so surprised that more spas, in particular day spas and salon spas, where you do have bricks. You've got people walking past real places, where real things are happening, not just on the digital environment. And no one is flagging up that there's a social side to what their business is offering.

So there's these shop fronts. And there's no Instagram links. There's no—what their Twitter feeds are and there's no reward systems because this generation love reward. They've been brought up on reward. Their little scribble that looks like a spider ran across the page is on the fridge for three weeks and they get, you know, applauded like it's some sort of work of art.

So reward this with some fantastic sweet tooth I think is a really fantastic system for rewarding. If you like us on Facebook, if you say something meaningful that's about the

treatment you've just had, we will reward you. And when you have a certain amount of reward points you will have a free massage that you can bring your mother in for or bring your boyfriend in for.

So really reward them, but in a way that they're interacting with them, as opposed to if you buy things from us, we'll give you some other free stuff. It's no, if you engage with us, if you interact with us. We want you to come back because this is another big thing. They like to have fun. What age group doesn't like to have fun, frankly? But it's a really important part because I think spas—and we're all guilty of it.

I'm very guilty of it with my work, taking it a little bit too seriously. We're talking about facials and massages, yes. We're talking about deeper issues of getting them in with a facial massage and maybe unpeel that onion to the deeper issues, perhaps with more mental programs, more experts. But if they can be having—and there's a group in the U.K. It's global now, actually, the Soho Hotel Group, Soho House.

And they've done genius things in London, in some of the kind of more funky, arty media areas in London where it's almost like walking into someone's living room. There's a nail bar over there. There's a blow dry bar over there. There's a coffee bar over there. There are no walls or boundaries. They are interacting. They're having fun.

Some of them aren't even there to have the spa treatments. They're just there with their friend who can afford the spa treatment. And so I think that's the thing is inject some fun into it because it can quite worthy. And if you become worthy, to any, even my age group which is I'm only just out of being a millennial. But I think that's really important. And would you agree, Alexis? You want to have fun, right? As well as—

MS. JONES: You want to have fun, but everything that drives us is community. So is there a place within your spa, even if it's just a little coffee shop, where when I come in and I'm waiting, it's not just this like awkward silent waiting room that you're waiting in. But it has like really yummy treats and it has some kind of—Café Gratitude is a really great restaurant in Los Angeles.



It has become really popular, and they always do a question of the day. And it's just to inspire community. And they always say that at the end of the day that our restaurant and creating amazing good food is just a conduit to build community. And so I think, again, what really has been preached in this workshop so far, this whole summit so far has been the engagement to really looking at your brand as an experience and not as a brand.

And so when I come in to this experience and I sit there—and by the way, that I'm engaging with these other couple girls who are in there getting things done, and you create that kind of therapy.

MS. DUCKETT: That's proper therapy.

MS. JONES: It's complete therapy. It's like I'm probably in there because I'm stressed out because I'm totally over-scheduled and recently broke up with my boyfriend. And I'm trying to get to the gym more often, and all of these things. And I think when you're able to bring that really intense cadence, to bring that down a couple notches, and like you said, to not take yourself so seriously.

The worst thing is when you walk into a spa and then you get admonished for like talking or something, like shh, it's a quiet zone. And you're like bro, if you only knew what I was going through today.

MS. DUCKETT: Especially as another lovely—I've borrowed so many phrases from Alexis over the last couple of days, white knuckling youth. Now we know that this demographic are going to live longer, although actually I keep hearing figures, and when I've checked with the WHO, it's a third, a third of this demographic will get to be over 100. I think we all assume all of them are going to get to be 100. Well no, I think it's as little as a third.

However, that's still a large amount of people, and because of that, they know that they're going to be around longer and they want to look younger longer. So beauty is not a dirty word. I think sometimes at the summit we get a bit—we talk of wellness, which is a huge passion of mine, certainly.

But beauty is great. Beauty can make you feel very good, good self-esteem. It's an entry point into more deeper type of therapies in the spa world, but I think that—

MS. MARSHALL: But also beauty, they're not embarrassed about it. I know you're going to find this hard to believe, but one of my clients is a plastic surgeon, and he's opening a wellness spa, a medical spa, so he was giving media Botox for free. But we're baby boomers, so we don't like talk about that.

But I had a millennial gay guy, beautiful say, "No, I'll take some." I'm like well, "You don't need any." He goes, "Take my picture while I'm getting it," and I was like okay. And it was like going in his face, filler, whatever and he posted it immediately, trying this, see what it is. Don't judge me.

And then he got so many responses, he texted me right away and said, "Make a special offer to my friends and you'll sell more. And this is why I say, think. We made a mistake. We didn't do it. Don't make that mistake. Think on your feet. Listen to your millennials. If they have a suggestion, see if you can do it.

MS. DUCKETT: And then you mix this vanity and sanity aspect. You're doing both. You can't have one without the other, so-

MS. WEISMAN: It's very scary because everything is in real time, and they can either have a really great experience and tweet away about that, or if they have a bad experience, it can kill your business in a nanosecond. And it's really important to understand that their experiences will go public in real time. So in my world, with work, in the workplace, it's all about expectations. So what we have found is that they're seriously divergent expectations employed-

Young adults are coming in to the workplace with this set of expectations, and employers have this set of expectations. And what we all have to do, whether we're employers, or parents, or selling products or services, is try very hard to do your part to lessen that expectations gap and one way could be asking them, "What do you want out of this experience?" and then trying to-

MS. DUCKETT: And they might say, "I don't know. Tell me what it is I want."

MS. WEISMAN: That's okay because then you have an opportunity to help shape their mind, and enter them, and provide them with what they should be thinking about.

MS. DUCKETT: Sure. And here's another thought, and I don't know. How much time have we got? I've totally lost track. Oh ten

minutes, wow. And does that include questions? Yes? Just before we get to questions, I just wanted to sort of throw a huge net over everything we've been talking about because I don't know about you. When I come out of these things, I think there's lots of interesting things.

And I walk out the door and go, "I don't know what to do with any of them. How do I actually put any of this into action?" I was at a forum the other day and heard all about global wellness day. And I think it was a genius idea and I can't believe no one has done it before now.

And I think what would be fantastic for this demographic, for all people, but in particular, I think it would resonate really well is to do something with global wellness day, but really targeting this age group because they will bring other people with them. And I say yes to doing something for the millennials, in conjunction with Global Wellness Day, which is next June 30th, and it's on a Saturday. So let's going to have fun in spas on a Saturday.

Global Wellness Day, I say yes, June the 30th. So that's an aside and I'm sure they'll be more discuss about that, at a later stage. Questions? Yes. You're sitting very demurely) in the corner there. Stand up.

FEMALE VOICE: My question is regarding the failure, that you were saying. I have a university - - of design field and media. And I deal - -. And the thing with failure, I think it's truly important. I agree 100% with you and in the case of Google, Google gives a price for the greatest failure-

Yeah, the Google company gives a bonus on the greatest failure on a good project, which I think is excellent. And I think-and the university that I have that - - some creative students. And all of which-well we try to encourage them to do good projects, we do with good research. And if they fail, great failure. I think you have to teach the young generation to fail.

MS. DUCKETT: Yeah, because I'm not sure about rewarding for failure. I think that makes them less resilient but are you saying that-

FEMALE VOICE: No, if a great project fails, you tried.

MS. DUCKETT: Okay.

MS. MARSHALL: And it's also the teachings that come out of that, the debriefing, the learnings. What have I learned from that? What can I do better?

MS. DUCKETT: Exactly.

MS. WEISMAN: Because they're again, neuroscience, and I'm not a neuroscience expert, but I've read enough that basically you're programmed by your experiences. So if you have a success, you think that everything that worked toward that success the first time will work the second time around. So you're programmed to make the same decisions or the same kinds of decisions, and you have to be able to evaluate, "Where did it go wrong? What could I do differently? How could I do better?"

MS. FOLEY: And it gives them the confidence to try again and fail better, if necessary, the next time.

MS. DUCKETT: But wait. Where does the spa come into that? Doing more mentorships, brands, doing partnerships with universities?

MS. WEISMAN: I would say that one thing we forgot to bring up is that your employees will most likely be millennials. So let them try things with you. They want feedback. They want to be listened to. 80% of them said, "I'm going to leave a job if they don't listen to me and talk to me about my progress, not wait for a six month evaluation." So say, "We're going to try this. Let's do it together and see what we learn from it."

MS. JONES: And I think also just—and I'm trying to come up with some like really tangible things so you walk out of this with like, oh, that's applicable to me. And one of the things is I think that because we are so passion driven and because we are so willing to walk away from a job where we don't see a double bottom line of integrating some kind of social issue into what you're doing.

And maybe that's Saturdays once a month that you're inspiring your employees to donate one hour of their time to a local homeless shelter, to give facials and stuff. That kind of stuff is going to keep them tethered.

MS. DUCKETT: That's yes, Global Wellness Day [crosstalk]—

MS. JONES: Because they're going to be—absolutely.

MS. DUCKETT: -hospitals. One could really work in so many different ways.

MS. JONES: Absolutely. And I think we're super local driven, too. So like seeing you tethered to local nonprofits. And it's not just that, it's not enough to do the like a percentage of the proceeds, where we're like yeah, that's like fake talk for you pretending to give, as opposed to these are like three girls that we identify that we are going to give facials to on the Saturday.

If you want to come, we would love for you to be involved. There's not a millennial that wouldn't show up for free to donate their time because they're passionate about that.

MS. DUCKETT: Thank you, Alexis and somebody knows all about facials, Susan Holmesworth [phonetic], do you have a question?

MS. SUSAN HOLMESWORTH: Suzanne, team, thank you. Great presentation. My question is you're very U.S. centric, with a couple of Brits in there. Do you find the millennial patterns, millennials patterns are the same globally because I don't think they are, but I'm asking you the question

MS. DUCKETT: Not such volume.

MS. HOLMESWORTH: No I think their patterns are different, though, in Asia for instance and so that's my question. So the way we market, for instance, should we be doing it the same in all-

MS. DUCKETT: The social media, the social media, a lot of the stats that I've been telling you about come from Google, which was the global study on how they're interacting with their devices and how they're engaging with their social media.

MS. WEISMAN: Don't forget, it's a global marketplace. They hear the same news. If there's a shooting here, if there's something, it happened to the globe. And the tiger mom is from Asia, the big book about tiger mom. So I think these things are affecting the planet.

MS. JONES: And not to mention, I have a qualifying question on what exactly do you mean by patterns? And two, the U.S. exports 80% of the world's media. So when you're looking at the greatest impact on youth, when youth globally are consuming over ten hours a day, they're consuming 80% of what

America is preaching with regard to media. So you're seeing this huge impact that I think all resonates. Yes, ma'am?

MAGET: - - different realities. I think I agree with the lady here because, for example, I take Africa, and I'm all into this. But a lot of the youth there doesn't have the same concerns because here you are, "Oh well, if my job doesn't provide a social—if my job doesn't do anything socially responsible then I'm out of there." Well those people are just happy to find a job in the first place. So it's totally different. I totally agree with what you're saying.

MS. DUCKETT: What three things, Maget [phonetic]? What would you say the millennials from Africa, what would be the three biggest issues they have?

MAGET: Well number one, at this point they just want to have a job, a decent and a safe job that they can rely on until they can build their, their families and their lives. I think the -- pyramid is very—we're not all at the same level of that pyramid. So what do they want right now? It may sound very boring, but they just want a good, safe, decent job that's allowing them to grow a family.

FEMALE VOICE: - - from Asia, a majority of the millennials in the world today are from Asia. That's the statistic evidence. And I was doing a tiger census in India, and that's what pushed me towards researching this more was that the majority of people who came for the census were guys from the IT industry, and they were all 30 and under.

And my question to them, because I was the oldest in the group, and my question to them was why? And doing a tiger census in India is like living in the Boondocks, in forest lodges that are haunted and dilapidated in the midst of the forest. And they were all getting away from the gadgets and from sitting. That was the biggest crisis, of sitting.

MS. DUCKETT: Sedentary lifestyles.

FEMALE VOICE: And when you meet people who run kayaking towards a whitewater rafting in India or deep in the Himalayan treks, the people who are going for those treks are the millennials. This is Indian statistics that I'm sharing with you.

MS. DUCKETT: Thank you.

FEMALE VOICE: Since the majority of our population is under 30, and that's interesting. That's what they want. And it gives

us all an idea that creating offbeat retreats in the spa industry, creating experiences where they're off from the gadgets-

MS. DUCKETT: Off grid, yeah.

FEMALE VOICE: Yeah, is also something that's-

MS. FOLEY: It's also experience that gives them space. That is the other thing that is lacking.

MS. DUCKETT: And head space and physical space.

MS. FOLEY: You need head space as well as physical space.

MS. DUCKETT: Yes.

MS. MARSHALL: I think the economy, the dip in the economy or the recession has humbled U.S. young adults. And I think it's humbled young adults throughout the world. But what is very, very key is that this is a generation that is very discerning. They've had information at their fingertips. If they don't know something, they will know it in a second because they can look it up.

I sent my kid away to college. I said, "I have to teach you how to do laundry." He says, "Don't worry Mom. I can Google it." Okay? So it doesn't even phase them that they don't know something. So don't ever underestimate and I think in the U.S. and globally, it's a very discerning generation.

MS. DUCKETT: Thank you. So we might have time for one last question. Do we? A quick one. This chap here. Hello.

MALE VOICE: My question is more a practical one. We have in - - all of the people like 70 and older. My question is more practical here because spas have typically different generation of people in the spa. Right now I would say the most complicated one before I was here is the older generation, 70 and older because they always are such strict. Now how can I combine both the millennial and the older people, especially the 70 and older?

MS. DUCKETT: I personally think if it's a very medical institute, a very medical spa. I don't know how possible that it, certainly not for the U.K. spa goer. However, there are more hotel and resort spas. There were lots of spas really

starting to bring in that three generation, grandparents, parents and millennials.

And they are doing that very well by having really specific programs for each of the age groups, but then this coming together time. They're bringing photographers in to take pictures of the family together because it might not be very often that they all go on one holiday and that kind of scenario.

But it's tailoring. But I don't know, I don't know if all spas can really get away with that without annoying all of the people that are there and not getting it right for anyone. Would you agree, Jo, globally?

MS. FOLEY: I'm not sure that there are certain months that you can mix. There has to be horses for courses. But perhaps your spa is not one that you can get, but you should get them socializing. There's nothing that an older person, a 75-year-old, 78-year-old would like than just sort of sitting down and having a chat with a 22-year-old because their problems, and their fears, and their hopes have great similarities, and they can help each other.

MS. WEISMAN: And so to walk away with a tangible, one thing that we're doing in the workplace is we're creating learners and leaders programs. And learners are not the young generation all the time. They're the leaders at times, and so it's a learner leader program where the learners can be the older folks, teaching the younger folks certain things. And you develop a training program around that or an instruction around that. And the young adults can teach the older folks about tweeting, about social media—

MS. DUCKETT: Yes, bridging the two worlds.

MS. WEISMAN: —about marketing, about digital media, so you're really melding the two worlds.

MS. MARSHALL: And don't—and feel sorry for millennials because they're thrown on the—

[Audio ends abruptly]

[END RECORDING]