

**“A STUDY OF CHALLENGES AND FUTURE PROSPECTS OF WELLNESS TOURISM IN INDIA
AN EMPIRICAL SURVEY AT MYSORE”**

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Abstract :

“This Thesis is a research on how we can Empower and Educate the Indian Population to reap benefits from a wellness sector and transit their lifestyle from Curative wellness to Preventive Wellness mode. The idea behind Wellness is how “Not to get sick” rather than finding cure after falling sick. With growing awareness and health consciousness in the growing population of India, wellness comes as a rescue to take away the pressure building on the health care system/sector. This research emphasizes on promoting stress free healthy society and lifestyle of emerging Indian population.

Health is Wealth: ‘Health is wealth’ is a world-famous proverb concerning health. A healthy body is defined as the overall ability of the body to function well. It includes the physical, mental, emotional, and social health of all individuals. When one maintains good health, he/she opens the key to happiness. Health is the most important aspect of our lives, and we humans abuse most of that which we receive free and our body is one such outstanding entity. We realize the value of health only after it is lost. We need to take a holistic approach towards health and strive in the direction of achieving happiness in our personal and social life. As we filter down, we reach a point to identify the purpose of our lives, our culture shift and transmit one-self to achieve spirituality beyond worldly pleasures. The journey to wellness begins with a healthy frame of body and mind.

This article focuses on the “wellness and tourism “sector in India and how these two aspects can be intertwined to extract the positives of both “Wellness and Tourism “benefiting the Population at large, breaking the monotony of a hospital stay by providing more pleasant and relaxed accommodation at a wellness care centre or Resorts wellness wings as a part of promoting health or wellness tourism. In a holistic approach to wellness treatments and therapies which restore the vital balance among body mind and spirit toward equilibrium and healthy harmony. This harmony re-balances and restores the energy flow bringing about overall well-being. The wellness industry in combination with Medical care provides Predictive and Preventive, approach towards one’s health and hence it outshines the normal practices of a hospital environment. It’s just not the cure, but the care which heals people and wellness centre should provide both hence it turns out be a win-win combination to assimilate Wellness with health care.

1. Introduction:

1.1 Introduction to research:

The research as the title “A study of challenges and future prospects of Wellness Tourism in India an empirical survey at Mysore ”of the research suggests to explore the requirements and needs of wellness tourism strategies for wellness units in India as a whole and wellness centers and units at Mysore to bring overall turnaround for the Indian Wellness tourism industry to make it more competitive to suit the needs and aspirations of customers and compete with the strong rooted allopathic and other medical systems and international wellness units abroad . The study has taken up an empirical study of the wellness units, wellness services, wellness tourism of the units operating in Mysore.

Two kinds of wellness customers are identified in Mysore as well as in India. First category are those who travel from other cities or foreign destinations and stay in resorts or wellness center lodging facilities and the second category are those who are from the same geographical conditions who are basically the local population and who are willing to spend on their wellbeing.

Here after the word – “wellness customer” or “customer” or WC* means it is the wellness tourism customer at Mysore wellness units. The customers who enroll for wellness services and programs for a week or a month, stay for two purposes one wellness wellbeing and other for touring very nearby places before or after along with their wellness therapies planned. Mysore has evolved as a place where many wellness centers has come up with affordable lodging facilities and resorts with wellness services embedded with them in comparison to many other destinations in Karnataka.

The research mainly focuses on finding the present level of wellness strategies of Indian wellness units and focusing their attention at Mysore and their current operational flowcharts, w.r.t people–process–facility (PPT- availability, quality and services) as per customer evaluation and their current critical factors leading to success of their units. The Study will outline the factors which will be critical for their future success in the wellness market. By assessing their present strengths, weaknesses, threats and opportunities (SWOT) the study will bring out the future dimension necessary. The survey will have a firm foundation on the feedback of wellness customers (in charge of sector*) and their needs, aspirations and to find the “need for change”, “need for improvement “, “need for innovation “and to give the wellness units and its services a vertical growth in the market.

The research is focused mainly on “SWOT” analysis of the Indian wellness units and wellness tourism keeping Mysore at its focus. The research will be addressing the issues keeping the parameters of change, improvement, innovation required in the wellness tourism plans and strategies for Indian wellness units. The research focuses on customer’s happiness, health and overall wellbeing and their satisfaction level with continuous improvement plan as a part of wellness centre strategic planning. The study is conducted at the three major wellness centers at Mysore to draw conclusions which can be used as the base for future planning of wellness sector across the nation.

Tourism – wellness tourism / health tourism / medical tourism – words are synonymously used in the research though giving the same meaning which might also slightly differ as per their selection of ayurvedic /traditional wellness services/ allopathic / naturopathic systems or treatments. In the context of our research, they all mean the same and we are addressing the same class of customers.

2. Literature Survey.

The research has taken up an exhaustive secondary survey to arrive at a conceptual base for the present research, research questionnaires and to find out the research GAP. This literature survey coupled with discussion with the experts in the field of wellness and health tourism, the players in the wellness units, guides and professors has paved way in designing a conceptual framework, research gap, designing the overall objectives, hypothesis of research and the hypothetical conceptual research model which will have to be tested using different research methodologies. The literature survey has been done on following broad spectrums:

- a) Introduction wellness sector
- b) Introduction to health tourism / medical tourism/ wellness tourism
- c) Indian scenario –Wellness and health tourism
- d) Global scenario - Wellness and health tourism
- e) Literature Review of Wellness and Health Tourism in India.
- f) On the basis of research GAP, A conceptual framework and a model has been designed.

2.1 The conceptual frame work of research arrived at is as under:

To study the wellness management, operations and services of Indian wellness tourism units ,under the frame work of People- Process – Facility – (technology) PPT model to understand the main factors and sub factors of research parameters in depth ,to have an insight into the most important (essential –expected services) factors which lead to overall customer satisfaction and help understand the present strengths and weaknesses of their processes and strategies and find the CSF’s (critical success factors) of their survival, growth and expansions.

Thus, the literature survey shows that “the subtle aspects of wellness management, operations and service delivery strategies in wellness tourism” adopted presently by the Indian wellness units and “the study of strengths, weaknesses and critical success factors”.

2.3 The Research questions.

The main focus of research is to find the current scenario, its challenges and future prospects of Wellness Tourism and its services in India. It addresses the critical success factors responsible for wellness sectors in India and to find the areas of changes, improvements and innovations with a help of empirical survey done at Mysore units, for their vertical growth and turnaround in all its wellness operations and also find all “the lessons “that have to be learnt by the SWOT analysis of the present wellness practices and operations at their units *is the research question of this thesis.*

2.4 Conceptual Frame Work And Research Gap.

The literature survey on the following aspects mentioned below have been exhaustively done to find the real research gap and to arrive at a research questionnaire and the details of the literature survey will be elaborated in section 2 In Introduction to wellness sector, introduction to health tourism / medical tourism/ wellness tourism, Indian scenario –wellness and health tourism, Global scenario - wellness and health tourism and Reviews of literature on wellness and health tourism in India.

2.5 The conceptual frame of research arrived at is to study the “wellness tourism and its operational strategies “of Indian wellness units - and to find their strengths, weaknesses, and critical success factors for their survival, growth and expansions under PPT frame work encompassing all AAN three modes of medical systems which are responsible for the uninterrupted growth. The study of pre-sample survey, elaborative literature survey shows a clear-cut research gap. Hence this research.

3. Independent and dependent variables of research:

The literature survey with pre- main research sample survey of wellness sector and wellness units have shown a clear path of the present research journey there by arriving at four main factors of research, out of which three are independent parameter and fourth is the dependent parameter.

The main research thesis shows the extent to which these factors and sub factors display their dependability and relationship, paving way to the clear and deep understanding of the wellness system in these units and which will be useful in arriving at a meaningful suggestions and conclusions at the end of this research.

Three Independent Parameter of Research

I Process based wellness operations: - The kind of operations in place.

II People Based Wellness Plan of Action: - Expertise of people from different medical and management backgrounds

III Technology / facility Based Wellness Plan of Action: -Advanced and updated Technological innovations in place.

Dependent Parameter of Research (fourth factor)

IV Total Customer Satisfaction: -The success factor of any commercial or non-commercial units solely depends on client satisfaction. It is this sole concept which will keep the organization or a even a service venture alive and successful.

3.2. Research objectives and Hypothesis

The research objectives explore the need for change, continuous improvements and innovations required in designing “wellness operational strategies “(PPT frame work as a base) for Indian wellness units to achieve vertical business growth in emerging wellness market. The research brings descriptive SWOT analysis study of the present market scenario, their practices and operational strategies which provides a new dimension for the emerging wellness trend captured by business stepping into Wellness services in India.

The Research objective is multidimensional with lot of contributing parameters and thereby expanding our scope to study these Parameters further and to arrive at a conclusive research thesis: To Study

- The People, Process and Technology based factors of the wellness units in India.
- Determining factors to achieve total customer satisfaction. (Expectation Vs Reality, Feedback system, quality and affordability)
- The challenges in performing a realistic SWOT analysis of the Wellness units.
- Continuous improvement in terms of PPT to meet the raising the competition.
- Challenges in process implementation (Cost, Infrastructure, customer knowledge, Accessibility)
- Evaluating their present market conditions with their pre designed growth strategies and transforming them into a competitively successful business unit by providing reliable and realistic growth platform.

3.3 The generic and specific objectives of the research are listed as follows;

The Generic objectives are obtained from respondents' feedback (Wellness Executives, wellness Partners and Customers) about their present level of operations and to design a suitable plan for further improvement.

The specific objectives of the research could be listed as follows: In specific terms we concentrate on identifying

1. The need for innovation.
2. The need for advanced technological interface.
3. The need for alleviating the customer experience.
4. The need for multilevel infrastructure.
5. The need for skilled professionals.
6. The need for continuous improvement.
7. The need for a perfect balance of investment along with the quality care and Return on investment.
8. The need to assess the growing market demands and competitive threats.

Based on these concepts we shall be able to assess the gaps which needs quick refilling and refueling and design a comparatively suitable and successful model for wellness operations upcoming in the Indian sector.

3.4. The Hypothesis of research are listed as follows;

The preliminary sample for the above research has been obtained from a various discussion and questionnaire survey with the selected respondents from Mysore wellness units which has led us in performing NULL hypothesis:

1. **Hypothesis -1: H₀₁** the present level of wellness operations, services and strategies of wellness units at Mysore is NOT sufficient to be competitive in market and to have vertical growth in Indian wellness sector. (strength and weaknesses)
2. **Hypothesis -2: H₀₂** There is NO significant difference between the measure and perception of "overall customer satisfaction" on the wellness operations between customers view point and wellness executives view point.
3. **Hypothesis -3: H₀₃** There is NO significant understanding of the strength and weaknesses by the wellness unit's "administration and management executives" at Mysore.
4. **Hypothesis -4: H₀₄** There is NO significant understanding of the critical success factors by the wellness unit's "administration and management executives" at Mysore.
5. **Hypothesis -5: H₀₅** There is NO significant effort in the three important factors (PPT sub factors) of wellness operations towards achieving the customer satisfaction by wellness units at Mysore.
6. **Hypothesis -7: H₀₇** There is NO significant effort in the three important factors of customers satisfaction (overall Customer care issues, feedback systems, Quality of personalized wellness service) by wellness units at Mysore.

The following hypotheses have been framed by the initial survey and has to be investigated further by primary and secondary research survey on the subject matter of the research.

3.5 Hypothetical Conceptual Model

Hypothetical conceptual model has to be tested to identify the availability, dependability, quality, efficiency and effectiveness of each main independent factors and its parameters in concurrence with the dependent factors and its parameters. The factors leading to customer satisfaction has been studied and served under different sets of frame works.

- People, Process and Technology – facilities involved in wellness operations and services.
- Preventive Wellness, Curative Wellness and Maintenance of overall wellness of an individual.
- Customer care issues, feedback systems, Quality of personalized wellness service parameters.
- Allopathic, Ayurvedic, Naturopathic systems of medical systems.
- Strength, weakness and critical success factors – understanding, delivery and implementation in the wellness operations.

Though it might be difficult to elaborate all the issues in detail which might be extending beyond the scope and duration available in this research journey, but a sincere effort has been made to bring out the optimum blend of all aspects in a lucid and clear manner leading us in delivering a meaningful suggestion and conclusions.

Research methodology:

The Sample is obtained by a survey involving direct discussion, interviews with the selected respondents working at Wellness centers as Wellness administrative and management executives, wellness service delivery personnel team, and most important of all, the feedbacks obtained from wellness customers at Mysore (in Mysore market). Besides the Primary survey, the methodology also includes the secondary survey wherein we have obtained information from various books, articles, management journals, research organization records, research magazines, conference proceedings and annual reports of the sample survey organization and units with additional information on wellness operations, services and strategies from web sources. The research tries to find the relationship between these independent and dependent variables and which parameter –factor and its sub-factor decides the growth and provides favorable and substantial elevation of the dependent parameters analyzed.

4.1. Sample survey: The survey organizations selected for the research are:

- a. Mentioned As Unit 1 – Palmyra Resort Cum Wellness Centre.
- b. Mentioned As Unit 2 – Indus Valley Ayurvedic Center
- c. Mentioned As Unit 3 – NKCL Wellness Center

The study mainly goes into research through a primary sample survey to find the present level of success of wellness operations at survey units and by way of random sample survey of the respondents through a questionnaire study conducted on these selected wellness units at Mysore. This primary survey would be based (on customers, wellness executives and wellness delivery executives) coupled with the discussions and interviews of the other employees working in these survey wellness units.

The research has designed the null hypothesis with regard to the objectives of the research and the same would be tested under statistical study using random sampling methods, stratification techniques and suitable statistical tests. A questionnaire would be designed keeping the independent parameters identified by the research w.r.t their relationship with dependent parameters of research and the same shall be used for the obtaining the primary sample at various wellness units at Mysore. The research focuses on the survey study at Mysore city only. The survey is conducted on the customers and wellness executives, deliverers of wellness service as respondents from the above units selected for research.

The stratification of data of respondents selected for the research is as follows: Table Sample Size			
Wellness	Delivery	Customers	Total
Executives	Executives		
Management			
Unit 1 -10	30	120	Total= 160
Unit II -10	30	120	Total= 160
Unit iii - 10	30	120	Total= 160
30	90	360	480

The sample size and sample organizations were classified as follows for the sake of this research study. The survey was conducted with a sample study on randomly selected numbers of respondents from all the above classes (wellness executives, deliverers - class and customer's class) which are stratified under the unit levels as mentioned above (so that the generic results as well as stratified results in each units and cadre could be arrived at by the research).

Data collection and analysis methods:

The **primary data** collected out of questionnaire survey would be stratified, averaged, and studied, after a proper analysis through the suitable statistical test the interpretations will be drawn and hypothesis of the research will be put to test of proof. The **secondary data** such as text books, national and international management journals, research organization records and research magazines, national and international conference proceedings, articles published on the web sites by these wellness units/organizations/sector, their annual reports, their circular, magazines, newsletters etc. are also verified for a better understanding of the above subject of matter of research in these survey units.

4. Significance and limitations of the study:

5.1. Significance:The study would contribute significantly in understanding how to bring new marketing strategies in particular to wellness operational and services strategies of Indian wellness units in association with the allopathic and other medical systems.The study gains its significance through its conclusion which could be simulated, and thereby the advantages could be realized not only by the wellness units in Mysore, Karnataka, but also by various other players in the industry across the world. This could be used for other wellness units based on (not covered in the present research- and nota part of the scope of present study) homeopathic, unani, acupressure, acupuncture, reiki, Japanese aqua therapy and other alternative Indian traditional system (not covered in the present research) in other Indian states and other parts of the world.The Study also helps to investigate further on how the outcomes of these research parameters could be used to build a successful wellness operational strategy for Indian wellness sector which can alleviate the industry progress vertically.

5.2. Limitations of the study :

As the research and the survey is limited to the analysis of only three wellness units at Mysore this becomes the first limitation of research. The research is limited by time constraint of three years of research. The survey sample size of respondents totaling to 480 which include around 30 wellness managerial executives, 90 wellness delivery executives (wellness service delivery personnel team, other boarding and lodging facility providing personnel) and 360 customers out of thousands of wellness customers and hundreds of wellness units in operation in India is one more limitation of the research survey.

With all the above limitations quoted, as a researcher we still feel the conclusions we have arrived at the end of this study can still be considered as adoptable by wellness sectors across the country or even abroad with necessary modifications suiting their demography.

6.1 Introduction:

This section presents the highlights of the research, its major findings, and suggestions with regard to the research study.i.e.the study of different parameters of wellness –to assess in detail the “the present standard and quality “of wellness systems, processes, people and the technology practiced and implemented at these survey wellness units and to move towards achieving long term sustainability and creating a benchmark through reforms adopted after customer and executives feedback review.

6.2 Major Findings:

This thesis on “the wellness tourism “was conducted to assess the current operational strategy at these wellness units, their preparedness for the dynamic changes in the forth coming future, their potential in terms of people management, service quality, infrastructure that they are currently offering to customers and to assess the critical success factors, strengths and weakness which will be crucial for their survival in the racing competition around. To summarise these wellness units or in general any wellness unit should concentrate on Image building, brand building, customer retention through customer delight as it will become the top order for these wellness units in the immediate future as wellness has gained a global attention.

6.3. Major findings and suggestions of the thesis with reference to each objective of research:

The major findings of the research with regard to each objective are detailed as follows:

Findings with regard to objectives are as follows: The overall research survey on the basis of responses obtained from Managerial, Operational, Administrative and Wellness Customers along with additional discussions with Top management and Proprietors of these wellness units along with the suitable statistical analysis, the research reveals that:

Findings of the research: The present level of **wellness delivery standards and services** are of **medium level**(as per customers) and are at **high level** (as per executives). **The** Wellness strategies applied at most of the Indian Wellness units is basically focussed on Ayurvedic, Therapeutic, yogic, naturopathic, way of healing. This focus is due to our strong cultural and ancient ancestral influence which runs in our system and defines our wellness state of being. Wellness has not remained as an in-house concept now; the dimension of wellness is vast spread with a touch of technology and innovation in its concept it has evolved as a wellness way of life for the generation today. We in this research have tried to assess the standard and quality of service, people, process and infrastructure adopted by the units offering wellness care. With the systematic approach and analysis, we have come to a conclusion that services offered in these units are not up to the mark set and expected by customers. These units have not made their mark in the minds of people/prospective customer/clients. Though the study marks out a major short coming, it does not deny the fact that they do have few strengths in their favor to a certain extent which is highlighted in the above paragraph. The critical success factors identified had to be worked out immediately and the loopholes have to be plugged for betterment of their wellness units.

The “most important & significant factors expected by wellness customers” (Feedback response review) have not been identified and embedded in their wellness activity. There is a very poor feedback systems at present, there has been no affirmative action’s or positive changes integrated in their wellness design or delivery process post feedbacks by the customers. Wellness units have enormous opportunity to imbibe innovation in every aspect of their practice. But as rightly quoted “until one wishes to change the change will never happen”, holds good in these units who are still under the belief of running their units as they started off with decades ago. The only understanding these wellness centers should come to is “Change is the order of the day and its constant and innovation is the key to sustainability”. As the industry grows, competition builds, and without a competitive strategy any industry will soon become obsolete and be thrown out of the show.

SWOT: Research revealed that the strength and weakness analysis is as follows:

Strengths:

- a) Holistic way of diagnosis.
- b) Well qualified and professional Ayurvedic consultants.
- c) Therapeutic yoga practices by master yoga trainer,
- d) Simple health tips like the quantum of daily water intake, nutrition, well balanced meal plan.
- e) Meditation and Pranayama teaching and practices.
- f) Customised Panchakarma Treatments.
- g) Other naturopathic treatments offered as per the diagnosis and requirements.

Weaknesses:

- Only preventive systems (only ayurvedic) adopted
- No allopathic diagnostics or reports used as a part of wellness program.
- No maintenance based or curative based (allopathic / ayurvedic /naturopathy) based wellness treatments available
- No loyal customer discounts package is given.
- Customer feedback systems are very weak or absent at all levels. (front office, wellness operations front, resort services front)
- No personalized services designed to suit the individual wellness customer needs, aspirations and health levels on the basis of their health reports.
- No allopathic diagnostics- health care facilities at the resort itself in all three units
- No special wellness plans for elderly citizens. Only generic plans for all customers on the basis of customer’s choice.

- No team effort between resort services personnel and the wellness delivery –operational personnel in these
- Customer relationship Management (CRM) strategies are not adopted to augment image building and expanding their customer base.

Critical success factors of wellness operations and services:

- a) Team effort between wellness operational staff and the resort executives.
- b) The very high standards and quality of delivery in “traditional wellness expectations like ayurvedic diagnostics, traditional yoga practice, health tips, meditation techniques, panchakarma- treatment and spa treatments “
- c) Customer expects a “very serious attitude “from wellness operational service personnel.
- d) The neatness of the resort, quality of food, doctor on call service required.
- e) Preventive, maintenance and curative embedded services are critical success factor of wellness services.
- f) Ayurvedic, allopathic and nature cure integrated services (diagnostic and curative) will be great and unique selling proposition of any wellness centre which tries with this plan of actions.
- g) The “total quality of customer quality service “add on -components like customer feedback after each service, customer care, safe and secure treatment rooms, cleanliness of the wellness treatment area and resting lobby, entertainment at the waiting lounges, parking facility and other minor problem areas shall be addressed and improvised at the earliest as they become the critical factors for success of these wellness units.

First hypothesis of the research’s findings:

Hypothesis -1:The survey revealed that this Hypothesis is proved on the basis of overall results. The present level of wellness operations, services and strategies of wellness units at Mysore is not significant and sufficient to be competitive in the market and to have vertical growth in Indian wellness sector. There is a need to redesign and redefine the whole processes, personnel training and facilities to become a competitive brand in wellness sector.

Second hypothesis of the research’s findings:

Hypothesis -2: The survey reveals that this Hypothesis is proven on the basis of overall results. There is a significant difference between the measure and perception of “overall customer satisfaction” on the wellness operations between customers view point and wellness executives view point.

Third hypothesis of the research’s findings:

Hypothesis -3: The survey reveals that this Hypothesis is partially proven on the basis of overall results. The survey reveals that there is a partial understating of the strength and weaknesses by the wellness unit’s “administration and management executives” at Mysore.

Fourth hypothesis of the research’s findings:

Hypothesis -4: The survey reveals that this Hypothesis is partially disproven on the basis of overall results. The survey reveals that there is a partial understating of the critical success factors by the wellness unit’s “administration and management executives” at Mysore.

Fifth hypothesis of the research’s findings:

Hypothesis -5: The survey reveals that this Hypothesis is partially disproven on the basis of overall results. There is a partial, but committed effort in the three important factors (PPT sub factors) of wellness operations towards achieving the customer satisfaction by these wellness units at Mysore, but which is not very significant and sufficient to satisfy in delighting the customer expectations.

Sixth hypothesis of the research’s findings:

Hypothesis -6:The survey reveals that this Hypothesis is partially proven on the basis of overall results. There is partial, but committed effort in all the three important factors of customers satisfaction (overall Customer care issues, feedback systems, Quality of personalized wellness service) by wellness units at Mysore.

6.2.3 Other important findings from the statistical survey:

A statistical analysis at the end of questionnaire survey gave rise to a lot of different opinions which are summarised in brief as under:

1. Feedback systems at all levels are not in place and needs improvement w.r.t the customer additional requirements at all stages of wellness service.
2. The allopathic wellness services are also expected by customers.
3. Simple ECG, diabetic and blood pressures regular checks are expected by the customers.
4. The training programme for wellness executives not sufficient.
5. The Wellness panchakarma treatment not standardized.
6. The no standardized remuneration policy for operational executives.

6.4.1 Major Suggestions with regard to the research:

The suggestions based on research findings are as follows:

1. The research suggests that the present level of these wellness units' strategies is not competitive and viable and hence needs an overall improvement in their wellness journey ahead.
2. The research suggests that these - units needs should learn and adopt strategies and techniques from other global players in the market and bounce back with a more aggressive approach if they plan to stay in the business and thrive. Any negligence will only make the firm undergo financial distress and cease to exist in no time even though they are market leaders in one small segment of the demographic area, sooner or later the growing competition will skim the market share and drown them completely.
3. The research survey suggest that the following aspects have to improved immediately in all the - units:
 - a) Front office staff and wellness operational training
 - b) Wellness pattern and process
 - c) Overall Customer service quality
 - d) Communication ability of the executives should be improved.
 - e) Staff and executive's remuneration policy and incentive system for better service
 - f) The management and executives should take care of customers with dignity and care.
 - g) The happiness and enthusiasm level at the company operational executives should be improved.
4. The research suggests that the unit's wellness strategies and processes have to be drastically improved and modified according to the changing needs and aspirations of each batch of customers. Since the study has already proven that there is a direct correlation between "customer satisfaction" and "wellness service quality level "at these survey units.
5. The research suggests that there is a need for a committed and sincere wellness manager
6. The research suggests that a better motivated team (wellness operational personnel) would be able to achieve better market reach and greater customer satisfaction.
7. The research suggests that customer care, cleanliness of the resort areas, parking area, discount programs and other minor issues have to be taken care to achieve better customer satisfaction.
8. The research suggests there is a need to have a time-bound result-oriented action plan from these units for their wellness activities in bringing the "integrated wellness services "if they really want to survive grow globally.
9. The research suggests that these - units needs a lot of drastic improvement in their promotional, advertising and other wellness operational action plan to gain vertical growth and market presence in Indian Wellness as well as global wellness sector.

10. The research suggests that ***as there is wave of “yoga, alternative therapies, meditation, and Wellness substitutes to better health”*** is catching up in India and as well as abroad. This new wave could be utilised by the wellness sector

11. Now wellness treatment to “avoid ill health, rather than get cured after illness” philosophy - now seen as an alternate to the allopathic medicines, should be encased by all wellness survey units.

6.4.2 Major findings:

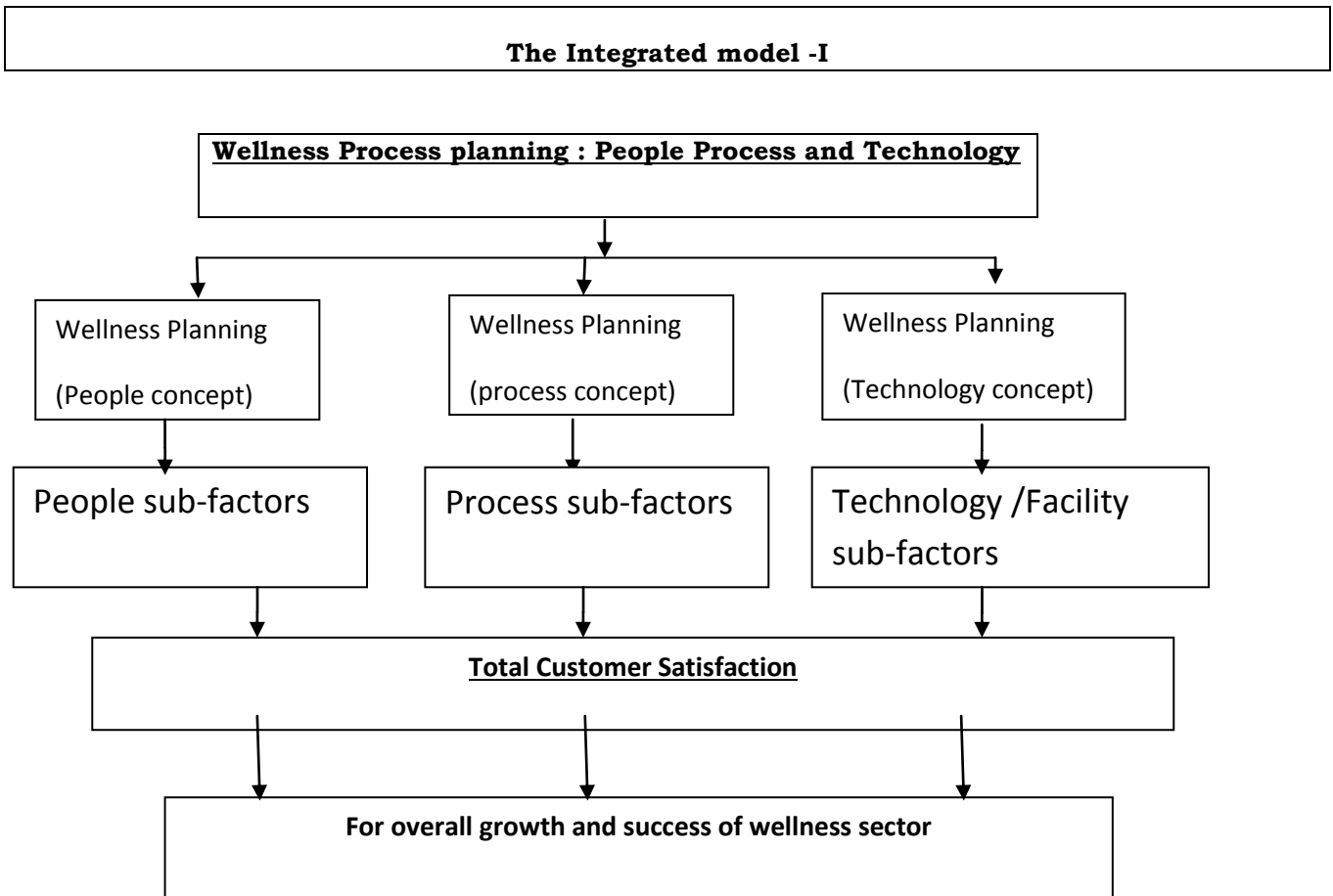
1. The research revealed that there is a need for all units to learn from global wellness units to have a better market presence and growth.

2. The research brought out that the need and significance to have innovative methods in wellness activities of all units, which can only be brought out from the proper feedback systems from “customers” and “company wellness executives” to understand which - wellness strategies will work and which will not work and what is in the mind of regular as well as one time customer.

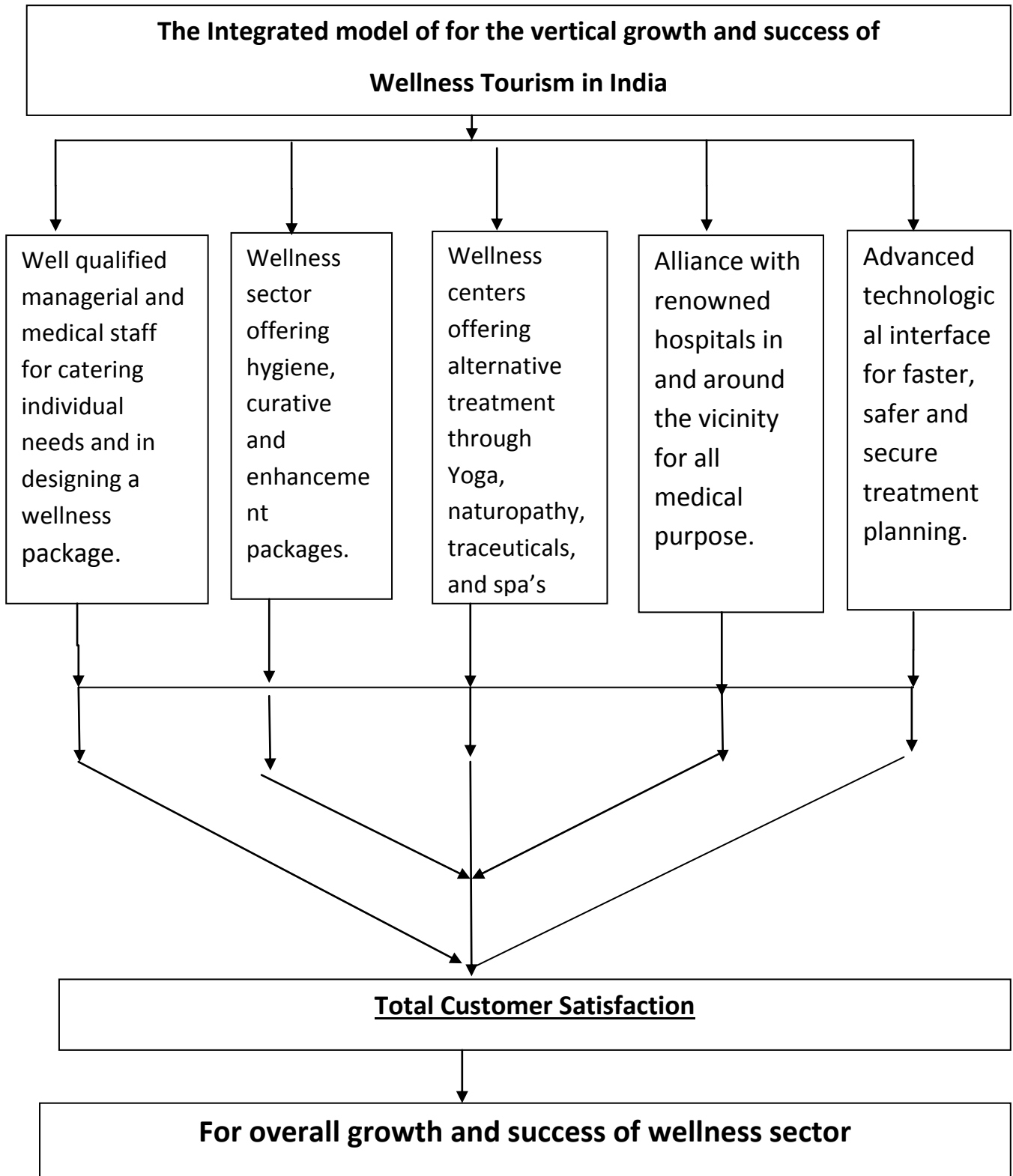
3. The research found that the customer feedback system on “the process, personnel and infrastructure quality” and their satisfaction level on “whether there is a match between their expectation and delivery at the end of their wellness programme.

4. There is great need to attend to feedback and to take actions on the reviews as “these feedbacks (from internal executives and external wellness customers) will pave a path of success and vertical growth for company.

6.4. 3.. Newmodel of research: The new model of wellness delivery systems designed at the conceptual model stage has been tested by the research objectives and hypothesis study by primary as well as secondary research survey. This is an integrated model for the growth and success of wellness tourism in India which shall be scrutinized and ratified on its application.



6.4.4. The Integrated model of for the vertical growth and success of Wellness Tourism in India



6.4.5 “The new model for Wellness units for vertical growth and global success” shows that the important factors of focus for world class units wellness strategy for Wellness companies are as follows:

- Strong Promotional & marketing activities on wellness service offered by the units.
- Strong feedback on unit’s wellness at all levels to management.
- Well planned - wellness activities at units (process/facility and people)
- Highly motivated wellness operational team to support unit’s wellness activities.
- Matching quality of wellness service with unit’s image, past reputation and based on most expected factors of customer delight / satisfaction.
- Continuous research on areas of improvement, innovation and change in process and people involved to give best wellness performance by the team.
- Identification of all possible opportunities for improvements (kaizen) and immediate implementation on time bound action plans.

These above factors will lead to the successful wellness service and operational leadership in the Indian wellness sector to compete in future with global players.

6.5 Introduction to Conclusions:

The changing mindset of the current generation has widened the scope of wellness sectors in India and abroad. The younger generation are more health-conscious people, they spend good amount of money on themselves and their family wellbeing as well. This paradigm shift in the healthcare or wellness care has opened the gates of going global and unleashing the challenges of the wellness industry and wrapping themselves with best-in-class service lessons and grab the attention of wellness care/health care/medical care seekers domestically as well as globally.

The Indian Government is investing enormously to promote wellness as a part of tourism, which has led to a resurgence of interest in traditional medicinal and health practices. Now Ayurveda being the most predominant of all forms and which is widely accepted and recognized for its holistic approach to tackle health issues, government as well as wellness sectors are promoting the Indian traditional system of wellness care to a large extent. Wellness sectors are being driven further by a range of other factors including India’s young population, raising disposable incomes and an increase in the occurrence of all communicable and non-communicable diseases. Due to rapid urbanization and social class influence most people prefer going for wellness vacations, wellness weekend getaways etc., for rejuvenation and relaxation therapies which not only reduces the stress level but also improves the overall health, the purpose of Health as well as entertainment will be served under one shelter. Organizations are conducting wellness campaigns as part of their corporate responsibility initiative, and their alliances with wellness units to heal, cure, prevent their employees’ health outstands their profit motto and accolades them with employee friendly or societal friendly organizations. Because of these and other un-discussed reasons the Indian market is flooded with the venture capitalist companies, angel investors and private investors in the new verticals of health and wellness market to bring up health care startups. This changing social norms have also brought pharmaceutical based applications like medicines apps, health tracking apps and apps which navigate to track best wellness centers in India and abroad has been vastly used. The wellness industry is also gaining its well-deserved recognition after a uproar in the nutraceutical industry and customer changing preferences and their tech savvy nature.

Because of the changing scenario in the world economy, work pressures and changing in the standard of living and life style changes in the upper middle-class society wellness industry are gradually becoming a part of the life style management necessity rather than sophistication. Wellness sectors in the emerging Indian market are mainly concentrating on Alternative medicine, therapeutic care, Preventing wellness, Workplace wellness, Naturopathy healing through Yoga and Meditation etc.

6.5.1 suggestions and conclusions of research:

As per the research, It is very well established by the facts narrated in the above paragraph that “wellness sector/ wellness tourism “ is presently the most emerging field in integrated medicine systems which is aimed at “taking care of citizens or people” by promoting wellness in the place of illness. How “ NOT TO GET UNWELL” is a philosophical framework of mind, with body and soul driving towards a common goal of maximizing wellness every day and periodical “wellness programme ”at wellness centers embedded with resort based facilities to give “NON HOSPITAL BASED “ environment with rich and beautiful feeling of the ambiance & stress relieving atmosphere and

activities offering holistic wellness care.. The wellness clientele expectations vary from “Just leisure wellness and relaxing tours” to serious wellness care expectants due to their medical conditions. They travel across borders to find a wellness centre “embedded with sophisticated medical programme” along with traditional yoga, Ayurveda and other alternative “curative and preventive” systems. They look for permanent cures for their ailments rather than allopathically drug suppressed living and prolonged treatment life time maintenance programme. As per the research outcomes - The wellness tourism customers definitely are expecting customized wellness packages and treatments based on their affordability and present health levels. They also expect very hygienic lodging facilities, online medical help, great resort ambience and locational advantage like nearness to airport and tourist spots.

The research suggests and concludes generically that those already into wellness tourism and those who want to launch as wellness tourism s to look into all 4'A of Wellness/medical/Health care (Awareness, Affordability, Accessibility, Availability) with the help of venture capitals and with a joint facility agreements with already established popular resorts and renowned hospitals and wellness professionals in their managerial team to drive the “integrated wellness programme” to achieve a win-win strategic advantage together.

A) Main Suggestions of research: The researcher suggests that

I) *The Successful operations of wellness depends mainly on*

- The wellness chief and wellness executive’s coordination of all activities and stake holders of wellness process – level of coordination and team effort.
- Allopathic Hospital services – availability and quality level
- Ayurvedic hospital services - availability and quality level
- Private yoga and natural care services - availability and quality level
- Resort’s ambience quality and location advantage – Quality level
- The hygienic and customer satisfying resort boarding facilities –quality and service levels
- The hygienic and customer satisfying resort boarding facilities –quality and service levels
- Customer complaints and feedback - –quality and service levels
- Immediate redressal system on the basis customer’s continuous daily feedbacks –quality and service levels
- Personal care and high wellness achievements - –quality and service levels

II) The wellness service and hospital services available with the wellness centers as add on services is a must to guarantee the wellness customer curative medical facility (allopathic + ayurvedic) in case of need.

III)The services that were identified under three main systems of medical fields which are trusted by present Indian wellness tourism customers under an integrated model combining all the three systems of medical fields:

A) Allopathic systems: - (for example)

- Blood tests to diagnose any abnormalities or prolonged illness or suffering, accordingly a systematic treatment plan can be designed and implemented.
- ECG/Treadmill test to check the health condition of the heart and frequent fatigue or palpitations if any and design a holistic treatment plan to prevent any future cardiovascular conditions.
- Bone Densitometry, Rheumatoid factor to analyze the bone health, Blood uric acid level to treat tendonitis, Vit-D infusion based on pathological and clinical diagnosis and also institute ayurvedic panchakarma treatments to bring down the adversity and gradually make their immunity strong while reducing allopathic treatments, and also introduce them to yoga and other physical activity to improve mobilization.
- Blood glucose tolerance level to ensure proper treatment can be planned out for diabetic stages. If an individual is diagnosed with diabetic conditions, prepare him for a nutritional diet plan, weight reduction, physical exercises etc, and slowly wein him off from the pills and maintain his blood glucose level at normal.
- Thyroid function test.

- Lipid Profile to know the cholesterol level and their influence on health, after a thorough analysis give him the necessary cholesterol management packages, which includes a balanced diet, weight loss therapy, stress management etc.
- Checking and Monitoring the blood pressure levels for a week and suggesting appropriate relaxation techniques, meditations, stress management techniques and suggest WP to normalize the levels of BP without tablets.
- Checking the regular habits of intake of aspirin, crocin and other general tablets (which have adverse side effects) taken by the customers and reduce or eliminate or modify its side effect free medicines.

B) Ayurvedic systems:

- Identify the requirement of each customer for panchakarma treatment, steam therapy, mud bath and other general wellness practices to improve the wellness state of body and mind. (as per pitta- vaata –kafha balance diagnostic methods)
- Identify the general wellbeing of the digestion process and health of the digestive system of customers as per ayurvedic diagnosis. Ayurveda relies on good digestion leads to good health, hence the process of cleansing and balancing starts. Once the digestive system is able to process whatever consumed and health and other conditions gradually improves. Ayurvedic kashayas, lehya, gulikas strengthens the gut, clears the digestive tract improves metabolism there by treating acidity, gastritis, stomach ulcers, etc. (Ayurveda believes that the digestive process and its imbalance is the major cause of all health problems)
- Based on the pathological reports an Ayurvedic consultant can design a holistic health plan customized as per requirements which only reduces the long-term dependability on medicines but also prevents from future occurrences through a maintenance plan.
- General immunity building lehya and aritams if any required for daily use to protect oneself from any endemic diseases.

C) Natural care, nature-therapy and yoga :-

- Identify whether the customer/an individual is practicing yoga or any other type daily physical activity routine and accordingly suggest practice of yoga, gymming as part of their everyday schedule. If an individual is an active sports person analyze his workout routine and simplify his workout pattern wherein, he doesn't exhaust himself while performing the routine activity and avoid any susceptible damages to his body ten to fifteen minutes of simple yoga for general wellbeing of the customer.
- Identify what are simple home-based remedies (inculcated into their daily food system) that could improve the general wellbeing of the customer in the long run (customized plan of action) – to reduce the occurrence of general cold, cough, indigestion, sleeplessness, small fevers, strains and lack of enthusiasm etc.
- Identify whether the regular intake of water, salt, ghee, oil, cereals etc. are well-balanced for each customer. Chart out the rectification plan.
- Identify if there any other specific treatment required as per the diagnosis and requirement of the customer.

The research suggests that:

- The resort / wellness centers should go beyond simple traditional wellness plans (*steam bath, mud bath, sunlight bath, panchakarma treatment, yoga and meditation are the only few listed services*) and stream line the additional following aspects:
- Each resort / wellness centre (offering all wellness tourism and resort services) should have **separate wellness administrative, marketing and operational office in charge of wellness operations.**
- Should identify the allopathic hospital (good customer oriented) which is ready to associate themselves with the wellness centers for those patients who are on conventional treatments and also for those patients who need post-surgery care.
- identify the nearby full-fledged naturocare and yoga center to cater to our wellness centre program portfolio or conduct in house sessions as per requirement.

- identify the nearby full-fledged ayurvedic hospitals which is ready to align with your Wellness centre or and professionally qualified ayurvedic consultant to make a visit to the wellness centre and design the program.
- Aggressive marketing and Advertising campaign to spread the efficacy of the wellness centers, its services, its approach and its affordability to public at large.
- The service menu should propagate the interdisciplinary approach adopted at the wellness centers in terms of combined medicinal branches (Allopathy, Ayurvedic, Naturopathy) as per the requirement of the clients.
- A well-qualified management or wellness professional should be hired to run the show without any road blocks. The success of the wellness centers depends largely on the professionals and their communication abilities. The strong team will ensure the agenda of the wellness unit is met.
- The integrated wellness processes
- The integrated and team effort of trained wellness managerial, operational, administrative staff.
- Good infrastructure which caters different activities like yoga, Panchakarma, meditation hall, Spa facilities, Steam and Sauna etc.

6.6 Final Conclusions:

Based on the above research analysis we can summarize that the success of a Wellness sector depends on various contributing factors and not just the treatment part alone. Wellness is a new destination in the health care concept. Though India is land of Ayurveda and yoga we cannot deny the fact of Allopathic contribution in the medical field. Though the younger generation is being drawn towards wellness we need to accept they also look for immediate results and that can be offered only by Allopathy. Medical Tourism, health tourism and wellness tourism are the branches of the same tree differing in their requirements. An Individual looks for a holistic treatment program when he/she thinks of wellness. The tastes and preferences of people are ever changing. competition, global awareness, social status, societal influence has made them more demanding than ever, and a client centric organization need to cater to their ever-changing expectations if they want to survive in the business. A study of various wellness sectors across the globe during our data collection we have realized that these wellness sectors are cashing in on packages which are native to their culture with a fine blend of modern infrastructure, superior medical attention, high profile alliances with multispecialty hospitals, well trained staff, technologically advanced ambience, blend of modern treatments with their native traditional treatments, is what is making them successful. Hence, we can conclude saying that a wellness sector has to amalgamate all branches of medicine along with superior infrastructure, well trained staff, and last but not the least technologically sound if they have to skim the competition and grow as market leaders. A unit which wins the heart of people need not spend a lot on marketing, it's a word-of-mouth advertisement from our own loyal customers which will earn the unit the attention it deserves. Its time that new players entering the industry exploit the opportunities available in the wellness sector which is looked up as an alternative solution for a routine hospital set up. People coming for conventional treatments or surgical or post-surgical rehab they would want to feel pleasant and comfortable while receiving their treatments. Their families too stay close to them while they receive care and compassion from wellness consultants. Wellness industry is going to become more competitive as the days go by, use all the natural resources your land provides you, use your culture and tradition and the professional expertise you have to develop a alluring wellness unit. Make use of the Technology and Government schemes for their advantage and strategically plan the functions of these units and climb up the competitive ladder and become a globally recognized player.

6.7. Final word and scope for future research:

The future of any Wellness sector or any other service sector depends on total customer satisfaction. The qualitative and quantitative aspect of every service should always meet or exceed their expectations. Continuous improvement is the key to meet the changing demands of customers. They should always meet what they promised during their promotions. "Customer is the King" is apt for a scenario like this.

The research could also be extended for other service units in the field of tourism, hospitality, hospital management and other health care, educational services and also to manufacturing facilities.