

Enhancing the Value for the Wellness Customers through Service Offering Innovations

Neringa Langviniene

Kaunas University of Technology, School of Economics and Business, Lithuania
e-mail: neringa.langviniene@ktu.lt

Jurgita Sekliuckiene

Kaunas University of Technology, School of Economics and Business, Lithuania
e-mail: jurgita.sekliuckiene@ktu.lt

DOI: 10.12846/j.em.2014.04.22

Abstract

This paper aims to disclose the opportunities of the offering innovations in enhancing value for wellness services customer. Research relies on the scientific literature studies in order to disclose the specifics of innovations and its aspects, in the wellness services industry in Lithuania. The qualitative content analysis of wellness services enterprises websites was carried out in order to explore the innovations used. The results of the research showed that the Lithuanian wellness services suppliers, preparing the innovative offerings for the wellness services customers, use the modern information technologies as well as technologies directly engaged in the wellness services supply, together with acknowledged wellness products, services and know-how. The innovative value for the consumers is shaped on the ground of value extension through the product, place and promotion. Findings showed the gaps in fulfilling the innovations in processes or pricing of the wellness services in the market.

Keywords

service offering innovation, value proposition, wellness service, wellness industry

Introduction

The service offering innovation in the post-manufacturing era is a crucial source of further economic growth, with benefits for the customers, employees, business owners, alliance partners, and communities (Chesbrough, Spohrer, 2006). Many advanced economies (like Great Britain, USA, and Honkong) generate more than 70 percent of their gross domestic product (GDP) from the services economy. Companies, which work in the services industries, should compete between each other's and offer the valuable services and products for the customers, as well increase the value for the shareholders. As a result, managers must determine how leverage their business resources to provide better services and thus obtain the competitive advantages (Jung-Kuei Hsieh et al., 2013). One of the key aspects could be integrated solutions, new or renewed services offerings for the customers, services improvements beyond the expectation of the customers.

Studies of innovation in the services sector are rather fragmental and have had received not sufficient attention from the academic researches till nowadays. The innovation enables to engage knowledge into doing the business more profitable. Creating the new platform, new solution for the services provider, finding new services, new value for the customer, engaging innovations into business partnership, according Andersen (2012) even stimulates to start new business for the managers. Scientists already agree (Magnusson, 2003) that the customer engagement into the services process also can renew the service, to create a new one, not only in the industry's economics but in the services economics, too. This stipulates to think about benefit of co-creation of wellness service enabling to work, to think, to create and to process customer and provider together. The innovation radar developed by Sawhney et al. (2006) can be considered as well-known and appropriate instrument for the analysis of the services business companies. That innovation radar consist of four necessary parts: the offerings a company creates the customers it serves, the processes it employs, and the points of presence.

This paper is focusing on the innovation of the service offering in the wellness delivering, offering for the customer the customized solution, improved or new service solutions, and creating the platform for the innovation.

The research problem could be described by such research questions as: How offering innovation could enhance the value for the wellness services customers? What are the offers of the creation of new wellness products and services that are provided on the websites for the customers? What package of innovations in the marketing the wellness is provided?

The paper is organized in the following way. Firstly, theoretical background presenting innovation offerings in the services and emphasizing on specifics of the wellness services innovations offerings are presented. Secondly, the research methodology is revealed. Thirdly, the qualitative content analysis and comparative analysis of the wellness services enterprises websites was made in order to explore the innovations used. Finally, the discussion and managerial guidelines for the wellness services suppliers to improve the service customer satisfaction with a service by innovative product, limitations of the research are provided.

1. Literature overview

The majority of the innovation research appears interested in the combination of innovation in the service and manufacturing. But recent years there is growing interest on the services innovations as a separate research problem. The service innovation is a new service experience or service solution that consists of one or several of the following dimensions: new service concept, new customer interaction, new value system/business partners, new revenue model, and new organizational or technological service delivery system (den Hertog et al., 2010). The service is designed to organize the solution to the problem through a bundle of capabilities and competences, whether human, technology, or organizational (Gadrey et al., 1995). Some studies emphasize services offerings in the services as important value proposition to the customer. Kumar et al. (2000) refer to the services innovation as the mode in which enterprises innovate along two dimensions: the value proposition and the implementation of a unique business system. The value proposition refers to the innovation offerings in the services. The service offerings are experiential in the nature, and service providers can enhance the service experience through both tangible and intangible deliveries (Zolfaqharian, Paswan, 2008). The service offerings by some authors also named as new service concept. The service offering describes the value that is created by the service provider in collaboration with the customer (den Hertog et al., 2010). According to Ostrom et al. (2010), the services innovations definition includes the creating value for the customers, the employees, the business owners, the alliance partners, and communities through new and/or improved service offerings, the service processes, and service business models.

The innovation service offerings propose improved or new service solutions to help the customer accomplish a desired purpose. Thus, the services offerings become one of the key elements of the services companies' long-term success. Which way to choose for the company seeking to implement innovation depends on the company

profile and concrete services industry? According to Giannopoulou et al. (2014) the success of the service innovation largely depends on the creativity. More and higher value-adding services, such as advertising, web-page design or architectural design display creativity at the core of their offering.

The innovation radar, suggested by Sawhney et al. (2006), is one of the methodological tools to investigate the services innovation dimensions and innovative offerings. The innovation radar consists of four parts:

- offerings (what?);
- customers (who?);
- processes (how?);
- presence (where?).

The authors tried to investigate the possible dimensions of each group and their relations to each other. It should be mentioned that some authors adjusted the innovation radar and stressed some new important issues, too.

According to Andersen (2012), the offering part consists of the offering, platform, solution, the customer part – of the customer needs, customer experience and communication, the processes part – of process, value capture and management; and the partnership part – of supply chain, channel, and ecosystem. Customer experience innovations could be measured through 7 P: product, price, place, promotion, people, physical evidence, processes. As it is one of the tools it could be evaluated as well.

For the marketing research and practices, different innovation and marketing strategies might be relevant for different categories of the service innovation (Jung-Kuei Hsieh et al., 2013). The innovations in the wellness services process depend on the service. The service innovations are more emphasized in the retail trade services enterprises, customer oriented services (Oke, 2007), as there are usually not physical tangible product available. More and more sophisticated customers in the wellness services market are forcing the suppliers of this industry to discover the novelties in the wellness services processes into the response of the growing expectations.

Recently the buyers of the wellness services spend more their incomes on their healthy life, preventing the illness, keeping the mental, physical and spiritual balance, as well as for their leisure time. The customers of the wellness desire simply information on the prices, supply and quality of the wellness services supplied at the large range, starting from single procedure at the wellness beauty salon, ending with the whole complex of wellness services and products at the resort hotel or sanatorium. As information due to the Internet is easy accessible for the customers, they seek for the best relation of the service and price, new trends in services supply, innovations, and individual offers and do that as usual homework before the purchase. Global consuming of services forces to enhance the customers experience in

the wellness service permanently. Maas consuming in the wellness services industry yield ground to the individualization, flexible offers and innovations in the service business.

Adopting the twelve dimensions for the innovations in services, prepared by Sawhney et al. (2006), authors of this paper develops specifics of wellness services innovation dimensions (Langviniene, Sekliuckiene, 2012), see Fig. 1.

The offerings are services supplier's services and products for what services suppliers are acting in the market. The urgent control question – what providers can offer for the market? Customers – who are served by wellness services providers? They differ because their value appreciated, as well preferences made for services. Of course, processes are also point of the innovation for the services suppliers.

It should be noted, that the wellness services industry's companies should be customer-oriented. Many service-oriented enterprises are striving to integrate novel features into their product-service offerings. Even product-oriented enterprises have noted the benefits of adding the service innovation to their business strategies (Victorino et al., 2005). Benefits for the wellness companies are different. In some cases, the innovative service offerings are necessary to maintain the enterprise's current market share, especially if the market is very competitive one. However, other innovations may enhance the service differentiation and induce financial gains. The service differentiation and offering solutions might be enhanced by the providing offering portfolio, which is attractive for different segments of the customers. It is important for the managers to implement innovations which are not only desired by the customers but also are economically beneficial to the enterprise (Reid and Sandler, 1992).

The wellness companies could be example of a market which could benefit from the implementation of the services innovations offerings. From a customer's perspective, companies, that render wellness services usually compete with similar services (like massages, beauty care products), often easily substitutable service offerings. The wellness industry is rapidly changing due to the implementation of IT, new modern technologies in the equipment. The value for the wellness services customers could be offered by online reservations, customization of the services, and modern procedures.

According to (Karmarkar, 2004) the managers will need to make proactive changes which focus even more intensely on the customer preferences, quality, and technological interfaces in order to stay competitive in such a dynamic environment.

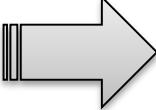
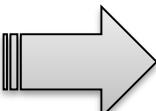
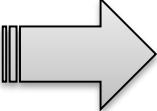
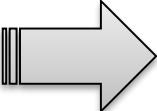
Wellness services and products related to the pampering, relaxing, rest	 Offerings a company creates (What?) Platform
Set of the services, ambience, facilities necessary to organize the relaxing and pampering activities	Solution
Combination of the pampering and relaxing procedures (engaging assortment) to provide end-to-end solution	
Healthy individuals (families, pairs, women, other segments) without any health problems, wishing to rest after the intensive work and life, boring routine	 Customers it serves (Who?)
Facilities and nature of the wellness organization, contact personnel, experience before, during and after the relaxing procedures	Customer experience
Different pricing for short and long procedures, package of the relaxing points (depends on purchasing power of a customer)	Value capture
Redesign process for better satisfy of the customer wishes, cooperation with other suppliers	 Processes it employs (How?)
Cooperation and partnership with any services, creating relaxing package, services providers	Organization
Organize of different package for short and long duration pampering procedures, after sales promotion stipulating to return	Supply chain
Points of the services presence: day and weekend wellness centres, hotels, resort centres	 The points of presence (Where?)
Wellness services providers, entertainment, accommodation, facilities rent, network	Networking
Communication of a brand uniqueness to the customer – relaxing and pampering (preference to spiritual state)	Brand

Fig. 1. Dimensions of wellness services innovations

Source: (modified from Langviniene, Sekliuckiene, 2012).

2. Research methods

The aim of the explanatory research was to disclose the opportunities for Lithuanian wellness services providers to enhance the value for the services through innovation offerings and customer experience innovations.

Such tasks were formulated in order to achieve the goal of the research:

- To disclose the trends to use the innovations in the wellness services industry.
- To make a qualitative content analysis of the innovations used by Lithuanian suppliers in the wellness offerings and shaping the experience for wellness services customers.

Statistics of the wellness services providers was analysed on the Lithuanian medicine (Lietuvos medicina, 2014) and Lithuanian Tourism (Lietuvos turizmas, 2014) data basics. Statistics from Lithuanian Statistics Department was also estimated (Tourism in Lithuania 2012, 2014).

Analysing the trends in the Lithuanian wellness services market in response to the global trends (Spa Management Workforce & Education: Addressing Market Gaps: Research Report, 2012, 2014 Trends Report: Top 10 Global Spa and Wellness Trends Forecast (2014), as well as Lithuanian offering innovations – the content analysis of Lithuanian wellness services providers' websites was done.

The content analysis of the Lithuanian wellness services innovations in order to enhance the value for a customer, such investigating blocks were investigated:

- The offering innovations: platform of services channel (urban, resort place); width and depth of the offerings; offering value through the offering portfolio;
- The customer experience innovations: wellness branding or unique communication; innovative customer value formation through 7 P (product, price, place, promotion, people, physical evidence, processes).

Before the analysis the wellness services offering innovations the term of wellness should be specified. What does the wellness in the services industry mean? The term of wellness started to use more in the 1970's and now is widely used describing the balance between the physical, mental and social wellbeing (2014 Trends Report: Top 10 Global Spa and Wellness Trends Forecast, 2014). Wellness has more freedom from disease and infirmity, emphasizing the proactive maintenance and improvement of the health and wellbeing. Wellness is understood as continuum from poor health to a state of optimal wellbeing. Consumers, who use the wellness services, choose to adopt the activities and lifestyles that prevent disease, improve health, enhance the quality of life, bringing them to an optimal state of wellbeing.

The wellness services consumer could be the same-day user or wellness tourist, depending on the chosen wellness activities and experiences. From whose what are consuming the wellness services, the majority point out that they hope (in decreasing order) to exercise, after that to eat better, visit spa, take holiday or vacation, spend time with family or friends, be out in nature (2014 Trends Report: Top 10 Global Spa and Wellness Trends Forecast, 2014).

The value of wellness could be as follows: healthy living, rejuvenation and relaxation, meaning and connections, authentic experiences, disease prevention and management, personal growth, spa and beauty, healthy eating. The wellness services could be used as primary purpose, for example, as wellness trip; or secondary purpose, as seek to maintain the individual's wellness or participate in the wellness experiences while taking any type of a trip or local activity.

The consumers of the wellness generally are people who are healthy, travelling to maintain, manage or improve health and wellbeing. The wellness services consumers are motivated by desire for healthy living, disease prevention, stress reduction, management of poor lifestyle habits, authentic experience. The main difference in consuming the wellness and medical services is that the wellness services consuming is voluntary activity, proactive, non-invasive, and non-medical in nature.

The wellness services industry is attributed to one of the niches tourism industries, such as sport tourism, eco / sustainable tourism, culinary tourism or cultural tourism, agricultural tourism, adventure tourism.

The wellness industry includes various categories of services providers, such as lodging in resort places, healthy food and nutrition, healthy excursions and activities, shopping of healthy products, in-country transportation (or even in the living town, city, location), other services (not directly related to the wellness, but acting as supporting activity, for example, insurance, transportation, telecommunication companies).

The specific places what are visited by the person consuming the wellness could be spa saloon, resort wellness centre, retreat, Ashram, thermal or mineral bath, cruise, and many others (Fig. 2). The providers to the right from the centre in the Fig. 2 are attributed more to the wellness, while providers to the left – to the medical care centres. The majority of the services providers located in the centre of the figure are allocated to the health and wellness, too.

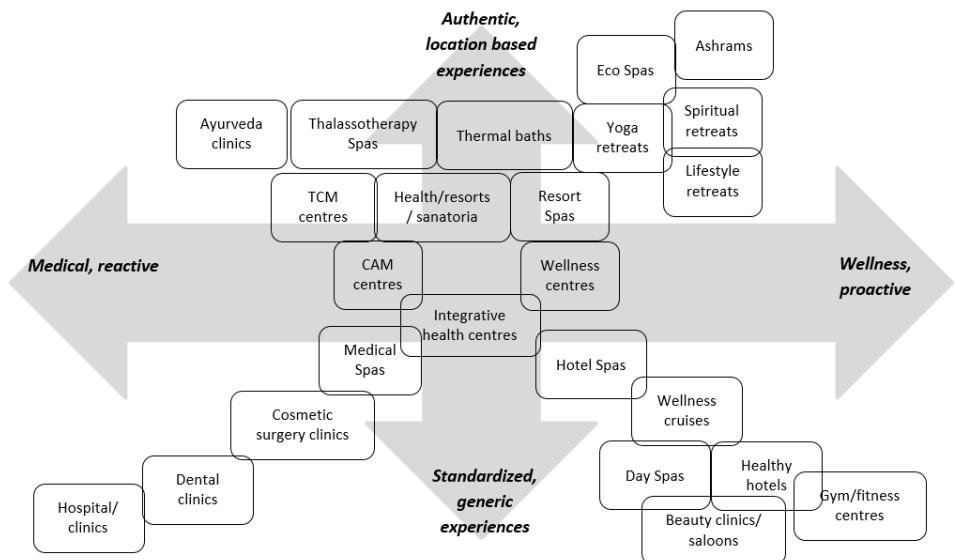


Fig. 2. The participants in the wellness services industry

Source: authors' elaboration on the basis of (*2014 Trends Report: Top 10 Global Spa and Wellness Trends Forecast*, 2014).

Activities, using the wellness services, also differ:

- wellness/health enhancing treatment (e.g. massage);
- fitness, exercise;
- relaxation, retreat, rejuvenation;
- pampering, beauty;
- meditation, yoga or other mind-body-spirit practises;
- preventive care;
- traditional, culturally-based therapies and products;
- water-based therapies (*Wellness Tourism and Medical ...*, 2011).

Analysing the platform of the wellness establishment, three variations were identified: the resort place, the urban territory and other place, what could not be defined as larger city or a resort territory. There are only eight resort places in Lithuania in 2014 (Lithuanian resort association, 2014): Druskininkai, Birštonas, Palanga, Nida, Trakai, Anykščiai, Igalina, Zarasai. First two are known as mineral spring water resorts, other two – as seacoast, but Palanga also has mineral spring waters as natural resource, another four – as towns with many lakes and rivers, deep traditions to use it for wellness, pampering purposes.

The offerings' width and depth show the innovation level of the services supplier, as the wellness supplier can offer one or two services (the width of offerings would be very poor), but many variations in the selection, for example, 20 kinds of massages, could be offered, too.

Analysing the offering portfolio, the value provided by the supplier was disclosed: more intangible, as pampering services, for stress relief, relax; more tangible, as fitness, healthy training, body shaping, treatment; and beauty care with focus on face and body procedures. As content analysis showed, there is a trend of the wellness services provider to retail healthy products together with other wellness services. That is why fourth position in the value, as healthy products retail was formulated.

Shaping the customer experience through the innovations branding as a mean for the offering innovations in the wellness was estimated: is its own brand used, well known for other in the market, for example, franchise used, or is it an idiosyncrasy for general wellness services market.

The innovative customer value shaping through 7 P reflects the innovations used in the wellness product, price, place, promotion, people, physical evidence and processes.

According to the Lithuanian statistics on the wellness there are 100 establishments in Lithuania in 2014. The wellness services suppliers in the Lithuanian statistics are kept the enterprises, providing spa, massages, spa procedures, beauty procedures, relaxation, rest, health improvement, wellness weekend, baths, face massage, face beauty procedures, wellness services (*Lietuvos medicina*, 2014), (Tab. 1).

The majority of them (68 establishments) are in the urban territories (cities) and smaller part (32) in the resort places and nonurban territories (*Lietuvos medicina*, 2014).

According to the Lithuanian statistics, there are only 18 wellness services providers in Lithuania now (*Tourism in Lithuania* 2012, 2014). However, getting more deeply, these establishments are sanatoriums and rehabilitation places, what are working more as public medical establishments, providing the medical treatment, rehabilitation procedures, are financed from Lithuanian Governmental bodies (*Lietuvos ligonių kasos*), but no commercial purposes.

Other resources of the statistics (*Lietuvos turizmas*, 2014) provide more establishments (151 establishments), named as the wellness services providers, but some of them notes about that should be done. First of all, not only the wellness as pampering services are provided by these suppliers, but also health care, medical treatment, what is unlikely named as wellness services because of the specialization of

services providers, value for a customer, offering width and depth. A few of the sanatorium establishments provide only tangible value, such as recovering after illness, rehabilitation, but no wellness at all, other – provide both of services. The authors of the paper will used the data of the wellness services providers only, or services providers, who supplies the wellness and health improvement services together.

Tab. 1. The location of the wellness services providers in Lithuania

Loca-tion	Urban (cities) providers						Resort and countryside providers										
	Vilnius	Kaunas	Klaipéda	Šiauliai	Panevėžys	Druuskiniukai	Jonava	Kelmė	Kretinga	Palanga	Plungė	Radviliškis	Telšiai	Trakai	Ukmergė	Utena	Šilutė
The number of suppliers	35	10	8	7	8	13	1	1	1	7	1	1	3	1	1	1	1
Whose what have websites	34	9	5	7	8	9	1	1	1	6	1	1	2	1	-	-	1
Whose what have e-mail contacts	29	7	5	5	8	8	1	1	1	5	1	-	1	1			1

Source: authors' elaboration on the basis of (*Lietuvos medicina*, 2014).

There are some changes in Lithuania now that should be noticed because of the list of the wellness services types and suppliers who are able to provide that. According to the *Wellness services types list and wellness services providers' qualification requirements confirmation* (2012) wellness services include not only the services of swimming pools, baths, spa procedures, gym and fitness services, but also body and facial care procedures. Beauty industry's services are included into the industry of wellness services that means that beauty therapists (earlier technologists-cosmetologists) and beauty aesthetes (earlier hygienic cosmetologists) should correspond to the rising requirements for wellness services standards, qualification, and quality.

Taking into account the renewed list of the wellness services providers, eight categories of wellness services could be supplied:

- services of halo cameras;
- massage services;
- body care services (body wrapping);
- facial care services (facial massages, applications, masks);
- water procedures services (baths, massages, showers);
- baths services;
- swimming pool services;
- and body shaping services.

The criteria for the selection the samples of the wellness services enterprises were as follows:

- The wellness services enterprises should have an active website 87 enterprises from 100 in the list have the website;
- Such information communications technologies as e-mail contacting should be used. 73 enterprises have such communicating platform;
- The sanatoriums were removed because of the narrow medical orientation, not wellness (Draugystės sanatorija, Energetikas, Pušynas, Druskininkų gydykla, Palangos gintaras);
- The retailers of the wellness products were not included because of the narrow specialization (Vilcacora);
- The academies for the professionals only in the wellness industry were removed, as they supply services for wellness' business, not for final customers (Masažo akademija, Pum Plius), however Femina Bona was included as this company not only educates the people, but also supplies other wellness services, pampering, beauty procedures, retails cosmetics;
- As several wellness services enterprises (Sugihara, Tropikų saulė, Biodroga SPA, East Island, Exotic SPA, Femina Bona, Sothys) have had subsidiaries, qualitative content analysis is made on one establishment what acts on behalf of the major company, but not all subsidiaries are included.

3. Research results

As content analysis of the trends in the wellness services global market show (*Spa Management Workforce & Education: Addressing Market Gaps: Research Report, 2012; 2014 Trends Report: Top 10 Global Spa and Wellness Trends Forecast, 2014;*

The Global Wellness Tourism Economy' 2013, 2014), the Lithuanian wellness services providers employ the innovations in their business practice (Tourism in Lithuania, 2014). There are such trends in wellness services market for 2014:

- Healthy hotels;
- Wired wellness;
- Mineral springs water;
- Suspending gravity;
- Ferocious Fitness;
- Beauty and social media coherence;
- Aromatherapy;
- Wellness retreats rise of urban and influences the rise of resort territories;
- Wellness for prolonging the healthy life;
- New wellness destinations.

Healthy hotels are rather new and become to be popular in Lithuania, too. Key elements of such hotels are wellness rooms in the hotels and healthy food instead of eat too much. Healthy hotels as innovations in the market move to fulfil the human needs for healthy lifestyle, for restore after the stress in working and family life. The healthy hotels provide healthier food, spa and massage, nature experience, eco-friendly properties, gyms, healthy sleep programs (as extensive pillow menu, sleep-aiding snacks, and personal sleep consultations), meditation and mindfulness programs, wellness specialty weeks. Healthy for hotels guests and environment for hotels are main trends of such hotels. Vanagupe, Spa Vilnius, Medea hotels could be identified as healthy hotels in Lithuania now.

Even if wellness and wired are not related from the first look, they become to be related nowadays because of smart programs promoting the wellness hotels, beauty procedures, and digital health apps. Steps of walk, calories also could be calculated, virtual yoga class used, online booking done with smart programs. Not only smart phones are used. The shirt with electrodes for measurement physiological signals like breathing, pulse and changes and then transfer to smartphone or computer and analysed by trainer also could be used. Wired wellness can help people not only calculate calories but also remind about the medicals use, for example, for diabetics. Druskininkai resort territory provides smart program for IPhone with exact details on wellness servicers provided in this resort place, visiting tours, touristic objects.

Mineral spring water attracts more wellness services customers to the places with exceptional natural resources. Even we have not hot spring waters in Lithuania, such mineral spring waters as in Druskininkai, Birštonas, Palanga or other resort places act as very important factor for the wellness and health improvement customers. Positive medicine benefits consuming mineral waters for drinking or bathing

purposes is approved by professionals and act as wellness services' promotion element for the local or foreign tourists. Even a value of mineral spring water was known many years ago, now the old becomes the new value for the customers, who are looking for enhanced value in the wellness services industry. Mineral spring water also is used for the facial, body procedures, water massages.

Suspending gravity as a trend in the wellness services market explains the wish of people to feel the desire to escape from gravity and rising floating trend. As Lithuanian climate is cold enough, no wellness boats could be popular because of short summer time. However, the popularity of the swimming pools, as an obligatory service inside the wellness centres or hotels, forces the majority of such hotels to equip such premises inside or outside the property. Aqua fitness, gravity compresses on spine and neck, weight reduce procedures and trainings, flotation therapy (tanks, rooms, and pools) are ideas for relaxing what are becoming very popular in the Lithuanian wellness enterprises. Trasalis hotel, Gran Spa Lietuva, Medea Hotel could provide more training programs for the people who care about wellbeing, weight reduce, healthy life style.

Ferocious Fitness acts as novelty in the wellness hotels and centres, as people want tangible benefit from longer trainings, treadmills, intensive training programs in the wellness and fitness centres. Fitness like a fashion is engaged in the healthy lifestyle, dancing, training for samba, and other dancing experience. This trend in the wellness centres looks like semi-professional activity and gives a lot of joy for the people starting from early age: schoolboys and schoolgirls rather often are playing in sporting teams or are training individually. The Lithuanian wellness services providers, who are engaging in the ferocious fitness, usually are located in urban territories, day spa centres.

Beauty and social media coherence is necessary as people, contacting on Twitter, Facebook or other social networks hope to look their best. Growing popularity of photo-sharing apps creates a demand for longer wellness beauty benefit, as for skin, hair, and nail. The wellness centres get a large turnover from selling organic and natural, green cosmetics because of growing demand for beautiful look. Mineral water, mud is used as masks for face, body, novelties in the technologies for pedicure and manicure, acupuncture for healthy skin. Saulėja, Gemma, Femina Bona and other wellness services providers, whose main service is related to beauty procedures, usually are engaged in retail of eco products.

Aromatherapy in the wellness spa already gets acceleration, as customers prefer to choose the customized treatment using the intent based on how they want feel. Aromatherapy in the wellness industry is playing greater role because of the treatment of pain, as a mood enhancer, stress reducer, in sleep therapy, baths. Usually

day spa centres in Lithuania provides aromatherapy in the beauty, pampering procedures.

Very clear tendency in the wellness of Lithuania is that resort places what develop the wellness services offerings, have more possibilities to grow, to attract more tourists, to urbanize. A few of Lithuanian resorts what supplies more wellness services, accommodation, catering, provide exceptional services, such as snow entertainment, shipping, excursions, organizing concerts or other cultural events, more destination spa programs – are growing, while other, with several services – are not attractive for local or foreign tourists. The occupancy of hotels, aqua parks, booking of wellness procedures shows the improved situation in such resort places, where customer can find everything in one as a cluster territory. The wellness becomes a major factor for emerging the resort places (for Druskininkai, Birštonas and Palanga). The other trend – more wellness centres are establishing in the urban places, too, providing day wellness spa, short time services (Vilnius, Kaunas, Klaipėda, Šiauliai and Panevėžys).

Wellness centres are appreciated as a mean for prolonging quality of life, providing safety environment, bringing comfort, reducing the stress. The core of wellness is dedicated to prevent the illness, help to manage stress from job, career changes, divorce. Wellness teaching, lectures for a society who is taking care on quality of life, education acts as a novelty in the wellness services offering in the resort places, as well as urban wellness centres. Medea hotel, Femina Bona, Saulėja spa have oriented a few of services packages to new segment, such as 50+ or 60+, as younger women and man are segments are already occupied, served.

New wellness destinations – people start visit destinations what were not used before, such as Anykščiai, Likėnai as resort wellness places. New wellness hotels in such places (Spa Vilnius in Anykščiai, or Likėnai) have more possibilities to change the direction of wellness tourists, who are looking for new experience in the Lithuanian wellness. The wellness services customers are looking for new experience, especially local tourists. Well known in Lithuanian market, but new for foreign wellness tourists are attracting new tourists from countries what never visited Lithuania for the wellness. Amber therapy, balneotherapy, and mineral springs are new for foreign tourists, whose chose the Lithuanian wellness hotels and centres because of new valuable experience.

Processing the content analysis of innovations used in the Lithuanian wellness offerings and customer experience shaping, is should be noticed some facts about innovations categories (Tab. 2).

Tab. 2. Innovations used in wellness offerings and customers' experience

Wellness services supplier	Biofirst klinika	Sugihara	Grožio pasaulis	Northway medicinos centrai	Jaunatvės namai	Rasitos Rauckienės grožio ir terapijos studija	Sveikatos ir groto klinika	Medicus	Saulėja	Elen SPA studija										
Innovations used																				
Service offering innovations																				
Platform of wellness establishment																				
<i>resort place</i>																				
<i>urban territory</i>	+	+	+	+	+	+	+	+	+	+										
<i>other</i>							+													
Offerings width and depth																				
<i>variety in services</i>	13	8	13	6	6	5	5	5	9	7										
<i>min. / max. of each selection</i>	3/11	4/17	1/6	2/8	4/12	3/16	1/5	8/11	2/11	6/16										
Offering portfolio																				
<i>pampering, relaxing</i>	+	+	+	+	+		+		+	+										
<i>health improvement</i>	+	+	+	+	+		+	+		+										
<i>beauty care</i>	+	+	+	+	+	+	+		+	+										
<i>healthy products</i>	+	+	+		+	+	+		+											
Customer experience innovations																				
Wellness branding																				
<i>Own brand</i>		+						+	+											
<i>Franchise, other brands</i>	+	+	+	+	+	+	+			+										
<i>Idiosyncrasy</i>	+		+	+	+	+		+	+	+										
Innovative customer value shaping through 7 P																				
<i>products supply</i>	+	+	+	+	+	+		+		+										
<i>pricing</i>	+		+	+	+		+	+	+											
<i>place, channels</i>	+	+		+		+														
<i>promotion</i>	+	+	+	+	+	+	+		+											
<i>people</i>	+	+	+	+	+	+	+		+	+										
<i>physical evidence</i>		+		+		+	+		+	+										
<i>processes</i>	+		+	+	+															

Innovations used	Service offering innovations									
	Platform of wellness establishment									
Offerings width and depth										
Wellness services supplier	Tropikų saulė	Kipu, sveikattingumo ir reabilitacijos centras	Lorna	Atgalvia Tau	Gemma reabilitacijos centras	Atostogų parkas	AŽM Baltic SPA Rožynas	Azia SPA	Mini SPA centras Agnėte	Biodroga SPA
resort place						+				
urban territory	+		+		+	+	+	+	+	+
other	+	+		+						+
Customer experience innovations										
Wellness branding										
Own brand	+	+	+	+	+	+	+	+	+	+
Franchise, other brands	+		+					+	+	+
Idiosyncrasy					+	+		+		
Innovative customer value shaping through 7 P										
products supply	+	+	+			+			+	+
pricing		+		+	+			+		
place, channels	+		+	+		+	+		+	+
promotion	+	+			+	+		+	+	+
people			+		+			+	+	
physical evidence		+	+	+		+		+		
processes		+								

Innovations used	Wellness services supplier	East Island	Service offering innovations							
			Edenės Grožio ir SPA centras	Eslauda dienos SPA	Etno SPA	Exotic SPA	Exilitas	Femina Bona	GamaGalant SPA	Gaudos SPA namai
Platform of wellness establishment										
<i>resort place</i>	+		+					+		
<i>urban territory</i>	+	+	+	+	+	+	+	+	+	
<i>other</i>										+
Offerings width and depth										
<i>variety in services</i>	4	18	5	7	6	3	4	3	6	16
<i>min. / max. of each selection</i>	5/8	2/21	4/11	11/13	4/6	1/7	4/40	3/5	7/17	1/12
Offering portfolio										
<i>pampering, relaxing</i>	+	+	+	+	+	+	+	+	+	+
<i>health improvement</i>					+					+
<i>beauty care</i>	+	+	+	+		+	+	+	+	+
<i>healthy products</i>	+	+	+	+			+			
Customer experience innovations										
Wellness branding										
<i>Own brand</i>	+				+		+			+
<i>Franchise, other brands</i>	+	+	+			+	+			
<i>Idiosyncrasy</i>	+		+	+	+		+	+	+	+
Innovative customer value shaping through 7 P										
<i>products supply</i>	+	+	+	+	+	+	+			+
<i>pricing</i>	+	+								+
<i>place, channels</i>	+	+	+		+		+	+	+	+
<i>promotion</i>	+	+		+	+	+	+			+
<i>people</i>			+				+	+	+	+
<i>physical evidence</i>	+	+			+			+		
<i>processes</i>				+	+		+			+

Innovations used	Service offering innovations										
	Customer experience innovations										
Platform of wellness establishment											
<i>Wellness services supplier</i>	Hotel Vanagupė , conference and spa center	Grand SPA Lietuva	Grožio bankas SOTHYS	Iðzumi SPA	Mariči	Medea SPA hotel	Nuad Thai, Nuad SPA	Spas smiltes	Spa Vilnius	Trasalis Trakai Resort &SPA	
<i>Innovations used</i>	+ + +					+ + +					
<i>Offerings width and depth</i>	variety in services	4	4	6	9	2	4	16	15	6	4
	min. / max. of each selection	4/7	4/6	4/11	4/8	3/17	2/50	2/3	2/9	11/18	3/14
<i>Offering portfolio</i>	pampering, relaxing	+	+		+	+	+	+	+	+	
	health improvement		+		+					+	
	beauty care	+	+	+	+	+	+	+	+	+	
	healthy products	+	+	+						+	
<i>Customer experience innovations</i>											
<i>Wellness branding</i>	Own brand	+	+	+			+			+	
	Franchise, other brands	+		+							
	Idiosyncrasy	+	+	+	+	+	+	+	+	+	
<i>Innovative customer value shaping through 7 P</i>	products supply	+	+	+	+	+	+	+	+	+	
	pricing		+		+			+		+	
	place, channels	+	+	+			+		+	+	
	promotion	+	+	+	+	+	+		+	+	
	people			+				+	+		
	physical evidence	+	+	+			+		+	+	
	processes	+	+	+			+		+	+	

Source: own research.

The innovations in wellness services products are stressed as painless hair removing with Swiss or Austrian technologies or beauty products what are acknowledged by global stars, face renew by pulsating light. Own brand is promoted for exceptional services, mineral water or mud used, but foreign brand or franchised

products – for cosmetics or technologies used. Also eco products used in the wellness services procedures are communicated. Very different products are provided starting from plastic surgeon to holistic Eastern therapy, education on wellness etiquette, diamond facial procedure. New value of wellness service, as a gift coupon is promoted, too. Ozone therapy is rather new but already popular in Lithuanian wellness centres. The Lithuanian wellness centres provide not only health products, but such innovations as leggings for the weight reduce, compressing shirts. Just several wellness services providers supply the accommodation in wellness hotels, other accommodation establishment; as well as walking trace for health improvement. Idiosyncrasy of the wellness services products are underlined by offerings; such as erotic massage, exotic, Thai Yoga massages, ethno heritage traditions used.

Pricing innovations are applied for exceptional services, such as intensive pulsating for face renews or a long-lasting make up. Also new consumers are stimulated to use the services with a discount. A few of wellness providers as pricing innovation use the long-term contracts with enterprises, what buy services for their employees or contracts with insurance companies providing health and life insurance. Loyalty programs are used more often by short-use wellness suppliers, for example, the fifth procedure for free, payment in advance guarantees the discount.

Promoting innovations also are related more to the new experience services, trying to promote services for free for potential customers; as well as printed communication means, news in websites are used. Idiosyncrasy in a few of centres is promoted through traditions, as the first in Lithuania, providing one or another service. Promotions of beauty procedures are performed rather often in the fairs of beauty, cosmetics products. The events for potential and loyal customers are organized. Several wellness services enterprises communicate that their services correspond to European or international standards of wellness.

E-channel for wellness services are used more for distribution of the healthy products, cosmetics, innovative clothes, improving-keeping health, also registration online. The communication through social networking is provided by several wellness services providers.

People as innovative value for the customer experience is used describing employed professionals in medicine, Ayurveda massage specialists. As novelty the parties for business enterprises are organized in the wellness services establishments, not obviously hotels, but also day spas. Wellness services customers are engaging into the education process by contacting online, stimulating them to ask the specialist and to communicate their answers public.

Physical evidence is strengthened through interior of the wellness services establishment. Suppliers, who supply more medicine services, are working in the surrounding more similar to hospitality, clinics. A few of wellness centres as innovation introduce the working time according to the wishes of a consumer. They work on Sundays, too. Modern technology, equipment is promoted. Nature as a physical evidence is exploited more often by resort wellness, not by largest cities enterprises.

4. Discussion of the results

Summarizing the empirical results it should be noticed that not all wellness services enterprises are taking care in the engaging the innovations in the wellness services offerings and the innovative customers' experience shaping. The large part of the wellness services enterprises limits their innovativeness on possessing the website and e-mail. Social networking becomes to be an urgent actor in communicating with the wellness services consumers.

The content analysis showed and confirmed the statistical data that there are a lot of wellness services providers in the urban territories, less them – in the resort places. However, on the basics of services provided, it could be stated that the wellness services providers, who are acting in resort places, are much larger and provides the larger offering for the wellness services' consumer. Rather clear preposition of the value is shaped by the wellness hotels, as they promote themselves as suppliers in clear distinguished categories of the services: accommodation, beauty care, pampering (spa and massages), entertainment and physical training (walking, nature activities).

Own brand in the wellness services sector is shaped by several day spa centres and hotels. Idiosyncrasy is related to the heritage of services, to exceptional professionals in the massages procedures. Day wellness spa centres, located in the urban territories, provide a wide and deep assortment of the services, but usually related only to the beauty and body care, the massages, the exceptional procedures related to the modern technologies. Other brands are promoted by the wellness beauty providers, who use the foreign and well known cosmetics, also technologies, medical equipment.

The innovative customers' value is shaped by the innovative services in the wellness services market. The large part of the wellness services providers communicate on Facebook, Twitter, blog's, organize the booking of services online, uses the innovative forms of promotion. Only hotels in nice ambience provide the exceptional physical evidence, as well as customer co-creation. The loyalty programs are used

by small part of the wellness services suppliers, and the majority of them are day spa services providers.

Conclusions

This explanatory research advances service research by being one of the few empirical studies relating to the offering innovations in the wellness services industry into relation to the offering and customer value improvement.

The findings of the research offer the managers of wellness services enterprises insights on how they can improve the service customer satisfaction with a service by the value preposition, innovative product, such as innovative communication, and individual approach to the customer.

Shaping the guidelines for improving the innovativeness level in the Lithuanian wellness services enterprises, such arguments could be used. The wellness services providers, who are working on the short use of services (day spa), should think about the idiosyncrasy in their services' offering. Own brand is one of the ways of that; the other – the narrow segment of the services users. Even if the wellness services are not very close related to the IT, new modern technologies in the equipment (physical evidence) place an important role for the shaping and improving the customer experience.

Promoting of the wellness service should be an object for the managers of the wellness, as several of them provides public relations, education for consumers, the other – the loyalty programs, or discounting and pricing. Unfortunately, there is no clear managerial strategy how to communicate the unique of services in the rising competition market.

Limitations of the research are grounded on the suppliers' innovation offering strategy, customer value preposition. There is no clear communicating strategy of them. However, the customers opinion in the correspondence between offering and wishes as well customers' needs should be obtained. A comparative analysis of the wellness services enterprises with innovation focus and traditions or heritage in wellness development focus could be done. Further research is going to include both suppliers and customers focus.

Literature

1. *2014 Trends Report: Top 10 Global Spa and Wellness Trends Forecast* (2014), Spafinder Wellness Inc., <http://www.spafinder.com/newsletter/trends/2014/2014-trends-report.pdf> [22.07.2014]
2. Andersen J.B. (2012), *Global spreading of knowledge and new rising knowledge centres*, Conference ‘Innovations 2012: How knowledge becomes business, 15.03.2012, Vilnius
3. Chesbrough H., Spohrer J. (2006), *A research manifesto for services science*, Communications of the ACM 49 (7), pp. 35-40
4. Den Hertog P., van der Aa W., de Jong M.W. (2010), *Capabilities for managing service innovation: towards a conceptual framework*, Journal of Service Management 21 (4), pp. 490-514
5. Gadrey J., Gallouj F., Weinstein O. (1995), *New modes of innovation: how services benefit industry*, International Journal of Service Industry Management 6 (3), pp. 4-16
6. Giannopoulou E., Gryszkiewicz L., Barlatier P.J. (2014), *Creativity for service innovation: a practice-based perspective*, Managing Service Quality 24 (1), pp. 23-44
7. Hsieh J.K., Chiu H.Ch., Wei Ch.P., Yen H.R., Cheng Y.Ch. (2013), *A practical perspective on the classification of service innovations*, Journal of Services Marketing 27 (5), pp. 371-384
8. Karmarkar U. (2004), *Will you survive the services revolution?*, Harvard Business Review 82 (6), pp. 100-107
9. Kumar N., Scheer L., Kotler P. (2000), *From market driven to market driving*, European Management Journal 18 (2), pp. 129-142
10. Langvinienė N., Sekliuckienė J. (2012), *How offering innovations could improve the health and wellness services in Lithuania?*, Services and economic development: local and global challenges: the 22nd edition of RESER international conference, 20-22 September 2012, Bucharest, Romania
11. *Lietuvos medicina* (2014), Statistics of wellness centres, <http://www.medicina.lt/> [24.02.2014]
12. *Lietuvos turizmas* (2014), Statistics of wellness centres and sanatorium, <http://www.turizmas.lt/> [24.02.2014]
13. *Lithuanian Resorts Association* (2014), <http://www.kurortuasociacija.lt/> [21.07.2014]
14. Magnusson P.R. (2003), *Benefits of involving users in service innovation*, European Journal of Innovation Management 6 (4), pp. 228-238
15. Oke A. (2007), *Innovation types and innovation management practices in service companies*, International Journal of Operations & Production Management 27 (6), pp. 564-587

16. Ostrom A.L., Bitner M.J., Brown S.W., Burkhard K.A., Goul M., Smith-Daniels V., Demirkan H., Rabinovich E. (2010), *Moving forward and making a difference: research priorities for the science of service*, Journal of Service Research 13 (1), pp. 4-36
17. Reid R.D., Sandler M. (1992), *The use of technology to improve service quality*, Cornell Hotel and Restaurant Administration Quarterly 33 (3), pp. 68-73
18. Sawhney M., Wolcott R.C., Arroniz I. (2006), *The 12 different ways for companies to innovate*, MIT Sloan Management Review 47 (3), pp. 74-81
19. *Spa Management Workforce & Education: Addressing Market Gaps: Research Report* (2012), The Global Spa and Wellness Summit LLC
20. *The Global Wellness Tourism Economy' 2013* (2014), Global Wellness Institute, The Global Spa and Wellness Summit LLC
21. *Tourism in Lithuania 2012* (2014), Statistics Lithuania: Statistical publication in Lithuanian and English
22. Victorino L., Verma R., Plaschka G., Dev Ch. (2005), *Service innovation and customer choices in the hospitality industry*, Managing Service Quality 15 (6), pp. 555-576
23. *Wellness services types list and wellness services providers' qualification requirements confirmation* (2012), Lithuanian Republic Health Care Ministry Order No. V-75, Valstybės Žinios
24. *Wellness Tourism and Medical Tourism: Where Do Spas Fit? Research Report* (2011), The Global Spa Summit LLC

Zwiększanie wartości dla klientów wellness poprzez innowacyjne usługi

Streszczenie

W artykule wskazano możliwości oferowania innowacyjnych usług zwiększających wartość dla klienta *wellness*. Badania oparto na analizie literatury. Przedstawienia specyfikę innowacji, aspekty jej wykorzystania w usługach typu *wellness* na Litwie. Przeprowadzono również badania jakościowe analizując oferty zamieszczone na stronach internetowych przedsiębiorstw oferujących usługi typu *wellness*. Wyniki badań wykazały, że dostawcy litewskich usług *wellness* przygotowują innowacyjne oferty dla klientów, używając przy tym współczesnych technologii informacyjnych, jak również technologii bezpośrednio zaangażowanych w dostarczanie usług *wellness* wraz ze znymi produktami, usługami a także *know-how*. Innowacyjna wartość dla klientów wyraża się w zwiększeniu wartości przez produkt, miejsce i promocję. Wyniki wykazały braki w realizacji innowacji w procesach lub wycenie usług *wellness*.

Słowa kluczowe

innowacyjne usługi, wartość, usługa *wellness*, przemysł *wellness*

Author information

Neringa Langviniene

Kaunas University of Technology
K. Donelaičio g. 73, Kaunas, Lithuania
e-mail: neringa.langviniene@ktu.lt

Jurgita Sekliuckiene

Kaunas University of Technology
K. Donelaičio g. 73, Kaunas, Lithuania
e-mail: jurgita.sekliuckiene@ktu.lt