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WELLNESS, BEAUTY, HEALTH AND LUXURY LIVING

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Soneva Soul, Soneva Jani

智慧型奢华

访索尼娃Soneva品牌CEO及联合创意总监Sonu Shivdasani先生

奢

华度假村品牌索尼娃 (Soneva) 的创始人和CEO Sonu Shivdasani 先生是一位著名的酒店人和企业家。Sonu出生于英格兰，就读于伊顿公学，并获得了牛津大学的英国文学硕士学位。

Sonu先生在1995年开始了他的Soneva酒店事业，当时他和妻子Eva在马尔代夫开设了他们的第一家度假村：索尼娃芙西 (Soneva Fushi)。度假村以其可持续的理念和对环境保护的高度关注而闻名，也让索尼娃品牌成为奢华可持续度假的先驱。

此后，又开设了位于泰国的索尼娃奇芮 (Soneva Kiri) 和位于马尔代夫的索尼娃贾尼 (Soneva Jani)。所有的索尼娃度假村都对可持续发展和环境保护做出了坚定的承诺，采取太阳能发电、减少废物和环保计划等多项举措。

Shivdasani先生自己也因其在酒店业的

成就而获得了许多奖项和赞誉，包括2017年Conde Nast Traveler创新和设计奖颁发的先锋奖，以及2018年Hotelier India奖颁发的终身成就奖。

Shivdasani先生还经常就可持续发展、企业精神和酒店业的未来等话题发表演讲。SpaChina也就此采访了这位富有传奇色彩的酒店品牌创始人。

请和我们讲讲索尼娃的历史，是如何构建出这一品牌概念的？

1987年我和Eva第一次来到马尔代夫，立刻就爱上了这里。我从来没有见过这样的地方。Eva从20世纪80年代末起经常来马尔代夫拍摄模特照片，她喜欢马尔代夫未经雕琢的简单生活方式。

于是我们决定在这里开设一家与众不同的度假村，同时确保对环境的保护。我们相信，一家企业必须有一个超越了单纯盈利的

明确目标。它必须为其所处的社区服务并做出贡献，而且不应该对其所在的环境产生负面影响。

我和Eva将各自在管理、时尚和设计方面的经验结合，开始尝试为寻找奢华旅行的人们打造一个梦想目的地。我们在遥远的巴阿环礁占地100英亩的Kunfunadhoo岛上买下了一个废旧度假村，开始了我们的创梦旅程。

经过巨大的努力，加上一些好运气，我们的第一家度假村索尼娃芙西 (Soneva Fushi) 在1995年开业了。这是马尔代夫的第一家奢华度假村。当时的马尔代夫是潜水爱好者的天堂，只有几家价格低廉的酒店。

Eva和我都认为自己是这片自然环境的守护者，而不是占有者。我们承诺将会竭力保护度假村内和度假村周围的生物多样性和生物栖息地。为了做到这一点，我们一直从大自然中汲取灵感，并努力成为酒店业的可持续发展先锋。



索尼娃非常注重可持续和环境责任，您是如何将这些价值观融入到度假村的设计和运营中的？

我们相信，奢华指的是那些对消费者来说稀有或不常见的事物或者体验。它新奇而纯正，会在人的心中引起共鸣。

于是，我们提出“智慧的奢华”这一概念，以挑战传统定义，探索奢华的真正含义。在过去的30到40年里，富人的人口结构发生了重大变化。他们生活在城市，经历着环境、噪音和光线等各种形式的污染。他们不像以前那样与大自然亲密接触了，甚至几乎没有时间坐下来喘口气，更不用说与家人和朋友度过一段惬意的时光了。

因此，我们为客人打造的体验都是尽可能地远离城市场景，是他们在日常生活中很少有机会可以体验到的。

当客人抵达度假村时，我们做的第一件事就是询问他们是否愿意脱掉鞋子。“No News, No Shoes”是索尼娃的口号，意在帮助客人们更好地与大地相连，充分感受脚底间沙子的质感。有些客人在度假村的整个停留期间都没有穿过鞋子。不少客人说，当他们离开度假村，不得不再次穿上袜子、鞋子和高跟鞋的时候感觉很奇怪。

对于度假村的食物和饮品，我们尽最大可能在当地采购，有的是来自我们自己的有

机花园，有的是从岛屿周围资源丰富的海域获得，还有的是来自邻近岛屿和国家。当地采购有两个主要的好处：首先，食物原料不必经过漫长的路途就能到达客人的餐桌，从而保证其营养价值；另外，可以减少碳排放，不会对环境产生有害影响。客人在享用美味时，会清楚的知道这些食物是不含化学物质、遵循公平贸易原则，并按照可持续原则进行采购的。

在我们看来，高昂的价格并不是奢华的代名词；“珍稀”才是。索尼娃有着与全球其它度假村或餐厅不一样的特色。可持续和养生实践是客人们在所生活的城市中很少能真正拥有的经历。在自我享受的同时为环境做一些积极的事情，这是很难得的。而我们却把这一明显的对立面结合起来，找到了让它们携手共存的方法。

索尼娃因生态友好而获得了许多奖项。您们所实施的最具创新性或影响力的举措是什么？

2008年的时候，我们意识到，我们测算碳排放量的方式是有局限性的，因为我们只测量了范围一和范围二的碳排放，而忽略了范围三。范围三的碳排放涵盖了外部因素，如客人搭乘飞机前往度假村的碳排放量，供应商的产品进入度假村的碳排放量等。度假村位于偏远岛屿，这意味着客人们必须长途跋涉才能抵达。平均而言，一位客人的往返旅行将产生约一吨的二氧化碳排放量。客人们几乎没有其它选择，只能通过乘坐飞机抵达度假村。因此，我们决定开始核算范围三的碳排放。

令我们感到惊讶的是，我们发现索尼娃芙西(Soneva Fushi) 85%的二氧化碳排放量来

自范围三，而行业内一般都不对其进行测量。因此，我们采取了一个简单的措施，在客人的账单上增加2%的强制性环境税。这是一个小小的改变，收费金额也不高，客人们都非常乐意接受。而益处却是巨大的。

这笔小额环境税会全部进入索尼娃基金会，投资于对环境、社会和经济有积极影响的项目，从而抵消客人搭乘飞机和其它度假村活动产生的碳排放量。

基金会全力支持那些对环境、社会和经济有积极影响的项目的发展。在可能的情况下，基金会采用影响力投资原则，通过碳金融回收支出，将这些回收的支出反馈到项目中，从而扩大积极影响，使更多的家庭受益。基金会的重点领域是环境，如气候变化、海洋和陆地生物多样性的恢复以及安全饮用水等问题。此外，还关注社会问题，如营养不良和寄养等。

从采购可持续材料和开创“变废为宝”实践，到与当地社区合作，可持续发展一直是索尼娃的核心理念。索尼娃致力于成为酒店业的先锋，2012年以来我们实现了100%碳中和。我们仍在不断努力尝试新举措来保护自然环境和珍贵资源。

近年来，我们在索尼娃芙西(Soneva Fushi)推出了Makers' Place。这是个碳中和回收工作室，于2021年夏天启动，旨在将废弃物转化为艺术品。另一个例子是我们在索尼娃芙西(Soneva Fushi)和索尼娃贾尼(Soneva Jani)开创的太阳能发电项目，该项目将使两个度假村的可再生能源发电量提高到50%以上。

新冠疫情对酒店业有什么影响？索尼娃是如何应对挑战的？

我认识到，如果以积极的方式来面对危机，就总能找到学习和发展的机会，并使我们的人生更加富有深度。

疫情爆发早期，我们就决定在度假村实施非常严格的防疫措施，来保障客人和员工的健康安全。除了严格的卫生措施外，我们还在所有客人抵达时为其进行核酸检测，即使度假村所在国家并没有要求这样做。我们还在马尔代夫开设了自己的核酸检测实验室，不仅使我们能够快速对客人和员工进行检测，也让我们可以为当地人提供免费检测，支持社区健康。

通过这样的核酸检测服务，我们得以在度假村内创造出无疫情环境，从而使客人们感到非常安心，并且不需要佩戴口罩。这样的无疫情状态实际上正是客人们能享受到的最奢华的体验。

确保员工和业务都能安全健康运转后，我们就开始尝试着利用机会带来改变，在商



业运营方面我们做出了许多小的改变，这为将来的成功播下了种子。

这次疫情向索尼娃的所有人员以及世界各地的人们表明，即使在空前困难的时期，若我们拥有坚定不移的精神和信念，就能够在充满挑战的情况下取得最好的成绩。经历过后，我们会变得更强大、更有韧性、更高效，并且对目标更有信心——继续创造能带来持久回忆的美好体验，同时更好地保护地球。

索尼娃的客人们都是谁？您如何看中国市场？

索尼娃的客人来自世界各地，其中一半以上是回头客，比如多年来一直到访的多代同堂的家庭客人。我们为儿童和青少年设计了丰富的活动，这吸引了许多家庭客人。索尼娃的儿童俱乐部The Den为孩子们提供了许多有趣的学习机会。另外，不少客人对水上运动、潜水和康养项目也有很大兴趣。

索尼娃大约有一半的客人是十分关注可持续发展的，索尼娃的粉丝当然尤其如此。他们非常认可我们所采取的可持续措施：度假村内杜绝使用品牌水、一次性塑料和塑料吸管；征收强制性环境税为索尼娃基金会的碳排放抵消项目筹集了900多万美元；我们对90%的废弃物进行了回收，度假村的Eco-Centro生态回收工作室一直在进行各种创新。

不过在某些市场，人们仍然认为，“好吧，如果它是可持续的，就不可能是豪华的。”这就是为什么我们专注于宣扬品牌主张——“尽享终生难忘的珍稀体验”。我们通过运营和所提供的体验服务，将这一核心宗旨付诸实践。

中国消费者长期以来一直是奢华旅行体验的忠实拥护者，不过我们看到，如今客人们越来越希望获得一些“奢华套餐”，使其

在体验和价格方面都能获得最优价值。

中国客人特别喜欢水上别墅，这对索尼娃来说是个好消息，因为我们在马尔代夫的索尼娃芙西(Soneva Fushi)和索尼娃贾尼(Soneva Jani)都有大量的水上别墅房型选择。中国客人对索尼娃带滑梯的水上别墅、水上体验项目、索尼娃新开的餐厅，以及在2022年初推出的健康概念Soneva Soul都非常感兴趣。

此外，对于多代同堂的旅行需求也在增加。在经历了多年的动荡不安后，中国客人尤其热衷于与亲人们一起出游。因此，索尼娃推出了一系列富吸引力的独特体验，来吸引带孩子们一起旅行的家庭客人。索尼娃在马尔代夫的两家度假村都有非常棒的儿童俱乐部，为孩子们提供学习的机会，并激发创造力。

社交媒体的影响力让更多Z世代的客人来到了索尼娃，他们许多人都在小红书或者其它社媒平台上知道了索尼娃，然后纷纷来此体验打卡，拍摄照片视频或作现场直播上传到网上。

能与我们分享一下在索尼娃度假村最令人难忘的体验吗？

在索尼娃，我们的宗旨是为客人提供“珍稀稀有”的体验。我们有很多回头客，所以我们得给出一个足以让他们年复一年回到度假村的理由。全年中，我们会推出各种各样丰富的活动与体验，无论是在度假村的天文台透过印度洋最大的望远镜之一来凝望星空，学习自由潜水，还是与我们的海洋生物学家一起浮潜，我们力求让客人每一次到访时的体验都是独一无二的。

2022年，我们与Teamwork Arts合作，将斋浦尔文学节(Jaipur Literature Festival)带到

了索尼娃芙西(Soneva Fushi)。我们邀请到来自世界各地的30多位作家与艺术家，围绕文学、音乐和艺术举行了活动庆典。一系列工作坊、讨论会也涉及到了环境、旅行、养生、历史、可持续发展、诗歌、天文学等各类主题。该活动将于2023年5月12日至21日再次举办。

您观察到在酒店业以及养生度假村版块有哪些新趋势？

我一生都在酒店业工作，并一步步建立起现在的奢华度假村系列。我不认为这将我放在了环保的对立面；恰恰相反，我是第一个站出来：酒店和旅游业应该承认自己的不足之处，并采取措施带来积极改变。

毫无疑问，我们作为一个行业，对资源的消耗远远超过了我们应得的份额。我认为，包括酒店在内的所有企业都必须有一个超越单纯盈利的更高目标。他们必须在世界范围内发挥更大的积极作用，而不仅仅是让其股东致富。而这并不是与成功的商业模式背道而驰的，事实上，这恰恰可以成为商业模式的核心。我们可以一直寻找机会做出一些小的改变，这些改变不会对我们的盈利能力或使客人对我们的印象产生负面影响，但却可以为环境和社会带来巨大的益处。而且，它们往往可以提升客人体验。在后疫情时代，经历过长期封控的中国客人，其生活、工作和旅行方式都不可避免地发生了改变。高端客人开始重新审视生活的意义。这就是为什么，今天我们接待的客人比以往任何时候都具责任意识。负责任的旅行已经成为时下焦点，许多客人在预订前都会先查看一下度假村在可持续方面的作为。今年，我观察到，客人们希望通过教育性的趣味体验来提升自我，获得新知识和新体验的愿望非常明显。消费者正在寻找有意义的旅行，尤其是纯正的养生项目和“珍稀”体验。我与中国的许多贸易伙伴有过交流，他们都表示，索尼娃所倡导的理念在中国市场上越来越受到高端消费者的追捧和认可。

2023年，我们会举办一个养生节活动Soul Festival，为期10天，邀请一些世界知名的行业专家来进行一系列有深度的对话、演讲，并提供专业的健康服务。通过采取大胆的措施，我们能有机会从根本上纠正企业和社区之间的关系，让企业回归到为社会服务的初始目的。

在接下来的25年里，我们会继续创新，一方面加强已有的服务，同时也为客人们创造更多新奇难忘的体验。从新的餐厅和别墅创意概念，到保护珊瑚礁和支持脆弱的生态系统等可持续举措，我们已经有了许多不错的想法，并将一步步付诸实践。



Soneva Fushi

Intelligent Luxury

Interview with Mr. Sonu Shivdasani, Founder of Soneva

As a well-known hotelier and entrepreneur, Mr. Sonu Shivdasani is best known as the founder and CEO of the luxury resort brand Soneva. Sonu was born in England, where he attended Eton College and graduated from Oxford University with an MA in English Literature.

Sonu established Soneva brand from 1995, when he and his wife, Eva, opened their first resort, Soneva Fushi, in the Maldives. The resort was known for its focus on sustainability and environmental responsibility, and it helped to establish the Soneva brand as a pioneer in the luxury eco-tourism sector.

Since then, Sonu has expanded the Soneva brand to include several other resorts, including Soneva Kiri in Thailand and Soneva Jani in the Maldives. All Soneva resorts share a strong commitment to sustainability and environmental responsibility, with initiatives such as solar power, waste reduction, and conservation

programs.

Mr. Shivdasani has received numerous awards and accolades for his work in the hospitality industry, including the Pioneering Award at the Conde Nast Traveler Innovation and Design Awards in 2017, and the Lifetime Achievement Award at the Hotelier India Awards in 2018.

He is a frequent speaker on topics such as sustainability, entrepreneurship, and the future of the hospitality industry. SpaChina interviewed this legendary founder of Soneva.

Can you tell us about the history of Soneva and how you came up with the concept for the brand?

I first visited the Maldives with Eva in 1987 and fell in love with the place. I had never seen anything quite like it. Eva, who has been coming to the Maldives for modelling shoots since the late 1980s, loved the untouched, simple way of life.

We decided we wanted to open a resort like no other, whilst ensuring we protect the environment. We believe that a company must have a clear purpose beyond turning a profit. It must serve and contribute to the society in which it operates and should not negatively impact the environment in which it is located.

Together, we combined our respective experience in management, style and design to develop a resort that would satisfy our desire for a dream destination for those who like to travel in luxury. We bought an abandoned resort on the far-flung 100-acre island of Kunfunadhoo in the Baa Atoll and set about creating our dream.

After considerable effort and some good luck, our first resort, Soneva Fushi, opened in 1995. We were the first luxury resort in the Maldives, which at the time was a diver's paradise, and the few hotels that were there had very low rates.



Both Eva and I consider ourselves guardians, not owners, of these precious environments that we are privileged to look after during our lifetimes. We have pledged to protect the biodiversity and habitats in and around our resorts. To do so, we have always used nature as an inspiration for our innovation and we have always endeavoured to be a sustainable pioneer in the hospitality industry.

Soneva has a strong focus on sustainability and environmental responsibility. Can you discuss how you incorporate these values into the design and operation of your resorts?

We believe that luxury is defined as something that is rare or uncommon for the consumer. It is something novel and authentic, that strikes a chord in one's heart when it is experienced.

We have pursued 'Intelligent Luxury' in our desire to challenge and fully understand what luxury truly means. The last 30 to 40 years have seen a major shift in the demographics of the wealthy. They live in cities, where pollution is present in all its forms: unclean environments, noise and light. They are not as in touch with nature, they hardly have time to sit down and take a breath, let alone spend large amounts of quality time with their family and friends.

With this in mind, the experience we have created for our guests is as far removed from an urban scenario as possible, letting them indulge in things they rarely get to do in their

daily lives.

When our guests arrive, the first thing we do is ask if they would like to take off their shoes. Our 'No News, No Shoes' mantra helps ground our guests and lets them feel the sand between their toes. Some never put their shoes back on for their entire stay with us. We have had guests say it feels strange to go back to socks, shoes and high heels once they leave.

With our food and beverage offerings, we do our best to source as locally as possible, be that from our organic gardens, from the plentiful seas that surround our islands, or sourced from nearby islands and countries. Sourcing locally has two main benefits: firstly, our ingredients don't have to travel so far to reach our guests' plates, thus keeping their nutritional values intact; secondly, it also reduces our carbon emissions. There is absolutely no detrimental impact on the environment and our guests savour their meals with the knowledge that the food they consume is free of chemicals, fair-trade, and sourced sustainably.

Expense, we would argue, is not indicative of luxury. Rarity, however, is. The features in our resorts are not often found in other resorts or restaurants around the world. Sustainability and wellness are hallmarks of something that our guests rarely experience in their cities. It is rare to enjoy oneself while doing something positive for the environment. So, we have combined apparent opposites and found ways in which they can live hand in hand.

Soneva has received numerous awards for its eco-friendly initiatives. Can you discuss some of the most innovative or impactful initiatives the brand has implemented?

In 2008, we realised that our approach towards measuring carbon emissions was limited as we were only measuring scopes 1 and 2, not scope 3, which covered the externalities such as guests flying in, supplies coming into our resorts, etc. Operating in remote locations requires our guests to travel long distances. On average, a guest's round trip will result in emissions of around one ton of CO₂. Our guests have little choice but to fly to reach our remote locations. We thus decided to measure scope 3.

To our great surprise, we discovered that 85% of the CO₂ emissions from Soneva Fushi come from scope 3, which the industry in general does not measure. So, we took the simple step of adding a mandatory 2% Environmental Levy to our guests' bills to offset all our emissions. It was a small change, and a relatively small charge, which we found our guests more than happy to accept. And the rewards have been great.

This small levy lets the Soneva Foundation invest in projects that have a positive environmental, social and economic impact which offset carbon emissions from both guest flights and resort activities.

The Soneva Foundation supports the development of projects that have a positive environmental, social and economic impact. Where-

ever possible, the Soneva Foundation uses impact investing principles, seeking to recover outlays through carbon finance, which in turn will be fed back into projects to help extend the reach and benefits to more families. The Soneva Foundation's focus areas are environmental such as climate change, restoration of ocean and terrestrial biodiversity as well as safe drinking water. In addition, the Foundation focuses on social issues such as malnutrition and foster care.

Sustainability has always been at the heart of Soneva's ethos, from sourcing sustainable materials and pioneering 'waste-to-wealth' practices, to working in partnership with our local communities. We have always endeavoured to be a pioneer in the hospitality industry and are very proud to have been 100% carbon neutral since 2012. We still continually strive to pioneer initiatives that protect our natural environment and precious resources.

One example from recent years is Makers' Place at Soneva Fushi. Launched in the summer of 2021, this fully carbon-neutral recycling studio transforms waste into works of art. Another recent example is our solar power developments at Soneva Fushi and Soneva Jani which will boost the electricity generated from renewable energy to over 50% at both resorts.

How has the COVID-19 pandemic impacted the hospitality industry, and how has Soneva adapted to these challenges?

I have realized that if we consider a crisis in a

positive way, we can always find an opportunity to learn and develop and make our lives more enriching as a result.

In the early days of the pandemic, we made the decision to put very strict protocols in place across our resorts, to safeguard the wellbeing of both our guests and our Hosts. As well as stringent sanitation procedures, we introduced PCR testing on arrival for all guests, even if this wasn't required by the countries where we operate. We also opened our own testing laboratory in the Maldives, which not only enabled us to rapidly test our guests and Hosts, but also enabled us to offer free tests to support the wellbeing of our local communities.

The COVID-free environment that we have created at our resorts as a result of our extensive testing, has enabled our guests to relax and go mask-free during their stay – this return to a sense of normality has in fact become the greatest luxury of all for our guests.

Once we ensured that our Hosts and our business were both safe and healthy, we then worked on the change in opportunities and we have come up with many small changes to the way we do business which has sowed seeds for future good fortune.

COVID-19 has shown all of us at Soneva and around the world that even in the most unprecedented of times, our unwavering spirit and belief allows us to make the best of a challenging situation. We've come out stronger, more resilient, leaner, and more confident in our goals to continue to create experiences that

make lasting memories, all while taking even better care of our planet.

What is Soneva's guests' profile, who are they? How many days do they usually stay? What about Chinese guests, and how do you see the China market?

The guests that stay at Soneva come from all over the world and more than half of them are repeat guests, like the multi-generational families who have been coming to stay with us for years on end. We attract a lot of families with our extensive programme of activities for children and teenagers. Our children's clubs, called The Den, offer so much excitement and opportunities for learning. We also see guests who take great interest in water sports, diving, and wellness.

I would say about half of our guests care about sustainability; our Soneva Enthusiasts certainly do. They are very impressed by what we have achieved: whether it's that we banned branded water, single-use plastics, and plastic straws or that our mandatory environmental levy has raised USD9+ million for the Soneva Foundation's carbon offsetting projects. We also recycle 90% of our waste and our resorts' Eco-Centro Waste to Wealth facilities are constantly innovating.

That said, in certain markets people still think to themselves, "well, if it's sustainable it cannot be luxurious." This is why we focus on our brand proposition of, 'Inspiring a Lifetime of Rare Experiences'. We bring our core purpose to life through our operations and the experiences we offer.

Chinese consumers have long been devotees of luxury travel experiences, but we are currently witnessing an increased desire for luxury packages that assure our guests are getting the best possible value for money in respect of both experiences and price.

There is a demand for over-water villas, which is great for Soneva as we have a multitude of options at both Soneva Jani and Soneva Fushi in the Maldives. Chinese guests are interested in booking Water Villas with Slides, our water experiences, our new Soneva F&B concepts and Soneva Soul, our new wellness concept that we launched in early 2022.

There is also an increase in the demand for multi-generational travel, following years of uncertainty, Chinese tourists are keen to get away with their loved ones. As such, at Sone-





Soneva Kiri

va we have created attractive packages with unique experiences to entice families wishing to travel with their children. Soneva offers two of the most incredible kids clubs in the Maldives where children are inspired to learn and get creative.

The shift to social media trends has increased the bookings we are seeing from Gen-Z guests, with many being driven from Red Book and other social channels looking to recreate incredible Reels and Live stream from our exceptional resorts.

Soneva has a reputation for providing unique and luxurious guest experiences.

Can you describe some of the most memorable guest experiences at Soneva resorts?

At Soneva we are all about offering our guests what we call ‘rare’ experiences. We have a lot of repeat guests, so it is also about offering them a reason to return to our resorts year after year. Throughout the year we offer a rich array of guest activities and experiences to ensure that every stay is unique, whether it is at gazing at the stars through one of the largest telescopes in the Indian Ocean at our observatory, learning to free dive or snorkeling with our Marine Biologist.

This year, we will continue to innovate, both reinforcing our existing concepts and creating new, unforgettable experiences for our guests. In 2022, we partnered with Teamwork Arts to bring JLF to Soneva Fushi. Together, we brought over 30 authors and artists from



Soneva Soul, Soneva Jani

all over the world to celebrate literature, music and art. Environment, travel, wellness, history, sustainability, poetry, astronomy and many more themes were also part of the panel discussions, events and the workshops. Following its success, the event will return for its second edition from May 12 - 21, 2023.

What future hospitality trends do you see?

What are the potential wellness resort trends that could emerge in the future?

I have spent my life working in the hotel industry and have devoted my career to building what is now a network of luxury resorts. I do not believe that this puts me at odds with conservation; but I am the first to say that the hotel and tourism sectors should admit where they have failed and take steps to bring about

change.

There can be no doubt that we, as an industry, consume far more than our fair share of resources. But I believe that all companies, hotel businesses included, must have a purpose beyond profit. They must play a greater role in the world beyond just enriching their shareholders. I don't believe that this has to run counter to a successful business model, in fact, it can be central to it. We can find opportunities to make small positive changes that do not impact negatively on our profitability or our guests' perception of our products, yet which can generate considerable good for both the environment and society. In fact, they can often enhance our guests' experience. In the post-pandemic era, especially due to the long lockdown period in Mainland China, ways of living, working and traveling inevitably changed. High-end customers began to re-examine the meaning of life, as such, our customers today are more considered and conscience than ever before. Mindful travel has become a key focus, with many guests looking at the sustainability credits of a resort before making any bookings. The desire to improve, gain new knowledge and experiences and better oneself through educational fun experiences has become more apparent this year. Consumers are looking for meaningful travel with a focus on wellness and rare, authentic experiences. I have spoken with many trade partners in China and they all are suggesting that Soneva's philosophy has been increasingly in demand and highly appreciated by high-end consumers in the Chinese market.

In 2023, we will also be hosting a wellness festival, Soul Festival, which will be held over a ten-day period and will feature some leading world renowned practitioners for a series of insightful talks, presentations and specialist wellness offerings. By taking bold steps we can fundamentally redress the balance between business and communities and shift back to the original purpose of the corporation as a service to society.

Over the next 25 years, we will continue to innovate, both reinforcing our existing concepts and creating new, unforgettable experiences for our guests. We have so many exciting ideas already in development, from new restaurant concepts and innovations for our villas, to sustainable initiatives to protect our reefs and support our delicate ecosystems.