

## Competitiveness of Indian Wellness Industry A Conceptual Analysis

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### Abstract

Individuals pursuit of wellbeing in terms of activities, choices and lifestyle has led to the inception of wellness concept. Lifestyle change, increased physical and mental stress and beauty conscious are driving factors for the prosperity of the industry. The industry encompasses to diverse sectors as beauty care, fitness & slimming, rejuvenation and alternative therapy. It is imperative to study this industry because of its increase in growth in recent decades. Were, only a few academic studies was made in the industry. Therefore, this report focuses on studying the competitiveness by adopting a porters diamond model as a theoretical framework and provides a comprehensive view by executing an extensive review of published documents, including academic journals, trade publications, government and industry websites and talks over them within the diamond model framework. The first part of the paper discusses wellness concept

with different authors perspectives, the second part is by analyzing the determinants of the model (factor conditions, demand conditions, related and supporting industries, firm strategy and rivalry and the role of the government), the authors identified the key determinants in analyzing the competitiveness of Indian wellness industry and the third part emphasis on business implications and different aspects to be focused in further studies.

**Key Words:**India, Wellness, Porters diamond model, Competitiveness.

### Introduction

The growth and competitiveness of any industry can be analyzed by Gross Domestic Product (GDP) with respective its country. Indias GDP is 4 percent points higher than global growth average of last 3 years and nearly 3 percent points more than the average growth achieved by Emerging Markets and Developing Economics (EMED) it signifies the market potential in the global arena and the GDP is 7.5 per cent in 2016-17 and it is expected to decline to 6.5 per cent in 2017-18 (Ministry of finance, 2018) and the service sector, it is expected to grow 8.3 per cent in 2017-18, as against 7.7 per cent in 2016-17 (IBEF, 2018). A joint report by NSDC with KPMG on sector skill gap study (NSDC & KPMG, 2017) elucidates, the Indian wellness industry is growing at Compounded Annual Growth Rate (CAGR) of 18.6 percent, were the global wellness industry is growing at a CAGR of 15 per cent which is more than the world average and the countries china, brazil, the US, India and Indonesia are growth markets. The customers are willing to pay a premium for wellness experience were, spending for wellness is no longer considered a luxury and are more aware of holistic approaches and setting aside quality time to acquire well-being because wellness is an active pursuit of activities, lifestyle and choices that lead to a state of holistic health (Global wellness economy monitor, 2017). It is imperative to understand health and wellness sector as they are misunderstood as one and the same. Mueller and Kaufmann (2001) aimed to make a clear peculiarity between wellness and cure, from the health policy angle. The authors states a line should be drawn between wellness, which includes comprehensive service packages consisting of physical fitness, health, nutrition/diet, relaxation/meditation, beauty care, psycho-

logical activity/education, and illness prevention. Though there is an overlaying of service requirements in the health sector and wellness sector the differentiation come in who pursues the services, a healthy person avail wellness services for upkeep and maintenance.

Hence, the objectives of the study are:

1. To define and understand the wellness concept and its dimensions through previous studies.
2. To analyze the determinants for the competitiveness of Indias wellness industry by adopting a porters diamond model.

#### **Understanding the concept wellness:**

Wellness is defined as a state of being in positive health. More than 50 years ago the World Health Organization (WHO) defined health as beyond freedom from illness, disease, and debilitating conditions. The suggestion by the World Health Organization that health has a positive element led to the use of the term wellness (Corbin & Pangrazi, 2001). Wellness is a multidimensional concept and has been defined as principal and foremost a choice to assume responsibility for the quality of ones life. It begins with a conscious choice to shape a healthy lifestyle. Wellness requires a mind-set and predisposition to accept a series of key principles in different areas of lifecycle that lead to high levels of well-being and life satisfaction (Ardell, 2002).

The wellness centers are defined as any service provider, who has positioned themselves as an organization offering platform comprising physical fitness, beauty care, healthy nutrition, diet, relaxation by rejuvenation, meditation, psychological activity, education, or ambience which aims at preserving or promoting the general health of the client (Satya Suresh, 2011). One can reach an optimal level of wellness by understanding how to maintain and optimize each of the dimensions of wellness. These are discussed briefly below:

#### **Physical wellness:**

Hettler (1980) defined physical wellness as encompassing the degree to which an individual maintains and improves cardiovascular fitness, flexibility, and strength. Furthermore, he signified the importance of maintaining a healthy regime and attempting to produce bodily balance and accord through awareness and monitoring of body feelings, internal conditions, physical signs, tension

patterns, and reactions. His definition also included seeking suitable medical care and taking action to prevent and notice illnesses. In sum, Hettlers definition of physical wellness encompassed ones involvement to physical self-care, activity level, nutritional needs, and use of medical services. Physical health is typically addressed through exercise and healthful cuisine in addition to pampering services, often with a therapeutic value, such as a specialized massage offered in rejuvenation centers (Lebe, 2006).

**Emotional wellness:**

Emotional wellness, it focuses on ones self-concept or self-esteem, that is, a secure identity and positive sense of self (Adams et al.s, 1997). They detailed emotional wellness as a safe internal self-image and a positive sense of self-regard, or the degree of self-valuing. Similar to Adams et al. (1997) and Hettler (1980), Renger et al. (2000) focused on an individuals self-view. However, Renger et al. demarcated emotional wellness with regard to ones level of anxiety, depression, self-control, well-being, and optimism. Emotional wellness includes experiencing satisfaction, interest, and pleasure in life, as well as having a positive and optimistic anticipation of the future. Emotional wellness was abstracted as awareness and control of feelings along with a realistic and positive assessment of the self, conflict and life statuses. The ability to handle with stress and maintain fulfilling relationships also enhances one's emotional wellness (FICCI and EY, 2016).

**Psychological wellness:**

Psychological wellness, as defined by Adams et al. (1997), it is the individuals sense of optimism that she or he will experience positive outcomes resulting from the events and experiences of life. Of the wellness models reviewed, Adams et al.s (1997) concept is the only one that included the psychological dimension. However, it seems that both psychological and emotional wellness is conceptually similar with respect to individual, but in a broader sense it differs. Hettlers (1980) definition of emotional wellness (i.e., a realistic self-assessment and positive assessment of the self, the world, and relationships wherein challenges, risks, and conflicts are viewed as prospects to further develop) is very similar to Adams et al.s (1997) definition of psychological wellness. Similarly, Renger et al. (2000) and Leafgren (1990) defined emotional wellness as together with optimism and a positive approach to life. Given the similarities

of Adams et al.s (1997) conceptualization of psychological wellness and other authors concepts about emotional wellness, psychological wellness can be observed as closely related to or a possible aspect of emotional wellness.

**Intellectual wellness:**

Adams et al. (1997) defines that the perception of being energized by an optimum amount of intellectually stimulating activity was crucial to intellectual wellness. Stimulating intellectual activity included psychological challenges and critical reasoning, both of which require ones attentiveness. Furthermore, Adams et al. (1997) believed that the optimum level is not too much or too little stimulation because each has adversarial consequences. Similar to their definition of physical wellness, the definition of intellectual wellness was focused on the ones perception. Renger et al. (2000) comprehended intellectual wellness as ones orientation and achievement toward education, personal growth, achievement, and creativity. Continual personal growth and education included indulging in cultural events and seeking opportunities to gain and share knowledge. Intellectual wellness is the ability to open our minds to new ideas and experiences that can be applied to personal decisions, group interaction and community betterment.

**Occupational wellness:**

Cruse et al. (1992) and Leafgren (1990) also discussed occupational wellness. Leafgren stated that occupational wellness is ones approach about work and the amount of personal satisfaction and enrichment one gains from ones work. Similarly, Cruse et al. included in their definitions that ones attitude toward leisure and work, as well as ones work history, patterns and balance between leisure activities, and vocational goals. Integrating the previous conceptualizations, occupational wellness is the extent to which one can define ones attitude toward work and the ability to balance several roles; individual values and gain personal satisfaction and enrichment from paid and unpaid work; and the ways in which one can use knowledge, skills and abilities to contribute to the community. Occupational wellness is the ability to get personal fulfillment from our jobs or our chosen career fields while still maintaining balance in our lives.

**Environmental Wellness:**

Hettlers (1980) contribution of occupational wellness expanded

the wellness theory to include a part of the environment, ones occupation. However, Hettlers definition and model lacked an emphasis on what can be conventionally considered environmental concerns (e.g., pollution, nature, and its conservation). Renger et al. (2000) included environmental wellness as a separate dimension and defined it to include the impact on and sense of balance between home and work life, as well as an individuals association with nature and community resources. For example, steps taken to reduce pollution or participation in community cleanup efforts were considered an aspect of environmental wellness. Therefore, Renger et al. the concept of environmental wellness it is a broader dimension that looked at the nature of an individuals joint interaction with the environment and domestic life (e.g., home, work, the community, and nature).

**Social wellness:**

In association to Hettler (1980), Adams et al.s (1997) conceptualization of social wellness focused more on the interaction of individuals, as the individual in relation to the larger community or environment. Social wellness, as defined by Adams et al. (1997) is the amount of support expected and reciprocated, and the value attached to the actions of sharing support. Similar to Adams et al. (1997), Renger et al. (2000) concept of social wellness mainly in terms of the interaction of the individual with others. They defined social wellness as the extent to which one gets along well with others and is at ease with expressing and willingness to express ones feelings, needs, and opinions. Support, fulfilling relationships (including sexual relations), and affection are central concepts in this model. Similar to Hettlers definition, Renger et al. included the interaction with his or her social environment and the contribution to ones community. Peer acceptance, bonds /attachment with others and social skills are regarded as fundamental to social wellness. Our ability to establish and maintain positive relationships with family, friends and peers contributes to our Social Wellness. It encompasses the degree and quality of interactions with community and nature.

**Segments in Indias Wellness Industry:**

The industry is unfocused by researchers because it is still fragmented and unregulated, yet with a huge potential for development. Each wellness offering differs in its own mode, yet most are driven

by related objectives: continuous engagement to prevent illness and participation to improve health. A joint study by FICCI-EY on wellness and preventive health care, the wellness industry is segmented according to their services offered; it is illustrated in (Table 1):

Segments in wellness industry	Services offered	CAGR	Drivers
Beauty Care	Beauty centers Salons,	11%	<ul style="list-style-type: none"> <li>• Evolution of concept beauty of a woman subject to being gender neutral. Hence, bringing in a whole new target audience in the form of adolescent to young &amp; middle aged men.</li> </ul>
Fitness centers	Slimming Gym, Yoga,	18%	<ul style="list-style-type: none"> <li>• Increased penetration and acceptance for organizing players</li> <li>• Arowing focus towards ill effects of obesity</li> <li>• Increasing adolescent obesity in the country.</li> </ul>
Alternate therapy	AYUSH (Ayurveda, Yoga, Unani, Sidha, Homeopathy) treatments	7%	<ul style="list-style-type: none"> <li>• Government push in this segment.</li> <li>• Research (in conjunction with Council for Scientific and Industrial Research – CSIR) and subsequent policy driven promotion of herbal products like anti-diabetic formulations are likely to play a key role</li> </ul>
Rejuvenation	Massage centers Spa and Sauna,	20%	<ul style="list-style-type: none"> <li>• Increasing stress levels, especially in tier 1 cities will contribute to the proliferation of rejuvenation centers</li> <li>• Domestic and International Tourism has been another key contributor in this segment and will continue to play a significant role especially in the Southern centers</li> <li>• Increasing focus on psychological/mental health</li> </ul>

(Source: FICCI and EY, 2016) Table 1: Segments and its drivers in wellness industry

From table - 1, it can be interpreted that Indian wellness industry is on its way to expand with each segment having CAGR of more that 10 percent. Excluding the segment, alternate therapy having a low growth when compared to other segments, though it is an ancient practice of Indias (Satya Suresh, 2011). The segments are analyzed by commonalities in services offered. The key drivers of each segment are summarized as: Beauty and health conscious in all age categories, ill effects of unhealthy behaviors, penetration of organized players like Loreal Paris, VLCC, government support, and increased focus on psychological health.

**Theoretical framework:**

Porters (1990) diamond model provides an excellent framework to understand and analyze the competitiveness of a particular industry within a country (Jin and Moon, 2006). The model has been applied in a broad range of industries due to its implications for marketers, policy makers and the government in designing the

enduring development of a nations competitive advantage ( Jin and Moon, 2006), even for open and transitional economies (Chobanyan and Leigh, 2006).

Porter (1990) proposes that the features of the national environment influence the competitive advantages of a nation and identifies four primary determinants that affect competitive performance of firms, the constructs of the model are: factor conditions; demand conditions; related and supporting industries; and firm strategy, structure, and rivalry. These determinants interact and act together to form the nations diamond, and interrelations between the determinants establish national competitiveness (Grant, 1991). The government also interacts with the four determinants in the diamond by fostering or deterring the development of a nations competitive advantage. The following analyzes each determinant to identify factors that might directly affect the competitive position of the Indian wellness industry. The summary of each determinant of a national diamond for the Indian wellness industry is shown in Figure 1.

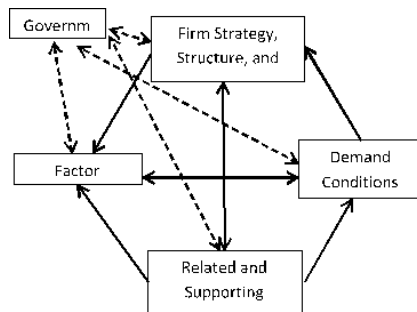


Figure 1: Determinants of the competitiveness of Indian wellness industry

**Factor Conditions:**

Factor conditions are detailed as the nations position in factors of production, such as skilled labor or infrastructure, necessary to compete in a given industry (Porter, 1990, p. 71). Porter analyzes the characteristics of factors of productions and describes how they are created and how they relate to national competitiveness. He categorizes factor conditions as basic and advanced factors. Basic



factors comprise endowed resources, such as national resources, location, and demographics. Basic factors deliver initial advantages, whereas advanced factors, like sophisticated skills, communication infrastructure, and research facilities, are created through investment by individuals, companies and governments and play critical roles in enhancing a nations competitive advantage (Grant, 1991).

**Demand conditions:**

Demand conditions are defined as the nature of home demand for the industrys product or service (Porter, 1990, p. 71). Composition of home demand is critical as it regulates the response of firms towards consumer needs and wants. We analyze the demand condition in India, which is characterized by a swelling middle class with rising disposable income, a youthful population, and demographic and geographic diversity in demand for wellness services. It is projected that by FY 2020, it would be INR 1,50,000 crores of market size from INR 85,000 crores and with a CAGR of 12 percent(FICCI and EY, 2016). So, it is evident that there is huge domestic demand and with huge population and major composition are youth (Bharadwaj et al., 2005). It is observed and analyzed from figure 2, beauty care segment is dominant with 41%, it may because of beauty conscious influenced by the western cultural impact and ones quest for an appearance and it also evident that increase in demand for fitness segment from FY 15 to FY 20 from 12 percent to 16 percent. The other segments have a constant market share and an expansion of market share is observed. Finally, it is observed that the demand factor in the domestic is a competent determinant in determining the competitiveness of the wellness industry.

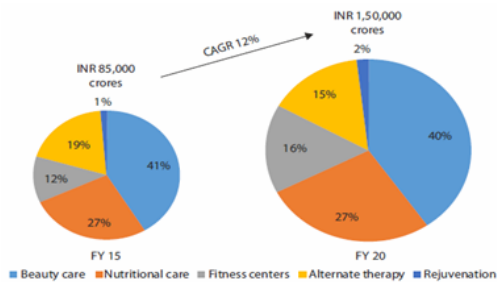


Figure 2: Market share of respective segments in the Indian wellness industry (Source: FICCI and EY, 2016)

**Firm strategy, structure, and rivalry:**

This dimension is defined as the conditions in the nation governing how companies are created, organized, and managed, as well as the nature of domestic rivalry (Porter, 1990, p. 71). Firm Competitiveness is created by the convergence of favorable management practices and organizational models specific to that country (Porter, 1990). Franchising is one of the strategic choices adopted by the existing players. Franchises were started up in the service sector in 1980s; these chains grew through franchises due to lack of finance (Cliquet, 2002). The two primary forms of franchising are product franchising and business format franchising. Product franchising is similar to licensing in that usage rights to a trademark are allocated to the franchisee for a royalty and/or fee with little to the support offered (Seng-Su, 2013). According to a report on franchising in India by KPMG in support with Franchising Association of India (FAI): India, by witnessing huge demographic branded products, global exposure transformation fueled by the and use of international brands is consumption led growth, stands as an driving adoption of the franchising attractive destination globally for the franchising fraternity, organized service providers like L'Oréal Paris and VLCC has expanded its business through franchise strategy (KPMG and FAI, 2013). Local firms in unorganized sector, such as beauty centers, and fitness centers, which possess a major market share are competitors to the organized firms. Were, service quality is a primary constitute in customer retention, appropriate strategies to be taken to sustain in the competition. The bottom line is that a firm that is very adept at quality can capitalize on this competency. Firms must identify their unique advantages in pursuit of quality service which builds a competitive advantages that can be uniquely translated into superior organizational performance (Molly, 1998)

**Indian Government as strategist:**

Porter (1990) describes how governments affect the above four determinants by playing the roles of consumer, policy maker, and commerce regulator. The government acts as a catalyst or challenger and mediator, when it encourages or pushes companies to increase their performance in order to gain competitive advantage. Indian Government is playing a crucial role as by its schemes such as modular employable skills (MES): It has provided a pathway in transforming skill development from long-term skill acquisition pe-

riods (12 years) to short term (about 3 months) period and STAR (Standard Training Assessment and Reward) Scheme, this program is aimed at training workforce employed in the manufacturing and retail sectors across 200 cities in 23 states in beauty and wellness industry (NSDC & KPMG, 2017).

**Conclusion and business implication:** Porters diamond model is a flat form to analyze the competitiveness of industry in the domestic market. Through the model constructs, a conceptual analysis is made in the Indian wellness industry. Through the determinant factor conditions, a considerable amount of the workforce is involved in the industry and there is a huge amount of the work force is in need, especially skilled personnel, through the factor, demand conditions: because of increase in population were, the majority are youth and working class a huge domestic demand exists. Franchising is a considerable option made by established players like VLCC and Loreal and establishment of foreign players such as Golds gym and new entrants raise a good competition among organized and unorganized firms and finally related industries like health care insurance and training institutions has direct and indirect players in the ecosystem. The Wellness industry is in a prosperous state in the country a clear focus must be made by researchers, institutions, corporate firms and government to explore to its optimum extent. Were, it is most part a service centric industry lot of significant importance is to be made in offering services. Considering these factor determinants firms can make strategy formulation for business expansion, customer retention and better service quality and it is to be noted that this study is made considering all the segments in the wellness industry which generalized to all the segments. A focused study is to be made individually on each segment of the industry and derive its competitive factors and its advantages in the domestic and global market.

**Scope for further research:** There is a lot of scope for research in the wellness industry; one may focus on customer purchase pattern, factor motivating to avail wellness services and wellness tourism. An empirical study is to be made individually on each sector of the industry to identify the significant factor and their impact on the competitive advantage of the firm in the home country.

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