



# 科技创新 诚信为本

Summarecon Mall  
Bekasi, Java

专访SO.WA咨询公司的创始人兼董事总经理Tomoka Nguyen女士

**作**为SO.WA咨询公司的董事总经理，Tomoka引领公司提供全面且高度定制的水疗与健康解决方案。SO.WA在新加坡和日本设有办公室，为领先酒店品牌开发、设计并执行独特且盈利的概念方案、设施及体验，这些方案紧密契合特定市场趋势与品牌定位。其战略眼光和对卓越的追求确保每个项目均取得卓越成果，并树立行业新标杆。

Tomoka于日本高中毕业后移居英国，毕业于伦敦大学。她于1997年在印度尼西亚巴厘岛开启其水疗与健康事业，后担任Mandara Spa的区域运营经理。随后，她管理了包括半岛酒店Spa及GHM在内的亚洲多家知名健康设施。2014年至2018年间，Tomoka负责管理亚洲最大的健康中心之一，占地1.2万平方米的圣淘沙名胜世界ESPA中心。在其四年任期内，该中心荣获众多国际奖项，并实现利润增长五倍。

Tomoka珍视其日本传统，同时对亚洲疗法及健康传统有着深厚认知。她开发了多种水疗项目及产品，并拥有认证芳疗师及



Tomoka Nguyen

天然护肤品配方师资质。除母语日语外，她精通英语和印度尼西亚语，并掌握基础泰语。SpaChina就SPA顾问业务内容专访了她。

**SO.WA强调“全方位健康解决方案”，整合战略、概念与设计。您如何将文化细节与全球最佳实践相融合，从而在亚洲竞争激烈的水疗与健康市场中脱颖而出？**

SO.WA的独特之处在于我们不仅文化底蕴深

厚，而且能够提供在亚洲多元市场中运营可行且商业可持续的健康理念。我们的“全方位健康解决方案”意味着我们不将战略、概念和设计视为孤立环节，它们同步发展，并基于对本土价值观、宾客行为和国际标准的深刻理解。

我们的顾问团队遍布亚洲各地生活与工作，对区域性的疗愈哲学、仪式美学具有深切的体察。同时，我们亦精通西方健康科学与标准，从解剖生理学到服务流程及财务模型。这种双重视角使我们能够创造出既能引起本地宾客情感共鸣，又能满足全球奢华旅行者及业主期望的体验。

**您的团队涵盖建筑师、水疗区域设计师和运营策略专家等多领域人才。这种合作如何确保项目实现整体性成果？**

我们方法的力量在于各专业领域的协同一致：设计决策基于运营实际，而战略则植根于真实的宾客体验。在SO.WA，我们从项目开发的最初阶段便将设计师、水疗运营者、热能工程师和品牌策略师汇聚一堂。这确保

概念上的构想能够在功能上得以实现，无论是护理室的空间流线、为操作便捷而设置的水热设施位置，还是休息区兼具仪式感与社交体验的灵活性。

例如，京都四季酒店是一家深深植根于传统的酒店，我们打造的健康体验既致敬京都深厚的文化底蕴，又契合国际奢华旅行者的期待。宾客体验路径经过精心编排，以反映传统的日本仪式，融入季节元素、感官层次和空间韵律，唤起情感联结。我们与酒店管理層紧密合作，确保这些元素不仅富有深意，更能无缝融入日常运营，这是一种在诗意表达与运营效率及商业可行性之间取得平衡。

### SO.WA 的项目包括温泉设施和城市健康目的地等创新概念。您如何平衡传统亚洲健康哲学与现代科技驱动的宾客体验？

我们的团队主要扎根于东南亚，但我们的集体经验覆盖全球市场。核心团队具备难得的组合：科学基础扎实、运营经验深厚且兼具战略创意。凭借在解剖生理学、病理生理学、化妆品配方、酒店财务和数字营销方面的专业训练，我们以技术精度和商业洞见来构建健康方案。我们不仅是顾问，也是教育者和作者，通过项目之外的方式塑造着行业。

技术无疑正塑造着健康的未来。但对我们而言，关键在于智慧的融合，而非替代。我们拥抱创新，从生物反馈设备到沉浸式声波疗法，但始终坚守人手触感和文化叙事无可替代的价值。例如，虽然可以使用人工智能定制健康旅程，但由技艺娴熟的理疗师双手触发的情感释放，是任何设备都无法复制的。

### 您认为哪些新兴的水疗与健康趋势正在重塑全球行业？

技术依然是变革的主要驱动力。无论是红光疗法、呼吸训练设备等健康科技的普及化，还是其在创造个性化、数据驱动的宾客旅程中的应用。然而，仅为新奇而采用技术是远远不够的。关键在于我们如何运用它来丰富水疗故事、深化宾客旅程。在SO.WA，我们专注于利用新兴技术支持直觉性、有意义且关注当下的体验，而非取代传统健康模式。趋势正朝着混合体验发展，即数字科技与深度人文体验的交融。

### 中国健康产业正在快速增长。您认为如今在中国开发高端水疗与健康设施会面临哪些机遇与挑战？

我们始终视中国为健康领域创新的关键市场。然而挑战依然存在，特别是围绕产品进



UR Spa, The PuXuan Hotel and Spa

口的监管复杂性，以及有机成分与生物同源成分标准的差异。尽管如此，我们看到了巨大的机遇。

中国已是全球科技创新的领导者，其本土健康品牌正迅速成熟并获得国际认可。我们看到一批具备全球竞争力的本土供应商和生物科技公司正在崛起。对于国际参与者而言，这开启了真诚合作的大门。对我们来说，关键在于善用中国的优势，深厚的文化底蕴、技术创新与规模效应，同时审慎应对本地化与合规要求。

### 中国消费者往往重视奢华与文化真实性，SO.WA如何调整服务以契合他们的偏好？

中国宾客深谙叙事艺术、文化关联与卓越服务之道。在SO.WA，我们不提供千篇一律的解决方案。我们花时间深入研究当地情境，无论是哲学思想、传统仪式还是象征符号，并将其转化为能引起高端客群共鸣的现代奢华体验。

在此过程中，我们不仅仅视中国为项目目的地；更将其视为灵感源泉。我们的目标是策划既熟悉又新颖、根植传统又面向未来的体验。这种契合使我们得以打造不仅忠于中国传统，且在全球吸引力上具有抱负的水疗之旅。

### 能否举例说明您如何将本地文化元素融入中国项目中，以打造独特的宾客体验？

我们融合文化元素的方法植根于对地域、人群和传统的深切尊重。虽然SO.WA咨询公司尚未直接在中国大陆交付项目，但我们的优势在于首席设计师和资深顾问拥有丰富的中国相关经验。在加入SO.WA之前，他们在塑造中国各地健康目的地方面发挥了关键作用。例如北京璞瑄酒店及水疗中心以及珠海瑞吉酒店铂瑞水疗等项目。

例如，在璞瑄酒店，宾客体验路径围绕内省与静谧奢华的主题精心设计，将儒家价值观与中国匠艺融入护理仪式和室内设计中。

这些在中国奢华水疗与健康领域的亲身经历，使SO.WA能为任何面向中国的项目带来贴合市场的洞察、设计敏感度和战略远见。团队对区域健康哲学、消费者偏好及运营标准的熟悉，贯穿于我们主导的每个项目，确保我们的理念文化契合、全球竞争力强且情感动人。

### 可持续性在酒店业愈发重要。SO.WA如何将环保理念融入水疗设计与运营中，尤其是在中国市场？

在SO.WA，我们的优势不仅在于应用可持续设计原则，更在于将设计、疗程规划与运营无缝连接成一个统一的可持续模型。这种整合正是我们的独特之处。

我们启动每个项目时，必先理解其背景，环境、文化与可用资源。由此出发，我们开发出成为水疗核心的概念，它不仅塑造空间的外观与氛围，更影响疗程的提供方式及空间运营。空间分区规划以运营效率为先，确保宾客流线顺畅及后勤功能实用。

对我们而言，可持续性也意味着长期效率与商业逻辑。在水疗这个往往过度消耗水与能源的领域，我们在每个细节上都深思熟虑。例如，与其在每个护理室增设浴缸以营造奢华感，我们更考虑其运营影响，延长浸泡时间会降低房间周转率并增加用水量。这些正是体现设计巧思与实践可持续性相得益彰的选择。

我们并非将可持续性视为清单项目，而是将其嵌入概念的每一层，从布局选材到疗程设置及日常运营。在中国这样的市场，对创新和环保责任的要求日益提高，我们的方法比以往任何时候都更具现实意义。



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展望未来，在塑造亚洲，尤其是中国新一代水疗与健康体验中的角色有何愿景？

随着健康日益融入人们的生活、旅行和自我投资方式，我们预见SO.WA将在帮助品牌和开发商从提供单一疗程转向创建整体性、目标驱动的健康生态系统方面发挥关键作用。在亚洲，尤其是中国，对体验的需求不断增长，这些体验不仅要奢华，更需植根于文化认同、情感关联和可衡量的健康成效。

我们的愿景是通过架接传统哲学与面向未来的解决方案，来引领这一变革。随着我们的日本办公室自二零二四年全面运营，以及在东南亚的强大布局，我们凭借深厚的文化理解与设计前瞻性，具备独特优势服务于该区域。在中国，健康领域正日益受到创新、城市化及传统回归的影响，我们看到了做出有意义贡献的机遇，不仅仅是打造美好的概念，更要提供可持续、可扩展且在当地引起共鸣的策略。

作为拥有二十五年以上行业经验的领导者，哪些经验教训至今仍指引着新的创新方向？

我学到的最重要一课是：健康非产品，乃心态。多年来，我目睹潮流起落，但历久弥新的是诚信为本、真实为要，以及挑战现状的勇气。在SO.WA，我们不盲目追随潮流。我们追问更深层的问题：什么能让此体验具有变革性？什么能留下情感印记？

我们对创新的承诺由这些原则指引。我们持续进化，这并非迫于市场要求，而是源于好奇心、深度倾听的意愿以及对所产生影响的热忱。

# Innovation With Integrity

Interview with Ms. Tomoka Nguyen, Founder and Managing Director of SO.WA Consultancy

As Managing Director of SO.WA Consultancy, Tomoka guides the company in delivering comprehensive and highly customised spa and wellness solutions. With offices in Singapore and Japan, SO.WA develops, designs, and executes unique, profitable concepts for leading hotel brands, tailored to specific market trends and brand directions. Its strategic vision ensures outstanding results and new industry standards. SO.WA Consultancy was awarded “Consultant of the Year” at the Asia Pacific Spa & Wellness Coalition (APSWC) 2025.

Tomoka moved to the UK after high school in Japan, graduating from the University of London. She began her spa and wellness career in Bali in 1997, later becoming Regional Operations Manager for Mandara Spa. She subsequently managed prestigious facilities for, The Peninsula Hotels, and GHM. From 2014 to 2018, Tomoka oversaw Asia’s largest

wellness centre, the 12,000 sqm ESPA at Resorts World Sentosa. Under her four-year leadership, it earned numerous international awards and profitability was boosted fivefold.

Valuing her Japanese heritage and deep knowledge about Asian therapies, Tomoka has developed various spa programmes and products. She is a certified aromatherapist and natural skincare formulator. Fluent in English and Indonesian with basic Thai, she is also a native Japanese speaker. SpaChina interviewed her on the Spa consultancy business.

**SO.WA emphasizes a "360° Wellness Solutions" approach, integrating strategy, concept, and design. How does blending the process of cultural nuances with global best practices set your consultancy apart in Asia's competitive spa and wellness market?**

What sets SO.WA apart is our ability to deliver wellness concepts that are not only



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culturally authentic but also operationally and commercially viable across diverse markets in Asia. Our “360° Wellness Solutions” approach means we don’t treat strategy, concept and design as isolated phases – they are developed in tandem with a clear understanding of local values, guest behaviour and international benchmarks.

Our consultants have lived and worked across Asia, giving us a deep sensitivity to regional healing philosophies, rituals and aesthetics. At the same time, we are trained in Western wellness sciences and standards – from anatomy and physiology to service protocols and financial modelling. This dual perspective allows us to create experiences that resonate emotionally with local guests while meeting the expectations of global luxury travellers and owners.

**Your team includes specialists like architects, wet area designers, and operational strategists. How does this interdisciplinary collaboration ensure holistic outcomes for projects?**

What makes our approach powerful is the alignment between disciplines: design decisions are informed by operational realities, and strategy is underpinned by authentic guest experiences. At SO.WA, we bring designers, spa operators, thermal engineers, and brand strategists together from the earliest stages of development. This ensures that what is envisioned conceptually can be delivered functionally – whether it’s the spatial flow of a treatment room, the placement of hydrothermal features for operational ease, or

the flexibility of a lounge area to accommodate both rituals and social experiences.

At Four Seasons Kyoto, a property deeply rooted in heritage, we created a wellness experience that honours Kyoto’s cultural depth while engaging the expectations of international luxury travellers. The guest journey was carefully choreographed to reflect traditional Japanese rituals, incorporating seasonality, sensory layering, and spatial rhythm to evoke a sense of emotional connection. We worked closely with the hotel’s leadership to ensure that these elements were not only meaningful but also seamlessly integrated into daily operations – balancing poetic expression with operational efficiency and commercial viability.

**SO.WA’s portfolio includes innovative concepts like thermal facilities and urban wellness destinations. How do you balance traditional Asian wellness philosophies with modern, technology-driven guest experiences?**

Our team is predominantly based in Southeast Asia, but our collective experience spans global markets. Our core team brings a rare combination of scientific grounding, operational depth, and strategic creativity. With formal training in anatomy and physiology, pathophysiology, cosmetic formulation, hospitality finance, and digital marketing, we approach wellness with both technical precision and commercial insight. We’re not just consultants – we’re also educators and authors, shaping the industry beyond project work.

Technology is undoubtedly shaping the future of wellness. But for us, it’s about intelligent integration, not replacement. We embrace innovation – from biofeedback tools to immersive sound therapies – but remain grounded in the irreplaceable value of human touch and cultural storytelling. For example, while you may use AI to customise a wellness journey, the emotional release triggered by a skilled therapist’s hands is something no device can replicate.

**What emerging trends in spa and wellness do you see reshaping the industry globally?**

Technology continues to be a major driver of transformation – whether it’s the democratisation of wellness tech, such as red

light therapy and breath training devices, or its use in creating personalised, data-led guest journeys. However, it’s not enough to merely adopt tech for novelty’s sake. What matters is how we use it to enrich the spa story and deepen the guest journey. At SO.WA, we’re focused on using emerging technologies to support intuitive, meaningful, and mindful experiences rather than replacing traditional wellness modalities. The trend is moving towards hybrid experiences – where digital meets deeply human.

**China’s wellness industry is growing rapidly. What opportunities and challenges do you foresee for luxury spa and wellness developments in China?**

We’ve always viewed China as a critical market for innovation in wellness. However, challenges persist – particularly with regulatory complexities surrounding product importation and differing standards around organic and bio-identical ingredients. That said, we see enormous opportunity.

China is already a global leader in tech innovation, and its homegrown wellness brands are rapidly gaining sophistication and international credibility. We’re seeing a new wave of local vendors and biotech firms that are capable of competing on the global stage. For international players, this opens the door for authentic collaboration. For us, the key is to leverage China’s strengths – cultural depth, technological innovation, and scale – while carefully navigating localisation and compliance.

**How does SO.WA tailor its services to align with the preferences of Chinese consumers, who often value both luxury and cultural authenticity?**

Chinese guests have a deep appreciation for storytelling, cultural relevance, and elevated service. At SO.WA, we don’t deliver cookie-cutter solutions. We take time to research the local context – be it philosophy, rituals, or symbolism – and translate that into modern, luxurious experiences that resonate with a discerning clientele.

In doing so, we don’t just look at China as a destination for projects; we view it as a source of inspiration. Our goal is to curate experiences that feel familiar yet fresh, rooted in heritage yet forward-thinking. This alignment has allowed us to create spa journeys that are not

only authentic to Chinese traditions but also aspirational in their global appeal.

**Can you share an example of how you've integrated local cultural elements into a China-based project to create a unique guest experience?**

Our approach to integrating cultural elements is rooted in a deep respect for place, people, and tradition. While SO.WA Consultancy has not yet delivered a project directly within mainland China, our strength lies in the extensive China-related experience of our lead designers and senior consultant. Prior to joining SO.WA, they played key roles in shaping wellness destinations across China – including projects such as The Puxuan Hotel & Spa in Beijing, and Iridium Spa at St. Regis Zhuhai.

For example, at The Puxuan, the guest journey was meticulously designed around themes of introspection and quiet luxury, with references to Confucian values and Chinese craftsmanship embedded into the treatment rituals and interiors. SO.WA's lead consultants contributed to early-stage concept development for this project while design execution was by another company.

This first-hand experience with China's luxury spa and wellness landscape enables SO.WA to bring market-relevant insight, design sensitivity, and strategic foresight to any China-facing development. Our team's familiarity with regional wellness philosophies, consumer preferences, and operational standards informs

every project we lead – ensuring our concepts are culturally aligned, globally competitive and emotionally compelling.

**Sustainability is increasingly critical in hospitality. How does SO.WA incorporate eco-conscious practices into spa design and operations, particularly in a market like China?**

At SO.WA, our strength isn't just in applying sustainable design principles – it's in seamlessly connecting design, treatment programming, and operations into a unified, sustainable model. This integration is what sets us apart.

We begin every project by understanding its context – environment, culture, and available resources. From there, we develop a concept that becomes the heart of the spa, shaping not just the look and feel but also how treatments are delivered and how the space operates. Zoning is planned with operational efficiency in mind, ensuring smooth guest flow and practical back-of-house functionality.

For us, sustainability also means long-term efficiency and commercial logic. In wellness, where water and energy use are often excessive, we bring intentionality to every detail. For example, instead of adding bathtubs in every treatment room for a sense of luxury, we consider the operational impact – extended soak times reduce room turnover and increase water usage. These are the kinds of choices where thoughtful design meets practical sustainability.

Rather than treating sustainability as

a checklist, we embed it into every layer of the concept – from layout and materials to treatment offerings and day-to-day operations. In markets like China, where expectations around innovation and environmental responsibility are rising, this approach is more relevant than ever.

**Looking ahead, what is your vision for SO.WA's role in shaping the next generation of spa and wellness experiences in Asia, especially in China?**

As wellness becomes more integrated into how people live, travel, and invest in themselves, we see SO.WA playing a pivotal role in helping brands and developers shift from offering isolated treatments to creating holistic, purpose-driven wellness ecosystems. In Asia – and China in particular – there's a growing demand for experiences that are not only luxurious but also grounded in cultural identity, emotional relevance, and measurable wellbeing outcomes.

Our vision is to guide this evolution by bridging traditional philosophies with future-facing solutions. With our Japan office fully operational from 2024 and a strong presence across Southeast Asia, we are uniquely positioned to serve the region with deep cultural understanding and design foresight. In China, where wellness is increasingly shaped by innovation, urbanisation, and a return to heritage, we see an opportunity to contribute meaningfully – not just with concepts that are beautiful, but with strategies that are sustainable, scalable, and locally resonant.

**As a leader with 25+ years in the industry, what lesson have you learned that continues to guide SO.WA's innovations today?**

The most important lesson I've learned is that wellness is not a product – it's a mindset. Over the years, I've seen trends come and go, but what endures is integrity, authenticity, and the courage to challenge the status quo. At SO.WA, we don't follow trends blindly. We ask deeper questions: What will make this experience transformative? What will leave an emotional imprint?

Our commitment to innovation is guided by these principles. We continue to evolve – not because the market demands it, but because we are curious, we listen deeply, and we care about the impact we make.



The Initial Sama, Singapore