Robb Report
VIETNAM

PERSPECTIVES 2027

The New Luxury: Counting What Wellness Really Means

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Deputy Managing Director, C9 Hotelworks

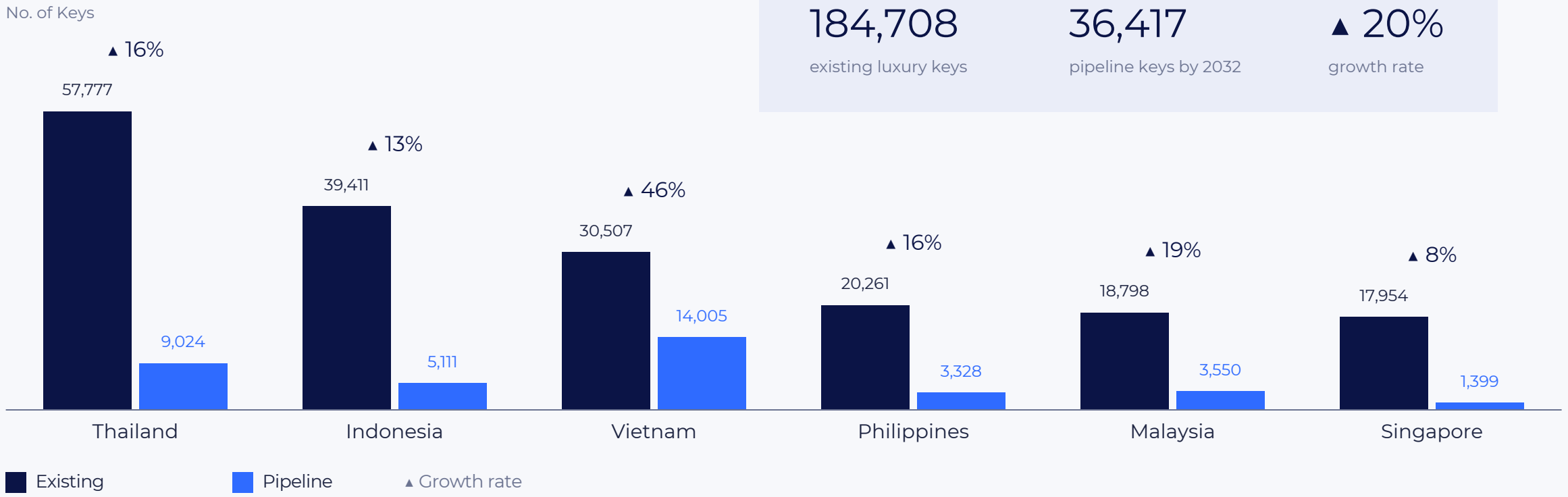
C9 HOTELWORKS

THE NEXT CHAPTER OF LUXURY | 12 NOVEMBER 2026 | HO CHI MINH CITY



Luxury hotel supply across six key Southeast Asian markets is projected to grow 20% by 2032

LUXURY HOTEL SUPPLY BY MARKET



184,708
existing luxury keys

36,417
pipeline keys by 2032

▲ 20%
growth rate

Note: Data as of November 2026. Pipeline includes new hotels under construction or at the planning stage; renovations are excluded.
Source: C9 Hotelworks Market Research, STR.

In a crowded luxury hotel market, wellness has increasingly become a way for hotels to stand out

SUPPLY

Highly competitive: a growing number of luxury hotels target guests with similar profiles and higher spending power

Looking to differentiate: hotels in the pipeline are generally larger, and 79% are branded

6 in 10

luxury pipeline hotels include wellness in their concept (83 of 131)

DEMAND

More wellness trips: experiential travel is expanding, with a greater focus on well-being

Higher spending: globally, wellness travelers spent USD721 per trip in 2024, 112% more than the average trip (USD340)

11.9% CAGR (2019–2024)

wellness trips in Asia-Pacific grew from 321 million in 2019 to 563 million in 2024*

Note: Hotel pipeline data as of November 2026; includes only hotels with announced concepts. *2024, latest data available.
Source: C9 Hotelworks Market Research, STR, Global Wellness Institute.

Wellness continues to make headlines across the travel and hospitality industry


BBC

Sleep tracking and longevity claims: The new era of wellness retreats

20 May 2026

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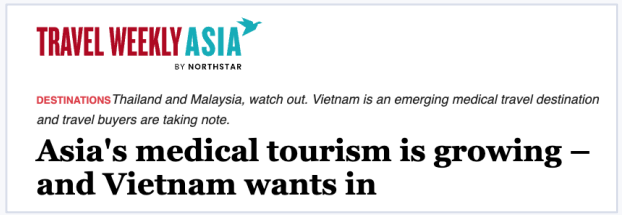
Lindsey Galloway


ELITE TRAVELER

The Biggest Wellness Travel Trends Set to Shape 2026

From biohacking cabins to family-focused retreats, meet the wellness trends shaping the way we vacation.


New Report: How Wellness Is Reshaping Hotel Development and Management


TRAVEL WEEKLY ASIA BY NORTHSTAR

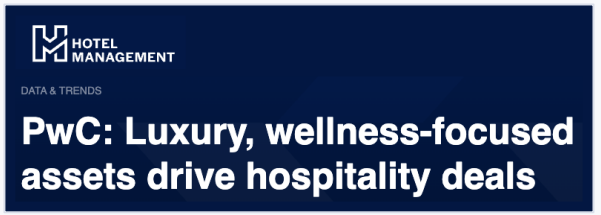
DESTINATIONS Thailand and Malaysia, watch out. Vietnam is an emerging medical travel destination and travel buyers are taking note.

Asia's medical tourism is growing – and Vietnam wants in


Bangkok Post

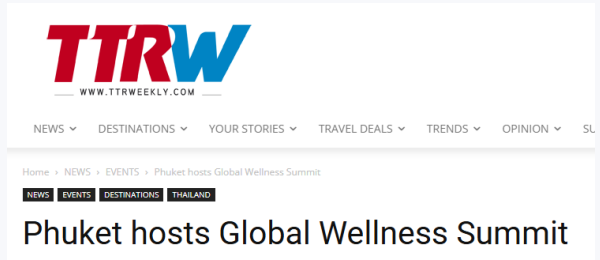
BUSINESS › GENERAL

From health crisis to growth engine: Why Thailand's wellness economy is poised to lead Asia's ageing future


HOTEL MANAGEMENT

DATA & TRENDS

PwC: Luxury, wellness-focused assets drive hospitality deals


TTRW

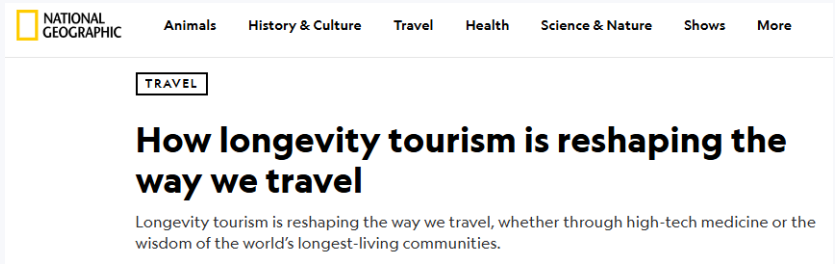
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TRAVEL

How longevity tourism is reshaping the way we travel

Longevity tourism is reshaping the way we travel, whether through high-tech medicine or the wisdom of the world's longest-living communities.


The Star Health tourism in Thailand surges, boosting wellness & spa sector towards global recognition

Health tourism in Thailand surges, boosting wellness & spa sector towards global recognition

As more hotels include wellness, the word means less to guests

WELL-WASHING: Selling the look of wellness without the commitment behind it

WHAT CAN BE SOLD AS WELLNESS

Hotels may promote wellness through spa treatments, fitness facilities, onsens, cold plunges, or simply by including “wellness” in their branding.

WHY WELL-WASHING HAPPENS

No shared definition or standard: the industry has not agreed what a wellness stay must include, and the word is not regulated or certified.

Wellness offerings vary, making direct comparisons difficult.

WHAT THE COMMITMENT LOOKS LIKE

A structured program that goes beyond facilities, with guest assessments, practitioner-led guidance, and personalized wellness activities delivered over multiple nights.

Source: C9 Hotelworks Market Research.

C9 Hotelworks counted the luxury hotels that commit to wellness, not only label it

	SELLS A WELLNESS PROGRAM 2+ nights, run by practitioners to a set plan	**NO PROGRAM** spa menu only, or no wellness offer
WELLNESS-POSITIONED wellness is the main message on the hotel's own website	**WELLNESS HOTELS** **Program with every stay** comes with the stay **Optional program** rooms also sold on their own	**WELLNESS IN THE POSITIONING, NOT IN THE OFFER** Some offer spa treatments only
NOT WELLNESS-POSITIONED wellness is a pillar or a facility, not the positioning	**HOTELS WITH A WELLNESS PROGRAM** Wellness is one pillar; the program is an option	**OTHER LUXURY HOTELS** Neither the positioning nor a program

WHAT COUNTS AS A WELLNESS PROGRAM

A package of two nights or more, run by practitioners to a set plan. It usually includes a consultation on arrival, daily treatments and classes, and healthy meals. A spa package or a single treatment does not count.

Note: Data as of November 2026. Definitions by C9 Hotelworks.
Source: C9 Hotelworks Market Research.

Only 27 of 1,468 luxury hotels are wellness hotels

	SELLS A WELLNESS PROGRAM 2+ nights, run by practitioners to a set plan	**NO PROGRAM** spa menu only, or no wellness offer
WELLNESS-POSITIONED wellness is the main message on the hotel's own website	**WELLNESS HOTELS** 27 **3 hotels – Program with every stay*** comes with the stay **24 hotels – Optional program** rooms also sold on their own	**WELLNESS IN THE POSITIONING, NOT IN THE OFFER** 25 Some offer spa treatments only
NOT WELLNESS-POSITIONED wellness is a pillar or a facility, not the positioning	**HOTELS WITH A WELLNESS PROGRAM** 84 Wellness is one pillar; the program is an option	**OTHER LUXURY HOTELS** 1,332 Neither the positioning nor a program



Note: Data as of November 2026. Existing luxury hotels: luxury class by STR, six countries. *Program with every stay: 2 hotels require a program with every stay; 1 requires one on the guest's first stay only.
Source: C9 Hotelworks Market Research.

Thailand leads Southeast Asia with 12 of the 27 wellness hotels

WELLNESS HOTELS, BY DESTINATION (27)



63% (17 of 27) are in Bali, Greater Phuket and Hua Hin.
93% (25 of 27) are in resort destinations.

WELLNESS IN THE POSITIONING OR THE OFFER, BY COUNTRY (136)



Indonesia leads in hotels that sell a wellness program: 48, against 41 in Thailand

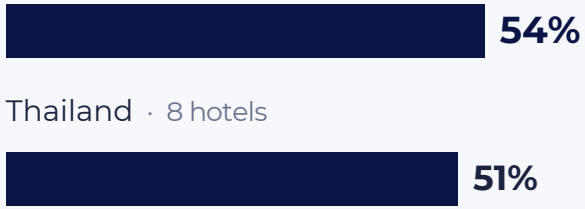
Note: Data as of November 2026. Greater Phuket = Phuket 4, Phang Nga 1, Krabi 1. Central Vietnam = Da Nang, Hoi An, Hue, Phong Nha (1 each). Bangkok outskirts = Phra Pradaeng, Samut Prakan. Chart: zero values not shown.
Source: C9 Hotelworks Market Research.

Wellness packages carry a 54% median price premium over comparable room-only rates

PRICE PREMIUM OVER A ROOM-ONLY NIGHT

Higher spending per guest: meals, treatments and consultations are sold with the room.

Median price premium (%)



WHAT THE PACKAGE NIGHT ADDS

Standard Offerings

wellness sessions: treatments such as massage, and classes such as yoga or guided exercise

12 of 18

full or half board

7 of 18

a consultation with a practitioner

LENGTH OF STAY RANGE

2–8 nights

entry-level program length across hotels

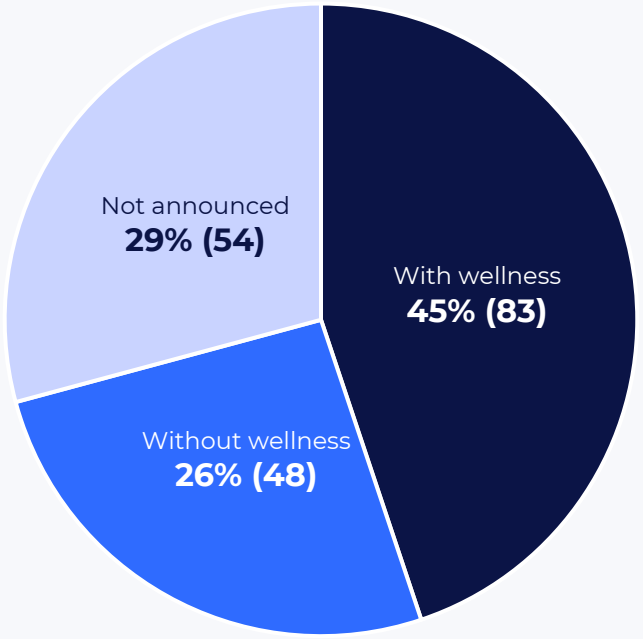
3+ nights

minimum stay at most hotels for their entry-level program

Note: Data as of November 2026. Same hotel and room type over the same nights. Rates for check-in 8 December 2026, 1 adult. Premium = package night ÷ flexible room-only night for the same room type – 1. 18 of 24 optional-program hotels priced (all-inclusive and non-comparable rates excluded). Inclusions as stated by each hotel; consultation not stated at 4 hotels.
Source: C9 Hotelworks Market Research: hotels' own booking engines and websites.

6 in 10 luxury pipeline hotels include wellness in their concept

LUXURY HOTEL PIPELINE BY 2032, BY CONCEPT (185 HOTELS)



83 of 131

hotels with an announced concept include wellness (63%), equal to 45% of all 185 pipeline hotels

95%

of these 83 use wellness as a facility only: a spa, gym or yoga room (79 of 83)

BRANDED VS INDEPENDENT (185 HOTELS)



Branded 146 · **Independent 39**

Note: Data as of November 2026. Base: 185 luxury hotels in the Hotel Pipeline projected to open by 2032 (residences and projects already open or cancelled excluded).
Source: C9 Hotelworks Market Research.

In Thailand, luxury wellness goes beyond hotels to dedicated centers and real estate

LUXURY WELLNESS CENTERS

Medical or holistic facility with luxury positioning

16 centers: 12 existing, 4 in the pipeline

LUXURY WELLNESS REAL ESTATE

Residential developments offering operator- or brand-managed wellness services

868 units in 6 projects: 97% completed or due in 2024–2030

LUXURY WELLNESS CENTERS, BY MODEL (16)



VitalLife Scientific Wellness Center
Bumrungrad Hospital · Bangkok
Yearly longevity programs with tests on day one and doctor follow-ups.

Layan Life by Anantara
Anantara resort · Phuket
A 1,767 sqm center with doctors; day programs are open to non-hotel guests.

LUXURY WELLNESS REAL ESTATE PROJECTS, BY HOTEL LINK (6)





WellEra Bangkok
BDMS + Capella · Bangkok
A wellness complex by hospital group BDMS, with Thailand's first Capella Residences.



ROMM Convent
Proud Real Estate · Bangkok
175 wellness residences with the developer's own spa, hydrotherapy and health butler.

Note: Data as of November 2026. Centers and real estate with luxury or ultra-luxury price positioning. Centers and units were counted in Thailand only.
Source: C9 Hotelworks Market Research and Thailand Wellness Hospitality Market Review 2026; official center and project websites. Images: official websites.

C9 HOTELWORKS

Founded in 2003, C9 Hotelworks is a hospitality consulting group specializing in hotels, branded residences, real estate, and mixed-use developments. Headquartered in Thailand, the firm is recognized for its expertise in market research, feasibility studies, and development strategy for hospitality real estate projects across the Asia Pacific, Indian Ocean, and African regions.

C9 Hotelworks has delivered a diverse portfolio of over 1,000 projects in 110 locations, supporting a wide range of clients and partners, from global hotel brands to leading regional and independent developers.

Core Capabilities in Hospitality & Real Estate Advisory (Hotels, Resorts, Branded Residences, Mixed-Use, Wellness)

- Feasibility Studies & Market Analysis
- Land Use Planning & Design Briefs
- Concept Positioning & Development Strategy
- Hospitality Real Estate Financial & Investment Analysis
- Operator Selection
- Due Diligence & Valuation

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