

Wellness Standards In Hospitality

An Industry Guide for Restaurants, Hotels
& Mixed-Use Developments



TGP INTERNATIONAL

Introduction

The global wellness economy is expanding at a sustained pace, reshaping how value is created across travel, real estate, food and consumer brands. What was once a niche segment anchored in spa and fitness has evolved into a broader economic force influencing destination choice, asset positioning, menu architecture, spatial design and brand loyalty.

Current projections place the global wellness economy at approximately \$8.5 trillion by 2027, supported by consistent annual growth across wellness tourism, preventative health, nutrition and longevity-driven services.

For hospitality owners and operators, this shift is not abstract. It is measurable. Wellness-led hotels consistently outperform conventional properties on total revenue metrics, with stronger non-room spend, higher ancillary capture and improved revenue per occupied room.

In several mature markets, more than half of total revenue in wellness-oriented assets is generated beyond the bedroom, through food and beverage, recovery services, programming and experience-led offerings.

Commercially, when wellness is integrated effectively, it can improve and, in some cases, reshape the revenue mix of a

property rather than simply enhance it. At the same time, consumer expectations are becoming more defined. Health span, sleep quality, metabolic health, mental resilience and social connection are increasingly prioritised and given greater emphasis. They influence travel decisions, brand perception and price tolerance.

Guests increasingly evaluate environments based on air quality, light exposure, acoustic comfort, ingredient transparency and the credibility of sustainability claims.

This does not imply that hospitality assets must reposition as longevity retreats or that restaurants need to overhaul their menus, but it does indicate that wellbeing has become part of the baseline criteria through which hospitality is judged.

However, integration remains inconsistent. In many projects, wellness is introduced at the level of amenities or marketing language rather than embedded within strategy, spatial planning and operations. Application also differs by sector, with luxury and premium brands defining wellness differently from more accessible, everyday propositions.





Challenges exist in integrating wellness operationally. A plant-forward menu may sit within a supply chain that is not configured for fresh production, or a biophilic lobby designed on paper may compete with mechanical systems that undermine air quality.

A resort or hospitality complex may aspire to reposition toward wellness-led offerings without fully understanding the invisible service structures and back-of-house systems required to deliver a credible guest experience.

In these instances, the result can be aesthetic alignment without structural coherence. For owners and developers, this creates a kind of tension.

While wellness presents a clear opportunity for differentiation, pricing power and long-term asset resilience, it also introduces operational complexity, capital considerations and cross-disciplinary coordination challenges.

Integrating wellness effectively requires alignment between concept development, interior design, food and beverage strategy, operational planning, brand narrative and performance measurement. It cannot be delivered through a single discipline.

\$8.5T

Projected size of the global wellness economy by 2027

Global Wellness Institute, Global Wellness Economy Forecast

108%

Higher TRevPAR* achieved by wellness-focused hospitality assets

RLA Global /HotStats, Wellness Real Estate & Hospitality Performance Report, 2025

1 in 6

People globally experience loneliness

World Health Organization, Global Estimates on Loneliness, 2024

175%

Higher spend by domestic wellness tourists vs average travellers

Global Wellness Institute, Wellness Tourism Report, 2024

*TRevPAR (Total Revenue per Available Room) captures total revenue, including rooms, F&B and ancillary spend.

Consumer Expectations vs Operational Pressures

The expansion of wellness in hospitality reflects measurable changes in health, behaviour and consumer priorities. Guests increasingly come with expectations influenced by public health data, digital habits and changing lifestyle norms. At the same time, hospitality operators continue to work within tight financial, spatial and operational constraints. The gap between expectation and execution is therefore structural rather than philosophical.

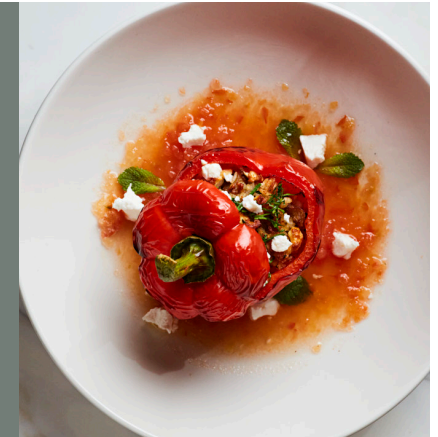
Consumer Expectations

- **Heightened sensitivity to physical environment**
Greater sensitivity to air quality, light, acoustics and spatial comfort
- **Preventative health focus**
Rising health concerns driving interest in nutrition and recovery
- **Social health and loneliness**
Affecting 1 in 6 globally with increasing demand for connection
- **Wellness-driven spending**
Consumer spending focused on nutrition, sleep and health
- **Higher value segments**
Wellness-oriented travellers spend significantly above average
- **Environmental awareness rising**
Greater focus on sustainability, sourcing and environmental impact
- **Wellness as baseline**
Embedded in core quality expectations, not a premium add-on

73%

Of consumers actively try to live a healthier lifestyle

McKinsey & Company, Future of Wellness Survey, 2024



Operator Pressures

- **Operational complexity**
Additional training, coordination and revised service models
- **Capital constraints & retrofit trade-offs**
Upgrades require investment balanced against ROI and revenue per sqm
- **Margin pressure and cost of integration**
Labour inflation, supply volatility and the cost of quality sourcing
- **Labour shortages**
Ongoing staffing and retention challenges across markets
- **Workflow strain**
Without BOH and system redesign, operational pressure increases
- **Consistency challenges**
Maintaining quality and standards across teams, formats and dayparts
- **Brand rigidity**
Legacy formats limiting flexibility and coherent adaptation

The Structural Gap

The combined effect of these pressures is a persistent implementation gap. Consumers increasingly prioritise health, recovery and connection in how they spend. Operators must manage cost structures, staffing realities and legacy design constraints.

This imbalance explains why wellness initiatives frequently remain superficial. Menu descriptors may reference functional ingredients while supply chains remain unchanged. Public spaces may incorporate natural materials without corresponding improvements in air quality or acoustic control. Programming may promote recovery without adapting service models or yield strategy.

Closing this gap requires more than incremental enhancements. It requires coordination across concept development, interior design, food and beverage strategy, operational planning, performance measurement and brand and marketing strategy.

Without that alignment, wellness remains expressive rather than embedded.

The following section sets out a structured framework for integrating wellness principles across hospitality projects in a way that is commercially viable, operationally coherent and measurable.



CASE STUDY

Long Lane

Operationalising longevity architecture across asset, F&B and community

Long Lane is a wellness-led private members' club set across 55 acres in England's South Downs, centred on the restoration of the Grade II listed Dunford House.

Conceived as a long-term lifestyle destination, the project extends beyond traditional retreat models to embed principles of longevity architecture across land use, spatial design, environmental systems and food strategy.

Working alongside the founders, TGP International supported the translation of vision into operational structure, aligning regenerative agriculture, seasonal menu architecture and service culture with biologically informed design. Environmental systems were developed to support air purity, circadian lighting alignment, acoustic calm and moisture control, while recovery technologies and thermal contrast suites were integrated within the estate's spatial planning. The objective was not aesthetic wellness but physiological coherence.

F&B strategy was structured around ingredient integrity and kitchen capability, ensuring that nutritional positioning was supported by supply chain configuration and workflow design. Programming was calibrated to foster connection and recovery without exceeding operational capacity, reinforcing long-term viability.





The result is a hospitality ecosystem in which air, light, water, nourishment and community operate as coordinated inputs.

Longevity architecture is expressed not as technology overlay but as integrated asset strategy.

Wellness Standards Applied

- Environmental systems supporting air quality, circadian rhythm and acoustic regulation
- Regenerative, supply chain-aligned menu architecture
- Recovery and contrast therapy integrated within spatial planning
- Programming calibrated to staffing and revenue structure
- Brand narrative grounded in operational capability
- Biological design principles aligned with long-term asset sustainability

The Pillars of Wellness-Integrated Hospitality

01 Environmental Health

Environmental health refers to the physical conditions within which guests and staff operate. This includes air quality, ventilation performance, daylight access, acoustic control, material selection and thermal comfort.

Given that individuals spend close to 90 percent of their time indoors, environmental performance has direct implications for comfort, sleep quality and cognitive function. In hospitality settings, this translates into measurable design decisions:

- Mechanical systems designed for air quality rather than minimum compliance
- Acoustic zoning that reduces overstimulation
- Material selection that limits off-gassing and improves durability
- Lighting strategies that align with circadian principles



02 Nourishment & Metabolic Integrity

Food and beverage represents one of the most direct interfaces between hospitality and health. With more than 1 billion people globally living with obesity and lifestyle-related conditions continuing to rise, menu design carries strategic weight.

Nourishment within wellness-integrated hospitality does not require uniform dietary positioning.

- Ingredient transparency
- Menu architecture that balances indulgence and nutrient density
- Supply chains configured for freshness and integrity
- Culinary strategies that reduce reliance on ultra-processed inputs

Commercially, F&B often represents a significant share of total revenue in wellness-oriented assets. Nutritional credibility therefore becomes both a guest expectation and a brand differentiator.

03 Movement & Physical Culture

Sedentary lifestyles are now widely documented across developed and emerging markets. Movement integration within hospitality can extend beyond gym facilities.

- Walkable masterplans and circulation routes
- Flexible spaces that accommodate programming
- Integration of outdoor environments where climate permits
- Partnerships with instructors or community-led initiatives

At its most advanced, this approach evolves into what can be described as longevity architecture—the deliberate coordination of air, light, sound, water and thermal systems to support biological performance over time.

04 Sleep & Recovery

Sleep quality has become a mainstream consumer concern, with global surveys indicating that approximately one third of adults report insufficient or poor-quality sleep.

For hotels in particular, sleep performance directly affects repeat visitation and guest satisfaction metrics. Recovery-oriented spaces can also extend revenue through programming and ancillary services.

05 Social & Community Design

With one in six people globally experiencing loneliness, hospitality environments play a measurable social role too.

For mixed-use developments and urban projects, this pillar overlaps directly with placemaking strategy and footfall performance.

Increasingly, this is expressed through multi-use F&B spaces that flex between dining, working and social gathering, operating as genuine third spaces that extend dwell time and support community connection.

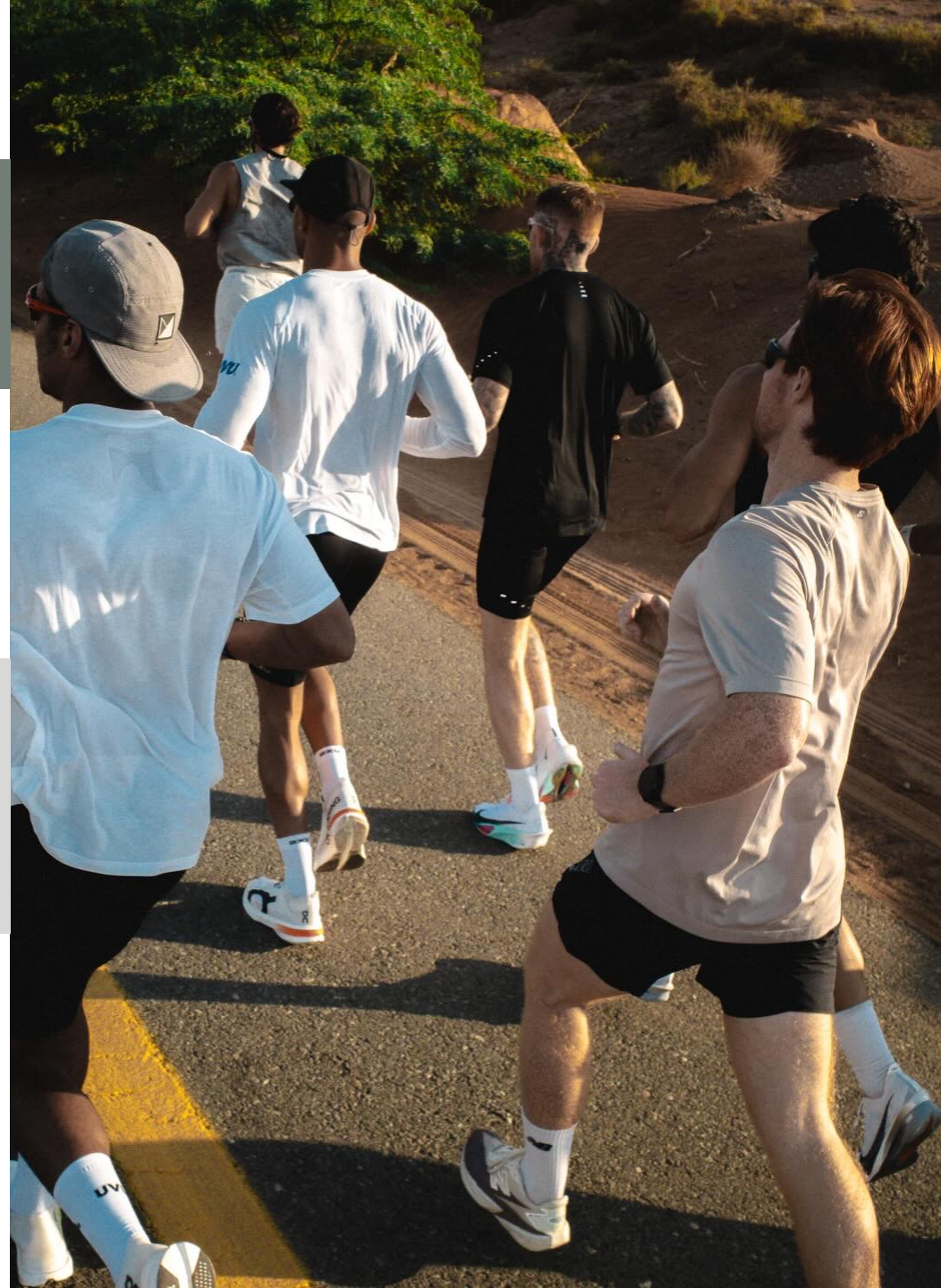
In hospitality, sleep and recovery can be addressed through:

- Acoustic insulation and zoning
- Blackout and lighting control systems
- Thermal comfort design
- Low-stimulation room configurations

Social and community design involves:

- Spatial layouts that balance privacy and shared experience
- Communal dining formats where appropriate
- Programming that facilitates low-pressure interaction
- Public areas designed for dwell time rather than rapid turnover

True hospitality performance is shaped not only by how guests engage, but by how well they are able to rest and connect, requiring environments that support both recovery and meaningful social interaction as part of the overall experience.



06 Mental & Nervous System Regulation

Beyond physical health, hospitality spaces influence cognitive load and emotional state.

Mental comfort is often perceived intuitively by guests, yet it can be the result of deliberate coordination across design and operations.

Design and operational considerations include:

- Reduced sensory overstimulation
- Visual coherence and spatial legibility
- Clear service choreography
- Quiet zones within high-energy environments

07 Operational Culture & Staff Wellbeing

Guest wellness cannot be sustained without operational coherence.

Staff working conditions, workflow design and organisational culture directly affect service delivery.

Operational wellness includes:

- Rationalised back-of-house planning
- Training aligned with concept positioning
- Scheduling practices that reduce burnout
- Clear communication between departments

The experience of a space is shaped as much by how it feels as how it functions, requiring alignment between sensory environment and operational culture to support both guest comfort and staff wellbeing.



08 Measurement & Accountability

Wellness integration must be measurable. Without defined metrics, it risks becoming superficial rather than operational.

Clear measurement frameworks allow owners and operators to assess return on investment and operational impact

Measurement considerations may include:

- Indoor air quality benchmarks
- Ingredient sourcing transparency
- Revenue contribution of wellness-led services
- Guest satisfaction indicators linked to environmental performance
- Staff retention and engagement metrics



CASE STUDY

Kayanee

Structuring wellness-focused F&B within a national lifestyle platform

Kayanee launched in Saudi Arabia as a technology-enabled wellness platform dedicated to women's health and lifestyle. Positioned across fitness, apparel, education and personal care, the brand required its food and beverage component to operate not as a peripheral café, but as a core pillar within a broader health ecosystem.

TGP International was appointed to develop the F&B concept, defining menu architecture, sourcing logic and operational structure to ensure alignment with the wider brand framework while maintaining commercial clarity. The resulting café model integrates functional nutrition,

science-informed supplementation and personalised options within a format designed for accessibility. Menu engineering balanced performance-led ingredients with everyday viability, ensuring that energising beverages, recovery-focused items and balanced meals could be delivered consistently within an urban retail and fitness environment. Kitchen planning and workflow design were configured to support freshness, speed of service and product integrity, reinforcing the credibility of the health positioning.

Spatially, the café operates as a connective layer between fitness, retail and educational spaces, functioning as both social hub and recovery environment.

The integration of nourishment within a multi-disciplinary wellness platform demonstrates how F&B can contribute to brand coherence, guest retention and cross-category revenue when structured deliberately.

Wellness Standards Applied

- F&B positioned as core component within wider wellness ecosystem
- Functional menu architecture aligned with operational capability
- Menus adapted to supply chain realities and availability
- Spatial integration supporting fitness, retail and community flow
- Performance-led positioning calibrated for commercial accessibility
- Cross-category alignment reinforcing brand credibility and revenue mix



Applying Wellness Principles to Hospitality Environments

Hotels	<p>In hotel environments, wellness integrates across guest rooms, public areas, F&B, spa and service infrastructure.</p> <p>Sleep quality, acoustics, menu transparency and recovery amenities are central. Commercial impact extends beyond room rate to total revenue and ancillary capture. Delivery must balance environmental performance, operational efficiency and brand standards, particularly within legacy frameworks.</p>
Urban Developments	<p>At mixed-use scale, wellness operates at masterplan level. Public realm, walkability, daylight, tenant mix and programming shape dwell time and asset value.</p> <p>It intersects with placemaking, retail curation and long-term footfall, with F&B acting as a key anchor within wider ecosystems.</p>
Standalone Restaurants	<p>In standalone F&B concepts, wellness focuses on menu design, sourcing, spatial comfort and service flow. Margin sensitivity requires careful balance between quality, pricing and throughput.</p> <p>Environmental and acoustic control are critical, particularly in dense urban settings.</p>
Private Members' Clubs	<p>In members' clubs, wellness extends beyond dining into programming, community and lifestyle alignment. Spaces must support extended dwell and varied use.</p> <p>Recovery, movement and programming density are more prominent, with retention and lifetime value as key metrics.</p>

Learn how your hospitality venue performs against wellness standards.

BOOK A WELLNESS AUDIT

Applying the Principles

Across all asset types, the framework must translate into practical, cross-disciplinary decision-making, requiring coordinated execution rather than isolated interventions, moving from commercial strategy through concept definition and guest experience to operational delivery and activation.

Food & Beverage Strategy

Defining the commercial role of F&B, grounded in operational feasibility, including target audience, revenue model, pricing strategy and the positioning of wellness within the overall offer.

Concept, Brand & Communications

Translating positioning into a clear concept and narrative, with alignment across menu development, guest communication and key touchpoints.

Spatial and Interior Design

Shaping the guest journey through environmental performance, circulation and sensory conditions that support how guests move, dwell and experience the space.

Back-of-House, Food Service and Operational Systems

Establishing the systems required to deliver the concept consistently, including workflow design, supply chain configuration, menu engineering and training frameworks.

Programming and Experience Design

Extending the offer through movement, recovery and community-based formats, calibrated against utilisation, staffing and commercial return.



1/3

Adults sleep fewer than the recommended seven hours per night

Vitality UK, Sleep and Health Analysis, 2026

27%

Of consumers believe hospitality brands deliver on their wellness promises

McKinsey & Company, Future of Wellness Report, 2024

The Risks of Superficial “Wellness”

As wellness becomes embedded within mainstream hospitality strategy, the risk of dilution increases. Not all expressions of wellness reflect structural integration. In some projects, it is introduced at the level of language, styling or isolated amenities without corresponding alignment across design, operations and supply chain.

This tends to manifest in three ways.

Greenwashing occurs when environmental or sourcing claims are communicated without measurable benchmarks or traceable systems to support them.

Wellness theatre describes visible gestures, such as plant-forward menu sections or biophilic design elements, that are not reinforced by environmental performance,

culinary capability or workflow design.

Over-programming arises when classes, events or recovery concepts are layered into an asset without the spatial planning, staffing model or operational backbone required to sustain them.

As consumer literacy increases, the distinction between embedded strategy and surface enhancement becomes more apparent. Wellness positioning that is not supported structurally may generate short-term attention, but it rarely contributes to long-term differentiation or asset value.

Credibility in this context is a function of coherence. Integration across disciplines determines whether wellness is experienced as a system rather than a signal.



CASE STUDY

PXB

Integrating plant-forward living, community and commercial viability

PXB is a wellness-led lifestyle concept built around plant-forward dining, sustainability and community activation. Developed in an urban UAE context, the concept extends beyond the menu into spatial design, programming and brand narrative, ensuring a consistent expression of its wellness positioning. TGP International supported the project from early stages, helping shape the concept, design direction and overall alignment between vision and delivery.

Conceived as a layered destination, the ground floor café focuses on accessible, ingredient-led plant-based cuisine, supported by sourcing strategy and kitchen planning designed for fresh produce handling and preparation.

The first-floor studio introduces an educational and activation layer, hosting talks, training sessions and sustainability-focused events.

The rooftop extends the guest journey into movement, recovery and social gathering, integrating yoga, community events and low-alcohol, health-forward beverage programming.

Crucially, these elements were structured within a commercially viable model. Programming density, staffing design and revenue streams were aligned to ensure that community engagement and wellness positioning were supported by operational feasibility.

The result is a cohesive ecosystem in which food, learning and social interaction reinforce each other, demonstrating how wellness-led concepts can operate successfully within competitive urban markets.

Wellness Standards Applied

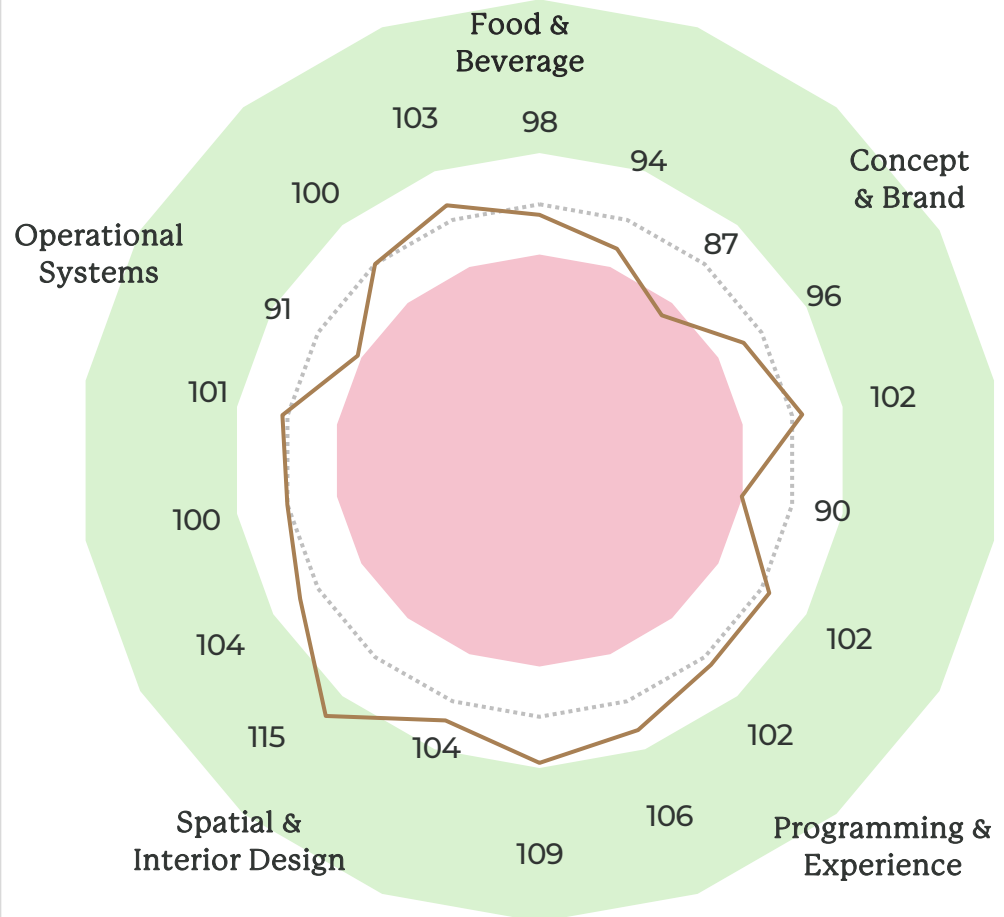
- Plant-forward F&B strategy aligned with kitchen capability and sourcing integrity
- Multi-level spatial design supporting food, learning and movement
- Programming integrated into revenue and staffing model
- Brand narrative consistently reflected across guest touchpoints
- Community activation structured as commercial asset
- Urban wellness positioning calibrated for accessibility and scale



Wellness Audit Summary Report

This diagram provides an index-based assessment of performance across the core components of the wellness audit, benchmarked against market standards (100). Scores reflect a combination of strategic positioning, design execution, operational delivery and commercial performance, highlighting where the asset is outperforming and where further alignment is required.

- Above benchmark performance
- Below benchmark performance



Operational Systems

Food & Beverage

Concept & Brand

Spatial & Interior Design

Programming & Experience

The Wellness Standards Check List

Wellness must translate into practical decision-making across disciplines. It is not delivered through design or culinary positioning in isolation, but through coordinated execution across five specialist domains.

A. FOOD & BEVERAGE STRATEGY

Food and beverage is one of the most commercially significant expressions of wellness within hospitality, directly influencing guest perception, spend behaviour and overall asset performance.

At this stage, the focus is on defining a viable commercial strategy grounded in operational feasibility, including the role of wellness within the offer, target audience, revenue model and pricing approach. Decisions made here establish the parameters within which menu development, design and operations must function.

BOOK A
WELLNESS
AUDIT

Measurable Indicators

- Ingredient sourcing transparency metrics
- Food cost percentage by category
- Menu mix performance across wellness-led items
- Guest perception of value and nutrition
- Waste and spoilage ratios

*Illustrative output demonstrating the presentation of wellness audit findings.



B. CONCEPT AND BRAND

Concept and brand define how wellness is interpreted and expressed within the hospitality offer. At this stage, positioning is translated into a clear narrative and guest-facing proposition, with alignment across menu development, communication and key touchpoints. Decisions made here shape how wellness is understood by the guest and experienced in practice.



Measurable Indicators

- Brand trust and credibility scores
- Repeat visitation rates
- Ancillary spend per guest
- Conversion across wellness-led categories
- Net Promoter Score (NPS) by guest engagement level



C. SPATIAL AND INTERIOR DESIGN

Spatial design shapes how guests move, dwell and experience a hospitality environment. Environmental performance, circulation and sensory conditions influence comfort, behaviour and dwell time, requiring integration from early design stages rather than applied at the end.



Measurable Indicators

- Indoor air quality benchmarks
- Acoustic performance measurements
- Energy consumption per occupied space
- Dwell time in public areas
- Guest comfort satisfaction scores





E. PROGRAMMING AND EXPERIENCE DESIGN

Programming translates spatial and nutritional intent into lived experience while reinforcing brand positioning and differentiation. Movement, recovery and community-led formats create moments that extend beyond the physical space, contributing to word-of-mouth, social visibility and ongoing audience engagement. When thoughtfully curated, these activations strengthen brand narrative and community connection, while requiring careful calibration between utilisation, staffing and commercial return.



Measurable Indicators

- Attendance rates
- Revenue per participant
- Incremental F&B spend linked to programming
- Member retention in club models
- Guest satisfaction linked to programming



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D. BACK-OF-HOUSE, FOOD SERVICE AND OPERATIONAL SYSTEMS

Wellness propositions are only credible when supported by operational capability. Supply chains, workflow design, staffing models and kitchen infrastructure determine whether front-of-house intent can be delivered consistently and at scale, often relying on invisible service, where operational complexity is managed behind the scenes to maintain a calm and seamless guest experience.



Measurable Indicators

- Labour cost percentage
- Preparation time efficiency
- Inventory turnover rate
- Staff retention and engagement levels
- Food waste levels and disposal cost



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Seed & Bloom

Embedding Community-Led Wellness Within a Neighbourhood Café Environment

Seed & Bloom was conceived in Abu Dhabi as a community-focused café designed to extend beyond traditional food and beverage, operating as a space for learning, interaction and shared experience. Located within a newly developing urban area, the project responded to the need for social infrastructure that could support connection across a diverse and growing population. TGP International was engaged to shape the concept, design and activation strategy, ensuring the brand's community-driven ethos was consistently reflected in both its operations and the physical space.



The resulting model integrates artisanal F&B with a programme of workshops, educational sessions and collaborative events, positioning the café as an active platform rather than a passive dining environment. Menu direction and partnerships with local makers were structured to reinforce authenticity and everyday accessibility, while

Natural materials, tactile finishes and low-impact design interventions create a calm and grounded atmosphere, while a dedicated workshop space enables ongoing interaction and skill-sharing. Spatially, the café is designed as a layered environment where materiality, layout and activation work together to support wellbeing.

The integration of retail, bakery and event functions within a cohesive layout allows the venue to operate as a social anchor, demonstrating how hospitality environments can support community cohesion and everyday wellness through considered design and programming.



operational planning allowed the space to flex between day-to-day service and programmed activities. This approach enables the venue to support both commercial viability and sustained community engagement, with participation and learning embedded into the guest experience.

Wellness Standards Applied

- F&B positioned as core component within wider wellness ecosystem
- Functional menu architecture aligned with operational capability
- Menus adapted to supply chain realities and availability
- Interior design supporting workshops, retail and community flow
- Performance-led positioning calibrated for commercial accessibility
- Concept and brand rooted in local context and community from the outset

Integrating Wellness Across Hospitality Assets

The expansion of the global wellness economy, projected to approach \$8.5 trillion by 2027, signals sustained demand rather than a passing shift in consumer preference. At the same time, public health data, environmental awareness and social wellbeing indicators continue to shape how hospitality environments are judged.

With approximately one in six people globally experiencing loneliness, more than 1 billion living with obesity and individuals spending close to 90 percent of their time indoors, expectations around nourishment, environmental quality and social connection are unlikely to recede.

For operators and owners, the question is how to integrate wellness without compromising operational performance or financial discipline. In our view, effective integration requires coordination across food and beverage strategy, spatial design, operational systems, concept and brand positioning and experience programming. When applied coherently, it can influence revenue mix, strengthen non-room spend contribution in hotels and enhance long-term asset resilience.

This impact depends on alignment between positioning and operations, ensuring that commercial performance is supported by consistent delivery.



By contrast, superficial enhancements may generate short-term visibility but rarely deliver lasting differentiation. For operators navigating this landscape, several priorities should be considered:

- Begin integration at feasibility stage rather than post-launch retrofitting
- Align menus and sourcing with kitchen capability and budget
- Define clear metrics to assess impact, from waste reduction to ancillary revenue contribution
- Ensure brand narrative is supported by measurable operational standards
- Treat environmental performance as a core system, not a design feature
- Calibrate programming density to staffing and revenue structure

What underpins these priorities is the need for a structured, cross-disciplinary approach. Wellness cannot be effectively applied through isolated interventions, but through a coordinated process that moves from commercial strategy and concept definition through to operational delivery, guest experience and ongoing activation.



Perspectives & Contributors

This report brings together insight from TGP International's global portfolio and on-the-ground project experience, alongside subject matter expertise from our Head of Wellness and founder of Long Lane and PXB, Loui Blake.

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Loui Blake
Restaurateur & Co-Founder of
Long Lane



“Coming from years in hospitality and wellness, I saw how many spaces offer escape without offering real clarity or connection. Long Lane grew from wanting something more genuine, a place where people can return to depth rather than distraction, where health is lived rather than consumed and where community feels natural. At its core, it’s about creating a different rhythm shaped by nature, stillness and simple daily rituals.”

- Loui Blake

With a focus on longevity architecture and the principles of everyday wellbeing, Loui’s work centres on shaping hospitality concepts where food, environment and community come together in a way that feels natural and considered. His approach looks beyond isolated features, instead prioritising how spaces support long-term health, social connection and daily rhythms through how they are experienced over time.

He is the co-founder and driving force behind Long Lane, a wellness-led private members’ club in England’s South Downs. Conceived as a response to the pace and pressures of modern life, the project reflects a growing need for environments that offer depth, stillness and genuine connection. Building on previous collaborations, TGP International supported the development of the concept, particularly across F&B and hospitality strategy, helping ensure the vision is carried through into how the experience is delivered.

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What's Next?

Want to know how your F&B strategy performs against industry wellness standards?

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WELLNESS AUDIT



As a global 360° hospitality agency, we team up with developers, owners and hotel operators to maximise the potential of their F&B assets.

From strategy to storytelling, we bring bold ideas to life—creating world-class F&B brands, curating standout hospitality experiences and activating communities around the world.



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