Guest/Client Policies & Procedures
August 2011

Monthly Snapshot Surveys provide ISPA members with a valuable look into the state of the spa industry, spa industry trends and also help to identify the needs of spa professionals. Snapshot Surveys are conducted on the third Friday of each month, with full results provided only to respondents two weeks from the release date of the survey. Knowledge is a valuable tool and these quick surveys provide a wealth of information shared by ISPA's members. The August 2011 Snapshot Survey requested information on guest/client policies and procedures.

ISPA spa members shared a wealth of information on their guest/client policies and procedures. In regards to spa in-take form procedures, ISPA spa members seem to vary on if they use them, how they use them and when they are to be completed. The largest group of respondents (76 percent) said in-take forms are given to guests upon arrival at the spa. Sixty-eight percent said in-take forms are required to be completed by a guest prior to their service, which means 32 percent don't require an in-take forms prior to treatment. Only nine percent of respondents offer in-take forms online. Day spas and resort/hotel spas are very similar in the procedures they follow in regards to in-take forms.

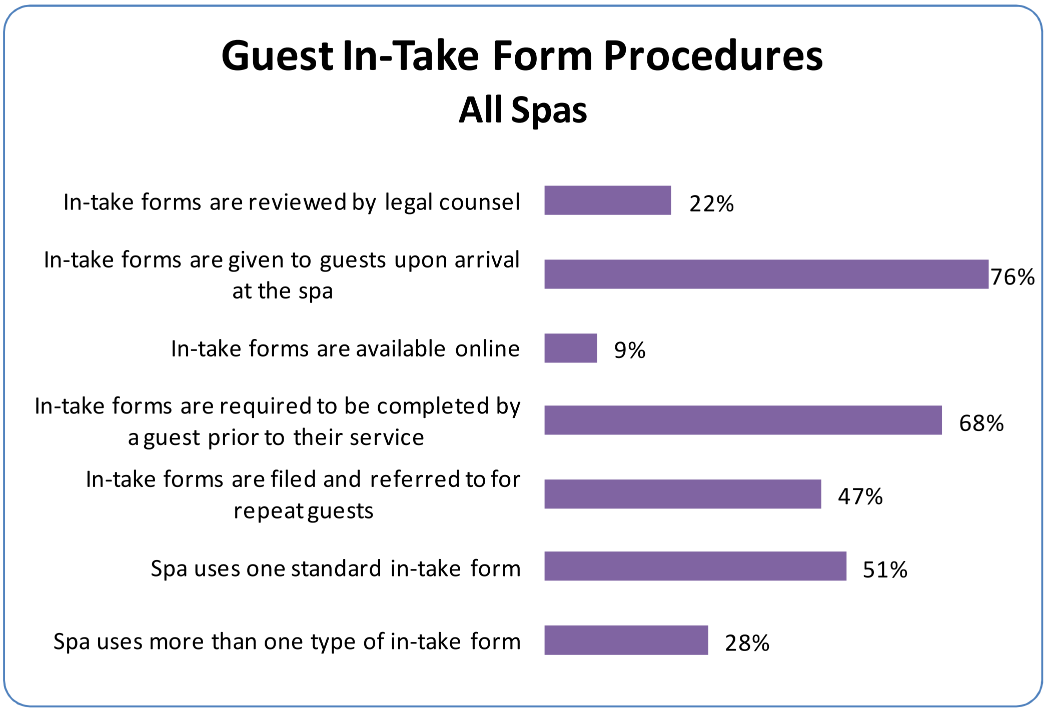
Eighty-four percent of spa member respondents track guest preferences and once again, both day spa and resort/hotel spa numbers are very similar. A large majority of spas (92 percent) who do track guest preferences rely on their receptionists to collect the data followed by therapists (64 percent). After a client's treatment, 54 percent of spa respondents said they offer a comment/feedback card to the client before they leave the spa followed closely by 50 percent stating they send a survey requesting feedback via e-mail. In regards to who reviews this feedback and how it is used, a large group of spa members stated senior management reviews the comments and then shares the positive feedback with staff while discussing negative feedback one-on-one with the appropriate party.

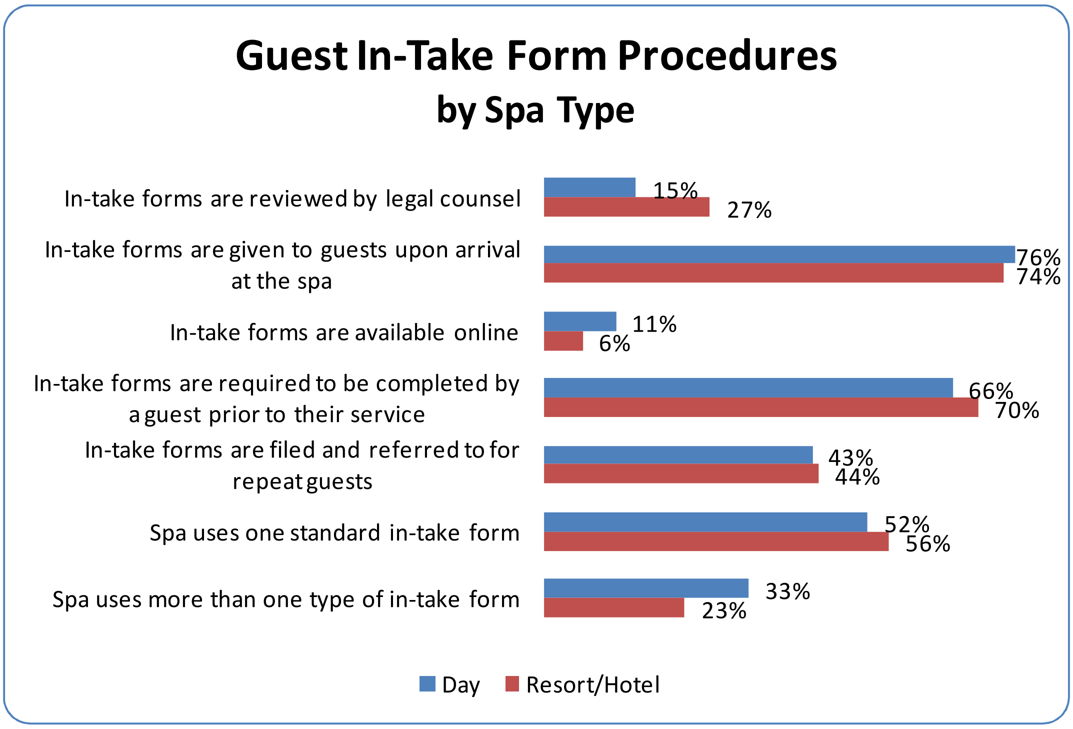
ISPA resource partner members also provided valuable information on their client policies and procedures. In regards to policies for orders placed by spa clients, the largest group of resource partners (43 percent) allows spas to place individual orders without a contract. When it comes to requiring credit references prior to opening a new spa account, the responses were fairly mixed with 43 percent not requiring credit references followed by 30 percent stating they sometimes require references depending upon the account and the remainder (27 percent) requiring credit references. A large majority of resource partners (84 percent) utilize a personal follow-up phone call after a spa opens a new account followed by sixty-six percent sending an e-mail thank-you note.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, August 19, 2011 to Friday, August 26, 2011. During this time, 267 ISPA members responded to the survey. The category "all spas" referred to within the charts includes data from all spa respondents (day, resort/hotel, medical, destination spas and corporate spa headquarters).

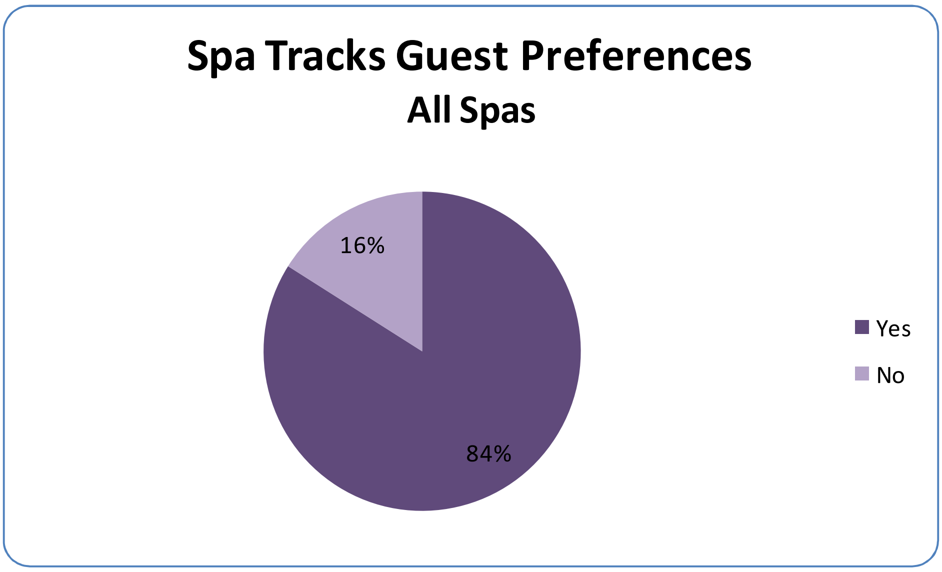
SPA MEMBERS

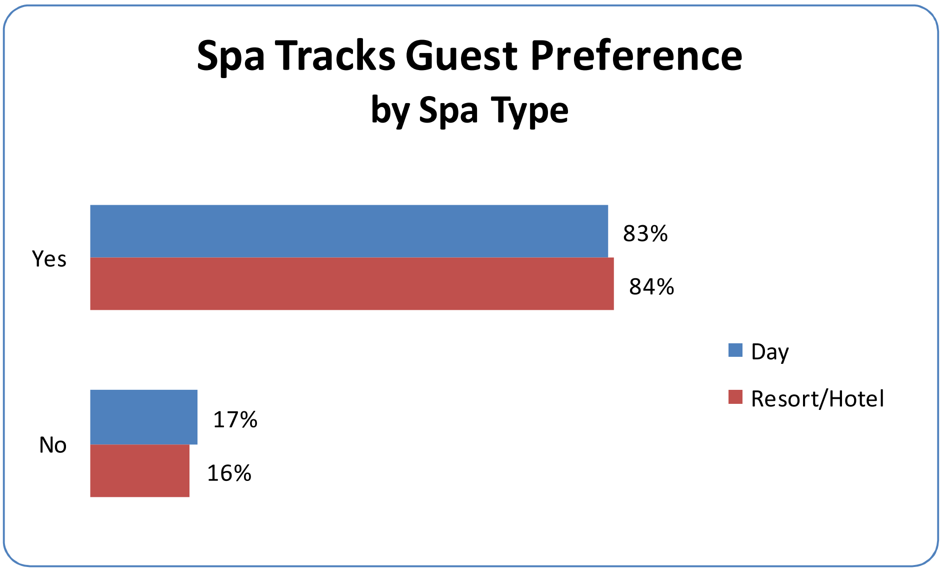
Which of the following, if any, procedures does your spa take in regards to guest in-take forms?



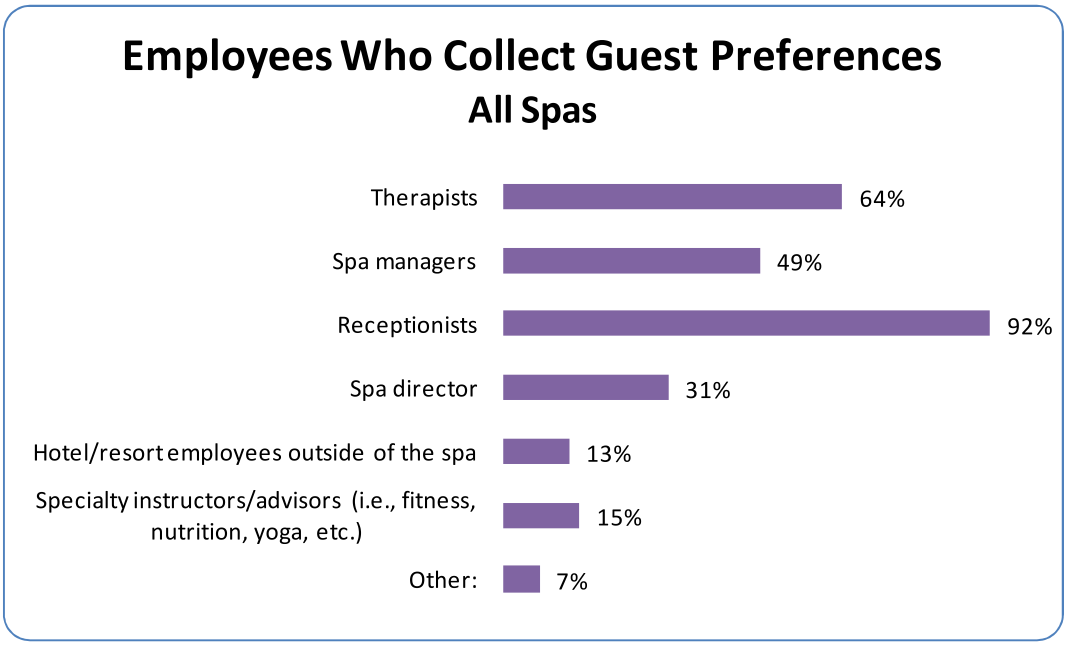


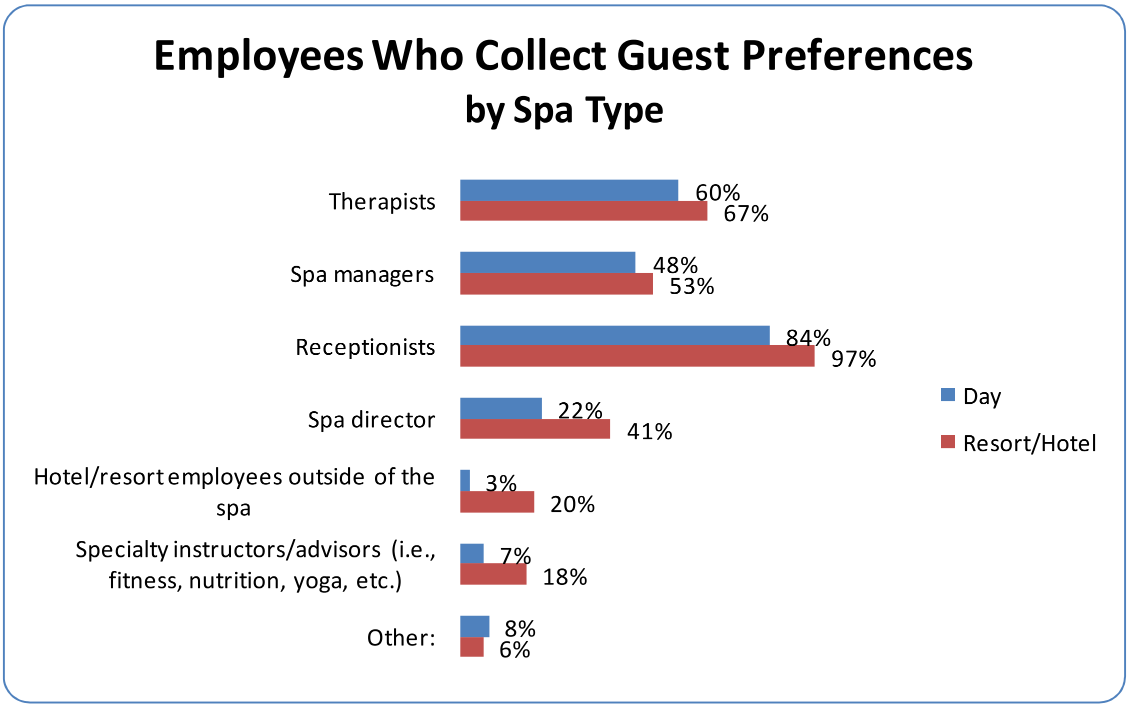
Does your spa currently track guest preferences (i.e. prefers male therapist, does not like certain scents/fragrances, etc.)?





Respondents who answered "Yes, they do track guest preferences" were asked which of the following types of employees are responsible for collecting guest preferences. Below are the results.





Respondents who selected "other" employees are responsible for collecting guest references were asked to identify those employee types. Below is a sample of responses.

- Acupuncturist.
- Any in contact with guest.
- Appointments desk.
- Building hosts.
- Central reservations agents.
- Consultants.
- Contact center staff and guest services staff.
- Guest service representatives.
- Reservation agents.
- Reservation staff.
- Spa concierge who checks guests in.

Respondents who track guest preferences were also asked to share their process for collecting and utilizing guest preferences. Below is a sample of responses.

- A cheat sheet pad containing guest info and preference is written out by staff members and put in the system by hotel operator.
- A form/survey is entered into a software program and kept in a file folder for later reference.
- All colleagues are empowered to collect guest preferences. Notes are maintained in our booking system to be acted upon.
- All done through computer where a special note is put on the guest profile.
- All information is put in our scheduling system and on their health history forms.
- As we remember to put it into the client computer file and it automatically comes up at time of booking and arrival.
- Asked over the phone when booking appointment. Walk-ins are asked at front desk upon entering.
- At the present, we only track therapist preferences. This is determined at the time of booking if a client has requested a specific therapist.
- At the time of service, the technician reads and then brings it to enter in the system and file.
- By adding notes to a guest profile with option to make them urgent so they must be viewed by all associates.
- By word of mouth.
- Charted within progress notes and client notes section on SpaBooker.
- Client forms, surveys and conversations are used.
- Collect the info on the guest medical questionnaire and it is uploaded in the hotel guest profile system.
- Contact logs in guest profiles and folio notes for preferences. Used to acknowledge special occasions, allergies, etc.
- During the reservation process, gender, treatment type and allergies are noted. There is a consultation before the service to ensure all information is correct and guests are asked about pressure and temperature throughout the service.
- Engaging in simple conversations.
- Every employee is responsible for finding out guest preferences so we can incorporate into their spa experience and look for ways to go above and beyond. We input the information into our spa system for future reference.
- First time reservation is crucial for collecting guest preferences; other is the communication between guests and employees. At the end, everyone is responsible for collecting information into the guest profile.
- Guest fills it out upon arrival. If anything else is revealed during the verbal intake process or during the treatment, the technician makes a written note on the physical form as well as the chart notes that are entered about the treatment in SpaBooker.

- Guest preferences are recorded in the treatment notes during and after any service. Preferences relative to multiple treatments (i.e., allergies) are noted in the computer system and highlighted on the top page inside client charts.
- Input into SpaSoft for spa-specific preferences. Recorded within the resort for other preferences, anniversary, birthdays, etc.
- It is fairly informal, often verbal. But, some of this can be tracked by reading a client file.
- Majority of comments are directed through spa front desk, spa reservations or spa management.
- Our booking software allows us to select gender preferences, but not much more than that. We typically use the client notes to make special notations on other guest preferences.
- Our initial intake with the spa client does most of this and then we input any special likes/dislikes when they leave.
- Our SMS software does it automatically and there is a log for notes.
- Preferences are acknowledged on the intake form and then entered into the guest profile in our computer system. The therapist and/or instructor follows up and verifies with them when they are picked up for their service.
- First, reception collects guest preference information from attendant, therapist, gym instructor, and reception. Second, reception writes the information on guest profile to have it available anytime guest books treatments. Finally, information is reviewed during briefing on guest preference.
- Recorded on guest work ticket by therapist and entered by front desk or added to guest notes during reservation process if stated by the guest.
- Sales people write customer preferences on therapists/specialties concerning treatments, etc. in customer's personal data base, when client is booking the appointment. Upon guest's arrival, the receptionist asks for preferences on coffee/tee (what kind of tea, etc.) and transfers that information into the database. Therapists collect information on oils and other products preferred, if the client does or does not like massage and everything concerning the treatments. All information is visible to all staff in customer service, except the patient documentation regarding the actual treatment. It is everyone's responsibility to go through the customer's information before servicing the client to deliver the high-end service we're promising.
- Spa director or spa coordinator will ask for the intake form and let the guest know who will be with them.
- Spa therapists will let manager or reception know and add it to their profile. If it is a hotel guest, it is added to their booking reference in a worldwide system.
- The information is given to a specialized set of employees for data collection, processing and analysis and passed on to senior management.
- The manager or coordinator who answers the guest call will make notes in the guest file as a pop-up note or appointment note, and then the therapist will make notes in the guest formula file.
- Therapists chart on the back of intake form and concierge adds pop-up notes to guest's SpaBiz file for information we need to know for subsequent visits.
- Using spa software, spa logbook and spa consultation form to keep the preferences and feedback.
- Verbal and written preferences are noted in client file. Client file is reviewed when follow-up appointments are booked to ensure preferences are met.
- We are able to search for history and use any information for future appointments. Unfortunately, our software does not give specific guest preference information automatically at time of booking.
- We give to guests upon arrival, the technician reviews with guest and they are brought to the front of the house and confidentially recorded in guest profile for update. They are then kept under lock and key in the manager's office and shipped to a warehouse after several months in case we need to review at a later time.

- We have an electronic booking system where we put the client notes. These notes appear as we book the client's appointment and upon checkout. For some clients with medical conditions (scent allergies, etc.), we also stamp their permanent in-take form.
- We have guest preference pads that anyone can fill in. Our back-of-house operator enters them into our Springer Miller system.
- We have pads of client profile slips throughout resort; information is collected on both spa and other areas of interest, i.e., dining, lodging, etc. Our guest services team collects the slip and enters them into our reservation software system.
- We use our corporate database to list and track guest preferences so they follow the guest from property to property. This requires them to sign up as a member for our property and then they receive perks based on frequency of visits.
- When a preference is made, we document it in the "notes" section of Millennium.

Respondents who indicated they track guest preferences were asked to share how they incentivize staff members to collect and enter guest preferences into the database or guest files. Below is a sample of responses.

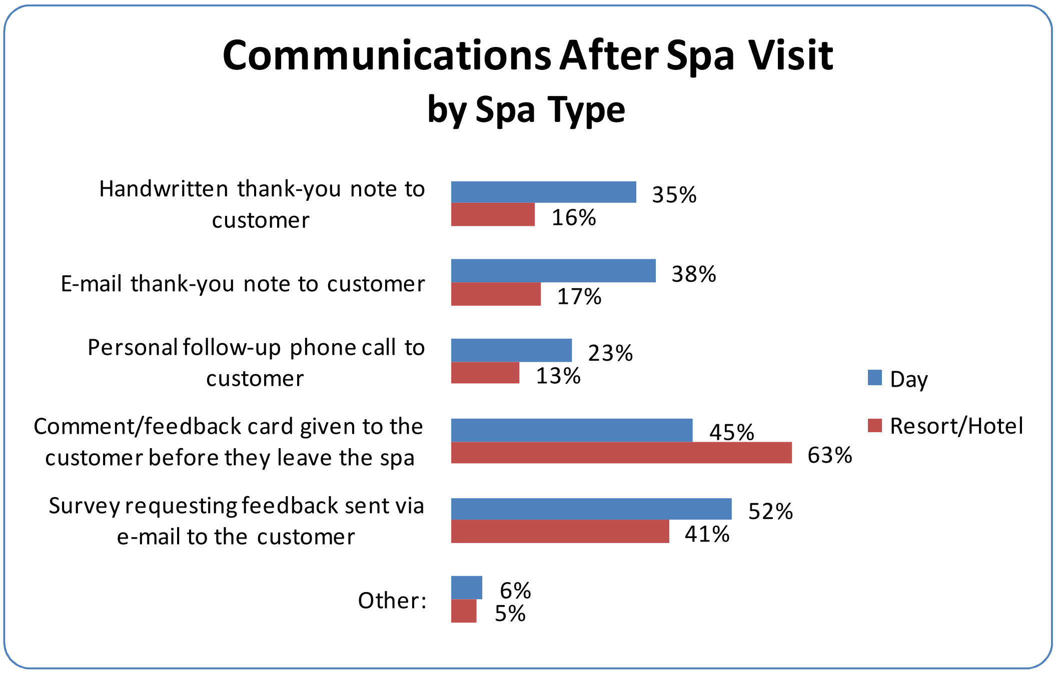
- As professionals, it is our duty to collect information and chart our sessions so it is required in our job descriptions/handbooks.
- At the moment we do not give incentives to the front desk. This is just part of their training and duties.
- Challenges and games.
- Colleagues understand that with preferences it allows us to personalize the guest experience and it makes their job easier knowing how to take care of our guests before they even arrive.
- Contests - raffles for prizes.
- Every three months we give away a trip for two to somewhere.
- Gifts from the hotel to include afternoon tea, days off, etc.
- Gifts or treatments for achieving set goals.
- Have a contest for guest service representatives.
- Hotel provides a monthly award to top department.
- Inform them of the importance of entering guests' preferences to enhance their experience.
- It is part of a checklist for each reservation for the reception team, they are docked points for missing a question or step.
- It is part of our guest experience to recognize their preferences and is a cultural attitude of our employees.
- It is part of their job. If they do not record the preferences and it is brought to our attention, we will retrain the employee until they record guest preferences correctly.
- More bookings (CARE) equal more of a booking revenue bonus at the end of the month for each coordinator. Therapists have more opportunity for retention.
- Property-wide recognition for employees who gather the most guest preference information.
- Resort gift cards. That way, they get a reward and they also experience the resort and can talk more intelligently to our guests about it.
- Staff members receive high scores in LRA when ensuring ultimate guest satisfaction through thorough in-take.
- Standard procedure and bonuses based on up-selling and cross-selling.
- The collection of this data and the outcome of such is part of the bonus program.
- Therapists incentivized with credit for spa treatments or spa retail based on a repeat guest ratio.

- There is a drawing held monthly and the colleague whose completed client profile slip is drawn receives a $20 spa credit.
- There is no SOP on incentives as it is a requirement of our staff's standard job duties. We do, however, have an employee recognition program that often includes recognizing those who are consistent with collecting and noting this information.
- We are secret shopped quarterly and it is part of shopping criteria.
- We ask everyone to gather as many guest preferences as possible. With each preference someone gathers, they are entered into a drawing for a free trip!
- We count numbers of preferences collected by staff and recognize when they did well.
- We do not have an incentive program for collecting the information. It has been an essential part of our services since the beginning and it is imperative to fill this part of your job to work in our spa.
- We have bonus incentives.
- We inform our staff that this information will make our guests feel special since we are able to personalize their needs.

Respondents who answered "No, they do not track guest preferences" were asked why their spa elected not to track guest preferences. Below is a sample of responses.

- Have not put a system in place to track preferences.
- Lack of easy way to do it with current database.
- Most of the guests served visit once with perhaps a repeat visit every three to five years as we are a timeshare spa.
- No good reason. We input the guest e-mail, phone number and address as well as guest type.
- Not currently using spa software. Will be installing software in the next two months and will start tracking preferences at that time.
- Our software is not able to and only two percent of our business is repeat clients.
- Privacy issues.
- Protected classes.
- Short staffed and can't have additional workload.
- Software doesn't allow us to effectively track this information.
- Software limitation.
- System limitations.
- Too difficult - software is not sufficient.
- We are not able to track or capture all of the desired information from our present technology.
- We are still on a paper system and expect to be able to track preferences once we upgrade to a software program.
- We are working on it.
- We certainly notate the information for the guest's particular appointment, but since most of our guests are hotel guests and most of whom we do not see again, we are not geared to track for future visits.
- We don't have a good software program to input that kind of info.
- We have an extremely high volume of guests with very few repeat guests and a cumbersome software system. It doesn't have a cost/benefit ratio at the moment that makes sense for us.
- We inquire about preferences but don't "track" them.

Which of the following communications take place after a customer's spa visit?



Respondents who indicated they give customers comment/feedback cards or send surveys requesting feedback via e-mail to customers were asked to identify who reviews the feedback and how it is utilized. Below is a sample of responses.

- All feedback forms are collected and are available for all staff members to see.
- All managers and staff.
- All managers on property receive it and will share with employees.
- All managers receive completed survey via e-mail. Colleagues are forwarded surveys that mention them. Reward certificates are given to colleagues who are mentioned as providing exceptional service to clients.
- All surveys are reviewed by a designated spa associate who provides an automatic response to those who need follow-up. This information is forwarded to the appropriate manager to directly contact the guest.
- All top level management.
- An admin person and then the executive spa director.
- Director reviews and shares results with staff. Coaching and counseling as well as calling out exceptional behavior are part of the review.
- E-mail surveys go into a database for the entire brand. We have been #1 for more than a month straight. For comment cards we have a "praise" board in our break room displaying all positive comments for motivation.
- Executive committee.
- Executive director reads all feedback within 48 hours and then gives it to the appropriate spa manager for immediate follow-up, if needed. All feedback is recorded and analyzed for patterns, etc. All feedback is shared monthly with the entire staff (unfavorable is shared, but with employee's name blacked out).
- Feedback cards are delivered on the spa manager’s desk at the end of the day, who then shares all customer feedback via e-mail to the whole staff. All good feedback with therapists’ names is appraised. Negative feedback is shared and then what should be done or changed in the service process is discussed. It must be noted that we do not collect feedback all the time, but in certain periods of time. We have many returning customers and they get annoyed if they are continuously asked for feedback.
- Feedback is posted in a line-up area.
- Feedback log. Feedback will be discussed at the daily operations meeting.
- From CEO down to the departments and any named individuals. Results are tracked, reported and performance monitored.
- Front desk collects data, shares with spa director and it is published to the staff. Also comments go in employee reviews.
- General manager and all operations managers. Feedback given to individuals and inspiration cards for positive comments.
- General manager and guest service managers review at the spa level; corporate team also reviews. Associates are coached and adjustments may be made to internal processes as needed.
- General manager reviews and calls guests for follow-up.
- General manager, assistant general manager and guest service manager.
- General managers personally contact any guest who was not completely satisfied. Results are tallied weekly, monthly and annually with a trend analysis completed.
- General manager sends personal thank-you letter in response to every comment form or verbal feedback. Managers review feedback for problems noted in their areas and meet with guest service director to review the corrections they have put in place. If special requests are made, files are reviewed for returning guests to be sure we have those requests fulfilled when they arrive.

- Guest comment cards are collected and negative comment cards are reviewed by the executive who then passes the card along to the relevant manager. The manager follows up with the guest and then reports back to the executive as to the outcome once they have spoken with the guest. In addition, the manager also addresses negative comments with staff to which it relates. Also, on a monthly basis comments derived from comment cards are tabulated and shared with the spa team.
- Guest surveys are made available to be viewed in our employee break room. Positive comments made specifically about an employee are tracked by our resort management and employees are recognized by the spa management team. Negative comments are reviewed privately with specific employees as coaching and counseling feedback. We take all guest feedback seriously. We celebrate the positive and welcome the opportunity to learn and improve from the negative
- It is e-mailed to us, we review it and we call every one of the guests regardless of the type of feedback given to thank them for taking the time to fill out the survey.
- It is reviewed and distributed to each department by the executive team. It is utilized to measure guest satisfaction and opportunities for improvement.
- It is reviewed by the spa managers, any technician or staff member mentioned and the spa owner. The information is then placed on a spreadsheet and sorted by category. We have used the feedback for many issues including customer service improvements and congratulations, temperature control and amenities in the locker rooms.
- It is tallied and scores are tracked. Comment cards are then given to the service providers (without the personal info). Negative comments are discussed and coaching is done immediately.
- It is utilized as a training tool to ensure we are exceeding our members and their guests' expectations. The information is reviewed by the spa director and executive management team.
- Management - we reach out to our guests if they have a concern or send a thank-you as a means of using this information as a way to improve upon our technical/customer service. It is reviewed in our staff meeting as well as with the individuals. We post all of our guest feedback for our staff to celebrate and learn from.
- Management collects statistics by quarter and the spa manager follows up on any concerns or negative comments personally.
- Manager is the reviewer. Calls each guest back.
- Manager receives and follows up with guest on less than positive spa experience. Try to reach out and find further details so we can improve on their next visit.
- Marketing department.
- Our administrative assistant gathers all surveys and compiles them into a spreadsheet to track overall spa performance in relation to each question. Specific guest comments are given to the spa supervisor for decision and employee kudos are filed in employee files.
- Our customer relationship manager.
- Our social media manager reviews these daily and any issues are addressed as soon as possible. They are reviewed weekly with the owners, monthly at the team meetings, and then are handed out to the service providers at their quarterly review.
- Owner.
- Owner, manager and lead therapist review and then it is brought to the attention of the staffed involved - Good or bad.
- Posted on staff bulletin board.
- Received by employee handling the guest. Feedback is provided to spa management. Spa management will approach the guest either in-person or by phone.

- Relevant staff reads feedback, which is then posted on our Web site. All feedback received through our automated system is automatically fed to our Google place page.
- Spa director, senior management, auditor and board of directors.
- Spa director records all comments. Each quarter, the provider who received the most comments wins dinner in our restaurant.
- Spa director, marketing director, concierges and team lead concierge. We use it to make future decisions and to follow up with guests who may have had concerns for which we were unaware.
- Spa director. All letters that require follow-up are sent within 48 hours. It is also numerical, so we are measured on our scores. On a scale of 1-5, we must be at a 4.5 or above.
- Spa does not collect feedback, but our hotel collects feedback that includes the spa and health club services and it is recorded by an executive assistant.
- Spa management reviews the feedback, we send a personal thank-you to guest and address any comments they may have had. We track on an Excel spreadsheet to look for patterns so that corrections can be made.
- Spa manager, assistant manager and marketing manager. If we have a survey that needs responding to, we are able to contact the guest within 24 hours.
- The general manager and the guest service manager. We look at the e-mail survey responses daily in three categories: passive, promoter and detractor. If a guest is passive or a detractor we have 48 hours to resolve.
- The clinic administrator reviews and makes decisions appropriate to the feedback received. We use it to improve overall clinic standings.
- The clinic managers. We thank the guests who had a good experience and address the concerns of those who did not.
- The director reviews then shares with the technicians and the board.
- The entire hotel reviews the feedback gathered.
- The following people review the feedback: managing director, spa director, and department manager. Positive feedback is posted in staff areas; negative feedback is reviewed with service provider.
- The general manager reviews the negative comments and the guest service manager contacts the passive clients.
- The guest service director and each director/trainer for that department, i.e., massage, face, style, etc., as well as our managers. Any detracting comments or situations are followed up on with a phone call to the guest and a conversation with the therapist involved.
- The spa director collects all of the feedback; it is used to give the staff kudos, help them improve their technique, and can be used for discipline or review.
- The technician performing the service reviews it and then whoever works on that guest next is required to read this information in order to be best prepared.
- There is a guest services manager who gets the information online in real time and he disseminates the information, especially if negative. Feedback has to be given back in three days. Also, we log onto market matrix and can view all feedback there.
- Used to establish a unifocus score which in turn is part of personal and departmental goals. Feedback is used to improve and recognize performance.
- Viewed by manager and read in next day briefing to share with the team members. Utilized as a tool for betterment.
- Vice-president of human resources leadership group and manager team reviews all comments and initiate changes. Good comments are shared with all staff.

- We are in the process of developing a new client survey about their overall experience and intend to use it in our retention efforts and in identifying new ways to exceed their expectations.
- We have a survey consulting company that provides the results and these are reviewed in each department, as well as in one-on-one conversations on a "rush" survey that is sent immediately to the spa director. These are survey comments that need immediate attention. We follow up with the guest and the employee(s).
- We have one person on the staff who is responsible for the customer's service (she does all the follow-up from reservation to return home).
- We have reports that are shared with all department heads from the whole hotel. Negative feedback is filled in via glitch report and shared with the executives as well. Nice feedback goes out via e-mail and a formal thank-you to all involved is sent to everyone working at the hotel.
- Written comments from guests are given to department heads for review. Post-visit electronic survey is reviewed by a designated individual who sorts and analyzes comments and scores; this data is then reviewed by executive team and department heads.

Respondents were asked to share any new guest policies or procedures your spa has implemented in 2011. Below is a sample of responses.

- All clients having a facial must have recommendations listed in the system. Aestheticians are commissioned on a sliding scale depending on retail sales.
- All reservations require a credit card. The guest receives an e-mail confirmation.
- Allow a little extra time on clients, also offer monthly specials.
- Analysis of guest feedback according to categories.
- A fitness center is available 24 hours. Music and TV screens stay on overnight which was not the case before.
- Cancellation policy.
- Capturing e-mail addresses for social media communication! A must in this day and time; no more direct mail pieces.
- Collecting birthdays.
- Collection of e-mail for immediate confirmation of appointment.
- Complimentary tea and neck wraps. Guest changes into the robe first before filing out in-take forms.
- Enhanced spa journey to ensure all the guests' needs are met to keep them as relaxed and at ease as possible
- Given spa reception authority to take care of guest needs if unhappy with service by allowing them to discount service or to give a gift to guest.
- I cannot think of anything specific but we are working on protecting the privacy of our clients a little better by removing in-take forms or redesigning them so contact info is not on the files therapists have access to.
- Implementing Demandforce.
- Inputting guest notes such as preferences and consultation notes in the database.
- Kids older than 12 years can use the gym, kids 16 and older can use the locker room, and kids 12 and older can enjoy a massage treatment with or without parental supervision, but always with parental approval.
- Minor policy - children must be over the age of 12 to receive treatments and a parent/guardian must be in the room for ages 12-17. We are also becoming HIPAA-compliant on our lifestyle consultations.
- Most of the guests are always late. To avoid delay to other guests, we'll inform guest that we hold the time slot for a maximum of 15 minutes and after that the booking will automatically cancel.
- New expiration system.

- No checks and we confirm appointments 48 hours in advance. We are starting a new text message confirmation. Should also have online booking up and running by the end of the year.
- Non-hotel guests are not permitted access to use spa facilities, unless they purchase a spa or salon service.
- Online booking.
- Overall, we are attempting to step up our level of customer service by "attending" to the guest more quickly, using their first name throughout their stay and truly thanking them for choosing our spa as they leave (instead of the standard "have a good day").
- Regular phone calls to the guests. Consultation forms for the new guests.
- On Saturdays there is a $10 increase on services. Two service minimum on Saturdays in high season.
- Securing credit card information as we now charge for no-show appointments.
- Service improvement worksheets for offending technicians/team members.
- Shuffled staff. Applied soft guest count caps.
- Special occasion greeting card (anniversaries, birthdays, etc.).
- The front desk has started to get e-mails, correct phone numbers and credit cards for all appointments booked. We have also implemented a 24-hour cancellation policy and if there are no-shows they will be charged full price for services. This has worked very well and cut down on no-shows and has helped with confirmations being done correctly and accurately.
- They can try and experiment with some of our treatments for free.
- Time honored - tiered pricing.
- Tracking guest concerns through our notes, called caution guest in SpaSoft.
- Underage policy.
- We added an underage waiver for parents who insist on their young teens getting services without them there.
- We are giving out rewards cards for repeat clients and recently implemented a special spa discount program for property owners.
- We collect Blackberry Messenger pin numbers for promotions as well as invite Facebook likes and followers on Twitter.
- We have a new guest packet of information for each new guest.
- We have become more active with limiting our guest counts on our busiest days to preserve the intended spa environment as far as noise pollution and overcrowding. Admission price discount with purchase of a service - expanded our weekend package offerings to encourage multiple services rather than simply day use.
- We have had to restrict the use of the outdoor pool facilities to anyone not receiving a spa service or non-registered hotel guests.
- We have implemented more thorough forms for waxing in-takes to ensure the treatments are safe and appropriate for all guests.
- We have included small intimate touches to our code of standards and a more personalized manner of making guest appointments.
- We have incorporated the privacy policy in our in-take form.
- This year, we have allowed guests to use electronic devices in public areas for texting or reading. Still no phone calls in public spaces.
- We have tightened some of our policies regarding late arrivals, absences and discounts.
- We hire one person only for customer service.
- We implemented the no cell phone rule a while back; however, have placed more focus/emphasis on this in 2011 due to guest concerns as well as ensuring all guests are doing all they can to enjoy their day with us.

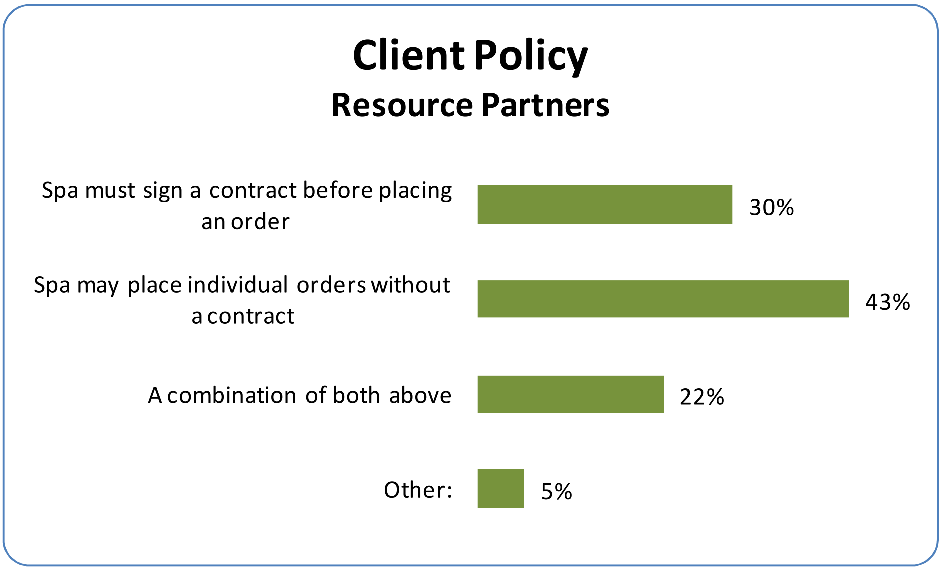
- We now allow youth under 16 to visit the spa with their guardian present so long as it is not disruptive to other guests. Guest must book a specific RMT massage to receive an insurance receipt. Concierge reviews a booking checklist with guests at the end of booking.
- We now have guests initial that they are aware of the service charge and opt-in for e-mail.
- We offer a free Visia ($50 value) for all first-time facials to provide a visual analysis for the client on the condition of their skin. We offer a $10 discount on spa services for first-time visits.
- We reinstituted the two services required on Saturday. We didn't need this for the last two years; however, luckily we need to do this again.
- We serve champagne and wine to all our spa guests who are 21+; we now require those that are 21+ to show a valid ID on arrival to ensure we are following state and national laws.
- We updated the credit card authorization procedures for a safe payment method and pre-payment/deposit for the guest.
- Yoga guests are now allowed to use spa amenities, children 16 and under are allowed at the spa but must be accompanied by an adult, and we now sell an amenities day pass to the spa.

Some ISPA spa member respondents shared a sample of their spa's in-take form. To view the samples provided, visit the following page on the ISPA Web site.

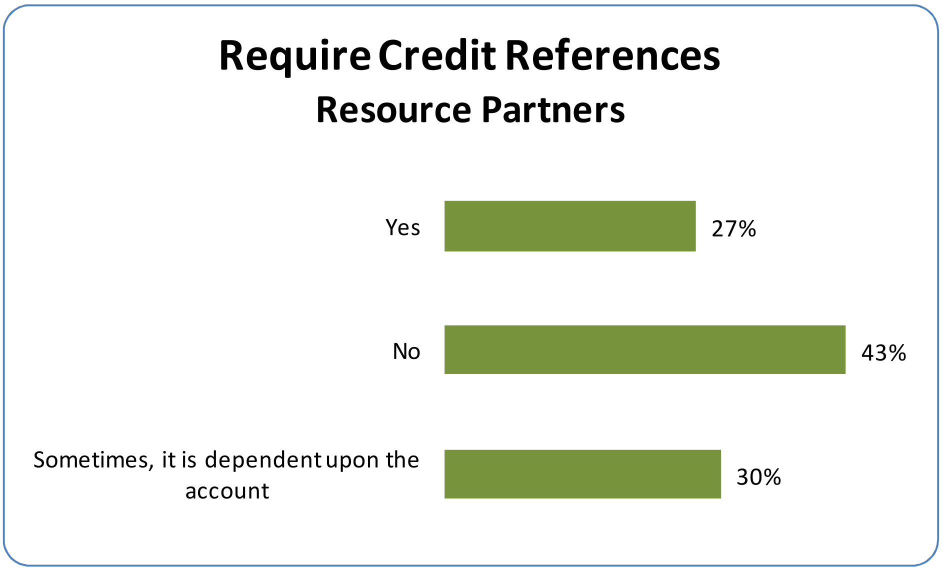
http://experienceispa.com/education-resources/member-knowledge-center/

RESOURCE PARTNERS

Which of the following best describes your company's spa client policy (not individual consumers) when it comes to placing an order?



Does your company require credit references prior to opening a new spa account?



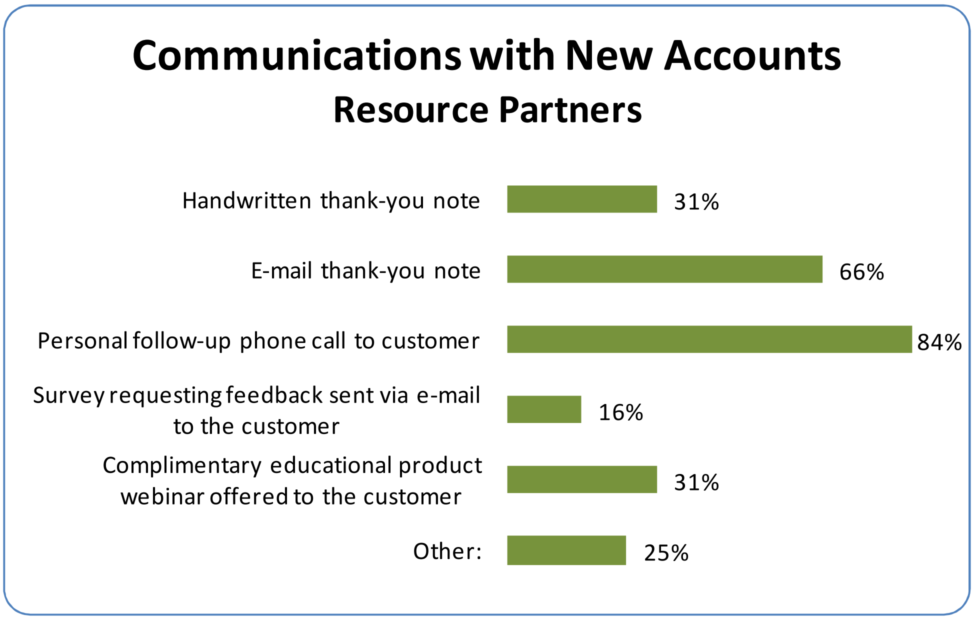
Respondents were asked to describe their company's current minimum requirements for a spa to setup a new account (i.e., minimum order placement, location, exclusivity requirements, etc.). Below is a sample of responses.

- $3,000 opening order for multiple esthetician spas and $1,500 for single estheticians.
- $500 minimum.
- Complete contact detail information: full staff contact references for chief management and ownership, account payables department, general facility, spa layered management and lead staff. Plus, full bank and financial references along with payable efficiency and electronic payment capabilities.
- Contracts are based on the license and training requirements of the spa.
- Discounts are based on the retail value of the order. Discounts range from 25-45 percent off retail. We have a new platinum line that is sold only through spas. No SRP. The spas set what the market will sustain.
- For our software solution, the perfect customer is a destination spa with numerous programs developed towards optimizing one's health. They should have a medical focus (medical/holistic staff) and offer week-long retreats with emphasis on making a significant lifestyle change.
- Generally no minimum required except for when a display with tester is provided.
- If a spa requests terms a credit check is standard operating procedure. We accept all major credit cards and process the order when the charge is approved.
- Minimum order is by the collection by category (mani, pedi, body massage). There is an incentive to purchase two or more categories.
- Minimum 3,000 and esthetically pleasing. Must order professional and have retail.
- Minimum opening order, location/business type verification and product/treatment training.
- Minimum opening order of $2,500 wholesale.
- Minimum order $7,000 for professional and/or retail.
- Minimum order of $25. Able to order less than $25 for a $5 handling charge.
- Must be a licensed esthetician for equipment.
- Must be a luxury- or wellness-focused spa, or a high-end, eco-beauty boutique. Minimum orders start at $250 and go up, based on spa size and type.
- Must have a dedicated retail space, minimum order $500, generally speaking, we do not have clients within close proximity to one another, but this is not a set in stone requirement.
- New accounts must meet the minimum opening order guidelines.
- No minimum order required. Terms upon approval or credit card payment.
- No minimum order, but potential of development is a must for small openings.
- Opening order requirement, professional spa location/storefront, licensed esthetician on staff and separate retail area. We do monitor the location of accounts.
- Should have retail space. Minimum order $250.
- Spa/salons - minimum order $100. Distributors - minimum order $5,000.
- We are an insurance agency and require a completed insurance application.
- We are flexible.
- We offer different packages with different benefits and freebies. We want to make it easy for a spa to start carrying our products; the smallest starter package is $4,992.
- We require a substantial deposit which ensures everyone is vested in the success of the order.

What is your company's policy for handling defective or returned products?

- 100 percent ironclad guarantee.
- 100 percent return guarantee.
- Three years full warranty and loaner program on certain items.
- Thirty days unopened to return for credit and damaged/defective product is replaced.
- A 90-day guarantee is provided.
- Claims must be reported within 48 hours of receipt. Only products that are spoiled upon arrival will be exchanged, any other returns will be credited with a 25 percent restocking fee.
- Contact the company for a return authorization to return merchandise.
- Defective products are replaced free of charge.
- Defective products can be returned at no cost and will be exchanged for new product. Returns, depending on the reason, are subject to a 15 percent restocking fee.
- Defects must be reported within 10 days of receipt. Exchanges are welcomed. No questions asked.
- Exchange the products for all manufacturer problems.
- Full credit is extended for defective returns.
- Full refund or exchange.
- If the product is defective, we will replace it.
- Immediate contact within one week for the first 30 days of delivery; call, e-mail or fax challenge and we immediately contact back to resolve - including ship back, replacement, shipping damage instruction (which go out with every invoice).
- Partners must submit product returns along with a completed return authorization form indicating specific reason(s) for their return.
- Replacement within 30 days.
- Returns are not allowed for undamaged merchandise. Defective items may be returned; however, the client's account is credited or we will replace the defective item.
- Returns are only taken for client reactions or damaged product.
- Returns within 30 days.
- Spa needs to send it back and we replace the merchandise.
- Spas are responsible for processing returns made by their customers. We reimburse spa clients for defective products and pay all shipping charges to replace defective products.
- To return goods, buyer must contact our customer service department to receive a return authorization (rma) number. A request for return must be made within 30 days of receipt of buyer's order. Standard catalog goods accepted for credit and in excellent and sellable condition are subject to a minimum service charge of 20 percent of the invoice amount for restocking plus all transportation charges. Goods built to order are not subject to return for credit under any circumstances. Goods must be received in good and sellable condition to receive credit unless the returned item is defective.
- We fully stand behind our product and will replace any items that arrive damaged or if the product is deemed defective.
- We guarantee our jewelry for six months unless it is obvious that the piece was defective. After six months, we will repair for a reasonable fee.
- We have a 100 percent satisfaction guarantee. We accept all returns of full, unused products.
- We take the product back and it goes into our lab for thorough review.

Which of the following communications take place after a spa client opens a new account?



Respondents who indicated they send surveys requesting feedback via e-mail to customers were asked to identify who reviews the feedback and how it is utilized. Below is a sample of responses.

- Account manager receives feedback and info is discussed in weekly team meeting. We will also conduct client surveys (giving them incentives to complete them) and use this information to improve our offerings or service
- Admin and public relations; where changes to information and product needs are needed, we make the changes. We work at making sure the correct information and proper handling of our spa partners is always first in our sight.
- All department heads review feedback: sales, marketing, ops and customer care.
- Both the sales and marketing departments review the feedback and respond appropriately to the customer. Feedback is discussed in executive staff meeting to review policies and procedures.
- Customer feedback is received via account executives, training evaluations forms, Web site inquiries, phone calls and e-mails. All customer feedback is highly important and considered a valuable resource. Information is discussed in team meetings and highlights communicated via newsletters and e-mail blasts. Feedback helps also identify industry trends that may guide changes or additions to our professional treatments or product/promo offerings. Feedback also provides meaningful insight into the quality of our training, products and customer service so we remain an industry leader and on the forefront of providing the best anti-aging skincare products and customer service in the professional skin care market.
- Customer feedback is reviewed by the client services dept. If there is any required follow-up it is assigned immediately.
- Customer feedback is reviewed departmentally and used to continually increase customer satisfaction.
- Feedback is reviewed by vice president of sales. It is filed and used for future evaluations and procedure implementations.

- It is dependent upon the feedback. Most of it is shared with our marketing department and considered for future promotions and product launches.
- Marketing and account manager.
- Marketing manager.
- Our CEO gets the feedback and submits it for analysis and evaluation of actions in board meetings.
- Our customer care department - which consists of our sales team and director of marketing.
- Our entire team reviews it and the information is used to better serve the client and fine-tune materials.
- Our program manager reviews all feedback and will talk directly with a client, if necessary.
- Passed to marketing department, reviewed, and depending on the nature of the feedback, other parties are involved such as new product committee, purchasing, operations, etc.
- Reviewed by manager.
- Sales representatives, office manager and the president.
- Since our software solution is a customized service, we work closely with the customer for several months after signing the contract to customize for their individual environment.
- Strategic sales manager and vice president of sales and marketing review the feedback and handle accordingly if there are issues. Also, use it for product development and enhancement of accounting.
- The directors - so that we can take action as needed.
- The feedback is read by the owner and then shared with staff to discuss the best way to handle the feedback.
- The owner and designer hear all feedback and it is used to improve and expand our company. All feedback is considered valuable and taken to heart.
- The owner and then the creative team.
- Vice president of sales receives and reviews and takes action.
- We analyze feedback on a monthly basis and decide how to implement suggestions and changes where needed
- We have a customer service team and an online portal for feedback and forums. We also have a dedicated customer advocate who works with our customers to ensure they are getting full value from our products and services.
- Yes, the feedback is reviewed by our team and a regular follow-up is scheduled every month unless specified by the client.