



# Snapshot Survey Results Report

————— *Year in Review* —————

December 2013



## Year in Review

### ISPA Snapshot Survey | December 2013

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 December 2013 Snapshot Survey requested information on the year in review.

ISPA spa members were presented with a list of activities and asked to identify which activities their company did in 2013. A large majority (87 percent) of spa respondents said they added a new brand(s) to their spa's retail offerings. Fifty-one percent of spa respondents said they expanded their company's sustainability practices. Fifty-one percent also said they used social media to promote last-minute appointment bookings. Interestingly, when comparing which activities day spas and resort/hotel spas did in 2013, there was a noticeable difference when it comes to online appointment bookings. Fifty-seven percent of day spas offered online appointment bookings compared to 34 percent of resort/hotel spas.

Using a sliding scale, ISPA spa members were also asked to identify how their use of specific marketing channels changed in 2013 compared to 2012. For spa members, the marketing channel that saw the greatest overall decrease in 2013 was daily deal sites with 36 percent either somewhat decreasing or significantly decreasing their use of these sites. Seventy-six percent of spa members either somewhat increased or significantly increased their use of Facebook this year. In regards to day spas versus resort/hotel spas, 27 percent of day spas increased their use of direct mail compared to only 15 percent of resort/hotel spas.

ISPA resource partner members also provided feedback on how their usage of specific marketing channels had changed from 2012 to 2013. A majority of resource partners (71 percent) increased their use of Pinterest to some extent. More than half (56 percent each) increased their use of email and Facebook for marketing purposes.

ISPA members were also asked to provide feedback on their 2013 favorites in regards to books, mobile apps, new spa products, interview questions, holiday gifts for employees and changes their company made during the year. When it comes to favorite books of the year, quite a few past ISPA Conference & Expo speakers' books made the list. The Facebook mobile app was the most popular among survey participants followed by the Instagram app.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, December 6, 2013 to Friday, December 13, 2013. During this time, 250 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, spas under development and corporate spa headquarters).

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## ISPA MEMBERS

Please identify which of the following activities, if any, your company did in 2013.

### All spas

Added new brand(s) to the spa's retail offerings.	87%
Decreased the number of treatment offerings.	20%
Expanded company's sustainability practices.	51%
Increased the number of treatment offerings.	31%
Offered online appointment bookings.	39%
Partnered with a local physician or health facility.	17%
Promoted the health benefits of visiting a spa in marketing messages.	34%
Provided performance bonuses to employees.	49%
Renovated the spa.	22%
Renovated the spa's retail area.	21%
Tracked customer's preferences.	25%
Used iPads or tablet devices within the spa operations.	18%
Used social media to promote last-minute appointment bookings.	51%

## Day spas

Added new brand(s) to the spa's retail offerings.	78%
Decreased the number of treatment offerings.	22%
Expanded company's sustainability practices.	65%
Increased the number of treatment offerings.	17%
Offered online appointment bookings.	57%
Partnered with a local physician or health facility.	13%
Promoted the health benefits of visiting a spa in marketing messages.	30%
Provided performance bonuses to employees.	48%
Renovated the spa.	17%
Renovated the spa's retail area.	13%
Tracked customer's preferences.	22%
Used iPads or tablet devices within the spa operations.	30%
Used social media to promote last-minute appointment bookings.	48%

## Resort/Hotel spas

Added new brand(s) to the spa's retail offerings.	91%
Decreased the number of treatment offerings.	18%
Expanded company's sustainability practices.	41%
Increased the number of treatment offerings.	30%
Offered online appointment bookings.	34%
Partnered with a local physician or health facility.	14%
Promoted the health benefits of visiting a spa in marketing messages.	32%
Provided performance bonuses to employees.	41%
Renovated the spa.	21%
Renovated the spa's retail area.	21%
Tracked customer's preferences.	23%
Used iPads or tablet devices within the spa operations.	14%
Used social media to promote last-minute appointment bookings.	50%

Using the sliding scale below, please identify how your spa's use of one of the following marketing channels changed in 2013 when compared to the previous year.

<b>All spas</b>	<b>1- Significantly Decreased</b>	<b>2- Somewhat Decreased</b>	<b>3- Stayed the same</b>	<b>4- Somewhat Increased</b>	<b>5- Significantly Increased</b>
Daily deal sites	20%	16%	33%	26%	7%
Digital online ads	5%	3%	39%	47%	7%
Direct mail	13%	16%	46%	20%	5%
Email	1%	3%	34%	46%	16%
Print ads	9%	18%	45%	23%	5%
Facebook	3%	1%	20%	45%	31%
Pinterest	3%	11%	27%	41%	19%
Twitter	2%	10%	31%	40%	16%

<b>Day spas</b>	<b>1- Significantly Decreased</b>	<b>2- Somewhat Decreased</b>	<b>3- Stayed the same</b>	<b>4- Somewhat Increased</b>	<b>5- Significantly Increased</b>
Daily deal sites	10%	20%	40%	30%	0%
Digital online ads	3%	3%	33%	53%	8%
Direct mail	6%	15%	52%	21%	6%
Email	0%	4%	40%	40%	17%
Print ads	7%	22%	44%	24%	2%
Facebook	2%	2%	24%	46%	26%
Pinterest	0%	8%	33%	50%	8%
Twitter	0%	11%	40%	37%	11%

Resort/Hotel spas	1- Significantly Decreased	2- Somewhat Decreased	3- Stayed the same	4- Somewhat Increased	5- Significantly Increased
Daily deal sites	27%	11%	29%	24%	9%
Digital online ads	6%	4%	41%	46%	4%
Direct mail	17%	17%	51%	11%	4%
Email	1%	4%	37%	45%	13%
Print ads	10%	18%	46%	19%	7%
Facebook	3%	1%	21%	43%	32%
Pinterest	5%	5%	27%	41%	22%
Twitter	2%	8%	29%	41%	20%

Resource Partners	1- Significantly Decreased	2- Somewhat Decreased	3- Stayed the same	4- Somewhat Increased	5- Significantly Increased
Daily deal sites	23%	8%	39%	23%	8%
Digital online ads	11%	0%	42%	37%	11%
Direct mail	21%	11%	47%	21%	0%
Email	0%	3%	42%	42%	14%
Print ads	22%	9%	22%	26%	22%
Facebook	0%	0%	44%	32%	24%
Pinterest	5%	0%	24%	57%	14%
Twitter	0%	7%	48%	33%	11%

Respondents were asked to share their “favorites” for 2013 with their ISPA peers for the following categories. A sample of the responses is provided below. For response options that were submitted multiple times, the number of responses is listed in parentheses following the response.

### **Favorite Book You Read**

- *1491: New Revelations of the Americas Before Columbus* by Charles C. Mann.
- *A Path with Heart: A Guide Through the Perils and Promises of Spiritual Life* by Jack Kornfield.
- *Amsterdam: A History of the World's Most Liberal City* by Russell Shorto.
- Anything that is made into a movie so I can watch and compare the two.
- *Around the Year with Emmet Fox: A Book of Daily Readings* by Emmet Fox.
- *Autobiography of a Yogi*.
- *Being Nice Isn't Really So Awful* [Online Essay] by Malcolm Gladwell.
- *Breakfast with Buddha* by Roland Merullo.
- *Broken Windows, Broken Business: How the Smallest Remedies Reap the Biggest Rewards* by Michael Levine.
- *Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior* by Joseph Grenny, Ron McMillan, Al Switzler and David Maxfield.
- *Crucial Conversations Tools for Talking When Stakes Are High* by Kerry Patterson.
- *Cure* by Robin Cook.
- *David and Goliath: Underdogs, Misfits, and the Art of Battling Giants* by Malcolm Gladwell. (2)
- *Delivering Happiness* by Tony Hsieh.
- *Dying to Be Me: My Journey from Cancer, to Near Death, to True Healing* by Anita Moorjani.
- *Eat the Cookie...Buy the Shoes: Giving Yourself Permission to Lighten Up* by Joyce Meyer.
- *El caballero de la armadura oxidada [The Knight in Rusty Armor]* by Robert Fisher.
- *Engaging Service* by Bryan Williams.
- *Fierce Conversations: Achieving Success at Work & in Life, One Conversation at a Time* by Susan Scott.
- *Fifty Shades of Gray* by EL James. (6)
- *Financial Fitness in 45 days: The Complete Guide to Shaping Up Your Personal Finances* by Lorayne Fiorillo.
- *Financial Management for Spas - ISPA Resource Tool*.
- *Flight Behavior* by Barbara Kingsolver.
- *Flip the Funnel: How to Use Existing Customers to Gain New Ones* by Joseph Jaffe.
- *Four Elements of Transformation* by Janet Lapp. (2)
- *Gold Boy, Emerald Girl: Stories* by Yiyun Li.
- *Good to Great: Why Some Companies Make the Leap...And Others Don't* by Jim Collins. (3)
- *How to Win Friends and Influence People* by Dale Carnegie.
- *Inferno* by Dan Brown. (3)
- *It's Not Just Who You Know: Transform Your Life (and Your Organization) by Turning Colleagues and Contacts into Lasting, Genuine Relationships* by Tommy Spaulding.
- *It's Your Ship: Management Techniques from the Best Damn Ship in the Navy* by Captain D. Michael Abraschoff.
- *Jab, Jab, Jab, Left Hook: How to Tell Your Story in a Noisy Social World* by Gary Vaynerchuk.
- John Grisham.
- *Killing Kennedy: The End of Camelot* by Bill O'Reilly and Martin Dugard.

- *Leadership and Self Deception: Getting Out of the Box.*
- *Leading with Love* by Alexander Strauch.
- *Lean in: Women, Work, and the Will to Lead* by Sheryl Sandberg. (2)
- *Les Miserables* by Victor Hugo.
- *Loves, Lives & Lattes* by Michael Tompkins.
- *Magnificent Obsession* by Lloyd C. Douglas.
- *Manager's Guide to Online Marketing* by Jason Weaver.
- *Many Lives, Many Masters: The True Story of a Prominent Psychiatrist, His Young Patient, and the Past-Life Therapy That Changed Both Their Lives* by Dr. Weiss.
- *Mastermind: How to Think Like Sherlock Holmes* by Maria Konnikova.
- *Me Before You* by Jojo Moyes.
- *My Struggle* by Karl Ove Knausgaard.
- *Nasty Bits: Collected Varietal Cuts, Usable Trim, Scraps, and Bones* by Anthony Bourdain.
- *Nature's Beauty Secrets: Recipes for Beauty Treatments* by Dawn Gallagher.
- *One Thousand White Women* by Jim Fergus.
- *Power of Small: Why Little Things Make All the Difference* by Linda Kaplan Thaler.
- *Professional Presence: A Four-Part Program for Building Your Personal Brand* by Peggy Noe Stevens.
- *Selling with Noble Purpose: How to Drive Revenue and Do Work That Makes You Proud* by L. McLeod.
- *Skin Regimen: The Essential Lifestyle Guide for Skin Longevity and Beauty* by Dr. Davide Bollati.
- *Start with Why: How Great Leaders Inspire Everyone to Take Action* by Simon Sinek.
- *Steve Jobs* by Walter Isaacson.
- *Stoner* by John Edward Williams.
- *Strengths Finder 2.0* by Tom Rath. (2)
- *Success is Not a Spectator Sport: How to Take Action and Achieve More* by Charles Marcus.
- *The Art of Happiness: A Handbook for Living* by His Holiness the Dali Lama and Howard Cutler. (2)
- *The Art of Racing in the Rain* by Garth Stein.
- The Bible coupled with Jon Courson's Application Commentary.
- *The Book Thief* by Markus Zusak.
- *The Dovekeepers* by Alice Hoffman. (2)
- *The Eighty-Dollar Champion: Snowman, the Horse That Inspired a Nation* by Elizabeth Letts.
- *The Energy Bus: 10 Rules to Fuel Your Life, Work, and Team with Positive Energy* by Jon Gordon.
- *The Fault in Our Stars* by John Green.
- *The Fortune Cookie Principle: The 20 Keys to a Great Brand Story and Why Your Business Needs One* by Bernadette Jiwa.
- *The Fountainhead* by Ayn Rand.
- *The Four Agreements: A Practical Guide to Personal Freedom* by Miguel Ruiz.
- *The Girl with the Dragon Tattoo* series by Stieg Larsson.
- *The Hummingbird's Daughter* by Luis Alberto Urrea.
- *The Language of Flowers* by Vanessa Diffenbaugh.
- *The Life of Abraham Lincoln* by Ida Tarbell.
- *The Longest Ride* by Nicolas Sparks.
- *The Ocean at the End of the Lane* by Neil Gaiman.
- *The Oz Principle: Getting Results Through Individual and Organizational Accountability* by Roger Connors.



- *The Power of Myth* by Joseph Campbell with Bill Moyers.
- *The Presidents Club: Inside the World's Most Exclusive Fraternity* by Nancy Gibbs and Michael Duffy.
- *The Psychology of Spas & Wellbeing* by Jeremy McCarthy.
- *The Secret* by Rhonda Byrne. (2)
- *The Soul of Leadership: Unlocking Your Potential for Greatness* by Deepak Chopra.
- *The Tiger's Wife* by Téa Obreht.
- *The Way of the Shepard: 7 Ancient Secrets to Managing Productive People* by Kevin Leman.
- *Theodore Rex* by Edmund Morris.
- *Wild: From Lost to Found on the Pacific Crest Trail* by Cheryl Strayed. (2)
- *Work Like You Own It!* by Bryan K Williams.
- *You Can Negotiate Anything* by Herb Cohen.

## Favorite Mobile App

- ABC News
- BeautyLish
- Bitstrips
- Booker
- BuzzFeed (2)
- CamScanner
- Candy Crush
- Corepower Yoga
- Cozi
- Dunkin Donuts
- Evernote (3)
- Facebook (12)
- Favor Delivery
- feedly
- Flashlight (2)
- Florida State Seminoles Sports
- For ME by Massage Envy
- GoDaddy Mobile
- Google Maps for Mobile (4)
- The Guardian Eyewitness
- Harvard Business Review
- Houzz
- Instagram (6)
- ISPA Conference
- iTunes (3)
- Key Ring
- LinkedIn
- LockBox
- Lotus Wei
- Manilla
- MapFactor: GPS Navigator (2)
- MapMyRun
- Maps (2)
- MINDBODY Connect
- My Disney Experience Mobile App
- MyFitnessPal
- Nike +
- Pandora (5)
- Passbook
- Pinterest (3)
- Quicklytics
- Real Racing 3
- ResortSuite MOBILE
- Rue La La – Shop All Day
- RunKeeper
- ShopSavvy
- SmartBrief
- Songkick
- Songza
- Starbucks
- TED
- The Love Book App
- theScore
- TripAdvisor (2)
- Tumblr
- Twitter (5)
- Uber (2)
- Umano
- UP by Jawbone (2)
- Viber (for free international phone calls and texts)
- Vine
- Waze
- TheWeatherChannel. (3)
- WhatsApp (3)
- Yahoo
- Yelp

## **Favorite New Spa Product**

- Advanced Firming Complex by Amala, Inc.
- All the new products from Eminence Organic Skin Care!
- Almond Blossom Organic Body Wash by Farmaesthetics and their Hot Toddy for the Body treatment.
- Aromatherapy Associates bath and shower oil.
- Aromatherapy Associates Inner Strength.
- Aromatherapy Associates Soothing Face Oil.
- Aveda Corporation Beautifying Cleanser and Lotion.
- BABOR HSR Lifting.
- BABOR Sea Creation Cream.
- BAR Skin & Body
- Biofreeze.
- bkr water bottles.
- Body Bliss. (2)
- Borghese Inc. Purificante Black Mud.
- butter LONDON - 10x our nail retail sales.
- Caudalie Paris – USA Vino-Serum.
- CC Cream.
- Clarisonic. (2)
- Derma e BB Cream.
- Dermalogica skinperfect primer.
- Dossage perfume for retail.
- Dr. Alkaitis Organics, LLC Holistic Organic Skin Food.
- Elemis Aching Muscle Super Soak.
- Eminence Organic Skin Care.
- Eminence Organic Skin Care mini kit products and price are perfect.
- Eminence Organic Skin Care Red Currant Exfoliation Cleanser.
- Environ Skin Care Ionzyme Focus Frown Serum.
- EuroSpa Aromatics Eucalyptus Shower Spray Mist. (2)
- eyeSlices (new for this spa but not new product...great for extra sales).
- FarmHouse Fresh. (2)
- FarmHouse Fresh Back Country Lotion.
- FarmHouse Fresh's Watermelon Basil Vodkatini Scrub - yummy smell and works great!
- Feeling Smitten.
- Gel FX by Orly International, Inc.
- Gel nails.
- Genysis.
- Germaine de Capuccini, S.A. Stone Spoons.
- Glen Ivy Orange Blossom Body Cream.
- GrandeLASH-MD.
- H. Gillerman Organics products.
- Hampton Sun new spray bronzer.
- HOT GIRLS PEARLS.

- Hydrafacial Machine by HydraFacial MD - Edge Systems Corp.
- HydroPeptide. (3)
- HydroPeptide Soothing Serum.
- Epicuren Discovery's Rosemary Body Lave.
- ila Handwash for purifying skin.
- i-Lipo Xcell - laser fat removal system.
- Imperial Barber Products USA.
- INNOVATIVE SKINCARE's Age Treatment Complex.
- Intraceuticals.
- It Works! body wraps.
- Jan Marini Skin Research Inc. glycolic body scrub.
- jane iredale – THE SKIN CARE MAKEUP BB Cream.
- JeNu Inc.
- Kerstin Florian International at-home peel pads.
- Kerstin Florian Bath Salts.
- Kiehl's Super Cream.
- Lifefactory glass water bottle.
- Lifeline Skin Care, Inc.
- Lifeline Skin Care, Inc. Eye.
- Logoed candles.
- Mama Mio Tummy Rub - because I'm expecting my second child! This stuff works!
- MOROCCANOIL.
- Me! Bath Experience, Inc. and Tata Harper Skincare.
- Medicalia International Micro-Retinol line.
- MOROCCANOIL Body Butter.
- MOROCCANOIL scalp treatment.
- Natura Bisse International Diamond White Serum.
- Natural and organic.
- Naturopathica Vitamin C15 Wrinkle repair Serum.
- Naturopathica's Stem Cell Serum.
- neuLASH.
- New treatment table from Gharieni Group that debuted at ISPA.
- NuFace. (2)
- Biocean Canada Ocean+ skincare.
- Organic Male OM4 men's line.
- Oribe Hair Care.
- Osmosis Skincare Stem Cell.
- Peptide Eye Serum from ARCONA.
- Phytomer Corporation XMF Cream. (2)
- Phytomer Corporation XMF Pionniere.
- Pino candles.
- PREVAGE.
- Entire line of Results Rx.
- Rodial Skincare Bee Venom.

- Salt of the Earth.
- Sara Happ Lip Scrub.
- Softmesotherapy.
- South Seas Skin Care.
- SpaRitual Hand Serum.
- Supracor Inc. mitts.
- Texting gloves.
- Ultra exclusive Seacreation from BABOR.
- Vintage TeaWorks.
- VitaD Whole Food Spice Powder by Skin Authority.
- Vitamin C Serum.
- Voya Products Ltd and University Medical Pharmaceuticals WrinkleMD.
- Voya Products Ltd moisturizer.
- University Medical Pharmaceuticals WrinkleMD. (2)
- Y -Spa for Men (Soluzione Spa Products) - new men's line from Canada.
- Yoga Balm.
- ZOYA nails and Spa Blends.

### **Favorite Interview Question**

- Create as many things as you can with this paperclip.
- Describe a wow experience.
- Do people really ask for happy endings?
- Do you consider yourself a lucky person?
- Do you like getting massages?
- Does it really work?
- Explain a time when you went the extra mile for a guest.
- Give me an example of a time when you motivated others.
- How can we improve guest satisfaction?
- How do you describe success and how do you approach success?
- How did you get into the spa industry? (3)
- How do you handle a guest who is unsatisfied with the service they just received?
- How do you handle stress and pressure?
- How do you make a peanut butter sandwich?
- How do you measure success?
- How do you see your future in five years? (You can see the face and all their dreams in their smile!)
- How do you want to be treated?
- How did you start your business?
- How long have you been a therapist?
- How many Mickey's are there?
- How would your family describe you?
- If I spoke to your previous boss, how would he/she describe you? (2)
- If I were to speak to a previous supervisor, what would they say your two strengths are?

- If we're sitting here a year from now celebrating what a great year it's been for you in this role, what did we achieve together? (2)
- If you aren't selected for the position, what will our company lose by not having you on our team?
- If you could change one thing about this industry, what would it be?
- If you could have lunch with anyone, who would it be and why?
- If you could redo anything in your life what would it be? (4)
- If you were me, why would I hire you?
- Name three reasons why you want to work for my company.
- On a scale of 1-10, how happy are you?
- On a scale of 1-10, how interested are you in this position?
- Please tell me 10 adjectives that describe your personality.
- Provide me with an example of how you made a difference in a guest's experience.
- Sell me this pencil.
- Share with me the areas you would like to improve in.
- Tell me about a time when you saved your company money.
- Tell me about a time you took responsibility to solve a challenge as a team, and the role you played.
- Tell me about a time you were performing your best at work and were most proud of your actions.
- Tell me about your favorite and least favorite boss. Why do they fit those categories?
- Tell me about your very first job. (2)
- Tell me about yourself.
- Tell me what you know about our spa.
- Tell me what you learned from your most recent professional mistake.
- Tell me what you see a typical workday being like in this role.
- We build our team with employees who create memorable experiences for our guests. Why do you feel that you would fit this expectation?
- What about your personality will emerge after the honeymoon phase of 90 days.
- What are you famous for?
- What are you passionate about - personally and professionally?
- What are your areas of opportunity?
- What are your goals in your career?
- What causes you stress?
- What do you do for yourself?
- What do you hope our guests will take away from their spa experience?
- What do you need from your manager and team to be successful?
- What do you think is a fair attendance policy?
- What do you think of Obamacare?
- What does spa mean?
- What does wellness mean to you?
- What did you do to prepare for this interview?
- What would you like the world to notice most about you?
- What have you done to elevate someone's day for either an employee or a guest?
- What is a Copper Peptide?
- What is half of 99?

- What is most important to you?
- What is one way a co-worker at your last job would describe you?
- What is wellness tourism?
- What is your greatest weakness?
- What is your least favorite part of being a massage therapist/esthetician/nail technician?
- What makes you stand out from the rest? (3)
- What makes you wake up every morning, what ignites your passion? (2)
- What makes your spa unique from its competitors? (3)
- What motivates you?
- What talents or skills outside of your area of expertise can you bring to the spa to enhance the quality of life for your colleagues?
- What was a difficult customer service issue, and how did you handle it?
- What was your best customer service moment?
- What was your first job you ever held to make money and what three things did you learn at it?
- What was your happiest holiday?
- What will you bring to our spa to make a difference in customer service?
- What will you contribute to the organization?
- What would you do if you didn't have to work?
- What would you do with every service to make the experience exceptional for your guest?
- What would your last supervisor say was the thing you could improve upon the most? (2)
- What would your previous supervisor say were your three best qualities and three areas of concern?
- When a client flinches during a massage, what is your reaction if any?
- Where did you grow up?
- Where do you see yourself in five years? 10? 20?
- Where do you think you can make the most impact within our company?
- Where is your favorite place to eat and why?
- Who have you mentored and where are they now?
- Who would you high-five if you could meet anyone past or present?
- Why did you become a massage therapist?
- Why did you choose this spa to apply to, and if hired, what skills have you learned in past jobs that you can bring to our team?
- Why do you do what you do?
- Why do you feel guests choose to come to our company for their spa services?
- Why do you want to work for this organization? (4)
- Why do you want to work for our spa? In this part of the world there are very few spas available, so many of our employees still don't quite understand the spa lifestyle.
- Why should I offer you the position of X?
- Why should we hire you? (2)
- Would you categorize yourself as more of a service-oriented person or a sales-oriented person? Why?

## Favorite Holiday Gift for Employees

- \$25 dollar gift card to one of our local restaurants.
- A bottle of good champagne.
- A box of gratitude. It is a box filled with thank you notes.
- A bracelet from a local artist.
- A family party.
- A gift card to their favorite lunch or coffee shop (individualized) in our area.
- A gift certificate from their favorite boutique.
- A holiday card sent to each and every one of the 100+ employees with a personalized handwritten note.
- A mini version of different types of our products.
- A personalized, hand-written thank you card. (3)
- A turkey or ham for their family to enjoy.
- Accessories.
- All the spa goodies collected from shows throughout the year.
- American Express gift cards. (2)
- An extra paid vacation day. (2)
- Bonus checks. (5)
- Restaurant gift certificates.
- Bubbles.
- Calendars
- Candles and baking treats.
- Cash. (6)
- Cash bonus for them and gifts for their children. (2)
- Cashmere.
- Chocolates and goodies. (2)
- Christmas bonus.
- Custom-made Christmas tree ornaments.
- Dinner and movie tickets.
- Epicuren After Bath Moisturizer.
- FarmHouse Fresh products. (2)
- Favorite product of their choice.
- Food based gifts of any type: olive oils, wine, nut butters, cheese, etc. (2)
- Fran's Chocolates Smoked Salt Caramels.
- Fresh baked goodies from the administrative team.
- Freshly baked cookies.
- Gift cards. (12)
- Gift certificate for a spa service. (6)
- *Gift from the Sea* by Anne Morrow Lindbergh.
- Godiva chocolate and spa gift certificates.
- Grace & Lace leg warmers.
- Grounding mat.
- Hand-written gratitude letters with a gift certificate.
- Holiday party. (8)



- Homemade cookies. (2)
- Hosting the department holiday party at my house.
- I'm making lavender sachets out of vintage handkerchiefs - when the scent is gone, they will have a lovely hankie and will think of me every time they blow their nose!
- Inspirational books.
- Jackets with spa logo.
- UP by Jawbone.
- Kiehl's Whipped Body Butter.
- Kindness.
- Local wine.
- Locally crafted cookies and treats for them to take home for working on Christmas day.
- Logo amenity bags.
- Lottery ticket using their birthday and start date as the chosen numbers.
- Lotto tickets. (2)
- Meditation course.
- Movie tickets. (3)
- Night at a local comedy club with my management team; a good reminder as to how important laughter is.
- Our holiday party and gift raffle.
- Personalized coffee mug with their name and our spa mantra.
- Personalized gifts for each employee.
- Roasted nuts I make myself. A gift from the heart.
- Rosa Regale by Banfi Vintners.
- Samples and cookies.
- Scarves.
- Skin care and makeup.
- Small batch, handmade gift.
- Small gift hampers.
- Spa bucks.
- Spa retail.
- Spa Robes and SpaRitual Body Care.
- Spa'ing at a different spa to show our team how good we really are.
- Starbucks gift card.
- Stockings for the front desk that everyone can contribute to.
- S'well blackboard water bottle and chalk pen.
- Team building party.
- They love product!
- Thymes Frasier Fir Hand Lotion.
- Time.
- Time together outside work, enjoying a nice dinner and sharing personal holiday stories.
- Trade certificates.
- Tropical fruits from Thailand.
- Turkeys.
- Vouchers.

- We adjusted our hours for the holidays for the first time.
- We give all our employees \$100 Visa gift cards.
- We typically do something they can wear in addition to their uniform - like a fleece zip-up this year.
- Wine. (2)

### **Favorite change your company made in 2013:**

#### **Spa Members**

- A brand new menu!
- A new skincare line: BABOR.
- Added nail care to our spa offerings.
- Added new pedicure chairs to our salon. A much needed update!
- Added our Meditation Trail.
- Added Voya seaweed. Utilizing hydrotherapy more.
- Adding a seasonal treatment menu.
- Adding hair services.
- Adding mind/body registration for our classes.
- Allow spa teams to recognize people in their department for five-star service. When recognized they receive an in house GC to use for massage or facial whenever they like.
- Big move towards high-tech anti-aging treatments.
- Bluewater innovation meeting with staff.
- Brand new custom designed private label spa robes.
- Brought in Eminence.
- Brought in Tata Harper, Skinceuticals and ME! Bath services and products.
- Brought in the Phytomer XMF Facial and Kneipp Products.
- Changed our protocols regarding our nail treatments to make more of a "spa experience."
- Consignment vendor retail reports in our software are now tracked.
- Created a menu and training manual.
- Created a retail manager position.
- Demandforce.
- Ditched one of our landlords and bought a building, built new from ground up.
- Elevating Ivy cards. Recognizing employees for their good effort, deeds and customer service.
- Employee incentive program.
- Established and implemented a loyalty program.
- Everyone must make soft sales.
- Fewer and more simplified promotions and specials.
- Finally profitable.
- Focused more on employee relationships, creating a family environment.
- Focused more on wellness.
- From full-time cut to part-time.
- FY13 was a year of change. We opened 11 operations, closed two existing and refurbished five locations. The opening of our two signature spas, Senses - A Disney Spa was most exciting and memorable.

- Getting the general staff meetings just right with a mix of fun, motivational instruction and business.
- Got rid of all paper towels!
- Heavenly Spa partnership with Aromatherapy Associates.
- Hired a new operations manager and developed a number two.
- Hired a professional to do our window and in spa displays.
- Hiring me for the GM position!
- Increased Facebook activity.
- Increased staff.
- Increasing retail on-hand.
- Introducing Natura Bisse.
- ISO certification.
- ISPA!
- Limiting the number of day pass guests.
- Marketing!
- Menu change. Big change!
- More social media marketing and use of sites like Travelzoo and Groupon.
- More team building.
- Moved towards holistic health in our aesthetics.
- Moving our medical esthetics department of the Clinic into the spa.
- New (updated) hot tubs!
- New bamboo fitness studio floor.
- New beds and doors.
- New fitness equipment.
- New guided meditation at the end of an Ayurvedic massage.
- New linens and robes.
- New management team members. They're awesome!
- New massage tables.
- New materials and equipment - focus on employee wellness and cutting edge tools.
- New menu (in process) medical spa aspect.
- New organizational structure.
- New Shamana-Karma treatment.
- New signature scent "Gingerine."
- NEW treatments and wellness program.
- Less tolerance for bad behavior/lack of professionalism from employees, vendors, banks, etc. After 14 years, you get a little jaded!
- Offered daily specials to increase awareness, fill gaps and promote specific services.
- Online gift cards.
- Opening of Union Square, brand new spa.
- Our new front desk location.
- Our retail area. (2)
- Our retail offerings!
- Our salon became profitable!
- Polished up the menu and had a couple of new additions.

- Promotional corporate group offer.
- Put in a new spa lounge for our guests.
- Quick spa menu.
- Refreshing of treatment rooms. (2)
- Remodeled a new Mediterranean indoor Atrium.
- Renovated retail space and have already seen significant growth to revenues.
- Retail items and their display.
- Retail promotions.
- Slight renovation to reception area to make it more open/welcoming/amazing.
- Social media offers.
- Spa employee personal use of spa program.
- Spa menu.
- Spa renovation!
- Spa tea menu.
- Started construction on a new, 18,000 sq. ft. spa!
- Started regular social events/with community outreach.
- Streamlining our policies, and building strong leadership.
- Stronger culture through articulating and displaying behaviors promoting a positive work environment. We want our teams to LOVE what they do. Our biggest initiative has been and will always be focused on better ways to reward and retain our people!
- Switched to Deborah Lippmann nail polish.
- Take credit cards for tips.
- The creativity of branding.
- Therapists select seasonal farm to table treatments.
- Trained all of our service providers to work spa reception, allowing us to not replace open positions and use labor more efficiently.
- Training.
- Upgraded uniforms.
- Using more social media.
- Visiting ISPA in Las Vegas and incorporating monthly staff incentives.
- We added Fencing to our list of offerings.
- We moved to a nicer/larger space!
- We opened our spa!
- We re-wrote all of our protocols and demonstrated our Mud Treatments in a Vichy Room at Napa's Live Love Spa Show!
- We stocked our retail shelves with more items and we have seen sales increase.

## Resource Partner Members

- Added new and fabulous employees.
- Brought in a great marketing and branding officer.
- Cross-country move.
- Developing our new ad campaign for the next year!
- Doing more face-to-face business development meetings.
- Enacted a volunteer day.
- Found a new staff.
- Full integration of Salesforce.
- Growth.
- Hired an office person.
- Increased information and awareness on the importance of caring for healthy habits.
- Increased my networking opportunities along with developed and identified my brand for my organization.
- Launched a new company!
- More business!
- More online courses.
- New collaboration agreement scheduled for 2014! Top Secret!
- Online videos.
- Re-branding and re-packaging all products.
- Reduced paper collateral.
- Relocated offices.
- Shifted from consulting only to a new product collection.
- Trade advertising.
- We tied charitable giving into everything we do. Everyone is thrilled about it and so proud that we are able to support such amazing organizations with our Seva programs.
- Worked smarter by streamlining some processes.
- Working from the inside out, rather than the outside in.