



Snapshot Survey Results Report

————— *A Year in Review* —————

December 2014



A Year in Review

ISPA Snapshot Survey | December 2014

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 2014 Snapshot Survey requested information on the year in review.

ISPA spa members were presented with a list of marketing channels and asked to specify whether they increased, decreased or made no change to each channel from 2013 to 2014. Facebook was the channel the largest amount of respondents (59 percent) either somewhat or significantly increased the use of from 2013 to 2014. Nearly three-fourths (73 percent) of day spas either somewhat or significantly increased their use of Facebook in 2014 compared to not quite half (48 percent) of resort/hotel spa respondents. When asked about their change in marketing spend in 2014 versus 2013, 42 percent of spas said their spending stayed the same. Nearly half of all spa respondents (48 percent) increased their marketing spend at some level in 2014.

Spa members were also asked to describe their most successful marketing promotion implemented in 2014. Some of the most often referenced promotions included posting events and specials on Facebook and using Travelzoo. In regard to the activities they did in 2014, the majority of spas (86 percent) added new brand(s) to their retail offerings.

ISPA resource partner members also provided feedback on how their use of specific marketing channels had changed from 2013 to 2014. More than three-fourths of resource partner respondents somewhat or significantly increased their usage of Facebook for marketing (79 percent) and email marketing (76 percent). When asked about the activities done by their company in 2014, 84 percent of resource partner members launched new products.

Several questions asked both spa and resource partner members to identify their "favorites" of 2014 in different categories. The iPhone 6 was the most common favorite tech gadget noted by spas, while the most common gadgets among resource partners were SONOS and the Waze app. The favorite gift for employees for both spas and resource partners were monetary gifts and bonuses.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, December 5, 2014 to Friday, December 12, 2014. During this time, 294 ISPA members responded to the survey. The categories "all spas" and "ISPA Spa Members" referred to within this report include data from all spa respondents (day, resort/hotel, medical and destination spas).

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ISPA SPA MEMBERS

Please identify how your spa's use of the following marketing channels changed in 2014 when compared to the previous year. If your spa did not use any of the following, please select N/A.

Change in Marketing Channels 2014 vs. 2013 | All Spas

	Significantly decreased	Somewhat decreased	Stayed the same	Somewhat increased	Significantly increased	N/A
Daily deal sites	6%	1%	17%	6%	3%	67%
Digital online ads	1%	1%	25%	21%	7%	45%
Direct mail	8%	3%	32%	14%	1%	43%
Email	1%	4%	30%	39%	12%	14%
Print ads	7%	11%	32%	18%	5%	28%
Facebook	1%	2%	23%	30%	29%	14%
Instagram	1%	0%	17%	22%	16%	44%
Pinterest	1%	1%	22%	18%	10%	48%
Twitter	1%	0%	20%	28%	15%	36%

Change in Marketing Channels 2014 vs. 2013 | Day Spas

	Significantly decreased	Somewhat decreased	Stayed the same	Somewhat increased	Significantly increased	N/A
Daily deal sites	5%	2%	19%	10%	2%	62%
Digital online ads	0%	2%	17%	31%	7%	43%
Direct mail	7%	2%	23%	27%	2%	39%
Email	0%	12%	29%	43%	12%	5%
Print ads	7%	14%	14%	21%	5%	38%
Facebook	0%	7%	14%	34%	39%	7%
Instagram	0%	0%	7%	26%	24%	43%
Pinterest	0%	2%	21%	21%	10%	45%
Twitter	0%	0%	16%	33%	21%	30%

Change in Marketing Channels 2014 vs. 2013 | Resort/Hotel Spas

	Significantly decreased	Somewhat decreased	Stayed the same	Somewhat increased	Significantly increased	N/A
Daily deal sites	3%	0%	18%	6%	4%	69%
Digital online ads	1%	1%	28%	17%	4%	49%
Direct mail	4%	3%	37%	7%	1%	48%
Email	1%	1%	34%	35%	10%	19%
Print ads	3%	11%	39%	14%	4%	28%
Facebook	0%	1%	31%	30%	18%	19%
Instagram	0%	0%	21%	20%	11%	48%
Pinterest	0%	1%	22%	17%	6%	53%
Twitter	1%	0%	23%	26%	10%	40%

Which of the following best describes your spa's change in marketing spend in 2014 when compared to the previous year?

Spa's Change in Marketing Spend 2014 vs. 2013 | By Spa Type

	All Spas	Day Spas	Resort/Hotel Spas
Increased between 1-10%	30%	36%	26%
Increased between 11-20%	13%	16%	12%
Increased more than 20%	6%	11%	3%
Stayed the same	42%	21%	51%
Decreased between 1-10%	7%	14%	6%
Decreased between 11-20%	2%	2%	1%
Decreased more than 20%	1%	0%	2%

Respondents were asked to describe their spa's most successful marketing promotion implemented in 2014. 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.

- \$50 off weekdays on any 50- or 80-minute service. Drove weekday business when we needed it most. Seemed to be more successful using dollars off versus a percentage.
- Thirty percent off all spa services across the menu.
- Ad words.
- Best continues to be our direct email promotions to our loyal customers.
- Black Friday buy one \$100 gift card and receive four \$25 gift cards free; these free \$25 gift cards must be used toward a \$100 purchase. Sold 273 in 2014 compared to 144 in 2013. An increase of 90% and over 100K in potential income!
- Complimentary robe with a purchase of a 50- or 80-minute spa service, midweek only.
- Continues to be emails.
- Create your own spa package. Book any two 50-minute or longer services and receive 10 percent off, book three and receive 15 percent off or book four and receive 20 percent off. Must be same guest on same day. Monday through Thursday.
- Daily spa special; each day at 4:30 pm we announce the special for the next day. Specials are created to fill in gaps on the books. Guests and locals love this!
- Demandforce, Inc.
- Demandforce, Inc. marketing and buy one get one free facial.
- Digital online ads, email and Facebook.
- Digital signage. Collateral placement throughout the resort and casino.
- Direct emails to our database with monthly promos as well as discount vouchers given to arriving guests in the resort to use in the spa.
- Direct mail postcards.
- Email blast for our Spa Open House and Trunk Show.
- Email blasts and invitations to beauty events twice a year.
- Email blasts and use of social media.
- Email marketing has become our most successful and we use it to create daily deals as well. (5)
- Email monthly specials and Travelzoo.
- Existing client referring new clients to us - friends, coworkers, etc.
- Exotic rituals.
- Facebook and Pinterest. Direct mail to quality zip code with great deal on spa package. Increased business this year by 15 percent.
- Facebook Gratitude Campaign for our slow period. Increased traffic and interaction with new friends on Facebook.
- Gift certificates.
- Hands-on demonstrations at local establishments.
- Hate to say it, but discounting promotions were the most successful.
- Implementing monthly packages and specials that are emailed to local guests and shared with local hotels that do not have a spa.
- In-room and on-site flyers.

- Increased events.
- Instagram, getting followers involved in storytelling as opposed to just sending our promotions.
- Instagram yoga series.
- Internal client incentives.
- Introduced a weekly WOW special - but limited availability to one per day. Emailed special to clients at the same time every week. Special was always oversubscribed.
- It remains word of mouth for the great provider team.
- Last minute Facebook specials are very successful and mid-week promotional packages with great value at lower prices!
- Local magazine ad (monthly).
- Local membership marketing.
- Marathon massage during 2014 Istanbul Marathon through social media.
- Most successful marketing has been in gift vouchers, with online gift vouchers increasing significantly.
- New PR firm and removed discounts.
- Online banner promotion.
- Open houses for repeat/loyal guests in conjunction with product/treatment launches.
- Our referral program. Every new client is gets a coupon book to give out to friends. The newcomer receives a discount and the loyal client is given points which when accumulated are exchanged for a free service.
- Packages that include spa with room and other amenities.
- Participating in Spa Week even when other resort spas/competitors chose not to participate. We had a lot of business that week and kept our staff busy and working.
- Partnership with McGladry to bring in local guests during our slow times in December (normally we are closed to local guests).
- Play, stay and spa package deals.
- Posting events and special priced services on Facebook. (4)
- Posting events on Facebook and Instagram. Increased booking and brought in new and younger customers.
- Prepping their basket of items used in treatment before checkout.
- Probably room inserts.
- Reinstating spa events for existing guests.
- Same-day multiple appointment discounts.
- Seasonal promotions partnered with our vendors who also promoted our programs.
- Sending emails to previous guests for creating awareness of voting possibility for awards nomination.
- Slim down body wraps for 50 percent off.
- Still good old word of mouth.
- Strategic Travelzoo deals dropped to a specific demographic that fits our hotel/spa profile.
- Summer special (45-minute services) advertised on the website and locally.
- Television news sponsorship and digital campaign.
- Travelzoo.
- Travelzoo and Groupon.
- Tricky for us because we are closed to the public. The most successful has been through our corporate marketing team. On-site, it has been social media.
- Upscale printed menu and collateral.
- VIP membership.

- We always do a monthly nail special and body treatment special. It keeps us busy during the week with our local customers.
- We are not open to local clients, so the only marketing is internal to the resort and club.
- We created a new member card that offers a sampling of the services. It is placed inside of their welcome basket so that when they arrive in their new home, they have a gift to open.
- We did a Facebook photo contest. Whoever got the most 'likes' on their picture received a spa basket.
- We hired a marketing manager. Our best promotion has been increasing SEO.
- We offer a promotional certificate similar to Groupon, except we don't have to share half of the fee with a third party.
- Word of mouth. (2)
- Work with Spafinder.

Please identify which of the following activities, if any, your spa did in 2014. (Respondents were allowed to choose multiple responses)

Spa Activities in 2014 | By Spa Type

	All Spas	Day Spas	Resort/Hotel Spas
Added new brand(s) to the spa's retail offerings	86%	83%	89%
Decreased the number of treatment offerings	16%	17%	14%
Increased the number of treatment offerings	48%	45%	48%
Expanded company's sustainability practices	26%	17%	27%
Held a social media contest	38%	52%	30%
Offered online appointment bookings	33%	50%	27%
Partnered with a charity or non-profit organization to promote a cause	45%	62%	38%
Partnered with a local physician or health facility	14%	29%	7%
Provided performance bonuses to employees	43%	57%	39%
Promoted the health benefits of visiting a spa in marketing messages	39%	41%	36%
Tracked customer's preferences	43%	36%	47%
Used iPads or tablet devices within the spa operations	18%	26%	17%
Used social media to promote last-minute appointment bookings	40%	60%	33%

Which of the following changes, if any, did your spa undergo in 2014? (Respondents were allowed to choose multiple responses)

Spa Changes in 2014 | By Spa Type

	All Spas	Day Spas	Resort/Hotel Spas
Expansion (increase in square footage)	8%	12%	7%
Reduced the size of the spa (decrease in square footage)	1%	2%	0%
Moved locations	1%	2%	0%
Opened a new location	6%	17%	2%
Added new treatment room(s)	10%	12%	9%
Added new salon station(s)	8%	10%	8%
Renovated the spa	23%	33%	16%
Renovated the spa's retail area	13%	24%	9%
None of the above	60%	45%	68%

Respondents were asked to share their “favorites” for 2014 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

- *7 Habits of Highly Effective People* by Steven Covey. (3)
- *50 Shades of Gray* by E.L. James.
- A neurology book.
- *A Return to Love* by Marianne Williamson.
- *Aermicanah* by Chimamanda Ngozi Adichie.
- *Art of Hearing Heartbeats* by Jan-Philipp Sendker.
- *Back to the Future: Advanced Nuclear Energy and the Battle Against Climate Change* by Josh Freed.
- *Beautiful Ruins* by Jess Walter.
- *The Black Banners* by Ali H. Soufan.
- *Breakout!* by Joel Osteen.
- *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* by Alexander Osterwalder.
- *Change Your Thoughts - Change Your Life: Living the Wisdom of the Tao* by Dr. Wayne W. Dyer.
- *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead* by Brene Brown.

- *David and Goliath* by Malcom Gladwell.
- *Delivering Happiness: A Path to Profits, Passion, and Purpose* by Tony Hsieh.
- *Ditch the Pitch. The Art of Improvised Persuasion* by Steve Yastrow.
- *Dr. Murad's Wrinkle-Free Forever: The 5-Minute 5-Week Dermatologist's Program* by Dr. Howard Murad.
- *EntreLeadership: 20 Years of Practical Business Wisdom from the Trenches* by Dave Ramsey.
- *Feeling Good: The New Mood Therapy* by Dr. David D. Burns.
- *From Freud to Jung: A Comparative Study of the Psychology of the Unconscious* by Liliane Frey-Rohn.
- *#Girlboss* by Sophia Amoruso.
- *The Glass Castle: A Memoir* by Jeannette Walls.
- *Go for No! Yes is the Destination, No is How You Get There* by Richard Fenton and Andrea Waltz.
- *Go Pro: 7 Steps to Becoming a Network Marketing Professional* by Eric Worre.
- *Gone Girl* by Gillian Flynn. (5)
- *Good to Great: Why Some Companies Make the Leap...And Others Don't* by Jim Collins.
- *Guilty pleasure - everything and anything* by Eric Jerome Dickey. I read all of his books this summer, perfect poolside companions.
- *Heaven Is For Real: A Little Boy's Astounding Story of His Trip to Heaven and Back* by Todd Burpo and Lynn Vincent.
- *How to Win Friends & Influence People* by Dale Carnegie.
- *How We Decide* by Jonah Lehrer.
- *Leaders Eat Last: Why Some Teams Pull Together and Others Don't* by Simon Sinek.
- *Les Miserables* by Victor Hugo.
- *Life Code: The New Rules for Winning in the Real World* by Dr. Phil McGraw.
- *Love Your Body: Eat Smart, Get Healthy, Find Your Ideal Weight, and Feel Beautiful Inside & Out!* by Talia Fuhrman.
- *May Cause Miracles: A 40-Day Guidebook of Subtle Shifts for Radical Change and Unlimited Happiness* by Gabrielle Bernstein.
- No favorite book, spent my time researching articles related to spa.
- *Positivity: Top-Notch Research Reveals the 3 to 1 Ratio That Will Change Your Life* by Barbara Fredrickson.
- *Profit First: A Simple System to Transform Any Business From a Cash-Eating Monster to a Money-Making Machine* by Mike Michalowicz.
- *Secret Service: Hidden Systems that Deliver Unforgettable Service* by John R. DiJulius III.
- *Secrets of Longevity: Hundreds of Ways to Live to be 100* by Maoshing Ni.
- *Since Strangling Isn't an Option...Dealing with Difficult People – Common Problems and Uncommon Solutions* by Sandra A. Crowe.
- *Sisters* by Raina Telgemeier.
- *School for Startups: The Breakthrough Course for Guaranteeing Small Business Success in 90 Days or Less* by Jim Beach.
- *Steve Jobs* by Walter Isaacson.
- *Switch: How to Change Things When Change is Hard* by Chip Heath and Dan Heath.
- *The Advantage* James Lock Leconini.
- *The Alchemist* by Paulo Coelho.
- *The Art of Happiness: A Handbook for Living* by Dalai Lama.
- *The Art of War* by Sun Tzu.

- *The Best is Yet to Come: 7 Doors of Spiritual Growth* by John H. Kieschnick.
- *The Body Book: The Law of Hunger, the Science of Strength, and Other Ways to Love Your Amazing Body* by Cameron Diaz.
- *The Cellulite Solution: A Doctor's Program for Losing Lumps, Bumps, Dimples, and Stretch Marks* by Dr. Howard Murad.
- *The Century Trilogy* by Ken Follett.
- *The Circle* by Dave Eggers.
- *The Dinner* by Herman Koch.
- *The Elephant Whisperer: My Life with the Herd in the African Wild* by Lawrence Anthony and Graham Spence.
- *The Five Practices of Exemplary Leadership* by James M. Kouzes and Barry Z. Posner.
- *The Four Agreements: A Practical Guide to Personal Freedom (A Toltec Wisdom Book)* by Don Miguel Ruiz. (2)
- *The Invention of Wings: A Novel* by Sue Monk Kidd.
- *The Kite Runner* by Khaled Hosseini.
- *The Maze Runner* by James Dashner.
- *The Power of Habit: Why Do We Do What We Do in Life and Business* by Charles Duhigg.
- *The Real Truth About Success: What the Top 1% Do Differently, Why They Won't Tell You, and How You Can Do It* by Garrison Wynn.
- *The Reconnection: Heal Others, Heal Yourself* by Eric Pearl.
- *The Secret* by Rhonda Byrne.
- *The Twilight Saga* by Stephenie Meyer.
- *To Rise Again at a Decent Hour: A Novel* by Joshua Ferris.
- *To Sell is Human: The Surprising Truth About Moving Others* by Daniel H. Pink.
- *Wafford Springs* by Georgianna Jeans.
- *Wake Up Successful: How to Increase Your Energy and Achieve Any Goal with a Morning Routine* by S.J. Scott.
- *Whose Water Is It?: The Unquenchable Thirst of a Water-Hungry World* by Douglas Jehl and Bernadette McDonald.
- *Wild: From Lost to Found on the Pacific Crest Trail* by Cheryl Strayed. (2)
- *Work the System: The Simple Mechanics for Making More and Working Less* by Sam Carpenter.
- *Wuthering Heights* by Emily Bronte.
- *You Already Know How to Be Great: A Simple Way to Remove Interference and Unlock Your Greatest Potential* by Alan Fine and Rebecca R. Merrill.
- *Your Soul's Plan: Discovering the Real Meaning of the Life You Planned Before You Were Born* by Robert Schwartz.

Favorite new spa product

- 80 Acres of McEvoy Ranch Olive Oil Lip Balm.
- Aromatherapy Associates Inner Strength Bath & Shower Oil.
- Rodan+Fields Anti-age Amp MD System.
- Spa-Pro Aromatherapy Diffusor.
- Arossha slimming product.
- Aveda Beautifying Body Cleanser.
- The Body Line Thermal Vitamin ACE Body Cream by BABOR.
- Baby Foot.

- BAMBOO: Volume On-The-Go Kit
- Coconut Kiss – Bath Soak with Cocoa Butter by Barefoot Venus.
- BB Cream.
- BIOEFFECT EGF Serum.
- Body Bliss Aromatherapy.
- butter LONDON Nail Butter.
- White Amber Rose by Body Bliss Aromatherapy.
- Branded Sanitas Skincare in-room amenity kits.
- Clarisonic Smart Profile. (2)
- Comfort Zone Skin Regimen Lip Balm.
- CosMedix Serum 16.
- The Crave Collection Embellash Eyelash Treatment. It's by far the best one I've tried!
- Dead Sea Products.
- Dr. Dennis Gross Skincare.
- Elemental Herbology Mango and Shea scrub.
- Eminence Organic Skin Care Age Corrective Starter Set. (3)
- Eminence Organic Skin Care Arctic Berry Peptide Moisturizer. (3)
- Eminence Organic Skin Care Citrus & Kale Potent C+E Serum.
- Eminence Organic Skin Care products.
- Eminence Organic Skin Care Couperose-C Serum.
- Environ Skin Care Derma-Lac lotion and Environ Skin Care A, C & E Body Oil.
- ESPA International Pink Hair & Scalp Mud.
- Foot Rubz.
- Frank Body Scrub.
- Get Waisted Body Shaper by MIO skincare.
- GrandeLASH-MD eyelash treatment. (2)
- Himalayan Salt Stones and Warmers from Saltability.
- HydroPeptide. (3)
- HydroPeptide Solar Defense. (2)
- I love my muff products.
- Image Iluma products.
- Inner Strength.
- It's not a new product but I'm obsessed over my jane iredale – THE SKIN CARE MAKEUP Amazing Base!
- Jan Marini Skin Research Inc.
- Kerstin Florian International Rejuvenating Intensive Repair Ampoule.
- Kneipp skin-care products.
- Konjac sponges.
- La Clinica Anti-aging Kit.
- La Prairie Cellular Swiss Ice Crystal Cream.
- Lip 20 Ultra Hydrating Treatment Balm by kaplanMD.
- Logo yoga mats.
- Lotus Wei.
- Lulu DK metallic temporary tattoos.

- Luna.
- Make Scents Natural Spa Line products. It's local (Lancaster, PA).
- Mala and Mantra bracelets. (2)
- MARBELLA Paris skin jewelry.
- MIND IN MOTION t-shirts.
- MOROCCANOIL Body Souffle.
- Natura Bisse International – The Cure Shear Cream.
- NEOVA - DNA Total Repair.
- Neroli Age Corrective Eye Serum by Eminence Organic Skin Care.
- New as in, came back to the U.S. for natural nail care - Jessica Nails.
- NuFace. (4)
- Omorovicza Blue Diamond products.
- OSEA Skincare Anti-aging Body Balm.
- OSEA Skincare Blemish Balm.
- Papaya Peel by New Beginnings.
- Personal logo candles with corresponding atomizer scents throughout the spa.
- Phia Hair + Body Serum.
- Phia Hair + Body Serum – Confidence.
- Phytomer Corporation products - introduced new body treatment.
- Plant Butters.
- Poo-Pourri spray.
- RLP Core Essentials' Chocolate Massage Oil.
- Rose Infinity line from Aromatherapy Associates.
- Saltability Himalayan salt products.
- Self-tanner.
- Signature branded products.
- SkinCeuticals Physical Eye UV Defense.
- South Seas Skin Care spray tanning products.
- Spongelle, LLC.
- Supergoop! Sun Protection. (2)
- Supracor.
- TARA Spa Therapy oils.
- Tata Harper Skincare and ME! Bath Experience.
- Therae Gommage Creamy Body Exfoliant.
- TURO Skin skin care for men.
- UGG lifestyle.
- V76 by Vaughn.
- VOYA Products Ltd. - Organic Beauty from the Sea from Ireland.
- Yoga Balm.
- Yon-Ka Paris Hydra No 1 Crème.
- Yon-Ka Paris brand products and treatments.
- Youth Serum by INNOVATIVE SKINCARE.

Favorite new tech gadget or app

- Apple TV.
- Asana.
- Beautified.
- Blackberry - still got a keyboard.
- Clarisonic Smart Profile. (2)
- Clear app.
- Demandforce.
- Dropbox. What did I do before that?
- End Anxiety. It's easy to use meditation/hypnosis that helps reduce anxiety.
- Fitbit.
- FOREO hand held devices. (2)
- Headsets at the front desk for the phones.
- Hootsuite.
- HydraFacial machine. (2)
- I had a baby so "Total Baby." This tracks everything you can't remember when you don't sleep.
- iBooks.
- iPad Air 2.
- iPhone 6. (8)
- iPhone 6 Plus.
- iPhone Minis in each hotel room-awesome.
- KeePassDroid.
- Life Fitness LFconnect.
- Mailing app.
- Makeup Genius.
- Meditation Oasis.
- Meso Pen.
- Millenium Software.
- MINDBODY.
- Moto 360.
- MyFitnessPal.
- New iPad.
- Pandora music. (2)
- PercentDiff. I love having my numbers just appear!
- Pinterest. It solves all of life's dilemmas.
- Portable phone charger.
- PressReader.
- S Health.
- Schedulicity app.
- Set and Forget Marketing.
- Smartwaiver.
- SONOS wireless speakers. (2)
- SPA Dashboard.

- Spotify.
- Sprig.
- Timehop.
- Uber.
- Urbanspoon.
- Vivino.
- Waze. (2)
- Web Bookings.
- Wunderlist.

Favorite holiday gift for employees

- \$25 voucher to spend at resort.
- A night out or locally made personalized gift.
- A subscription to Lumosity (brain training).
- Anything from Daisy Global Limited.
- Bioxidea mask.
- Bonuses. (6)
- Books. (2)
- Candles and chocolates.
- Cards stating how grateful you are for each employee.
- Chai lotion from Make Scents Natural Spa Line.
- Chocolate. (3)
- Cozy socks.
- Credit toward products in spa.
- Crystal ornaments.
- Customized gifts (tote bags, pencils, etc.).
- *Financial Peace University* by Dave Ramsey.
- Day off with pay.
- Dinner.
- Dinner and a Disney show.
- Dossage travel candles.
- Eminence Organic Skin Care lip balm.
- Essential Oils.
- FarmHouse Fresh.
- FEED bags. (2)
- Food.
- Fraser Fir candles.
- Free services.
- Gas gift cards.
- Gathering at local fun spot. Staff loved the get together.
- Gift cards. (7)
- Gift cards to their favorite stores...I issue a "get to know me" card at the beginning of the year and keep it on file so they don't know.

- Gift cards - with the demand they spoil themselves!
- Gift certificate to our retail store.
- Gift vouchers to another spa.
- Hand writing each of them a letter of gratitude. (2)
- Handwritten card and goodie bag.
- Holiday party. (3)
- Homemade peppermint bark.
- Homemade Rum Coquito.
- iPad.
- Incense and essential oils.
- Kai Fragrance.
- Local, fresh food specialty.
- milk + honey Lip Scrub and Home Fragrance.
- Mini labyrinth models for their desks - during times of stress they can "walk" the labyrinth.
- MOGH gift card.
- Money. (2)
- Off-site holiday party to relax and enjoy each other's company away from the resort.
- One-week timeshare.
- Product gift swap from vendors. (2)
- Ring dish with initial from Anthropologie and lip gloss.
- Sanitas Skincare Vita C Serum for all of our team members!
- Something personal that I make and/or purchase for each team member. I try to get to know each team member not just as a therapist, but as an individual person.
- Spa gift certificates. (4)
- Spa somewhere else so we can see what others are doing right and what we can improve upon.
- Starbucks.
- Stockings with goodies.
- Stockings with surprises inside.
- Time off at the holiday. (2)
- Trader Joe's gift cards.
- Use of the facility after the holidays.
- We adopt a family instead of gifting to ourselves.
- We do Secret Santa.
- World's Softest products.

Favorite change your spa made in 2014

- A process to screen ingredients to ensure they meet our standard of cleanliness and ethics!
- Added four new retail lines in cloths, jewelry and other lifestyle products.
- Added couples rooms.
- Added a new treatment room and replaced dead space!
- Added a power nap.
- Added a third hair station.
- Added a treatment room.

- Added Ayurveda services.
- Added massage therapy.
- Added new amenities for our guests.
- Adding new retail. (4)
- Adding new services to the menu to be rolled out in 2015.
- Addition of Pure Inventions to our fitness facility.
- Banned technician's cell phones from the spa. This fosters better communication among co-workers and technicians are more present when they are not focusing on social media while at work.
- Better equipment.
- Change in guest amenities. We added Whish shaving cream as an amenity, which our guests love.
- Change of message to wellness versus seasonality.
- Changed our Pilates space into more couples rooms and added a new location.
- Changed retail to a custom built display.
- Changed the reception area into a big table with retail products.
- Cold laser machine.
- Crazy goal setting.
- Created a membership program.
- Customer service incentive program.
- Cut back opening hours for the pool and locker rooms and increased hours for the gym, with a separate entrance.
- Developing a strong team.
- Downsized and renovated.
- Employees who were not a good fit, moved on.
- Expanded services in the menu.
- Expanded the locker room.
- Expansion of outdoor lockers for tranquility pool and spa garden.
- Favorite change was no changes!
- Flexibility.
- Focus on health and wellness incentives for teammates. (2)
- Himalayan salt treatments.
- Hiring a marketing manager.
- Implementing new products and technologies to offer more cutting edge treatments for our guests!
- In process of salon upgrade early 2015.
- Increased commission for massage therapists on weekends to ensure enough staff for demand!
- Increased RMT's.
- Interior updates with more natural, green look and feel.
- Introduced Zumba classes.
- Introduction of a welcome drink.
- Making new plans for expansion in 2015! Added the Venus Legacy to our menu.
- Making our monthly meeting more educational.
- More active on social media.
- More clothing.
- More retail.

- More revenue.
- More social media.
- Moved to the upscale Laurelwood Shopping Center with fresh new styled look!
- New amenity setting in our relaxation area.
- New artwork commissioned to match the spa theme.
- New fitness equipment!
- New flooring and wall coverings for the entire spa.
- New floors in the retail area and office!
- New and innovative treatments created by the staff.
- New Lenox pedicure chairs.
- New software.
- New treatment menu. (4)
- New uniforms.
- Personal touches, such as handwritten cards to clients.
- Personal time off. One bucket combining all vacation, public holidays and paid sick days, to be used for whatever and whenever needed.
- Put together a solid management team.
- Reduction in staff (turnover). We got rid of those who were never happy or didn't believe in the mission statement of our team.
- Relocated to a nicer and larger location.
- Remodeled our fitness center with Matrix Fitness Systems equipment.
- Remodeled our salon.
- Renovated the spa and the spa desk.
- Renovations. (5)
- Restructured the management team.
- Saturday booking policy. Require services to use the spa for all guests.
- Scale down back bar products.
- Strong social media.
- Supervisor roles for the aesthetics and massage teams.
- Text confirmations.
- The management staff personally painted and did a remodel of the employee locker area. Great team building and appreciation.
- Tossed a line we were heavily invested in, but underperformed.
- Update spa menu look and spa website.
- Updated furniture and upholstery in all lounges and waiting areas, salon chairs, etc. Great refreshing look!
- We changed the menu to implement our Native American history and reflected it in the services we offer. Also, we added longer massage and body treatment options (110-min).
- We made our retail area bigger.
- Yield pricing.

ISPA RESOURCE PARTNERS

Please identify how your company's use of the following marketing channels changed in 2014 when compared to the previous year. If your company did not use any of the following, please select N/A.

Change in Marketing Channels 2014 vs. 2013 | Resource Partners

	Significantly decreased	Somewhat decreased	Stayed the same	Somewhat increased	Significantly increased	N/A
Daily deal sites	2%	0%	12%	7%	2%	76%
Digital online ads	0%	5%	20%	44%	7%	24%
Direct mail	5%	2%	34%	15%	0%	44%
Email	0%	2%	17%	43%	33%	5%
Print ads	5%	7%	24%	24%	17%	24%
Facebook	0%	2%	7%	38%	41%	12%
Instagram	0%	0%	14%	26%	24%	36%
Pinterest	0%	0%	15%	24%	17%	44%
Twitter	0%	5%	19%	33%	21%	21%

Respondents were asked to describe their company's hottest selling product in 2014.

- A gel-lotion moisturizer loaded with Omega 3, 6 and Linoleic Acid.
- A hybrid wax. It's a hybrid between a strip and hard wax.
- Anti-blemish stick.
- Arnica Thermal Spring Salts.
- Blemish Balm.
- Chai to Resist Body Butter.
- Cirepil Blue Wax - Non Strip (hard wax).
- Double Serum.
- Eye radiance K'reme.
- Forever Young Hand Cream SPF 40.
- Gentle Facial Wash. It is our flagship cleanser and remains a best seller after 23 years. This product is the first step to young, health skin and is recommended for all skin types and conditions.
- Handmade vegetable glycerin soap.
- Lash tint.
- Liquid Yoga.
- Limited edition holiday set.
- MegaPeel EX Microdermabrasion System.
- MYSTIQ iLuminating Beauty Oil.

- Our #18 Sleep Blend Essential Oil Therapy.
- Our MicroSilk hydrotherapy incorporates microbubbles and increased levels of dissolved oxygen to provide a unique, gentle bathing experience that hydrates and cleanses the skin. The results are immediate and noticeable; making MicroSilk baths a popular spa experience that often creates a loyal returning customer base for spa owners.
- Professional product: Vitamin C+C Facial. Everyone just loves the results and pampering experience.
- Q10 oxygen complex face cream.
- ResortSuite CLUB.
- Retail Product: The Cure Sheer Cream. An amazing BB cream with self-adapting pigments and with SPF 20.
- Salt of the Earth Whipped Body Creme - Smooth on our luxurious, decadent Whipped Body Crème and discover the healing properties of natural Grapeseed Oil, rich in Vitamins A and E to rebuild collagen and repair damaged skin.
- Sodashi's Vanilla Body Butter.
- StemFactor Growth Factor serum.
- The AromaDesign Bar and app.
- This chai-inspired, rich whipped body butter is made with sweet almond oil, coconut oil, and cocoa butter, blended into an intensive, nourishing body moisturizer. It conditions, softens, and smooths skin for up to 24 hours. With cinnamon, clove, eucalyptus, lemon, and rosemary, it increases microcirculation, fights free-radicals, and stimulates cell renewal.

Respondents were asked if they could give spas one piece of marketing or purchasing advice to follow, what would it be?

- Always follow up.
- Buy for your customers and not for yourselves. Look for effective products with high quality ingredients--not simply packaging.
- Come back to creating simple, flawless experiences in spa.
- Create a mission and vision for your spa/brand. In all that you do be sure to stay true to this vision and mission. No matter if it is day-to-day decision making, purchasing or marketing! This is my number one piece of advice. Your mission and vision should guide you long term through the lifetime of your business.
- Create a relationship with your clients through follow-up, loyalty programs, and offering value outside of discounting.
- Do not cherry pick lines. Tell a story with the brands you carry by partnering with a healthy SKU count.
- Don't be afraid of retail. If possible hire a person with retail background to help promote your retail sales and take advantage of the traffic in your spa.
- Don't go cheap on body care or massage oil. You don't do that for facial care, why do you cut quality for the body? You lose any leverage for retail sales when you do.
- Don't "spray and pray marketing" have targeted messaging and promotions to specific segments.
- Establish a good relationship with the company whose brand you carry to get full educational and sales support. Trust them to help you inventory and sell their brand.
- Focus on sending clients home with products they can use. Seventy percent of a spa's business comes from retailing products that are used at home between treatments.
- For marketing work to keep your current guests happy as they will be your best outreach to new customers.

- Get to know your representative before you purchase as best you can, or the selling company's customer service department to make sure you will get great support from the company after you purchase.
- Have an annual marketing plan in place and follow it every month. Work closely with your product suppliers to market your business.
- Keep enough inventory!
- Mix up retail offerings.
- Plan ahead and repetition.
- Plan ahead. Create marketing calendars that allow vendors to align together and utilize resources in the most effective manner.
- Purchase quality products that will allow their customers to have the best experience possible.
- Refresh your point-of-sales displays/merchandising frequently.
- Be loyal to your partners as they can take you further in a long-term relationship than the few dollars you will save by continuous change.
- Social media is key to getting your info now.
- Train staff.
- What are the three things my staff and I can do every single day to increase retail sales? Ask yourself and your staff that question every morning and become hyper focused on those ideas. Do it daily so if they are not working, tweak them.
- When integrating a new therapy, enlist the manufacturer to help do the work of developing print and online marketing materials and providing staff training.
- Sell treatments in packages.
- Stock your customers' preferences, as opposed to items that suit your personal taste. A match in product and customer taste is the key to keeping retail revenue flowing.
- When you decide to bring in a product range or service, make sure that you make a large enough commitment to be successful. Give effort and support. Plan for success.

Please identify which of the following activities, if any, your company did in 2014. (Respondents were allowed to choose multiple responses)

Company Activities in 2014 | Resource Partners

Launched new products	84%
Expanded company's sustainability practices	38%
Expanded its sales staff	56%
Offered online shopping options for consumers	38%
Provided performance bonuses to employees	46%
Tracked customer preferences	52%
Used iPads or tablet devices within your company's operations	46%

Respondents were asked to share their “favorites” for 2014 with their ISPA peers for the following categories:

Favorite book you read

- *American Gods* by Neil Gaiman.
- *Americanah* by Chimamanda Ngozi Adichie.
- *Beach Music: A Novel* by Pat Conroy.
- *Blink* by Malcolm Gladwell.
- *Breakfast with Buddha* by Roland Merullo.
- *Creating Magic: 10 Common Sense Leadership Strategies from a Life at Disney* by Lee Cockerell.
- *Gone Girl* by Gillian Flynn. (2)
- *Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work* by Shawn Achor.
- *Leaders Eat Last: Why Some Teams Pull Together and Others Don't* by Simon Sinek.
- *MONEY Master the Game: 7 Simple Steps to Financial Freedom* by Tony Robbins.
- *Jab, Jab, Jab, Right Hook: How to Tell Your Story in a Noisy Social World* by Gary Vaynerchuk.
- *Lean In: Women, Work, and the Will to Lead* by Sheryl Sandberg (2).
- *One Mind: How Our Individual Mind is a Part of a Greater Consciousness and Why It Matters* by Larry Dossey. (2)
- *Open: An Autobiography* by Andre Agassi.
- *Parenting with Panache* by Dereck Jackson.
- *Scaling Up Excellence: Getting to More Without Settling For Less* by Robert I. Sutton and Huggy Rao.
- *Sycamore Row (The Jake Brigance)* by John Grisham.
- *Tested Advertising Methods* by John Caples.
- *Thomas Jefferson: The Art of Power* by Jon Meacham.
- *The Fault in Our Stars* by John Green.
- *The Glitter Plan: How We Started Juicy Couture for \$200 and Turned It Into a Global Brand* by Pamela Skaist-Levy and Gela Nash-Taylor.
- *The Invisible Gorilla: How Our Intuitions Deceive Us* by Christopher Chabris and Daniel Simons.
- *The CEO and the Monk: One Company's Journey to Profit and Purpose* by Robert B. Catell and Kenny Moore.
- *The Seven Spiritual Laws of Success: A Practical Guide to the Fulfillment of Your Dreams* by Deepak Chopra.
- *The Story of the Trapp Family Singers* by Maria Von Trapp.
- *Thrive: The Third Metric to Redefining Success and Creating a Live of Well-being, Wisdom, and Wonder* by Arianna Huffington.
- *Unbroken* by Katelyn Skye.
- *Wild: From Lost to Found on the Pacific Crest Trail* by Cheryl Strayed.
- *Yes Please* by Amy Poehler.

Favorite new tech gadget or app

- Calm.
- CONNECTED WATCH.
- Fitbit.
- Genius Scan.
- Hyperlapse.
- I love Invoice2go, Basecamp and Canva.
- I reverted to a notebook from Clairefontaine for my to-do lists. I like to write on good quality paper, it gives me pleasure. So for me the old is the new.

- iPhone 5S.
- iPhone 6 Plus.
- Lira Clinical.
- Mini iPad with keyboard case.
- Moto 360 (Smartwatch).
- New MacBook Pro.
- PAYD by Moneris.
- Snapchat.
- SONOS. (2)
- SoundCloud.
- Telenav.
- Tesla.
- Uber.
- Waze. (2)
- Wunderlist for task management.
- WhatsApp.

Favorite holiday gift for employees

- A massage.
- A team experience.
- Beeswax candle with bee charm from Montana candle. I buy 50 of them to give away with a little card that says, "Continue to be amazing and shine bright!"
- Candles.
- Certificate for a massage, manicure/pedicure, reflexology or other relaxing bodywork.
- Customized gift baskets with things that each individual likes.
- Extra vacation days.
- Gift cards.
- Giving back to their favorite non-profit.
- Harry & David gift baskets.
- Jewelry or spa gift vouchers.
- Local food products.
- Mini iPhone speakers.
- Money. (3)
- Neck wrap for moist heat therapy.
- Organic, sustainable seafood.
- Our team made the decision we didn't want to spend money on each other but would rather spend time together. So, we are foregoing the traditional gifts and our team will be spending a few extra hours together doing some team building and socializing at our first annual Makes Scents Natural Spa Line bowling extravaganza.
- Product.
- Restaurant gift cards.
- See's candy.
- Shopping spree contest.
- Spa day.
- Spa gift certificate.
- Starbucks travel cups
- Summer: Tervis water bottles with our corporate logo.
- TARA Spa Therapy neck pillows.
- Technology.

- They haven't had them yet but everyone is getting something personally chosen for them, I hope they like what we have chosen. And we've had a good year so giving the holiday bonuses is going to be really fun.
- Tote bag.
- Visit to Paris.
- Wine.
- Winter fleece pullovers with corporate logo.

Favorite change your company made in 2014

- Adding staff.
- Customized support for our clients.
- Decided to sell wellness travel!
- Did some work in product distribution, which we have not done before.
- Hired a GREAT new boss!
- Incorporating VOYA Products Ltd. into our product line portfolio.
- Introduced a new product.
- Introduced audio and video into my blogging. Also my brand, PassionatelyPam received an official registration from the U.S. Patent Office. Woohoo!
- Introducing a customer care standard policy document across all departments.
- Introducing Consulting with a Conscience where we donate two percent of every contract to one of our selected charities.
- Keeping summer Fridays all year-round.
- Launching international product line.
- Marketing monthly-featured treatments.
- More focus on the science of health, as we typically have a high focus on engineering. Taking customers to spas to experience our products.
- More social media and awareness to the brands.
- More vacation days.
- More wellness options.
- Moved into a green building.
- New branding and packaging for whole line.
- New website. (2)
- Offered online education.
- Our favorite change in 2014 at Makes Scents Natural Spa Line was purchasing our own manufacturing facility and designing it to include areas that are important to our team such as a mini juice bar and meditation area in our staff relaxation room.
- Repackaging our product line with branded containers and cartons.
- Sent all customers a gift for holidays.
- Targeting micro-niches in industry.
- We added new ingredients to enhance our skin-care products.