



Guest/Client Retention November 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 November 2011 Snapshot Survey requested information on guest/client retention.

ISPA members provided insight into their guest/client retention measurement methods, successful retention promotions, repeat client incentives and more. Please note that this month's survey did not break out spa data into day and resort/hotel spa categories.

The majority of spa member respondents (69 percent) said they consider a past guest/client anyone who had visited the spa during its lifetime. Seventy percent of the respondents said their spa tracks guest retention. Of the 30 percent who do not track guest retention, a variety of responses were given as to why they don't track this data; however, the most prevalent reasons given included not enough manpower, not enough time or lack of software or software limitations.

When comparing guest retention in 2011 versus 2010, 64 percent said their retention has increased. Sixty-eight percent of spa respondents said they use guest retention data to develop targeted marketing initiatives. In regards to what spas do to incentivize repeat business without offering a discount, many spa respondents said they offer added value such as additional minutes for treatments, gifts with purchase, and service upgrades.

Resource partner members offered valuable information about their client retention efforts as well. When asked to provide their company's most effective promotion implemented in 2011 to retain spa clients, many resource partners provided responses centered around one-on-one or personal outreach to clients. Fifty-nine percent of respondents said their company does track client retention. In regards to how they incentivize repeat business, many resource partner members said they offer samples or add-on product. Interestingly, 64 percent do not use retention data to develop targeted marketing initiatives, which is nearly opposite of spa respondents. Only 28 percent of resource partner respondents give pricing benefits based on the length of the relationship.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eleven-day period from Friday, November 18, 2011 to Monday, November 28, 2011. During this time, 364 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).

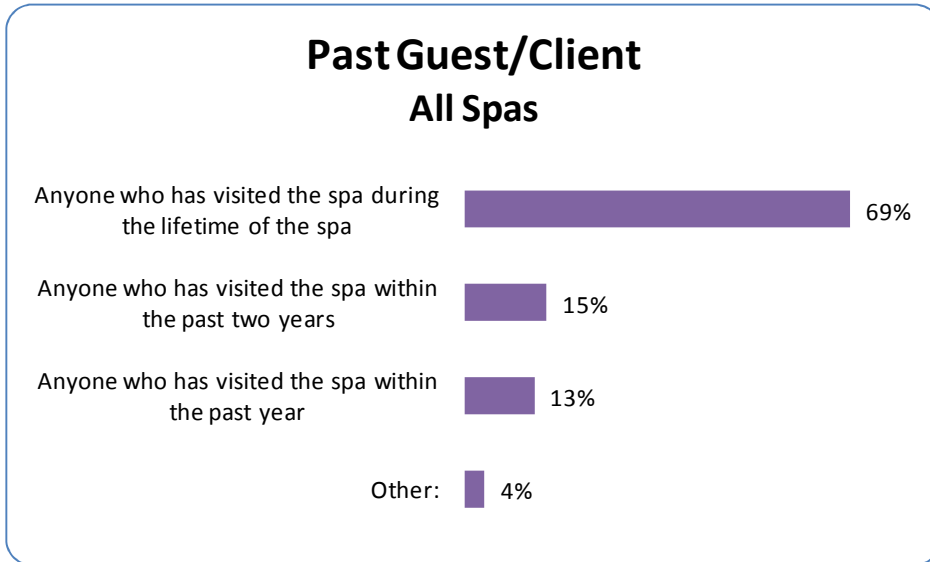
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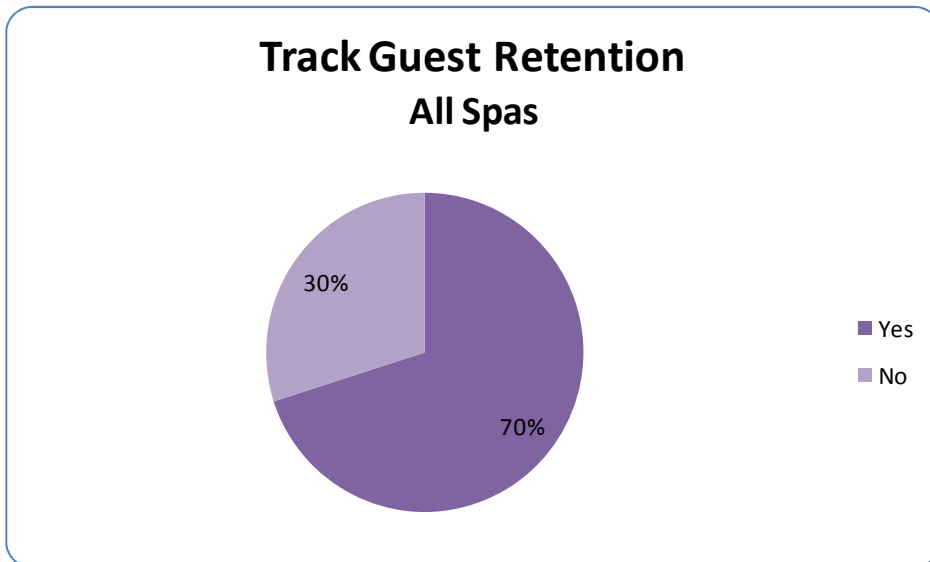


SPA MEMBERS

Who does your spa consider to be a past guest/client?



Does your spa track guest retention?





Respondents who answered no to the previous question were asked to identify why their spa elected not to track guest retention?

- As we are a resort spa, we totally depend on the hotel guest retention. They work it through the vacation club, selling memberships, giving the guests benefits in the hotel (example: 20 percent off all spa treatments).
- As we're a private spa, it's more a question of inn guest retention than spa.
- Because we do not do any marketing.
- Computer functionality.
- Currently we are still on a manual system, making the task very labor-intensive and difficult.
- Do not have the ability with our current software.
- Do not have a sophisticated enough system to perform this, and there is too much volume to do it manually.
- Don't really have the means to do so.
- Haven't had the manpower.
- Is not part of the operational process but will be.
- It does not really do much for us but create more paperwork. About 70 percent of our customers are considered return customers.
- It has never been implemented. Due to start January 1.
- It is not that we elect not to; it is that it hasn't been done before and I fully intend on beginning this process.
- It's a resort spa. We don't get that many return guests. We might start to track it in the future.
- Limited report capability of software.
- Limited system access and human resources.
- Need easier reporting methods so there is not so much administrative time spent conducting a task with little ROI.
- Never thought about it.
- Not enough budget or personnel to do it.
- No reason to; we track it but not formally.
- No time.
- Our system logs visits but does not merge it into retention.
- Not sure, but we probably should. We do track our member spending. We have guest history on past users.
- Our computer system is such that one guest may end up having multiple profiles; therefore, making it difficult and inaccurate to track.
- Our present spa booking program does not offer efficient tracking data.
- Our software makes this difficult. We are working on it though.
- Private club policy does not allow us to track.
- Sheer volume of guests and lack of appropriate reports in booking system. We are a resort and this is usually done on the casino end.
- The resort nature of our property skews normal reports for tracking guest retention. We track therapists' requests as an indicator of return clients.
- The software does not produce reports that are needed. I am changing software in 2012 to one that is more user-friendly and provides details on client retention and rewards programs.
- Unsure of which metrics to use.
- Until recently we have not had the capability.
- Very large operation in a casino hotel so it's not practical with our current software nor is its benefit seen in our environment.



- Volume of guests. We do have the ability to look at purchase history, and the software does let us know, but we don't utilize it for anything specific besides a "welcome back."
- We track it informally as we have no software for formal tracking. Most clients are residents of the lodge and we retain them throughout their ownership.
- We are a hotel spa, so the majority of our guests do not make repeat visits.
- We are a private club so we are limited to our members and they utilize the spa when on the island.
- We are a resort spa and retention/"regular" guests are tracked through our player cards.
- We collect as much as data as we can manually. In bits and pieces, information about guest retention can be collected from various reports; however, there is no software in use to get exact data at the moment.
- We have a new system and we are working out the kinks. We know if the guest has been here before but we don't have a specific guest retention program inside the spa system.
- We have not had the correct software. We are currently looking into software now.
- We haven't in the past because our spa software did not have this feature. We just switched to a new one and will start moving forward.
- We just haven't explored it. We are a resort spa and most of our guests are just visiting.
- We track monthly and annually total guest covers, but not specific guest capture.
- We track repeat guests, but with no time length.

Respondents who indicated they track guest retention were asked to identify the metrics their spa uses to track and monitor guest retention.

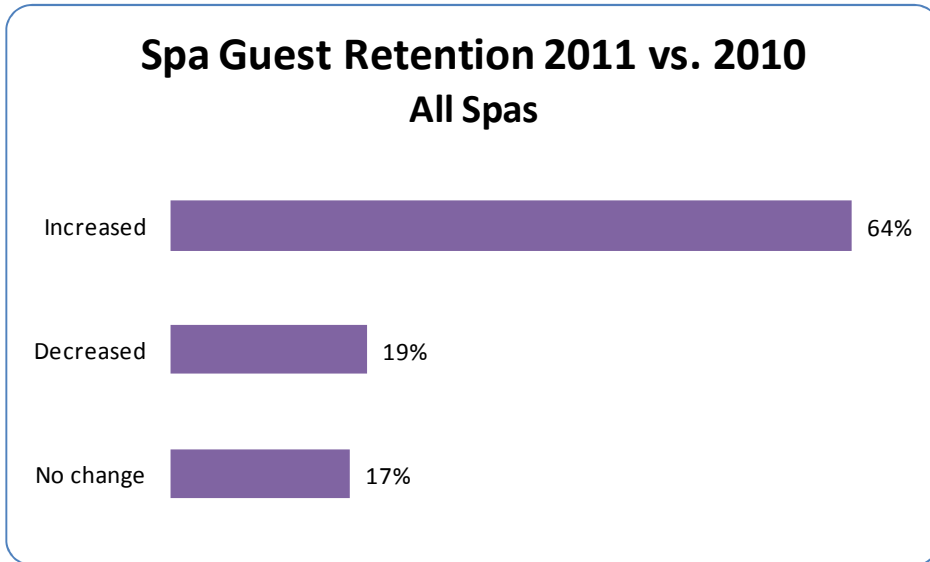
- The number of repeat guests out of the total number of guests and the number of guests who request a certain technician out of the total number of guests who the technician served.
- Four times a year is considered a loyal. We also have membership passes and loyalty cards.
- Active members.
- Annual dollar amount spent in spa.
- Anyone who has returned within one year is considered retained.
- Anyone who returns within 90 days.
- As a private golf community, our members are usually repetitive members that are easily identified. We have a database of all members in which we register on a daily basis their spa visits.
- Booking system.
- Casual check of guest history.
- Computer software system.
- Database.
- Excel.
- Frequency of visits per year.
- How many guests pre-booked while in the salon and how many guests return within a four-month period.
- If a client has returned within 90 days of their prior visit.
- Just count the guests, nothing special.
- Loyalty program.
- We measure how many departments they have visited (hair, nails, face, body, make-up); their spend and number of visits per year.
- Membership.
- Month-end reports/VIP reports.



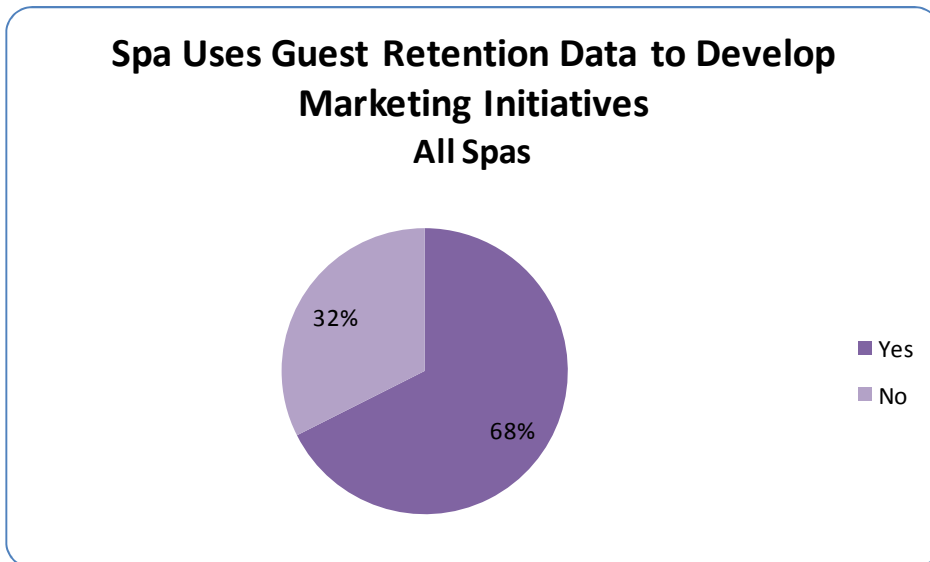
- Number of repeat guests divided by total number of guests.
- Number of hotel guests who came to the spa.
- Number of purchases during time period.
- Number of visits and money spent.
- Number of visits, purchases per visit, and average spend per visit.
- Extracting data for number of visits and services or purchases for a certain time period.
- Our booking system monitors this.
- Our providers are measured on their ability to re-book appointments. This measurement is taken daily and monthly.
- Our reservation system.
- Our software does it, but we measure it by clients coming back on a regular basis for the same service; if they start different services with another provider, then we love that!
- Our software monitors how many times they have been here and we require a guest to come to us a total of three times to be considered "retained."
- Our booking system tracks it for us based on previous transactions, both for retail and service purchases. In addition, each guest's profile tallies how much that particular guest has spent.
- Our spa software allows us to view history and date of last visit. We consider someone who visits four times annually a very good client.
- Our spa software tracks client history, including service history, retail sales, gift certificate purchases, etc.
- Outside marketing group tracks these statistics.
- Overall new and return guests, as well as number of new and return guest for each therapist.
- Re-book percentage and request percentage per technician
- Re-booking but it is a manual process.
- Repeat visit within three months.
- Reports accompanied by loyalty programs.
- Retention reports from computer software.
- If they return to location within 90-120 days.
- Return visits versus first-timers and provider requests versus non-requested.
- Returned clients to the spa (tier one) and returned clients to a specific service provider (tier two).
- Simply, the number of visits and the spend per guest pattern.
- Through our PMS system.
- Times visited divided by therapist requested treatments.
- Total guest spend, total number of visits and frequency of visits.
- Tracking is done through our POS system which tracks visits, types of treatments and retail sales.
- Visits per 90 days, visits per year and visits based on gift voucher within the two categories.
- Visits per month.
- Visits tracked on computer program and logged on individual guest paper file.
- We build a profile and track each visit to the spa.
- We have a monthly report which gives us retention per therapist.
- We measure how many times they frequent the spa in a given timeframe as well as their spending.
- We run frequency reports on how often a member comes in per month, how many active members we have, net loss and gain, and how many new members in the month. We also monitor therapist retention.
- We track both number of visits per guest (hotel and other sources) on average per stay/month/quarter/year as well as local retention on a monthly and annual basis for overall number of treatments and per visit.



How has your spa's guest retention rate changed in 2011 when compared to 2010?



Does your spa use guest retention data to develop targeted marketing initiatives?





Respondents were asked to share an example of a successful targeted marketing initiative that was implemented through the use of guest retention data. Below is a sample of responses.

- "Frequent flyer program" for nail services.
- Advertisement in community magazine.
- Client e-mail list for special events.
- Collecting e-mails and sending our e-blasts of specials, etc.
- Consumption bonus in low season, old client special incentive for new product launch and Big Spender exclusive package.
- Coupons to inactive guests.
- Created a newsletter for the spa clients.
- Cross-promoting departments.
- Customer appreciation event.
- E-blast with bounce back deal - bounce back given when departing to ensure return.
- E-newsletter.
- E-mail blast for a new promotion.
- E-mail discount to revisit.
- E-mail loyal guests with a complimentary card to be used toward a different service they have never booked before. We know this will benefit them since we already know this client; we know their likes and dislikes. For example, don't send a card for a spa pedicure when you know the client doesn't like their feet touched. We personalize their gift choice.
- Facial event for regular clients.
- For repetitive spa users, we offer a "special treat" such as a 25-minute complimentary massage or a "surprise spa gift" (usually a spa product that we want them to try and that encourages the purchase of another one to complete their home care).
- Free face framing highlights with the purchase of all-over color – two percent response; 25 percent off no-chip manicure – eight percent response; free eyebrow or lip wax with any hair service – three percent response.
- Gift card sales.
- Guests who had not been in our spa for the past year were e-mail blasted with a special discount offer for their spa service upon return.
- Guests who have visited two or more times received a complimentary microderm add-on or shampoo blow-dry.
- High spenders who drop off are contacted with an offer.
- High-value clients based on money spent and number of visits over specific periods of time received an exclusive offer.
- Increased the member referral program marketing. For every member referral who becomes a member, the referring member gets a free half-hour upgrade on a service. Increased member guest pass marketing which was used in conjunction with referral program and public free chair massage events. Also allowed members to share their massages for a minimal fee.
- Loyalty program.
- Mailer sent to past guests from the last two years who had two or more services during their visit; the offer provided a multiple service offer to return. We send mailers to guests who have participated in both spa and golf during previous visit and offer a spa/golf return package.
- Mailers that have generated \$85,000 in gift certificate sales.



- Monthly newsletters to loyal guests and additional value-driven incentives.
- New Client 20 Card and Referral Gift Program. Refer two guests and the person who referred the guest receives a credit of \$50 and the new guest receives a \$20 gift card toward their service.
- E-mail newsletter and we are doing an open house with mini-treatments, tapas, wine and gift bags as a "thank you for your patronage" event at the end of November.
- Off-season local promotions that are "sweeter" for previous guests and loyal guests than those typically advertised for the whole market have been successful in building loyalty.
- Offering a special VIP event for guests who come regularly and special benefits for them.
- Perks and privileges program that provides a year-round discount and loyalty card for locals.
- Exclusive offers to repeat guests only.
- Return discount.
- Reward program - visit 10 times and get one free.
- Sharing all our promotions and happenings on Twitter and Facebook.
- Special focus programs or special rate information sent to prior guests based on their interest.
- Specialized retail offers – looking up previous product buyers and sending a personal note for replenishments; the calls came in. We also use this type of list/data to announce new products we are carrying from our spa product lines.
- Staff writes handwritten notes with coupons for discounts to regulars who haven't been in recently.
- Sweepstakes e-mail blast.
- Thank-you letters.
- Using PPC to drive new business.
- We had an internal referral competition with our staff for a three-month period; whoever received the highest amount of referral cards from new guests won a cash prize. We have a referral card that the existing guest receives \$20 off their next service if their friend brings in the referral card with their name on it. The new guest receives \$10 off their first visit and \$10 off their next visit.
- We offered a voucher last year and gave \$20 towards a massage or facial. It brought in about two dozen new customers who we've mostly retained.
- We e-mailed our repeat guests offering a discount to celebrate our one-year anniversary.
- We focus on date of last visit and by specific service and send an e-mail with an offer to encourage a re-book.
- We do an open house every year and let our clients buy gift certificates/credits on account for the full year of their upcoming services at 20 percent off. It is similar to a pre-book.
- We have a preferred guest program. All of our locals receive a special card and there are incentives for these guests based on each visit. We also run specials just for this group.
- We have developed a locals program offering "perks". This has caused our local guest retention to grow significantly.
- We market to guests who may not have been back to the spa for 30, 60 or 90 days and send them a bounce back coupon to come back in for a service. Generally it starts with 10 percent and goes up from there.
- We offer a 10 percent rebooking discount on the day of a service if booked within 30 days.
- We open services for pregnancy
- We targeted multi-service users with a pre-booking promo for the holidays. Results totaled more than \$10,000 in incremental revenue over 10 weeks.
- We ran a report of our top 50 clients and sent them an e-mail blast of all our specials and holiday specials with a 20 percent coupon.



- We recently hosted a Holiday Trunk Show for which we ran a report to show guests who had purchased retail and returned for a second/repeat visit to narrow down the number of printed invitations we mailed. We had a much better ROI on the mailer by including retained guests.
- We sent "we haven't seen you in a while" e-mails to those who hadn't been to our spa for more than three months.
- We service the northeastern part of the country and we track the number of spa guests who visit the spa in a calendar year. The major cities noted in the tracking report are targeted with extra advertising to maintain the guests and to increase those within the targeted areas/cities.
- We use our database for special spa PR targeting past clients in relation to their treatments and time frames.
- We have just begun to market a discount on treatments to clients who have not been in for six months. We have a rewards program that lets clients know the points they have earned and referral programs that have helped with retention.

Respondents were asked to share any creative ways your spa incentivizes repeat business without using discounts. Below is a sample of responses.

- Add gifts with purchase, free upgrade with service, etc.
- Add-on services.
- Add value to certain treatments by combining with a product; it can be in the form of a new product lounge or a luxury sample provided by your vendors.
- Added values, extra minute services, add aromatherapy, special hot tub baths for 25 minutes, happy hour, and enhancements.
- Added value services and we offer 30 minute treatments for free.
- Added value with complimentary mini-services.
- Added value, invitations to special events, gift certificates provided to them to invite special guests/friends to the spa, and promotions on products.
- Additional value in terms of treatment time, i.e. additional 15 minutes for the fifth visit and additional 30 minutes for the 10th visit.
- Add-ons and bring a friend.
- A free upgrade on the next facial or 30 minutes more of neck and back massage.
- At certain numbers of visits there are specific recognitions, starting at 10th visit.
- Buy five services get sixth free.
- Buy 50-minute massage and get 80 minutes. We put a nice card in the suites or we give it to prospects during their massage.
- Buy a certain number of treatments upfront and get a free treatment and buy a certain dollar amount in a gift certificate and receive additional dollar value compliments of the spa.
- Buy so many of any service and receive a complimentary service.
- By adding value, not discounting. Add an offer or a complimentary finishing touch.
- Christmas gift or complimentary special products gift.
- Complimentary guest fee if you bring a friend along.
- Complimentary add-ons, gift bags and club membership.
- Complimentary service as a thank-you after approximately 10 visits.
- Complimentary up-grade and free lunch.
- Drawings.



- Every 10th service is free.
- Extension of service.
- Food/beverage incentives while in the spa and having services. Vendors participate and donating gifts with purchases.
- For guests who leave us good comments via our card, letter, e-mail or through our electronic survey, we send them a certificate good for a complimentary enhancement during their next visit.
- Free add-on service such as a paraffin treatment.
- Free upgrades and time extensions.
- Frequent guest program.
- Friendly staff, hot tea and small snacks, and birthday and holiday handwritten cards.
- Gift with treatment.
- Gift with service and complimentary beverage.
- Girls Night out, e-mails, and coupon stuffers in the restaurant for spa.
- Giving special add-ons to services and partnering with vendors who offer free amenities for guests.
- Guest loyalty program which we keep track of at the spa. After 10 treatments the 11th is free.
- Handwritten cards, VIP invitations to special events, and follow-up programs. Just managing the relationship.
- Handwritten thank-you cards to regular clients, surprise upgrades at check-in, and "VIP only" e-mail blasts offering special savings, gifts, or upgrades.
- In our skincare, we give them extras at no cost - try out new products or equipment, waxing or eye treatments, etc. We will also use our deluxe suites, if they are open, for repeat guests. Offer any samples that might motivate them to start purchasing additional retail. We always keep their favorite food and beverage items on-hand!
- Interaction with guests through Facebook and Twitter, events and education.
- Invitations to special event featuring a guest make-up artist - giving repeat customers a preview to book before we open bookings for everyone.
- Inviting them to events or to try new services we are testing out.
- Locals spa rewards card - pay for six treatments and get seventh free. Although it technically is discounting it's an incredible incentive for our locals (we do not offer it to hotel guests).
- Loyalty card, after 10 services the 11th is free and including a retail product with service.
- Loyalty cards and memberships.
- Loyalty club with points that can be exchanged for services
- Loyalty program - logo robe with their personal initials once they have achieved a certain level. Complimentary upgrade after six referrals.
- Multi treatment cards - buy six get one free. Somewhat of a discount system.
- New products and experiences.
- Not on a regular basis but with special repeat business we give a free aromatherapy upgrade as a treat. They are very surprised and thankful when we do it.
- Occasional complimentary spa facility usage.
- Offer our best facilities complimentary (we charge \$40 per person to have treatments there).
- Offer their preference on treatment and specific therapist based on their last visit and make them a priority.
- Offer upgraded services or complimentary blow-outs as a thank-you or for special occasions.
- Offering a coupon towards next visit or offering an extra service with a service.
- Our menu is constantly changing and guests look forward to new and creative treatments. We do e-mail blasts every two months.



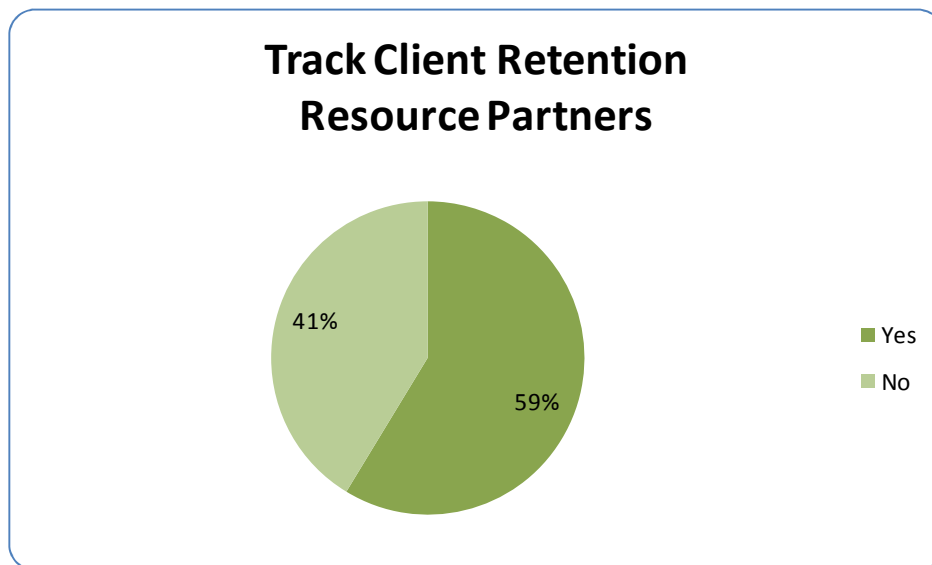
- Packages and getting same introductory price.
- Personal notes and acknowledgments and service upgrades.
- Personalized notes in guest room.
- Point system.
- Pre-booking incentives with gift card rewards.
- Price is the bottom line for the clients. I try to pair services and products.
- Provide 30-minute additional massage for next visit.
- Recognize birthdays, anniversaries, kids' birthdays, etc.
- Referral program for gym membership, packages for spa treatments and monthly promotions.
- Reminder calls to book desired treatments during holiday seasons.
- Repackage existing services to make them sound new and combine retail incentives provided by vendors.
- Repeat spa clients become members. With a membership card they get added values such as free fitness coaching or a discount in our restaurants.
- Social media activities, monthly newsletter with wellness tips and donations to charity events.
- Spa loyalty punch cards - after four visits receive a \$50 credit towards your next treatment and value-priced spa packages.
- Spa moment at the pool - we go out and give three-minute complimentary shiatsu head points to our guests.
- Special gifts and extra services for VIP customers; bring a friend and get a gift/voucher for both campaign.
- They receive an e-newsletter before other clients.
- To be as flexible as the guest needs. Try to offer new treatments, techniques, and product to attract them. After some treatments, there is a small gift of products related to the treatment. Try to be kind, polite and open to them; it is the place where they should relax, not be disturbed.
- Treatment enhancement upgrades.
- Value add to repeat guests. On fifth visit, receive a free upgrade or surprise them with a comp treatment.
- Value added services - give them a couple of options during their visit like a free eyebrow wax, 15 reflexology, or a polish change so they visit other areas in the spa and try a service. They feel special and excited that they received a free treatment for their loyalty.
- Value added to facials, i.e. express back hydrating exfoliant treatment.
- Vendors help by providing free upgrade products and we introduce new services.
- VIP Loyalty Point System: Points for referrals and booking online; extra points for participating in certain promotions and special offers. Points can be converted to dollars and used to purchase services and/or products.
- VIP status and special amenities.
- Vouchers for clients who recommend our place and extra treatments (flash make-up added to facial).
- We are currently tracking our regular guests with a buy 10 spa services card and receive \$100 off your 11th spa service.
- We do give out some gifts on a case-by-case basis to very loyal repeat guests. Really just focus on exceptional service, tracking and then accommodating their personal preferences. Our guests tell us time and time again that this is what makes the most difference to them.
- We do a special weekend once a year.
- We do value-add promotions during holiday periods. The purchase of a \$100 gift card will earn the purchaser a \$15 bonus coupon good for 60 days.
- We give gift cards of \$25 to our best customers once a year.



- We have a company-wide frequent guest program that works with our hotel, restaurant, spas and gift certificates. This works well for us.
- We have a loyalty program where guests receive points to be redeemed for dollars to be spent in the spa.
- We have a spa membership and we offer social events, red carpet events, a members' phone line, members' parking, and members' lockers.
- We have gifts for our repeat guests, for example, a travel set, sandals, robes, and towels with our name.
- We have guest loyalty programs which include free upgrades, milestone rewards, invites to guest events before the general public, and great guest services at checkout.
- We have many fun events, including a December Lash Bash where we do free eye treatments, a Holiday party, ladies' night out, etc.
- We hold special events/spa parties to reward our most loyal and high-spending customers.
- We host "spa maven" parties, which allow our most loyal guests to invite five to 10 of their closest friends (our potential clients) for champagne receptions/luncheons.
- We make a huge effort to thank folks who return. We make "we miss you calls" to folks we haven't seen in a while.
- We offer "Last Minute Luxuries," short term booking opportunities at a particular price point and specific date and times. We started a spa membership program which provides various incentives to return more often.
- We offer our regular guests free treatments, sometimes vouchers for night in a hotel, some gastronomic specials from our chef for guests to take back home, etc.
- We sell a pre-paid series of treatments. The guest has the option to use them or they can gift the purchased services, which allows them to refer friends.
- We try to make upsells instead of giving discounts. We try to maintain the regular price and make the guest pay a little more for receiving an extra that doesn't represent a cost to the spa. For example, get a facial and back massage and instead of a discount on the facial, we give the second treatment for a good price. This second treatment doesn't represent a cost to us because we are using the same massage room, towels, etc.
- We have a promotion of pre-book your next two appointments and receive a free travel size product.
- We will try to add value to services rather than discount. For example, book a 60-minute treatment and receive a complimentary blow-out in our salon.
- We work together with other areas in the club to create an unforgettable spa experience. For example, when a guest has a Thai massage, sports massage or stretching therapy, they are encouraged to take a "beach training" with our Outdoor Pursuits team and then have their massage.
- We work with our golf director and offer promos during golf events.
- Well, it is a discount, but we do a pre-book in which the clients book a certain number of appointments and the last one is free. Also, we try to combine the routine or maintenance treatments with our revitalizing, important to your health treatments. We also have quarterly specials that our regulars are always looking forward to. We get really creative and they love them.

RESOURCE PARTNERS

Does your company track client retention?



Respondents were asked to describe their company's most effective promotion implemented in 2011 to retain spa clients. Below is a sample of responses.

- Fifteen percent discount at certain times of the year.
- Complimentary gift bags for giveaway with purchases.
- Constant contact and as much face-to-face time as possible.
- Constantly contacting them and offering discounts if they have not purchased in past six months.
- Creating a well-priced product that is effective for back-bar & sells well in retail.
- Creating shorter contract terms and offering services in smaller phases.
- Direct marketing.
- Discounted products, buy one, get one, etc.
- Diversification into other spa development categories.
- Earth Day duo.
- E-commerce and e-mail marketing.
- Free Shipping.
- Gifts with purchase.
- In-person contact.
- Increased marketing efforts including social media.
- New low cost and high value add-ons to maximize the existing ROI from our products.
- New products.
- Newsletter with special offers.
- Open house events.
- Personal outreach to each client.



- Price breaks with deadlines.
- Private branding of audio CDs to personalize the spa experience.
- Providing diversity with depilatory services through education and new treatment concepts.
- Revived referral program; easy to understand; easy to implement; rewards are significant enough to motivate clients to participate in the program
- Stress management program with sophrology sessions (relaxation induced by voice)
- The addition of our west and east coast sales managers.
- Very good communication and follow-up which equal a focus on service.
- We give specials throughout the year.
- We have a unique "At Your Service" promotional library clients love.
- We have actively participated in the selection and purchase of materials, applying concepts to contribute to environmental sustainability, and in many cases, savings in the investment and reduction in fixed costs.
- We hired high-level sales people who found fulfillment more in building relationships than driving sales. Through this, we found a growth in those particular territories.
- We primarily have our sales team reach out with personal messages to clients.
- Website and local advertising.

What metrics, if any, does your company use to track and monitor client retention?

- Additional contracts per client
- Client roster.
- Comparison with previous years.
- CRM.
- Date since last order and number of orders per year.
- Increased/decreased existing business.
- It's programmed in system
- Purchase frequency, average order size and specific product purchase history.
- Regular review of client list.
- Repeat purchases.
- Reporting system.
- Revenue per customer and service revenue per customer.
- Sales people get YTD sales reports each week and each customer is in an Excel spreadsheet with their monthly buying habits so we can easily see who is buying and who is dropping off in sales.
- Sales reports.
- Visits per year; average ticket per visit.
- We are a small company so just keeping track in our heads works fine.
- We have very limited distribution so client retention is easily monitored.
- We only track sales figures and dollar amounts.
- We track by how often the customers order.
- We track reorder rates.
- We use a KPI dashboard.
- We use a software program that keeps us informed of customers order pattern/history.
- We use a spreadsheet format.

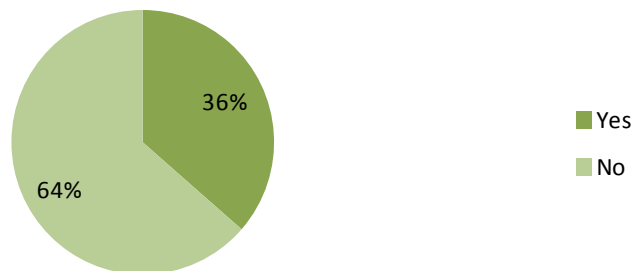


Please share any creative ways your company incentivizes repeat business without using discounts.

- By providing more than 50 new releases each year to keep new music coming to spas and hospitality worldwide.
- Constant communication.
- Excellent customer service.
- Facebook postings.
- Free marketing material.
- Gift with purchase, product information, and key ingredient promotions.
- Gifts with purchase, social media exposure, and free shipping.
- Giving out samples with every order. We have an allowance program in place where five percent of every retail dollar purchased goes toward marketing materials to help them sell more product.
- Holiday programs, merchandising manuals, comprehensive training programs, comprehensive training manuals, online education, regular service and support, new product launches, events, and travel program.
- Spa events.
- Include free products with a service.
- Loyalty and sampling programs.
- Loyalty programs, membership programs, promotions, and mailings.
- Monthly promotions.
- New product launches and focusing on best sellers.
- Ongoing gift with purchase (bi-monthly).
- Our customer loyalty program and we give dollar rewards at the beginning of each quarter based on their buying habits the quarter before.
- Our products are private label so that in itself helps us to retain our clients.
- Partnership programs and "marketing bank" for promotional materials based on the level of partnership.
- Preferred pricing for repeat business is expected since it takes less time to learn the property.
- Reward points.
- Unexpected freebies with orders.
- We pride ourselves on "Wow" customer service. We feel this keeps our customers returning.
- We will often send free samples of clothing to clients or take care of shipping costs.

Does your company use client retention data to develop targeted marketing initiatives?

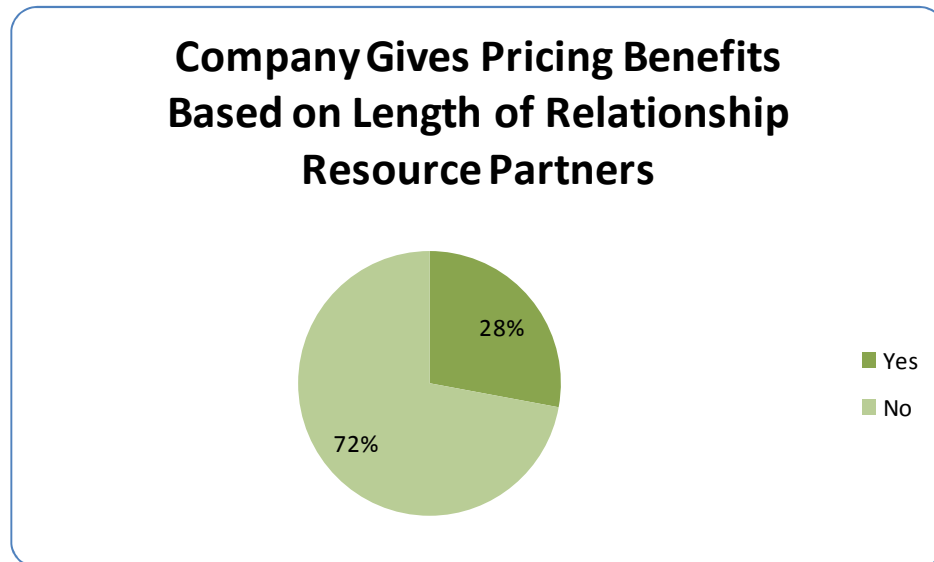
**Company Uses Client Retention Data
to Develop Marketing Initiatives
Resource Partners**



Respondents were asked to share an example of a successful targeted marketing initiative that was implemented through the use of client retention data. Below is a sample of responses.

- Advertised in men's-specific magazine.
- Call to action offer to frequent users via e-marketing contact.
- Direct mail with samples and an e-mail with coupons to introduce and drive sales of new line extensions.
- For those no longer with us, an offer to come back.
- Offer one percent off invoice per year of loyalty during one month out of the year.
- Reactivation mailing.
- Regional educational events.
- Targeted e-mail to customers who had not had a service in a certain period of time (indicates lower engagement level).
- We offer in-spa clinics where we go and perform the service, the spa books the appointment for a nominal fee and we give the treatments and sell products to the guest for the spa.

Does your company give pricing benefits based on how long a spa client has been carrying your line?



Respondents were asked to describe the benefits that spa clients receive based on their length of participation with your company. Below is a sample of responses.

- After three or four years of steady business, we have recently offered a 15 percent discount on our training programs.
- Customized client incentives.
- Free of charge advertising materials (10 percent to each order).
- In some cases, as prices go up, their rate is "grandfathered in."
- Marketing support, staff incentives and gratis promotional material
- Not direct to how long but rather the partnership. We offer better margin and promotions to top-tier customers who support the line.
- Preferred pricing.
- Preferred pricing on new products and participation in product direction strategy.
- We don't utilize any specific programs but often provide product discounts, shipping promotions and free gifts for our long-standing clients.
- We give percentage discounts on orders or free shipping.