



# Snapshot Survey Results Report

## *Customer Service*

November 2014

## Snapshot Survey Results

ISPA Snapshot Survey | November 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.

When asked to identify the resources used to monitor customer service, 72 percent of ISPA spa members responded that they use comment/feedback cards followed by secret shoppers (61 percent). Interestingly, nearly three-quarters (72 percent) of resort/hotel spas utilize secret shoppers compared to only 40 percent of day spas.

In regards to whether or not they have a team member responsible for researching and evaluating customer feedback shared via social media, 77 percent of spa members that they do. When asked what actions are taken after receiving social media feedback, 87 percent of ISPA spa members share the feedback with employees and 84 percent thank or respond to the individual who posted the review.

An overwhelming majority (88 percent) of spa respondents do have a policy or protocol in place to deal with unhappy customers. When asked to describe how their spa handles an unhappy customer, some common themes included apologizing, empathy and listening. When asked about whether or not their company sets internal customer service goals, only half of day spas do set goals compared to 82 percent of resort/hotel spas.

The most popular tool for ISPA resource partners use to monitor customer service quality is follow-up phone calls to gauge satisfaction (72 percent) followed by customer surveys conducted in-house (44 percent). Seventy-two percent of resource partner respondents do have a staff member responsible for researching/evaluating feedback via social media. The most feedback was thanking or responding to the individual who posted it (89 percent) followed closely by sharing the feedback with employees (83 percent). The majority (80 percent) of ISPA resource partners have a protocol in place for dealing with unhappy customers, while only about half (52 percent) have internal company customer service goals.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, November 7, 2014 to Friday, November 14, 2014. During this time, 281 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). Only one set of the various financial performance question responses per company are included in the results. If more than one individual per company submitted information, the primary member's data was used. The data gathered from previous quarterly ISPA Snapshot Surveys is also included within the following charts to allow for easy comparison.

**DISCLAIMER:** This document contains proprietary information of the International SPA Association. For permission to reproduce any material contained in this publication, please call ISPA at 1.859.226.4326. If consent is granted, attribution to ISPA and other sources specified in the document should be made.

## ISPA SPA MEMBERS

Which of the following resources, if any, does your company use to monitor customer service quality?

### Resources Used to Monitor Customer Service Quality | All Spas



Comment/feedback cards

All Spas: 72%  
Day Spas: 57%  
Resort/Hotel Spas: 79%



Customer surveys conducted in-house

All Spas: 41%  
Day Spas: 35%  
Resort/Hotel Spas: 46%



Customer surveys conducted by an outside company

All Spas: 45%  
Day Spas: 22%  
Resort/Hotel Spas: 57%



Follow-up phone calls to gauge customer satisfaction

All Spas: 24%  
Day Spas: 30%  
Resort/Hotel Spas: 18%



Online chat option on your company's website

All Spas: 8%  
Day Spas: 8%  
Resort/Hotel Spas: 7%



Secret shoppers

All Spas: 61%  
Day Spas: 40%  
Resort/Hotel Spas: 72%



Do not monitor customer service quality

All Spas: 2%  
Day Spas: 5%  
Resort/Hotel Spas: 0%



Other

All Spas: 8%  
Day Spas: 12%  
Resort/Hotel Spas: 7%

Those who responded “Other” to this question were asked to provide more detail as to how they monitor customer service quality. A sampling of responses is below.

- Anonymous employee feedback.
- Ask all guests at checkout how the experience had been.
- Ask each customer at the end of the service.
- Electronic comment card.
- Follow-up emails from in-house asking for individual feedback and comments on what they would like to see changed. (2)
- Gallup.
- Kipsu - texting service.
- Monitor Yelp, TripAdvisor, etc.
- Online guest survey at check out.
- Online questionnaire. (2)
- Social media.
- TripAdvisor.

**Does your company have a team member responsible for researching and evaluating customer feedback shared about your spa via social media?**

### Staff Responsible for Researching/Evaluating Feedback Via Social Media | All Spas



### Staff Responsible for Researching/Evaluating Feedback Via Social Media | All Spas

Day Spas  
Yes: 71%  
No: 30%

Resort/Hotel Spas  
Yes: 79%  
No: 21%

**Which of the following, if any, actions does your company take when customer feedback about your spa is identified on social media sites?**

### Actions Company Takes When Customer Feedback is Identified on Social Media Sites | All Spas

	All Spas	Day Spas	Resort/Hotel Spas
Retweet, like or share positive feedback	54%	52%	55%
Share feedback with employees	87%	88%	88%
Thank or respond to the individual who posted the feedback	84%	93%	81%
Use feedback as testimonials in marketing efforts	38%	38%	36%
None of the above	2%	0%	2%
Other	3%	0%	5%

## Does your spa have a policy or protocol in place to deal with unhappy customers?

### Policy or Protocol for Unhappy Customers | All Spas



### Policy or Protocol for Unhappy Customers | All Spas

Day Spas	Resort/Hotel Spas
Yes: 80%	Yes: 92%
No: 20%	No: 8%

## Please describe your spa's approach to handling an unhappy customer.

- A giant empathy sandwich! Make it right every time!
- A spa manager will contact the guest directly to receive their feedback and find a resolution, to ensure every guest is satisfied and retained as a happy customer.
- Addressing the situation, research and invite guest back to wow them.
- Always apologize first. Then determine what will recover the experience for them to leave with a positive view. Depending on the incident, management will speak with them; we will offer a discount, offer to repeat the service (with a different provider if needed), or simply ask them what we can do to have them leave a happy guest.
- All client complaints are investigated. Where deemed necessary, re-doing the service at no charge, or offering a free trial with another therapist, or merely a product gift to say we are sorry.
- An apology first and finding a resolution to the problem. Always listen, then solve the problem.
- Apologize and do what is necessary to make it right.
- Apologize for clients experience, offer options for guest satisfaction, offer discount on service that was unsatisfactory.
- Apologize, identify issue and determine and send guest complimentary return service.
- Ask them to please have a seat (in private area) and a manager will happily listen and discuss a resolution. When applicable, a gift card may be issued for future service, depending on the situation. We ALWAYS ask if they are satisfied with our efforts to resolve. They must know that we care and that we will take measures to prevent a repeat.

- Based on the department, that particular director will speak with the guest/follow up with the guest. If there are a great deal of challenges the VP and GM will contact the guest.
- Be proactive. Ask what makes guest happy and correct and not just automatically discount. We try to offer guest opportunity to come back.
- Call and listen to the guest complaint and take care of his/her needs by inviting them back with a comp or discounted treatment.
- Call them back, listen, offer solution and follow up.
- Calmly listen. Handle the guest complaint without transferring to another department.
- Communication from a manager. Invite back or monetary compensation customized to the customer's problem.
- Comp everything.
- Comp Service, discount and retail product.
- Contact and engage every single dissatisfied guest. Listen to their concerns. Discount or refund if warranted. Extend a heartfelt offer to return and offer to hand hold their next reservation experience.
- Contact and speak with guest, often inviting back as our guest for a complimentary do over.
- Contact customer and take responsibility if we were in error and work with them to give us an idea of what would make them feel compensated and happy.
- Contact department head - research their stay for any notes - contact the guest - speak with team members involved - apologize - offer a solution to satisfy the customer.
- Contact the guest and resolve the situation or invite them back.
- Contact the guest, apologize, find out more details and act accordingly.
- Contact the guest via email, phone etc., and attempt to make amends.
- Depending how we hear about the issue and the guest opportunity. If it is in a survey we contact the guest via email or phone, if the guest has given us permission to do so. If it is day of or during their stay we speak with the guest directly and listen to the issue. I like to invite the guest back for a better experience rather than discount or comp the one they had.
- Depending on the reason for the customer's unhappiness, we listen and act with either a re-done service or a gift card. Whichever we do, the most important thing is to keep the feedback in-house and take care of it the moment it arises!
- Determine the issue (i.e. service or product). Staff has authority to replace products and/or discount services.
- Direct contact with the member to understand the need, immediate resolution when possible, complimentary service or gift when an error is made, questions about policy are taken to a committee
- Discuss with client and provide rebates or free repeat service.
- Do what it takes to make it right. Manager will contact guest either to handle the situation or as follow up.
- Do what it takes to make them happy. Listen, apologize and find out what we can do to remedy the problem.
- Document everything- incident that caused guest dissatisfaction and our efforts to recover.
- Each case is unique and handled so. Always though, we listen to the member's complaint, empathize and decide the appropriate action to turn the member around.
- Each employee is empowered to do what ever it takes to make the customer happy.
- Each spa receptionist has the power to gauge the severity of the customer's complaint and decide on a course of action, whether it is offering a discount, giving a gift certificate for a complimentary treatment next time they visit the spa, or whatever they fell is appropriate to make the guest happy.



- Email customer immediately to apologize and receive additional feedback. Make changes to protocol accordingly.
- Empathetic listening, win-win outcome.
- Empathize, apologize, resolve and follow-up.
- Find out if there is something we can do to correct.
- Find out the issue and make it right, depends if we give a service or just educate the guest.
- Find out what made them so unhappy, and offer a corrective measure.
- First: apologize to the guest that their experience hadn't been what they hoped it to be. Ask how they would like to see the issue resolved. Talk to service providers when necessary. Use language empathizing with guest's complaint and reinforce the high standards of quality we strive for at all times. Refund or discount if needed.
- First person resolution if possible, Front desk agents are empowered to offer "like for Like" type of accommodations. (i.e. if a guest was picked up 10 minutes late, we typically offer a 10 percent discount) if needs to be escalated, it goes to the manager on duty who must respond within 24 hours. Ideally, we try to get them back in and turn them around instead of just a refund or discount. depends on severity of situation.
- Follow up by manager and appropriate compensation if required and, of course, follow up with the service provider involved.
- Follow up in a timely manner. Listen, offer a genuine apology, agree on a resolution based on the nature of the complaint.
- Followed up by Spa Director if brought to our attention after the fact.
- Full investigation.
- Get all the facts, Listen to them, adjust the charge if necessary, replace the service if warranted, continue until satisfied.
- Glitch reporting system that all of the hotel is aware immediately of unhappy customer.
- Greet, understand, empathize, solve, track - We always ensure that we listen to our customers concerns and that we find a solution that will enable us to gain a return customer. The last part of our problem resolution is to track the information in any way that is effective and easy to reach for future reference.
- Have a conversation with the guest, listen to the feedback and take immediate steps to remedy situation.
- Hear with open mind and always reassuring the client that we are going to do everything possible to make that costumer happy as soon as possible. Clients are always right.
- If it was the technician they were unhappy about, we invite them back with a different tech at no cost
- If possible, we call all unhappy guests. Prefer to talk with them vs. email. Depending on the situation, we will offer a 20 percent discount to return all the way up to a complimentary service.
- If the guest is still in the spa, the manager on duty will handle the guest's concerns until a resolution is reached that satisfies the guest. If the guest reaches out to us, it is our policy to follow up with the guest within 48 hours and again, work directly with them in a timely fashion to find a resolution to their concerns.
- If they are still in house we do an immediate follow up, offer a guest resolution and check for satisfaction. If they have departed the hotel we contact them via phone or email to follow up on the situation, again providing a guest resolution.
- Immediately respond, listen to guest issue, apologize and thank guest for feedback, ask questions to ensure they are understood and resolve immediately.
- Invite guest back for comp mini service.

- It depends on the individual guest and situation; it could be a simple apology or an invitation to redo their entire experience.
- It is always handled by the spa director. After listening to the customer it is handled properly and swiftly.
- Listen and address their issues and concerns non-defensively and timely.
- Listen and learn, review and respond, compensate appropriately and invite to return then coach and counsel
- Listen, empathize, apologize and resolve. We allow our team to make appropriate decisions in resolutions for our guests. We strive to eliminate the "let me get my manager" approach by empowering the team to make a decision based on their connection with the guest. Most often this is a quick and satisfactory process for the guest and the team member helping the guest.
- Listen first and foremost to the issues at hand, then address each one individually. It is imperative we understand the guests' perspective and expectation in order to find resolution. Responses are then offered either verbally where applicable, or through social media when deemed necessary.
- Listen, listen, listen. Ask what we can do, then go above and beyond.
- Listen, offer what makes them happier, investigate and follow up internally.
- Listen, repeat what was said, show empathy and make an offer that is equal to what the complaint is.
- Listen, empathize, apologize, react and find a solution.
- Listen, take notes, give managers card so client can talk to her directly. Alert manager of situation.
- Listen, thank, empathize, apologize, resolve and follow up.
- Listen with empathy. Typically we will offer a gift card for a return visit if warranted.
- Make contact with the guest to get more information about their experience and thank them for their feedback. Depending on the level of dissatisfaction, invite them back in for complimentary services, offer complimentary enhancements at their next visit, or as a last resort refund their visit. It is a number one priority to get them back in and get the chance to make it right.
- Management intervention, one on one dialogue feedback and resolution.
- Management is to contact the guest within 24 hours, but usually we try to touch base with the guest before they leave the property.
- Manager gets in touch with the guest explaining the action taken.
- Meeting with spa manager.
- Manager on duty handles the situation if the complaint is made immediately by guest.
- Must have manager phone call within 48 hours to identify solutions and ensure guest feels heard. Guest recovery is dependent on severity of guest issue.
- Must listen closely write clear notes. Tell customer the manager will get back to her/him within 24 hours. Then we try to get customer in for a free service to turn them around. We do not give back money.
- Never give money back. Bring back in for another treatment or discount on future treatment.
- No one is ever allowed to leave unhappy!
- Our approach, in short, is to ensure all matters are addressed and offered an applicable resolution to the area of concern.
- Our company has a policy called "The Power of One" where all employees at all levels are empowered to handle guest complaints, offer compensation and upgrades. The first employee to hear the complaint "owns" it and is responsible to the guest until the issue is resolved. All complaints that come in after the guest has left the property are given to the director to follow up with personally. We always use the questions "How can we make this better for you?" to get the best solution for the guest.
- Personal phone call and depending on experience give discount, do not charge or invite back in.



- Previous owner offered anything ranging from complimentary service to percentage off. Fixing the problem was the primary goal.
- Reach out immediately with empathy and sincerity. Do our best to resolve with customer and correct any internal failures.
- Reach out to them personally, comp services, invite them back.
- Really depends on the degree of disappointment on the guest's part.
- Research with team and address immediately with the guest. Most often, we invite them back complimentary for a better impression of our service.
- Respond promptly. Listen to the guest complaint and apply appropriate action such as a discount, hand written note of apology with travel size spa gifts. Gift basket sent to their room, etc.
- Situational based on the reason the guest is unhappy. Manager follow up and possibly compensation.
  - Listen intently to the guest until they are finished explaining.
  - Express genuine empathy.
  - Appreciate how they feel.
  - Respond while the guest is on-site. This is of the utmost importance as everyone is a travel writer. Choose an appropriate, agreed upon solution to be sure the guest feels the situation is resolved to the fullest.
  - Notify other staff members so guests are well taken care of and we can learn from our potential errors.
- Spa director calls and talks with customer. Offer another service or discount to keep the customer happy and coming back.
- Spa director is responsible for contacting guests with any issues.
- Speaking with management and then solving the problem based on the issue. This can mean discounted services or explaining the solution in a rational way.
- Staff members have protocol to deescalate the situation, listen and provide a remedy. Report the situation to the proper manager and follow up with the manager or customer depending on the situation.
- Stop whatever you are doing and face the client. Listen to the client's complaint all the way through. Address the "real" problem. Act Immediately. Make sure the client is satisfied. Inform management, appropriate follow up from management with client.
- Thank the client. Ask for more details. Listen. Apologize. Offer a solution (that might be an enhancement on their next visit, or a simple promise to follow up and fix what we wrong).
- Thank the guest for the response, address the issue and seek to find a resolution.
- Thank you for your feedback. Please call the office to discuss this further.
- The director will reach out to the member and inquire about the situation that made them unhappy. If it's related to a service that was received, we try to schedule them with another provider complimentary. If it's related to a front line employee, the director will discuss with the employee and resolve the matter after hearing both sides.
- The goal is to make sure every guest leaves happy. We listen to the guest, apologize and own the issue. We rectify the situation on a case-by-case basis.
- The guest is always right and we will always attempt to accommodate and correct any issues that may be of concern. So that the guest becomes a brand ambassador.
- The issue is handled by one of the managing partners and a solution is suggested along with a no-charge service.

- The owner (me) calls the individual personally. I thank them for bringing their experience to our attention and allowing us the opportunity to take corrective action & improve our training methods. I encourage them to share the situation in question with me, in as much detail as they can. I apologize that their experience fell short of our usual standards and give them a few options of compensation...working with a different therapist, an upgrade on their next visit, reinstating their gift certificate in full (reimbursement is usually a last resort, but I will not refuse it if it comes to that). In my experience, most people are happy with concern and listening intently.
- To be understanding and empathetic with customer while getting details about how we can be better and what caused their unhappiness. We will then either give them a discount or a complimentary treatment the next time they are in.
- Understand the situation.
  - Have empathy for the customer.
  - Resolve the best that we can by being honest.
  - Give team a thank card for the opportunity to make amends with them.
- Usually, we invite the guest back to re-do the treatment.
- We address it immediately and each staff person is empowered with options to rectify the situation based on its severity. This may range from a complimentary glass of wine to a dessert or discounting the treatment. A manager will follow up with the guest prior to, or immediately after, their departure.
- We always ask the guest what they would like for us to do. We always invite them back on the house for another experience.
- We always invite them back and make it better.
- We always offer complimentary champagne or a relaxing football to a guest. If that is not satisfying enough we do have unhappy guests talk to a manger and offer them a discount and always try to listen to the guest empathetically.
- We comp their service or if we find out after the visit, we invite them back for a complimentary service with assurances we have fixed the problem.
- We contact the customer to see what we can do to rectify the situation. We then discuss with any staff that was involved to keep this from happening again.
- We contact the guest by phone to resolve any issue where we can. If they wish to be contacted by email we will do so - but ask them to provide us with a phone contact - as we really would like to discuss on phone and chat, etc.
- We contact the guest to drill down through their complaint and offer a personal apology, explanation if necessary and offer appropriate compensation.
- We customize, depending on the complaint and client needs. We communicate with the client via phone or email, and discuss solutions that will get them back in the door, for example, offering a today discount with an invitation to come back for a comp service.
- We email or call the client right away and try to come to resolution, we also speak to the team member and coach them as to how to deal with the situation better in the future.
- We empower our entire spa team to handle the guest displeasure immediately, so that we remedy the situation and our guest can leave the spa feeling well taken care of.
- We follow up with the guest to find the root or emotion behind what made them unhappy. From there we try to encourage them to come back to have another experience, depending on the situation of course.

- We have 10 steps to service recovery that each of our employees from top down is trained on. Then, the employee who acts on the guest's concern is required to (anonymously or not) post a service failure report through our employee website in which case our management will follow through. Depending on the outcome of the initial resolution, we ask for the opportunity to prove our recovery of our breakdown to the guest by offering an incremental value for them to return complimentary. Behind the scenes, our management breaks down where our service failed and reinforces this portion of our handbook through department meetings, coaching, then we also post the response as to how the situation was handled on an inspiration section of our website for all current and future employees to look to for guidance in difficult situations as a sort of precedent.
- We have a guest relations department which follows up on guest opportunities.
- We have an empowerment program that allows associates to resolve issues on the spot based on the level of dissatisfaction coming from the client. It could be a \$5, \$10 or \$20 gift card or a refund on service. That is followed up with a call from a manager.
- We investigate all situations and contact the customer to try to come to a happier resolution, sometimes offering free future services.
- We listen calmly and sincerely to our guests, apologize for any inconvenience, agree upon an action to rectify the situation and follow up to ensure the action occurs. We also coach the colleagues receiving negative feedback.
- We listen to the complaint, evaluate whether it was justified, then give a discount according to the service.
- We offer any evocation to get the customer happy.
- We reach out to all guests who have not had a good experience. Either via email or with a phone call.
- We reach out to the guest depending upon the situation and offer them back at either a discounted rate or complimentary.
- We reach out to them directly, either by phone, email or letter. I offer them the opportunity to return (complimentary) for a better experience.
- We respond based on the guest's needs and the specifics of the situation. It is impossible to implement a set template as each guest and issue should be handled very specifically.
- We review with the team member that the guest was with, then listen to the guest's complaints, see if we can fix the problem, depending on what happened may offer a free treatment or add on to next treatment.
- We talk with the guest to find out what was the cause of them being unhappy and then try and fix the problem.
- We try to contact them immediately after filling out the in-house comment card in order to listen to their comments and or "complaint". Based on their comments, a follow-up action is taken where an invitation for a shorter length service will be offered as an added value. Showing our guest we care.
- We try to identify the issue and resolve before the guest leaves the spa. Often, we have a choice of solutions in place to resolve a situation before a guest can bring it up - our policy is proactive, not reactive.
- We work to handle the problem in house before there is a chance to describe via social media, friends etc. about what was unsatisfying.
- We would listen to the guest concern and empathize with the feedback; examine the feedback in detail and come back with a resolution for the guest.

## Does your company set internal customer service goals?

### Internal Company Customer Service Goals | All Spas



### Internal Company Customer Service Goals | All Spas

Day Spas	Resort/Hotel Spas
Yes: 50%	Yes: 82%
No: 50%	No: 18%

## Please describe how your company tracks and measures the success of its customer service goals.

- Actual ratings performed by in the and out of the house shoppers with feedback given to those shopped.
- All staff members are tasked with a weekly commitment to engage with guests. We use Gallup to gauge and track our overall satisfaction scores and we have weekly goals set for each person to help achieve them. We monitor these and tie them to our staff's bonus structure. For example, every FD agent must do a follow-up email at least once a day to ask about the guest's experience.
- Appreciation cards to employees recognized on comment card or online. Gift card to spend at the resort.
- Audits and feedback.
- Because we are with a large hotel company, there is an advanced system in place with our guest service surveys.
- Client feedback cards. Staff is trained to check with clients post-treatment to make sure they are satisfied with the services. All feedback is recorded and shared with team in order to grow our guest service.
- Clients are invited to complete a survey after each treatment. Scores from the survey are totaled and averaged. We monitor against a standard preset.
- Currently in the TAG option of software so we can print reports of upgrades, repeat, request and referred services. Will be upgrading software to offer more through direct email and text surveys etc.
- Customer retention totals.
- Customer survey results submitted via email.
- Customer survey scores.
- Daily meetings and weekly customer service score meetings where results are evaluated and each comment is addressed.

- Daily review of in-house comment cards, weekly review of comment reports and monthly trend reports. We also compare results to goals and YOY by questions.
- Digital Alchemy and the *Forbes* Travel Guide.
- Digital report card system and basic phone follow-ups.
- Each hotel guest receives an e-mail survey after his or her stay. We get weekly and monthly reports detailing out our scores for the week/month.
- Every client is asked before leaving.
- Feedback forms and secret shoppers.
- Following up with all staff regarding any negative feedback. Posting positive comments from comment cards.
- Forbes evaluation and rating.
- Gallup.
- GEI, TripAdvisor comments, Starguest system gives feedback and communication between departments.
- Guest feedback surveys with a scoring system.
- Guest satisfaction surveys which guests complete upon departure.
- Hotel guest survey.
- It's only during high season - random surveys are given to guests to fill out- "Catch me at my Best" monetary rewards are given to the one with the most cards turned in monthly.
- It is calculated in POS system and they are asked to fill out a comment card.
- Leadership team monitors and rewards in monthly meetings.
- Market Metrix. (5)
- Medallia (guest experience surveys).
- Medallia scores, LQA, guest experience data system.
- Meeting with all staff who interacted with secret shoppers.
- Monitored on a score-based system by our corporate office with results circulated division-wide.
- Monthly guest service reports with verbatim.
- Mostly Market Metrix for the hotel; however, there is a designated section for spa & fitness center. Rating system is 1-3, three being the happiest.
- Must achieve certain percentages of satisfied guests on a scale.
- Net promoter scores.
- Number of guests that reply - how many return with top scores, less than perfect etc. and divide that by total people to get our percentage; any comments go towards that therapists performance review.
- Our client surveys are asked to grade the spa based on a 1-10 rating, and we set a store goal of 88 percent for a financial perk for leaders.
- Our company as a whole has a goal of 72 percent Guest Satisfaction Score. We strive to and do exceed that goal as the spa component of our hotel.
- Our secret shopping along with our surveys that are given randomly, are used to calculate a satisfaction rating each quarter. This puts the spa's status at red, yellow or green. Green is where we want to be, which is a 99.5 percent satisfaction rate in 13 key areas. If we do not achieve this level, than we identify (based on survey results) where the most consistent failures were, we then make that the focus of the next quarter.
- Outside company monitors them.
- Overall hotel survey.
- Percent of happy and unhappy responses by online survey after departure.

- Posting top staff members with request clientele numbers which I believe reflects customer service in a slightly different way.
- Primarily through comment cards, and tracking of repeat business. Growth of overall volume of treatments, is also considered as a form of tracking successes; however, our belief is that true success comes in building a loyal clientele that personally reaches out to share it's feedback without solicitation.
- Satisfaction percentages.
- Secret shopper scores, customer feedback scores, and social media feedback.
- Survey scores above a certain percentage.
- Surveys, secret shops and reward positive results, coach opportunities.
- These are measured on a scale of one being unsatisfied to five which is fully satisfied. The guests are emailed a comment form to fill out and the information is sent back to the resort and tracked daily, monthly and annually. We have specific goals to reach in every department. We celebrate 100 marks by posting them in the spa with the associates' names and a thank you for excellent service. We talk about service standards at every shift briefing and discuss our service points to keep it top of mind. In every moment, everyday is a service opportunity.
- Third-party survey. Overall satisfaction is tracked and goals are set. Free-form comments are acted upon to improve future experiences.
- Through a combination of sources. Online survey, in-house survey, secret shoppers and callers.
- Through finance department and internal software.
- Through guest surveys and social media postings. Goals are set for each department to measure customer service responses.
- Through guest surveys and social media such as trip advisor ratings.
- Through Medallia, an external monitoring survey system.
- Through our GSI scores that come through the hotel online surveys.
- Upon checkout of the hotel, all guests are immediately sent an electronic survey to solicit feedback on all aspects of their stay, with four spa-specific questions regarding overall spa experience, staff friendliness/attentiveness, knowledge, quality of service and cleanliness of spa. In addition, all spa guests are asked for feedback at checkout from the spa.
- Utilize an outside company to track current and historical goals.
- Via guest survey research which tracks all guest satisfaction scores.
- Via our outside guest survey scores- we are able to track through the website.
- We do have a software with allow us to measure the customer survey, trip advisor comments and link any other media that and could compares with colleagues that we selected.
- We get weekly reports based upon our guest surveys. We are rated in the reports as well as given feedback, both positive and negative or I like to say "areas of opportunity."
- We have a net promoter goal. Our online survey portal sends an update daily with where we are.
- We have a special program, BLT, which helps us keep accountability in our daily, weekly, monthly and yearly goals.
- We have an electronic comment card process in place (UniFocus).
- We have KPIs (Key Performance Indicators) that are measurable goals shared with the team - we track our LQA Mystery Shop Scores and Guest Satisfaction Scores monthly and compare against Last Year's scores and This Year's Goals.



- We have many means. As a hotel/spa property - we have surveys that guests of the hotel are invited to complete, we monitor TripAdvisor and social media, we have corporate internal shops that are done monthly, and Forbes shops that are done four times a year. As a department, management continues to 'pop quiz' staff on *Forbes* Standards and will shadow in different areas providing feedback on guest interactions - positive and negative (trying, of course, to focus more on the positive and build it!).
- We measure guest retention on the spa and technician levels. We also use a metric - Net Promoter Score (NPS) - to determine each spa's level of guest service. NPS is based on scores awarded to a location via email survey, from a guest, about their experience.
- We measure how many comps or credits are given in a period of time.
- We measure intent to return, intent to recommend, and overall satisfaction for the resort. Each area within the resort has additional measurements as well—friendly, helpful service, check-in efficiency, value for price paid, etc.
- We practice our *Forbes* Standards, we have guests fill out comment cards and we also use UniFocus.
- We strive for a comment card score of 92 percent or higher.
- We teach a service seminar to all staff on an annual basis and follow up to provide feedback regularly.
- We track based on the comment cards and feedback provided, whether solicited or not.
- We track guest satisfaction through surveys and have an internal (minimum) base rating of 85 percent satisfaction.
- We track our NPS scores monthly and post for the staff to see how each department is doing month to month.
- We use a company called Returnity, which tracks all areas of our spa's customer service. It is rated on a scale of 1-5, with five being the highest. Our goal is always to be 4.5 or higher.
- We use a net promoter score via our survey. We aim for 88 percent or higher monthly.
- We use an outside company that provides us with analytics based on guest surveys. Guests rate us on several categories and then it is also broken down into secure guests scores that include emotions, loyalty, feelings of papering, comfort importance, etc.
- We use internal surveys, secret shops (internally and externally) and then we measure those results compared to our previous scores in the last quarter.
- We use Medallia scores to help us drill down on positive/negative experiences. We also look at other outside responses such as but not limited to TripAdvisor, etc.

Which of the following best describes how often your spa provides customer service training to the types of employees listed below?

### How Often Spa Provides Service Training to Employees | All Spas

	At least monthly	Quarterly	2-3 times per year	Annually	Only provided upon hiring	Do not provide customer service training
Front desk receptionists	36%	24%	18%	9%	10%	2%
Management	33%	17%	19%	14%	9%	8%
Service providers (i.e. massage therapists, estheticians, etc.)	33%	23%	20%	9%	12%	4%

### How Often Spa Provides Service Training to Employees | Day Spas

	At least monthly	Quarterly	2-3 times per year	Annually	Only provided upon hiring	Do not provide customer service training
Front desk receptionists	33%	26%	21%	7%	10%	3%
Management	44%	11%	16%	12%	9%	9%
Service providers (i.e. massage therapists, estheticians, etc.)	31%	14%	28%	7%	14%	7%

### How Often Spa Provides Service Training to Employees | Resort/Hotel Spas

	At least monthly	Quarterly	2-3 times per year	Annually	Only provided upon hiring	Do not provide customer service training
Front desk receptionists	40%	24%	17%	9%	10%	0%
Management	29%	22%	19%	15%	8%	7%
Service providers (i.e. massage therapists, estheticians, etc.)	36%	27%	17%	8%	12%	1%

**Please share any valuable resources your company has used for employee customer service training (i.e. books, guest speakers, motivational tools, etc.).**

- Always great to utilize inspiring managers from other departments or guest speakers. Sometimes they need to hear the message from someone new.
- Attention, listen, provide tools for implementing customer service, share financial goals and show relevance.
- Book: *The Ultimate Question* by Fred Reichheld. We also use internal experts (i.e. corporate guest relations director, national director of guest services and in-house guest service managers).
- Books, meetings, mE LISTENS surveys, rewards programs.
- Books, webinars, in-house customer service sessions, reviews, coaching and daily huddles.
- Bryan Williams. He's amazing and inspiring! (5)
- BWTV.
- Corporate trainers. (2)
- Dori Soukup.
- Doug Fleener.
- *Emotional Intelligence for Managers*.
- Employees are financially rewarded if their name is mentioned in a positive way on a guest survey or comment card. We offer ongoing service training and two days of new hire orientation classes.
- *Forbes* evaluation. (3)
- *Forbes* speakers, outside telephone guest service company to teach over the phone dos and don'ts.
- FYI – book.
- General spa meetings.
- Going over protocols, sharing experiences.
- *Good to Great*.
- HR emails managers monthly webinar training sessions (Training Today). We have also used this program for our receptionists regarding customer service topics.
- In-house training, Holly Steil, and look up motivational topics on the Internet and share with associates.
- Incentives, service training.
- Internal company training programs, outside vendors, internal expertise from other departments.
- Internal training classes.
- ISPA Conference & Expo.
- ISPA webinars, resource partner webinars, NFHLA luncheons and Salamander University.
- It's part of our daily meetings and monthly trainings.
- Last year we contracted with Rebecca Schneider with communications by NRG. We also recently sent two managers to the Secret Service Summit.
- Manuals, on-site training, motivational feedback, side-by-side.
- Our evaluation and trip advisor tool has been the best for motivating as many guest use actual names of the therapist, etc.
- Our protocol manuals, onboarding, and the inspiration section on our employee website.
- Path of service training.
- Product representatives have proven to be invaluable in offering their time and input on both customer service and product training. We also motivate through incentivizing our technicians with percentages of the products they sell.
- Ritz Carlton: The Gold Standard.

- Ritz Carlton's website on customer service.
- Service Excellence Training-OTEC.
- Service seminar created for our property that is interactive and informative. Presented to the entire resort staff (not just spa) by our spa director.
- Signature Worldwide.
- Small business breakthrough.
- Team member manual and Kate Buehler's *Profitable to Train*.
- The property has been through Signature training (Signature Worldwide) as well as *Forbes* training. We are currently rated 4-Star, 4-Diamond.
- Training classes and customer service week.
- Training through videos, books and real life situations and re-enactments.
- Vendor trainers.
- Vendor videos.
- Very rigorous orientation, constant reminders of key success factors, motto and credo. Staff members are responsible for carrying a card on them at all times and embodying the brands core service values. It's truly part of the culture of the company, which is copied by many other brands because it is so successful.
- We discuss issues related to customer service at lunch, during all-staff meetings, whenever an incident arises, or when a guest service topic comes under review.
- We follow the *Forbes* Standards. Each meeting we focus on two to three standards.
- We have a substantial professional development program, with a wide variety of classes throughout the year at our employee resource center.
- We have an acronym for guest service, which is DESIGN -- Demonstrate a positive attitude, engage with the heart, seize every opportunity, inform, inspire, give/be your best, and notify/recognize others. We try to intertwine this DESIGN model in everything we do...from daily lineup messages around DESIGN to monthly staff meetings and quarterly trainings.
- We have meetings, and daily line-ups where we share information, feedback and training on customer service and customer engagement.
- We huddle at the beginning of every shift with a focus on exceptional customer service feedback and focusing on retail highlights.
- We motivate in huddle, and publicly congratulate the staff every time positive feedback is received. We have quarterly customer service trainings that are held at all locations.
- We use comment card to improve our customer service, what we could have done different. Like case studies. Which is a daily effort.
- YouTube videos and speakers.

**Delivering a memorable first-class treatment can leave a lasting impact on a guest. What do you consider to be your spa's most effective customer service strategy when it comes to delivering top-notch guest experiences?**

- One hundred percent empowerment. Our employees are encouraged to look beyond the walls of our spa and service offerings for an opportunity to enhance the client's life, not just through the services we provide. I tell every employee that 70 percent of our spa experience is delivered outside of a treatment room and tell them to focus on the guest, not on the service.
- A concierge approach to the wellness service scheduling. Identifying members needs, wishes, wants and designing programming, appointments, schedule and providers to best meet these needs.

- A drink service is provided before and after service.
- A smile and acknowledgement upon arrival even if unable to fully greet the customer.
- Always make eye contact with the guest. Listen actively and be responsive to client needs.
- Always smile, speak politely, remain calm and don't take things personally.
- Always strive for the best.
- Anticipate! Know exactly what their wants, needs and expectations are before they get to your spa.
- Anticipating the guests' needs before they ask or bring something up. This is a major WOW factor for any and all guests.
- Aside from practicing our standards, we personalize our interactions with each guest, we listen to what their expectations are and aim to deliver!
- Asking the customer personally while leaving the spa.
- At our hotel we have a guest historian who grooms each and every reservation. It allows us to be prepared for special requests, birthdays, anniversaries, etc. Our guests feel like we know them before they even walk through the door.
- Be genuine, listen to guest needs, be attentive to body language, surprise and delight - add value to the expected experience.
- Being a small intimate spa allows all our spa associates to connect on more personal basis with each client. However, the experience really starts at the time of the first phone call. More often than not when he client arrives for their treatment they already feel as though they know us and we know them.
- Being genuine and consistent.
- Capturing all negative interactions or incidences and taking the extra step to recover.
- Checking in with guest throughout the service helps reduce complaints.
- Client recovery is our top priority. If a client complaint comes in, we stop what we're doing to address and complete.
- Coaching front desk, asking guests for feedback.
- Coming up with the unexpected. A birthday gift on a birthday etc.
- Completely focusing on each and every guest, making them feel ultimately and uniquely special.
- Communication and gathering client preferences to exceed expectations.
- Communication skills - Acknowledging special event in the guest's life - asking if we may be of further assistance - Following up.
- Concentration also on pre and post treatments.
- Connect, listen and relate to the guest.
- Consistency.
- Customer engagement.
- Customization of the experience.
- Daily shout-outs via email to the spa team recognizing excellent service from fellow team members and guest comments.
- Don't allow them to leave upset.
- Each service is customized towards specific guest needs.
- Educating guest.
- Empowering each of our spa team members with the ability to "wow" our guests.
- Every associate is fully engaged at all times. That is impactful.

- Everyone is part of the experience. It is imperative that the experience starts from booking and is seamless throughout. I call it passing the ball.
- Exceed the guest expectations by providing a personalized service.
- Exceptional service standards throughout our organization, delivering well thought out spa services, provided by highly trained and experienced spa technicians. We consistently maintain a 70 percent return guest rate.
- Expertise, high-end service, courtesy and refreshments. We always ask the clients if they enjoyed their service prior to leaving.
- Focus on intuitive service. What do you think they need to make their stay memorable?
- Following up on a guest comment immediately and owning guest's issues.
- Friendly helpful staff who take action.
- From greeting to farewell, our spa has a unique way of greeting guests. This is inculcated at hiring and enforced throughout team member's tenure.
- Genuine care.
- Genuine top service by the staff.
- Going above and beyond, saying yes.
- Going the extra step, not just simply answering the question at hand, but adding beneficial information as well. i.e. Q) how much is your 75-minute stone massage? A) its \$xx.xx this month and that includes our facilities, which include steam, sauna and our outdoor whirl pool.
- Graciousness and warmth with a genuine care for the guest experience.
- Guest engagement. Making sure the guests feel a personalized experience. For example, therapists should know the schedule of each guest.
- Highly trained therapists.
- Hire the right people to provide and then support them.
- Hiring people whose personal care for others is evident in the interview.
- I think its company attitude. Goals is making customer happy not finding fault.
- Initiated by our spa director. Our team takes the time to enquire, listen and get to know our guest's thoughts, needs and concerns with regard to the treatments they receive. Following all treatments, they again take the time to ensure they have delivered the service, which will create a lasting impression.
- Interaction with the service providers and then acting on info such as birthdays, anniversaries, compliments or complaints.
- Just the fact that we are always staying consistent with our practices in how we treat every single guest.
- Keeping guests as number one priority. Always following up with them in regards to any potentially negative feedback. Company offers a complimentary follow-up service. This can go a very long way.
- Knowing your guest, engaging them and using their name.
- Listening to the guest. (2)
- Loyal employees, very low turnover, and enjoyable working environment...all feeds in to the experience!
- Making sure that the customer feels like all of their concerns are addressed.
- Making sure the staff is overall happy and not letting drama develop or carry over. I am a firm believer that guests can sense when the department is not in unity.
- Never say no and always accommodate the client's needs. Also customizing treatments and visits to exactly what the clients need.
- No one ever leaves unhappy. Simply said.
- Offering personalized service such as remembering guests drink choice and treatment preferences.



- Open communication with a guest.
- Our best strategy is identifying and solving issues proactively and letting our guests choose from a couple of options for resolution.
- Our guest service recovery is impeccable and amongst the highest on the Las Vegas strip. We are able to ensure our return customers are treated well and those who are first timers have a reason to come back.
- Our service brand standards as well as our feedback forms.
- Our staff! They can make or break the experience for the guest.
- Our team approach to all aspects of the business is what allows our members to receive top-notch experiences. From the time of check in, to the actual service and final check out, we all work together to exceed our member's expectations.
- Personalization, commitment to only source the highest quality ingredients, even at the expense of higher profitability.
- Personalized and engagement are key to delivering an experience that our guests are looking for. Without these we become similar to everyone else.
- Providing a detailed experience for our guests catered to the location.
- Putting detailed preferences in the client's notes. Making notes on the appointment itself for special occasions. Making an effort in building personal relationships with our guests.
- Quality of spa services is the key in the spa goals, financially and guest satisfactions.
- Quality not quantity, having enough attendants on staff to make sure each guest is taken care of and not just a person in our spa.
- Referral cards and thank you messages.
- Selling (recommending future services and products based on the guest's needs).
- Service values based from 5-Diamond rating system.
- Sincerity.
- Sincerity; really letting the client know we care and they are important to us.
- Smile and eye contact within seven seconds of the guest walking thru our doors.
- Talented and capable service providers.
- Talking to them about their interests and remembering them.
- The arrival and departure welcome team, friendliness, caring, attention to detail.
- The basics are so important! A warm welcome with eye contact at arrival. Upon checkout asking the guest how their treatment went during their visit and thanking them for coming in.
- The entire team anticipates their needs from the moment they walk in.
- The most effective tool we employee is addressing guest concerns immediately, as the longer it takes to remedy the situation, the more the concern escalates, ultimately costing us more money in the long run.
- The strategy we use for not a good experience its invites guest for a free experience. That's always very good accepted.
- The technician having a passion to serve.
- The treatment manager constantly communicates with his team.
- Therapists go a step beyond normal services. Offer tea and treats.
- They should leave feeling 100 percent satisfied.
- Top-notch service.
- Touch base after service.
- Tracking guest preferences to use to surprise and delight our guests.

- Train the trainers. Spend time with your leads and set goals and standards. This then flows through to the team.
- Training the staff to exceed the guests' expectations - to tune into what they really want.
- Treating guests like lifelong friends and delivering service that is simply the best
- Treating the guest as they want to be treated.
- Understanding the guest's needs.
- Unexpected creature comforts: hot towels throughout the service, surprise elements free of charge as needed (i.e. aromatherapy oils, hot stones and body brushing), and extra attention to the specific client's needs.
- We are concentrating on the little details and touches so as to make the guest feel pampered the whole time they are with us.
- We begin with a welcome complimentary massage upon arrival at the hotel followed by a hand ritual. As a way of welcoming them to our site and offer information about our spa!
- We believe that delivering an experience of the highest quality is our number one priority - even over sales. Because if we give guests a great experience, they will return to us and tell their friends about us. An increase in our sales will come as a consequence of the highest quality experience and returning, loyal guests.
- We don't really have a strategy, we just teach that the customer is always right and the customer comes first.
- We focus on the full service cycle. From the moment they call to make an appointment, to the moment they walk in the door, through their service and when they walk out the door and receive our follow up email asking them to fill out our survey.
- We focus on the guest from arrival to departure.
- We have inspirational cards that are there to greet them when they walk into their service room. Inspirational quote and something that they want to meditate on or something from their experience then we mail them to the client a week after the appt. to remind them of their experience.
- We hire people who love to delivery great customer service.
- We provide individualized spa treatments - not cookie cutter. Our professionals are given a treatment protocol to be sure they are providing consistency however, are empowered to deviate should the guest needs/wants require it. We pride ourselves on going above and beyond, to create magical experiences. There are a number of extras built into our treatments that are not advertised to "wow" the guest.
- We teach our staff to be not just professional, but formal as well (there's a huge difference!).
- Weekly bingo game recognizing fellow teammates superior 5-Star customer service. We have one game for technicians and one for the front desk.
- Welcoming every guest, address their needs and concerns and provide excellent services.
- Well-trained staff.
- Without being imposing, we try to ask a few qualifying questions when guests book services. By truly listening to guests and their desired outcome, we are able to make thoughtful and intuitive treatment recommendations. (Rather than someone just calling to book a massage and saying "60 or 90".)

## ISPA RESOURCE PARTNERS

Which of the following resources, if any, does your company use to monitor customer service quality?

### Resources Used to Monitor Customer Service Quality | Resource Partners



Does your company have a team member responsible for researching and evaluating customer feedback shared about your brand via social media?

### Staff Responsible for Researching/Evaluating Feedback Via Social Media | Resource Partners



Which of the following, if any, actions does your company take when customer feedback about your brand is identified on social media sites?

### Actions Company Takes When Customer Feedback is Identified on Social Media Sites | Resource Partners

Retweet, like or share positive feedback	72%
Share feedback with employees	83%
Thank or respond to the individual who posted the feedback	89%
Use feedback as testimonials in marketing efforts	67%
None of the above	6%
Other	0%

Does your company have a policy or protocol in place to deal with unhappy customers?

### Policy or Protocol for Unhappy Customers | Resource Partners



Please describe your company's approach to handling an unhappy customer.

- 100 percent money back guarantee.
- Each complaint is addressed by a client care specialist who is trained to resolve a variety of dissatisfaction.
- Follow-up call.
- If the issue cannot be resolved in customer care then a senior level manager follows up directly and we make it right. Always.
- It depends if the customer is a wholesale client or a consumer; both are handled differently. We deal with complaints on an individual basis and take necessary action to fix the problem and make the customer happy.
- Our approach to an unhappy customer is to directly contact and engage.

- Our customer service department will reach out to that person only if we have their phone number.
- Our customer service manager contacts the client to determine the course of action and consults with VP of sales.
- Reach out to resolve an issue.
- Show understanding to the client, apologize and offer another experience at the spa and/or product.
- The approach depends on the complaint but at the end of the day we try to make sure the customer is satisfied, sometimes this comes in the form of a discount, credit or free product.
- Understanding the problem, solving it, knowing that the customer is now satisfied, and making sure it won't happen again.
- We always contact the client and do whatever needs to be done to resolve the problem.
- We contact the customer directly and find out what it will take to resolve the situation in a manner that will satisfy them.
- We determine the source of the complaint, or dissatisfaction and work with them to resolve the issue and retain the customer.
- We do not wish for unhappy customers to be out there discussing their unsatisfaction with our company, so our job is to rectify the situation immediately. We listen to their needs and find a fair solution.

### Does your company set internal customer service goals?

#### Internal Company Customer Service Goals | Resource Partners



### Please describe how your company tracks and measures the success of its customer service goals.

- Mystery shopper program.
- Sales goals and incentives offered for exceeding. Work as a team to complete a goal and all share in reward for meeting or exceeding goal.
- We go right to the source, the customer! We ask customer's feedback, we call randomly to check in on how our sales force, our customer service department is doing, our vice president will reach out twice a year for feedback as well.
- We rate our shipping accuracy, our response time, the number of calls that come in and segment them and weigh them against prior months/years, and we look at surveys.

- We review and follow-up all customer service issues and upper management personally acknowledges and thanks team members.
- We utilize spreadsheets to measure customer service goals. We track all information requests, sample requests and product orders and follow up within two to three business days of the product being received to ensure the samples/order was received and to make sure that it met or exceeded our client's standards. If there is an issue, the issue is corrected immediately. We log all customer feedback and label the feedback as "met," "exceeded," or "goal not met."

**Please share any valuable resources your company has used for employee customer service training (i.e. books, guest speakers, motivational tools, etc.).**

- All employees follow our mission and vision statement, which, in a nutshell, is customer service centric.
- Customer service training by corporate office. We do not use outside speakers.
- Hiring great people to run these divisions has been key to our success and great reputation in the industry!
- We engage a professional resource company to assist us with online and in person module training.
- We instill in our customer service agents, the importance of treating each customer with respect and the "Golden Rule" treat every person as you would want to be treated.
- Weekly meetings and yearly company meeting.
- When we have new staff who have been trained elsewhere we ask them to give a training on customer service. We then can incorporate any new ideas in to our in house training.