

Community Partnerships September 2012

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 September 2012 Snapshot Survey requested information on community partnerships.

Almost three out of every four ISPA spa members (73 percent) partner with at least one other organization. When it comes to partnering with local businesses, more days spas are forming these types of relationships in comparison to resort/hotel spas (60 percent and 33 percent respectively). Partnerships with local farmers and growers are also present with 27 percent of spas utilizing local products within their treatment offerings. Almost half of all days spas (49 percent) and 34 percent of resort/hotel spas are exchanging benefits with a local partner. With the benefit exchanges, spas are getting creative by trading out spa discounts for increased exposure/marketing and discounts for the partner's business that can be passed onto employees as a benefit. Several day spas are teaming up with local hotels and bed and breakfast operations that do not have spas on-site to do cross-promotions and provide a valuable off-site amenity to their guests.

Spas are also working to get their employees involved. Forty-one percent of day spas and 35 percent of resort/hotel spas are incentivizing their staff to volunteer. These incentives include everything from paid time off, recognition, discounts on treatments and priority scheduling. Respondents identified some of their most valuable partnerships which included several nonprofit organizations that raise awareness for different types of cancer. Whether it's supporting a nonprofit organization's 5K run or making a donation to a local shelter, spas are building strong relationships within their communities.

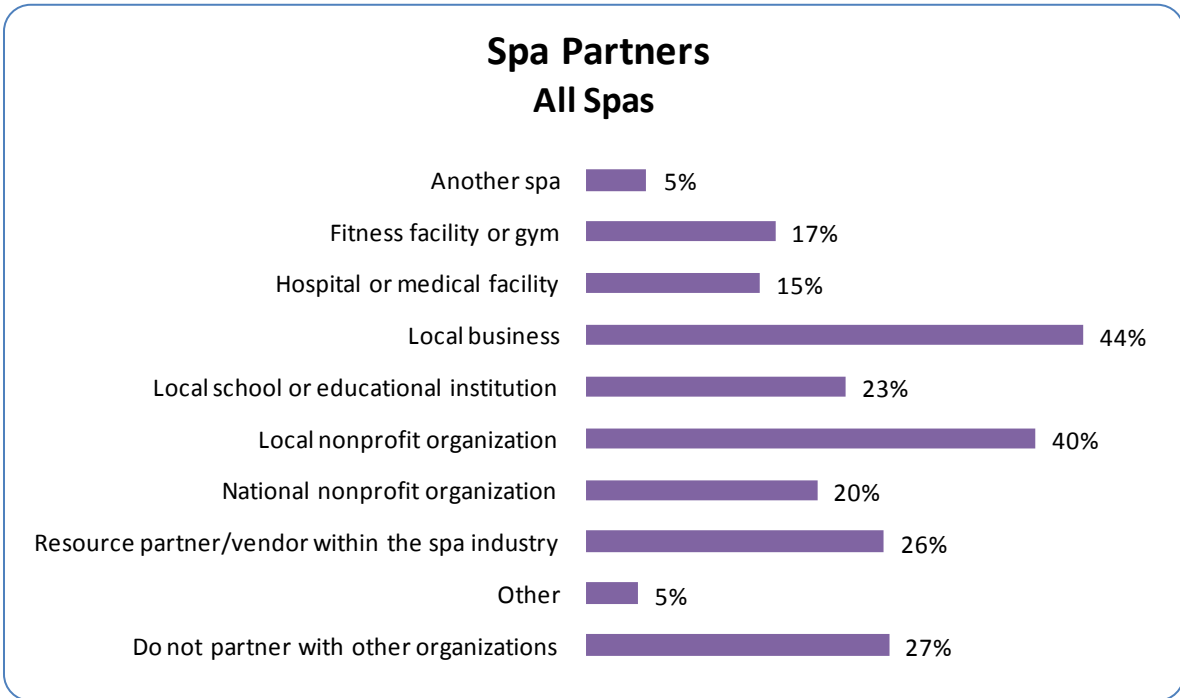
An even higher rate of resource partners are teaming up with other organizations (81 percent). Partnerships with local businesses top the list at 47 percent followed by local nonprofit organizations at 36 percent. Resource partners are also getting their staff involved with 35 percent incentivizing their team members to volunteer. A diverse list of community partners were identified by this group including organizations such as The American Cancer Society, Washington Zoo, Coats for Kids and Dress for Success to name a few.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, September 21, 2012 to Friday, September 28, 2012. During this time, 403 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). The resource partner category includes spa consultants.

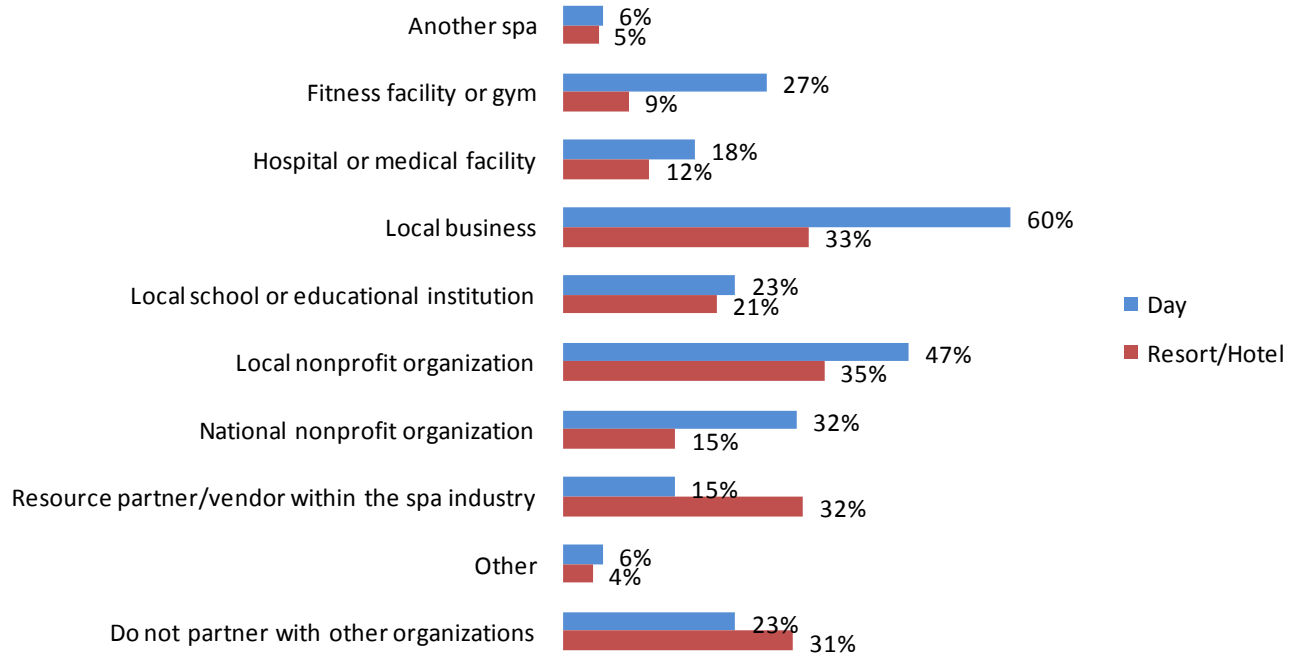
Disclaimer: This document contains proprietary information of the International SPA Association. For permission to reproduce any material contained in this publication, please call ISPA at 1.859.226.4326. If consent is granted, attribution to ISPA and other sources specified in the document should be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

SPA MEMBERS

Which of the following types of organizations, if any, has your spa partnered with in 2012?



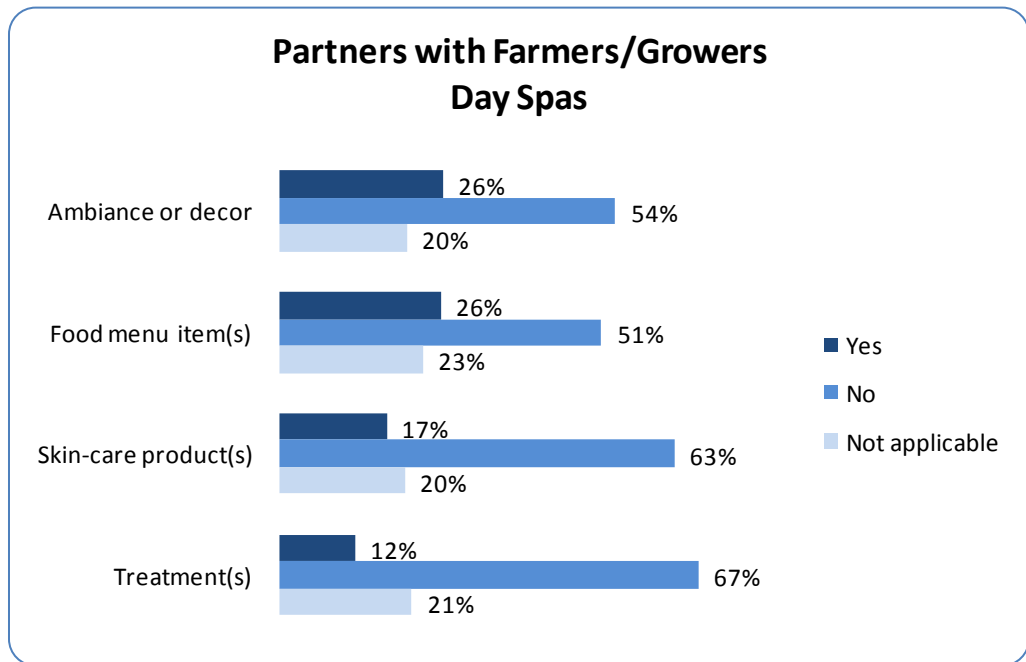
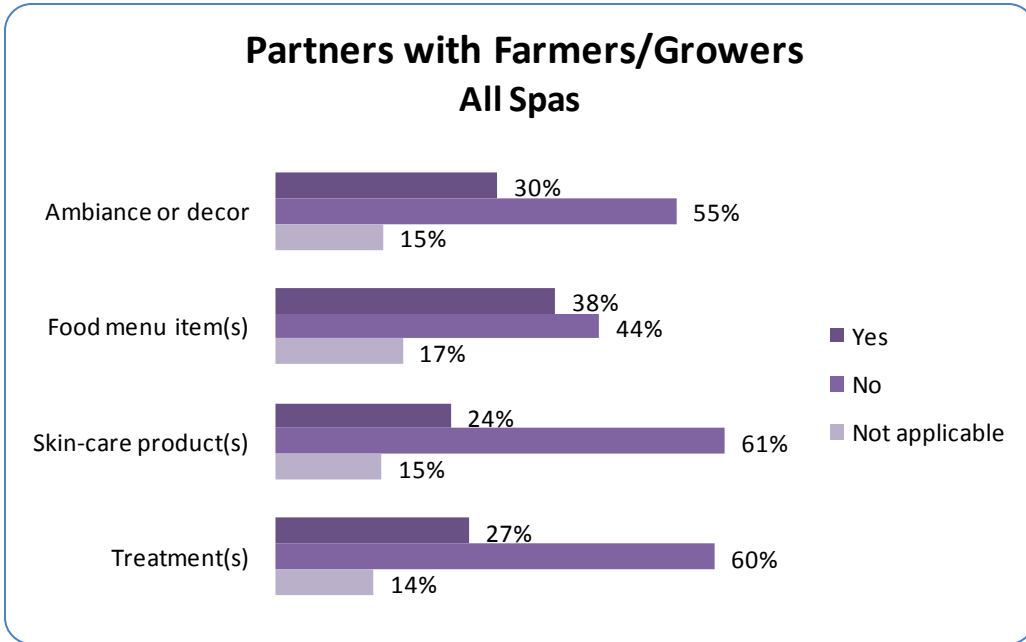
Spa Partners by Spa Type



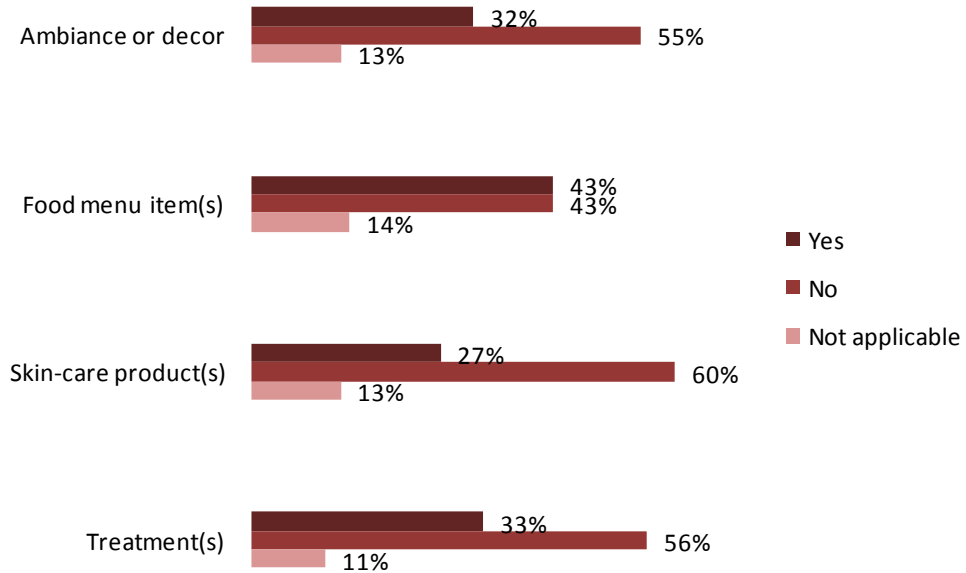
Respondents who answered “other” in the previous question were asked to list the type of organization with which they partnered. Below is a sample of the responses.

- Chamber of Commerce.
- Community in general.
- Hotel.
- Local bed and breakfasts.
- Local sports team.
- Other hotels without a spa.

Does your spa partner with local farmers or growers to utilize their products within any of the following areas?

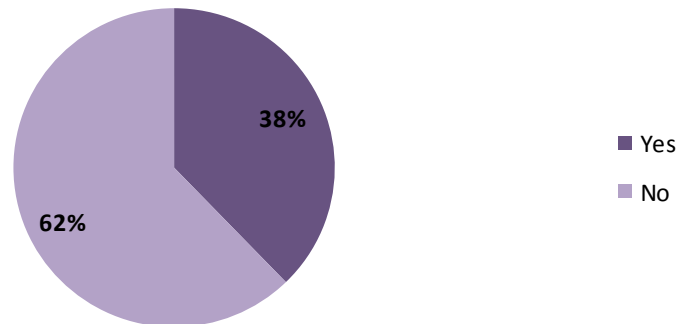


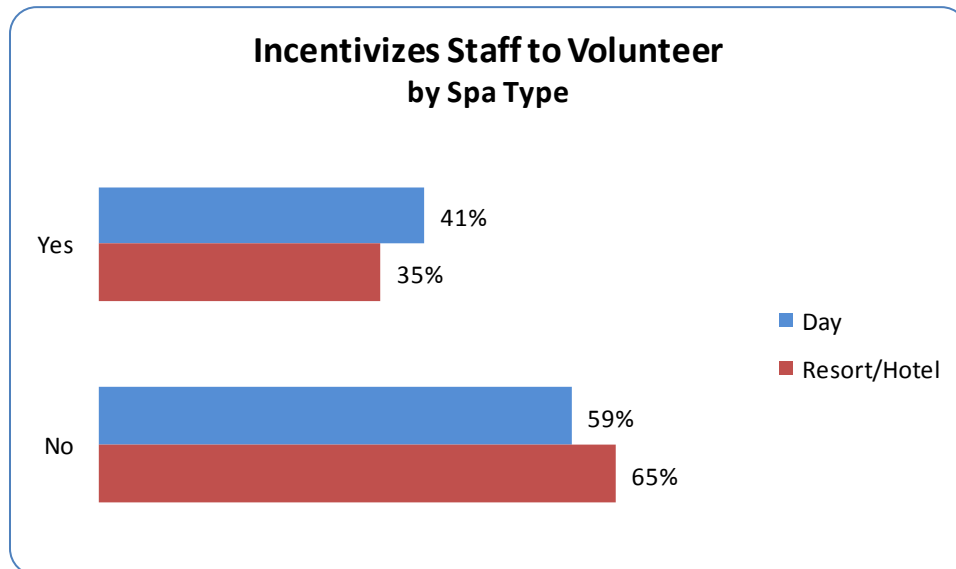
Partners with Farmers/Growers Resort Spas



Does your spa incentivize staff to participate in volunteer efforts within your community?

Incentivizes Staff to Volunteer All Spas





Respondents who answered “yes” to the previous question were asked to describe how their spa incentivizes staff to participate in volunteer efforts within their community. Below is a sample of responses.

Day Spas

- American Cancer Relay for Life.
- Employee competitions.
- Encouraged donation to healing hands for arthritis event.
- Free services and some bonuses.
- If we volunteer in the community, it is taken into account when we are up for raises and promotions.
- Match any funds raised up to a certain amount, give them the day off and supply donations for charities of their choice.
- Once a month our staff volunteers at one of our local retirement villages with hand massages. Our staff is incentivized just by the personal rewards that they receive when they volunteer.
- Opportunity to network and promote themselves within the community.
- Paid time and massages.
- Recognition and giving back to the community.
- Recognition and promotion.
- Send chair massage to local events.
- Staff gets paid to be involved in charity work to help local charities plus cancer research charity.
- Volunteer efforts supported by organization are paid time.
- We are hosting The Fashion for a Cure Breast Cancer Luncheon benefiting the Florida Breast Cancer Foundation. We have also taken our spa staff to Henderson Mental Health Clinic and did services for the patients before the holiday, i.e. haircuts, nails, facials, massages, personal training and nutrition classes. Some of them have never had that experience before.

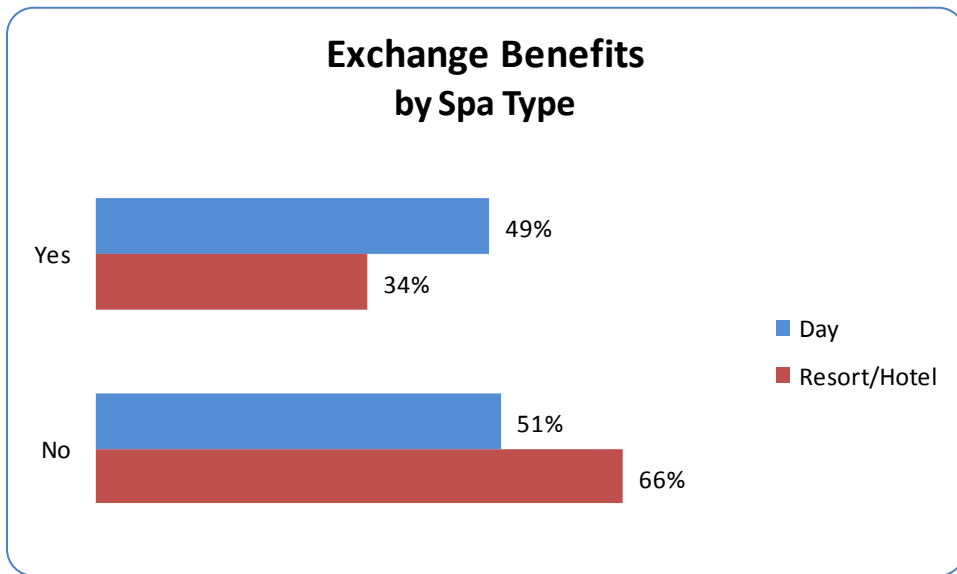
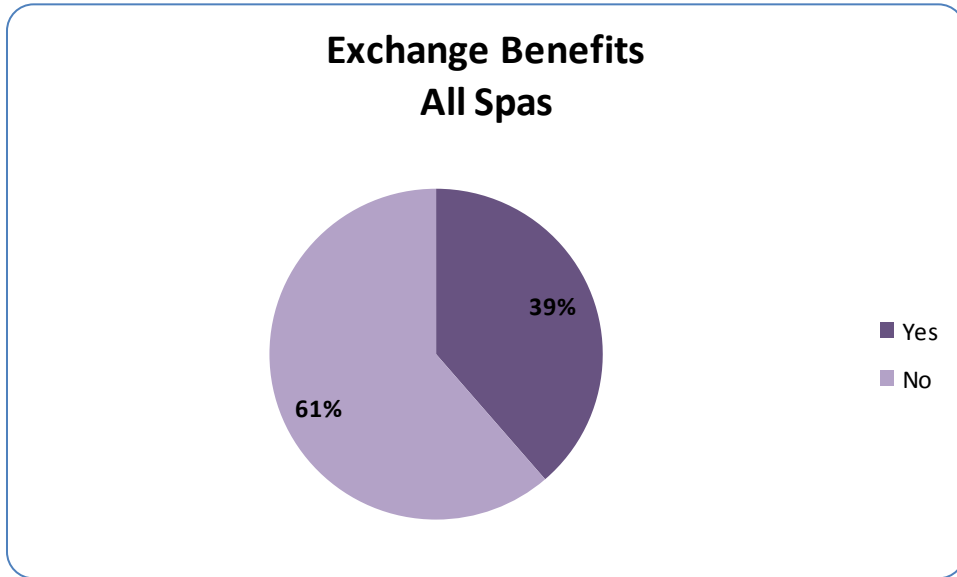
- We have a partnership with a local foundation, The Arthur R. Marshall Foundation, which connects people to nature and the ecosystem of Florida through educational programs. For this entire year, we have been donating a portion of gift certificates bought by clients who mention the Foundation. This Sunday we have an open house in which all the staff will participate to honor the work of the Foundation and raise awareness and funds.
- We have contests for fundraising efforts.
- We include it as part of their reviews.
- We participate in local efforts by giving free chair massages in the community.
- We pay our therapists and front desk staff to work at community events where we are not paid.
- We post our thanks as well as let all staff know - at staff meetings - which of their co-workers have gone out into the world to volunteer.

Resort/Hotel & Other Spas

- 5K run for a local charity, bringing more than 400 guests to our facilities.
- All leaders are required to perform two volunteer efforts as part of their annual review process.
- As part of the hotel, we arrange community events, such as beach clean ups, to help the community.
- Bonus/paid days off.
- Community service is a part of each service professional's annual review, so their compensation can be enhanced if they volunteer.
- Credits and points are awarded and may be redeemed for merchandise.
- Flexible shifts, honor time off for volunteer days, and give priority scheduling.
- We do fundraising and a 5K run every year for a local cancer research center.
- In the past we have sponsored a "spa day" for those who are cancer patients/survivors. The resort pays the technician's commission for the services. We also are involved with other spas. This is done during the slow season so local therapists are making more money than usual for this time of year. Oftentimes the therapists opt to give their time and services and forego their commission. They are extremely caring and giving.
- It is promoted through our property to all employees.
- Metropolitan Urban League coaching for young students from low income families.
- Movie tickets, lunch to enjoy together and thank-you letters.
- Once a year, the spa selects a local nonprofit organization to volunteer at, such as a hospital, Title 1 school, Heroes for Children, etc.
- Our company provides eight hours of paid volunteer time per year for year-round employees if they wish to participate in a community event such as Habitat for Humanity, etc. Must be approved by a manager.
- Our employees are paid up to eight hours per year for participating in community service.
- Our property has extensive community connections and we are constantly working on community related projects like Habitat for Humanity, Sick Kids foundation and local charities.
- Our regional Chamber of Commerce event, where we showcase our spa, is a fun event which we pay our staff to participate in via payroll and entry tickets.
- Paid massages and hourly pay for highway cleanup programs.
- Personal recognition during monthly CARE Rallies.
- Providing group transportation to events, providing food and beverage before and after event, raffle for prizes after completion of event for staff participants.
- Shift preference on the day of the outing and paid hours off from work to volunteer.

- The corporation has many programs in place, such as after school tutoring for at-risk youth and local park clean-up days, once a quarter. It is part of the culture within our organization to volunteer and many staff members are team leaders for these programs.
- They get paid their hourly rate.
- They receive recognition and "bucks," an on-property reward program that associates can redeem for spa treatments, lunch/dinner, at shops, etc.
- Tickets to shows, discounts on treatments and dinners at hotel.
- We ask for some volunteer hours each quarter. There is not a minimum or maximum limit. Some offer more, some offer less.
- We collect clothing for hospitals that deliver to abused women and children, and also to patients that do not have medical insurance. We donate blood to the local hospitals via a blood bank bus that comes to the hotel. We have a full-day where we invite school children with special needs to play, eat and have fun.
- We encourage our staff to participate in a monthly event called Girls Night Out. This event highlights a different charity every month. Staff get to mingle with guests and market themselves to charitable guests they might never otherwise have had an opportunity to meet.
- We go as a team; the incentive is the exposure.
- We have a large volunteer fair with a nice lunch for our staff where 20 nonprofit organizations have an exhibit for our employees where they can get information and talk to a volunteer. We then give points to our employees as a part of our wellness program, if they volunteer. We also have contests and offer opportunities for donating blood, etc.
- We have an evaluation at the end of the year, and they have to participate in three different activities. They will receive extra points for their participation on their evaluation.
- We have appreciation parties.
- We hold charity yoga events where associates volunteer. This brings visibility for those associates.
- We host a Five Star Day each year with the Ronald McDonald House where we turn the House into a Five Star Hotel and Spa for the day. We offer three meals and snacks, complimentary massages, facials, nail and makeup services, landscaping, housekeeping, valet shuttle to and from the hospital, recreation activities for siblings of the hospitalized children, etc.
- We offer five to 10 paid days where employees can work with community projects. In addition, we offer gift incentives for those who actively engage in such activities.
- We offer our staff regular wages to participate in many of our community volunteer efforts. If the volunteer effort is unpaid, we still often provide lunch and sometimes transportation.
- We support them with equipment and products for races and for mountain events.

Does your spa partner with a local business to exchange benefits?



Respondents who answered “yes” to the previous question were asked to describe the details of the discount(s) or service(s) exchanged with their local business partner. Below is a sample of responses.

Day Spas

- Ten percent off for employees of the plazas in which we are a part.
- Ten percent with food and college. Ten percent with the Chamber of Commerce.

- Ten to 20 percent exchange discount.
- Discounted memberships are offered to local businesses in exchange for discounts in those establishments.
- Discounts with neighboring businesses in exchange for their business with us.
- Full trade with another local salon, a local graphic design company and a local advertising agency.
- I own different types of businesses; therefore, I am able to provide my employees with employee discounts at the other locations.
- Local businesses get 10 percent off services and can earn a free service for every seven people they refer to us and that book appointments.
- Offer discounts on service and retail with local business partners.
- The spa is part of a resort campus that has an athletic club, boutique hotel and cabins, brew pub and movie theater.
- Trade gift certificates for services to receive gift cards for restaurants.
- Usually a coupon or incentive for specific days.
- We are located within a department store, those departmental employees receive 20 percent off spa services, Monday through Wednesday, and the spa staff receives a 20 percent discount when they shop at the department store for retail.
- We partner with local inns and a bed and breakfast for a 10 percent discount on any bookings they bring us.
- We use a local cafe to provide our meals that are ordered for a day at the spa, and in turn, the cafe sends special food items for our staff on occasion.
- We give a 15 percent discount to a local hotel's clients when they come to the spa.

Resort/Hotel & Other Spas

- Ten percent off on both ends and we also distribute literature for each other.
- Ten to 25 percent off spa membership which then rolls over into discounts on spa services and restaurant venues, excluding alcohol.
- All employees have a 20 percent discount in our partner business.
- Complimentary fifty-minute massage, body scrub, or facial once a month.
- Discount for volume of purchase.
- Discounts for local Chamber of Commerce.
- Exchange access to each other's facility.
- Exchange of vouchers with other spas.
- Guest referrals to hair salon and then spa employees receive 25 percent off hair services.
- Conduct training for all staff in hygiene and safety for a discounted price and also further therapy training with half-price promotions.
- Local guests received 15 percent service discounts mid-week. Courtesy industry service trades and discounts with local industry partners. We advertise via social media and through public relations highlighting locally grown ingredients that we use in treatments and in our artist cottage.
- Local vintners/wineries and Chamber of Commerce members receive 20 percent off Monday through Thursday.
- Our spa extends a 20 percent employee discount within the company and creates monthly promotions for the locals.
- Reciprocal discounts.
- Referral programs with commissions.
- Show tickets worth \$50 each.

- Spa is owned by a company that also owns hotels, so all staff members get a discount on services and product and our staff receives a discount on food and beverage and room rates.
- Trading spa treatments with local spa directors.
- We actually partner with a local nursery for our spa garden in our outdoor space. The nursery plants and maintains the space for us and we participate in a couple of their key events by providing mini-services such as chair and hand massages.
- We exchange discounts with a local coffee manufacturer for employees of both companies.
- We exchange gift cards of equal value. Sometime we use them for staff incentives, but occasionally we also use them for guest services. For example, a business across the street from our spa sells sandals. Customers can enter a drawing to win a spa pedicure. In addition, we get their contact info to add to our database.
- We exchange gift certificates to use as employee incentives.
- We have developed a corporate program that offers discounts on room rates, services and products mid-week during non-peak business hours.
- We have exchanged a spa membership for the opportunity to bring members of our team to dinner. We have exchanged services in our spa for those in other facilities to allow our team the opportunity to experience other spas and resorts.
- We have extended our employee rate for services to several local business' employees such as a medical center and fitness center.
- We have hotel-wide programs that offer various discounts on everything from dining, furniture, legal services, veterinarians, etc.
- We have marketing discount cards for our partners to give out to their guests and once we see a return in a certain amount we give either a gift card or service to that retailer to give to their staff or they can use it themselves.
- We include items from the National Zoo in our lifestyle boutique.
- We offer corporate discounts to a few neighboring businesses, and in exchange, they have been helpful in expediting some business needs for us. We offer a 10 percent discount on spa treatments Monday through Thursday with the national bank next door and in turn, they help many of our new employees get their banking set up quickly.
- We partner with a hair salon to provide discounted services to each of our employees.
- We partner with a local (seasonal) music event. They get discounted treatments for their students, orchestra members and the organization gets free tickets.
- We trade discount coupons or day passes as associate rewards.
- We trade gift certificates for either services (one-hour treatments) or spa credit (\$50-\$100) in exchange for goods or services from local companies. We use these gift certificates to give to our employees and managers as contest prizes and as a thank-you.
- We trade services with another spa in the Bow Valley for our teams. We also exchange gift letters to use as prizes for incentives and guest service awards.
- We work with a local medical spa that provides us with discounts - 20 percent off on their services and vice versa.
- We work with local vendors for services, when needed, for events.
- Wine Association partners receive 10 percent off services when available.

Respondents were asked to describe their spa's most valuable community partnership and how their spa has benefited from the partnership. Below is a sample of responses.

Day Spas

- Animal rescue and high visibility outdoor events.
- Arthritis Foundation Kat Fish Camp which helps the kids and parents.
- We are partnered with the Arthritis Foundation and we have participated in two fundraisers with them this year. With this type of partnership, we have received local and national advertising.
- Chamber of Commerce - owner serves as a director and assists with fundraising, events, etc. This builds general business awareness.
- Doing events in our community, for example with the hospitals, has brought awareness and guests to our spa.
- Our most valuable partnership is with the Wounded Warriors group. We have benefited from this partnership because it has allowed us to conduct charitable business with a worthy cause and create brand awareness in our community.
- Our partnership with local shelters, schools and local charities has improved our standing as good neighbors in the community.
- Our partnership with Look Good Feel Better, not only is rewarding for our staff who are involved in teaching those classes, but a lot of times, the patients make it in to the spa after meeting our volunteers to buy wigs and have services done. That is also rewarding for our staff members.
- Partnership with fitness facility, offering services that coincide with specific diseases, i.e. arthritis, cancer, fibromyalgia and spiritual retreats.
- Partnerships with arts nonprofit groups.
- Providing a retail outlet for spa music CDs by local artists and seasonally featuring lavender products and Native American products.
- The Arthritis Foundation is our partner. On Sept. 19, we dedicated the entire day to the cause. For every service performed, we gave \$10 to the Arthritis Foundation. We also gifted massages to the Foundation to give to those who are in desperate need of massage to relieve pain and reduce some stress on the body.
- The Florida Breast Cancer Foundation. It has brought our community closer and has raised a lot of money for the Foundation.
- The neighboring hotel, as they do not have a spa and their guests are able to easily visit ours.
- Two local hotels send us their guests who are looking for spa treatments and the concierge receive points for referrals.
- Upscale hair salon shares clients with us and we have a discount exchange arrangement between the staffs of both companies.
- We are developing a relationship with a local candy store. They supply us with chocolates and promote us. Their candy is a nice gift for our members.
- We are located in a small community and are very active in donating to local schools and nonprofit organizations. Our small mountain town is very busy during the summer months with tourists, so we rely on the local business through the winter. That being said, it is important for us to be involved in our community.
- We have benefited greatly by our association with the Marshall Foundation and the increased community exposure that the Foundation has done through their public relations efforts. Also, many supporters of the Foundation are coming to us as clients as a result of the partnership.
- We offer gym and pool memberships for half-price for local school teachers. The only restriction is they cannot use the facilities on the weekends.

- While I do not believe in the financial ROI of donations to nonprofits, we do strongly believe in this as our duty. We have a committee of employees who decide monthly who will receive the in-kind donations.

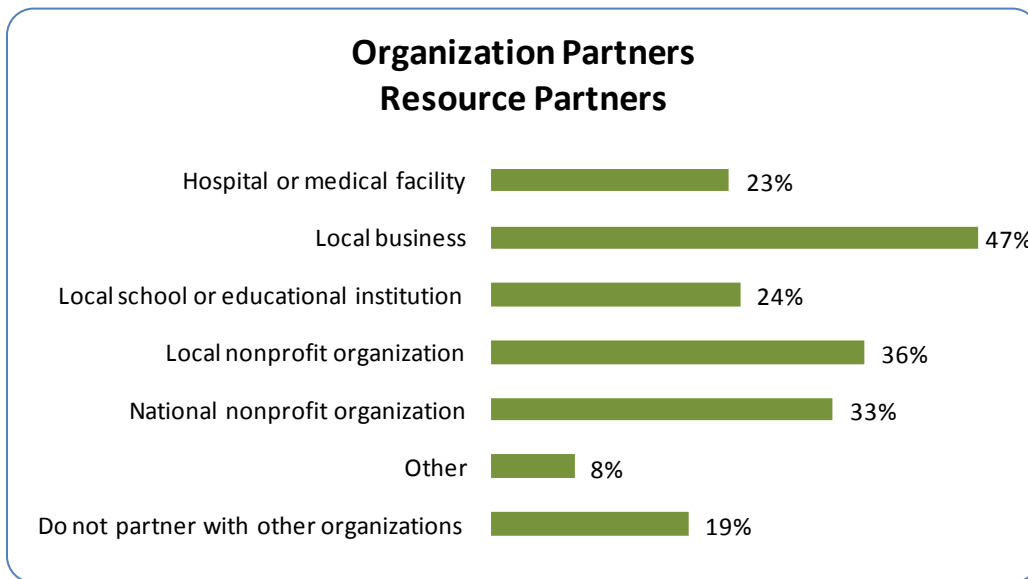
Resort/Hotel & Other Spas

- Bartering gift certificates with restaurants gets their staff in our spa.
- Chamber of Commerce which provides us with an email channel to distribute specials and information.
- Clean the world - we donate several thousand pounds of soap and we helped to prep the soap for re-formulation to make new bars of soap.
- *Cleveland Business Connects Magazine* - we donate to their different annual events so that we have more of a presence within the Cleveland area.
- Educational partnership with the beauty school because this really motivates the staff and enhances our guest experience tremendously.
- Gammage Theatre at ASU. When we find an appropriate production, we design services around it and it receives a lot of exposure and there is usually a charity element involved as well.
- The high school opens its athletic fields, when available, to our group to have team-building activities, for seasonal staff and for holidays and weekends.
- Hotels in our area that do not have a spa will refer their guests to come to our spa and in turn they receive a 10 percent discount.
- In October, we donate a portion of services to the Susan G. Komen. The effort has raised significant donation amounts and awareness in our community about our spa.
- In the past, we partnered with the local hospital for which we created shampoo, conditioner, body wash and lotion for the maternity ward with our products and logo attached.
- Local farmers are able to assist in the showcase of the spa cafe and resort menus.
- Local schools which allows us to mentor children and understand their needs more.
- Local wineries/vintners that we partner with encourage their employees to use the spa.
- My association with local women's professional business organizations has helped me to network in the community and increase my business revenue.
- Our House to House program works with the local Ronald McDonald House offering massage and other services to help relieve the stress of parents.
- Our most valuable community partnerships are with our local CVB and Chamber of Commerce. We have received a lot of media attention, hosted many valuable guests, and have had a lot of community involvement with these two partners.
- Our most valued community partnership comes from the local chapter of the Susan G. Komen foundation. We raise funds for their organization and they distribute information about events and treatments in our spa to their large database of emails, as well as listing our events and specials on their calendar of events.
- Our partnership with local hospitals. We have seen an increase in spa revenue from their employees.
- Our product is part of several weight loss challenges for the winning competitors.
- Our relationship with the Gila River Indian Community. Through their elders we are able to model our products, offerings and stories after the Pima and Maricopa people.
- Palos Verdes Education Fund - we have many of their members as spa members as well.
- Re-Cork – we donate wine corks to a nonprofit that produces shoes for third world countries.
- Several different nonprofit groups, where we encourage our staff to get involved and give back to our community. Word of mouth is always the best form of advertising and the organizations that we offer our time and talents to always provide great marketing for our company and spa.

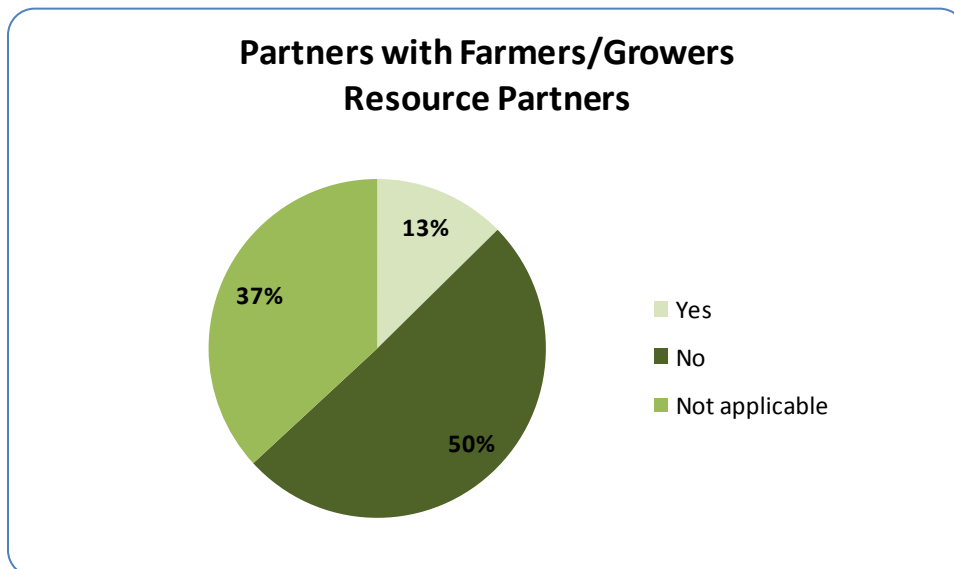
- Spa Chic. We participate along with other spas in the area in the month of September. By doing this, we are creating revenue and generating business during the slow season.
- The hotel did a fundraiser walk for the local school library and raised over \$30,000.
- We benefit simply from the local clients gaining respect from the amount of local products we incorporate, buy and sell. Each is highlighted as much as possible.
- We currently offer massages at a discounted rate to cancer patients at the Fox Chase Cancer Center. This has brought exposure to the spa, lots of word of mouth by local guests, which in turn brings in more clients.
- We do many events for our local community center (nonprofit). All of the proceeds go to their food pantry as well as to a scholarship fund.
- We have attended charitable runs and provided complimentary massage. It is wonderful to reach out to members of our community and then the community gives back by coming to visit us for services.
- We have cultivated an unlikely partner (truck stop) as a result of a complaint about our billboard. We have done marketing blitzes together and raised money for different nonprofit organizations together.
- We partner with a local cosmetic surgeon who comes here one time per week to offer our spa guests medical spa treatments. It offers our guests the convenience of one-stop shopping for all their beauty services.
- We partner with Farm to School to help raise money for them with a physical race. This is beneficial because we share the same philosophy and that helps brand us in our community.
- We partner with local farms to incorporate Ojai Valley Pixie Tangerines into our spring seasonal offerings. The tangerines are indigenous to Ojai and they are only available three months of the year. The local farm to spa connection has received media attention worldwide and increased exposure and revenue for both our industries.
- We partner with our corporate travel accounts on a rotating schedule to provide a discount of \$25 on any 50-minute service of their choice for the employees in the office of the account.
- We partner with our local hospital's cancer department. We have started to gain a stronger repeat clientele and this has helped us full circle.
- We partner with several resorts in the area that do not have spas. They have our brochures in the guest rooms and/or at the concierge desks. We also do room and spa packages with them using a voucher system. These partnerships allow us to increase our access to visitors in the area.
- We partnered with a local center for cancer patients and their families providing complimentary massages to them once a quarter.
- We provide services for community events such as local farmers markets and health and wellness local events; the staff feels more connected to the community with these partnerships.
- We provide spa services and day passes to the Wounded Warrior Program.
- We recently found our very own beekeeper that produces honey for our site. He is in our neighborhood.
- We support homeless children's programs in the area and also work closely together with national organizations in these areas.
- We use local farmers for our spa menu offerings.
- We volunteer to do spa treatments at a local hospital. It's just a way to get our name out there and to do good for the community.
- We work locally with the regional cancer center. It gives exposure to the spa, our staff and our brand. It is a fulfilling experience for all staff members.

RESOURCE PARTNERS

Which of the following types of organizations, if any, has your company partnered with in 2012?



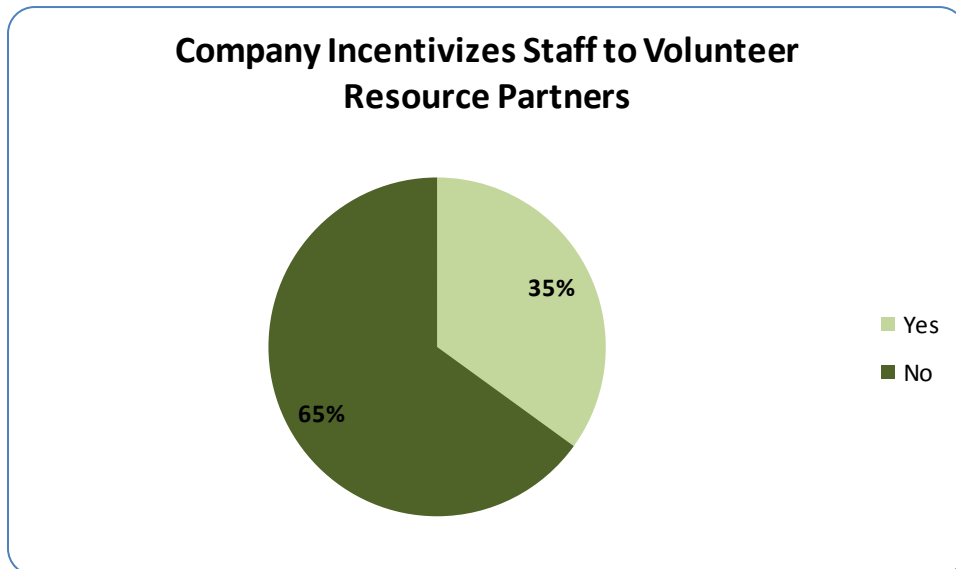
Does your company partner with local farmers or growers to utilize their products within any of your company's products?



Respondents who answered “yes” to the previous question were asked to describe their company’s partnership with local farmers or growers. Below is a sample of the responses.

- Establishing organic farms to help the local economy and to gain organic certification.
- Lavender distilled by local grower.
- The only locally grown ingredients would be some of the oils we use. The relationship is not direct, but rather through our oil supplier.
- We as a university, support the farm to fork concept and support Michigan growers. Using their products in production and selling their products in our convenience stores.
- We have plans to actually have an edible landscape, an organic golf course and organic gardens
- We try to include them in our educational programs for the students. For example, we’ve invited an organic farmer and the organizer of an organic co-op to be panelists on a session in October as part of the "Think Tank" festivities for this year's Hall of Honor.
- We work with a local coffee company and farmer bringing organic cream (dairy) and local coffee to spas in the area. We work with local growers (when possible in the specific location) for lavender and other essential oils from local growers.
- We work with local growers to help support our members in finding organic produce.
- When possible, local produce is used in our kitchen.

Does your company incentivize staff to participate in volunteer efforts within your community?



Respondents were asked to describe how their company incentivizes staff to participate in volunteer efforts within their community. Below is a sample of the responses.

- All students are required to complete 80 hours before graduation. Spa Lab is a registered service-learning center for university students.
- By making us aware of opportunities.
- Community engagement is expected, but not for remuneration though, as part of duties.
- Depending on the event, they are provided with product and/or bonus pay.
- Give time off.
- It affords them networking opportunities to increase sales.
- It is all about building community! We support their efforts by allowing them to attend the meetings, showcase them in the updates of university life, and also recognize them with "awards".
- It is mandatory for our students to do 20 hours of volunteer work.
- Offers paid hours off to attend charity events; buys tickets for staff to attend charity events.
- Ongoing charitable walks, golf tournaments, clean-up initiatives to raise funds. Organized on departmental and campus levels.
- Part of culture of company and requirements.
- Sample gifts for raffle and fundraisers.
- Speaking in the school classroom.
- Time to participate in local charitable work.
- We give paid time off for volunteer efforts and we partner with local volunteer opportunities for employees to participate in.
- We had a volunteer event as part of our faculty retreat this year, and several of us offer course credit/extra credit in our courses for various volunteering from the students.
- We have a corporate partnership with American Cancer Society's DetermiNation team. DetermiNation is a team of endurance runners or people who would like to be that raise money for cancer awareness and support by receiving donations for the events they have signed up for. We incent our staff by subsidizing a portion of the fundraising requirement.
- We have a portal that we use to track our activity throughout the year. They also provide gift cards that can be used to donate to the various organizations that we are aligned with.
- We have a program that encourages employees to identify and participate in local nonprofit organizations
- We have adopted the one percent rule. We and our employees give one percent of our time, product and profits to local charities.
- We recently were a sponsor of the local Relay for Life event. Many of us attended the event to give away free product. We've and we've partnered with the American Cancer Society to have a national campaign for Breast Cancer Awareness.
- We've only done one this year and it's for the SPCA.

Respondents were asked to describe their company's most valuable community partnership and how has their company benefited from the partnership. Below is a sample of the responses.

- All of our locations are active members of their local Chamber of Commerce through which we have had very supportive and beneficial partnerships.
- Cancer Society which encourages team spirit and many activities.
- City of Hope, Go Red and the Heart Association.
- Coats for Kids which gives us a good feeling.
- Dress for Success which helps women establish a new career path.
- I work locally to help people who have been downsized to get their energy and confidence back. The inspiration I feel from these people is amazing and I realize how thankful I have to be every moment for all the goodness and grace that comes to me.
- International Youth Week where we work with the youth in our communities to provide them with opportunities within the hospitality industry.
- Our local area networking organization is a valuable partnership because we get to meet other local entrepreneurs and help each other by offering advice, a sounding board, leads, etc.
- Partnered with local, world-renowned spa to offer a women's wellness lecture series for the community. Increased community awareness of our company and its values.
- UNICEF. Big campaign comes out every December asking employees to make a donation.
- Providing scholarships for college students interested in the field. We benefit by investing in the future of the industry.
- We have been providing wellness education to a local free clinic which supports uninsured and underinsured members of the community. This is part of our community outreach program.
- SCARACE (green organization) where we earn our Earth Flag certification for green business practices.
- Starburst which is community outreach with food and non-food items.
- The American Cancer Society. The benefit is the goodwill a partnership like this creates. It feels good for the franchisees as well as the employees and corporate to give back, to help, and to contribute to the community.
- There are many, but for my classes, it's been the formation of the local spa association (which I'm currently organizing). It's facilitating a lot of opportunities for the students in the way of internships, secret shopper assignments and spa tours.
- Walk for Water which is a good cause and provides healthy activity.
- Washington Zoo because it offers great exposure. Various other partnerships exist based on property location. They always provide great exposure and community support.
- We are partnered with several nonprofit organizations. Everything from music festivals, beach stewardship, the arts, historic preservation, animal refuse and regional food banks.
- We are supporting 30 local construction companies for construction of a resort master planned community. It has provided a valuable means of income for people who were out of work since the sugar industry left the island.
- We do support the local business center through conferencing and the schools through classroom speaking, but our target is international so we focus more on this broader market.
- We donate a significant amount of our merchandise to local charities.
- We donate to local charities, school functions, etc. We have benefited through higher local recognition of our brand.

- We experience a deep joyfulness of the holiday season when we organize gift bags for homeless women.
- We have done free consulting with a local hotel to help them build their spa, programs and organic garden. This has benefited us in building a long-term relationship.
- We have partnered with local biodynamic farm. On a national level, we partnered with Heifer International and Women's World Beat.
- We partner with Dress for Success to do makeovers for battered women. Our staff loves giving back and helping women in need rebuild their self-esteem.
- We partner with the American Heart Association by donating a portion of sales during Heart Month in February. February is usually the highest revenue month, as a result.
- When working on my last project, I recommended that the medical practice reach out to a hair salon to educate them on scalp health and a famous yoga studio to promote overall health.
- Working with moms' groups and participating in Look Good Feel Better workshops.
- Working within a women's prison.