



# SNAPSHOT SURVEY RESULTS REPORT

———— *Employee Training* ————

FEBRUARY 2016

## Employee Training Survey Results

ISPA Snapshot Survey | February 2016

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 February Snapshot Survey requested information on employee training.

Quality employee training is essential to the success of any business within the spa industry. Spa members are offering a variety of training opportunities to ensure their clients receive the best experience possible. The large majority of spa member respondents, 97 percent, offer in-house hands-on vendor training to employees. Four out of every ten spa respondents indicated they provide off-site training for their employees allowing them to visit vendors at their office or training facility. Customer service training and retail sales training are also provided by a significant number of spa members (80 percent and 72 percent respectively).

Sixty-eight percent of spa respondents offer customer service training to their employees at least once per quarter, compared to only 45 percent of resource partner members. Role-playing exercises and hands-on training were identified as two of the most effective types of customer service training. Vendors are also serving as key partners for both customer service and retail sales training with the large majority, 94 percent, offering training opportunities to their clients. Sixty-five percent of resource partner respondents offer complimentary hands-on training at their clients' spas and 63 percent offer web-based training. Vendors also help spas measure their staff's product knowledge through hands-on evaluations and on-site testing at the conclusion of a training session (offered by 46 percent and 27 percent respectively).

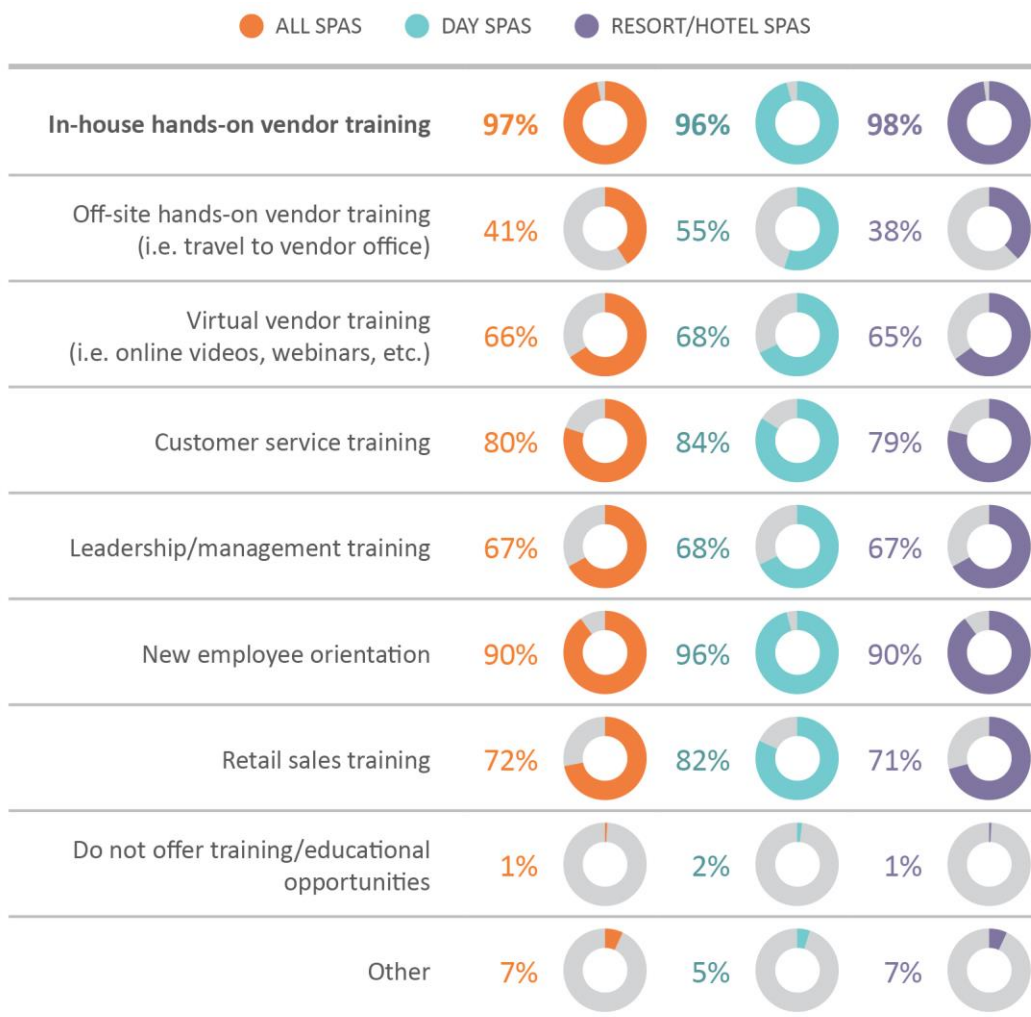
Eighty-six percent of spa member respondents have mandatory training requirements. Service standards, CPR, ethics, health regulations and safety training were among the many different types of required trainings listed. Spas are compensating their service provider employees for their time spent fulfilling mandatory training requirements in a variety of different ways. A pre-determined hourly wage is the most popular method used, while some have formulas in place based on a series of variables. Some spas are offering additional benefits like complimentary meals or spa products to those who participate in training.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, February 19, 2016 to Friday, February 26, 2016. During this time, 309 ISPA members responded to the survey. The categories "all spas" and "ISPA Spa Members" referred to within this report include data from all spa respondents (day, resort/hotel, medical and destination spas).

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## ISPA SPA MEMBERS

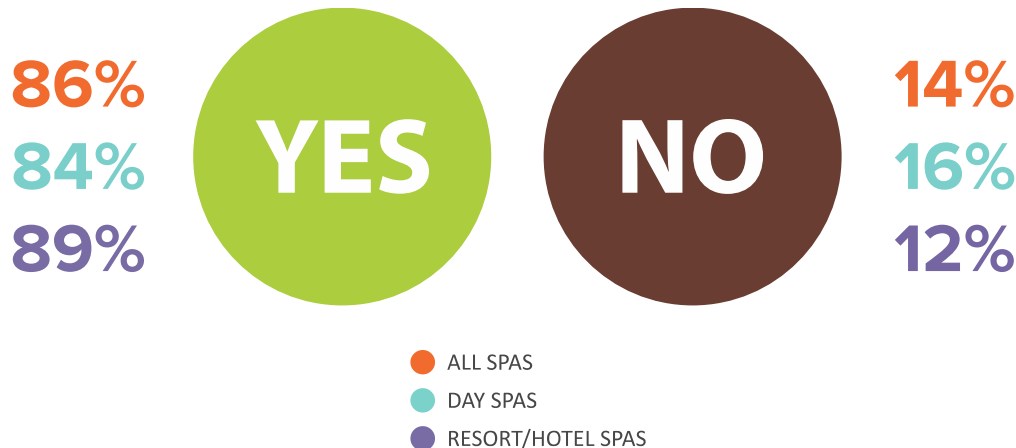
Which of the following, if any, types of training does your company offer to employees? (Respondents were asked to select all that apply.)



Approximately how much is budgeted per employee at your company for training expenses this year? (US Dollars)

	ALL SPAS	DAY SPAS	RESORT/HOTEL SPAS
\$0	10%	5%	12%
\$1 - \$250	32%	44%	29%
\$251 - \$750	24%	16%	25%
\$751 - \$1,250	11%	9%	12%
\$1,251 - \$2,000	8%	12%	5%
>\$2,000	16%	14%	18%

Does your company have mandatory training requirements for employees?



**Respondents were asked to describe their company's mandatory training requirements. A sample of responses provided is below.**

- Ten days training before they can be on the floor alone. Three levels of sign-offs before they can do treatments.
- Twelve CE's per year for massage therapists, orientation is mandatory for all new staff, then a secondary reorientation three months later. Retail training is mandatory for all on a quarterly basis.
- Two-day orientation of resort and spa directly after hire.
- Three product knowledge trainings and one customer service trainings per year.
- Five hours / associates / month.
- Eight classes per year for management training and also depending on each department needs.
- Accident Reporting & Investigation, Bloodborne Pathogens, Emergency Action Plan & Fire Prevention, Industrial Ergonomics, Hazard Communication/GHS, Workplace Housekeeping & Accident Prevention, Code of Ethics, Internet Security (for those with computer access, Company Orientation and Hotel Orientation).
- All company protocols are taught as well as sales training.
- All departments are required to take training from our retail vendors that relate to their department. We also conduct voluntary training after that.
- All employees are required to attend orientation for the club policies/procedures. In each department, we are encouraged to provide training to keep our service providers/front line employees efficient and educated.
- All employees are required to attend. Each year we try to bring different people in (i.e. Eric Stephenson).
- All employees go through orientation. Also, there are some treatments that we offer that we do not allow therapists/estheticians to perform, until they have completed vendor training.
- All employees much complete new hire orientation. All service providers must complete protocol training prior to seeing clients.
- All employees must participate in several different trainings throughout the year. Some are focused on customer service, some on gracious selling, and for the therapists /technicians, we require four days of training every year during our annual spa shutdown.
- All full-time teammates are required to attend our company's formal training; part-time workers are encouraged to attend and are also compensated. We are reinvigorating our onboarding which will become mandatory for our department.
- All legal documentation (license, certifications, etc.).
- All new employees receive orientation and departmental training.
- All OSHA mandated training including Bloodborne Pathogens, GHS/MSDS information, Fire Safety, Safe Lifting, Harrassment training
- All staff are expected to participate in all trainings we set up with vendors.
- All staff go through a general company orientation as well as a spa specific orientation. There is also mandatory Health & Safety training that staff participate in.
- All staff re-orientation/customer service.
- All therapists must be signed off on each service that is listed on our menu before they can perform it on our guests. The Spa Director or Lead Therapist will sign off.
- All trainings are mandatory - training on new services, refresher trainings on services they are already performing, Forbes training, customer service training, retail training, new employee orientation.

- Annual Risk Management Training that includes Emergency Procedures (this is actually done monthly), Customer Service Training and Harassment Training and vendor/product training - on an as scheduled/as needed basis
- Associates must complete brand and service culture training - they are also required to complete vendor-provided product training as scheduled.
- BBP, Responsible vendor training, Code of ethics training.
- Company culture, orientation, treatment and product knowledge.
- Company policy, ethics, vendor, new service and product training, safety,
- Compliance, safety, corporate ethics.
- Continued CEU's for therapists, ethics training, safety training on a different topic each month, orientation, refresh orientation for tenured associates, etc.
- Culture training for all new hires, technical training for all new hires, semi-annual product and service training for new launches
- Customer service based training all hours are tracked and employees must participate in a minimum number of hours. Employees are not penalized for not fulfilling training but the leaders are reviewed on their teams training performance.
- Customer Service Training, Job Safety Training, Brand Training
- Depending on their role, there are certain requirements yearly that must be followed. For example for massage, cpr, technical massage training two times yearly, safety, service etc.
- Each employee and manager has a training video to watch each month about company policies, safety, security, etc. All spa employees are required to be trained on every treatment offered on our menu.
- Each Tech must train on all services offered on our menu.
- Employee orientation and job specific orientation. Therapists have to complete a competency test as well.
- Employees are required to go through trainings that are mandated by our human resources department (usually around safety and self care). We also require additional training for service providers if they want to be qualified for certain services on our treatment menu.
- Employees must attend events/programs so they have a first hand understanding of the guests experience.
- Every employee has to go through orientation and a 12 week customer service training. It is also mandatory for them to attend all vendor trainings.
- Every new associate is given a training plan by human resources that has to be completed by the trainer within two weeks of their start date
- Every new employee goes through mandatory two day intro to the company. All therapists go through a two-four week training program on standards and protocols before being allowed to actually work on a guest. Receptionists go through a one week training program learning standards and functions before waiting on guests.
- Every team member must spend three hours (two 90-minute sessions) with our training manager learning "soft skills" to enhance guest experience. This soft skill training never stops. It's every other week.
- Extensive new hire training including customer service, treatment training, product training, etc. Ongoing mandatory training sessions as needed.
- Financial (credit card).
- For offsite training: Must write a summary of the experience as well as meet with the manager to schedule follow up training as needed.
- For onsite training: At least three days of test training on employees with feedback forms to ensure quality. "Final" taken with management.

- Forbes Spa Standards.
- Forbes. Schedules depends on how many trainings they attend a year too!
- Gaming Compliance, Forbes, Guest Service, Town Halls.
- Guest service, team work, communication.
- Hands on salon stylist training. Employee orientation. Customer service.
- Health and safety issues as well as customer service.
- Hilton worldwide standards/Health Care Therapies code of conduct.
- Hospitality 101 Training - It's an overall hospitality training.
- Hotel and spa core standards that must be mastered prior to being released to assist guests.
- Hotel Orientation, Customized Guest Service and Hotel History Training, Treatment Protocol Training and ongoing training at monthly meetings.
- Learning and development matrix for each job position. Induction for all new hires.
- Management Development Series
- Mandatory 2 day company orientation and 2 week hands on spa specific signature service, concept, operational training.
- Massage Envy in-house/online training for front desk sales associates, estheticians and therapists on all aspects of our business.
- Monthly "Grand Vacation Sessions" - meetings focusing on customer service and or company happenings.
- Monthly Service Standards Training.
- Monthly staff meetings, retail, treatment, protocol training.
- Must attend a minimum of 10 training sessions throughout the year, i.e. only allowed to miss two sessions in the year.
- Must attend full-day new employee orientation before first day on the job. After 21 days on the job training the employees must pass a training certification with HR that shows they know Mission statement, guiding principles, Forbes standards. Massage & Estheticians must practice modalities 2x and then test out with lead therapist.
- Must attend orientation session...two week software training and mandatory ongoing quarterly trainings.
- New employee orientation, job safety, harassment for managers.
- New hire orientation through HR, currently refining the in spa training, but varies for type of technician, usually one on one service training and sit down with spa manager
- New Hire Orientation, treatment training and POS training
- New Hires are required to attend training before performing services. On-going training 2x a year is also required as well as any new product or service launch trainings.
- NHO, safety training, monthly meetings that we discuss customer service at, vendor training
- On-line product training. Additionally harassment and diversity on-line training.
- Orientation for new employees, Forbes standards training, Sea island standards training; leadership training for assistant manager and above.
- Orientation, Blood Borne Pathogen, Customer service training, Spa specific training and orientation
- Orientation, Customer Service- Count on ME, Operations Training, Vendor Training,
- Orientation, department certification and test out for job functions.
- Orientation, FORBES, Concierge & Receptionist training, Service Provider training, Leadership Training's in various categories.
- Orientation, service training pass off, vendor training and a new one we did this year Promoting Wellness with Carol Phillips

- Orientation, SOP's, vendor
- Orientation. Protocol training and test outs Vendor trainings
- Orientation. Standard development and learning. OSHA and safety trainings are mandatory and spa - new service protocols are mandatory
- OSHA Requirements
- Our stylists are required to take six educational classes per year. They can be company-provided or outsourced.
- Privacy Protection Classes, Sexual Harrassment Training, OSHA training.
- Product knowledge, treatment protocol training, guest service training, retail training, sanitization procedures, equipment training, safety training.
- Protocol, retail, professional conduct.
- Safety training, Management training, Customer service training, new hire orientation and training
- Safety, Blood Borne Pathogens, CPR and first aid, privacy, ethics and law.
- Safety, product knowledge, health regulations, protocol training.
- Service trainings are done each year therapists must all have training and qualification for new treatments offered. All new hires go through orientation for two days for the company, then 3-5 days of orientation/training for the spa area to cover guest service standards and protocols.
- Service, product and treatment.
- Spa Wide Orientation, Vendor new treatment training, Vendor quarterly training
- specific training to learn online booking program, spa protocols for client experience, specific following of NC Board guidelines and rules, education specific to their job.
- Staff must be trained on protocols per vendor we carry and specifics to our spa as well as all signature treatments we have created. This includes facials, body, massage, hair, mani/pedi. We also have extensive property wide trainings for all new hires to help them know how to interact with our guests.
- Standards and Protocol, Sexual harassment.
- Strengthen and improvement with the techinques they already known, new services (trending), cosmetics courses regarding new actives, CPR, customer service and retail.
- The Spa Manager schedules trainings with our vendors and requires appropriate staff to attend. Trainings are held approximately once every three months.
- Training for all LMTs. Estheticians and Nail Technicians in their field on all services we offer as well as all product lines so that they are able to recommend products and services to their guests.
- Training, documented practices, final practical to test in to treatment.
- Two hours of in-house training a quarter is mandatory. Two more hours of continue education is suggested per quarter.
- Upon hire - brand orientation; then orientation to spa and hands on training for all in house treatments.
- Vendor Product Knowledge Training
- Watch one, get one and give one. On going training with Vendors and webinars
- We require all therapist to take Anatomy and Physiology, Ethics, Guest Experience, and menu protocol training.



**Respondents were asked how their spa determines the pay rate for the time service provider employees (i.e. therapists, technicians, etc.) spend fulfilling mandatory training activities. A sample of responses provided is below. All numbers listed in parenthesis following a response indicate the number of times that specific response was provided by respondents.**

- \$10 per hour for technicians
- \$20p/h
- 10 PER HOUR
- A training / event pay was decided on prior to opening the spa. It is a fair hourly wage.
- according to previous years
- All associates are given an hourly rate and commission rate at the time of hire. The hourly rate is used to pay associates for training.
- All employees train at their hourly pay rate
- All in house training is paid at \$12.00 an hour. Spa will pay for outside training without hourly pay.
- Base rate of \$9/hour (slightly higher than state min. wage)
- Base rate paid for all training
- based on an a,b,c, sheme...a being fully licnesed, languages skill required, and experience in the industry...b would be certified with some language skill and some experience and c would be fresh out of school no experience possibly lacking language skill "bilingual english"
- Corp standard rate for therapists, match hourly rate for hourly staff. Maximum 1 hr sessions per training, with no more than 2 trainings per month for hourly. Maximum 4 hrs per trainging with 1 training per month for Theropists
- Corporate regulated
- Depends on the time and cost of trainer.
- Each spa in our group varies in the way this is determined following local standards. Many of our therapists work on a base salary which they are paid for training or non-training time.
- established training rate.
- Flat hourly rate (4)
- Flat rate consistent with labor law guidelines
- Flat rate, \$9 / hour
- Hourly pay (28)
- Hourly pay plus travel time.
- Hourly rate \$10.50
- Hourly rate for someone going through training. Trainers get paid a higher training rate when they train someone. Receptionist are paid full regular rates during training.
- Hourly rate no commission
- hourly rate of \$10
- Hourly rate paid for mandatory training classes and meetings
- Hourly training rate established above normal hourly pay.
- If it's mandatory, \$9/hr, if it's voluntary, the class is free with no pay rate.
- If the employees are commission only and the training is on property, the rate is minimum wage. If the employees are hourly, then the hourly rate applies.
- Independent contractors are reimbursed for partial expense of training/or full, hourly/salaried are paid for time

- It depends on the type of training. Technical training is paid higher than "class room" hotel training
- It is their down time rate.
- It's a flat rate of 11 if mandatory.
- Massage/Eshtetics : \$5.05/hour
- Minimum wage (9)
- Minimum Wage, unless it's a service training with therapists.
- Most of our therapist are freelance, we dont pay them for that time, however the tratinig time it is inside the hours that they have to cover.
- NO - HR does on company training. Spa does on Spa Training
- No but it does go into their performance evaluations
- No commissions during training
- No pay. In Mx. to provide training is too expensive so they are grateful to receive it. This help to have a better curriculum.
- normal hourly wages by contract
- Our hands-on staff are ICs. No compensation for that category.
- Our pay scale for providers is minimum wage, plus commission, plus tips. During training they receive minimum wage only.
- Our staff have an hourly rate of pay they receive which is based on current minimum wage
- pay hourly of minimum wage
- Pays a predetermined hourly rate to service providers. (Usu. minimum rate x 1.5). Hourly employees remain on clock.
- Providers are paid an hourly rate for all training, meetings and PTO
- regular hourly for training and meetings, increased hourly for the staff trainer during one on one training sessions (trainee at reg hourly)
- Same as vacation hourly rate for providers. Hourly rate for non providers.
- Service providers start at minimum wage for all training and meetings. They increase thier wage through annual review scores.
- Spa desk/Activity/Yoga: \$11/hour
- STaff are employees and receive their hourly wage.
- Staff are paid their regular hourly wage for any training. For therapists, etc. they are compensated additionally for any commission they might normally receive for providing services.
- The are paid an hourly rate,
- The pay rate is minimum wage for the therapists who attend training. This is the same for all techs/therapists/aestheticians. Because we are investing and providing a service to our employees who will ultimately benefit long term, I don't believe that they should receive anymore than minimum wage.
- The pay rate is the same whether they are working or training.
- The therapist receive a base pay for training.
- Their base hourly pay (minimum wage).
- Therapists & estheticians receive hourly compensation for their initial training prior to going on the schedule. This is based just over minimum wage standard.
- Therapists are paid the minimum wage per hour for training, and spa desk staff and attendants are paid their regular hourly wage.
- Therapists are paid to attend training sessions after probation.
- There is a set training rate as determined by the company.

- They are just paid hourly wage for their time attending the seminar.
- They are paid \$8.00 per hour for attending training.
- They are paid a training rate - for reservation agents and attendants, this is equivalent to their regular hourly rate. For technicians, they receive an hourly meeting/training rate that is twice that of minimum wage.
- They are paid an hourly rate for all training. The rate is significantly lower than their commissioned rate for treatments.
- they are paid an hourly wage for training. They get both an hourly wage and a service wage when in service.
- They are paid as a normal working day.
- They are paid double their hourly pay for training.
- They are paid their hourly rate (minimum wage) for training. During services, they are paid hourly rate plus commission and gratuity.
- They are paid their hourly rate and we try to offer several different training opportunities, so that service providers are not taking a financial hit when they're required to go through training
- They get a training wage which is slightly higher than the hourly wage.
- They get training on working hours, so they get full payment.
- They receive an hourly wage which starts at minimum wage and goes up based on tenure with the company
- They receive the same compensation they would for providing a regular service.
- They receive their hourly pay which is \$12/hour.
- They receive their regular hourly pay.
- They will only get paid their hourly rate. All employees have a specific hourly rate.
- They're paid commission for teaching the service, paid just hourly when receiving services.
- this is set at minimum wage.
- Treatment providers are independent contractors, so they get paid for two services when they are getting signed off and one practice service.
- We believe that we pay higher commissions to accommodate training time, so it is included in commissions.
- We currently pay a flat hourly rate of \$9 per hour and provide lunch
- we have a base rate- set goals and then determine long term rate based on performance evaluation model
- We have a large HR and Salary Administration Department that supports these activities as part of a larger medical organization.
- We have a set training rate per hour and a three hour minimum for each day of training.
- We have a training wage that is a few dollars above minimum wage. It is based on their tenure with the company.
- We have an hourly rate that applies to training. (\$9 per hour)
- We offer a flat rate for training time.
- We pay hourly employee their pay rate. Those on straight commission are not paid but receive products and lunch/breakfast.
- We pay our providers their full hourly rate per our payroll laws.
- We pay the trainee at their regular rate of pay, we have an in house educator that is paid a salary for spa management and we pay any therapists who train on specific services at the same rate they would earn if they were performing the service on a guest.
- We pay them their base wage. It is the minimum wage of California \$10 for treatment staff and all other support staff received their base wages ranging from 10 - 18 based on position.
- \$9/hour.

Approximately how often does your spa's service provider employees (i.e. therapists, nail technicians, etc.) receive customer service training?

	ALL SPAS	DAY SPAS	RESORT/HOTEL SPAS
Weekly	7%	9%	7%
Monthly	26%	29%	27%
Quarterly	35%	23%	37%
Annually	18%	20%	16%
Only during initial training when hired	9%	9%	9%
Do not provide customer service training	1%	0%	1%
Other	5%	11%	4%

Respondents were asked to identify their most effective customer service training resource provided to their spa's employees. A sample of responses provided is below.

- Two-hour training on standards. Someone from FORBES came in to train the staff. role playing and active questions for full participation made it fun.
- An annual company wide meeting featuring a customer service motivational speaker
- Brand orientation.
- Branded video sessions.
- Bryan Williams in-house training and Bwtv online training
- Case studies.
- Classes offered by our HR department. They are geared to each person's department.
- Company wide training programs, that include hospitality and customer service specific focus.
- Constant on the job training/maintenance. Follow up with current guest needs and how we can adjust operations to suit those. Training manual/reference binders for FD staff especially, also for each dept in the spa, and for retail item information. Touch base on guest service triaing needs during bi-monthly spa staff meetings
- Daily feedback.
- Daily pre-shifts allow colleagues to openly brainstorm ways to improve their customer service to each guest daily.
- Daily reminders, leadership walking the talk.
- Dori Soukup DVD's from InSPAratation Management.
- Educating employees to recommend treatments/products and not sell to the members. For example, if a member is telling you how dry and callused their feet are because of the weather, that is a perfect opportunity to mention an upgrade by suggesting a treatment, results achieved, key ingredients, how it will performed and what they will experience.
- Empathy-based classroom with role playing opportunities.
- Examples brought up in daily lunchtime all-spa (optional attendance) meetings.

- FORBES evaluation results. The printed results shows the FORBES standard/expectations as well as comments on why we did or did not pass the expectations.
- Forbes has an excellent program if you have the budget to bring them in. Otherwise one on one training, or in a daily line up in small targeted sessions is most effective.
- Guest service recovery.
- Hands-on training in departmental meetings where providers walk the spa and act out how they would react in a difficult situation. The providers give feedback after about how they would say something better and commend them for the positives.
- Hands-on, practicing situational training. They seem to react well to the training provided by our vendors.
- Hands-on, role modeling exercises including, Leadership conflict management training.
- HR provides customer service training every month. They have modules set up for every month tied to hour service standards and company values.
- In-house training developed and provided by Spa Director that encompasses all guest interactions, vocabulary, empowerment, difficult situations, recovery and going above and beyond.
- In person, in a group setting.
- Initial orientation customer service. And then our company service "events" are most helpful.
- Live in-person training with our in-house training resources.
- Mock trials, in order to have everyone comfortable prior to our actual guest.
- Organizational Climate conference.
- Our company ethics are used every week in some way to remind them of our goals and the experience we will create for guests.
- Our operating guidelines determine the service standard training and must be revisited and trained quarterly
- Our program is based on the Forbes requirements for spa.
- Our spa Director was or Customer Service Excellence manager and she provides the training. Also role-playing. For Management the best resource is ISPA.
- Part of our standard as a hotel is to "get it right". Our hotel chain has many different ways of memorizing the favorite options for each guest.
- Power of Engagement course offered by Omni Hotel.
- Promoting Wellness by Carole Phillips.
- Recognition for a job well done.
- Recognition for employees that are mentioned. Role playing situations that encourage a "non-scripted" open genuine resolve. Group activities where the employees get to act and play out situations.
- Role-playing and a lot of possible guest situations that could go wrong. With a plan of action if it does.
- Role Playing, learning coach programs for peer-to-peer training.
- Secret shopper audit training.
- Service games and award throughout the house.
- Short trainings during stand ups prior to shift our Operations manager talks about customer service skills daily. We keep it the focus and top of mind.
- Situational training. Role-playing.
- Skin care lines with small groups of staff. Skin Authority and Phytomer. Spa Dir. hands on daily with staff.
- Small focus groups.
- Small group customer experience training.
- Speakers or books that we review as a team.

- Standards training and review. We go through annual training for Forbes standards which helps everyone understand what we are looking to do.
- Supply proper and specific verbiage for interacting with clients: setting appts, scheduling to return, membership events and benefits, role-playing, setting specific ways to resolve conflicts, provide regular feedback from clients to help them improve, maintain policy of interaction with hand written cards, emails, phone calls.
- The 10 secrets of the John DiJulius training and guest experience program.
- The one on one training with role playing
- the ones that are oriented to self-esteem of the employees
- Their initial set up. They day they start. The customer experience is embedded in our culture.
- this training it is in house and we follow the LQA standards
- Training from resource partners/vendors. They know what's going on in the industry and are able to provide insightful, uplifting trainings. We work with Zents, Eminence, and Tara Spa Therapy
- Training on site, we invite the moderator.
- Training provided by Forbes Travel Guide 4 times per year.
- Using guest feedback as the coaching tool.
- Vendor refresher train in conjunction with role play.
- Vendor training - when those who create the product or services actually trains it.
- Vendor training is always the Best. Naturopathica, Societe, and La Bella Donna provide really great training. They all go above and beyond.
- Virtual training from AddoEsthetics.
- We are using Forbes 5 star as the main template. Then we either role-play or use examples of situations that have occurred in the spa to discuss.
- We conduct monthly department meetings with a new topic of service, it could include and interactive class, product knowledge on how to educate our clients, TED talks on service, etc.
- We constantly review and train on Forbes standards.
- We did a session once with Kate Buhler that was super beneficial and effective.
- We had a training provided by Q-principal with a follow up recognition program. It looks into behavior and attitude to achieve your service goals
- We have four classes that cover all aspects of customer training that all of our new hires attend. We also provide one on one feedback as situations arise during day-to-day business.
- We have a 12-week customer service training that deals with People styles and emotional intelligence. It is very effective because it teaches people how to work and deal with all people types.
- We have a binder with our standards, and we do a preshift daily.
- We have a classroom setting for customer service training. We are constantly refining it but it's a great way for people to get together and talk about what makes milk + honey special and different, and what our goals are as a team.
- We have a Guest Service Trainer in our company as well as Department Directors who address customer service regularly by way of conference call or live training.
- We have a National Director of Guest Service who develops all content and training modules. These modules are then used by Guest Service Managers in the field to train their respective teams.
- We have a proprietary Hospitality program and conduct annual trainings via web-ex. We also provide a monthly newsletter with activities for our Spa Directors to leverage with their teams as well as daily service reminders aka "points" - similar to the Service reminder cards that the Ritz and Mandarin Oriental leverage.

- We have a training department that supports us with training. Not all properties have this luxury so I would say on top of that is a daily standup that considers one topic on service and allows teams to explore this in a conversation. Have leaders ask a question and get feedback from teams, role-play and create situations they can all work through as a group so if they ever happen they already know how to approach the issue.
- We have an employee website where our staff reports service failures, management then analyzes it and we make everyone aware of where the breakdown in protocol was and what it caused the we explain what service recovery strategy was used and other options so staff can Prevent repeating the same issue and also know how to handle it in the future. We also have a quarterly guest satisfaction survey where we measure and report feedback metrics and place a focus on any areas that are rated less than 98% satisfaction for the following quarter
- We have created our own in-house customer service training that is specific to our brand.
- We have staff meetings quarterly and often discuss opportunities to improve customer services, experiences/opportunities that have come up for improvement, etc.
- We recently started offering butler training, with Josephine Ives, for our front of the house staff. Although it's a bit costly, the five days that our team members spend with her has proven to be well worth it. And, even though all of our employees are not able to attend the course (due to size of the classes and time), those employees who have attended are sharing their knowledge with their co-workers - and this has proven to be very beneficial for everyone.
- We review guests' comments and occasionally have staff be the guest.
- We use a variety of tactics, but use role playing on service performance and recovery to help staff know how to respond to situations
- We use InMoment survey service for every massage/facial service provided. It breaks down absolutely everything. Based on the feedback we receive from our members/guests, we share the information with our employees and look for ways to maximize their efforts.
- We work with Forbes trainers and implement their ideas along with our standards.
- We work with Forbes twice a year for specific customer service training, including role-playing, secret shopping, etc.
- When they are hired, we go over how they should speak to guests, appropriate conversation topics, how to bond with the guest etc. Also in monthly meetings we give tips on customer service and share the success stories of the previous month as well as positive guest surveys.



Approximately how often does your spa's service provider employees (i.e. therapists, nail technicians, etc.) receive retail sales training?

	ALL SPAS	DAY SPAS	RESORT/HOTEL SPAS
Weekly	3%	0%	4%
Monthly	13%	10%	15%
<b>Quarterly</b>	<b>46%</b>	<b>55%</b>	<b>44%</b>
Annually	17%	13%	19%
Only during initial training when hired	3%	5%	3%
Do not provide retail sales training	6%	3%	7%
Other:	11%	15%	8%

Respondents were asked to identify their most effective retail sales training resource provided to their spa's employees. A sample of responses provided is below.

- Being diligent in the discussion daily of goals and product knowledge. Morning meetings
- Being well trained on the product, usually by the vendor, so they are comfortable selling it.
- By vendor and supplier.
- Combination of in house syllabus and role-play with supplier or product company participation.
- Consultation and advice cards.
- Course with the chemistry of the line. Talks about the actives of the line and their reactions. Effective Sales Techniques with the Marketing Director of the line. Practices with the trainer of the line.
- created recommendation cards of which the receptionist closes the sales the therapist only recommend
- Dori Soukup DVD's InSPARATION Management Don't Sell Recommend.
- Eminence Organics Skin Care does on premise training with us twice a year.
- Eminence training.
- Every day we talk about different products and retail.
- Feedback on results.
- Focused training by vendor or retail expert.
- Getting the product into their hands to try themselves. Then time spent with a rep going through the product knowledge and having them repeat back the key points.
- Hands on event training.
- Have info binders and online portal access. We are constantly growing our retail offerings (we are a new spa) so all staff is routinely made aware of additions.
- Having vendors come in to talk with the team.
- Having vendors support their product by providing the on-site or off-site trainings is the best opportunity for engagement and encouragement in the learning process.
- I have our vendors do product knowledge training and then they practice selling to each other.



- Information from each specific product line/dependent upon the retail company.
- information provided by vendors or each year vendors' send trainers to our property to cover focus topics.
- ISPA
- It is not necessarily training as Much as creating competitions within departments with incentives.
- Just started a new retail sales training. We are developing a system & manual for this.
- knowledge is power - when it is a hands on learning about the benefits of a product.
- Murad representative .
- New vendors introduce products to staff with short tutorials.
- Often times, it is with the help of our resource partners. The more product education they can have, the higher the retail service sales.
- One-on-one training from senior experienced staff, 2nd is vendor training.
- One on one training with sales rep or owner.
- On-on-one review with lead, principal or spa director.
- On-site vendor training product knowledge.
- Our amazing Cosmedix Rep, Rikki Stephens. She customizes training to our needs, so the class is never the same.
- Our technicians do have sales quotas. We don't believe in it and only truly sell what the client might need.
- Passionate trainers who used to be therapists/esthis
- Product acknowledges + live coaching.
- Product knowledge and effective consultations
- Product Knowledge and Sales Training by our product vendor partners. Following that, internal role-playing training is ongoing.
- Product knowledge and tips on how to make the sale.
- Product knowledge quizzes.
- Product knowledge that speaks to the benefits of the products...we train our service providers and makeup artists to "educate" the guests about homecare rather than "selling" products.
- Product knowledge training seminars for our Estheticians.
- Promoting Wellness by Carol Phillips.
- Quarterly product knowledge training provided by our various vendors.
- Rep from companies we carry coming to train.
- Representatives visiting the spa and hosting a day or half day class.
- Retail vendors/product knowledge and samples.
- Sales focused (non-vendor) training by retail expert.
- Scripting/role-playing has been extremely helpful. Sometimes team members just don't know what to say. Believing in and loving the products as well as understanding how/why they should be used makes a huge impact. If they love the items, they will be excited to talk about them.
- Sharing the monthly budget and then providing weekly updates as to where we are each week helps us break down how easy it could be to exceed our goals if you chip away at the iceberg as a team.
- So far I wouldn't call it effective. It happens but it does not result in a marked improvement. Most sales go up when a new product is released.
- Teaching the staff through vendor information about the products and how they perform on guest.
- Teaching them about the products and letting them try them.
- The colleagues are able to connect with guests easier when they are personally using the product. Many of the vendors provide gratis incentive programs.

- Their initial set up in starting with us and it is ongoing. We have systems in place on how they educate our guest on home care.
- Time with the vendors to review product and follow up by management.
- Use vendors to come once a month for retail class...knowledge is power!
- Vendors coming in. They get so jazzed.
- Vendor demonstration/training on site.
- Vendor face-to-face that gives the staff knowledge, holds them accountable and puts products in their hands
- Vendor mixed with long term staff training.
- Vendor provided to cover product knowledge and sales tips. We are very conscientious about carrying products in retail that link to every service we provide.
- Vendor supported training from pharmaceutical companies.
- Vendor training at the spa. They learn so much every time vendors visit and educate them on their products.
- Vendor training, coupled with in-house program.
- Vendor training, research on websites, use of products.
- Vendor training. Knowledge is power.
- Vendor training. Our partnerships are the most valuable resource.
- Vendor training/sales points.
- Vendor trainings (14)
- Vendor trainings... they get them all excited. We focus on the story behind the product or clothing line. Why do we have this in our boutique?
- Vendors come in to support product knowledge and give samples. Getting the product in the hands of the employees is key.
- Vendors come out to provide product knowledge on both professional and retail products.
- Vendors visit our property and follow up with online, Skype training. In house follow up, retail parties to discuss favorite products, usage, benefits, etc.
- We always do a monthly contest and award things like gift cards, free retail item, etc. And we post the progress everyone is making. That seems to motivate providers to learn as much as they can!
- We discuss retail in shift briefings and also in vendor visits. Some vendors do "Lunch and Learn" to help us with new product launches... this is VERY popular and the staff love it!
- We have computer demos and virtual webinar's as well as vendor training to update employee on new products. We also enlist all employees on product launch training. Managers track test and scores.
- We have sales associates as part of our staff model, so not as much retail training is focused on the technicians.
- We have the trainers for our two main product lines come onsite quarterly for product knowledge training.
- We once had a retail-training seminar with Kate Buhler that was really effective for the team.
- We use the vendor training to review the product and best-selling strategies. In addition, we have in-house home recommendation training.
- Webinar retail sales training.
- When vendors come and bring gifts or launch contests.

**Respondents were asked to identify what they consider to be their spa's greatest training challenge at this time. A sample of responses provided is below.**

- A servant heart able to see what the guest needs are before they ask for it.
- Allocating resources and relying upon outside vendors.
- Blocking off time to have training done which takes away from revenue generating hours.
- Budget.
- Budget & time.
- Buy in.
- Cannot make it required, as staff that have day off will not come due to parking.
- Consistency (5)
- Consistency with each individual Locker Room Concierge to maintain the all the tasks continuously throughout the day. Keeping up with the occupancy demand.
- Consistency with each therapist.
- Consistency with having so many colleagues.
- Consistency with the team members retaining information and actually doing what they learned. They need to always be reminded.
- Continually adding new services.
- Continue to be address guests by surname.
- Coordinating schedules for full team training--we are in a rural resort area where the cost of living is exceptionally high. Many people must have more than one job to survive. So balancing that out is tricky! Plus the cost of travel for vendors can be high as well.
- Coordinating time with all the team to meet during peak season
- Cost and time. We are open 7 days a week and it's hard to justify displacing business. When we hold training outside of business hours, it is hard to get the "buy in" of our staff.
- Customer service! We need quarterly customer service training.
- During busy season it is hard to schedule training, we are also open seven days per week so hard to have an entire team train for a day when guests are requesting appointments.
- Employee retention.
- Employees attending classes.
- Employees that are not motivated to sell.
- Engaging part-time team members and on-call's/subs.
- Enough time to get it all done.
- Ensuring consistency behind closed doors once the training is completed.
- Explaining features and benefits in a concise way that closes a retail sale.
- Finding enough time for all the team to participate.
- Finding qualified staff.
- Finding qualified, trained and licensed service providers in our rural very small town.
- Finding the best day/time to execute training for the entire team.
- Finding the time to set aside to provide training.
- Finding the time to take the employees off the service book.
- Finding the time to train as we see s busy spa and training takes away from the earning potential of therapists who work on commission.
- Finding the time when we are open to block everyone's schedule for training.

- Finding time for several therapists to be off the books and available all around the same time.
- Finding time to fit it in.
- Finding time to get everyone together and focused.
- Finding time.
- Finding Vendors that will provide in-house training on a regular basis. We are in a very rural area and travel times to classes are two to three hours away.
- Finding ways to accommodate training without compromising the business demand/closing the business.
- Fiscal investment.
- Fitting the extra labor cost into our budget.
- Fitting training hours into our labor budget.
- Follow through. Please do as we ask and what you were trained to do.
- Follow-through and the importance of retail sales.
- Getting employees on board to change or try something different.
- Getting everyone scheduled without sacrificing revenue.
- Getting providers to buy in.
- Getting service providers to sell retail.
- Guest service.
- Hands on - due to being located outside the US (on an island) it's hard to get trainers over.
- Having all staff members attend.
- Having enough down time to train.
- Having enough time to catch everyone.
- Having nothing in the budget makes it very challenging to maintain standards. Ultimately, it affects our bottom line as there is nothing to inspire the techs. To stay excited.
- I feel we adequately provide ongoing trainings, both quarterly as well as annually. They are an integral part of regular staff training protocol.
- In a super successful spa, coordinating everyone's schedules to be able to capture the most team members, without disruption to service.
- It is difficult to get all new hire providers trained for all services in a reasonable amount of time when we are busy. We need to just get them on the books for whatever they can do or whatever we've had time to train them on and try and find time later to train on the services that aren't booked as commonly.
- Keeping employees involved, making training a priority.
- Keeping the training subject a topic of discussion constantly and consistently for all therapists, regardless of size of the spa. Cost of sending training to neighbor island spas.
- Lack of manpower and time.
- Lack of staff so the workload falls on the director who is the trainer.
- Lmts to recommend retail.
- Many challenges: language, budget, time required, identifying a platform for globally delivered training.
- Many therapists do not like to be "salesman." Teaching them how to promote retail sales in a friendly knowledge based way vs. pressuring.
- Money.
- Motivating staff to train right.
- No time too much work and no time for actual training.
- Not enough budget for the amount of training needed.
- Not enough time to train staff when busy resulting in compromised guest experience.

- Not having an actual trainer to conduct trainings.
- Protocol training.
- Retail sales training (5).
- Retaining ingredients on all the variety of different products. It needs to be ongoing training so they don't forget things!
- Retention.
- Safety training - as it relates to staff understanding and following best practices for their own safety. This includes staying home when ill, reporting injuries in a timely manner and protecting themselves and the company properly at all times.
- Scheduling it and doing it regularly.
- Scheduling training session during business hours. All training happens after close which is a strain on staff and causes OT.
- Second would be general professionalism training. There can never be enough. How to speak properly to guests. What to say, what not to say. Confidentiality, etc...
- Service providers not wanting to feel "pushy".
- Setting aside time from busy schedule and blocking out therapist for training.
- Staff availability.
- Staff turnover, being in a transient, resort town.
- Staffing levels, due to business demands and season, we are unable to always train everyone effectively.
- Sufficient staffing to cover area's while employee's attend training.
- Technicians willing to take time to train.
- That all areas of the spa are armed with the knowledge.
- That vendors have a lot of online resources but that a disconnect with my staff for some reason.
- The biggest challenge is having the therapist apply the information shared in the training.
- The challenge to balance taking staff away from being scheduled with guest appointments and having them in a training weighing the benefits between the initial potential loss of revenue during the training time but the future increased revenues by providing ongoing training.
- The cost.
- The expense! With having to pay the full wage it limits our ability to provide more frequent trainings.
- The first two weeks after training is usually great, but we tend to slip back into our old habits thereafter.
- The providers that have been at the spa for a longtime do not want to embrace the new requirements.
- Therapist qualified for specialty modalities in remote location.
- Therapists don't like to sell. They consider it beneath them.
- Time - service providers want to do services when it's busy - not hear about what's new and how to use the products. Operational employees are busy with running the business so the same applies to the front line team.
- Time in training is time away from clients; we hardly have all of our teammates scheduled at the same time so we frequently do not train all staff equally as we wished we could.
- Time to train, cost to train.
- Time! It's very hard to get everyone together or to take the proper amount of time off the floor to train.
- TIME! The business ramps up for us in the spring and summer season, so we are hiring new staff and trying to train at the same time the guests are booking up.
- Time!! Getting all together when needed.
- Time, availability and finances.

- Time. We are open 14 hours a day and our therapists work shifts all over the place. There is never one time to get everyone together without marking out the books.
- Timing and availability.
- To find external training with a reasonable cost.
- To send our best staff to an international trainings.
- Too busy to take staff away from work to train.
- Training in real-time for providers.
- Translating the vendor trainings to actions.
- Up selling services.
- We are so busy it is hard to find the time to advance our practitioners to more challenging protocols.
- We are spread out over a large geographic area, making it harder to ensure consistent delivery of training materials to all associates.
- We can only train when we aren't busy. Yet the pressure to lower payroll when we aren't busy is huge. Convincing higher that the payroll is worth the investment.
- We offer a higher commission rate for treatments, but, there is a fear of the timing for treatments.
- We still struggle with the concept of anticipatory service with many of our younger staff.
- When they lose focus during the talks.
- Who gets the retail credit- between front of house and service providers.
- Willingness or employee often forget what they learned during the training quickly.
- Willingness to learn.
- With ongoing turn over its hard to keep everyone equally trained.

## ISPA RESOURCE PARTNERS

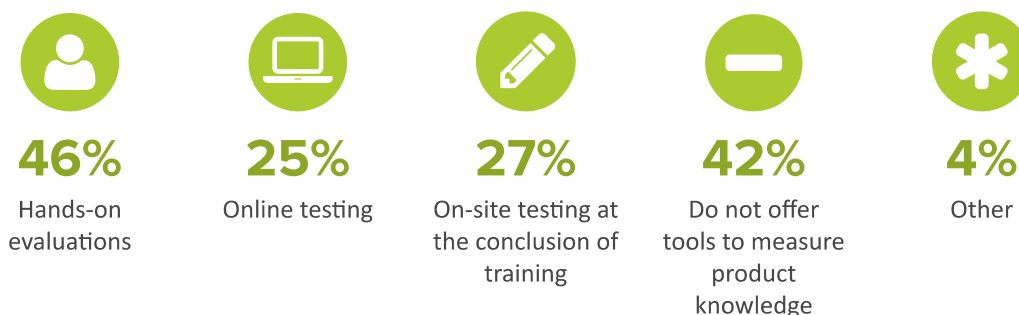
Which of the following, if any, types of training does your company offer to spa clients?



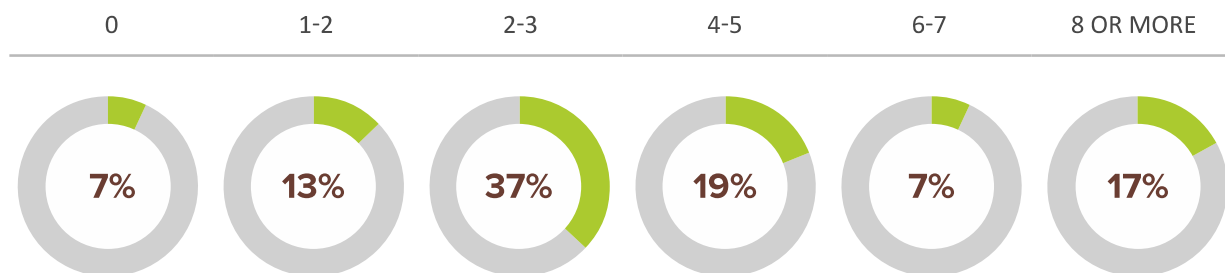
Other types of training listed by resource partner respondents included:

- Detailed Protocols
- Online training videos
- Online Videos
- Podcasts
- Protocols
- Skype
- Training over the phone.

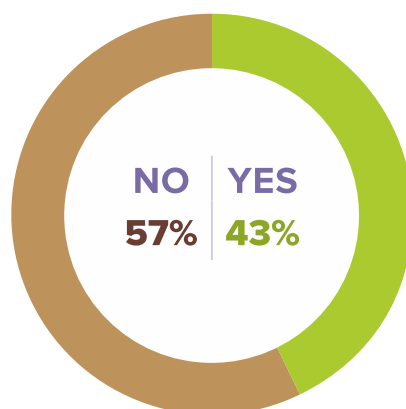
Which of the following tools, if any, does your company offer to spas to help measure their staff's product knowledge? (Respondents were asked to select all that apply)



## How many employees at your company conduct client training?



## Is education/training provided to your spa clients dependent upon revenue per account?



## Approximately how often do your company's employees receive customer service training?





**Resource partner respondents were asked to identify what they consider to be the most effective customer service training resource provided to their company's employees. A sample of responses is provided below.**

- Brand and industry awareness
- Bryan Williams--currently subscribing to BW TV.
- Checklists
- During training, talk to them as if they are the customer so they can go through the same experience the customer should be going through.
- Employee manual and product catalog
- Employees and marketing coaches are kept abreast of all of the digital trends and developments to provide the best marketing road map for our clients.
- Face to face training with Department Head
- Field training with Director of Sales and Education
- Giving them constant feedback on their performance on the phone.
- Guiding principles
- hands on experience with new products we are developing along with understanding the features and benefits of each product
- hands on training
- Hiring a business development manager who takes responsibility for internal training.
- Onsite training
- One on one
- Our customer service training guide
- Peer training
- Role playing (3)
- Role playing and interactive feed back
- Their supervisor's wisdom
- Training booklet
- Video is helpful (for visual learners). Nuts and bolts training via a dialogue. And also various "scenarios" and ways to handle them.
- We hold group discussions and product to employees.