



SNAPSHOT SURVEY RESULTS REPORT

—— *Quarterly Performance* ——

JANUARY 2016

Quarterly Performance Survey Results

ISPA Snapshot Survey | January 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 January Snapshot Survey requested information on quarterly performance for the fourth quarter of 2015 (October 1 through December 31, 2015).

In regards to gross revenue change for the fourth quarter of 2015, 75 percent of ISPA spa members reported some level of increase over the same quarter of 2014. The largest group of spa respondents (27 percent) fell in the up by 1 – 9% range. Interestingly, 11 percent of day spa respondents said they experienced a gross revenue increase of more than 50 percent. When asked about the level of gross profit change when comparing quarter four of 2015 versus the same time in 2014, 72 percent of spas saw an increase. Thirty-two percent, which is the largest group, experienced a gross profit increase of 1 – 9%.

A majority (71 percent) of spa respondents reported fourth quarter 2015 spa visits were up compared to the same time in 2014. In regards to workforce changes, a little less than half (41 percent) filled vacant positions only during the fourth quarter of the year. Thirty-three percent of day spa members said they added new positions during this quarter compared to 27 percent of resort/hotel spas. When asked about average retail revenue per treatment, the largest group of spas (29 percent) fell in the \$11 - \$15 range. Fourteen percent of resort/hotel spas actually reported an average retail revenue per treatment of more than \$25 compared to 11 percent of day spas.

The large majority of ISPA resource partner members (79 percent) saw a positive increase in gross revenue in the fourth quarter of 2015 compared to 2014, with 46 percent of respondents who experienced a change of 1 – 19% for gross revenue from 2014 to 2015. Regarding profit change from the fourth quarter of 2014 to the same time in 2015, 73 percent reported an increase. Eighty-four percent of ISPA resource partner members saw an increase in the number of new accounts, with over half (56 percent) reporting their numbers being up 1 – 15%.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, January 15, 2016 to Friday, January 22, 2016. During this time, 321 ISPA members responded to the survey. The categories "all spas" and "ISPA Spa Members" referred to within this report include data from all spa respondents (day, resort/hotel, medical and destination spas). Only one set of the various financial performance question responses per company are included in the results. If more than one individual per company submitted information, the primary member's data was used. The data gathered from previous quarterly ISPA Snapshot Surveys is also included within the following charts to allow for easy comparison.

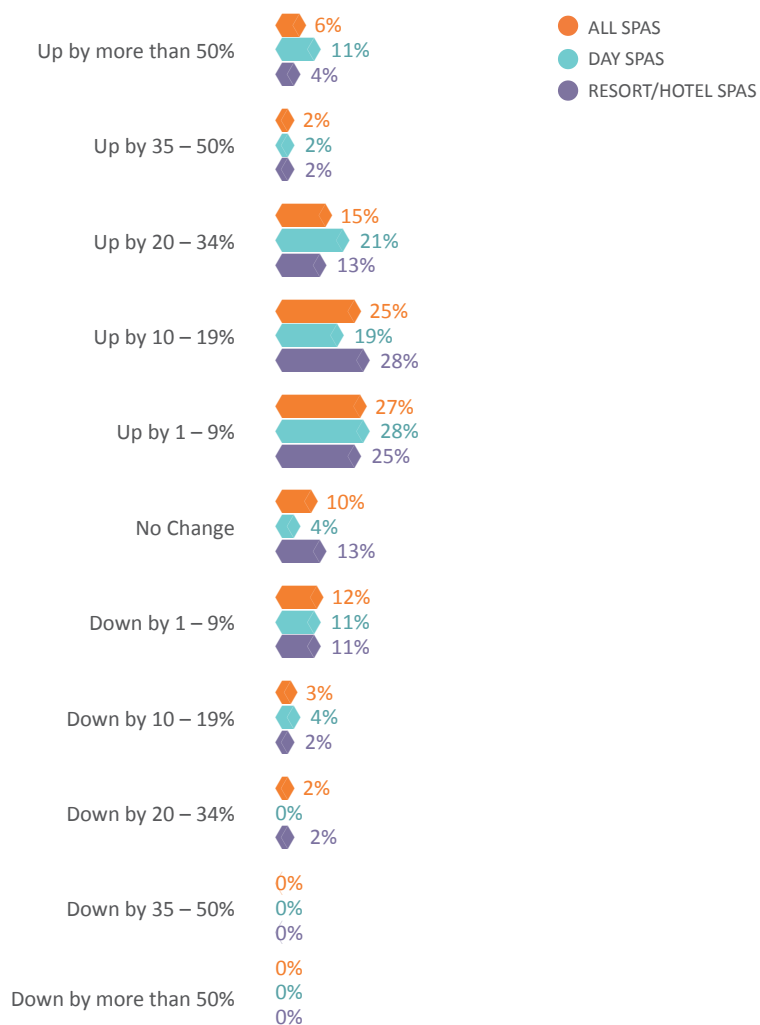
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ISPA SPA MEMBERS

Gross Revenue Change | ISPA Spa Members

4th Quarter 2015 vs. 2014

What was your gross revenue change for the fourth quarter of 2015 compared to the fourth quarter of 2014?



The following tables provide gross revenue change data from previous quarterly ISPA Snapshot Surveys. To allow for easy comparison, the results are displayed using the original response options.

Gross Revenue Change | All Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Up by more than 50%	2%	0%	4%	3%	2%	5%	1%	2%	6%
Up by 20-50%	20%	23%	17%	15%	15%	22%	20%	16%	17%
Up by 1-19%	55%	46%	56%	55%	61%	43%	53%	51%	52%
No change	8%	6%	8%	10%	8%	6%	4%	12%	10%
Down by 1-19%	14%	14%	12%	17%	13%	24%	19%	18%	15%
Down by 20-50%	1%	1%	3%	1%	1%	1%	2%	1%	2%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Revenue Change | Day Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Up by more than 50%	3%	0%	13%	4%	7%	7%	3%	9%	11%
Up by 20-50%	31%	23%	6%	8%	11%	11%	21%	9%	23%
Up by 1-19%	46%	55%	59%	62%	60%	60%	55%	43%	47%
No change	5%	4%	9%	14%	7%	7%	3%	17%	4%
Down by 1-19%	15%	19%	9%	14%	13%	13%	18%	22%	15%
Down by 20-50%	0%	0%	3%	0%	2%	2%	0%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

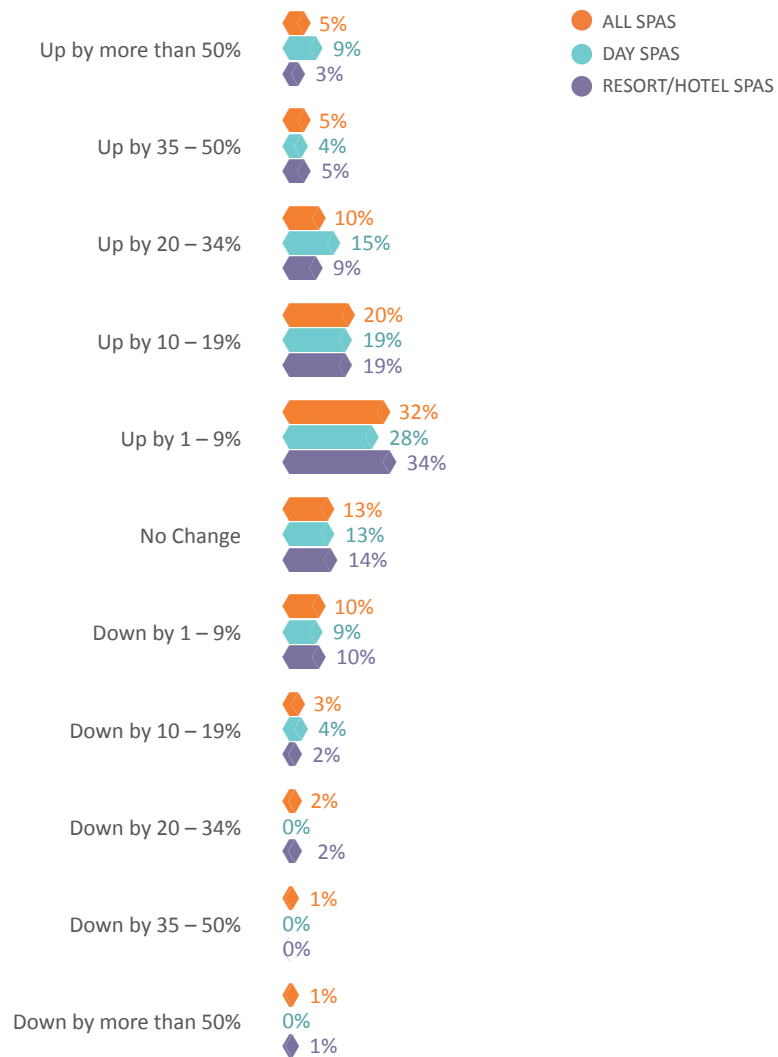
Gross Revenue Change | Resort/Hotel Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Up by more than 50%	2%	0%	1%	2%	1%	3%	1%	0%	4%
Up by 20-50%	19%	22%	20%	15%	17%	23%	19%	16%	15%
Up by 1-19%	55%	57%	59%	54%	60%	43%	53%	54%	53%
No change	10%	8%	7%	8%	7%	6%	4%	11%	13%
Down by 1-19%	13%	13%	11%	20%	13%	23%	20%	18%	13%
Down by 20-50%	1%	0%	2%	1%	1%	2%	3%	1%	2%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Profit Change | ISPA Spa Members

4th Quarter 2015 vs. 2014

What was your profit change for the fourth quarter of 2015 compared to the fourth quarter of 2014?



The following tables provide profit change data from previous quarterly ISPA Snapshot Surveys. To allow for easy comparison, the results are displayed using the original response options.

Gross Profit Change | All Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Up by more than 50%	5%	1%	5%	2%	4%	6%	4%	4%	5%
Up by 20-50%	16%	14%	13%	16%	14%	14%	12%	13%	15%
Up by 1-19%	54%	57%	57%	49%	54%	50%	55%	53%	52%
No change	13%	14%	10%	15%	14%	11%	13%	12%	13%
Down by 1-19%	11%	13%	14%	17%	14%	18%	16%	16%	13%
Down by 20-50%	1%	1%	0%	1%	1%	1%	2%	1%	3%
Down by more than 50%	0%	0%	1%	0%	0%	0%	1%	1%	1%

Gross Profit Change | Day Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Up by more than 50%	5%	0%	9%	2%	5%	0%	5%	4%	9%
Up by 20-50%	21%	15%	3%	13%	16%	14%	16%	13%	19%
Up by 1-19%	46%	48%	59%	56%	52%	53%	43%	43%	47%
No change	15%	19%	16%	14%	9%	8%	13%	22%	13%
Down by 1-19%	13%	19%	13%	14%	18%	22%	16%	17%	13%
Down by 20-50%	0%	0%	0%	2%	0%	3%	3%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Profit Change | Resort/Hotel Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Up by more than 50%	6%	1%	4%	1%	3%	9%	4%	2%	3%
Up by 20-50%	17%	16%	16%	18%	15%	15%	9%	14%	14%
Up by 1-19%	55%	57%	59%	54%	60%	43%	58%	54%	53%
No change	11%	12%	8%	14%	15%	13%	10%	11%	14%
Down by 1-19%	9%	12%	12%	20%	14%	16%	16%	17%	12%
Down by 20-50%	1%	0%	0%	1%	1%	1%	2%	1%	2%
Down by more than 50%	0%	0%	2%	0%	0%	0%	1%	1%	1%

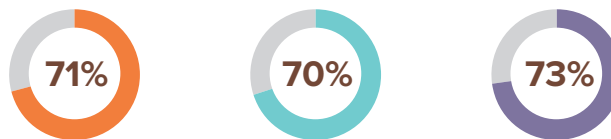
Change in Spa Visits | ISPA Spa Members

4th Quarter 2015 vs. 2014

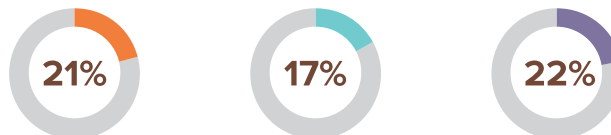
How did your number of spa visits change for the fourth quarter of 2015 compared to the fourth quarter of 2014?

ALL SPAS DAY SPAS RESORT/HOTEL SPAS

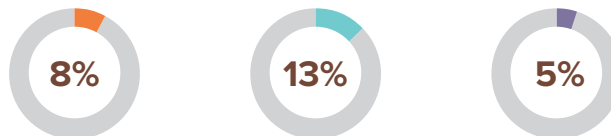
SPA VISITS WERE UP



SPA VISITS WERE DOWN



NO CHANGE



The following tables provide change in spa visits data from previous quarterly ISPA Snapshot Surveys. To allow for easy comparison, the results are displayed using the original response options.

Change in Spa Visits | All Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Spa visits were up	71%	72%	67%	64%	72%	67%	62%	62%	71%
Spa visits were down	17%	20%	21%	20%	19%	28%	30%	27%	21%
No change	12%	8%	13%	16%	9%	6%	9%	11%	8%

Change in Spa Visits | Day Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Spa visits were up	67%	67%	59%	61%	64%	61%	54%	52%	70%
Spa visits were down	21%	26%	22%	22%	22%	28%	31%	39%	17%
No change	13%	7%	19%	18%	13%	11%	15%	9%	13%

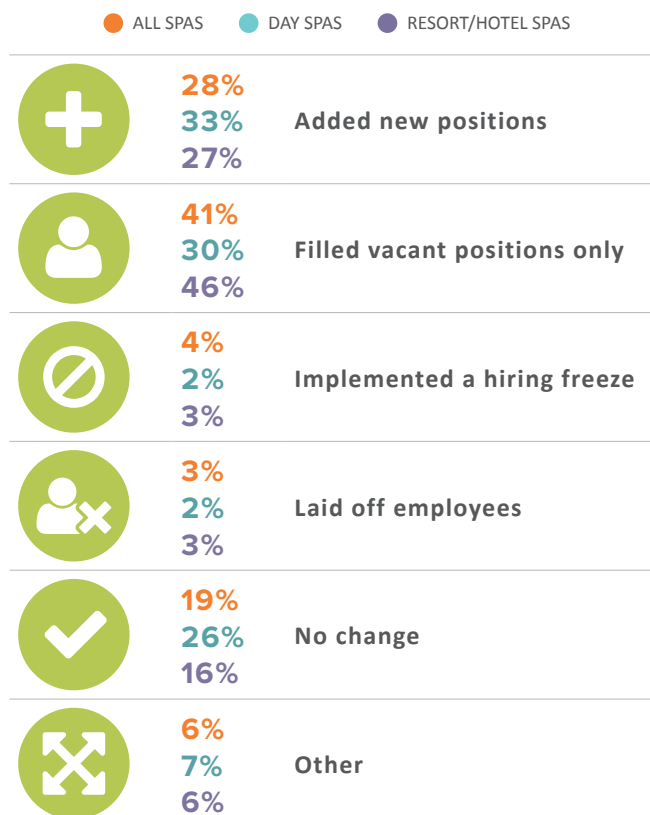
Change in Spa Visits | Resort/Hotel Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Spa visits were up	72%	73%	70%	64%	73%	65%	65%	62%	73%
Spa visits were down	17%	19%	20%	21%	22%	30%	29%	27%	22%
No change	11%	8%	11%	15%	6%	5%	5%	11%	5%

Workforce Changes | ISPA Spa Members

4th Quarter 2015

Which of the following best describes your workforce changes for the fourth quarter of 2015?



The following table provides change in workforce data from previous quarterly ISPA Snapshot Surveys. To allow for easy comparison, the results are displayed using the original response options.

Workforce Changes | All Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	2nd Qtr 2015	4th Qtr 2015
Added new positions	31%	35%	37%	31%	34%	30%	37%	24%	28%
Filled vacant positions only	34%	39%	39%	35%	36%	42%	43%	46%	41%
Implemented a hiring freeze	3%	1%	0%	2%	2%	4%	2%	3%	4%
Laid off employees	1%	2%	0%	0%	1%	1%	2%	0%	3%
No change	26%	16%	21%	28%	20%	19%	11%	22%	19%
Other	5%	7%	3%	4%	6%	5%	5%	5%	6%

Workforce Changes | Day Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	2nd Qtr 2015	4th Qtr 2015
Added new positions	45%	36%	36%	31%	38%	31%	36%	41%	33%
Filled vacant positions only	21%	43%	26%	33%	29%	39%	44%	32%	30%
Implemented a hiring freeze	0%	0%	0%	2%	0%	0%	0%	0%	2%
Laid off employees	0%	7%	0%	0%	2%	0%	0%	0%	2%
No change	26%	7%	29%	33%	24%	28%	18%	18%	26%
Other	7%	7%	10%	2%	7%	3%	3%	9%	7%

Workforce Changes | Resort/Hotel Spas

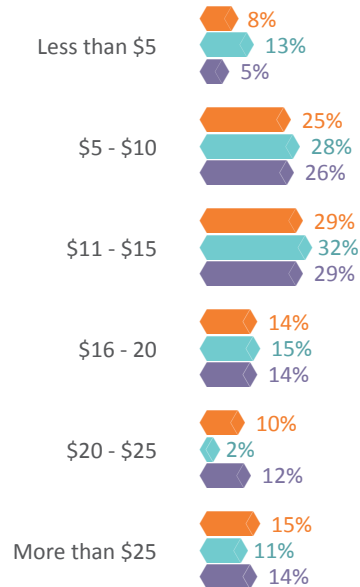
	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Added new positions	27%	34%	40%	28%	28%	32%	36%	20%	27%
Filled vacant positions only	42%	42%	40%	39%	39%	39%	44%	50%	46%
Implemented a hiring freeze	4%	0%	0%	2%	2%	3%	3%	2%	3%
Laid off employees	2%	1%	0%	0%	0%	1%	3%	0%	3%
No change	20%	19%	19%	24%	24%	19%	10%	24%	16%
Other	4%	5%	1%	7%	7%	7%	4%	4%	6%

Average Retail Revenue Per Treatment | ISPA Spa Members

4th Quarter 2015

What was your spa's average retail revenue per treatment for the fourth quarter of 2015?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



The following table provides average retail revenue per treatment data from previous quarterly ISPA Snapshot Surveys. To allow for easy comparison, the results are displayed using the original response options.

Average Retail Revenue Per Treatment | All Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Less than \$5	11%	10%	15%	9%	7%	11%	8%	12%	8%
\$5 - \$10	29%	22%	23%	25%	23%	25%	23%	23%	25%
\$11 - \$15	23%	29%	23%	24%	27%	26%	30%	28%	29%
\$16 - \$20	15%	18%	17%	16%	17%	18%	16%	13%	14%
\$20 - 25	11%	9%	12%	10%	9%	11%	13%	9%	10%
More than \$25	12%	12%	11%	17%	18%	9%	10%	14%	15%

Average Retail Revenue Per Treatment | Day Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Less than \$5	8%	14%	19%	10%	4%	8%	8%	22%	13%
\$5 - \$10	30%	4%	16%	20%	20%	17%	23%	17%	28%
\$11 - \$15	13%	25%	13%	22%	27%	22%	18%	13%	32%
\$16 - \$20	15%	21%	23%	16%	18%	33%	21%	13%	15%
\$20 - 25	10%	14%	16%	12%	9%	8%	21%	9%	2%
More than \$25	25%	21%	13%	22%	22%	11%	10%	26%	11%

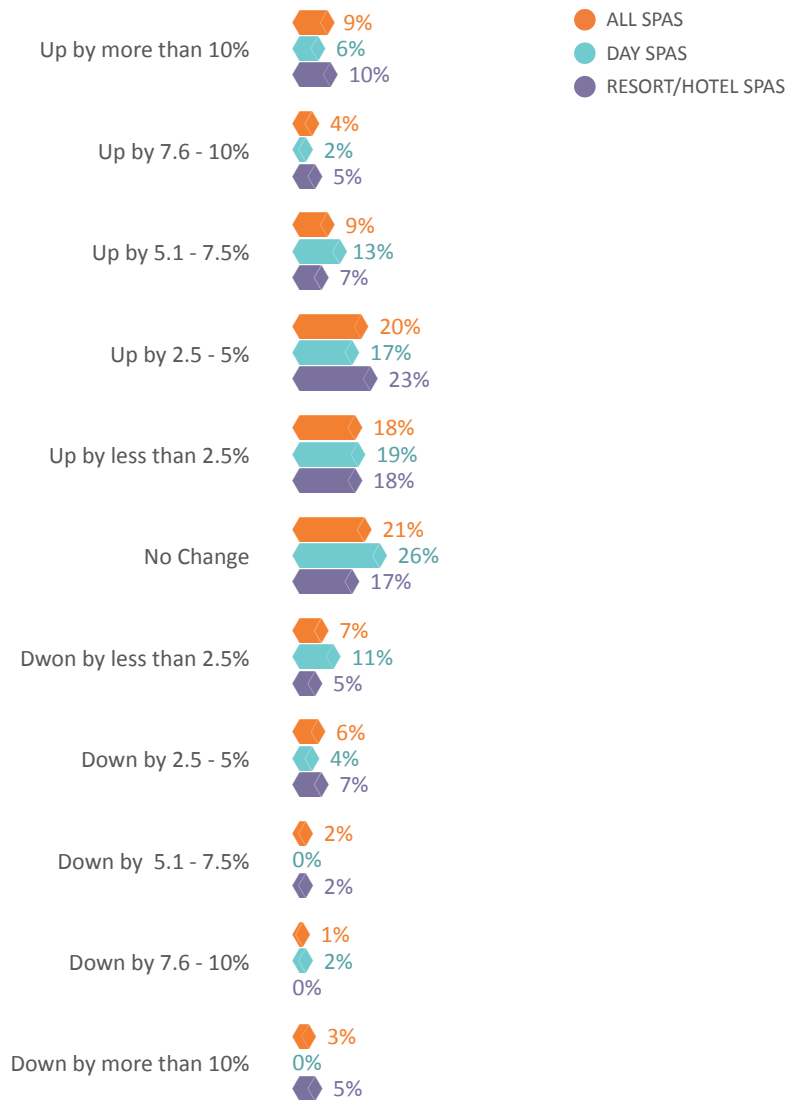
Average Retail Revenue Per Treatment | Resort/Hotel Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Less than \$5	12%	7%	10%	9%	73% ⁸	11%	9%	11%	5%
\$5 - \$10	29%	30%	28%	29%	24%	26%	26%	23%	26%
\$11 - \$15	25%	32%	26%	28%	27%	28%	34%	34%	29%
\$16 - \$20	16%	17%	17%	16%	17%	14%	15%	12%	14%
\$20 - 25	13%	10%	10%	7%	10%	14%	10%	10%	12%
More than \$25	4%	5%	8%	12%	13%	7%	7%	10%	14%

Change in Average Retail Revenue Per Treatment | ISPA Spa Members

4th Quarter 2015 vs. 2014

What was your spa's change in retail revenue per treatment for the fourth quarter of 2015 in comparison to the fourth quarter of 2014?



The following tables provide the change in retail revenue per treatment data from previous quarterly ISPA Snapshot Surveys.

Change in Retail Revenue Per Treatment | All Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Up by more than 10%	14%	13%	11%	7%	11%	9%	11%	11%	9%
Up by 7.6 - 10%	5%	8%	5%	4%	9%	9%	2%	7%	4%
Up by 5.1 - 7.5%	8%	6%	7%	14%	11%	6%	7%	7%	9%
Up by 2.5 - 5%	20%	13%	20%	12%	16%	14%	19%	14%	20%
Up by less than 2.5%	15%	21%	10%	20%	20%	18%	14%	13%	18%
No Change	19%	19%	27%	28%	20%	20%	28%	23%	21%
Dwon by less than 2.5%	10%	12%	11%	7%	8%	13%	12%	16%	7%
Down by 2.5 - 5%	6%	6%	4%	6%	5%	5%	3%	4%	6%
Down by 5.1 - 7.5%	1%	1%	0%	3%	1%	2%	1%	3%	2%
Down by 7.6 - 10%	1%	0%	3%	0%	0%	1%	0%	0%	1%
Down by more than 10%	1%	2%	3%	0%	1%	4%	2%	3%	3%

Change in Retail Revenue Per Treatment | Day Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Up by more than 10%	11%	21%	10%	14%	16%	8%	10%	4%	6%
Up by 7.6 - 10%	11%	18%	0%	0%	13%	14%	3%	13%	2%
Up by 5.1 - 7.5%	8%	0%	7%	12%	13%	13%	10%	4%	13%
Up by 2.5 - 5%	18%	14%	26%	15%	7%	7%	18%	17%	17%
Up by less than 2.5%	16%	25%	7%	14%	20%	20%	23%	9%	19%
No Change	26%	18%	36%	39%	18%	18%	26%	35%	26%
Dwon by less than 2.5%	5%	4%	13%	6%	11%	11%	5%	9%	11%
Down by 2.5 - 5%	5%	0%	3%	0%	2%	2%	5%	4%	4%
Down by 5.1 - 7.5%	0%	0%	0%	2%	0%	0%	0%	0%	0%
Down by 7.6 - 10%	0%	0%	0%	0%	0%	0%	0%	0%	2%
Down by more than 10%	0%	0%	0%	0%	0%	0%	0%	4%	0%

Change in Retail Revenue Per Treatment | Resort/Hotel Spas

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Up by more than 10%	16%	11%	10%	3%	6%	11%	11%	11%	10%
Up by 7.6 - 10%	3%	5%	8%	6%	9%	8%	2%	6%	5%
Up by 5.1 - 7.5%	6%	10%	6%	12%	10%	6%	6%	6%	7%
Up by 2.5 - 5%	24%	13%	21%	12%	21%	11%	21%	14%	23%
Up by less than 2.5%	13%	20%	11%	29%	21%	21%	11%	15%	18%
No Change	16%	20%	22%	22%	17%	19%	28%	20%	17%
Down by less than 2.5%	11%	13%	9%	8%	9%	14%	14%	20%	5%
Down by 2.5 - 5%	7%	7%	5%	7%	7%	6%	3%	3%	7%
Down by 5.1 - 7.5%	2%	1%	0%	2%	1%	2%	1%	4%	2%
Down by 7.6 - 10%	1%	0%	3%	0%	0%	1%	0%	0%	0%
Down by more than 10%	1%	0%	3%	0%	0%	2%	3%	3%	5%

Please identify when your spa's guests are booking their appointments on average using the following time frames.

Average Booking Appointment Details | All Spas

	<10%	10-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	>80%
No advance appointment (walk-ins)	63%	18%	7%	3%	4%	2%	0%	2%	1%
Less than 24 hours in advance	16%	29%	18%	18%	7%	4%	4%	1%	2%
2-7 days in advance	4%	11%	16%	17%	20%	15%	8%	6%	4%
More than 1 week in advance	22%	27%	17%	8%	7%	4%	6%	5%	4%

Average Booking Appointment Details | Day Spas

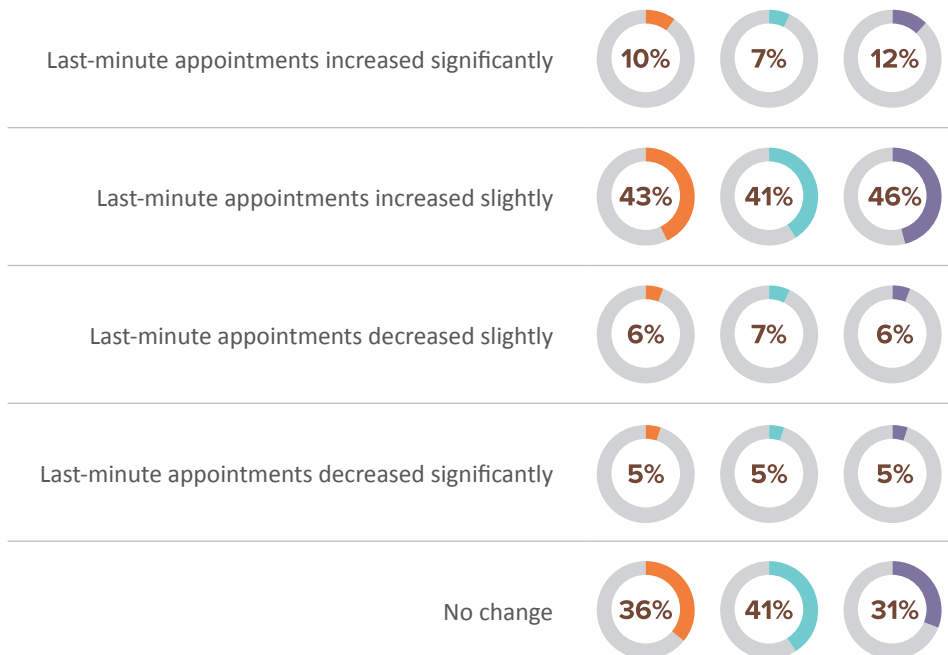
	<10%	10-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	>80%
No advance appointment (walk-ins)	78%	13%	5%	0%	3%	3%	0%	0%	0%
Less than 24 hours in advance	17%	37%	20%	22%	5%	0%	0%	0%	0%
2-7 days in advance	0%	2%	7%	19%	28%	26%	9%	5%	5%
More than 1 week in advance	22%	27%	17%	8%	7%	4%	6%	5%	4%

Average Booking Appointment Details | Resort/Hotel Spas

	<10%	10-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	>80%
No advance appointment (walk-ins)	56%	20%	9%	5%	3%	2%	0%	2%	2%
Less than 24 hours in advance	15%	25%	18%	17%	9%	6%	6%	1%	3%
2-7 days in advance	5%	15%	20%	16%	17%	11%	5%	7%	3%
More than 1 week in advance	29%	31%	14%	7%	7%	2%	2%	3%	4%

Which of the following best describes your spa's change in last-minute appointments (less than 24 hours) in 2015 when compared to the previous year?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Respondents were asked to share any effective incentives or marketing efforts their spa has implemented to encourage guests to book appointments in advance. A sample of responses provided is below.

- % off of an additionally booked service if last minute.
- 10% discount for pre-arrival bookings.
- 10% discount on appointments booked in advance on the day of a current appointment.
- 10% off if they re-book their next appointment before they leave.
- 10% rebooking discount when booked on day of services.
- Clients earn loyalty points when they check out if they book their next appointment.
- Clients know it is tough to get in, because of labor supply issues, so not difficult to convince them to prebook their schedule as they are leaving their visit.
- Due to the volume of business guests are always encouraged to book 3 months in advance.
- Facebook postings for same-day openings.
- Free services and chance to win appointment.
- Good communication with Reservations and Guest Relations Team - to send spa info before they arrive.
- Noticing increased upselling.
- Offer daily promotions sent to the hotel rooms at the end of the day in order to fill up for the next.
- Online booking.
- Our concept is by appointment only, we don't take walk-ins.
- Pre-calls and pre-arrival emails.
- Prebooking contests, if they book their next 2 appointments, they get signed up for a drawing.
- Re-booking incentives.
- Resort concierge/vacation planner position was added.
- Same day open appointments posted on Facebook with a discount to fill it at therapists discretion.
- Seasonal offers with limited spaces.
- Send out some promotion for certain dates but demographic/nationlity has significant infuence, currently we have more Chinese customers who prefer to do walk in booking than make advanced reservation.
- Special gift with large gift certificate purchases. Last offering of a special day spa package.
- Visiting local businesses with menus and product samples or coupons.
- We ask for re-books before client's go, clients know that our most popular therapists book far in advance so if they want their favorite time, they need to book early or they won't get it. Occasionally we do a drawing for clients who rebook before they go. We offer online scheduling so some clients just go home and book out months worth of appointments at a time at their convenience.
- We have a pre-book program that gets the clients to schedule 12 service in a year, their 12th appointment being complimentary.
- We implemented a program called save the date, which included videos and classroom training.
- We monitor the percentage of appointments booked at check-out and report them to the team accordingly. Each technician has a rebooking goal.
- We offer a 10% rebook discount.
- We offer a standing appointment system from September 1 through August 31. This allows our members to select appointment times and service providers that are most convenient for them.
- We sent a newspaper with promotions that vary every day, also we have complementary beach massages that helps to promote our services.

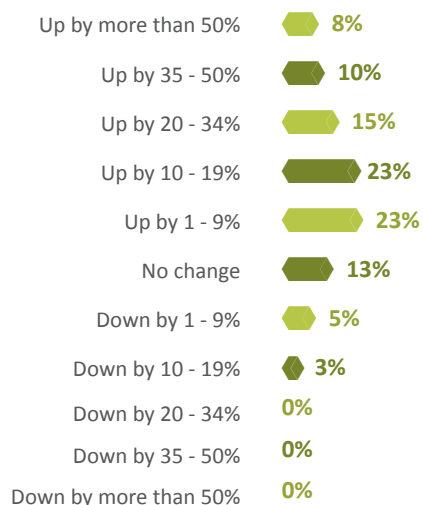
- We try to book spa at the same time we make their room reservation. Then, their room confirmation reminds them to book spa. 2 days prior to arrival any guest who doesn't have spa/dinner reservations gets a call from the property so we can try again. Upon arrival any guest who still has no spa appointment gets an incentive voucher to come in and have a treatment that same day.
- We try to prebook at checkout but it often fails....spa appointments are not like hair color, when they know exactly which day the grey is going to show.

ISPA RESOURCE PARTNERS

Gross Revenue Change | ISPA Resource Partner Members

4th Quarter 2015 vs. 2014

What was your gross revenue change for the fourth quarter of 2015 compared to the fourth quarter of 2014?



The following table provides gross revenue change data from previous quarterly ISPA Snapshot Surveys. To allow for easy comparison, the results are displayed using the original response options.

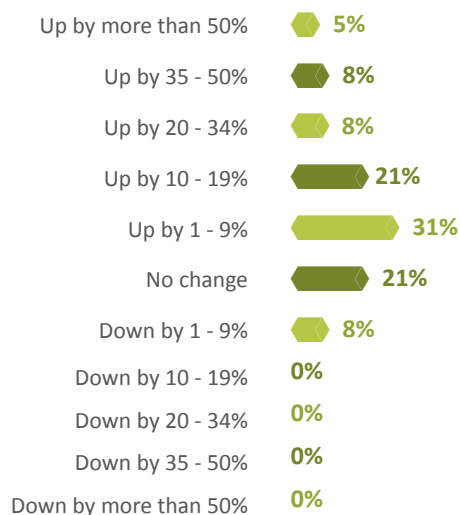
Gross Revenue Change | Resource Partners

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Up by more than 50%	16%	3%	13%	6%	5%	5%	5%	7%	8%
Up by 20 - 50%	25%	25%	9%	21%	20%	38%	28%	25%	25%
Up by 1 - 19%	31%	29%	53%	29%	38%	36%	38%	29%	46%
No change	22%	28%	19%	18%	25%	13%	28%	29%	13%
Down by 1 - 19%	6%	16%	6%	21%	11%	8%	3%	7%	8%
Down by 20 - 50%	0%	0%	0%	0%	0%	0%	0%	4%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Profit Change | ISPA Resource Partner Members

4th Quarter 2015 vs. 2014

What was your profit change for the fourth quarter of 2015 compared to the fourth quarter of 2014?



The following table provides profit change data from previous quarterly ISPA Snapshot Surveys. To allow for easy comparison, the results are displayed using the original response options.

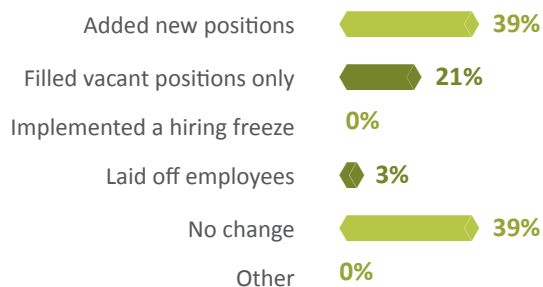
Profit Change | Resource Partners

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Up by more than 50%	13%	3%	9%	0%	3%	3%	5%	4%	5%
Up by 20 - 50%	22%	10%	6%	9%	18%	26%	28%	11%	16%
Up by 1 - 19%	34%	48%	49%	44%	51%	44%	38%	43%	52%
No change	25%	29%	30%	32%	26%	26%	28%	32%	21%
Down by 1 - 19%	3%	10%	6%	15%	3%	3%	3%	11%	8%
Down by 20 - 50%	3%	0%	0%	0%	0%	0%	0%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Workforce Change | ISPA Resource Partner Members

4th Quarter 2015 vs. 2014

Which of the following best describes your workforce changes for the fourth quarter of 2015?



The following table provides change in workforce data from previous quarterly ISPA Snapshot Surveys.

Workforce Changes | Resource Partners

	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015
Added new positions	41%	47%	42%	29%	35%	41%	43%	33%	39%
Filled vacant positions only	3%	13%	12%	6%	15%	18%	20%	17%	21%
Implemented a hiring freeze	0%	0%	3%	6%	0%	0%	3%	0%	0%
Laid off employees	0%	3%	0%	12%	3%	3%	0%	7%	3%
No change	47%	38%	42%	41%	45%	39%	35%	43%	39%
Other	9%	0%	0%	6%	3%	0%	0%	0%	0%

What percent increase or decrease did you see in your number of new accounts, repeat clients, account closures and international accounts for the fourth quarter of 2015 compared to the fourth quarter of 2014?

