



SNAPSHOT SURVEY RESULTS REPORT

——— *Revenue Generating Ideas* ———

MARCH 2016



Generating New Revenue Survey Results

ISPA Snapshot Survey | March 2016

Monthly Snapshot Surveys provide ISPA members with a valuable look into the state of the spa industry, spa industry trends and 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 March Snapshot Survey requested information new revenue generating ideas.

When asked whether ISPA spa members had partnered with a local business or organization to generate new revenue, 36 percent of all spa members responded yes. Of those spas that have developed local partnerships that generated new revenue, some of the responses included partnering with other stores and restaurants in the area where their spa is located to do promotions and events, working with local chapters of the Chamber of Commerce and Visitors Bureaus, partnering with nonprofits and making trades with area businesses.

Thirty-four percent of all spas reported holding formal brainstorming sessions on new revenue generating ideas each month. Twenty-nine percent of day spas and 31 percent of resort/hotel spas hold these brainstorming sessions weekly. Over half (53 percent) of all spa respondents provide incentives or rewards to employees to encourage them to help identify new revenue generating ideas. Bonuses, commission, complimentary products or spa services, gift cards, educational trips and a variety of prizes including iPads and laptops topped the list of incentives offered.

Respondents were asked what they consider their spa's most successful revenue generating ideas. In terms of retail, popular answers included bundling products, buy one-get one promotions, bringing in new retail offerings including seasonal promotions, hosting events, gifts with purchase and partnering with vendors. When shifting the focus to marketing promotions and special packages, responses ranged from creating destination and special holiday packages, pairing service and retail offerings together and monthly promotions. In regards to special events, popular responses among spa respondents included holding customer appreciation events, spa socials or open houses, hosting school or charity fundraisers and vendor demos/features inside of the spa.

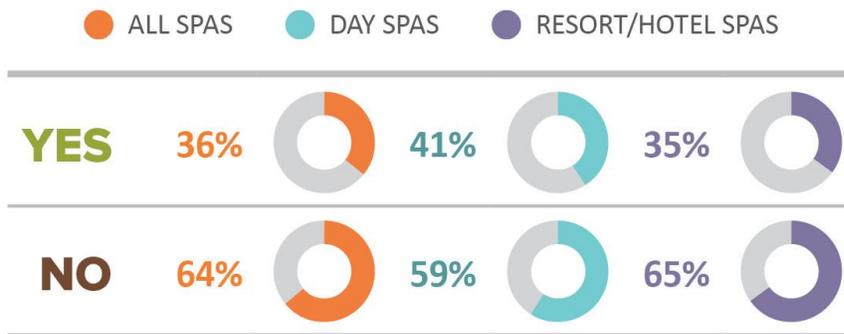
A majority (70 percent) of ISPA resource partner members have not partnered with a local business or organization to help generate new revenue. When asked whether their company helps their spa clients identify new ways to generate revenue, an overwhelming 88 percent said yes. When asked to describe these ideas, some responses included working on menu development, providing on-going education, discussing add-ons, supplying marketing and educational materials and assisting with social media presence for brand awareness.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, March 18, 2016 to Friday, March 25, 2016. During this time, 305 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

Has your spa partnered with a local business/organization to generate new revenue?



Respondents were as to describe the local partnership that generated new revenue for their spa. Below you will find a sample of the responses provided.

- A retail partnership with a local pottery to drive revenue via consignment sales.
- AMEX partnership quarterly promotions, EPP programs for company employees.
- Bed and breakfasts in area.
- Chamber of Commerce health event.
- Chamber of Commerce, Target, etc.
- Community business owner’s organization for our neighborhood.
- Corporate memberships.
- Created an awards program offering "points" as incentive to increase local business.
- Creating a Thank you program for Concierge and other businesses.
- Discount to gym members.
- Finally, we partner with higher end bed and breakfasts and Inns on our island to offer packages with their stay especially for holiday events. We are also featured in the "only in Rhode Island's" unique gift baskets that are sold to many tourists.
- Food and Wine Festival.
- Go Local is a West Sonoma County organization that provides business in the area to offer locals a special offer.
- Large mall across the street so partnered with independent stores - employee discounts, VIP specials for their customers and guests, and events that take place in each other’s space with each other’s invite lists to cross promote.
- Local nonprofit marline life center is a big tourists draw- we share their logo on our price lists as a give back program.
- Local organizations, etc. young professionals and Chamber of Commerce.

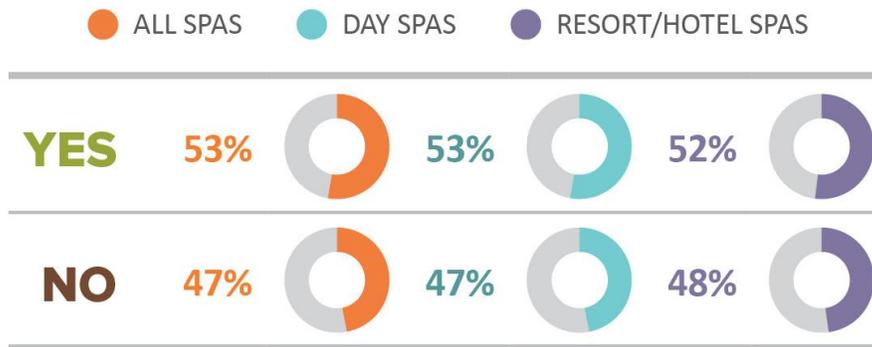
- Most recently we partnered with a local chocolatier and local arts center to create a winter warmer special. The chocolatier created an herbal drinking chocolate we served to guests after treatments. This chocolate was available in an 8-ounce canister as a seasonal retail item. We also created a gift set that included the chocolate canister and two small pottery-drinking cups created by our local potter. It was a great success!
- Partner with other stores and restaurants in the shopping center that our spa is in to do promotions and events.
- Partner with *Tucson Model Magazine*, which has a strong on-line presence. We host an annual white party with TMM each year, which brings 300+ local guests to our location.
- Partnered with Dallas Summer Musicals and did spa parties to launch some of their musicals. Created cute marketing ideas to incorporate it with spa. Charged a small fee and offered mini treatments. Attracted some good local business.
- Partnered with local branch of yoga clothing line to provide free outdoor yoga near our space
- Partnering with luxury auto dealers for gift certificate sales. Partnering with local magazines and local events to build brand awareness. Partnered with local massage, beauty and esthetics schools to educate future service providers on working in a spa environment.
- Referral cards with a spa discount and incentive to the individual making the referral.
- San Francisco is full of luxury condominium high rises that we partner with the concierges to offer their residents 15 percent off plus a complimentary 60-minute service for every 10 appointments booked by the concierge for the concierge.
- Sell local vendor products on consignment: jewelry, chocolates.
- Special tea member discounts as part of hotel corporate club.
- Sponsorship of Boston Celtics Dancers.
- Susan G. Komen Foundation, American Heart Association.
- Traded discounts between customers and employees to increase cross promotion.
- Trades with area businesses. We will give restaurants a spa gift card in trade for a gift card to their restaurant. I give the restaurant gift cards to employees and incentive and we gain new clients.
- Visitor's Bureau and local food and wine festival.
- We also partner with yoga studios and teacher to offer "flow and float" this is a two-hour access to our hydrotherapy water circuit and a full hour yoga flow class (for \$40).
- We are working on a partnership with a local artist for a paint program where you will be guided in our zen garden through your own painting experience (that you get to keep) and this is followed by a Water Journey (our name for our hydrotherapy circuit).
We have a neighboring business: Ride Cycle. We partnered with them to offer a gift card to ride with the purchase of \$100 in retail items.
- We have partnered with a hair salon and they refer massage/facial clients to us, while we refer hair clients to them. We are in close proximity to each other so it is beneficial for both.
- We have partnered with a sailing company to offer a unique spa experience - spa and sail (this includes a full day pass to our unique hydrotherapy circuit and a two-hour sunset sail in the Newport Harbor for \$115).
- We have partnered with local bed and breakfasts that do not have spas as well as upscale boutique hotels that do not have spas. This has been a good driver of additional revenue.
- We have partnered with The Genachery, a specialty chocolate shop. We are offering themed packages, which includes themed chocolate with the services. i.e. "Spa Wars" package which offers a Dark side and Light side chocolate post treatment.

- We offer a discount to guests staying at the Marriott across from our location and advertise that on their website and at their check in.
- We partner with a local travel company to boost our bookings.
- We partnered with two, a local acupuncturist and local plastic surgeon who both perform services (and give referrals) to our spa.
- We work with the Resort we are located at as well as our local museum as well as the Heart Association.
- Wellness and health experts for one-off events or weekly services.
- Wineries... We selected a few partners to share the opportunities to visit our spa.
- With a local chiropractor.
- With the local Chamber to reach out to new businesses and organizations new to town or doing special events.
- Working with local hospital, chamber of commerce, YWCA and sponsoring various soccer teams.
- Yoga place , shopping outlets.

On average, how often do you formally brainstorm new revenue generating ideas at your spa?

	ALL SPAS	DAY SPAS	RESORT/HOTEL SPAS
Daily	13%	13%	13%
Weekly	31%	29%	31%
Monthly	34%	35%	35%
Quarterly	17%	21%	15%
Annually	3%	0%	4%
Other	2%	2%	2%

Do you provide incentives/rewards to employees to encourage them to help identify new revenue generating ideas?



Respondents were asked to describe how their spa incentivizes employees to help identify new revenue generating ideas. Below you will find a sample of the responses provided.

- \$10 for selling Vital Health Club membership.
- \$150 gift card for an idea that is implemented.
- As commission is not allowed we give more off hours, product of choice, gift.
- Ask vendors for giveaway product.
- At our company, all employees have a percent in the actual company. So if the company makes more money they see that. This way if they have an idea that could make the company more money it will also make them more money.
- Bestseller diploma, gift from vendor and the opportunity to share their success history as a vendor helping our customers how to start a wellness lifestyle.
- Bonus for doing community events that promote spa.
- Bonus for idea that produces most client results.
- Bonus for working special events.
- Brunch for two, comp nights etc.
- By setting retail goals, if the staff sells above the goal they get a five percent addition. This also helps the staff learn more about the products to be able to sell.
- Chance to win registration to ISPA.
- Complimentary products or spa services.
- Depending on what we are looking for we will do a dollar amount on their next check, complementary product of their choice.
- Do a drawing for everyone who submits an idea one receives a product or service prize. They are all so excited to see their ideas come to fruition as well.
- Educational trips to NY, Paris, etc. work with your vendors.
- Employees are paid a bonus for ideas implemented.
- For every 10 services they recommend, they get a 50-minute spa treatment.

- Gift cards as rewards work really well for our team and the amount available to win changes based on the goals and ideas generated.
- Gift cards to local businesses, gift cards to our own spa, free sample products we receive from our current or prospective vendors.
- I have a treasure box of prizes.
- If it is worth doing it is worth measuring. We post contest boards up in the sales manager's office and track all retail sales. We have contests with the front desk.. who can book the most enhancement services.
- If our practitioners rebook guests for an additional treatment we provide them with points to put toward a purchase on the property such as retail, treatments, or participation in an activity on property that is offered to guests (salmon fishing, grizzly bear tours etc.).
- Instant spa dollars.
- Monetary rewards and/or gift cards.
- Movie tickets, products, money depending on idea.
- Product gift bag for them to choose from when employees assist the business.
- Public recognition.
- Resort cash--can be used at any outlet, such as Spa, F&B, Boutique etc. or cash bonus.
- Setting a daily goal with a free product as the prize motivates the therapist to suggest more retail.
- Spa bucks- money that can be spent in the spa.
- Special rewards for employees who can "get" the most new clients.
- Taking them to lunch, giving them products.
- The team really enjoys cash incentives and competition.
- The therapists are encouraged to explore different service options. We now have unique add-ons and services, created by staff. With these treatments, they get a dollar amount towards product/ service upgraded or sold.
- They receive 10 percent of all retail sold and we do incentive programs with our vendors, for example Pevonia, who gave the staff \$20 credit toward a Pevonia product for every Micro-Retinol service/product the staff sold.
- They receive either a gift card or choice of spa treatment.
- They receive points that are then turned into money they can spend at any of our revenue centers.
- They receive products as incentives, Visa gift cards, and items like iPads and laptop computers.
- We are currently running a six-month trip Incentive in partnership with one of our brands. A minimum amount of retail must be sold on a monthly basis in order to remain qualified, and then "Stars" can be received in a variety of different ways: reaching monthly, Service and Retail goals, brand specific transactions of \$250 or more, upgrading facials etc.
- We give 10 percent on product sales. We up the therapists' commission split once they hit targets on loyal customers.
- We giving prizes for the idea that seems to be the most favorable.
- We have a "toolbox" of incentives, which rewards employees for performance or any revenue generating idea they may come up with and which gets used.
- We have a points program that offers free massages, etc. If someone comes up with an idea that we adopt that generates revenue it is worth 50 points (most things are 5 or 10 points).
- We have an internal rewards program that we use, that gives a form of currency they can exchange for many things, from logo mugs up to room nights.
- We increase their commission when they sell services, this drives staff to get creative.

- We offer a bonus or cash incentive if a team member offers a suggestion that is implemented.
- We work with our vendors to develop goals & incentives based on desired outcomes. Sometimes we reward with cash, other times we use products. We also offer spa services to our support staff to incentivize them.

Respondents were asked what they consider their spa's most successful revenue generating ideas. Below you will find a sample of responses provided.

Retail:

- "Shopping Spree". Spend \$175 or more on spa services and receive \$75 worth of retail products.
- \$1 spent = 1 point...easy
- 1.Spa Socials w/25-minute oxygen facials pre-booked for \$50 and includes \$50 toward a purchase of \$100 of skin care products. 2.Gift w/purchase of "X" amount of dollars of facial products works 3. Sales of 30 percent to 50 percent off select items.
- Adding fitness clothing and bundling clothes+ packages.
- Ask about your free facial! Upon purchasing the full facial product, we offer a free facial using our own product.
- Black Friday 20 percent off sale. Clients may pre-order.
- Bring in products and trade for new ones get 15 percent off.
- Bringing in more giftable items and jewelry.
- Bringing in new retail offerings, changing displays. Seasonal promotions.
- Broadening our sales items to include trendy clothing and giftable items.
- Bundle hot items with less hot ones.
- Bundle products, gift with purchase, trunk shows.
- Bundle service with products.
- Buy \$200 in product receive complimentary full size cleanser.
- Buy two get one complimentary.
- Buy three get one free promos.
- Buy one full- buy other product at 15 percent off.
- Buy two-get free item.
- Carrying sundry type items. Our hotel does not have a gift shop.
- Carrying underwear in the spa shop. It has been very successful.
- Chinese dim sum box spa hampers.
- Combining similar products together in a 'special', open events on product sampling/training/experience.
- Complimentary salt scrubs in the hotel bathroom. Drives the guest to purchase in the spa.
- Consultation - we use a sales tool with all new facial clients called a skinanalysis. We document client & therapist concerns and highlight recommendations for retail products as well as the next treatment suggestion.
- Creating a focus and display for slow moving item. We sold out of slow moving item as soon as we created a new display in center of store for it.
- Discount on product if they purchase same day as services.
- Educating our staff on efficacy of products.
- Employee Incentives, specific brand loyalty cards (i.e. receive a sticker for every two products purchased from same brand, after six stickers you receive a free facial).
- Events in shop with product vendors demonstrating products and treatments.

- Events, events, events. At least twice a month we host events focused around retail and they are extremely successful for us. We charge \$50, which includes a 25-minute service (tied to a certain product line) and then if the guest spends an additional \$50 on retail, we give them \$25 more to spend.
- Every time we have a VIP event for clients, we sell a lot of retail because we offer complimentary mini facials and complimentary makeup.
- Facial guest retail incentive coupon from esthetician.
- Feature product and feature tables.
- Featuring a new product in front every week.
- Free gift with X dollar amount purchased.
- Gift w/ purchase driven through the vendor. Also, offering a discount on product lines used in the guest's spa treatment.
- Gift with purchase. (9)
- Group sales such as bridal parties, birthday celebrations being offered specialty gift bags for their guests as part of event packages.
- Guest appreciation sales.
- Having recommended products ready at checkout. Introducing them to retail offerings before service.
- Having tester stations throughout the spa has helped boost our sales.
- Honing in on retail products that will turn over quicker; it may mean cutting the inventory but it will maximize the space used.
- Local popular TV personality endorsements.
- Locally made products used in products sold in retail.
- Merchandising is key and keeping the merchandise moving. Buying in smaller quantities always keep the inventory turnover ratio good.
- Monthly trunk show that involve suppliers.
- Our clearance area of 40 percent off - we move all merchandise that does not sell in 120 days, buy so much of a line and get either a free product or a discount, lastly free gift with purchase.
- Partner with vendor to provide gift with purchase promotions.
- Pop up vendor showcases.
- Prescription cards filled out by massage therapists.
- Product of the month ads to generate awareness of our product lines. We also offer a 10 percent discount to guests who purchase a minimum of \$75 in retail products on the day of their service.
- Product sales trainings to help educate and inspire the staff to sell more in fresh ways.
- Providing product lines that are most effective for our demographic and that represent a range of price points.
- Retail gift card with service package purchase for holidays.
- Sales goals and competitions among therapists.
- Seasonal activities calendar with vendor events and incentives.
- Set goals for each associate to sell retail.
- Signature products (lotion body wash etc.).
- Simple displays, new brands and products, educating staff, moving it around daily, weekly, etc...
- Small inventory, frequent order. Put old retail on sale also to employees. Visual merchandising change day/evening wear.
- Spend \$2,000 receive \$250 free in products or services.
- Strong skincare line partnerships.

- Summer specific and moderately priced summer wear, sunscreen etc.
- Text message marketing.
- Themed monthly sales.
- Training, training and more training. Also, increasing the items available for retail that are also part of a treatment.
- Trunk Shows.
- Trunk shows partnering with local artisans of a high caliber.
- Tying in a product at a reduced price when a service is purchased using that product.
- Using products in service monthly that are seasonal and making sure to offer in bathroom to use as well as signage to keep reminding them about the product up until checkout.
- we are playing 'poker' with our staff right now. 1 card for every product sold. We consistently reward top sellers but this have been a fun way to reward the number of items sold and even it up plus still have an element of randomness with the cards.
- We did a guest appreciation event where we offered a retail discount to guests for a couple days. It's always very successful.
- We had a vendor design a special lotion for our guess room resulting in larger sales of that product. Generating 40 percent of our retail sales in that lotion.
- We have brought in retail during certain times of the year that market to the group in house. For example, April is a month of pool parties and a young crowd. We do not generate a lot in service revenue this month so we have brought in novelty items such as waterproof jewelry tattoos, hangover helper, tattoo revivals, etc.
- We offer a "shop til you drop" on Fridays. This extends a 10 percent discount on all spa retail merchandise.
- We present retail after treatments with a personalized not from the therapist/esthetician.
- We rotate our retail displays and try to coordinate with informational displays in areas close to the spa.
- We started a FarmHouse Fresh happy hour cocktail party. We invite all guests in house. With this, we have increase retail sales by 20 percent.

Marketing promotions/special packages:

- Spring Beauty Break Packages, Membership or Loyalty programs.
- \$15 off your next appointment when you make your reservation on the same day as an appointment (Monday –Thursday).
- \$40 off a 50-minute service/20 percent off salon services.
- \$99 weekday special including one baseline treatment, sauna, champagne and lunch. Also using Travelzoo.
- 20 percent discount after treatment with therapist recommendation.
- BFF: Back massage, Foot massage and Facial for \$129.
- Book a facial, receive a free upgrade of an eye contour treatment.
- Buy three get 15 percent off, buy six get 25 percent off.
- Buy one get one for \$10+ for our 10-year anniversary in 2015. We doubled our budget in July, one of our slowest months.
- Day Spa Beach Retreat package where local guests receive one spa service, a lunch credit and access to beach and fitness for the day. Generated 20 percent growth year-over-year.
- Definitely for our unique type of spa in New England. There are no hydrotherapy spas here so we market that experience and it is our biggest draw.

- Direct marketing to our existing guests, especially giving them higher rewards if they bring a new guest with them.
- Discounted services – 29 percent off on Leap Day, Free Haircut with Color service in hair salon.
- Double value-add coupons on a Cyber Monday deal that expired at midnight...had a countdown clock that spurred an urgency to buy.
- E-mail blast and early bird specials. Having trouble filling first slot of the morning, it is now discounted by 20 percent and doing well.
- Every three months or so we do buy-one, get-one 40 percent off as a flash sale and our regulars/members are always looking out for those to come in and take advantage off their regular membership services.
- Featuring a service in property wide circulation of daily activities. A discount is not necessary - just highlighting the service increases interest and ultimately bookings.
- Follow us on Instagram to learn our weekly and monthly promotions.
- Free back brush and body brushing add-on Winter Skin Special.
- Gift Card purchase \$125 for \$100.
- In hotels: Free welcoming jet lag massage of 10minute- more than 50 percent of the guest book a full treatment after.
- Introduce a friend, each receive treatment add-on; Inspire a friend to become member get free treatment; Reduction of purchase series of treatments.
- introducing our Hydrafacial machine to our members. Free upgrade with any 90-minute facial at the members' rate.
- Marathon promotions and "Spa Wars" package.
- March madness- Brazilian blowout/ Bikini wax special.
- Our promotions are usually done with the vendor's when they are promoting new products - Oxygen Infusion with Luzern, Skin Scope with Skin Ceuticals.
- Pairing service and retail offerings together (i.e. book our feature facial and receive 15 percent off corresponding products).
- Rail cards placed in the hotel rooms, which change every two months.
- Resort property Spa Posters ~ Showcasing our Seasonal Events. In room exposure.
- Retreats with wellness speakers that tie in spa treatments and activities.
- Seasonal services (i.e. massage, body treatment, facial, hair, nails) individually each quarter of the season with highlights on additional service package specials for each holiday (i.e. massage/body treatment/blowout & style or facial and pedicure). Spa memberships with annual renewals and quarterly spa socials. Spa members' first time guests receive 15 percent off their service. Promoting cruelty free, paraben free and 100 percent free from toxic 12 products.
- Select two or three treatment packages--guests can pair their own massage, facial, body, and nail services at a slightly discounted rate.
- Spa Week and any value added package we run is always popular.
- Time Ritual package - deciding what treatments and services on arrival. Guests buy time.
- To pick up mid-week revenue we offer a free massage with a room rate of \$149 (valid mid-week only).
- Trade with ESPN in an effort to win more male spa goers.
- VIP events and "local days" We are located in a very tourist area, so our locals appreciate specials just for them.
- We are always trying to cater to guest's preferences & listen to the clients' recommendations on how they wish to use our services. We generally roll this out in a form of a spa membership program.

- We created deal packages that included \$40 spa credit, so it brought a lot of guests to our retail.
- We had a "Let it Rain" package which was if you stayed at the resort and it rained during your stay you would get a spa credit.
- We have found that in slow season Travelzoo has been a boost.
- We offer specials for most holidays, such as a discount on massage services on April 15th (tax day).
- We partnered with the pool bar at the hotel and have specialty drinks that match a facial we offer. The bar staff has incentive to sell these drinks, then give the guest a spa discount voucher. We have received many guests from the bar referral.
- We use banners on the website for specials and we display big poster boards in the Spa and around the resort for special offers, also last minute Facebook specials.
- Welcome letter "if you purchase a 50-minute massage within the first 24 hours upon arrival we will offer you an additional 20 minutes as an added value".
- Worked with Groupon on a custom offer which generated exposure to new business and clients.

Special events:

- "Shake it Off" weight challenge (an all year event).
- "Spaliday": Each year for the past five years, early in December, we hold an evening Open House (with refreshments donated by our restaurant partners. We offer gift cards (\$20 gift card added to every \$100 gift card purchased). Fifteen percent off of all retail purchases. These savings apply only to purchases made in person during the hours of the event---usually 4-8 PM on a Thursday. This past year (2015), our gross from the event was quadruple what it was the first year (2011).
- 2016 we started a monthly spa event the first Wednesday of the month. We paired with a vendor of ours that uses vinotherapy. We offer wine tastings and appetizers for a paid event and often sell quite a bit of retail.
- 25th anniversary celebration. special prices and services on the 25th of each month for the rest of the year.
- Affiliated with local fundraisers for save the animals, and under privileged children "in Mexico".
- Anniversary, speakers, medical information night.
- Annual customer appreciation event.
- Beauty and the besties spa happy hour.
- Bi-annual open house events with vendor trunk shows.
- Bi-annual Peel Part, Curls Night Out.
- Bridal show in spa.
- Charity organizations - Hosting an event for their donors at the Spa to relax and rejuvenate where they can receive services and purchase retail with a percent being donated back to the charity honored at that event.
- Customer appreciation days during Holiday Season, evening Launch events.
- Customized retreats for identified groups.
- Destination Freestone is a "block party" featuring four iconic businesses in tiny Freestone.
- Direct sales in the pool area.
- Free wellness seminars to promote long-term revenue.
- Hoping to have a spring sidewalk sale to clean out some 'more mature' product so we have more space for new fun stuff. maybe we'll have a food truck during our sale.
- Hosting school or charity fundraiser in spa and donating a percentage of proceeds to respective cause.
- Hydrofacial open house with two machines in the reception area of the spa so that all who entered the spa could see the machine in action. Very successful.

- Jane Iredale event with Ruben Potrebenco from Vancouver.
- Ladies night event.
- Launch parties, Canvas Decanted events to bring awareness to the spa.
- Local's event to introduce new treatments.
- Major holidays - Valentine's Day, Mother's Day, Christmas, etc.
- Mini events with our vendor partners, trunk shows, etc.
- Monthly "after-hours" express treatment events generally highlighting a specific vendor--with onsite support from vendor.
- Monthly wellness day or fitness weekend.
- Native American programs.
- Partner with skincare lines to do events, such as a mini facial or peel and special retail offers for those who RSVP for the event.
- Partnering with boutique grand openings, fashion shows, bridal events or other local special events to set up a spa area for mini treatments like hand or chair massage and polish changes.
- Partnerships with local small businesses for spa hosted events and tapping into their network to build return clientele.
- Peel Party! (half off all peels).
- Pre-holiday special shopping days.
- Quarterly complimentary make up events and discounted facials.
- Quarterly mixers for our club members, host on-site conference groups for spa days.
- Silent Night promotion in December.
- Spa Summer Soiree, annual 4th of July party with prime seating for the fireworks show. We serve sangria and small plates. We have live entertainment, providers offering mini treatments and raffle prizes.
- Sparties where we invite our top 100-200 guests for an evening of fun and sample services.
- Specific events sorting out big concerns quickly: i.e. Stop smoking with one session of acupuncture.
- Teen evening events, wellness events.
- Vendor features in our reception - it's been skin care, make up, books, clothing, refreshments - all well received.
- Vendor Happy Hour.
- We do an annual open house to drive local loyalty.
- We do SPAWEEK twice a year in April/October which gives us new clientele as well as prices the services right below our normal membership rate so we capture a lot of those new members because of this promotion.
- We do staff events where we invite front desk/sales/receptionist staff from our sister properties to come to a spa night with hand treatments, mini massages, etc.
- We have a fitness center & have recently added a new stretch workshop with success and also a boot camp program. We also just started a "beauty school" workshop where we teach clients about their skin & at-home care. Attendance also gives them a gift and retail product credit to use that day and a discount on a future service. This is happening this weekend so we are not certain how successful it will be.
- We have a makeup artist event.
- We host an annual trip around the spa. Each person needs to visit each room and get a card punched for an entry into a spa package prize.
- We host weekly sparties at all resorts, based on a spa happy hour concept.
- We use events all the time (twice a month) to drive retail sales and drive new customers to the spa.

- Weddings, Annual VIP Party for our Spa Members and their guests (dinner, cocktails, services, drawings). Quarterly Socials; services, cocktails, retail specials. Local Events - bike rides, green initiatives, Earth Day.
- Wellness events with guest speaker.
- We've begun quarterly open houses with a variety of targeted audiences and have partnered with our vendors to provide a great experience to current or potential clients.
- Wine & Wrinkles (trade in an old used product for new skincare product).
- Yoga workshops, Wellness days.

What treatment on your spa menu generated the most revenue for your spa within the past 30 days?

MASSAGE TREATMENTS:

Couples Treatments:

- \$250 Couples Bliss Package which includes 50-minute couple's massage, 25-minute bathing pleasure and strawberries and champagne.
- \$270 60-minute couples massage
- \$270 80-minute couples massage
- \$270 Scents of Love Couples Massage 60-minutes
- \$275 60-minute couples massage with couples suite add-on
- \$300 80-minute couples package \$300 (50-minute Swedish massage with 30-minute of add-ons)
- \$300 Warmth of Love Package a bath and massage for two people
- \$375 per couple -Couples Retreat 60-minute Swedish Massages
- \$399 bath and couples massage for two
- Gazebo Massage - which was promoted initially for Valentine's Weekend and then continued throughout February. \$442 per couple for a 60-minute massage, including a champagne toast at the end.

Custom Massage:

- \$59.99 60-minute customized massage
- \$95 60-minute customized therapeutic massage
- \$110 50-minute customized massage
- \$130 60-minute custom massage
- \$135 custom massage

- \$140 50-minute "custom" massage
- \$140 50-minute Serena custom therapy massage (223 total sold)
- \$150 basic 50 minute customized massage
- \$155 50-minute custom massage
- \$160 50-minute customizable massage or facial
- \$160 50-minute customized massage
- \$175 60-minute custom massage
- 50-minute custom massage
- 50-minute customized massage
- 60-minute customized massage
- 80-minute custom comfort massage
- Custom massage 60-minutes

Deep Tissue Massage

- \$95 90-minute deep tissue
- \$125 60-minute deep tissue
- \$130 50-minute Southern Warmth Deep Tissue Massage
- \$175 60-minute deep tissue massage
- \$180 80-minute deep tissue
- 50-minute deep therapy massage
- 50-minute deep tissue massage
- 50-minute deep tissue massage
- 60-minute deep tissue massage
- 80-minute deep tissue
- 80-minute deep tissue massage

Swedish Massage:

- \$78 60-minute Swedish massage
- \$95 50-minute Swedish massage

- \$98 50-minute Swedish massage
- \$105 50-minute Swedish massage
- \$105 60-minute Swedish massage
- \$110 50-minute Swedish massage
- \$110 50-minute Swedish massage
- \$110 50-minute Swedish massage
- \$110 60-minute Swedish massage (215 in the last 30 days)
- \$115 50-minute Swedish massage
- \$120 50-minute Swedish massage
- \$125 – 60-minute Swedish massage
- \$125 Swedish massage \$125
- \$130 50-minute Swedish massage
- \$140 50-minute Swedish massage
- \$155 50-minute Swedish massage
- \$160 60-minute Swedish massage
- \$175 50-minute Swedish
- 50-minute Swedish massage
- 50-minute Swedish massage
- 50-minute Swedish massage
- 50-minute Traditional Swedish massage (212 of them at an average of \$91 each)
- 60-minute Swedish massage
- 60-minute Swedish massage
- 60-minute Swedish-type massage
- Swedish massage - this is treatment revenue only, not including retail produced via this treatment

Signature Massage:

- \$100 60-minute signature massage
- \$110 50-minute signature massage
- \$110 75-minute signature massage
- \$110 Signature massage
- \$120 50-minute signature massage
- \$125 50-minute signature massage
- \$130 50-minute Signature massage
- \$140 50-minute Viceroy Signature Aromatherapy Associates massage
- \$145 60-minute signature massage
- \$165 50-minute signature massage
- \$175 50minute signature organic massage
- 50-minute Hashani signature massage
- 50-minute signature massage

- 60-minute signature massage

Relaxation Massage:

- \$110 50-minute relaxation massage
- \$135 60-minute West Coast Healing Massage (relaxation massage)
- \$150 50-minute relaxation massage
- 50-minute relaxation massage
- 50-minute relaxing massage

Therapeutic Massage:

- \$100 80-minute therapeutic massage
- \$260 90-minute therapeutic fusion massage
- \$325 80-minute therapeutic massage
- 50-minute therapeutic massage
- 60-minute therapeutic massage

Other Massage Treatments:

- \$100 60-minute Balinese massage
- \$110 50-minute classic massage
- \$115 50-minute massage
- \$115 60-minute massage
- \$130 50-minute Noble Massage
- \$135 50 Silverado Massage
- \$145 50-minute massage
- \$145 90-minute macadamia moisture medley
- \$150 Well Being Massage
- \$225 90-minute Essential Journey Massage (60-minute treatment with 30-minutes of suite time)
- \$110 45-minute massage
- \$115 50-minute massage
- \$205 50-minute Massage
- \$165 50-minute Lomi Lomi massage
- 50-minute Lomi Lomi massage
- \$170 60-minute Classic Massage
- \$59.99 60-minute massage session with membership
- 60-minute Holistic Aroma Massage \$180++ (12 percent service charge and 12 percent tax)

- 50-minute classic massage (\$165 weekdays/\$175 weekends)
- \$140 60-minute Moroccan Oil Hydration Ritual
- \$250 90-minute One & Only Palmilla massage
- \$235 90-minute specialized "Quiet Mind" treatment
- \$245 90-minute traditional Thai

Non-Massage Treatments:

Facials:

- \$69.99 facials
- \$105 60-minute Wildflower facial
- \$105 deep cleansing facial
- \$110 50-minute classic facial
- \$110 50-minute Custom facial
- \$110 50-minute facial
- \$110 50-minute facial
- \$110 60-minute facial
- \$110 per person couples mudslide
- \$120 50-minute Signature facial
- \$120 Newport Glow facial
- \$125 50-minute Signature facial
- \$125 signature facial
- \$130 50-minute Serena Skin Specifics facial (116 total sold)
- \$130 50-minute Signature facial
- \$130 signature facial
- \$135 50-minute Eminence facial
- \$145 European facial
- \$150 50-minute classic facial
- \$169 50-minute Youthful facial
- \$175 90-minute custom signature facial
- \$220 50-minute Hydrafacial
- \$235 60-minute BioRadiance facial
- \$235 90-minute Essential Journey facial
- \$260-90-minute organic facial
- \$425 80-minute luxury facial
- 50-minute aesthetic treatment (facial)
- 50-minute basic facial
- 50-minute classic facial
- 50-minute customized facial
- 50-minute facial

- 50-minute facial
- 50-minute facial
- 50-minute stone crop facial
- 60-minute basic European facial
- 60-minute customized facial
- 60-minute facial treatment
- 60-minute Moisture Replenisher facial
- 60-minute RiverStone facial
- 60-minute signature facial
- 75-minute facial
- 90-minute Valmont Vitality of Glaciers Intensive Facial (with collagen mask) \$255 CDN
- Adding the mini facial for \$40 has increased our revenue on the basic massage.
- Blue Agave Body Treatment and Facial Ritual
- Elemis skin specific facial
- Grand Illuminating facial starts at \$100-120
- Hashani Signature Facial 50-minutes
- Hydrafacial 50-minutes \$180
- Lifting, Firming & Toning Facial NuFac 90M
- O2 infused facial
- Organic Facial - a 50-minute Eminence Facial
- Our signature Abundant Grace Facial for anti-aging
- Personalized Facials
- Radiance Facial with micro current.
- Signature Facial 50-minute \$125
- Signature Facial 60 minutes \$125
- Urban Radiance Facial - glycolic peel

Nail Treatments:

- One-hour pedicure
- \$65 60-minute pedicure
- \$55 45-minute classic pedicure
- 50-minute pedicure
- 50-minute pedicures
- 75-minute custom tailored pedicure
- \$55 60-minute pedicure with a clay masque add-on

- \$60 60-minute signature pedicure
- \$45 Bay Pedicure

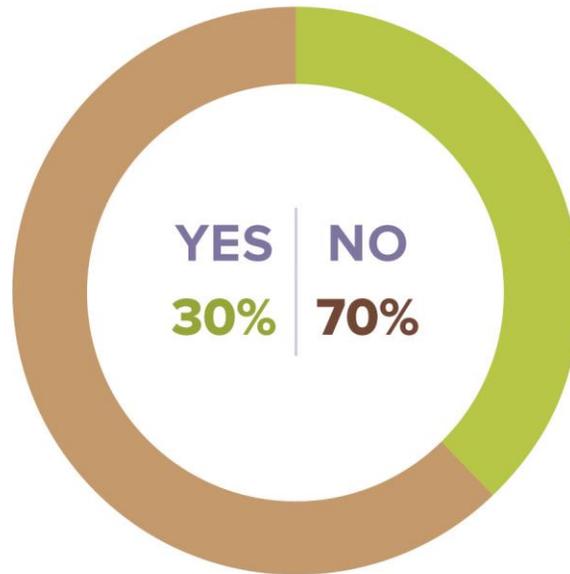
Other Treatments:

- \$75 scrub
- \$125 45-minute Salt Scrub \$125
- \$130 50-minute Earth & Sea Body Scrub
- \$135 Herbal Poultice Mud Treatment
- \$145 90-minute Citrus Toning Wrap
- \$152 60-minute Pineapple-Papaya Body Scrub
- \$170 60-minute Sedona clay wrap
- \$185 Ultimate Body Wrap
- \$205 90minute Guava Glow Ritual
- \$220 Winter Warming Treatment
- \$255 60-minutes Aura Soma Color Reading-60-minutes
- \$255 Champagne and Roses Couples Treatment
- \$275 90-minute Pre/Post Sun Treatment
- \$325 80-minute Hammam Treatment (\$325)
- \$410 two-hour Bear Dance

- 90-minute Coco Spa ritual (scrub, massage and facial refresh-up)
- Eminence Body Scrub and wrap
- Enzyme bath
- Full-day pass to the Water Journey (hydrotherapy circuit)
- Our 30-minute personal training session offered for \$35 brought in the most revenue at \$8K total revenue. For a spa service however, our Deep Release Pedicure which is 55 minutes for \$65 generated \$5.8K in the last 30 days which includes a scrub, callus treatment, soak, polish & mask.
- Shanghainese foot massage
- Tennis - An organized on property tournament generated interest and participation - surpassing Facials by \$3,000
- Timeless Trio Package- 50-minute massage, 50-minute facial, 50-minute classic pedicure 3 hours for \$200
- Two-hour Ruby Vitality Journey

ISPA RESOURCE PARTNERS

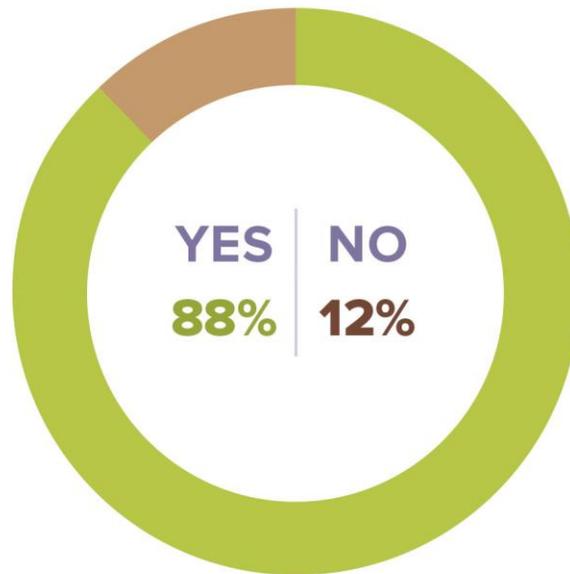
Has your company partnered with a local business/organization to help generate new revenue?



Respondents were asked to describe the local partnership that has helped their company generate new revenue. Below you will find a sample of responses provided.

- American Med Spa Association.
- Co-marketing partnership.
- Health and wellness - fitness, hotels.
- ISPA.
- I've joined with a complimentary company that serves both of us in a retail manner.
- Larry king new sleep line.
- Local animal rescues who I donate to through my spa orders in participating properties promote my clothing line on their social media.
- Local association of professionals & licensing schools.
- New distributor.
- Partnering with complementary businesses allows multiple businesses to succeed.
- Products that can be utilized in the spa industry
- Skinny on skin.
- Spas, destination resorts, wellness organizations, yoga studios
- Stores and schools.
- Through associations, vendors, etc.
- We have partnered with camp Kemo to raise awareness and funds for children battling cancer going through chemo treatments.
- We partnered with Togospa who sells eye masks to provide product for one of their boxes.

Does your company help its spa clients identify new ways to generate revenue?



Respondents were asked to describe how their company helps spa clients identify new revenue generating ideas. Below you will find a sample of responses provided.

- Add ons with low price points.
- Annual account performance and goal setting meetings, marketing (digital and print support)-custom pos, e-blast, marketing materials development, event planning, menu development.
- Appeal to male market.
- Better retail marketing.
- Building a dominating presence online and supporting that by strategic online marketing and branding.
- By asking them about the retail section and seeing what we can do to help our product sell better there.
- By reviewing their current strategy and introducing them to additional resources and partners that complement their needs.
- Cross promotion with other businesses, hosting events in conjunction with vendors, offering "bring a friend" packages.
- Education and add on treatments.
- Educational articles both in print and online.
- Educational e-blasts.
- Efficacious skin care that keeps guests coming back.
- Evaluating spa menu for improved customer engagement; adding value rather than discounting; recording data to fill down time and improve underutilized resources; inventory control and retail sales.
- Events.
- Having a presence throughout the resort.
- Internal trainings, webinars, thinking outside the box, team building, incentive programs.
- Marketing, networking, creating wellness programs, membership.

- Matching treatments to retail offerings.
- Merchandising marketing.
- Mindful luxury is not only a purveyor of luxury beauty products, but we also provide consulting services to vendors, spas and salons on how to run their businesses better.
- Mixing up merchandising mix.
- Offering training to assist in retail sales and also executing events to generate bookings.
- One-day events...the representative/trainer conducts pre-booked appointments for 30-minute discovery facials. The appointments are paid for up front with the amount redeemable in product. Always a huge success!
- Participating in charity events and selling additional product for that special event. Example: Susan G Komen month.
- Promotional/marketing ideas on product retail and services upgrade.
- Providing collateral support materials that include attractive, smart displays with testers.
- Providing marketing and education materials, event support, gift with purchases, lunch and learn parties etc...
- Providing new unique tools to reduce overhead costs.
- Reviewing their marketing, education, social media support & mentions & we offer consulting services.
- Seasonal promotions.
- This is done on a case-by-case scenario so it's hard to provide a generalization. We look at each spa, the metrics, accounting, staffing, scheduling, etc. to determine if there is wasteful spending. We also look for all new and potential ways to generate revenue in a positive and long term way. Yield management is definitely a necessary element when it comes to management of any spa which we find to usually not be implemented.
- Through new products for their treatment rooms.
- Through social media, promotions, etc.
- Updating the spa menu.
- We are always looking for new trends in media and science. We also look for unusual ways to partner with organizations who serve the same demographics as our clients.
- We come in as consultants, analyze the business and what they are doing and then present solutions. Some are: bundling product and discounting, offering product discounts with a gift card purchase of \$xyz+, social media, etc.
- We create revenue driving marketing materials for clients, assist in setup of social media for brand awareness and lead generation as well as provide a local marketing instruction guide to make sure they are maximizing their exposure. We also come up with add on deals and different ways to market their equipment and skincare services.
- We evaluate the overall company/spa positioning to see if there are other products/services that they should offer.
- We focus on parties, sampling and maximizing testing areas.
- We help our spa partners with menu differentiation and creating a compelling retail story.
- We help our spas think outside the box and create new revenue streams like partnering with the local YMCA and area hotels without spas to create packages for their clientele.
- We offer classes on how to increase retail sales and also provide our partner with the contact information of a marketing company specialized in finding ways to increase revenues.
- We present our products and program at shows and events. We offer on-going education. We have webinars that support how to sell our product and increase bottom line.

- We promote streamlining the purchasing process by and reducing freight costs.
- We publish content to help spa owners promote themselves more effectively, retail more effectively and identify new treatments.
- We work with them on creating events and providing a specialist from our company to assist. We also assist in creating menus.
- We write and publish articles that give revenue generating ideas and different ways to market their business.
- with new ideas regarding concept and marketing, cross marketing and development of a new unique spa
- Working together in organizing promotional and community events. Developing and disseminating content with the dual role of promoting the services of the company and contribute to the health and wellbeing of the local community.

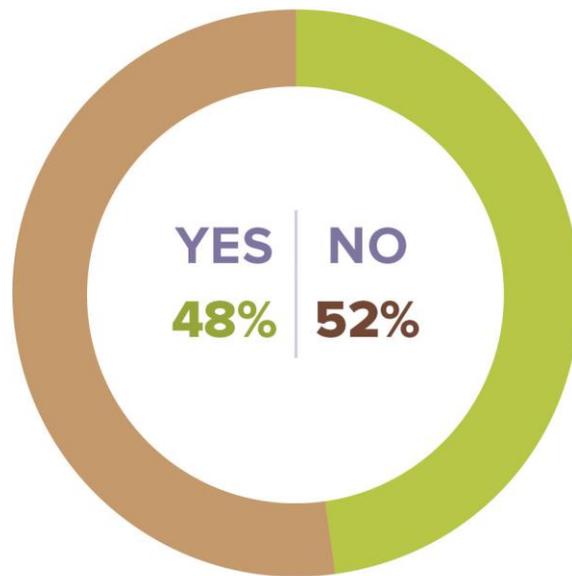
Respondents were asked to describe what they consider to be the most successful revenue generating initiative implemented by one of their spa clients that involved your company or your company's products. Below you will find a sample of responses provided.

- Building in a gift set into treatment package; retail sale is made w each treatment booked. Prescription cards for massage and body.
- Call tracking, online reputation management and a Google compliant custom website & SEO.
- creating the spas own spa week with shortened services and reduced pricing during a shoulder season.
- Didn't mention above, but PR giveaways for auction items have generated tons of new business for all of the properties I've worked with - when done right.
- Educational events.
- Events - for immediate revenue boost Samples - longevity (if presented to guest with a purpose).
- Good marketing of events ensuring turnout.
- Gift with purchase.
- High quality products that they can make three times the revenue on.
- Hosting events, offering gift with purchase.
- In-spa events.
- New product launch party held at the spa.
- One-day event featuring 30-minute discovery facials. The revenue generated introduces the guest to the products and the treatments. Always a huge success!
- On-going training.
- Placement of displays in visible retail areas.
- Quarterly Education & product knowledge reviews.
- Redeemable treatment days.
- Sample/Testers.
- Sampling product always bring more customers back.
- Series treatments.
- Special events that were community minded.
- The development of a new spa/wellness card and a wellness app.
- The top revenue generators spend significant time, in partnership, ensuring staff DEMONSTRATE competence in all aspects of product line deployment, from treatment sales to treatment delivery, effective in room conversation, to seamless client hand off to retail. Retail staff must be equipped with the knowledge and skills necessary to increase spa retail revenue - ability to close a sale by explaining features and benefits

fast, with ease and most importantly, with confidence. The consumer must trust and believe retail staff and embraces their recommendation. These are skills which very FEW partners possess. Many leaders forget that doing the basics well is what revenue generation is all about. Creative marketing, POS support, staff incentives, e-blasts, GWP's, events and other marketing and promotional support fall short and fail to meet mutual expectations when not based on a solid treatment and retail sales foundation. It requires strong and engaged leadership to stand behind, encourage and support staff knowledge evolution and service delivery improvement as key operational success factors. Time and resources are too precious to squander on marketing strategies which overlay a weak service and sales delivery foundation.

- To boost local business we did an 80 for 50 offer with one of our resorts. They offered 80-minute services for the price of 50 Sunday afternoon - Thursday. This increased local business by 35 percent.
- Training on the art of the consultation.
- Visiting practitioners, wellness events.
- We provided samples for demonstration within the spa which turned into retail sales.
- Webinars and incentive programs.
- WORKS retail line with lower price points for higher markup and higher net profit with cutting edge products.

Do you provide incentives/rewards to employees to encourage them to help identify new revenue generating ideas?



Please describe how your company incentivizes employees to help identify new revenue generating ideas. Below you will find a sample of responses provided.

- Additional commission.
- Bonus.
- Bonus for achieving sales goals at events.
- Bonuses at Annual meeting based on winning ideas utilized.
- Built into bonus structure.
- Commissions on sales.
- Depends on seasonality but can be products to limited production items such as fine jewelry.
- Education Travel & Association Show Contests Local & National.
- Food, movie tickets, gift cards.
- Generally dollar rewards tied to goals.
- Percentage on revenue of sales.
- Product gifts/gift cards.
- Product reward program.
- Product rewards at retail value.
- Providing product.
- Sales commission.
- Sell 10 products get 1 free.
- Selling and promotions programs.
- Suggestion box - if implemented revenue-generating ideas we gave a bonus for the idea.
- We are supposed to submit an idea one time per month.
- We are very reward oriented and may successes are incentivized. We offer a variety of things such as gift cards, free product, free services and even overnight stays at hotels with spa services. It is very important to incentivize the team for generating new revenue and maintaining it.
- We believe in finding out what motivates staff. Is it product? Money? Time off? Once that is identified, we customize it based on the person.
- We have a resource for team members to submit ideas. From product to menu protocols to merchandising all ideas are welcome.
- With a cash bonus and depending upon the employee internal recognition.
- With products based on the retail sales that each employee has done per quarter.