



# SNAPSHOT SURVEY RESULTS REPORT

Quarterly Performance

OCTOBER 2016

## Quarterly Performance Survey Results

ISPA Snapshot Survey | October 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 September Snapshot Survey requested information from spa members relating to marketing.

In regards to gross revenue change for the third quarter of 2016, 73 percent of all ISPA spa members reported some level of increase over the third quarter in 2015. Just 13 percent of ISPA spa members reported a decrease in gross revenue change for the third quarter in 2016 compared to 2015. Respondents were asked about gross profit change for the third quarter for quarter three in 2016 as compared to 2015, and the largest group of spa respondents reported an increase of 1-9% (28 percent), with the next largest group reporting an increase of 10-19% (24 percent).

A majority (62 percent) of spa respondents reported that spa visits were up, with only 24 percent reporting that they were down. The largest portion of spa respondents at 46 percent filled vacant positions only in the third quarter of 2016, while 29 percent added new positions. Just 3 percent of spa respondents implemented a hiring freeze or laid off employees.

When asked about average retail revenue per treatment for the third quarter of 2016, the largest portion of respondents fell in the \$5-\$10 range (24 percent), with the \$11-\$15 range (22 percent) following. In regards to the change in average retail revenue per treatment between quarter three in 2016 to quarter three in 2015, 61 percent reported some level of increase, while just 22 percent reported a decrease over the same time.

When asked about gross revenue change for the third quarter of 2016 compared to the third quarter of 2015, 80 percent of ISPA resource partner respondents reported some increase in gross revenue. The largest portion reported an increase of 1-9%. Similarly, 66 percent of resource partner respondents reported an increase in profit change for the third quarter of 2016 compared to the third quarter of 2015.

The largest group of resource partner respondents (56 percent) responded that they added new positions when asked about workforce changes for the third quarter of 2016. No respondents reported that they implemented a hiring freeze or laid off any employees. While over a third of resource partner respondents reported their workforce composition remained the same (34 percent), over half (55 percent), increased the number of full-time employees and part-time employees. Two-thirds of resource partner respondents launched a new product in the third quarter of 2016 as well.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, October 21, 2016 to Friday, October 28, 2016. During this time, 315 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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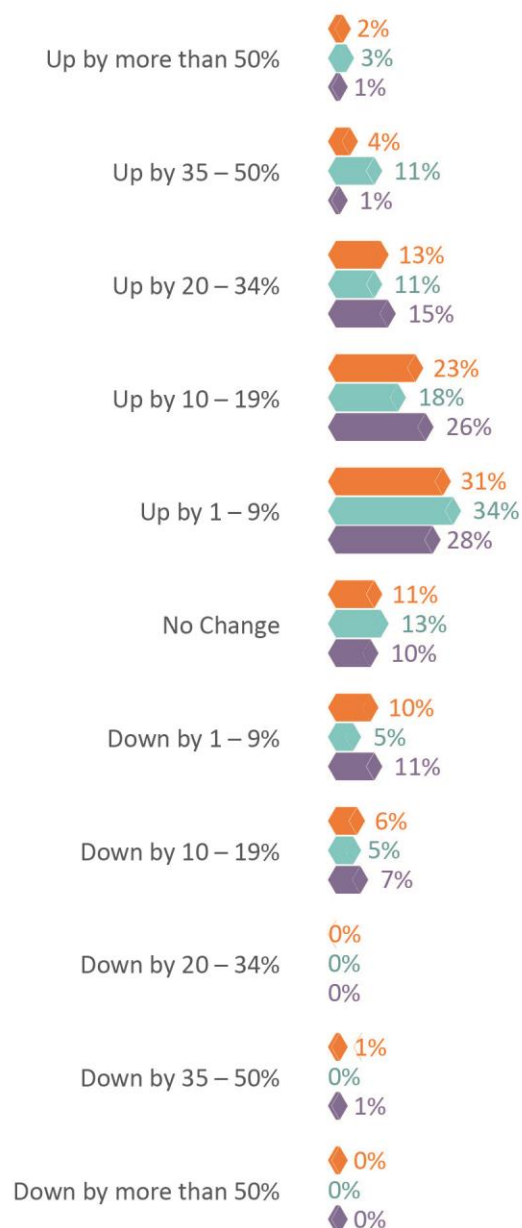
## ISPA SPA MEMBERS

### Gross Revenue Change | ISPA Spa Members

3rd Quarter 2016 vs. 2015

What was your gross revenue change for the third quarter of 2016 compared to the third quarter of 2015?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



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

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Up by more than 50%	3%	2%	5%	1%	2%	6%	0%	1%	2%
Up by 20-50%	15%	15%	22%	20%	16%	17%	14%	17%	17%
Up by 1-19%	55%	61%	43%	53%	51%	52%	60%	51%	54%
No change	10%	8%	6%	4%	12%	10%	8%	12%	11%
Down by 1-19%	17%	13%	24%	19%	18%	15%	17%	16%	16%
Down by 20-50%	1%	1%	1%	2%	1%	2%	1%	3%	1%
Down by more than 50%	0%	0%	0%	0%	0%	0%	1%	1%	0%

### Gross Revenue Change | Day Spas

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Up by more than 50%	4%	7%	7%	3%	9%	11%	0%	4%	3%
Up by 20-50%	8%	11%	11%	21%	9%	23%	17%	20%	22%
Up by 1-19%	62%	60%	60%	55%	43%	47%	64%	42%	52%
No change	14%	7%	7%	3%	17%	4%	11%	18%	13%
Down by 1-19%	14%	13%	13%	18%	22%	15%	8%	13%	10%
Down by 20-50%	0%	2%	2%	0%	0%	0%	0%	2%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

### Gross Revenue Change | Resort/Hotel Spas

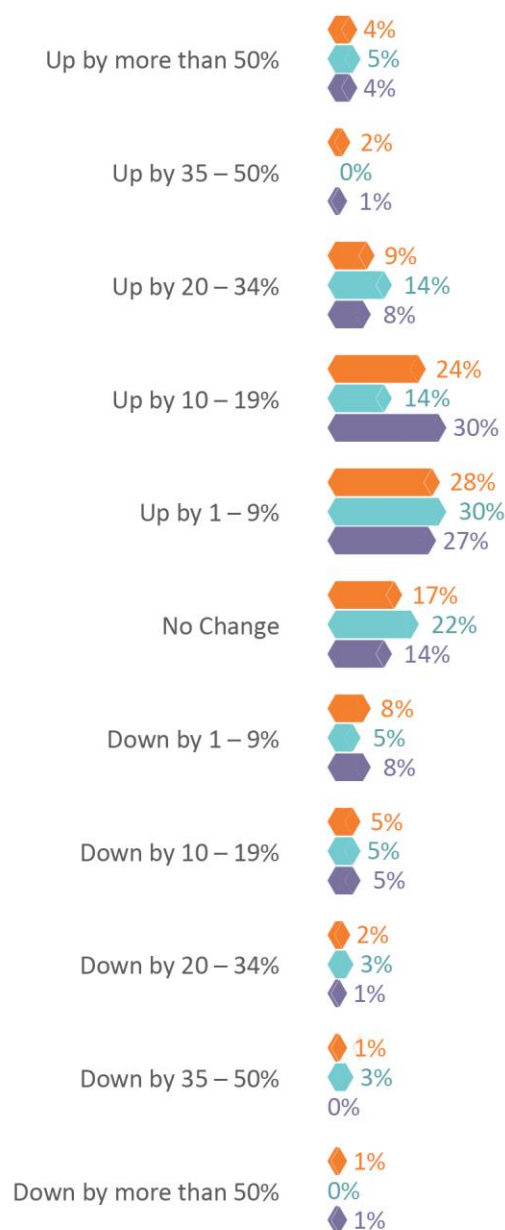
	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Up by more than 50%	2%	1%	3%	1%	0%	4%	0%	0%	1%
Up by 20-50%	15%	17%	23%	19%	16%	15%	13%	16%	16%
Up by 1-19%	54%	60%	43%	53%	54%	53%	57%	54%	54%
No change	8%	7%	6%	4%	11%	13%	6%	8%	10%
Down by 1-19%	20%	13%	23%	20%	18%	13%	22%	17%	18%
Down by 20-50%	1%	1%	2%	3%	1%	2%	1%	3%	1%
Down by more than 50%	0%	0%	0%	0%	0%	0%	1%	1%	0%

## Gross Profit Change | ISPA Spa Members

3rd Quarter 2016 vs. 2015

What was your profit change for the third quarter of 2016 compared to the third quarter of 2015?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



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

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Up by more than 50%	2%	4%	6%	4%	4%	5%	4%	3%	4%
Up by 20-50%	16%	14%	14%	12%	13%	15%	11%	12%	11%
Up by 1-19%	49%	54%	50%	55%	53%	52%	50%	49%	52%
No change	15%	14%	11%	13%	12%	13%	14%	19%	17%
Down by 1-19%	17%	14%	18%	16%	16%	13%	18%	16%	13%
Down by 20-50%	1%	1%	1%	2%	1%	3%	1%	1%	3%
Down by more than 50%	0%	0%	0%	1%	1%	1%	2%	1%	1%

### Gross Profit Change | Day Spas

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	2nd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Up by more than 50%	2%	5%	0%	5%	4%	9%	6%	9%	5%
Up by 20-50%	13%	16%	14%	16%	13%	19%	6%	7%	14%
Up by 1-19%	56%	52%	53%	43%	43%	47%	47%	43%	44%
No change	14%	9%	8%	13%	22%	13%	25%	23%	22%
Down by 1-19%	14%	18%	22%	16%	17%	13%	17%	16%	10%
Down by 20-50%	2%	0%	3%	3%	0%	0%	0%	2%	6%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

### Gross Profit Change | Resort/Hotel Spas

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Up by more than 50%	1%	3%	9%	4%	2%	3%	3%	1%	4%
Up by 20-50%	18%	15%	15%	9%	14%	14%	14%	17%	9%
Up by 1-19%	54%	60%	43%	58%	54%	53%	48%	49%	57%
No change	14%	15%	13%	10%	11%	14%	10%	17%	14%
Down by 1-19%	20%	14%	16%	16%	17%	12%	20%	16%	13%
Down by 20-50%	1%	1%	1%	2%	1%	2%	1%	0%	1%
Down by more than 50%	0%	0%	0%	1%	1%	1%	3%	1%	1%

## Change in Spa Visits | ISPA Spa Members

### 3rd Quarter 2016 vs. 2015

How did your number of spa visits change for the third quarter of 2016 compared to the third quarter of 2015?

● 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

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Spa visits were up	64%	72%	67%	62%	62%	71%	73%	65%	62%
Spa visits were down	20%	19%	28%	30%	27%	21%	17%	25%	24%
No change	16%	9%	6%	9%	11%	8%	10%	10%	14%

### Change in Spa Visits | Day Spas

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Spa visits were up	61%	64%	61%	54%	52%	70%	69%	62%	62%
Spa visits were down	22%	22%	28%	31%	39%	17%	17%	22%	16%
No change	18%	13%	11%	15%	9%	13%	14%	16%	22%

### Change in Spa Visits | Resort/Hotel Spas

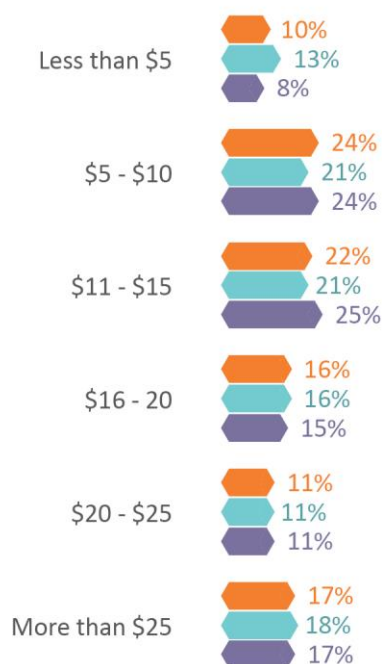
	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Spa visits were up	64%	73%	65%	65%	62%	73%	73%	66%	62%
Spa visits were down	21%	22%	30%	29%	27%	22%	18%	26%	28%
No change	15%	6%	5%	5%	11%	5%	9%	8%	10%

## Average Retail Revenue Per Treatment | ISPA Spa Members

### 3rd Quarter 2016 vs. 2015

What was your spa's average retail revenue per treatment for the third quarter of 2016?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



The following tables provide 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

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Less than \$5	9%	7%	11%	8%	12%	8%	8%	14%	10%
\$5 - \$10	25%	23%	25%	23%	23%	25%	30%	26%	24%
\$11 - \$15	24%	27%	26%	30%	28%	29%	19%	26%	22%
\$16 - \$20	16%	17%	18%	16%	13%	14%	19%	8%	16%
\$20 - 25	10%	9%	11%	13%	9%	10%	13%	11%	11%
More than \$25	17%	18%	9%	10%	14%	15%	11%	16%	17%

### Average Retail Revenue Per Treatment | Day Spas

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	3rd Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Less than \$5	10%	4%	8%	8%	22%	13%	6%	7%	13%
\$5 - \$10	20%	20%	17%	23%	17%	28%	34%	24%	21%
\$11 - \$15	22%	27%	22%	18%	13%	32%	9%	24%	21%
\$16 - \$20	16%	18%	33%	21%	13%	15%	11%	10%	16%
\$20 - 25	12%	9%	8%	21%	9%	2%	17%	17%	11%
More than \$25	22%	22%	11%	10%	26%	11%	23%	19%	18%

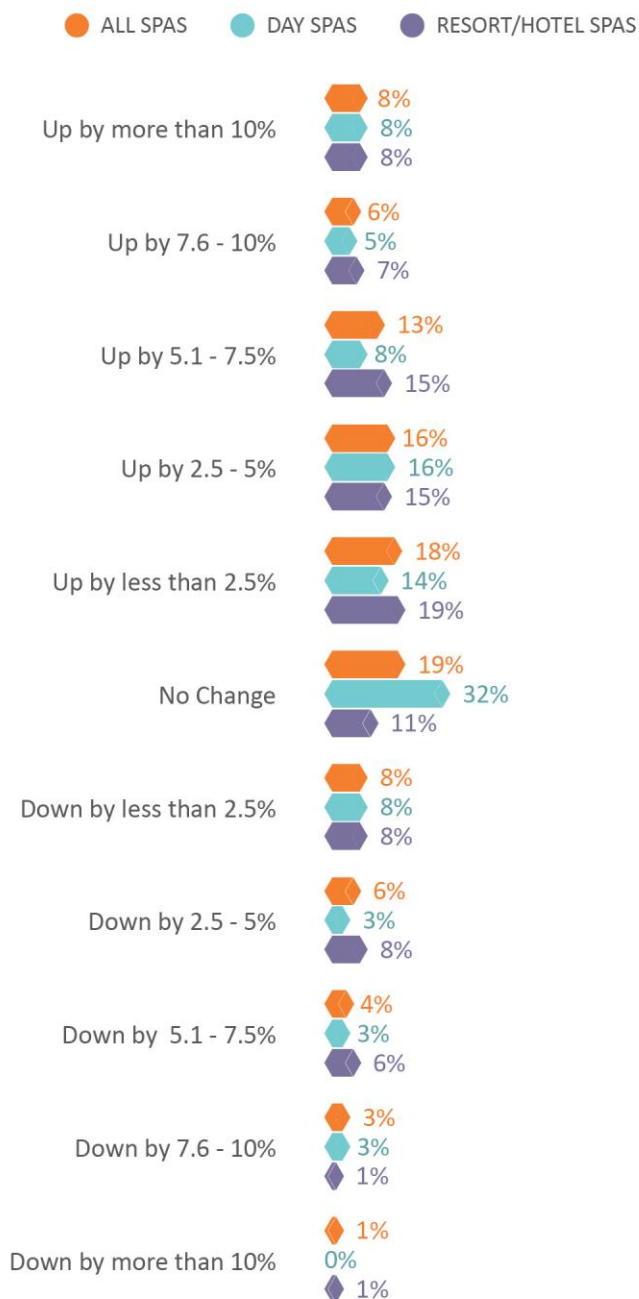
### Average Retail Revenue Per Treatment | Resort/Hotel Spas

	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	3rd Qtr 2015	1st Qtr 2016	3rd Qtr 2016
Less than \$5	9%	73%8	11%	9%	11%	5%	9%	15%	8%
\$5 - \$10	29%	24%	26%	26%	23%	26%	26%	31%	24%
\$11 - \$15	28%	27%	28%	34%	34%	29%	24%	29%	25%
\$16 - \$20	16%	17%	14%	15%	12%	14%	24%	7%	15%
\$20 - 25	7%	10%	14%	10%	10%	12%	11%	8%	11%
More than \$25	12%	13%	7%	7%	10%	14%	7%	9%	17%

## Change in Average Retail Revenue Per Treatment | ISPA Spa Members

3rd Quarter 2016 vs. 2015

What was your spa's change in retail revenue per treatment for the third quarter of 2016 in comparison to the third quarter of 2015?



The following tables provide change in 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.

### Change in Retail Revenue Per Treatment | All Spas

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Up by more than 10%	7%	11%	9%	11%	11%	9%	9%	8%	8%
Up by 7.6 - 10%	4%	9%	9%	2%	7%	4%	1%	4%	6%
Up by 5.1 - 7.5%	14%	11%	6%	7%	7%	9%	10%	7%	13%
Up by 2.5 - 5%	12%	16%	14%	19%	14%	20%	15%	19%	16%
Up by less than 2.5%	20%	20%	18%	14%	13%	18%	22%	17%	18%
No Change	28%	20%	20%	28%	23%	21%	14%	26%	19%
Dwon by less than 2.5%	7%	8%	13%	12%	16%	7%	17%	10%	8%
Down by 2.5 - 5%	6%	5%	5%	3%	4%	6%	6%	5%	6%
Down by 5.1 - 7.5%	3%	1%	2%	1%	3%	2%	1%	1%	4%
Down by 7.6 - 10%	0%	0%	1%	0%	0%	1%	4%	1%	3%
Down by more than 10%	0%	1%	4%	2%	3%	3%	2%	4%	1%

### Change in Retail Revenue Per Treatment | Day Spas

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Up by more than 10%	14%	16%	8%	10%	4%	6%	17%	11%	8%
Up by 7.6 - 10%	0%	13%	14%	3%	13%	2%	0%	7%	5%
Up by 5.1 - 7.5%	12%	13%	13%	10%	4%	13%	14%	7%	8%
Up by 2.5 - 5%	15%	7%	7%	18%	17%	17%	11%	13%	16%
Up by less than 2.5%	14%	20%	20%	23%	9%	19%	19%	22%	14%
No Change	39%	18%	18%	26%	35%	26%	19%	24%	32%
Dwon by less than 2.5%	6%	11%	11%	5%	9%	11%	17%	9%	8%
Down by 2.5 - 5%	0%	2%	2%	5%	4%	4%	3%	4%	3%
Down by 5.1 - 7.5%	2%	0%	0%	0%	0%	0%	0%	0%	3%
Down by 7.6 - 10%	0%	0%	0%	0%	0%	2%	0%	0%	3%
Down by more than 10%	0%	0%	0%	0%	4%	0%	0%	2%	0%

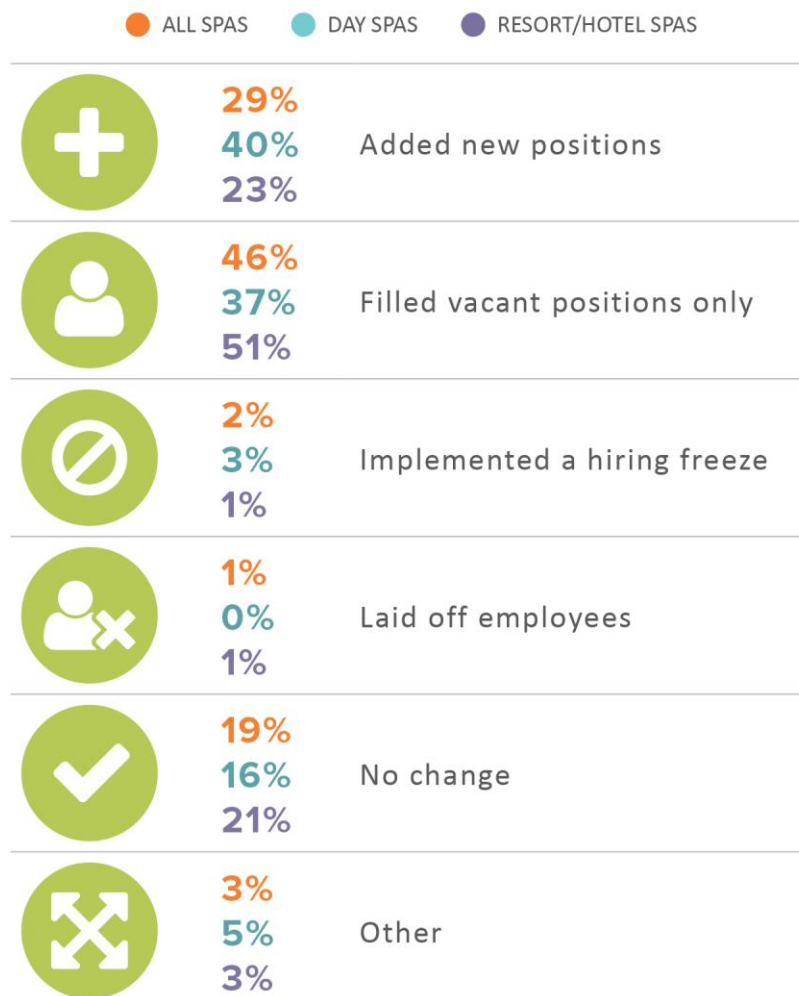
## Change in Retail Revenue Per Treatment | Resort/Hotel Spas

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Up by more than 10%	3%	6%	11%	11%	11%	10%	7%	6%	8%
Up by 7.6 - 10%	6%	9%	8%	2%	6%	5%	1%	2%	7%
Up by 5.1 - 7.5%	12%	10%	6%	6%	6%	7%	9%	7%	15%
Up by 2.5 - 5%	12%	21%	11%	21%	14%	23%	16%	21%	15%
Up by less than 2.5%	29%	21%	21%	11%	15%	18%	20%	13%	19%
No Change	22%	17%	19%	28%	20%	17%	12%	28%	11%
Down by less than 2.5%	8%	9%	14%	14%	20%	5%	17%	11%	8%
Down by 2.5 - 5%	7%	7%	6%	3%	3%	7%	7%	5%	8%
Down by 5.1 - 7.5%	2%	1%	2%	1%	4%	2%	2%	1%	6%
Down by 7.6 - 10%	0%	0%	1%	0%	0%	0%	6%	2%	1%
Down by more than 10%	0%	0%	2%	3%	3%	5%	3%	4%	1%

## Workforce Change | ISPA Spa Members

### 3rd Quarter 2016 vs. 2015

Which of the following best describes your workforce changes for the third quarter of 2016?



The following tables provide 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

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Added new positions	31%	34%	30%	37%	24%	28%	29%	26%	29%
Filled vacant positions only	35%	36%	42%	43%	46%	41%	42%	41%	46%
Implemented a hiring freeze	2%	2%	4%	2%	3%	4%	2%	3%	2%
Laid off employees	0%	1%	1%	2%	0%	3%	1%	2%	1%
No change	28%	20%	19%	11%	22%	19%	23%	21%	19%
Other	4%	6%	5%	5%	5%	6%	4%	8%	3%

### Workforce Changes | Day Spas

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	2nd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Added new positions	31%	38%	31%	36%	41%	33%	31%	27%	40%
Filled vacant positions only	33%	29%	39%	44%	32%	30%	39%	36%	37%
Implemented a hiring freeze	2%	0%	0%	0%	0%	2%	0%	0%	3%
Laid off employees	0%	2%	0%	0%	0%	2%	0%	2%	0%
No change	33%	24%	28%	18%	18%	26%	25%	27%	16%
Other	2%	7%	3%	3%	9%	7%	6%	7%	5%

### Workforce Changes | Resort/Hotel Spas

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Added new positions	28%	28%	32%	36%	20%	27%	26%	26%	23%
Filled vacant positions only	39%	39%	39%	44%	50%	46%	45%	43%	51%
Implemented a hiring freeze	2%	2%	3%	3%	2%	3%	3%	5%	1%
Laid off employees	0%	0%	1%	3%	0%	3%	1%	1%	1%
No change	24%	24%	19%	10%	24%	16%	22%	17%	21%
Other	7%	7%	7%	4%	4%	6%	3%	9%	3%

**Respondents were asked to share any new holiday promotions they were getting ready to launch during the fourth quarter of this year. Below is a sample of responses provided.**

- \$50 off all facials, body treatments and \$25 off finishing services.
- 20 percent off any holiday sets in December.
- Being resort setting, upcoming holidays attract extra spending minded guests, we are preparing upscale treatments, add ons.
- Black friday: Buy a \$100 gift card and receive a complimentary \$25 gift card.
- Book 2 spa services from regular menu and receive \$75 of your choice of spa products.
- Buy \$100 get \$100 gift card promo (5 \$20 gcs for future visits to be used separately ).
- Buy 3 get 1 free retail on private label products.
- Fall refresher: 25-minute massage; 50-minute facial with pumpkin peel and mini manicure.
- Focus on gift card card promotion.
- For every \$100 purchased on gift cards guest will receive a \$10 spa voucher. We will also run specials on massages, facials, manicures and pedicures to get ready for the holiday season.
- Gift card promotions and blank Friday promotion.
- Gift Card promotions, Holiday Package.
- Gift with purchase.
- Give thanks- \$20 off spa service with purchase of any gift card.
- Gift with purchase for gift cards: Tier 1- \$250; Gift with purchase value \$18 Tier 2-\$400; Gift with purchase value \$18+ \$125 Tier 3- \$750; Gift with purchase \$18 +\$125+\$125.
- Gift with purchase on facial products. Promoting our signature collection bath items with spa robe in holiday basket.
- Holiday shopping event with discounts, complimentary gift wrapping. vendor demos of (make-up applications, mini-facial peels), gifts with purchase.
- Holiday special shopping event with a portion of the proceeds to benefit a local charity, holiday services, gift card purchase promo.
- Holiday themed treatments.
- Hosting events as well.
- Launch of new line Zents.
- Launching a new treatment for holiday 2016.
- Menu additions - approximately 6 new.
- No promotions needed; this is our busiest time of the year.
- No new holiday promotions. We are fueled by holiday traffic in general.
- Outside holiday services.
- Pop and Shop with discounts in the balloon for Black Friday weekend. Winter warmers - 80-minute service the price of a \$50.
- Purchase \$100 gift card and get a \$20 bonus.
- Retail gift with purchase promos have been set for the holiday season.
- Retail, Build your own gift basket :Buy 2= 10 percent, Buy 3= 15 percent, Buy 4= 20 percent off.
- Seasonal face and body treatment.
- Seasonally inspired treatments in the salon and spa.
- Select 80-minute service with a yoga class- \$199.
- Ski boot soother, we have a handful of winter packages coming up and some new product.
- Vendor offering complimentary treatments during spa event.
- We are hosting a holiday trunk show with our vendors, and discounting all of our summer/fall stock.

- We are offering our popular Pumpkin treatments for the Fall: a great Gingerbread Man-icure and Pedi by Farmhouse Fresh for the Winter and holiday season.
- We are preparing for Thanksgiving weekend promotions.
- We give a \$15 reward card for every \$150 worth of gift cards purchased Nov 1 through Dec 31.
- We have begun seasonal promotions as opposed to monthly. Each promotion will be accompanied by a retail promotion and employee sales incentive. Daily enhancements are being updated for better sales.
- We offered a resort package for low occupancy days in Nov named "Give Thanks and Be Well" It has done very well.
- We will be celebrating Spaliday at our spa again this year for the 6th year. Our vendors offer discounts to us and show up to help sell. We offer promotions on Gift Card and retail purchases for that one night only. Hugh success in the past; has grown by leaps and bounds every year, but we will see what this year brings. We are anxious about this year.
- We will be doing a gift with purchase program for Christmas.

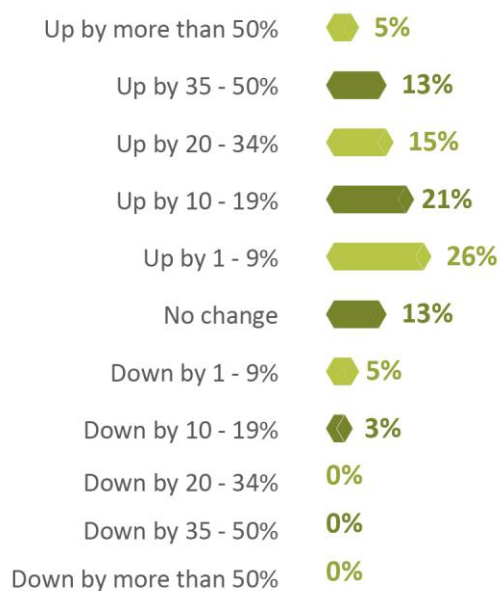
**Respondents were asked to describe any extra special ways they celebrate or reward employees (and/or their families) during the holidays to help show appreciation.**

- \$100 bonus.
- A Holiday Party is held for each spa within our organization across the country. The top executives from the company travel around the country to each spa to make sure they see each team-member to thank them for their work throughout the year.
- A holiday party that we go all out for, lots of prizes, nice meal, etc.
- Associate Party. Spa treatment trade raffle for 10 days with local spas.
- Celebration event and gift cards.
- Christmas party and bonus.
- Christmas party lunch and gift exchange.
- Christmas Party, New Year's toast, gifts for employees' kids, trips for outstanding employees of the year, etc.
- Christmas presents and a Potluck.
- Company dinner, bonus checks.
- Company holiday party and gifts for those who are working on the holiday.
- Company holiday party.
- Employee Christmas Party; incentivized to earn resort money (money that can be spent on property).
- Employee of the month, gift bags, and I hired a massage therapist to come in work their tired arms.
- Food and gifts.
- Free turkeys for every employee and holiday parties.
- Fun spa gifts and food at Dec. spa team meeting. Property-wide all staff party is huge in Jan. with food, dancing, and prize drawings. The spa closes early on Thanksgiving and Christmas Eve/Day.
- Giving additional day off or free spa treatments.
- Holiday bonus based on increased revenue and incentives for employees with the most repeat clientele as well as products sold by employees. We want our team educating our guests on the benefits of at home care.
- Holiday party and holiday gifts.
- Holiday party and cash gifts.
- Holiday party and gift. Gift card for spouse or parent for free seasonal treatments.
- Holiday party every year for staff...not families.
- Holiday Party, Managers get bonuses, gift bags for everyone else. Contests with monetary rewards.
- Mail box stuffers.

- Most of the questions on this survey do not apply to our spa, since we just opened in May of this year.
- Potluck, contests, hot chocolate bar, treats and decorate associate areas.
- Rather than a holiday party, we all come together on the Solstice and do a personal ritual and a blessing of the spa. We have done this for 17 years, and it is a very special night.
- Restaurant coupons.
- Staff dinner and gift baskets.
- Stockings for the front desk and housekeeping teams so they can be recognized by peers with gifts; vendor support for gifts and spa gift. Holiday decorating party- hosted in November and post holiday party in 1st quarter.
- Time off, gift cards and tickets to events.
- Usually have a party and give them a small gift card.
- We are doing a lot of internal retail contests for staff to keep offering recommendations and keeping their sales to service ratios high. Working very well. Staff loves product incentives too!
- We do promotions that include opportunities for therapists and receptionists to win iPads, Computers and gift cards. The promotions/incentives are built around retail sales and service sales over a full quarter of reporting.
- We have a employee party for the employees and spouses for all hotel/spa employees. The spa team hosts an intimate cocktail party for our group only, no spouses.
- We have a holiday party. Currently I have 50 employees.
- We have a huge holiday party at a local popular venue with entertainment and good food and drink.
- We have a monthly employee as well as a comment card box contest. We also hold retail sales contests to win product. We also recognize employees by weekly enhancement sales and posting positive feedback.
- We have a party and fill stocking with gifts, a gift certificate to a local restaurant and spa-related gifts.
- We have a pot luck. We also have a Children's Christmas Party and a end of year Staff Recognition Party.
- We hold several holiday parties, gifts and time off.
- We host a company holiday party where all the attendees win a gift card to a local restaurant or business. On extra busy days, we treat the staff and cater a special lunch for them.
- We host an annual gala for them, awards, speech recognition and secret santas.
- We offer employee events during the holiday season, one includes family members. We also have an open house to feed employees and give them gift cards.
- We rent out a whole restaurant, hire a band. Dinner drinks and dancing is on us. This year instead of cash bonus, we are having an optical store come in and set up a booth, and all of the staff can choose a pair of designer eyewear as their Xmas Gift.
- We trade massage gift certificates with other local spas so we can then pass them out to our employees to enjoy a massage, and get to know our comp set a little more. We also have a holiday party for all associates.
- We typically do a pot luck at work or bring in treats for the staff.
- We will have an employee appreciation party in December. We also are going to give everyone a Spa gift card and two extra vacation days for everyone over two years.

### 3rd Quarter 2016 vs. 2015

**What was your gross revenue change for the third quarter of 2016 compared to the third quarter of 2015?**



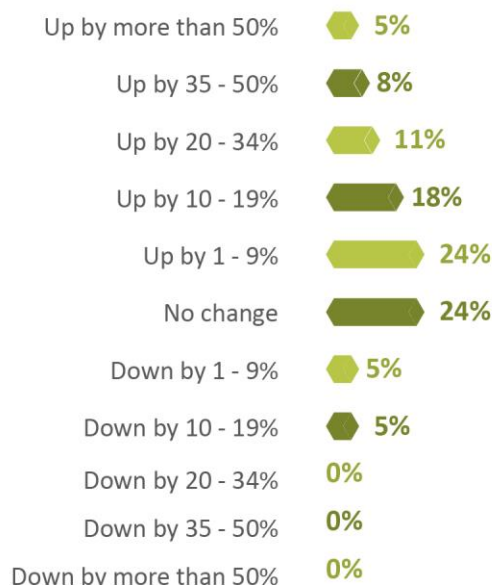
*The following table provides gross revenue change data from previous quarterly ISPA Snapshot Surveys. To allow for easy comparison, the results are displayed using the original response options.*

[illegible]

## Profit Change | ISPA Resource Partner Members

### 3rd Quarter 2016 vs. 2015

What was your profit change for the third quarter of 2016 compared to the third quarter of 2015?



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

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Up by more than 50%	0%	3%	3%	5%	4%	5%	3%	13%	5%
Up by 20 - 50%	9%	18%	26%	28%	11%	16%	13%	16%	19%
Up by 1 - 19%	44%	51%	44%	38%	43%	52%	53%	47%	42%
No change	32%	26%	26%	28%	32%	21%	20%	16%	24%
Down by 1 - 19%	15%	3%	3%	3%	11%	8%	7%	9%	10%
Down by 20 - 50%	0%	0%	0%	0%	0%	0%	3%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

## Workforce Change | ISPA Resource Partner Members

### 3rd Quarter 2016 vs. 2015

Which of the following best describes your workforce changes for the third quarter of 2016?



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 | Resource Partners

	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
Added new positions	29%	35%	41%	43%	33%	39%	40%	52%	56%
Filled vacant positions only	6%	15%	18%	20%	17%	21%	20%	20%	15%
Implemented a hiring freeze	6%	0%	0%	3%	0%	0%	0%	4%	0%
Laid off employees	12%	3%	3%	0%	7%	3%	3%	4%	0%
No change	41%	45%	39%	35%	43%	39%	33%	20%	26%
Other	6%	3%	0%	0%	0%	0%	3%	0%	3%

Please select which of the following changes, if any, your company made to its workforce composition within the past year.



What percent increase or decrease did you see in your number of new accounts, repeat clients, account closures and international accounts for the third quarter of 2015 compared to the third quarter of 2016?



Up more than 15%	<b>44%</b>
Up 1 - 15%	<b>36%</b>
No Change	<b>19%</b>
Down 1 - 15%	<b>0%</b>
Down more than 15%	<b>0%</b>



Up more than 15%	<b>28%</b>
Up 1 - 15%	<b>34%</b>
No Change	<b>38%</b>
Down 1 - 15%	<b>0%</b>
Down more than 15%	<b>0%</b>



Up more than 15%	<b>6%</b>
Up 1 - 15%	<b>9%</b>
No Change	<b>72%</b>
Down 1 - 15%	<b>13%</b>
Down more than 15%	<b>0%</b>



Up more than 15%	<b>15%</b>
Up 1 - 15%	<b>42%</b>
No Change	<b>42%</b>
Down 1 - 15%	<b>0%</b>
Down more than 15%	<b>0%</b>

Did your company launch a new product during the third quarter of 2016?

