



Snapshot Survey Results Report

— *Quarterly Performance* —

April 2015



Quarterly Performance Survey Results

ISPA Snapshot Survey | April 2015

Monthly Snapshot Surveys provide ISPA members with a valuable look into the state of the spa industry, spa industry trends and helps 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 April Snapshot Survey requested information on quarterly performance for the first quarter of 2015 (January 1 through March 31, 2015).

A majority of ISPA spa members, 70 percent, experienced an increase in gross revenue in the first quarter of 2015 when compared to the same period the previous year. Of those that reported higher revenue, 27 percent reported an increase of more than 20 percent in comparison to the first quarter of 2014. However, the first quarter of 2015 was a period of fluctuating fortunes for spas as 25 percent also reported a decline in gross revenue. Resource partners fared well, with only three percent reporting a decline in revenue.

Just like in gross revenue, a significant majority of respondents also reported an increase in quarterly profit. Not surprisingly the numbers were remarkably similar – 70 percent of spa respondents reported higher profits with 20 percent noting that profits had increased by more than 20 percent and six percent booking an increase of more than 50 percent. Almost seven out of every ten spa members, 67 percent, experienced an increase in spa visits during the first quarter.

The fact that five percent of respondents either laid staff off or implemented a hiring freeze is an indicator of how important people are to the spa industry. Finding quality staff is a priority in the spa industry – 72 percent of respondents either filled vacant positions or added new positions; a great sign of improving fortunes and a more upbeat outlook for the future.

Respondents were also asked to identify their most effective marketing promotions implemented during the first quarter. A wealth of creative options were shared ranging from special packages, partnerships with vendors, to Art Therapy Nights. Members also identified a variety of resources they use when they need a little inspiration in the workplace. Spa industry publications, Pinterest, TED.com, SmartBrief and even Starbucks made the list.

Overall the responses were very encouraging for ISPA members, a reflection of an improving global economy.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, April 17, 2015 to Friday, April 24, 2015. During this time, 289 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.

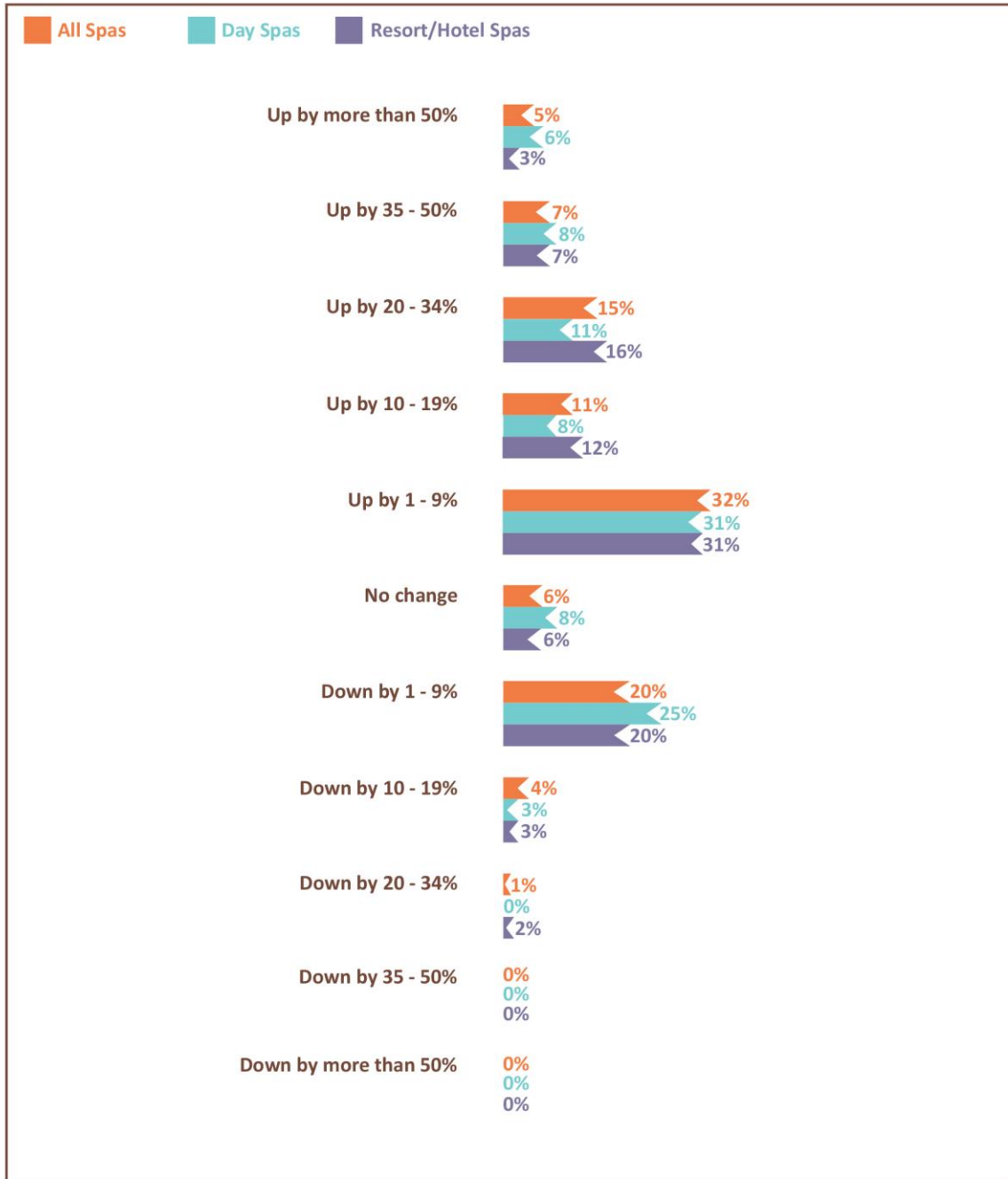
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ISPA SPA MEMBERS

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

Gross Revenue Change | ISPA Spa Members

1st Quarter 2015 vs. 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

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Up by more than 50%	3%	2%	2%	2%	0%	4%	3%	2%	5%
Up by 20-50%	15%	11%	22%	20%	23%	17%	15%	15%	22%
Up by 1-19%	48%	63%	58%	55%	46%	56%	55%	61%	43%
No change	12%	6%	5%	8%	6%	8%	10%	8%	6%
Down by 1-19%	22%	18%	13%	14%	14%	12%	17%	13%	24%
Down by 20-50%	0%	1%	1%	1%	1%	3%	1%	1%	1%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Revenue Change | Day Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Up by more than 50%	6%	6%	4%	3%	0%	13%	4%	7%	6%
Up by 20-50%	10%	10%	15%	31%	23%	6%	8%	11%	19%
Up by 1-19%	63%	63%	64%	46%	55%	59%	62%	60%	39%
No change	6%	6%	4%	5%	4%	9%	14%	7%	8%
Down by 1-19%	14%	14%	13%	15%	19%	9%	14%	13%	28%
Down by 20-50%	0%	0%	0%	0%	0%	3%	0%	2%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

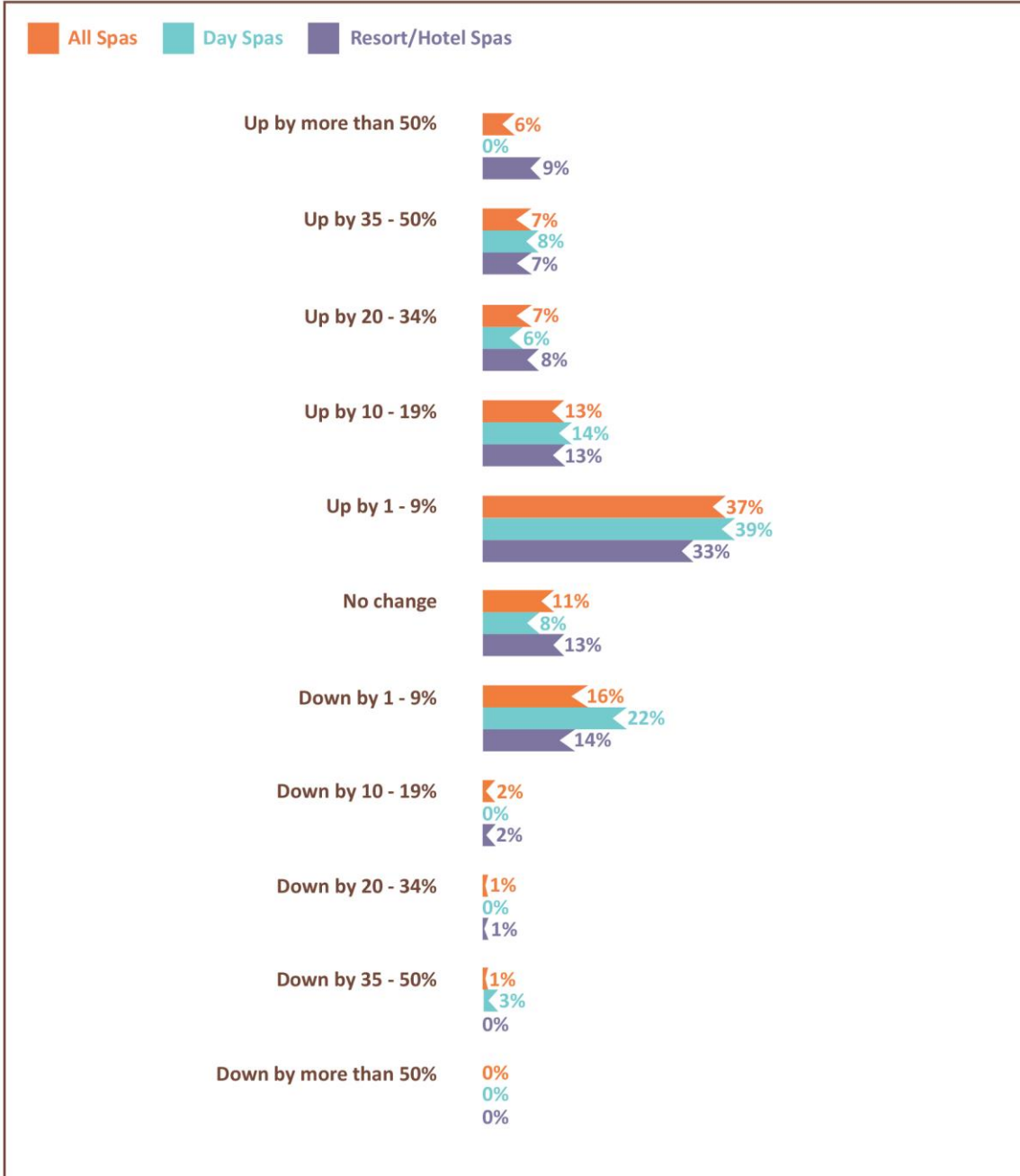
Gross Revenue Change | Resort/Hotel Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Up by more than 50%	3%	1%	1%	2%	0%	1%	2%	1%	3%
Up by 20-50%	13%	9%	22%	19%	22%	20%	15%	17%	23%
Up by 1-19%	49%	63%	58%	55%	57%	59%	54%	60%	43%
No change	13%	5%	4%	10%	8%	7%	8%	7%	6%
Down by 1-19%	22%	21%	15%	13%	13%	11%	20%	15%	23%
Down by 20-50%	0%	1%	2%	1%	0%	2%	1%	1%	2%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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

Quarterly Profit Change | ISPA Spa Members

1st Quarter 2015 vs. 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.

Quarterly Profit Change | All Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Up by more than 50%	3%	7%	4%	5%	1%	5%	2%	4%	6%
Up by 20-50%	12%	9%	16%	16%	14%	13%	16%	14%	14%
Up by 1-19%	51%	58%	58%	54%	57%	57%	49%	54%	50%
No change	15%	8%	10%	13%	14%	10%	15%	14%	11%
Down by 1-19%	18%	15%	11%	11%	13%	14%	17%	14%	18%
Down by 20-50%	1%	3%	1%	1%	1%	0%	1%	1%	1%
Down by more than 50%	0%	0%	0%	0%	0%	1%	0%	0%	0%

Quarterly Profit Change | Day Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Up by more than 50%	2%	8%	2%	5%	0%	9%	2%	5%	0%
Up by 20-50%	9%	10%	15%	21%	15%	3%	13%	16%	14%
Up by 1-19%	52%	58%	60%	46%	48%	59%	56%	52%	53%
No change	19%	8%	11%	15%	19%	16%	14%	9%	8%
Down by 1-19%	19%	12%	13%	13%	19%	13%	14%	18%	22%
Down by 20-50%	0%	4%	0%	0%	0%	0%	2%	0%	3%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

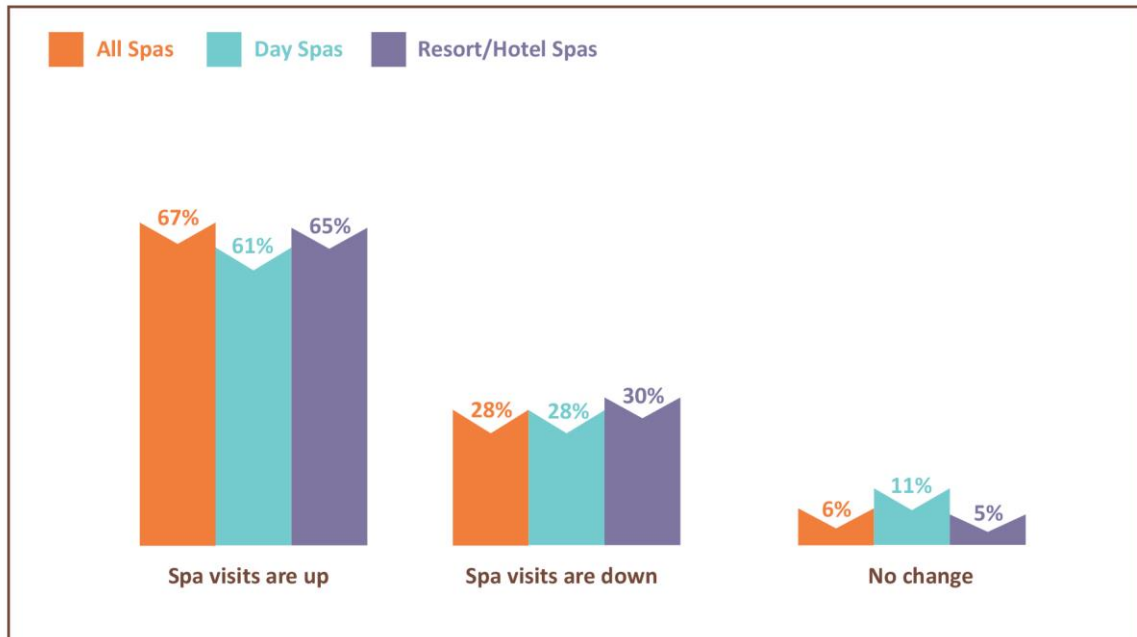
Quarterly Profit Change | Resort/Hotel Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Up by more than 50%	3%	6%	5%	6%	1%	4%	1%	3%	9%
Up by 20-50%	12%	7%	16%	17%	16%	16%	18%	15%	15%
Up by 1-19%	50%	60%	60%	57%	59%	58%	46%	58%	46%
No change	16%	9%	8%	11%	12%	8%	14%	15%	13%
Down by 1-19%	18%	14%	11%	9%	12%	12%	20%	14%	16%
Down by 20-50%	1%	3%	1%	1%	0%	0%	1%	1%	1%
Down by more than 50%	0%	0%	0%	0%	0%	2%	0%	0%	0%

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

Change in Spa Visits | ISPA Spa Members

1st Quarter 2015 vs. 2014



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

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Spa visits are up	60%	66%	73%	71%	72%	67%	64%	72%	67%
Spa visits are down	24%	21%	19%	17%	20%	21%	20%	19%	28%
No change	16%	13%	9%	12%	8%	13%	16%	9%	6%

Change in Spa Visits | Day Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Spa visits are up	59%	71%	74%	67%	67%	59%	61%	64%	61%
Spa visits are down	23%	18%	22%	21%	26%	22%	22%	22%	28%
No change	19%	12%	4%	13%	7%	19%	18%	13%	11%

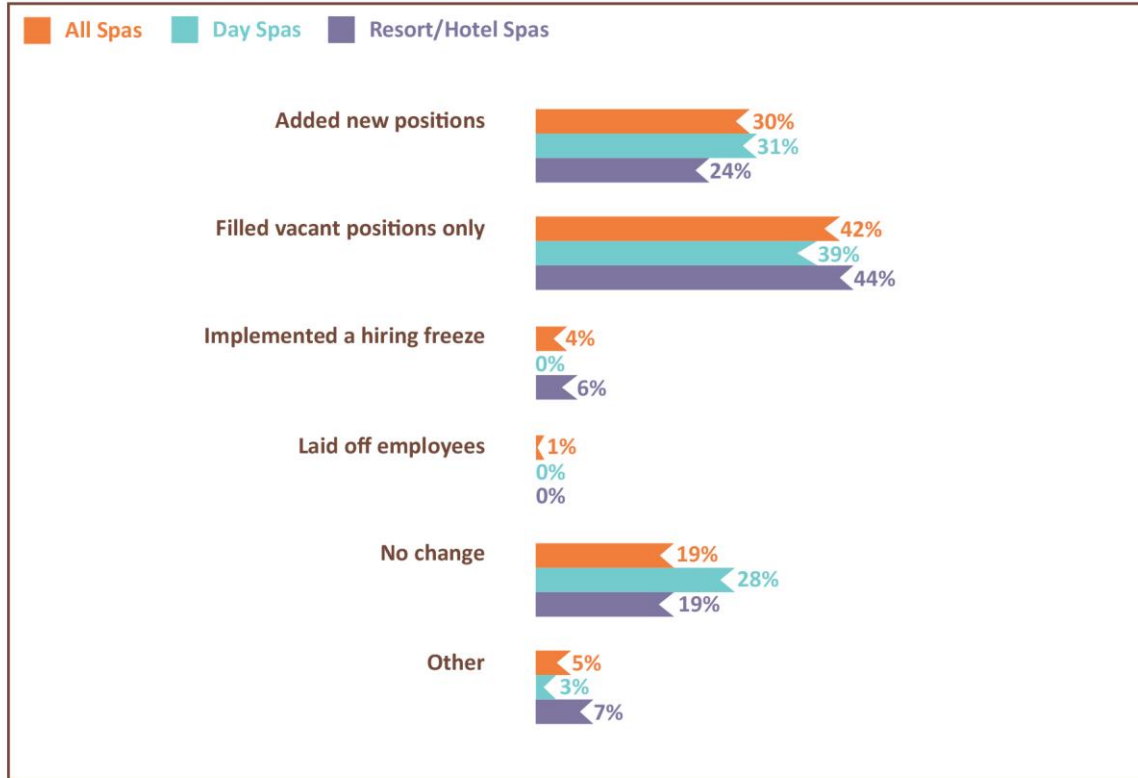
Change in Spa Visits | Resort/Hotel Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Spa visits are up	56%	64%	73%	72%	73%	70%	64%	73%	65%
Spa visits are down	27%	24%	17%	17%	19%	20%	21%	22%	30%
No change	17%	12%	10%	11%	8%	11%	15%	6%	5%

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

Workforce Changes | ISPA Spa Members

1st Quarter 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

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Added new positions	30%	38%	35%	31%	35%	37%	31%	34%	30%
Filled vacant positions only	37%	38%	38%	34%	39%	39%	35%	36%	42%
Implemented a hiring freeze	4%	2%	3%	3%	1%	0%	2%	2%	4%
Laid off employees	1%	0%	2%	1%	2%	0%	0%	1%	1%
No change	25%	18%	18%	26%	16%	21%	28%	20%	19%
Other	5%	4%	5%	5%	7%	3%	4%	6%	5%

Workforce Changes | Day Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Added new positions	36%	44%	36%	45%	36%	36%	31%	38%	31%
Filled vacant positions only	28%	34%	45%	21%	43%	26%	33%	29%	39%
Implemented a hiring freeze	0%	0%	2%	0%	0%	0%	2%	0%	0%
Laid off employees	0%	0%	0%	0%	7%	0%	0%	2%	0%
No change	26%	18%	13%	26%	7%	29%	33%	24%	28%
Other	9%	4%	4%	7%	7%	10%	2%	7%	3%

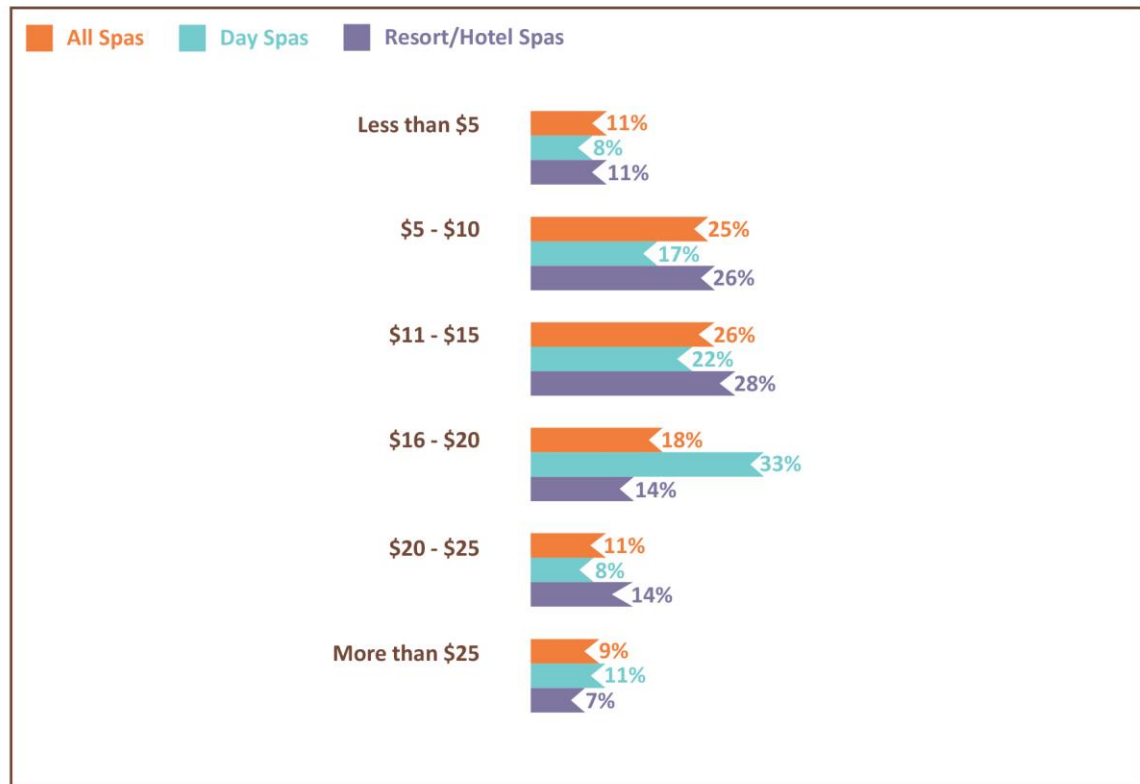
Workforce Changes | Resort/Hotel Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Added new positions	26%	37%	33%	27%	34%	40%	28%	32%	24%
Filled vacant positions only	41%	41%	36%	42%	42%	40%	39%	39%	44%
Implemented a hiring freeze	6%	3%	4%	4%	0%	0%	2%	3%	6%
Laid off employees	2%	0%	2%	2%	1%	0%	0%	1%	0%
No change	22%	16%	20%	20%	19%	19%	24%	19%	19%
Other	3%	4%	5%	4%	5%	1%	7%	7%	7%

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

Average Retail Revenue Per Treatment | ISPA Spa Members

1st Quarter 2015



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

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Less than \$5	12%	10%	12%	11%	10%	15%	9%	7%	11%
\$5 - \$10	22%	23%	23%	29%	22%	23%	25%	23%	25%
\$11 - \$15	31%	30%	25%	23%	29%	23%	24%	27%	26%
\$16 - \$20	13%	14%	15%	15%	18%	17%	16%	17%	18%
\$20 - \$25	12%	10%	12%	11%	9%	12%	10%	9%	11%
More than \$25	12%	14%	13%	12%	12%	11%	17%	18%	9%

Average Retail Revenue Per Treatment | Day Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Less than \$5	6%	2%	9%	8%	14%	19%	10%	4%	8%
\$5 - \$10	21%	22%	20%	30%	4%	16%	20%	20%	17%
\$11 - \$15	25%	24%	28%	13%	25%	13%	22%	27%	22%
\$16 - \$20	21%	20%	9%	15%	21%	23%	16%	18%	33%
\$20 - \$25	19%	18%	15%	10%	14%	16%	12%	9%	8%
More than \$25	9%	16%	20%	25%	21%	13%	22%	22%	11%

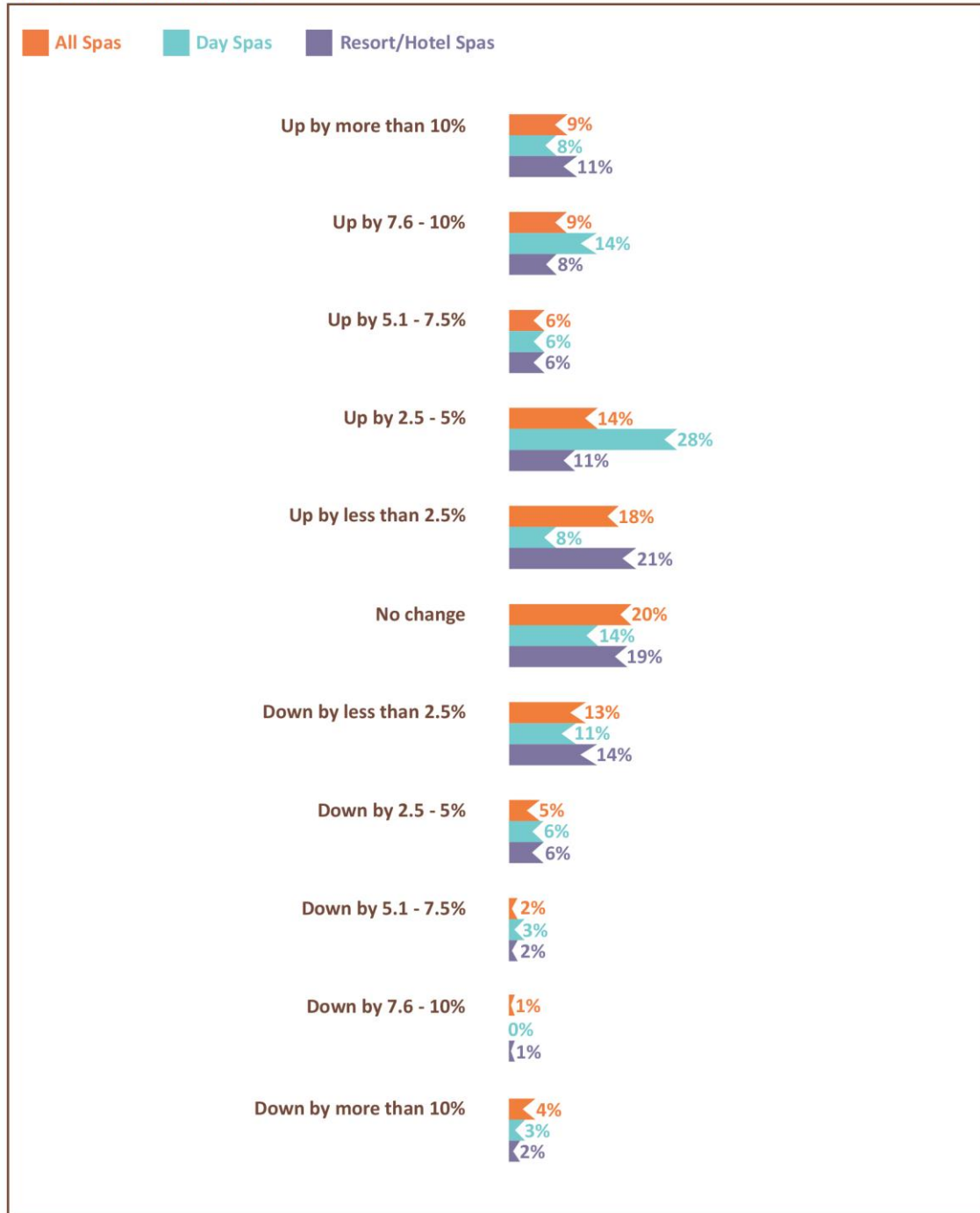
Average Retail Revenue Per Treatment | Resort/Hotel Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Less than \$5	13%	13%	14%	12%	7%	10%	9%	8%	11%
\$5 - \$10	20%	25%	26%	29%	30%	28%	29%	24%	26%
\$11 - \$15	37%	34%	25%	25%	32%	26%	28%	27%	28%
\$16 - \$20	11%	11%	16%	16%	17%	17%	16%	17%	14%
\$20 - \$25	9%	7%	11%	13%	10%	10%	7%	10%	14%
More than \$25	11%	10%	8%	4%	5%	8%	12%	13%	7%

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

Change in Retail Revenue Per Treatment | ISPA Spa Members

1st Quarter 2015 vs. 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

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Up by more than 10%	10%	12%	9%	14%	13%	11%	7%	11%	9%
Up by 7.6 - 10%	8%	7%	7%	5%	8%	5%	4%	9%	9%
Up by 5.1 - 7.5%	8%	9%	7%	8%	6%	7%	14%	11%	6%
Up by 2.5 - 5%	13%	17%	24%	20%	13%	20%	12%	16%	14%
Up by less than 2.5%	16%	16%	15%	15%	21%	10%	20%	20%	18%
No change	27%	24%	27%	19%	19%	27%	28%	20%	20%
Down by less than 2.5%	9%	9%	5%	10%	12%	11%	7%	8%	13%
Down by 2.5 - 5%	5%	4%	5%	6%	6%	4%	6%	5%	5%
Down by 5.1 - 7.5%	2%	1%	1%	1%	1%	0%	3%	1%	2%
Down by 7.6 - 10%	1%	1%	0%	1%	0%	3%	0%	0%	1%
Down by more than 10%	3%	2%	1%	1%	2%	3%	0%	1%	4%

Change in Retail Revenue Per Treatment | Day Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Up by more than 10%	6%	16%	7%	11%	21%	10%	14%	16%	8%
Up by 7.6 - 10%	8%	16%	9%	11%	18%	0%	0%	13%	14%
Up by 5.1 - 7.5%	8%	12%	7%	8%	0%	7%	12%	13%	6%
Up by 2.5 - 5%	15%	12%	30%	18%	14%	26%	15%	7%	28%
Up by less than 2.5%	19%	10%	15%	16%	25%	7%	14%	20%	8%
No change	25%	22%	24%	26%	18%	36%	39%	18%	14%
Down by less than 2.5%	10%	8%	4%	5%	4%	13%	6%	11%	11%
Down by 2.5 - 5%	6%	4%	2%	5%	0%	3%	0%	2%	6%
Down by 5.1 - 7.5%	0%	0%	2%	0%	0%	0%	2%	0%	3%
Down by 7.6 - 10%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Down by more than 10%	4%	2%	0%	0%	0%	0%	0%	0%	3%

Change in Retail Revenue Per Treatment | Resort/Hotel Spas

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Up by more than 10%	11%	11%	9%	16%	11%	10%	3%	6%	11%
Up by 7.6 - 10%	6%	3%	6%	3%	5%	8%	6%	9%	8%
Up by 5.1 - 7.5%	9%	6%	8%	6%	10%	6%	12%	10%	6%
Up by 2.5 - 5%	11%	17%	20%	24%	13%	21%	12%	21%	11%
Up by less than 2.5%	16%	20%	14%	13%	20%	11%	29%	21%	21%
No change	27%	25%	29%	16%	20%	22%	22%	17%	19%
Down by less than 2.5%	10%	11%	6%	11%	13%	9%	8%	9%	14%
Down by 2.5 - 5%	5%	5%	6%	7%	7%	5%	7%	7%	6%
Down by 5.1 - 7.5%	2%	1%	1%	2%	1%	0%	2%	1%	2%
Down by 7.6 - 10%	2%	2%	0%	1%	0%	3%	0%	0%	1%
Down by more than 10%	2%	1%	2%	1%	0%	3%	0%	0%	2%

Respondents were asked to describe their spa's most effective marketing promotion implemented during the first quarter of 2015. A sample of the responses are below.

- \$25 discount cards placed in the guest welcome package that is given at hotel check-in.
- \$50 off any 50- or 80-minute service Monday through Friday.
- 90-minute for the price of 60-minute.
- A dedicated hike week.
- A wellness month in January promoting special \$50 services with education and wellness classes offered on the weekends.
- Allowed employees and family members to experience spa at 50 percent discount during our slow first quarter. Allowed many people who talk to guests directly to now be able to speak about the spa with enthusiasm and with direct experience.
- Being named a Forbes Five Star spa.
- Book two treatments on the same day and save.
- Buy three get three: purchase three regular size products and get three minis for free.
- Choice of 50-minute massage or facial.
- Choice of 25-minute massage or facial.
- Client referral.
- Complimentary aromatherapy upgrade with all massages 50-minutes or more.
- Complimentary mini facial with every 50- or 80-minute massage or complimentary express massage with any 50- or 80-minute facial.
- Created new packages that are pre-sold to our guest prior to arrival at our hotel.
- Discount on retail when booking treatments.
- Discounting \$40 massages or facials.
- E-blasts.
- Email blasts and having the corporate office focus on ads in magazines.
- Express treatments for hotel guests to drive corporate hotel guests with limited time.
- Facebook advertising.
- For Valentines Day we did a gift certificate promotion, buy \$100 get \$20 for yourself. In the past we did a gift (product) with purchase, the promotion this year was more popular.
- "Four walls" marketing. Sliding flyers under doors of all in-house guests at the resorts has proven to be the most effective.
- Friends package. Bring a friend and both get free lunch with the purchase of two 60-minute treatments
- Getting resort staff involved in spa incentives.
- I added an organic facial and the Eminence line to my menu and it grew our sales 20 percent.
- If you stayed at the resort for two or more nights you received a \$100 resort credit that could be used at the spa for treatments or retail and it was very effective in driving business to the spa.
- In-house incentive for the front desk team utilizing referral cards with a winner each week receiving a basket of amazing skincare products (all gratis from various companies).
- In-room invites.
- Local guest focus.
- Local industry event.
- Local packages and phone blasts.
- Local specials on weekdays.

- Maple sap body treatment for winter.
- Massage membership program we launched in March.
- Mid-week specials on fire and ice pedicure.
- Mini-activation events.
- Monthly spa specials promoted via e-newsletter and through the company's website.
- New client special. \$79 for one-hour massage or facial versus \$99+ retail.
- Offering \$75 massages instead of the usual \$90 and 20 percent off waxing services.
- Online gift card promo.
- Our art nights have taken on a life of their own and we get asked about them constantly.
- Our Lotus Wei package: \$179.
- Our team members participated in a 'Profitable to Train' workshop which, to summarize, teaches them the art of upselling add on treatments, enhancement and retail by asking questions and providing tailored services to our guests.
- Our Valentine's Day specials sold really well and we had three couple's rooms fully booked with a wait list of about 20 people long, not including those we referred out to our colleagues in the area.
- Passport to try our services at a discounted rate.
- Peel party with gift with purchase.
- Postcard sent to households over \$70 and direct mailing.
- Promoted package which included intensive spa treatments.
- Purchase two 80-minute massages at regular price and receive two complimentary logo'd spa robes to take home.
- Redemption of \$20 gift vouchers with purchases of gift cards in December of 2014. Brought in additional business Monday-Friday because not valid on weekends.
- Room packages featuring spa.
- Sample services and events to promote the services and therapists.
- Seasonal treatment.
- Site Inspections with meeting planners.
- Specials deals for past customers and our monthly-featured treatments that people see online.
- Special email blast to our guests and monthly birthday blast.
- The first quarter is our slowest part of the year. We started marketing to the next door hotel/time share owner's (they don't have a spa) and we saw a huge increase in traffic by offering them our current "locals" discount of 20 percent. We also started advertising in publications where we are located about our locals discount during our slow season.
- Special events, evenings of beauty and VIP days.
- This time we included other non-spa services, so we could offer a day planned for them included in the same price.
- Training from vendors.
- Treatment of the month. Partnering with our vendors to promote a specific treatment and drive retail through a corresponding promotion or gift with purchase.
- Valentine's Day couple's massages came with a box of chocolates and a bottle of champagne to take to their room or hot pools after the massage. We offered plastic cups for poolside enjoyment of the champagne. We also turned our "foot spa" into an extra couple's room for the day and more than doubled our revenue from the previous year. Revenue on February 14, 2014 was \$300. Revenue on February 14, 2015 was \$4,000. Happy Dance!

- Valentines Day gift certificates.
- Valentines Day we opened an additional couples suite. Next year couple's facials too!
- We added a jewelry line and a new hairline.
- We do monthly spa specials, where we highlight certain services at a discounted rate. We also do quarterly events for each skincare line we offer- retail discounts, gift with purchase, mini treatments. Any time a guest can feel, touch, smell the products it creates for a better sell through.
- We had an LHR event that brought in a lot of guests and sold series.
- We have been sending emails twice a month to our local database. We promoted the higher price item from \$200 to \$150.
- We have marketed our spa services with our daily deals, newsletters and also had a photographer come in from a magazine.
- We hosted Pepsi for the Super Bowl. They filled the spa.
- We implemented video monitors at our drying station and enhancement menus for our members/guests to read while waiting. It's allowed therapists and team members to speak about other services than what is usually scheduled.
- We increased 50 percent of family reservations with meals included. It was nice seeing enjoying the whole family with a spa experience. Due our installations we offer a friendly and customize environment for the whole family.
- We offered a small discount on services during two off peak hours to stimulate business.
- We put out a contest to our team, "Whoever sold the most monthly memberships is coming with management to ISPA convention in Vegas!" We are expanding next month and our monthly memberships will cover our new increased rent amount.
- We ran several specials. One of our revenue stream we had last year was outsourced to a third party vendor, and we now have two direct competitors in our property.
- We started introducing "Art Therapy Nights" once a month at the spa. An instructor comes in and brings all the supplies needed to create a personal painting. She advertises on Groupon, so there is no cost to me to promote the event and we get exposure in a way wouldn't have before. I sell raffle tickets toward a \$30 spa credit, food and wine and retain the contact information in our database for future marketing to prospective clients. I have found that doing outside events, such as health/wellness fairs, have posed the biggest challenge in getting people to commit to coming into our spa. This painting event attracts a similar demographic (middle aged females with expendable income), with minimal cost, and more potential because they get to see where we are, feel comfortable and meet staff so when they come in for services, they're more familiar to them.
- We started seasonal specials and were able to address this on our local news station. Great response from our locals.
- We worked with a local homeless shelter and put on a Mardi Gras themed event called "Mardi Bras" where we accepted donations of new bras (with tags on them) and in turn gave each person who donated complimentary access to the spa for a day. Word for this event spread like wild fire and we collected 150 bras!
- Winter themed combination technique 90-minute massage targeted to our predominant male clientele
- "Winter Recovery." Seventh night free for two people sharing a room.
- Word of mouth is still our best.
- Yelp reviews, attending events, social media advertising and blogging.

Respondents were asked, as a leader with the spa industry, what's their go-to resource(s) when they need a little extra inspiration or motivation. A sample of the responses are below.

- A hard workout followed by a walk on the beach.
- A quiet, beautiful space. Taking a break and rebalancing.
- *American Spa* magazine.
- Benchmark between similar spas, internet, etc.
- Blogs and Pinterest.
- Colleagues in the industry and, of course, ISPA always keeps me inspired!
- Colleagues on the ISPA Board.
- Co-workers and other spa directors.
- Do a lot of networking locally.
- Don't ever push. What we offer is peace and relaxation.
- Education.
- European Spa magazine.
- Facebook.
- Facebook groups and my Chamber of Commerce Business Owners Roundtable (MOXIE).
- Fellow colleagues in similar positions in different spas.
- Fellow staff members who have a good work-life-health balance are always good for advice when I need some inspiration.
- Former bosses.
- Friends and business books.
- Getting out and traveling to an event. Just attended Live Love Spa in Seattle and really took a lot out of it and made some great contacts. Just a break from the everyday norm and keeping things mixed up, meeting new people.
- Go outside, re-ground in nature, go riding horses, mountains or beach.
- Go visit other spas in different states and countries.
- Going to education or shows. Or reading a book that relates to our industry or is personally motivating. I am currently re-reading "Life as a Daymaker" by David Wagner.
- Google.
- I always read a positive and uplifting quote. Smiling is key. You never know whose day has turned around with a simple smile.
- I go to spa magazines like Day Spa Magazine. I also reach out to my fellow spa directors or go visit a spa that I haven't been to before.
- I have a business group outside of work that is incredibly supportive. Whenever I feel like I've hit a wall or need motivation, I reach out to them for ideas.
- I have many but Danielle LaPort is one currently.
- I have really enjoyed reading Bryan Williams' stories since meeting him at this past ISPA Conference. Conference always gives me inspiration and I love sharing the stories with my team.
- I have received a master's degree with a concentration in Leadership. That has been my resource for the last several months.
- I look at websites of other spas. Online blogs, Skin Inc., and Dermascope.
- I look within myself for Inspiration.

- I love spending time with my team, being able to listen to their passion and excitement for what they do every single day. I love that it balances and grounds me, and reminds me every day on why I work so hard.
- I love to talk with my staff about new products and specials, and plan for the future.
- I love to use Pinterest and I used Spafinder and a lot of wellness pages since I been taking the course to become a Health Coach with Institute for Integrative Nutrition its giving me a whole new view of the wellness industry.
- I often go to the TED website and look for a speaker to inspire me or search for great presentation on YouTube.
- I take time off to connect with nature and myself.
- *InSPAration Spa Management* with Dori Soukup.
- ISPA.
- ISPA Conference & Expo.
- ISPA (Conference and *Pulse* magazine), webinars or live seminars on the topics of hospitality, tourism, spa, marketing and management.
- ISPA daily emails.
- ISPA of course and new products in the market place.
- ISPA of course, Spa Trade, Massage magazine, and Travel + Leisure magazine.
- ISPA, other industry magazines and other spas.
- ISPA Smart Briefs.
- ISPA website.
- Leadership brainstorm sessions – off-property, overnight and drinks are involved!
- LinkedIn groups.
- Lori Crete.
- Love the articles and topics on this site!
- Magazines, other spa websites and the internet.
- mindbodygreen.com.
- My colleagues.
- My co-managers inspire me. We brainstorm over wine and come up with great ideas.
- My first Spa Director and mentor.
- My personal Board of Directors and friends.
- My PR agent.
- My spa sisters (and brothers)! Spa directors and others in the industry. They can usually tell me that I am not crazy.
- My staff and co-workers.
- Online sites such as vaca magazine etc. to get ideas.
- Organic Spa magazine.
- Other industry leaders.
- Other spa and wellness centers and networking.
- Other spa managers and directors and just a reminder meditation group to remember that everything has a reason and all great things take time.
- Other spa owners in my area and we have a private Facebook group for therapists in our city.
- Professional publications. (Including electronic format).
- *Pulse* magazine.
- Read magazines to see what is being done outside of the United States.

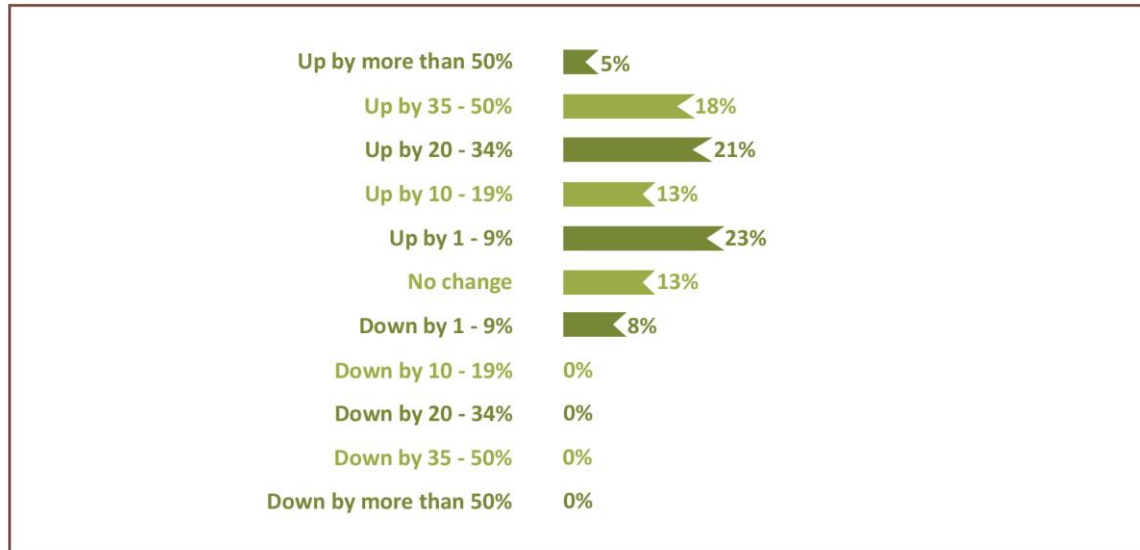
- Simple truths books, 212 degrees book and video, spa director girlfriends, Hay House.
- Spa articles, visiting other spas, traveling anywhere and everywhere.
- Starbucks.
- Take time and visit your competitors.
- Ted Talks or I re-watch *The Secret*.
- The General Session at ISPA always works for me!
- The outdoors or travel.
- Trade magazines.
- Trade shows/conferences.
- Training plan to develop and promote them when they reach to target and professional performing, show them career path roadmap.

ISPA RESOURCE PARTNERS

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

Gross Revenue Change | ISPA Resource Partners

1st Quarter 2015 vs. 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.

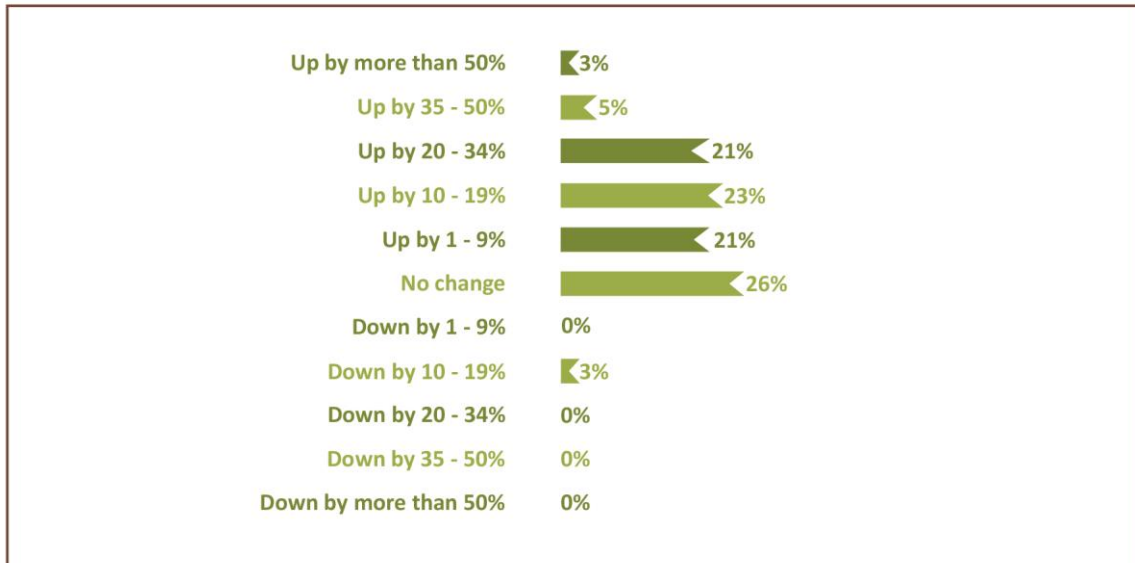
Gross Revenue Change | Resource Partners

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Up by more than 50%	15%	7%	14%	16%	3%	13%	6%	5%	5%
Up by 20-50%	21%	24%	25%	25%	25%	9%	21%	20%	38%
Up by 1-19%	27%	44%	45%	31%	29%	53%	29%	38%	36%
No change	23%	12%	3%	22%	28%	19%	18%	25%	13%
Down by 1-19%	11%	12%	14%	6%	16%	6%	21%	13%	8%
Down by 20-50%	4%	0%	0%	0%	0%	0%	6%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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

Profit Change | ISPA Resource Partners

1st Quarter 2015 vs. 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.

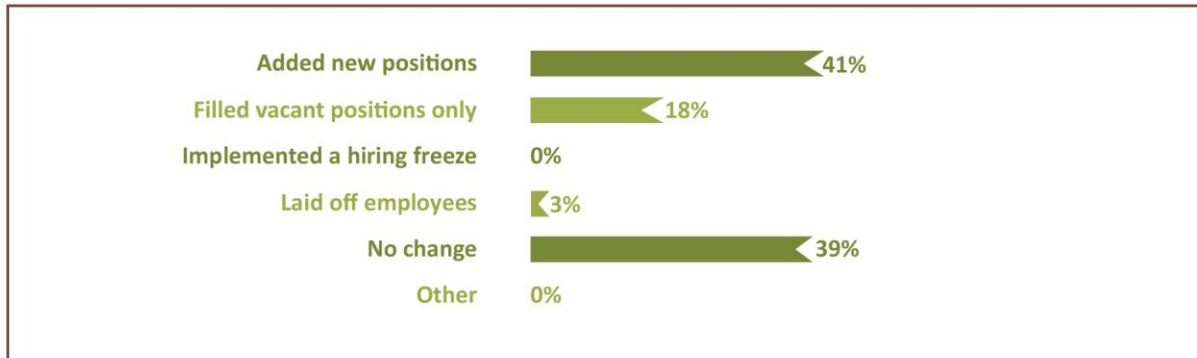
Profit Change | Resource Partners

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Up by more than 50%	9%	5%	11%	13%	3%	9%	0%	3%	3%
Up by 20-50%	22%	27%	17%	22%	10%	6%	9%	18%	26%
Up by 1-19%	28%	37%	47%	34%	48%	49%	44%	51%	44%
No change	26%	27%	22%	25%	29%	30%	32%	26%	26%
Down by 1-19%	13%	5%	3%	3%	10%	6%	15%	3%	3%
Down by 20-50%	2%	0%	0%	3%	0%	0%	0%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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

Workforce Changes | ISPA Resource Partners

1st Quarter 2015



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

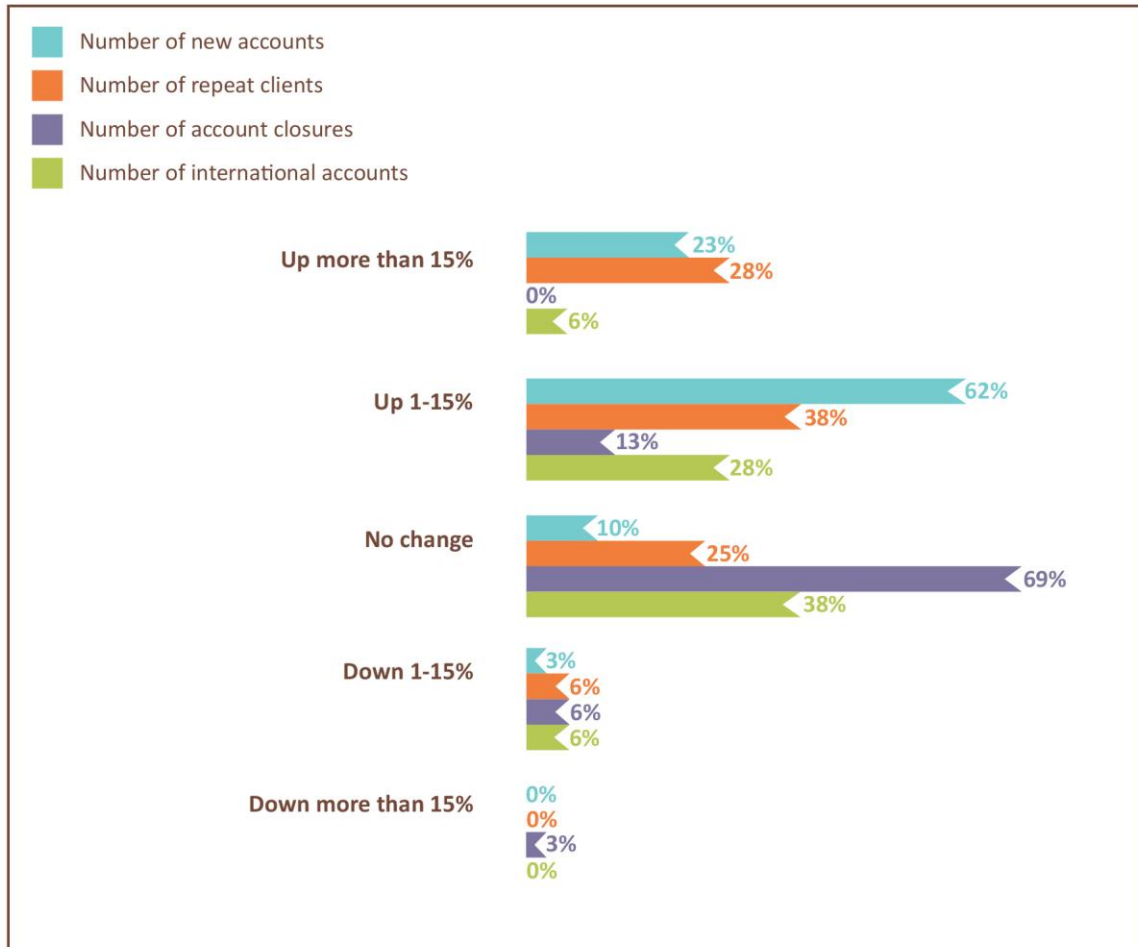
Workforce Changes | Resource Partners

	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015
Added new positions	47%	46%	44%	41%	47%	42%	29%	35%	41%
Filled vacant positions only	9%	10%	15%	3%	13%	12%	6%	15%	18%
Implemented a hiring freeze	0%	2%	3%	0%	0%	3%	6%	0%	0%
Laid off employees	2%	2%	0%	0%	3%	0%	12%	3%	3%
No change	36%	37%	32%	47%	38%	42%	41%	45%	39%
Other	6%	2%	6%	9%	0%	0%	6%	3%	0%

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

Change in Accounts | ISPA Resource Partners

1st Quarter 2015 vs. 2014



Respondents were asked to share one new effort or resource (i.e. training tools, educational materials, promotional displays, etc.) their company has implemented in 2015 to help meet the needs of its spa clients. A sample of the responses are below.

- 10 percent on each order towards samples and collateral materials.
- 24/7 training support on YouTube.
- Created a product workbook.
- Displays.
- Education. We are investing in educating our clients so that they can pass along that knowledge to their customers as more and more they are becoming more savvy on skincare products.

- Educational materials and training tools.
- Enhanced treatment protocols to accounts.
- Implemented additional social media to gain a broader reach and brand awareness for the consumers, creating stronger salon spa sell through programs for our distribution network, providing ongoing training and education support as well as added new tradeshow partnerships, in addition added another trade magazine to our advertising campaign.
- Increased our product range of spa products and gifts that are spa suitable.
- Introduced a full spa menu and made training videos.
- Marketing materials on promotion for our distributors.
- New point of sale displays, new back bar program and new educational materials.
- New product: SKIN RESET.
- Online chat.
- Private training.
- Purchased a spot in the ISPA Buyer's Guide.
- Service.
- Spa menu development.
- Streamline our customers purchasing efforts.
- The Reveal Box and advertising.
- Training videos, sales flyers and promotions.
- We are changing our brand and line to fit the needs of spa and travel customers.
- Webinars.