



# SNAPSHOT SURVEY RESULTS REPORT

*Year-in-Review*

DECEMBER 2016



## Year-in-Review

### ISPA Snapshot Survey | December 2016

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 December Snapshot Survey provides a "year-in-review" at a glance.

When spa respondents were asked which incentives were offered to their spa's employees at the administrative, management and service provider/therapist levels, a significant majority responded that free/discounted spa services (90%) and free/discounted retail products (87%) were offered. A majority of spa respondents also offer free training/educational assistance (74%), employee of the month/year (60%), and employee service recognition gift (53%). Around half of day spa respondents also listed monetary compensation (51%) and schedule preference/flexible work time (50%) as incentives they offer.

Hiring qualified employees continues to be a challenge for many respondents. For all spa respondents, as well as the day spa and resort/hotel spa segments, more than half of respondents said that hiring a qualified spa manager, spa receptionist, spa therapist, esthetician, and/or a nail technician in 2016 was somewhat difficult or very difficult.

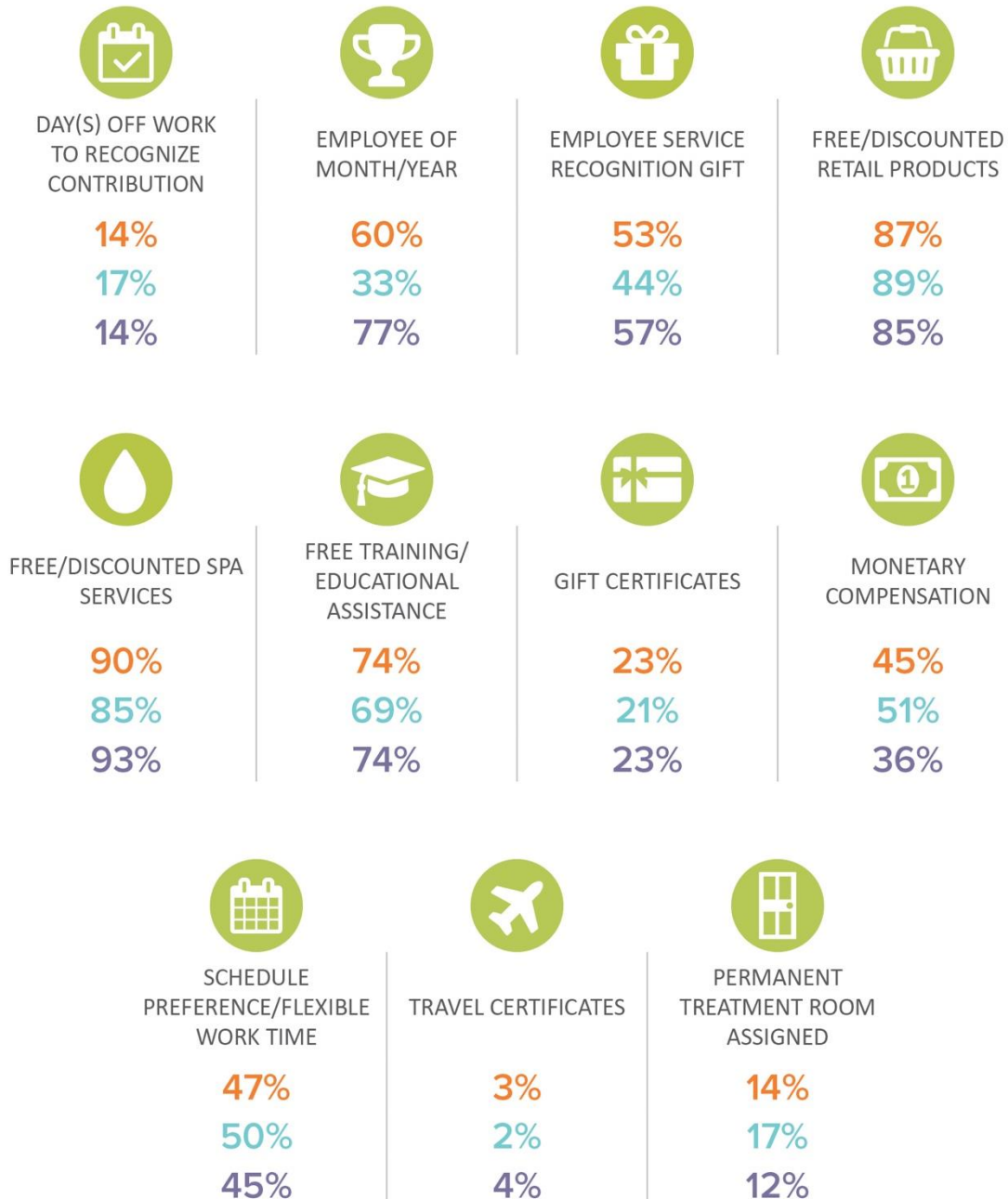
All respondents were asked to name some of their favorites for 2016. The most commonly listed favorite books of 2016 were *Start with Why* by Simon Sinek, *Daring Greatly* by Brenè Brown, *Leaders Eat Last* by Simon Sinek, *The Girl on the Train* by Paula Hawkins and *The Power of Positive Thinking* by Norman Vincent Peale. ISPA members have a variety of favorite apps and websites including Evernote, Insight Timer, Snapchat and Headspace to name a few. Other favorites asked of respondents included favorite holiday tradition at their company, their favorite new tech gadget or app, and others.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, December 2, 2016 to Friday, December 9, 2016. During this time, 224 ISPA members responded to the survey. The categories "all spas" and "ISPA Spa Members" referred to within this report include data from all spa respondents (day, resort/hotel, medical and destination spas).

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## ISPA SPA MEMBERS

Which of the following incentives are offered to your spa's employees at the administrative (i.e. receptionists, administrative assistants), management and service provider/therapist levels?



● ALL SPAS   
 ● DAY SPAS   
 ● RESORT/HOTEL SPAS

Has your company made any changes to its incentive compensation structure for service providers in the past 12 months?



**YES: 37%**

**NO: 63%**



**YES: 38%**

**NO: 62%**



**YES: 37%**

**NO: 63%**

In 2016, how hard was it to hire a qualified...

### ALL SPAS



Very Easy	10%
Somewhat Easy	26%
Somewhat Difficult	40%
Very Difficult	24%



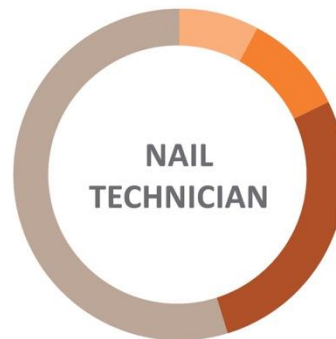
Very Easy	4%
Somewhat Easy	37%
Somewhat Difficult	43%
Very Difficult	16%



Very Easy	2%
Somewhat Easy	30%
Somewhat Difficult	42%
Very Difficult	27%



Very Easy	14%
Somewhat Easy	34%
Somewhat Difficult	42%
Very Difficult	11%



Very Easy	8%
Somewhat Easy	10%
Somewhat Difficult	28%
Very Difficult	55%

## DAY SPAS



Very Easy	●	5%
Somewhat Easy	●	25%
Somewhat Difficult	●	42%
Very Difficult	●	28%



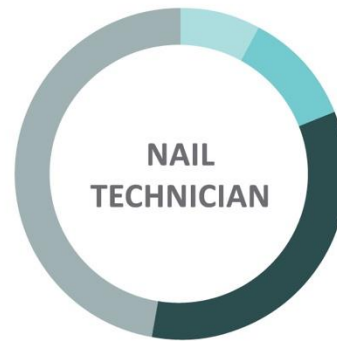
Very Easy	●	6%
Somewhat Easy	●	32%
Somewhat Difficult	●	46%
Very Difficult	●	16%



Very Easy	●	2%
Somewhat Easy	●	28%
Somewhat Difficult	●	38%
Very Difficult	●	32%



Very Easy	●	13%
Somewhat Easy	●	38%
Somewhat Difficult	●	38%
Very Difficult	●	11%



Very Easy	●	8%
Somewhat Easy	●	11%
Somewhat Difficult	●	34%
Very Difficult	●	47%

## RESORT/HOTEL SPAS



Very Easy	●	<b>12%</b>
Somewhat Easy	●	<b>28%</b>
Somewhat Difficult	●	<b>35%</b>
Very Difficult	●	<b>25%</b>



Very Easy	●	<b>4%</b>
Somewhat Easy	●	<b>39%</b>
Somewhat Difficult	●	<b>42%</b>
Very Difficult	●	<b>15%</b>



Very Easy	●	<b>2%</b>
Somewhat Easy	●	<b>30%</b>
Somewhat Difficult	●	<b>44%</b>
Very Difficult	●	<b>24%</b>



Very Easy	●	<b>11%</b>
Somewhat Easy	●	<b>32%</b>
Somewhat Difficult	●	<b>47%</b>
Very Difficult	●	<b>10%</b>











Very Easy	●	<b>8%</b>
Somewhat Easy	●	<b>7%</b>
Somewhat Difficult	●	<b>23%</b>
Very Difficult	●	<b>62%</b>

## ALL MEMBERS









Please identify how your company's use of the following marketing channels changed in 2016 when compared to the previous year.

### ALL SPAS









	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED	N/A
 DIGITAL ONLINE ADS	2%	3%	30%	30%	18%	18%
 DIRECT MAIL	6%	9%	31%	8%	3%	44%
 EMAIL	0%	4%	48%	34%	9%	6%
 PRINT ADS	5%	15%	46%	14%	4%	15%
 FACEBOOK	1%	3%	23%	37%	27%	9%
 INSTAGRAM	0%	3%	22%	30%	18%	28%
 PINTEREST	1%	5%	26%	12%	3%	53%
 TWITTER	1%	5%	30%	17%	8%	39%











## DAY SPAS

	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED	N/A
 DIGITAL ONLINE ADS	0%	2%	23%	27%	30%	18%
 DIRECT MAIL	7%	9%	25%	7%	2%	50%
 EMAIL	0%	4%	41%	39%	15%	0%
 PRINT ADS	9%	26%	44%	7%	0%	14%
 FACEBOOK	0%	7%	18%	31%	38%	7%
 INSTAGRAM	0%	5%	14%	23%	23%	36%
 PINTEREST	2%	5%	21%	9%	5%	58%
 TWITTER	2%	5%	26%	14%	2%	51%

## RESORT/HOTEL SPAS

	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED	N/A
 DIGITAL ONLINE ADS	4%	2%	34%	32%	11%	18%
 DIRECT MAIL	4%	8%	35%	8%	4%	42%
 EMAIL	0%	2%	49%	32%	7%	9%
 PRINT ADS	2%	10%	48%	18%	6%	17%
 FACEBOOK	2%	1%	25%	40%	21%	11%
 INSTAGRAM	0%	2%	23%	35%	16%	24%
 PINTEREST	0%	5%	28%	13%	3%	53%
 TWITTER	0%	5%	32%	19%	10%	34%

## RESOURCE PARTNERS

	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED	N/A
 DIGITAL ONLINE ADS	0%	9%	12%	29%	21%	29%
 DIRECT MAIL	6%	9%	21%	9%	0%	55%
 EMAIL	0%	6%	21%	32%	32%	9%
 PRINT ADS	0%	9%	30%	30%	9%	21%
 FACEBOOK	0%	6%	27%	32%	29%	6%
 INSTAGRAM	0%	3%	15%	21%	27%	33%
 PINTEREST	0%	3%	15%	15%	15%	52%
 TWITTER	0%	3%	32%	29%	21%	15%

Respondents were asked to share their "favorites" for 2016 with their ISPA peers for the following categories. Numbers in parenthesis next to a response indicate the quantity of identical responses received.

### Favorite book you read:

- 5 Dysfunctions of a team Crafting a customer experience for people not like you.
- 64 shots leadership in a crazy world.
- 7 Principles of Highly Effective People; Steven Covey.
- 80 / 20 Sales and Marketing by Perry Marshall.
- A Curious Mind - The secret to a bigger life - Brian Grazer.
- A Man Called Ove.
- Ahaha sumano bikkhu.
- Answers from the forest .
- Any & all of the Simon Sinek books.
- Any books in the James Rollins series.
- Anything by Jodi Picoult.
- Awaken The Giant Within by Anthony Robbins.
- Blue Oceans.
- Book Yourself Solid by Michael Port (illustrated edition).
- Braiding Sweetgrass by Robin Wall Kimmerer.
- Brain maker.
- Brené Brown power of vulnerability speech.
- Build a company for a customer.
- But What if We're Wrong? By Chuck Klosterman.
- Catalyst.
- Churchill, The Life.
- Clinical Aromatherapy for Pregnancy and Childbirth by Denise Tiran.
- Coma Girl.
- Crashing the Net.
- Crucial Conversations.
- Customer Rules.
- Daring Greatly by Brenè Brown. (4)
- E2 by Pam Grout.
- Eat, Pray, Love.
- Emmet Fox.
- Extreme Ownership.
- Flies in my Coffee.
- Get Clients Now.
- Gifts of Imperfection by Brenè Brown.
- Gratitude Marketing.
- Gratitude, A Way of Life by Louise Hays and friends. It's a compilation of feel good stories and insights
- Hiring for Attitudes by Mark Murphy.
- Homo Sapiens.
- I have not had a chance to read!
- Into the Wild.
- ISPA Magazine.
- Killing the Rising Sun.
- LA MANO DE FATIMA, FROM ILDEFONSO FALCONES.
- Leaders Eat Last by Simon Sinek. (2)
- Lean In.
- Liar, Temptress, Soldier, Spy by Karen Abbott.
- Lost Symbol by Dan Brown.
- Meditation on learning to be in the present and more focused.
- Museum of Extraordinary Things.
- Outliners.
- Peace Pilgrim: Walking Her Talk Against Hate.
- Pillars of the Earth.

- PsyCosmetology, Emyth, Energy Bus, Boundaries, Conflict without Casualties. (I know I have too many favorites).
- Questions from the city.
- Rising Strong by Brenè Brown.
- Sheryl Sandberg.
- Shopoholic books when I need a good laugh.
- Simon Sinek!
- Start with Why by Simon Sinek. (5)
- Still reading it, but anything by Brenè Brown.
- Strength Finders with my new leadership team. They loved it!
- The Alchemist. (2)
- The Bible.
- The Candidate, Lisa Weil.
- The Dip by Seth Godin.
- The Elegance of the Hedgehog.
- The Four Disciplines of Execution.
- The Garden of Bronze, Gustavo Malajovich.
- The Girl on the Train - Paula Hawkins. (2)
- The Magnolia Story by Chip Gaines.
- The Nightingale.

- The Other Side of Silence by Philip Kerr.
- The Power of Now by Eckhart Tolle.
- The Power of Positive Thinking by Norman Vincent Peale. (2)
- The Power of Why by Simon Sinek.
- The Rules of Work- The Unspoken Truth About Getting Ahead in Business.
- The Story About The Rltz Carlton.
- The stupide white men.
- The Truth About Cancer.
- The Twelfth Insight by James Redfield.
- The Wright Brothers.
- Together is Better By Simon Sinek.
- Unbroken.
- War and Peace.
- What to Do When You Don't Know What to Do by Wyatt Webb.
- What Would Buddha Say?.
- Working with Mindfulness.
- Yes.
- You Are a Badass: How to Stop Doubting Your Greatness and Start Living an Awesome Life. (2)

#### **Favorite new spa product:**

- [ comfort zone ] tranquillity blend.
- AFTER PARTY EYES ROLL ON.
- Babor ampoules.
- Babor Daily Purifying Cream.
- Babor Night Ampoules.
- Babor stress bi phase ampoules.
- Baby feet foot peel, foot peels in general - I just discovered them Amazing!
- Beer Pedicures.
- Biologique P50.
- Body Bliss crystal infusions.
- Body bliss gem oil bar.
- Charcoal Deodorant.
- Charcoal.

- Cinq Mondes Sumptuous Oil.
- Circadia.
- CityLife Face and Eye Contour Sorbet Cream by Phytomer. Great when you travel as much as I do!
- Coastal Salt and Soul. (2)
- Coconut & poppy seeds scrub.
- Collagen drinks.
- Coola Makeup Setting Spray - awesome for the summer because it keeps your makeup in place when you sweat and has SPF in it!
- Dazzle Dry.
- Decleor's Svelt oil and oil gel cream.
- Diffusers.

- Elemis- cleansing balm.
- Elemis shaving gel.
- ELEMIS Superfood Facial Oil.
- Elizabeth Arden 8 Hour Moisturizing Oil Body Spray.
- EmerginC facial wipes.
- Eminence - Rosehip C&E Serum.
- Eminence Clear Skin Target Treatment. (2)
- Eminence Firm Acai Berry Mask.
- Eminence Hibiscus Ultra Lift Eye Cream. (3)
- Eminence Rosehip oil.
- ESPA - eye lotion. 212 degrees of service.
- Essential oil roller snad shower fizz from Rinse soap - retail only but can't keep it on the shelves.
- Esthechoc, bijou candles.
- European spa source shower spray.
- EuroSpa Eucalyptus Shower Mist- Citrus.
- Eye Masks from To Go Spa.
- Eye remedy, Eye cream, Vitelle Labs.
- FarmHouse Fresh A' La Mode Melt.
- FarmHouse Fresh hand creams. (2)
- Farmhouse Fresh Plum Chiffon Balm.
- Glycelene's Headache Relief Roller Ball.
- Growth Factors and Lalicious Body Products.
- Guava Nectar Aromatherapy Emulsion by Epicuren Discovery.
- Himalayan Salt products from Saltability.
- Himalayan Salt stones.
- Hot seller right now are the club bags.
- HydroPeptide Luman C, Eminence Rosehip and Lemongrass Lip balm, Eminence Rosehip C E Oil.
- Hydropeptide Lumapro.
- I scentials.
- Illuminating Serum Red Lane.
- It is not new but is new to me, I am obsessed with EuroSpa Eucalyptus Oil Shower Spray. Also, Elements Truffles, not a

spa product, I know. But Elements Truffles are the ayurveda inspired, artisan chocolate that are clean, organic, rich, decedent and socially conscious.

- Jindilli dry room treatment.
- Jurlique facial products.
- Kaplan MD Lip 20 treatment line. It's been a spa favorite among staff and guests.
- Kerstin Florian Neroli Blossom Bath & Body Oil. (2)
- Kerstin Florian Rescue Cream.
- Lalicious.
- Lids by Design and Body Bliss.
- Luna 2 by Foreo.
- Luzern Rehydrate Oil.
- Magenta and white stripped Stimulite Bathmitt.
- Natura Bisse Enzyme Peel.
- Naturopathica Vitality Bar.
- New aromatherapy diffusers.
- Not necessarily new but can't be on a desert island without - Eminence Rhubarb/Strawberry Dermafoliant.
- Not new, but I love the 80 Acres olive oil balm.
- OM4 (entire line).
- Orgaid sheet masks.
- Oribe Beauty.
- Perk Eye and Lip.
- Phia by Michelle Roark.
- Phyto5 Ageless La Cure.
- Pure Invention.
- Salt of the Earth Thermal Powder.
- Saltability Stone Massage. (2)
- Sangre de Fruta body serum.
- Saphira leave in conditioning spray.
- Serum from Biologique Recherché.
- Skin Authority Resurfacing Accelerator.
- Skin Fitness Plump & Firm system.
- SkinCeuticals Triple Lipid Restore.

- Spa Revolutions Lava Shells, EuroSpa Eucalyptus Shower Mist, Whish Body Butter.
- Spongelle.
- Sposh minky neck wrap.
- Sweet Spot refreshing wipes.
- TARA organic rose neroli face and body oil.
- The hair straightener from conference.
- Thermal Hydrating Facial.

- To Go Spa Eye Gels. (2)
- UGG Spa Clothing.
- Walkabout Foot Scrub from Jindilli.
- We are now carrying Aromatherapy Associates and Babor product lines and love them both!
- Whish beauty deodorant wipes.
- Yoga massages balls.
- Zents' Quench.

### **Favorite new tech gadget or app:**

- A ring for the back of the phone for allowing you to hang up your phone or ipad or to the back of the headrest or the desk. Cool Item. Saw it on Shark Tank first. Available on QVC.
- Amazon Echo. (2)
- Apple pro computer.
- Baby quasar.
- Backup battery for phones, laptop, etc.
- Blue Onyx Microcurrent.
- Continues to be my FitBit.
- Cordless cell phone charger.
- Cryogenic.
- Don't have a favorite.
- Echo Dot - one in your office synched to your calendar and to-do list will free up more of your mental space than a gadget that costs 10 times as much has any right to. (2)
- Eyelash curler.
- Fitbit. (4)
- Foreo.
- HAPIfork AND Nest Smart Thermostat.
- HydraFacial. (3)
- iPhone 7. (3)
- I'm tech challenged. My Bluetooth earbuds are a big step up for me.
- Insight Timer.
- iPad. (2)

- ISPA App at Conference.
- It's not new, but selfie stick.
- Jewel - water stones.
- JLab Epic Bluetooth Wireless In-Ear Earphones.
- Low tech but salt stones with warmer.
- Magnetic Sphere.
- Mail chimp.
- Micro-needle rollers, great for firming, increasing collagen and elastin. Also great for treating pigmentation.
- My Blackberry.
- My phone.
- My popsocket! Thanks Live Love Spa.
- NDTV Gadgets360.com.
- Nuface.
- Nutrichef Electric Milk Frother.
- Online booking millennium.
- Perk. (2)
- Running App!
- Samsung head gear (Can watch movies with this head set that cover your eyes).
- Samsung Note 3.
- Shutting it off.
- Skin Pen.
- Smart watch.
- Spire. (2)
- Tria laser.
- Webcam.

- Wireless Earphones.
- Zenoti's ipad app that allows forms to be completed electronically.

### **Favorite holiday tradition at your company:**

- "Sit down" Thanksgiving lunch for 'spa orphans' who find themselves working on Thanksgiving Day.
- 5k run.
- A long winter break between semesters!
- Adopt-A-Family to give back to others less fortunate. (3)
- After having a staff meeting, everyone helps with decorating while enjoying something catered in to eat.
- All uniforms are allowed a "splash of the holidays."
- Annual Shopping Event.
- Bake off. (2)
- Bowling Party.
- Carolers in 19th century costume and burning of the Yule Log on Christmas Eve.
- Changeover from fall to holiday in the retail space. On Black Friday, we change the color of our tissue paper, the décor in the lobby/retail space, and the music the retail area changes to Christmas. A couple weeks later, we add an additional terminal at the front desk to accommodate all the gift card purchases, in addition to our regular check-in/check-outs and increased retail purchases. These are all sure signs that holiday is in full swing!
- Charitable giving.
- Christmas bonuses.
- Christmas ceremony.
- Christmas luncheon with the entire staff.
- Christmas Posadas.
- Closing Christmas day.
- Company outing - this year we did a day of French traditional holiday cooking together!
- Cookie party.
- Dinner as a group.
- Divali sweets and gifts.
- Donating food to local food pantry.
- Donation boxes available for local non-profits.
- Employee Brunch.
- Employee Holiday party with employees children included and Santa providing each a gift.
- Every person gets \$100 to give to a stranger, and we share our stories of giving.
- Family party where Santa comes and gives gifts to the children.
- Food Drive sponsored by employees.
- Gift and bonus in dollars and restaurant with my staff.
- Gift Card Exchange for associates. 12 days of Christmas. Each day we draw for a treatment at a local spa.



- Gift of giving.
- Gingerbread Village.
- Giving Circle where we donate to the favorite charity of the person whose name we picked.
- Giving out turkeys for Thanksgiving. It reminds me of A Christmas Carol and gives me the warm & fuzzies.
- Have dinner with the entire family members.
- Hidden Stockings.
- Holiday Chorus each day for our guests.
- Holiday party. (24)
- Holiday Secret Santa and Potluck.
- I do the 12 days of Christmas for my team and give them a gift each of the 12 days leading up to Christmas as a token of my appreciation for all they do all year long for me and the spa.
- In House Staff Party we have every year the last Sunday night before Christmas. We eat, play games and have a gift exchange.
- Many of my team love to cook - we take them to Stonewall Kitchen Cooking School every year. We also exchange presents which every year surprise me how remarkably thoughtful our team is.
- Mexican Christmas party. (2)
- Our annual Christmas party and Secret Santa gift exchange.
- Our Christmas Bonus!
- Our guests love our annual gift card sale.
- Picking names for gifts, holiday party at a team member's house, party the last Friday before Christmas, team party at another spa in the province.
- Rather than a party, which we do in January, we have a lovely personal and spa blessing solstice celebration. After hours, cleanse the space you work in and set some intentions for the new year, it concludes with wine and chocolate to sweeten the new year.
- Santa's Elves- each department adopts a family and provides much needed gifts for children.
- Secret Santa. (7)
- Spa Open House every year the Thursday after Thanksgiving.
- Spa open house.
- Spa Santa--- Samples for Staff!
- Spring Festival.
- Staff Christmas adventure outing.
- Team dinner and game night.
- Team member Town Hall and giveaways.
- Thanksgiving and/or Christmas potluck. (5)
- Thanksgiving lunch together! Turkey and all!
- Thanksgiving- our raw vegan Thanksgiving is open to the public. We have over 300 people attend. We do a gratitude circle that completely goes around a lake between appetizers and the main course.
- Thanksgiving.
- The chocolate village in the lobby.

- The Crazy Gift Exchange at our December All Staff Celebration and Meeting!
- The last three weeks of December are always the busiest weeks we have in the year. This is a very tiring time for our staff, so we make sure to have a potluck regularly for the team to have lunch together. We have become such a family here, that we enjoy sitting and laughing together!
- This is our first holiday, so we're creating our traditions.
- Traditional Christmas lunch.
- Tree lighting.
- Trying to create some this year.
- Ugly sweater contest.
- We do a Christmas party, but not your typical food and drink and sit around type of party. Last year we did a painting class, we went bowling one year. This year dinner and an Escape Room Challenge.
- We do horse drawn sleigh rides around our property during our Christmas family party for employees.
- We give every employee a turkey for the holidays.
- We have two; blankets to the homeless day and we exchange fun socks.
- We hold a pumpkin carving contest and a gingerbread house contest between departments.
- Winter Holiday.
- Wreath decorating contest.

#### **Favorite change your company made in 2016.**

- "Toolbox" incentive - set amount available each month to spa director to fund creative revenue incentives.
- Added more education to the staff.
- Adding a Mentorship Program for New Hires.
- Adding a new Manager-as Ambassador of Happiness. To do extra fun things for the staff and troubleshoot any situation before it turned into a drama!
- Addition of more online courses.
- Adjusting commission levels.
- Advertising.
- Attempted to move from printed paper training materials to digital.
- Boosted Creativity in Marketing.
- Bought by Marriott.
- Branded all the spas to OPAL spas.
- Bringing in the new line of organic products Eminence and one more new esthetician.
- Building.
- Buying Starwood.
- Closed at 1:00 p.m. on Thanksgiving.
- Company bought by Philip Anschutz.
- Created a signature massage, facial and nail treatment.

- Created retail commission incentive for front desk team.
- Crescent hired a VP of Spa, Retail & Wellness to help guide the many facets of the Spa and Fitness Business/
- Daily meetings.
- Delegated way more! Love to see our team's strengths.
- Enhanced client communications.
- Exhibiting at more trade shows! Great way to meet new contacts, demonstrate our product and get on the spot feedback.
- Got going with zoom for our online trainings.
- Green initiatives.
- Guest experience focus.
- Hired new staff.
- Hiring a spa coordinator to help keep things running smoothly.
- Hiring Todd Shaw, our new Spa Director! We have terrific leadership and a great team, excited to see what is up ahead for The Peaks Resort and Spa-Telluride.
- I'm in the process of relocating my business. This change has been for the best!
- Implemented a new order entry system.
- Improved relationships with my staff.
- Incorporating more clinical aromatherapy.
- Increased management.
- Increased product options.
- Increased Utilization of customer feedback.
- Instigated daily 15 minute meetings/
- Introduced yield management.
- Investing in the team.
- Joining ISPA!
- Managers.
- Mission Statement and Service Standards revised.
- Morale is on the up and up; creating a culture that encourages feedback and allows team to have opinions!
- More days off.
- Moved from a beauty shop model to a full-service salon & spa!
- New booking system.
- New casino.
- New Logo design.
- New mobile APP, one line booking.
- New PTO program.
- New Spa Brochure.
- New table decor.
- New team member.

- New training videos will be incorporated into our Esthetician training.
- New Treatment Menu.
- New uniforms for all spa departments.
- New uniforms. (2)
- New website.
- Online booking. (4)
- Opened office in Australia!
- Opened our spa.
- Opening of the Adult Only Jungle Tower Suites.
- Promoting employees from within.
- Raised the minimum wage internally.
- Reduction in food waste in the employee dining room.
- Refurbishment of front desk & retail area.
- Re-hired our previous assistant spa director.
- Renovation in D Lounge, and the Club Level.
- Scheduled rooms based on demand...not on types of service. So instead of having 5 massage rooms and 5 facial rooms, we have 10 rooms.
- Spa Refresh.
- Stability!
- Streamlining.
- Switching from Booker to Zenoti for POS and scheduling/
- The spa takeover of our hotel lobby shop.
- Time Off Policy.
- Training website.
- Using an activity/project management cloud software.
- Using social media as a marketing tool.
- We are always very proud by the opportunity from our company to promote new or available positions with workers inside the company.
- We got a new software program we desperately needed!
- We have gone through quite a few internal organizational changes this year. We've had some great personnel changes and the adjustments we've been to some of our management/back-of-the-house positions have already been great for our business! I'm excited to see the positive effect these changes have when they're full swing in the New Year.
- We improved our retail space and waiting area (new furniture) and it has had an impact on sales and on how our clients view us (even though it's only been a month or so).
- We now get assigned parking!
- We opened a new spa in 2016!
- We own the building.
- We re-branded the hotel logo and I was able to choose new offerings at the spa (robes, slippers etc).
- We recreated our space - clients love the feel.

- We stopped using a manual room chart for our 32 rooms- we now use spa soft! FINALLY. We added a BOH Prep position to roll towels and robes, they all are consistent and impeccably rolled now!
- With perspective buyers on the horizon for several years now we have learned to be present for each day, not worry so much about the future and be the best we can be for each other and our guests.

**Please share one new mobile app or website that you discovered in 2016 that you would recommend to your peers.**

- Anatomy 4 D.
- Apple Breath.
- Asana.
- Audible.
- Booking.com.
- Calendar 5.
- CamCard – app to scan business cards.
- Canva.com - free and easy to make cute fliers or pay a low fee for business branding.
- Classpass.
- Connect2MySpa by Connect2Concepts.
- Credit tracker.
- DemandForce.
- Duolingo and pranayama.
- Eat24.
- Etsy.
- Evernote is great for lists, notes and saving information and can be accessed across all devices. (2)
- FlightView app - gives you real time data on arrival/departure of your plane.
- Gazelles.com.
- Global Wellness Summit App.
- Google Photos! Free up that storage.
- Headspace. (2)
- Home Chef and Green Chef. Saves me time and money and keeps me focused on Healthy eating when it comes to meal prep.
- Horizonsnational.org.
- Hotel tonight has been helpful for last minute travel or little staycations!
- Askaliesh.com
- I enjoy good food so if you enjoy food, for sure you will enjoy to surf in [tastingtable.com](http://tastingtable.com).
- I like making custom graphics for Facebook & Instagram on my phone with the Rhonna Designs app.
- I love The Skimm!
- I scanner has made work more efficient.
- If you don't use [followupthen.com](http://followupthen.com), you aren't doing email correctly.
- Insight Timer. (3)
- ISPA Conference App.
- Lyft.
- Millennium Go.
- Motivation it is called inspires -toi in french with Francois Lemay.
- My Emma.
- Periscope.
- Pocket.
- Prettyquick.
- Prezi.com.
- Quora .
- R+Co has a great, client-friendly app with a lot of product and styling information. I hope to find similar apps for other lines we use to give service providers and clients quick access to information and tips.
- Redeapp.
- Skin Inc for Spa Business.
- Slack.
- Snapchat. (3)
- Soul Pancake.
- Spire app.

- Springbot.
- St.ART.com
- Star Walk.
- STORM-weather app. it is an excellent resource especially with our snow conditions and forecasting.
- The Daily Skimm.
- Think Dirty app.
- Trip it. It organizes all my travel. Air travel. Hotels. Rental cars.
- Venno.
- Videoshop App is easy to use and easy to make short promo videos with.
- Weather Bug (I love tracking nearby lightning).
- Whats app - great for communications with my overseas colleagues.
- Word Chums (social scrabble-type game).
- Zello-- stay connected with your team with this app that turns your phone into a 2 way radio!
- Zulilly.

**Please identify your favorite new marketing resource used by your company in 2016.**

**2016 was all about social media.**

- Advertising in Movie Theater.
- Advertising in the Hotel Rooms, on the TV and also in the Hotel Directory.
- As we are a new member I do not have anything to use as a baseline. We are looking forward to taking advantage of marketing services offered in 2017.
- AudienceM banners, Instagram Ads, Spotify radio.
- Banner Ads.
- Blogging and LinkedIn.
- Cross promotion with others.
- Demand Force specialized, targeted information.
- Digital Alchemy.
- Digital online ads. (5)
- E – newsletters.
- Email blasts. (6)
- Facebook. (13)
- Facebook Live.
- Frederick.
- Groupon for off season deals.
- Indeed.
- Instagram. (6)
- ISPA Conference.
- It's through our customer's feedback and resources that make it our favorite marketing resources.
- I've received more response from Instagram followers than Facebook. I've been able to network directly with other businesses and have even gained interest from potential clients through Instagram more than any other network.
- LinkedIn.
- Local Mailer and Yelp.

- Local newspaper "Deal of the Day" promo program (similar to Groupon).
- Local Newspaper.
- Magazines, blogs, and in addition updates to our resort website!
- Member emails.
- Native email newsletters with advertisers.
- Notes from the Coast marketing program with virtual postcards from the Resort.
- On location displays, posters.
- Online apps to drive sales through website.
- Online targeted display ads.
- Our new website and online booking. hired someone to stay on top of social media.
- Pinterest.
- PPC campaigns and internal promotions, referral programs.
- Push notification.
- Radio ads.
- Snapchat.
- Social Media. (4)
- Still searching.
- Texting. (2)
- TimeTrade.
- TravelZoo.
- TV in Japan.
- Twitter, because it is interactive.
- Virtual marketing.
- We established a much stronger Instagram presence in 2016 and our team has posted some fun photos of staff trainings, changes in the Spa, and new products. It's nice to have 1 key photo posted with hashtags that have a lot of traffic and watch the 'likes' roll in!
- We have a new Executive VP of Sales and Marketing - he is making some amazing changes and upgrading our marketing schemes. We will have a consistent look across our property. We have also started to market in our immediate area, which is something we haven't done much in the past.
- We have residents and members at our facility. This year we started doing "Call to action" emails to our residents and members on rainy days. It was a great tool to get last minute appointments on our books.
- We lost our marketing manager, so are desperately trying to get back on board.
- We use a lot of tools for our marketing and analytics. We are huge Hubspot fans!
- Wechat for asia.
- Word of mouth- not new, but it is our favorite.
- Wouldn't say it is new but email and face book is being used for upcoming promotions. While twitter is being used for last minute or "day of" need times to fill.
- YouTube videos.