



SNAPSHOT SURVEY RESULTS REPORT

Quarterly Performance

JANUARY 2017

Year-in-Review

ISPA Snapshot Survey | January 2017

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 January Snapshot Survey provides a look at performance for the fourth quarter of 2016.

Overall, respondent data for the survey reflects growth in several areas. Among ISPA member spa respondents, 78 percent experienced an increase in gross revenue for the fourth quarter of 2016 compared to the fourth quarter of 2015. Meanwhile, only 14 percent experienced a decrease in gross revenue and 8 percent reporting no change. For resource partners, the growth was even more positive. Only four percent of resource partner respondents reported that gross revenue change decreased over the same period last year.

Nearly three out of every four spa respondents (74%) reported their profit change for the fourth quarter of 2016 to be up over their profits for the fourth quarter of 2015. Fourteen percent reported that profit change between the fourth quarter of 2016 over 2015 was down, while 11 percent reported no change. Spa visits were also up for 69 percent of all spa respondents when comparing the fourth quarter of 2016 to that of 2015. Twenty percent reported they were down, with 11 percent experienced no change.

Workforce changes remain on the positive end of things with only one percent of spa respondents and no resource partners indicating they laid off employees during the fourth quarter of 2016. Similarly, just one percent of spa respondents implemented a hiring freeze, with the number at four percent for resource partner respondents. On the other end of the spectrum, 32 percent of spa respondents added new positions, 38 percent filled vacant positions only and 23 percent reported no change.

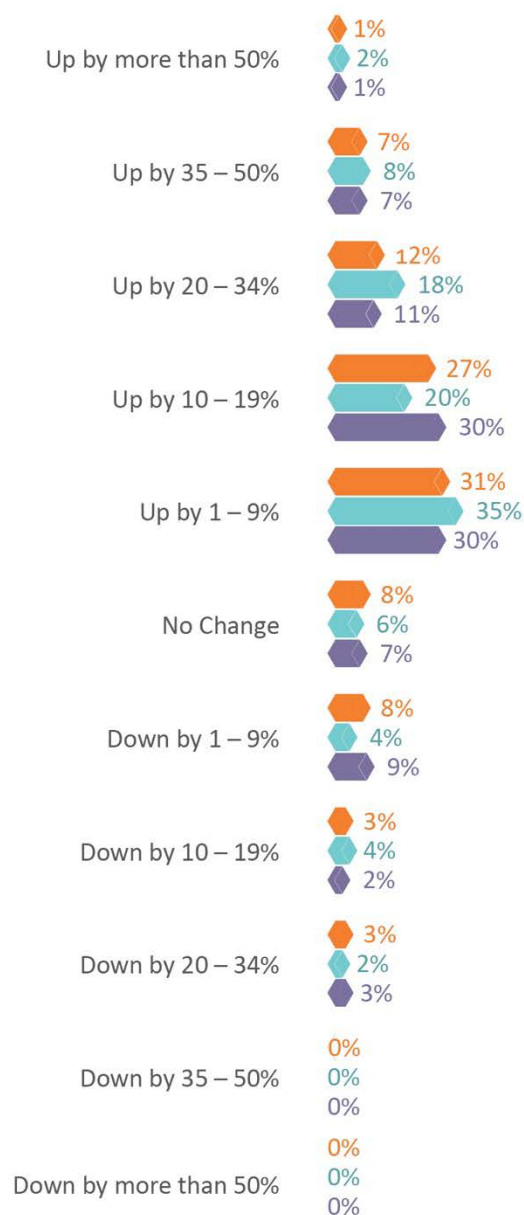
The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, January 20, 2017 to Friday, January 27, 2017. During this time, 319 ISPA members responded to the survey. The categories "all spas" and "ISPA Spa Members" referred to within this report include data from all spa respondents (day, resort/hotel, medical and destination spas).

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ISPA SPA MEMBERS

All survey responses should be provided for the period of October 1, 2016 – December 31, 2016 (fourth quarter). What was your gross revenue change for the fourth quarter of 2016 compared to the fourth quarter of 2015?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Gross Revenue Change | All Spas

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Up by more than 50%	2%	5%	1%	2%	6%	0%	1%	2%	1%
Up by 20-50%	15%	22%	20%	16%	17%	14%	17%	17%	19%
Up by 1-19%	61%	43%	53%	51%	52%	60%	51%	54%	58%
No change	8%	6%	4%	12%	10%	8%	12%	11%	8%
Down by 1-19%	13%	24%	19%	18%	15%	17%	16%	16%	11%
Down by 20-50%	1%	1%	2%	1%	2%	1%	3%	1%	3%
Down by more than 50%	0%	0%	0%	0%	0%	1%	1%	0%	0%

Gross Revenue Change | Day Spas

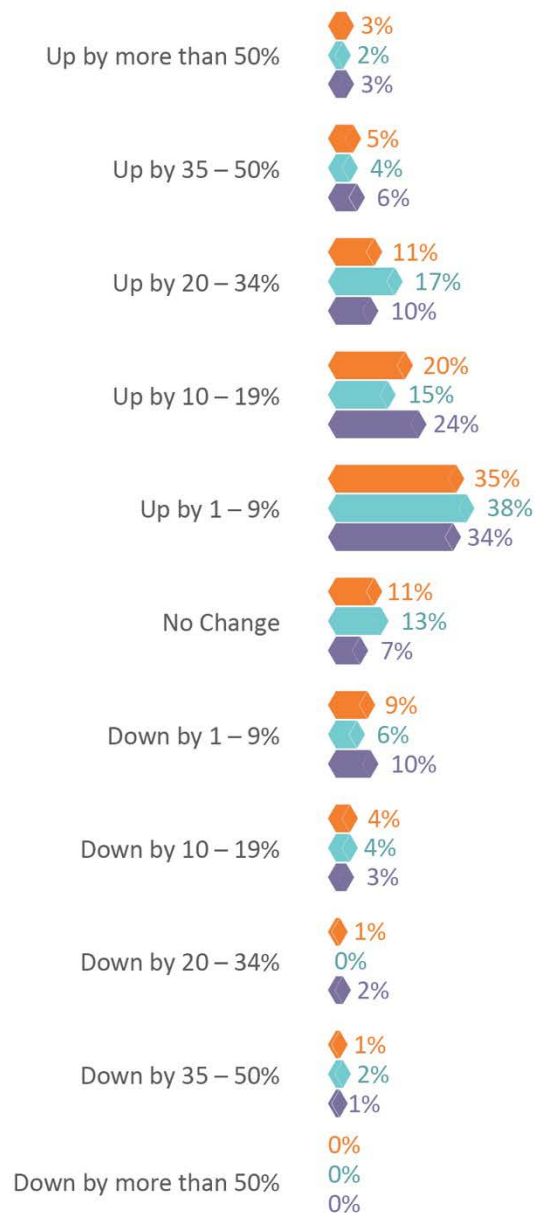
	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Up by more than 50%	7%	7%	3%	9%	11%	0%	4%	3%	2%
Up by 20-50%	11%	11%	21%	9%	23%	17%	20%	22%	26%
Up by 1-19%	60%	60%	55%	43%	47%	64%	42%	52%	55%
No change	7%	7%	3%	17%	4%	11%	18%	13%	6%
Down by 1-19%	13%	13%	18%	22%	15%	8%	13%	10%	8%
Down by 20-50%	2%	2%	0%	0%	0%	0%	2%	0%	2%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Revenue Change | Resort/Hotel Spas

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

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

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Gross Profit Change | All Spas

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

Gross Profit Change | Day Spas

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	2nd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Up by more than 50%	5%	0%	5%	4%	9%	6%	9%	5%	2%
Up by 20-50%	16%	14%	16%	13%	19%	6%	7%	14%	21%
Up by 1-19%	52%	53%	43%	43%	47%	47%	43%	44%	53%
No change	9%	8%	13%	22%	13%	25%	23%	22%	13%
Down by 1-19%	18%	22%	16%	17%	13%	17%	16%	10%	10%
Down by 20-50%	0%	3%	3%	0%	0%	0%	2%	6%	2%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Profit Change | Resort/Hotel Spas

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Up by more than 50%	3%	9%	4%	2%	3%	3%	1%	4%	3%
Up by 20-50%	15%	15%	9%	14%	14%	14%	17%	9%	16%
Up by 1-19%	60%	43%	58%	54%	53%	48%	49%	57%	58%
No change	15%	13%	10%	11%	14%	10%	17%	14%	7%
Down by 1-19%	14%	16%	16%	17%	12%	20%	16%	13%	13%
Down by 20-50%	1%	1%	2%	1%	2%	1%	0%	1%	3%
Down by more than 50%	0%	0%	1%	1%	1%	3%	1%	1%	0%

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

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS

SPA VISITS WERE UP



SPA VISITS WERE DOWN



NO CHANGE



Change in Spa Visits | All Spas

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Spa visits were up	72%	67%	62%	62%	71%	73%	65%	62%	69%
Spa visits were down	19%	28%	30%	27%	21%	17%	25%	24%	20%
No change	9%	6%	9%	11%	8%	10%	10%	14%	11%

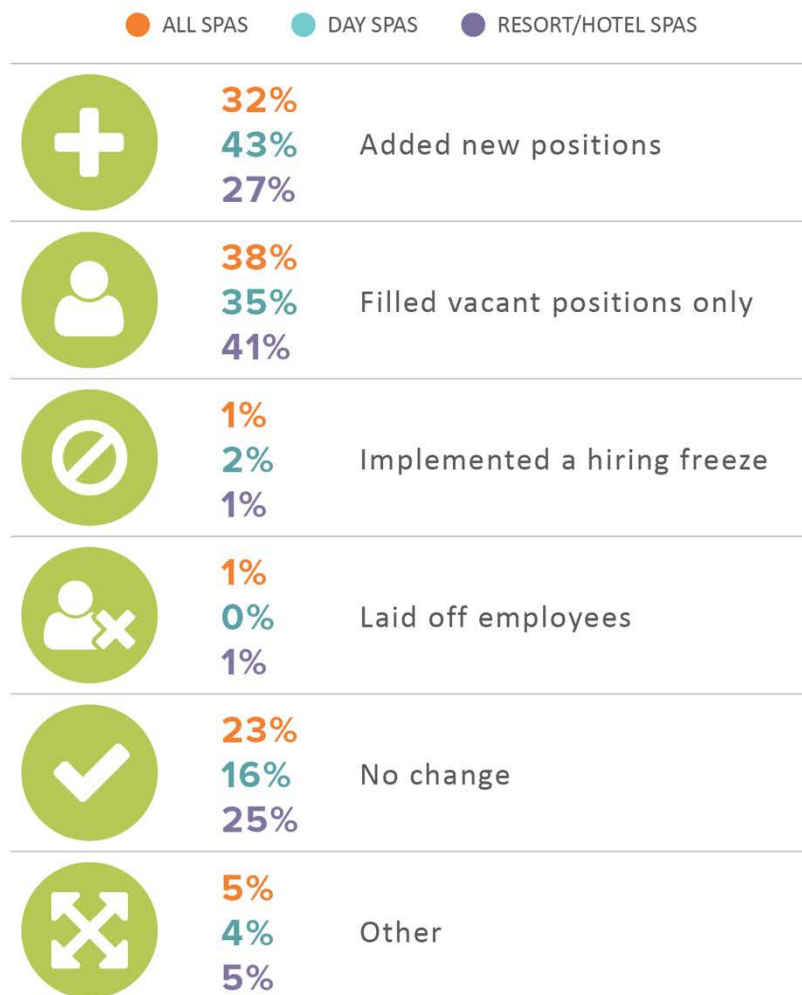
Change in Spa Visits | Day Spas

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Spa visits were up	64%	61%	54%	52%	70%	69%	62%	62%	73%
Spa visits were down	22%	28%	31%	39%	17%	17%	22%	16%	12%
No change	13%	11%	15%	9%	13%	14%	16%	22%	15%

Change in Spa Visits | Resort/Hotel Spas

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Spa visits were up	73%	65%	65%	62%	73%	73%	66%	62%	68%
Spa visits were down	22%	30%	29%	27%	22%	18%	26%	28%	24%
No change	6%	5%	5%	11%	5%	9%	8%	10%	9%

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



Workforce Changes | All Spas

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Added new positions	34%	30%	37%	24%	28%	29%	26%	29%	32%
Filled vacant positions only	36%	42%	43%	46%	41%	42%	41%	46%	38%
Implemented a hiring freeze	2%	4%	2%	3%	4%	2%	3%	2%	1%
Laid off employees	1%	1%	2%	0%	3%	1%	2%	1%	1%
No change	20%	19%	11%	22%	19%	23%	21%	19%	23%
Other	6%	5%	5%	5%	6%	4%	8%	3%	5%

Workforce Changes | Day Spas

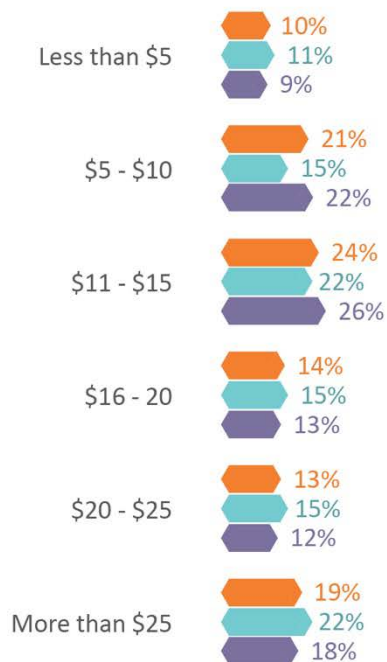
	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	2nd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Added new positions	38%	31%	36%	41%	33%	31%	27%	40%	43%
Filled vacant positions only	29%	39%	44%	32%	30%	39%	36%	37%	35%
Implemented a hiring freeze	0%	0%	0%	0%	2%	0%	0%	3%	2%
Laid off employees	2%	0%	0%	0%	2%	0%	2%	0%	0%
No change	24%	28%	18%	18%	26%	25%	27%	16%	16%
Other	7%	3%	3%	9%	7%	6%	7%	5%	4%

Workforce Changes | Resort/Hotel Spas

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Added new positions	28%	32%	36%	20%	27%	26%	26%	23%	27%
Filled vacant positions only	39%	39%	44%	50%	46%	45%	43%	51%	41%
Implemented a hiring freeze	2%	3%	3%	2%	3%	3%	5%	1%	1%
Laid off employees	0%	1%	3%	0%	3%	1%	1%	1%	1%
No change	24%	19%	10%	24%	16%	22%	17%	21%	25%
Other	7%	7%	4%	4%	6%	3%	9%	3%	5%

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

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Average Retail Revenue Per Treatment | All Spas

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Less than \$5	7%	11%	8%	12%	8%	8%	14%	10%	10%
\$5 - \$10	23%	25%	23%	23%	25%	30%	26%	24%	21%
\$11 - \$15	27%	26%	30%	28%	29%	19%	26%	22%	24%
\$16 - \$20	17%	18%	16%	13%	14%	19%	8%	16%	14%
\$20 - 25	9%	11%	13%	9%	10%	13%	11%	11%	13%
More than \$25	18%	9%	10%	14%	15%	11%	16%	17%	19%

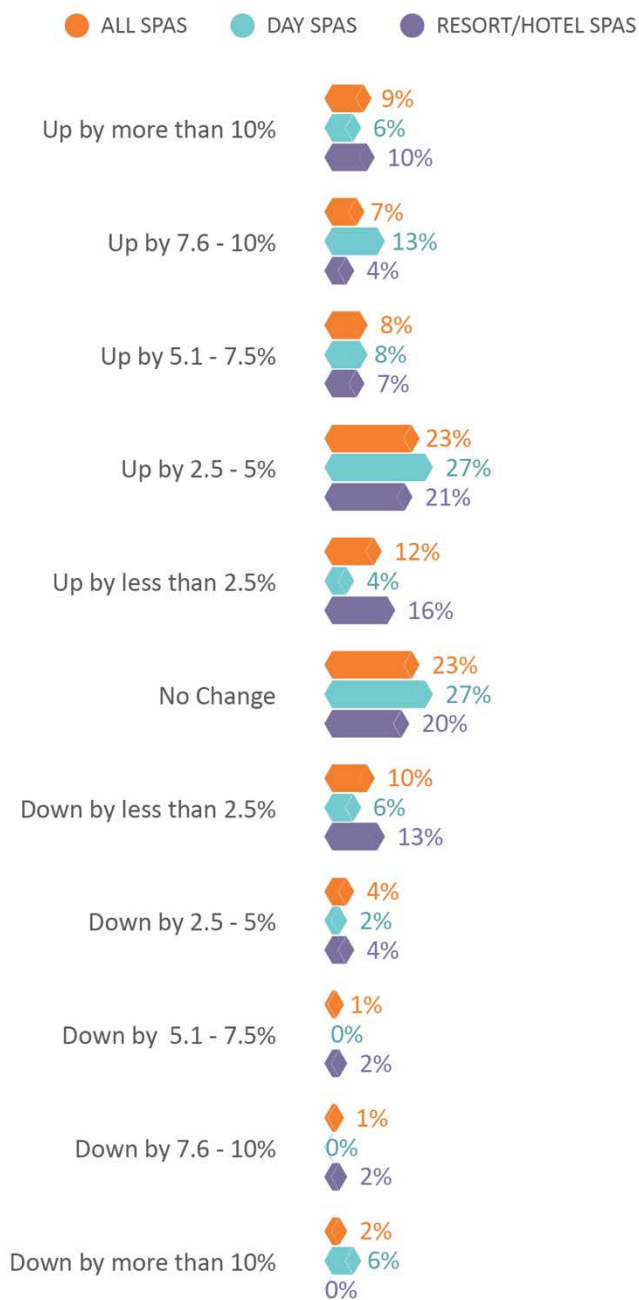
Average Retail Revenue Per Treatment | Day Spas

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

Average Retail Revenue Per Treatment | Resort/Hotel Spas

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Less than \$5	73%	11%	9%	11%	5%	9%	15%	8%	9%
\$5 - \$10	24%	26%	26%	23%	26%	26%	31%	24%	22%
\$11 - \$15	27%	28%	34%	34%	29%	24%	29%	25%	26%
\$16 - \$20	17%	14%	15%	12%	14%	24%	7%	15%	13%
\$20 - 25	10%	14%	10%	10%	12%	11%	8%	11%	12%
More than \$25	13%	7%	7%	10%	14%	7%	9%	17%	18%

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



Change in Retail Revenue Per Treatment | All Spas

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

Change in Retail Revenue Per Treatment | Day Spas

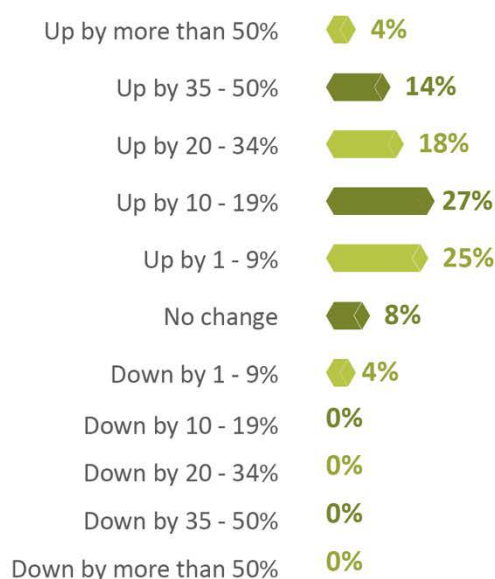
	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Up by more than 10%	16%	8%	10%	4%	6%	17%	11%	8%	6%
Up by 7.6 - 10%	13%	14%	3%	13%	2%	0%	7%	5%	13%
Up by 5.1 - 7.5%	13%	13%	10%	4%	13%	14%	7%	8%	8%
Up by 2.5 - 5%	7%	7%	18%	17%	17%	11%	13%	16%	27%
Up by less than 2.5%	20%	20%	23%	9%	19%	19%	22%	14%	4%
No Change	18%	18%	26%	35%	26%	19%	24%	32%	27%
Dwon by less than 2.5%	11%	11%	5%	9%	11%	17%	9%	8%	6%
Down by 2.5 - 5%	2%	2%	5%	4%	4%	3%	4%	3%	2%
Down by 5.1 - 7.5%	0%	0%	0%	0%	0%	0%	0%	3%	0%
Down by 7.6 - 10%	0%	0%	0%	0%	2%	0%	0%	3%	0%
Down by more than 10%	0%	0%	0%	4%	0%	0%	2%	0%	6%

Change in Retail Revenue Per Treatment | Resort/Hotel Spas

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

ISPA RESOURCE PARTNERS

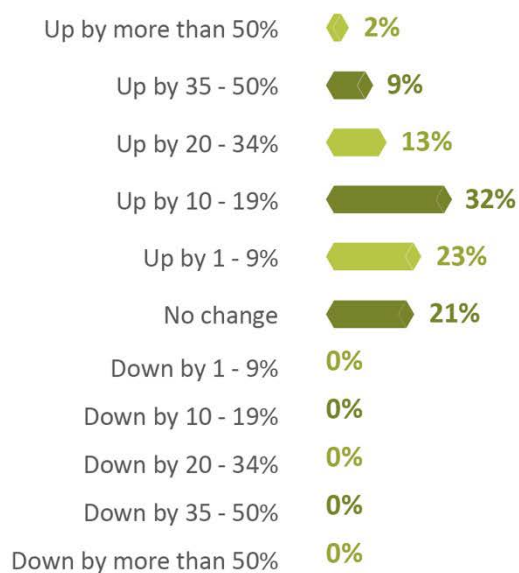
All survey responses should be provided for the period of October 1, 2016 – December 31, 2016 (fourth quarter). What was your gross revenue change for the fourth quarter of 2016 compared to the fourth quarter of 2015?



Gross Revenue Change | Resource Partners

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Up by more than 50%	5%	5%	5%	7%	8%	3%	13%	5%	4%
Up by 20 - 50%	20%	38%	28%	25%	25%	30%	27%	28%	32%
Up by 1 - 19%	38%	36%	38%	29%	46%	45%	36%	47%	52%
No change	25%	13%	28%	29%	13%	10%	16%	13%	8%
Down by 1 - 19%	11%	8%	3%	7%	8%	10%	9%	8%	4%
Down by 20 - 50%	0%	0%	0%	4%	0%	3%	0%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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



Profit Change | Resource Partners

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Up by more than 50%	3%	3%	5%	4%	5%	3%	13%	5%	2%
Up by 20 - 50%	18%	26%	28%	11%	16%	13%	16%	19%	22%
Up by 1 - 19%	51%	44%	38%	43%	52%	53%	47%	42%	55%
No change	26%	26%	28%	32%	21%	20%	16%	24%	21%
Down by 1 - 19%	3%	3%	3%	11%	8%	7%	9%	10%	0%
Down by 20 - 50%	0%	0%	0%	0%	0%	3%	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 fourth quarter of 2016?



Workforce Changes | Resource Partners

	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
Added new positions	35%	41%	43%	33%	39%	40%	52%	56%	43%
Filled vacant positions only	15%	18%	20%	17%	21%	20%	20%	15%	18%
Implemented a hiring freeze	0%	0%	3%	0%	0%	0%	4%	0%	4%
Laid off employees	3%	3%	0%	7%	3%	3%	4%	0%	0%
No change	45%	39%	35%	43%	39%	33%	20%	26%	31%
Other	3%	0%	0%	0%	0%	3%	0%	3%	4%

What percent increase or decrease did you see in your number of new accounts, repeat clients, account closures and international accounts for the fourth quarter of 2016 compared to the fourth quarter of 2015? Please skip this question if it is not applicable.



Up more than 15%	26%
Up 1 - 15%	59%
No Change	11%
Down 1 - 15%	4%
Down more than 15%	0%



Up more than 15%	27%
Up 1 - 15%	44%
No Change	26%
Down 1 - 15%	3%
Down more than 15%	0%



Up more than 15%	5%
Up 1 - 15%	8%
No Change	73%
Down 1 - 15%	14%
Down more than 15%	0%



Up more than 15%	11%
Up 1 - 15%	50%
No Change	39%
Down 1 - 15%	0%
Down more than 15%	0%

ALL ISPA MEMBERS

The beginning of a new year often brings with it a wave of new goals, resolutions and positive energy. Respondents were asked to share something new they have implemented within their daily work routine. A sampling of responses can be found below.

- A re-commitment to finalizing some major projects like enhancing our Membership program, implementing new, more location-specific Signature treatments and a menu re-design.
- Added Zeezor app, Millennium Go, having our spa app developed, adding Millennium online booking, continuing spa e-newsletter.
- As a management team, we are getting into the field more to be more of a presence at our properties, and to offer real time support to our managers and team members.
At the desk or in the office, walk and talk.
- Avoiding negativity - Deleted personal Facebook and Twitter to combat negative energies.
- Be content. I often jump from one goal to another without basking in the glory of completing the first goal. I have promised myself to bask more. I deserve it.
- Be more vocal to employees, appreciating them and telling them positive feedback.
- Be present. Conduct more individual conversations with team members.
- Better time management of getting orders out to the warehouse. Rather than taking it out multiple times, only take it out once.
- Book service providers not by seniority but by service provider's previous two week's 'revenue per booked hour'.
- Brought in new Day Force Time Management System.
- Clear and precise documentation, not settling, and being here.
- Creating incentive programs for the staff to earn a trip to a close by spa/resort, and working ahead by having monthly promos set for 6 months with additional as necessary.
- Daily briefings with training in retail sales for all staff.
- Daily goal setting for all areas of revenues for spa and individuals. End of Day Reports. Additional use of Gamification (in center contests) to enhance associate performance and increase guest experience satisfaction.
- Daily gratitude practice. I list three things I am most grateful for each morning.
- Detached from the outcome and feel good about the present. Gratitude attitude
- Digital wellness.
- Emails can be a blessing or a curse a new account or question are lovely, but another person wanting to sell me a new website, trade booth, or add to my roi by importing cheap goods? No.

- Empower employees: Give great people the opportunity to shine, and allow them to personally contribute ideas to grow the business; request feedback from employees about how we can improve our internal team culture.
- Focusing on better service levels as a point of difference.
- Give more importance in marketing to our wellness programs.
- Growth Culture Philosophy with respects to everything we do and every guest interaction. We are rolling out new service enhancement menus, referral card program, prescription cards and hosting more events. Creating a community within a community.
- I always try to be more organized and spend more time out of the office in the spa. I don't always succeed--but I am doing more of that. I feel we get so bogged down in the operations we don't spend enough time talking and listening to our teams and our clients. I also want to improve and spend more time on social media.
- I am being proactive in spamming out unknown people. I have always been well respected for not being aggressive on email but I am going to work on a program to stay in touch once a month a light tap. As I am on many vendors list I cringe at the novels written and guilt given. Keep your messaging short thoughtful and positive.
- I am getting back to an efficient time management strategy for me. I have strayed from action plans lately and am back to implementing a daily/weekly/monthly/annual action plan.
- I am using rules for incoming emails to separate those that need immediate attention to those that do not.
- I find I am bombarded all day with information and I spend a lot of time at my desk on my computer. It's easy for me to multi-task but if someone comes into my office to talk I have found I am only half listening as I continue to type away. I am not turning my screen OFF and making sure I give my undivided attention to the person in front of me.
- I have been trying a different email app that offers smart email, it lets you see your new emails first and once read it breaks them into categories by importance.
- I have started using two programs, one is desk yogi for my work computer. Desk yoga sends me messages to take breaks and watch a video on mindfulness, stretching, chair yoga etc.
- I participated in 7 Habits of Highly effective leaders and have been striving to stay focused on what I can control, listening to understand (instead of listening to respond), and scheduling my personal time/fitness etc. as "big rocks" in my week to create more work/life balance.
- I'm focusing on learning the ropes for a more consistent social media plan.
- Improved and Revised Website. More Social Media outreach.

- In the new year I have implemented "on the floor" Manager shifts. This is where a manager is not allowed to go into their office, they must circulate the floor or be at the desk. Anywhere except their office!
- I've decided to slow down and find balance. Enjoy our successes and be thankful for a great year and having the privilege of working with amazing people.
- I've started having one-on-ones with my service providers to check in and see how things are going, I ask how I can better support them, and I have them set a goal for themselves that I can hold them accountable for. It's been a great way to connect with my team members that is otherwise hard to do since they work independently.
- Less time in the office, more time in the operation!
- Manage by walking around more. Get out of the office.
- Morning meditation.
- Motivate employees to sell more retail products.
- My daily goals for the new year is working to better manage email response times, by utilizing a more successful folder filing system to support a breakdown in the level of importance. I also am working to establish a more dedicated purchasing schedule, and cut down on the "mini orders" resulting in high last minute shipping charges!
- My new year personal goal is to devote 5 min a day for each of my 5 personal growth seeds that I have chosen to grow, nourish and reward.
- One of my daily practice promises to myself and my are is to dedicate more time for making personal connections with my staff! We can easily get so caught up in the numbers and the "big vision" that we neglect making positive, meaningful connections with the very people that help us hit those numbers and achieve that vision!
We have an amazing culture of gratitude and team spirit here at Tallgrass; and there is always room for improvement. So, yes hand written notes, two-minute touch bases, and sharing joy.
- One of my goals to eliminate "bad habits." Habits that, at first, appear as an easy shortcut, but eventually end up wasting time and negatively impacting the team.
- Our focus for 2017 is to hold everyone accountable for their actions, particularly those less popular ones.
- Our primary vendors have added great tech solutions for both education and client awareness. We are going to integrate all of these into our training program and use the client centric ones to create awareness and to funnel pre-informed clients to allow enhanced experiences.
- Our Q1 goal is to streamline our ordering processes across the facility. We are a very large spa with leads who order for their respective department. These lists are submitted to 1 person who places the orders. We are streamlining all of the numerous lists into 1 master list.

- Post visit questionnaires.
- Prioritize: Create lists to prioritize items on my plate - Things to be completed immediately, this week, this month etc.
- Refining processes will be our focus for this year. We will review, discuss and edit as applicable. Goal: to make the experience great for the guest and the employee.
- Regularly move! I think it's important for thoughts, brain function and overall health to make sure you stand and move regularly (at least once per hour). This is especially important if your standard work activity is sitting at a desk and computer.
- Review emails at set times during the day instead of allowing myself to be constantly interrupted to respond as quickly as possible.
- Schedule office time so that I can spend quality time on the floor with the team and the customers.
- Setting aside time for myself each day with yoga or meditation to help manage stress.
- Social media is becoming powerful, somewhat free marketing. We will be focusing more into 'LIVE' social media, teaching and showing our products.
- Staying organized through my tasks, having a more of a presence with the team
- Take a 20-minute walk around 3:00 everyday - that's the time when I start to bonk.
- The other is an app called insight timer this app has me doing meditation every night for sleep.
- This new work year, I have decided that wellness is something that needs to be personal and not just a nice-to-have idea. I am taking the lunch break to go walking at the gym this year, leaving all guilt behind.
- This year we are implementing a marketing calendar to help us stay ahead and on track for upcoming events/promotions. This year we are also very focused on helping our providers reach their professional goals. We are having bi-weekly meetings with each teammate individually to discuss their service and retail sales numbers.
- To deal with the vast amount of daily emails I will unsubscribe to those that serve no purpose in my work -I will leave only emails I am dealing with in my inbox and all others will either be filed or deleted.
- To expand to have more locations in situs, hire more staff. To participate and sponsor major events. To have more presence in the community. Involve with the Activities Programme with our wellness dynamics.
- To gain value in the guests' minds.
- To only check email four times a day - at 9:30am, just before lunch, just after lunch and at 4:30pm.
- To run the management and quality control system in the spa.

- Turning my laptop off by 8 pm.
- Wake an hour earlier and prepare further for the day ahead.
- Walking the beach 3 times a week and attending in-house yoga classes.
- We are adding a infrared sauna next month. Needed something new to generate revenue.
- We are committed to holding more product sales training for all of our staff, quarterly customer service meetings, adding new services and products to our menu this year. In addition, we are building a comprehensive marketing plan for the year.
- We are concentrating on managing and building our partner relationships. Reviewing each account to determine how best to maximize their efforts while maximizing our staff time and company resources.
- We are hoping to add new offerings to our existing service product this year.
- We are implementing leadership mentoring Mind body soul.
- We are implementing new facial treatments.
- We are introducing Celluma near-infrared machine to enhance our facials. We are switching skin care line from Shira to Eminence and Circadia.
- We are rolling out new piecing and a new commission structure as well.
- We are so excited to be reviewing our service menu as we have rebranded our properties with a fresh look.
- We have a separate calendar just for managers to keep in touch with what each of us are doing. We have nightly re-caps from front desk to keep all managers in the loop of guest issues etc.
- We have calculated the \$ amount that an employee would receive per year if they picked up one more appointment per shift. It has helped our team come together to accommodate more guests coming in.
- We have implemented a new CRM system that you can schedule appointments and keep updated notes.
- We have imposed "Closed Hours," meaning... It is very easy to be interrupted throughout the day with people around the office, emails, etc. so we have "Closed" hours to ensure there are a few hours of uninterrupted time to get our own work/projects done.
- We have initiated a daily meditation for the entire resort staff. The intention is to keep daily professional and personal goals in check. We added a free meditation class for resorts guest weekly.
- We hired a marketing manager last year and are taking our social media to a new level this year.
- Weekly team meetings.
- Yes, I have started logging my weekly revenue goals and updating them daily in my planner and for my team. I am also making notes each week as to what we did to achieve these goals or the

reasons that have impacted why we were unable to meet our goals. I also have a new folder to track my focus call reports which outline budgeted revenues, where we are MTD, where we are compared to the same time last year and the specific things we are doing to generate revenue.

Respondents were asked to share any new initiatives or strategies they have implemented (or plan to implement soon) to help IGNITE passion and positive energy among your employees.

- A new fitness center will be opened in the corporate office for employees to use.
- Added Peer Trainer positions, quarterly retail training, Culture Map, Train the Trainer Initiative.
- Adding new treatment rooms and new services/equipment.
- Asked team to write professional and personal resolutions on a board. Keep the board and bring it out half way through year and see how everyone is doing relative to what they wrote at beginning of year.
- Better follow through with maintenance ...created a maintenance sheet with timelines for things to get done.
- CEU training.
- Continued support to encourage employees to embrace their stakeholder role.
- Develop an operational handbook to standardize practices and expectations for all employees. Create new Training initiatives for Customer Service representatives and Aestheticians. Leverage and improve our online retail space.
- Do not have employees, but offer commissions on sales to Independent Contract Individuals.
- Education fund.
- Electronic menu, and visuals on the TV's guest rooms, iPad in concierge area for sales.
- Employee Recognition program.
- Have adopted Brian William's, "Sacred Ground" as a guiding principle in how we conduct ourselves on the day to day. A constant reminder to our team as to why we do what we do!
- Hired an online consultant for marketing and sales in the US
- I am implementing a bonus of \$50 at ever staff meeting (monthly) for my millennials to reward them for outstanding service and work. I am offering an industry night for "influencers" in the community to come and try the spa. It is a new unique spa it will help in promotions.
- Implementing a lot more team building and performance incentives to sweeten up work perks.
- Implementing a nutritional lunch program complimentary for all employees.
- Improved training and cross-training.
- Increased trainings combined with incentive programs monthly/quarterly in addition to staff celebrations and outings.

- Initiated team bonus goals based on quarterly priorities.
- Internal recognition program. Setting goals for team members to recognize each other for a job well done.
- Interviewing all therapists and identifying the modalities they are passionate about and implementing into menu.
- More communication and meetings. More rewards and positive feedback. I did much more last year than previous years and it definitely paid off.
- More physical activity during the day. We have a personal trainer come into our offices twice weekly and trains each staff member.
- More stand up meetings to keep meetings brisk and to the point.
- More targeted marketing.
- New commission programs. Several new training sessions. Added new services.
- New retail commission structure.
- New spa team app, also zeezor app has capabilities for texting employees & team member to team member for positive reinforcement.
- New this year we are pre-planning our monthly promos ahead of time.
- One free massage a month for employees for self-care.
- Onsite training opportunities, retail sales incentives, mini spa treatments pool side.
- Our new Mentorship program creates positive connections between teams and team members, and gives everyone a sense of ownership, gratitude and belonging. This Strategic Planning project has proven to be an essential tool in connecting team members to our overreaching vision as well as the little nuances that make everyone and every service here unique and vital!
- Quarterly staff training, more one on one time with all staff. Leading by a positive example. Zero tolerance on negative and unproductive behaviors.
- Re-branding of the spa. Refresh menu with staff input and put some fun services for them to do. We are also having an appreciation night for them doing a paint & sip.
- Re-committing to our daily stand-ups, celebrating people in each monthly meeting (ie. staff birthdays, work anniversaries, offering contests to spark certain daily tasks like collecting local guest emails and promoting retail products.
- Re-invent the associate of the month program to recognize them in a new way. Renovation their break room so they can feel cared for! New uniforms as well usually will put a pep in their step.
- Retail sales incentives, Add-on and extension of service time programs to drive guest satisfaction and revenue.
- Reward and appreciation.
- SAGE program with Todd Hershey.

- Sourcing new sustainable materials from local vendors.
- Starting the year off with personal and professional action plans for team to reach their goals. Setting up longer times to work individually on the things they need to improve. Helping them achieve what they want live to look like for them personally.
- Supporting temporary help needs and massage therapist staffing demands.
- Team is excited about our new POS system which will make us more efficient by allowing providers to check schedules from home, iPad check in, guest history on cloud.
- The providers are creating new protocols for treatments already on the menu and are developing additional add-on enhancements. They have become more passionate with guest interactions. The response at reception-check out from guests have been extremely positive.
- The Spa is implementing a new robe program, taking out guest experience to the next level of luxury. In additional, the Spa is working on some mobile retail options for the summer season, allowing the Resort to add "pop up shops" around the grounds capturing guests who may not be able to spare a longer chunk of time in the Spa. Also, per excitement driven by the ISPA Conference last fall, the Resort is bring in Saltability to expand our Spa's Treatment Menu!
- This is our year of Relationship - we are working with our staff on the basic and advanced skills of building relationships. We are also teaching "franchise" skills to our employees so that they can better communicate brand and to increase their comfort with their aspiring entrepreneur skills.
- This year during bi-weekly meetings with team mates we will encourage and cultivate ideas to help them market themselves, beyond what we are doing as a business. I've already had one teammate tell me how motivating and fun it is to see her numbers regularly because she wants to beat her numbers from the previous week!
- Training and test with games.
- Trainings with new techniques. Internal wellness activities.
- We are adding a few new treatments and a new treatment product line - it always gets our staff excited.
- We are doing daily exercises of breathing and stretching before we star our day.
- We are expanding our Spa with a Full Make-Up Studio, (February) and Hair Salon (June). We are bringing in new positions as well, as adding some to Aesthetics. We are growing rapidly, and enjoying every minute of it. We, (two business owners) have had to step back and start managing and concentrating on the business side more since September. Harder on our regular clients, but they are understanding. We love what we do and we love sharing it with all of our wonderful and faithful clients!

- We are focusing on oncology training for our massage therapists. We will also be taking a select group of therapists through a 6 month retraining/certification program to improve their service skills.
- We are inspired to update and incorporate technology to our facial treatments rooms. We are creating a new luxury facial as well as menu of upgrades that encourage guests to customize their experience in our spa to be truly memorable.
- We are investing in training and education for the staff as a way to show appreciation for their work. We just finished a 3-day Oncology Massage training that was an incredible experience for the therapists.
- We are starting a recognition program that is driven by fellow teammates. Teammates give a brief written description a fellow teammates action, presence or behavior that they feel positively affected the team, daily operations or just overall awareness. It could be something as small as a bright smile or a thank you. We are looking to create a work space the acknowledges the benefits of looking outside of ourselves and noticing not only the big things that people do that affect our work place, but the small things as well. Management will go through the acknowledgements weekly and recognize the individuals, one person will be chosen at the end of the month and will receive a special gift.
- We are very flex driven to accommodate our employees and continue to be. We are all driven to be better and spark passion & interest in our products. We also take spa days after a goal is reached or we complete an arduous task. We value time off respect that the quality of work is so much more important than the quantity of work.
- We are working on a new customer service initiative.
- We created a Forbes committee since we are a Forbes rated spa. Our team loves being a part of it and sharing ideas and working together. We go out to dinner once a month and invite anyone who is interested. It has been awesome!
- We do group reviews of how every show goes, the day we all get back. It keeps all departments involved and they get excited to hear feedback from our customers.
- We ended last year making sure everyone felt appreciated. The week December 19, we brought in a nice lunch for the staff and gave them each a small gift. We heard from many of them they felt appreciated.
- We had a staff retreat in November, 2016 where we planned out our year ahead for the spa and personally, each staff member created a 2017 Vision Statement that they/we will use for accountability to encourage staff to complete and follow through with their vision statement.
- We have and always will treat our employees as part of our business family. It allows room for the opportunity for an open and close relationship. When we hire that is one of the first things we let

potential employees know. That no matter what position one holds no one is above or below whatever task is presented.

- We have implemented a new employee recognition program this year, recognizing birthdays, Anniversary's, positive guest feedback as well as a quarterly recognition for exemplary performance for our Core Values.
- We have installed a monitor in our employee staff area that has up to date information, staff birthdays, anniversaries, new hires, and other important information such as staff meeting dates, training dates. Additionally, we like to include photos from holiday parties, trainings, etc. to keep it fun too!
- We have monthly "Birthday" lunches. We have an Annual Family Fun Day in the Summer, and then an Annual Holiday Party for the adults only.
- We have set a policy to meet monthly to share new ideas, discuss products and treatments
- We share very transparent reports with all of our team so they are aware of exactly how we are performing as a whole. Our team is very tight knit, encouraging and uplifting already! Passion and positive energy flow freely from them all.
- We started a bi-monthly Forbes focus group and have implemented secret shoppers within our lodge. We arrange to have other employees from other areas of Snowbird shop our spa services to help maintain consistency.
- We will be starting new initiatives to recognize employee contributions whether that be product improvement ideas or acknowledging work anniversaries.
- Weekly "think tank" to continue to stay on top of our game. Sharing each other's daily happenings. Hoping to have top sales executives share in our international trips experiencing Kashwere at Home store openings in Tokyo. This will be based on performance.
- Working on creating an incentive program for the team - hoping to get retail sales higher, as well as giving our team the opportunity to visit another spa/resort.