



SNAPSHOT SURVEY RESULTS REPORT

Quarterly Performance

APRIL 2017

Quarterly Performance Survey Results

ISPA Snapshot Survey | April 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 April Snapshot Survey provides a look at performance for the first quarter of 2017.

Positive trends continued for both spa and resource partner respondents this quarter as the majority reported an increase in gross revenue change, gross profit change, spa visits and retail performance. The sustained growth in these areas show the spa industry as a whole continues to thrive.

In terms of gross revenue change for the first quarter of 2017 compared to the first quarter of 2016, 78 percent of all spa respondents reported growth at some level. The number increased for 84 percent of day spa respondents and 72 percent of resort/hotel spa respondents. The majority of resource partner respondents also reported at least some growth, at 79 percent of respondents.

Gross profit change showed promising trends as well for both segments of respondents. Seventy-seven percent of all spa respondents reported growth in their gross profit change for the first quarter of 2017 compared to the first quarter of 2016. The majority of resource partner respondents also reported growth in their gross profit change at 68 percent.

Another encouraging trend found in the data is that spa visits were up for the ninth consecutive quarter across all segments of spa respondents. Seventy-two percent of all spa respondents reported that visits were up, with 76 percent of day spa respondents and 69 percent of resort/hotel spa respondents reporting an increase.

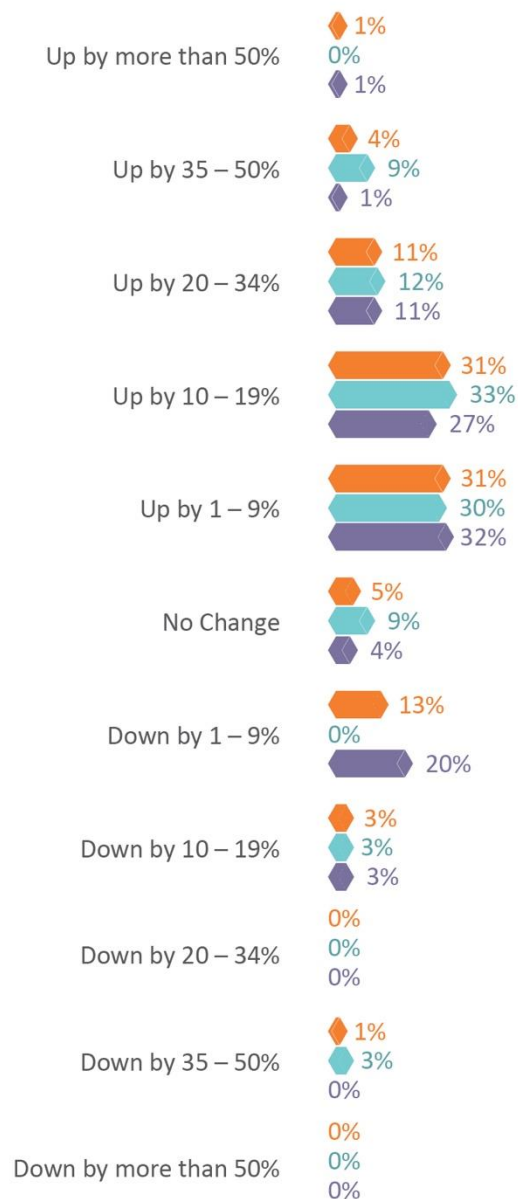
The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, April 21, 2017 to Friday, April 28, 2017. During this time, 206 ISPA members responded to the survey. The categories "all spas" and "ISPA Spa Members" referred to within this report 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 January 1, 2017 – March 31, 2017 (first quarter). What was your gross revenue change for the first quarter of 2017 compared to the first quarter of 2016?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Gross Revenue Change | All Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 50%	5%	1%	2%	6%	0%	1%	2%	1%	1%
Up by 20-50%	22%	20%	16%	17%	14%	17%	17%	19%	15%
Up by 1-19%	43%	53%	51%	52%	60%	51%	54%	58%	62%
No change	6%	4%	12%	10%	8%	12%	11%	8%	5%
Down by 1-19%	24%	19%	18%	15%	17%	16%	16%	11%	16%
Down by 20-50%	1%	2%	1%	2%	1%	3%	1%	3%	1%
Down by more than 50%	0%	0%	0%	0%	1%	1%	0%	0%	0%

Gross Revenue Change | Day Spas

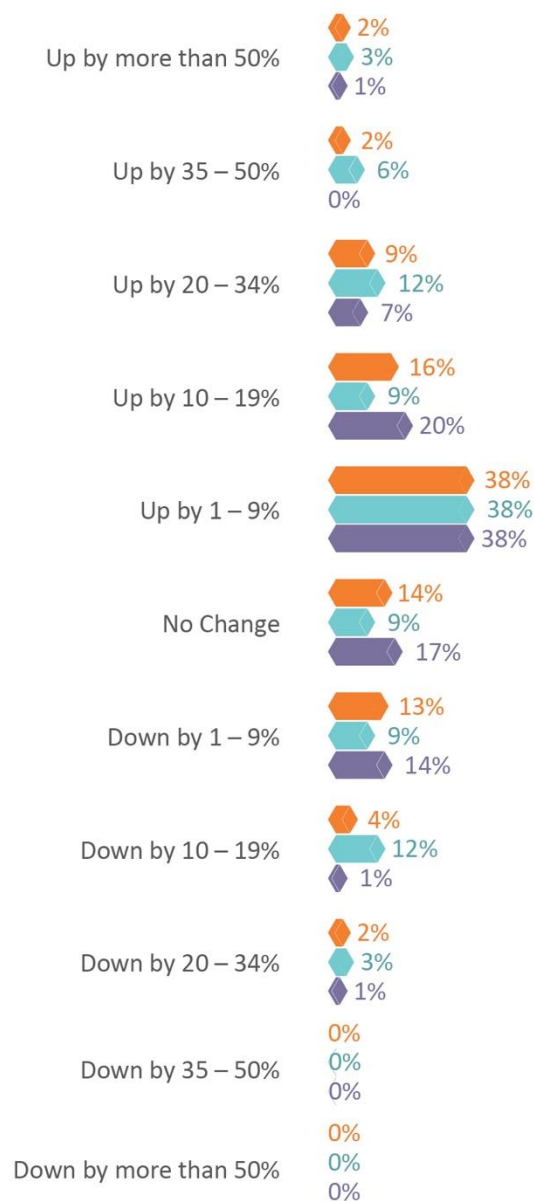
	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 50%	7%	3%	9%	11%	0%	4%	3%	3%	0%
Up by 20-50%	11%	21%	9%	23%	17%	20%	22%	22%	21%
Up by 1-19%	60%	55%	43%	47%	64%	42%	52%	52%	63%
No change	7%	3%	17%	4%	11%	18%	13%	13%	9%
Down by 1-19%	13%	18%	22%	15%	8%	13%	10%	10%	3%
Down by 20-50%	2%	0%	0%	0%	0%	2%	0%	0%	3%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Revenue Change | Resort/Hotel Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 50%	3%	1%	0%	4%	0%	0%	1%	1%	1%
Up by 20-50%	23%	19%	16%	15%	13%	16%	16%	18%	12%
Up by 1-19%	43%	53%	54%	53%	57%	54%	54%	60%	59%
No change	6%	4%	11%	13%	6%	8%	10%	7%	4%
Down by 1-19%	23%	20%	18%	13%	22%	17%	18%	11%	23%
Down by 20-50%	2%	3%	1%	2%	1%	3%	1%	3%	0%
Down by more than 50%	0%	0%	0%	0%	1%	1%	0%	0%	0%

What was your profit change for the first quarter of 2017 compared to the first quarter of 2016?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Gross Profit Change | All Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 50%	6%	4%	4%	5%	4%	3%	4%	3%	2%
Up by 20-50%	14%	12%	13%	15%	11%	12%	11%	16%	11%
Up by 1-19%	50%	55%	53%	52%	50%	49%	52%	55%	54%
No change	11%	13%	12%	13%	14%	19%	17%	11%	14%
Down by 1-19%	18%	16%	16%	13%	18%	16%	13%	13%	17%
Down by 20-50%	1%	2%	1%	3%	1%	1%	3%	2%	2%
Down by more than 50%	0%	1%	1%	1%	2%	1%	1%	0%	0%

Gross Profit Change | Day Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 50%	0%	5%	4%	9%	6%	9%	5%	2%	3%
Up by 20-50%	14%	16%	13%	19%	6%	7%	14%	21%	18%
Up by 1-19%	53%	43%	43%	47%	47%	43%	44%	53%	47%
No change	8%	13%	22%	13%	25%	23%	22%	13%	9%
Down by 1-19%	22%	16%	17%	13%	17%	16%	10%	10%	21%
Down by 20-50%	3%	3%	0%	0%	0%	2%	6%	2%	3%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Profit Change | Resort/Hotel Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 50%	9%	4%	2%	3%	3%	1%	4%	3%	1%
Up by 20-50%	15%	9%	14%	14%	14%	17%	9%	16%	7%
Up by 1-19%	43%	58%	54%	53%	48%	49%	57%	58%	58%
No change	13%	10%	11%	14%	10%	17%	14%	7%	17%
Down by 1-19%	16%	16%	17%	12%	20%	16%	13%	13%	15%
Down by 20-50%	1%	2%	1%	2%	1%	0%	1%	3%	1%
Down by more than 50%	0%	1%	1%	1%	3%	1%	1%	0%	0%

How did your number of spa visits change for the first quarter of 2017 compared to the first quarter of 2016?

● ALL SPAS
 ● DAY SPAS
 ● RESORT/HOTEL SPAS

SPA VISITS WERE UP



SPA VISITS WERE DOWN



NO CHANGE



Change in Spa Visits | All Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Spa visits were up	67%	62%	62%	71%	73%	65%	62%	69%	72%
Spa visits were down	28%	30%	27%	21%	17%	25%	24%	20%	20%
No change	6%	9%	11%	8%	10%	10%	14%	11%	7%

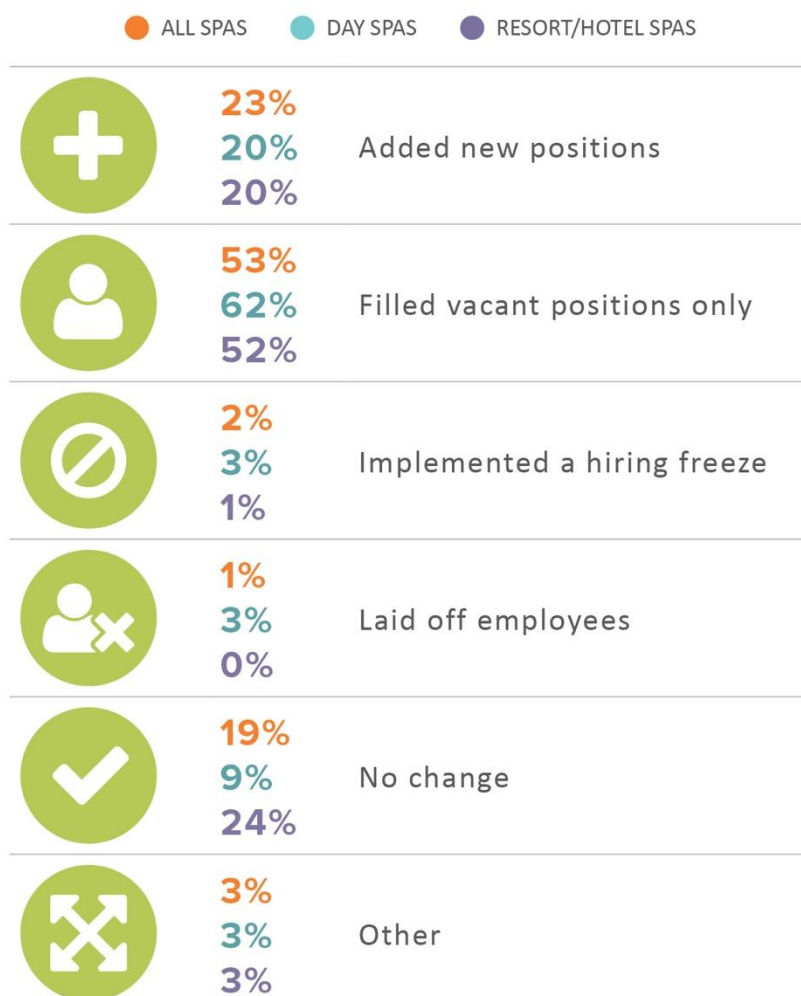
Change in Spa Visits | Day Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Spa visits were up	61%	54%	52%	70%	69%	62%	62%	73%	76%
Spa visits were down	28%	31%	39%	17%	17%	22%	16%	12%	12%
No change	11%	15%	9%	13%	14%	16%	22%	15%	12%

Change in Spa Visits | Resort/Hotel Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Spa visits were up	65%	65%	62%	73%	73%	66%	62%	68%	69%
Spa visits were down	30%	29%	27%	22%	18%	26%	28%	24%	25%
No change	5%	5%	11%	5%	9%	8%	10%	9%	6%

Which of the following best describes your workforce changes for the first quarter of 2017?



Workforce Changes | All Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Added new positions	30%	37%	24%	28%	29%	26%	29%	32%	23%
Filled vacant positions only	42%	43%	46%	41%	42%	41%	46%	38%	53%
Implemented a hiring freeze	4%	2%	3%	4%	2%	3%	2%	1%	2%
Laid off employees	1%	2%	0%	3%	1%	2%	1%	1%	1%
No change	19%	11%	22%	19%	23%	21%	19%	23%	19%
Other	5%	5%	5%	6%	4%	8%	3%	5%	3%

Workforce Changes | Day Spas

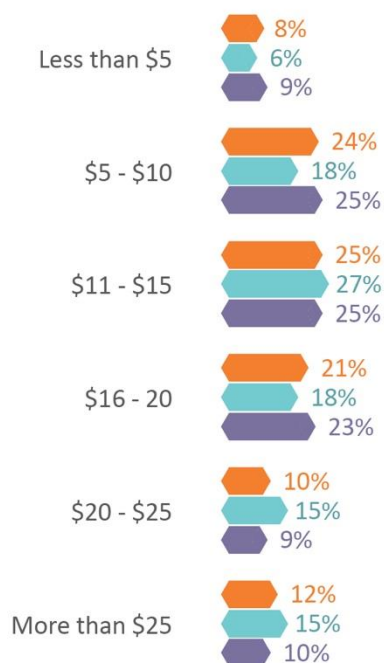
	1st Qtr 2015	2nd Qtr 2015	2nd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Added new positions	31%	36%	41%	33%	31%	27%	40%	43%	20%
Filled vacant positions only	39%	44%	32%	30%	39%	36%	37%	35%	62%
Implemented a hiring freeze	0%	0%	0%	2%	0%	0%	3%	2%	3%
Laid off employees	0%	0%	0%	2%	0%	2%	0%	0%	3%
No change	28%	18%	18%	26%	25%	27%	16%	16%	9%
Other	3%	3%	9%	7%	6%	7%	5%	4%	3%

Workforce Changes | Resort/Hotel Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Added new positions	32%	36%	20%	27%	26%	26%	23%	27%	20%
Filled vacant positions only	39%	44%	50%	46%	45%	43%	51%	41%	52%
Implemented a hiring freeze	3%	3%	2%	3%	3%	5%	1%	1%	1%
Laid off employees	1%	3%	0%	3%	1%	1%	1%	1%	0%
No change	19%	10%	24%	16%	22%	17%	21%	25%	24%
Other	7%	4%	4%	6%	3%	9%	3%	5%	3%

What was your spa's average retail revenue per treatment for the first quarter of 2017?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Average Retail Revenue Per Treatment | All Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Less than \$5	11%	8%	12%	8%	8%	14%	10%	10%	8%
\$5 - \$10	25%	23%	23%	25%	30%	26%	24%	21%	24%
\$11 - \$15	26%	30%	28%	29%	19%	26%	22%	24%	25%
\$16 - \$20	18%	16%	13%	14%	19%	8%	16%	14%	21%
\$20 - 25	11%	13%	9%	10%	13%	11%	11%	13%	10%
More than \$25	9%	10%	14%	15%	11%	16%	17%	19%	12%

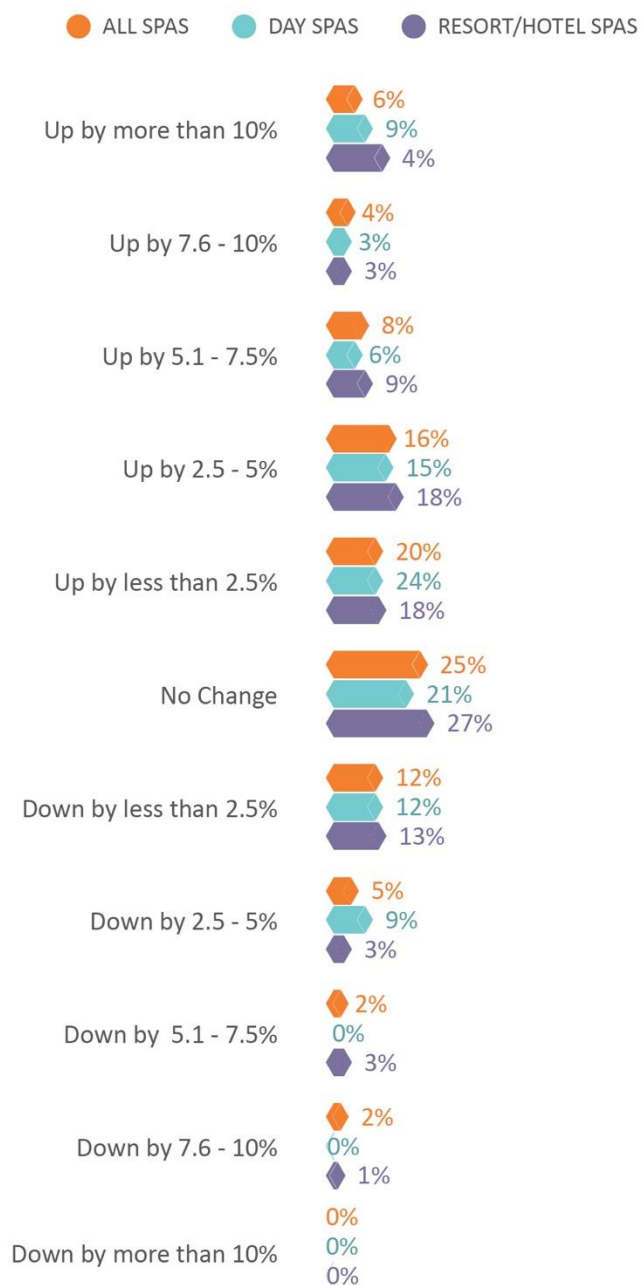
Average Retail Revenue Per Treatment | Day Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	3rd Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Less than \$5	8%	8%	22%	13%	6%	7%	13%	11%	6%
\$5 - \$10	17%	23%	17%	28%	34%	24%	21%	15%	18%
\$11 - \$15	22%	18%	13%	32%	9%	24%	21%	22%	27%
\$16 - \$20	33%	21%	13%	15%	11%	10%	16%	15%	18%
\$20 - 25	8%	21%	9%	2%	17%	17%	11%	15%	15%
More than \$25	11%	10%	26%	11%	23%	19%	18%	22%	15%

Average Retail Revenue Per Treatment | Resort/Hotel Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Less than \$5	11%	9%	11%	5%	9%	15%	8%	9%	9%
\$5 - \$10	26%	26%	23%	26%	26%	31%	24%	22%	25%
\$11 - \$15	28%	34%	34%	29%	24%	29%	25%	26%	25%
\$16 - \$20	14%	15%	12%	14%	24%	7%	15%	13%	23%
\$20 - 25	14%	10%	10%	12%	11%	8%	11%	12%	9%
More than \$25	7%	7%	10%	14%	7%	9%	17%	18%	10%

What was your spa's change in retail revenue per treatment for the first quarter of 2017 in comparison to the first quarter of 2016?



Change in Retail Revenue Per Treatment | All Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 10%	9%	11%	11%	9%	9%	8%	8%	9%	6%
Up by 7.6 - 10%	9%	2%	7%	4%	1%	4%	6%	7%	4%
Up by 5.1 - 7.5%	6%	7%	7%	9%	10%	7%	13%	8%	8%
Up by 2.5 - 5%	14%	19%	14%	20%	15%	19%	16%	23%	16%
Up by less than 2.5%	18%	14%	13%	18%	22%	17%	18%	12%	20%
No Change	20%	28%	23%	21%	14%	26%	19%	23%	25%
Down by less than 2.5%	13%	12%	16%	7%	17%	10%	8%	10%	12%
Down by 2.5 - 5%	5%	3%	4%	6%	6%	5%	6%	4%	5%
Down by 5.1 - 7.5%	2%	1%	3%	2%	1%	1%	4%	1%	2%
Down by 7.6 - 10%	1%	0%	0%	1%	4%	1%	3%	1%	2%
Down by more than 10%	4%	2%	3%	3%	2%	4%	1%	2%	0%

Change in Retail Revenue Per Treatment | Day Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 10%	8%	10%	4%	6%	17%	11%	8%	6%	9%
Up by 7.6 - 10%	14%	3%	13%	2%	0%	7%	5%	13%	3%
Up by 5.1 - 7.5%	13%	10%	4%	13%	14%	7%	8%	8%	6%
Up by 2.5 - 5%	7%	18%	17%	17%	11%	13%	16%	27%	15%
Up by less than 2.5%	20%	23%	9%	19%	19%	22%	14%	4%	24%
No Change	18%	26%	35%	26%	19%	24%	32%	27%	21%
Down by less than 2.5%	11%	5%	9%	11%	17%	9%	8%	6%	12%
Down by 2.5 - 5%	2%	5%	4%	4%	3%	4%	3%	2%	9%
Down by 5.1 - 7.5%	0%	0%	0%	0%	0%	0%	3%	0%	0%
Down by 7.6 - 10%	0%	0%	0%	2%	0%	0%	3%	0%	0%
Down by more than 10%	0%	0%	4%	0%	0%	2%	0%	6%	0%

Change in Retail Revenue Per Treatment | Resort/Hotel Spas

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 10%	11%	11%	11%	10%	7%	6%	8%	10%	4%
Up by 7.6 - 10%	8%	2%	6%	5%	1%	2%	7%	4%	3%
Up by 5.1 - 7.5%	6%	6%	6%	7%	9%	7%	15%	7%	9%
Up by 2.5 - 5%	11%	21%	14%	23%	16%	21%	15%	21%	18%
Up by less than 2.5%	21%	11%	15%	18%	20%	13%	19%	16%	18%
No Change	19%	28%	20%	17%	12%	28%	11%	20%	27%
Down by less than 2.5%	14%	14%	20%	5%	17%	11%	8%	13%	13%
Down by 2.5 - 5%	6%	3%	3%	7%	7%	5%	8%	4%	3%
Down by 5.1 - 7.5%	2%	1%	4%	2%	2%	1%	6%	2%	3%
Down by 7.6 - 10%	1%	0%	0%	0%	6%	2%	1%	2%	1%
Down by more than 10%	2%	3%	3%	5%	3%	4%	1%	0%	0%

Respondents were asked to share details relating their promotions for upcoming holidays/events (i.e. Mother's Day, Father's Day, etc.) for this quarter. A sample of responses is below.

- \$30 off any treatment \$100 or more.
- Three series massage \$360 Father's Day.
- BOGO 50% off Spring promo (good through May) * Blackout dates apply, cannot be combined with any other offer, good on same day services only, must be booked as Autumn Celebration, cannot be shared, full service charge based on original price will be applied to the reduced rate, discount applies to treatment of lesser value.
- BOGO for \$17 - Summer 2017 promo (June 1 - August 31) *Blackout dates apply, cannot be combined with any other offer, good on same day services only, must be booked as Summer Celebration, cannot be shared, full service charge based on original price will be applied to the reduced rate, discount applies to treatment of lesser value.
- Clarisonic Smart Profile gift (\$225 value) with purchase of a 5 Series Facial \$699 - Mother's Day
- Full Moon Floating Meditation - This full moon join Hashani Spa for a pint with guided meditation in the Private Saline Lap Pool. Crooked Tooth Brewery will be in attendance serving one of their tasty brews. Floating is optional, poolside seating will also be available. \$20 in advance (\$25 at the door)

- Hashani Spa Summer Soiree ~ Join us and enjoy our legendary fireworks display, complimentary sangria, hors d'oeuvres and dessert, cash bar, mini spa treatments and the chance to win a Spa giveaway. Purchase your tickets early to reserve VIP balcony seating for the best views of the fireworks. \$60 21+ event July 4, 2017.
- Ten year anniversary celebration-we are discounting our Signature treatments for 10 days, 10 days of giveaways, and bring a friend with you to the spa during our 10 day celebration and both will receive a \$20 spa gift card to use towards next visit. Also, free samples and fun in the spa.
- 15 percent off ANY facial treatment.
- 20 percent off all eye shadows +Eye creme promotion-GWP.
- 50-minute \$95 -Value \$120.
- We are offering special Florida resident pricing in June and a special discounted menu of services in June for Teachers Only (this is our third year of doing a Teachers' Appreciation).
- Book any 50-minute service and receive a complimentary Pedicure with the newest member of our team.
- Both Mother's Day & Father's Day offer two for price of one - based on highest price.
- Complimentary Pedicure with our New Nail Technician GORY!
- Created 4 different complete day spa package showing regular price special price and how much they are saving!
- Express Manicure/ Express Pedicure and receive a FREE eminence organic Cinnamon Lip plumper
- Eye Love you, Mom!
- Father's Day promotion- in an effort to introduce your Dad or your husband to the Spa atmosphere- we are developing a special offering of treatments (same treatments different 'manly' names) Working with a vendor who will be creating specific products for professional and retail. A daughter can bring her Dad to the Spa- he can get a massage- the daughter can get a spa treatment at the same time.
- Featuring two special Mother's Day Brush & Bubbly sessions at the Artist Cottage: Step by step painting to create signature Ojai masterpieces, while enjoying champagne and appetizers.
- Focusing on promoting our Massage Memberships for Mother's Day and Father's Day - keep Mom/Dad relaxed all year. Waiving the activation fee and free "stress relief kit" with new membership.
- For gift certificates purchased on-site, guests will receive a special soap and gift box, to go along with the gift certificate.
- For Mother's Day, we are offering 20 percent off services for the whole month of May.
- For Mother's Day, we are so proud and pleased to offer a service that we developed specially for the mom's in May...it's called the Rose Stone: " A beautiful, loving therapy for the mind and body, using a lovely blend of rose, frankincense, and cardamom. Features the beauty and healing of rose quartz and a Himalayan salt stone back massage in a comprehensive Swedish massage therapy." At the end of the service we present mom with a gift of a rose quartz stone to take home, along with its meaning and benefits.
- Get your complexion ready for the new season.
- Gift certificate promo, buy \$150 GC and get another for \$25 etc.

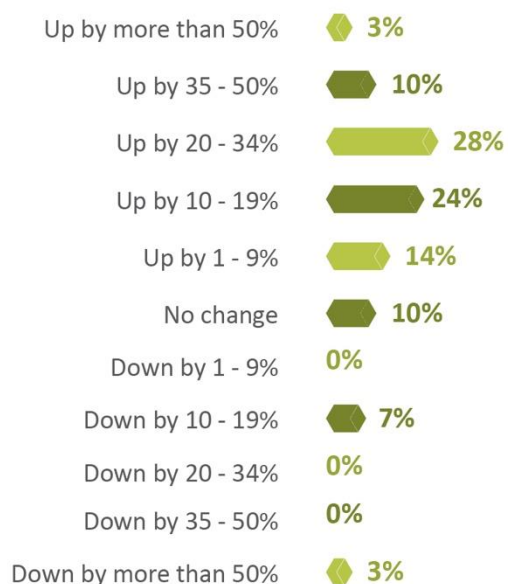
- Gift with purchase of a \$150 gift card.
- Give a little extra or treat yourself!-Purchase a \$100 Gift Card. Receive a \$20 Gift Voucher- (voucher expires July 31, 2017 and may not be combined with other discount or promotions)
- Give mom an unforgettable experience: Mom+Me Spa Getaway: Enjoy over three hours of relaxation with your mom. A perfect package for the duo who need a getaway at the spa. Includes a Lavender Crush body scrub and massage, seasonal facial and a makeup application.
- Green your Body 60min (also available as a 90min treatment)
- GWP for gift cards of \$300; Hosting Men in Business event through local Chamber of Commerce. New skincare line launch.
- Lavender Aromatherapy Massage with Hot Stones.
- Mom-mosa package - massage can be 60 or 90 minutes and includes an orange essence nourishing hair treatment and a non alcoholic mimosa. Pedicure can be 60 or 90 minutes and guests receive a clementine oil hand treatment and mimosa.
- Mommy and me night to allow children for just one night for mini services. Serving mom-mosa's (or Me-mosa's).
- Mother's Day - Gift of Relaxation \$155 includes a 25-minute Rose scented outdoor bath followed by a 50-minute Rose Body Treatment (a foot-scrub & massage). This offer is running through May 31, 2017 (valued at \$250).
- Mother's Day -- including a free robe with the purchase of two services.
- Mother's day. Discounted Facial Package with free Clarisonic.
- Offering a moms, masks and mimosa package with 50-minute facial with under eye treatment, 50-minute massage with back exfoliation, 50 minute pedicure with lip treatment and 10% off any retail for \$253 through entire month of May.
- Our promotion is a gift of beautiful handmade soap with a Mother's Day gift certificate. BUT, the best thing we do is display photos of our staff's mothers in the guest lounge. Just for that weekend, but, it is very touching and beautiful.
- Our spa is partnering with local animal-rescue shelter who will in part be sponsoring a dog room service menu- Reiki Treatments for four legged guests (in room) and guided local hikes for you are your canine.
- Pala Spa Mother's Day weekend we are offering complimentary hand treatments and make up applications in our spa boutique. Offering special retail discounts. Complimentary spa gift with any treatment on Mother's Day including a sparkling cider toast upon check-in. Receive a free Spa Gift with purchase of Gift Card of \$100 or more in the month of May-Only at Pala Spa.
- Relax your mind and muscles while enjoying the sweet aromas of Spring
- Sole'renity Spa has monthly promotions that our spa guests look forward to receiving. By producing monthly promos it generates repeat business as well as satisfied spa guests. Our Mother's Day promo "Beyond Beauty" includes our very own Sole'renity Signature facial including our private label skin care and cold laser technology along with an aromatherapy body treatment incorporating a scrub and relaxing massage, champagne and chocolate leaving her feeling totally rejuvenated from head to toe.
- Spa for your Ma Spa Package (to be purchased as a GC) *includes manicure/pedicure combo, healthy spa snack (yogurt parfait), gratuities included \$120 + HST.

- Spring package..\$ 20 savings (50-minute massage, express manicure/express pedicure, Father's Day package 50-minute massage and men's spa pedicure.. \$20 savings.
- Summer Promo: discounted 60-minute massage with 10 percent off future sessions during the summer
- The Ultimate Skin Renewal Body Treatment that strips down (exfoliate), burns up (detoxifies), calms, nourishes and gently rebuilds the body using organic essential oils, skin brushing, polishing, scalp infusion, facial massage and relaxing cocoon wrap.
- This Mother's Day Skincare Butik will pamper all mommy customers with the greatest gift of all... "her" time.
- This past February we promoted a seasonal service for couples that included a product to take home. The product was included in the cost of service and gave the guest a piece of their spa experience. This was a popular alternative to a standard couples massage.
- Usually simple with discounts on pre-bookings as well as gift cards.
- We are also offering a package of a facial and massage at a special price. Lastly, we are also offering an incentive of book that special mom a facial and join her for a facial for yourself for \$99.
- We are continuing with our Seasonal promotions.
- We are doing a Mother's Day Make your own succulent workshop and Mommy and me fitness class.
- We are having a kick off to summer event over Memorial Day weekend offering mini services, refreshments, etc.
- We are in our slow season. We are offering an 80-minute treatment for 50-minute price. In addition, for Mother's Day we are doing a trunk show with a mimosa bar.
- We are offering a gift with purchase promotion for any gift cards purchased at The Spa for Mother's Day. In a country club environment, the gift cards can be utilized in every area so we are hoping that the specific transactions and gifts will attract more business for the spa. We also offer a Just For Her and Just for Him Spa Week with different promotions leading up to Mother and Father days.
- We celebrate Mom all May. We will be offering two packages, one includes an hour massage, one hour facial, pedicure and champagne. The other is choice of one hour massage or facial, with an hour pedicure and champagne. We also have live music in our plaza all summer that is sponsored by local breweries and to pay tribute to some of those breweries we are having summer specials that highlight one ingredients from the beer in a special treatment. For example, one of the beers has notes of hibiscus flowers, so we will be doing a treatment with a hibiscus theme.
- We give our mother's a complimentary glass of Sparkling wine or beverage of choice for our guests that are mothers. Fathers receive a Beer or beverage of choice as well on Father's Day.
- We have a Mother's Day Contest where you can write in as to why you feel your Mother deserves a spa day!! Winner will receive a spa day with a \$400 value.
- We have discounted gift card promotions that our return guests love. We are also doing Mom-mosa themed drinks and services for Mother's Day.
- We have done monthly mini-retail events with our vendor partners to encourage retail purchases and booking of services.

- We introduce a promotion that contains discounted priced treatment, or seasonal/temporary treatment, three times in a year. Sometimes, I put new treatment in promotion to see the interests before putting it on the actual menu.
- We just received a new Spa at 21c sign, so we are doing a promotion where people will take picture in front of the sign and post it on their social media platforms and #thespaat21c and whoever takes the best picture will receive a complimentary 50-minute service.
- Yes we are having a "tell us why your mom should win a spa day" for Mother's Day.
- Yes, we are doing a Mother Daughter Experiential which includes a massage, facial, pedicure and complimentary glass of wine or dessert for each person, a special gift with purchase and a mom & daughter tea with Beauty and the Beast's Belle.

ISPA RESOURCE PARTNERS

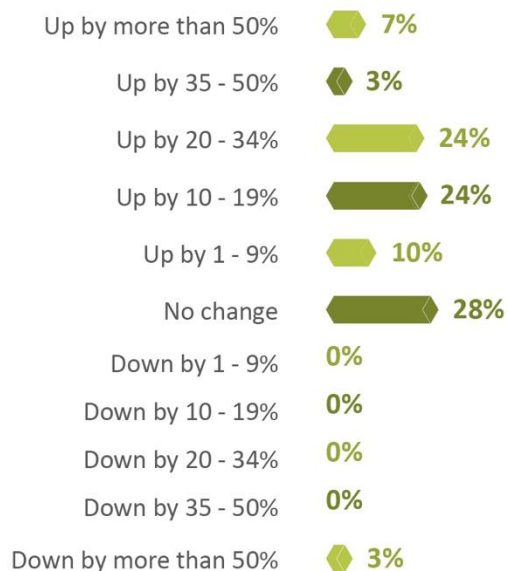
All survey responses should be provided for the period of January 1, 2017 – March 31, 2017 (first quarter). What was your gross revenue change for the first quarter of 2017 compared to the first quarter of 2016?



Gross Revenue Change | Resource Partners

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 50%	5%	5%	7%	8%	3%	13%	5%	4%	3%
Up by 20 - 50%	38%	28%	25%	25%	30%	27%	28%	32%	38%
Up by 1 - 19%	36%	38%	29%	46%	45%	36%	47%	52%	38%
No change	13%	28%	29%	13%	10%	16%	13%	8%	10%
Down by 1 - 19%	8%	3%	7%	8%	10%	9%	8%	4%	7%
Down by 20 - 50%	0%	0%	4%	0%	3%	0%	0%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	3%

What was your profit change for the first quarter of 2017 compared to the first quarter of 2016?



Profit Change | Resource Partners

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Up by more than 50%	3%	5%	4%	5%	3%	13%	5%	2%	7%
Up by 20 - 50%	26%	28%	11%	16%	13%	16%	19%	22%	27%
Up by 1 - 19%	44%	38%	43%	52%	53%	47%	42%	55%	34%
No change	26%	28%	32%	21%	20%	16%	24%	21%	28%
Down by 1 - 19%	3%	3%	11%	8%	7%	9%	10%	0%	0%
Down by 20 - 50%	0%	0%	0%	0%	3%	0%	0%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	3%

Which of the following best describes your workforce changes for the first quarter of 2017?



Workforce Changes | Resource Partners

	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017
Added new positions	41%	43%	33%	39%	40%	52%	56%	43%	46%
Filled vacant positions only	18%	20%	17%	21%	20%	20%	15%	18%	11%
Implemented a hiring freeze	0%	3%	0%	0%	0%	4%	0%	4%	7%
Laid off employees	3%	0%	7%	3%	3%	4%	0%	0%	0%
No change	39%	35%	43%	39%	33%	20%	26%	31%	36%
Other	0%	0%	0%	0%	3%	0%	3%	4%	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 2017 compared to the first quarter of 2016?



Up more than 15%	29%
Up 1 - 15%	54%
No Change	14%
Down 1 - 15%	0%
Down more than 15%	4%



Up more than 15%	16%
Up 1 - 15%	32%
No Change	52%
Down 1 - 15%	0%
Down more than 15%	0%



Up more than 15%	4%
Up 1 - 15%	20%
No Change	64%
Down 1 - 15%	12%
Down more than 15%	0%



Up more than 15%	4%
Up 1 - 15%	38%
No Change	58%
Down 1 - 15%	0%
Down more than 15%	0%

Did your company launch a new product in the first quarter of 2017?

