



SNAPSHOT SURVEY RESULTS REPORT

Year in Review

DECEMBER 2017





Year in Review

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

The year in review survey asks participants about their favorite things of 2017, including their favorite new marketing initiative, favorite book read in 2017, favorite new spa product, favorite new tech gadget or mobile app, favorite change made by their company and favorite keynote, TED Talk or other presentation seen this year.

When asked about their favorite new marketing initiative, Instagram-related efforts were frequently mentioned. Sixty-eight percent of spa respondents and 70 percent of resource partners indicated they increased their Instagram marketing efforts in 2017.

Respondents' favorite books read in 2017 include, "Leaders Eat Last," by Simon Sinek, "The Glass Castle," by Jeannette Walls, and The Bible. ISPA Conference & Expo alumnus Simon Sinek also had four other books listed, "Start with Why," "What is your Why," and "Find your Why." Another former ISPA Conference & Expo keynote, Brene Brown had her book, "Daring Greatly," named as well.

The most commonly listed favorite spa products of 2017 are the [comfort zone] Hydramemory Eye Gel, RAD Rollers, Davines, DermaFlash, Eminence Marine Serum, Nimni Cream, and NuFace Micro Current. Some frequently listed favorite tech gadgets or apps of 2017 include Aaptiv, Amazon Echo, HeadSpace, the new iPhone, and Waze.

Keynotes, TED Talks or other presentations that impressed respondents this year include Peyton Manning, Amy Cuddy, Daniel Pink, Dr. Bryan Williams and Tanya Chernova from this year's ISPA Conference & Expo, as well as past ISPA Conference & Expo keynotes Simon Sinek and Brene Brown.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, December 8, 2017 to Friday, December 15, 2017. During this time, 257 ISPA members responded to the survey. The category "all spas" referred to within this report include data from all spa respondents (day, resort/hotel, medical and destination spas).

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ALL MEMBERS

Please identify how your company's use of the following marketing channels changed in 2017 when compared to the previous year. Respondents who did not use any of the following were asked to skip the respective inquiry.

ALL SPAS

	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED
 DIGITAL ONLINE ADS	1%	1%	43%	35%	20%
 DIRECT MAIL	19%	11%	61%	7%	3%
 EMAIL	1%	6%	46%	33%	14%
 PRINT ADS	10%	22%	50%	15%	3%
 FACEBOOK	1%	2%	26%	39%	33%
 INSTAGRAM	1%	0%	31%	37%	31%
 PINTEREST	3%	2%	73%	16%	5%
 TWITTER	3%	3%	67%	17%	10%

DAY SPAS

	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED
 DIGITAL ONLINE ADS	0%	0%	32%	36%	32%
 DIRECT MAIL	14%	10%	62%	14%	0%
 EMAIL	0%	12%	41%	35%	12%
 PRINT ADS	22%	31%	31%	13%	3%
 FACEBOOK	0%	0%	15%	44%	41%
 INSTAGRAM	0%	0%	16%	47%	38%
 PINTEREST	0%	4%	65%	17%	13%
 TWITTER	0%	8%	63%	17%	13%

RESORT/HOTEL SPAS

	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED
 DIGITAL ONLINE ADS	1%	1%	48%	34%	15%
 DIRECT MAIL	20%	11%	60%	5%	5%
 EMAIL	1%	4%	47%	31%	17%
 PRINT ADS	7%	17%	56%	18%	3%
 FACEBOOK	1%	3%	30%	36%	31%
 INSTAGRAM	1%	0%	38%	34%	27%
 PINTEREST	5%	2%	78%	14%	2%
 TWITTER	3%	2%	67%	19%	9%

RESOURCE PARTNERS

	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED
 DIGITAL ONLINE ADS	0%	0%	28%	48%	24%
 DIRECT MAIL	11%	19%	57%	11%	4%
 EMAIL	3%	0%	36%	42%	19%
 PRINT ADS	10%	21%	31%	28%	10%
 FACEBOOK	0%	0%	29%	32%	39%
 INSTAGRAM	0%	0%	31%	35%	35%
 PINTEREST	0%	0%	80%	8%	12%
 TWITTER	0%	0%	69%	15%	15%

Respondents were asked to identify their favorite new marketing resource used by their company in 2017. Below you will find a sample of responses provided.

- Big Billboards worked for us this year
- Boosting posts on Facebook
- Co-Schedule!
- Digital online ads
- Digital. We are quite junior in the employment of Digital strategies and initiatives and are quite behind. We will be launching our corporate e-commerce platforms in 2018 so that will set the stage to hopefully get back in the game.
- Digital/social media focus for 2018
- Email (2)
- Facebook (3)
- Facebook Live streaming
- Global brand communications
- Increased social media presence
- Influencers
- Instagram (7)
- Instagram Stories (3)
- LinkedIn
- Monthly e-blasts to our database
- More B-to-C Events
- Networking was very helpful to allow for a oneonone, facetoface interaction (2)
- No direct mail
- On host hotel website
- Online store
- Our Spa web page is still the most popular place to communicate specials, etc. We keep our home page refreshed with new material monthly.
- PIN Business Networks, digital focus, including Blog, Adword, Paid Social
- Radio
- Refer a friend
- Resort wide internal newsletter
- SEO
- Snapchat
- Social Media (6)
- Social Media and Partnerships with charities, brands and local businesses.
- Spa app
- Target marketing campaigns
- The Company has used more email blasts this year. I'm not sure of their effectiveness though.
- We are currently looking for ideas.
- We had actually been absent as a resort from printed ads for about six years. We have returned to it in influential magazines and it is bearing a good bit of fruit for us.
- We hired a social media company to manager our social online presence.

- We use a company called podium for text reviews and getting so many reviews has really created a great reputation for us.
- Working with a PR person

Participants were asked to list their "favorites" for 2017 with their ISPA peers for the following categories. Below you will find a sample of responses provided.

Favorite book read:

- *The One Thing*
- *#AskGaryVee*
- *1491*
- *5 Agreements*
- *5 Dysfunctions of a Team*
- *All Souls Trilogy*
- *Behind Her Eyes*
- *Big Little Lies*
- *Blue Exorcist*
- *Born a Crime*
- *Brain on Fire*
- *Braving the Wilderness*
- *Capital Gaines*
- *Chocolates on the Pillow Aren't Enough: Reinventing The Customer Experience.* Author: JonnyTisch
- *Cradle to Cradle, Remaking the Way We Make Things,* by William McDonough and Michael Braungart
- *Daring Greatly*
- *Daring to Rest,* Karen Brody, published by Sounds True
- *Dean Ornish: Spectrum*
- *El principito*
- *Erie* by Blake Crouch
- *Everyday Sacred: A Woman's Journey Home* by Sue Bender
- *Find Your Why* - Simon Sinek
- *FlowerEvolution* by Katie Hess
- *Four Seasons in Rome*
- *Girl On The Train*
- *Good Profit*
- *Hamilton*
- *Hidden Nature* by Alick Bartholomew
- *How Not to Die*
- *How To Be Parisian Wherever You Are; Love, Style and Bad Habits.* And every other Paris book after an amazing and unforgettable trip to Paris for my 30th Birthday in April of this year.
- *How to serve a VIP* by Bryan Williams
- *How to Win Friends and Influence People*
- James Patterson *Alex Cross Series*
- *Keepers of the Story* - Micah Springer
- *Kite Runner*
- *Lead Yourself First*
- *Leaders Eat Last* - Simon Sinek (2)
- *Lean In* - Sheryl Sandberg
- *Let My People Go Surfing,* Yvon Chouinard, Founder of Patagonia
- *Lewis Howes "The Mask of Masculinity"*
- *'Origin'* - Dan Brown
- Paulo Coelho, *Alchemist*
- *Quenching the Thirst - Sustainable water supply and climate change* by George Annandale
- *Quiet* by Susan Cain
- *Radical Beauty,* by Kimberly Snyder and Deepak Chopra
- *Radical Candor*
- *Running on Empty* by Marshall Ulrich
- *Short Nights of the Shadow Catcher,* Timothy Egan
- *Simon Sinek What is Your Why*
- *Small Gods*
- *Spa Business Magazine*
- *Start with Why* by Simon Sinek
- Stephen King's *IT*
- *Switch*

- *The 48 Laws of Power* by Robert Greene and Joost Elffers
- *The Art of War*
- *The Bible (2)*
- *The Boyeln Inheritance* by Phillipa Gregory
- *The Energy Bus* by Jon Gordon
- *The Girl from Brooklyn*
- *The Glass Castle (2)*
- *The Habits of High Performers — health and energy are high indicators!*
- *The Hacking of the American Mind* by Robert Lustig
- *The Handmaiden's Tale*
- *The lean startup up*
- *The Lilac Girls*
- *The Museum of Extraordinary Things*, Alice Hoffman
- *The Nightingale* by Kristin Hannah and 2017's *All the light We Cannot See* by Anthony Doerr
- *The Obstacle is The Way* - Ryan Holiday
- *The Rent Collector*
- *The Three Laws of Performance* - Steve Zaffron & Dave Logan
- *Thrive* by Arianna Huffington
- *Together is better* - Simon Sinek
- *Tribe of Mentors* by Timothy Ferriss
- *Unbinding the Heart - a dose of Greek Wisdom, Generosity* Agapi Stassinopoulos (Arianna Huffington's Sister).
- *What Would Buddha Say?*
- *Wherever you ago, there you are.*
- *Wonder*
- *Year of Yes* by Shonda Rhimes

Favorite new spa product:

- [comfort zone] Hydramemory Eye Gel (3)
- [comfort zone] REMEDY Defense Cream (from the Sensitive Skin Range)
- [comfort zone] Tranquility roll-on
- Activated charcoal
- Aetheren skin care supplement
- Anything Biologique Recherche
- Arcona Eye Dew
- Aroma body mist
- Babor Ampoules
- Beau Brummell men's line
- Big Bare Body Scrub FHF
- Bioline skincare
- Bliss Fabulous Makeup Melt - Gel to Oil Cleanser
- Blue orchid oil from Clarins
- Body Bliss crystal Infusions blend
- Bug Stick
- Caudalie Essence
- CBD Clinic pain cream
- Cinq Mondes Infinity Balm
- Circadia products
- Clarins Comfort Light Lip Oils
- Columbia Probiotic Complex
- Coola Makeup Setting spray with SPF
- COOLA Suncare
- Cottage greenhouse rich shea butter sugar beet hand cream.
- Davines (2)
- DermaFlash (2)
- Deva Curl
- Dr. Gross new dew eyes eye cream
- Dr. Dennis Gross Moisture cushion
- Dr. G Beauty Brightening Peeling gel
- emergenC vitamin c
- Emergence serum from Phytomer!
- Eminence (2)
- Eminence eye cream
- Eminence Hibiscus Ultra Lift for Neck
- Eminence Marine Serum (2)
- Eminence Skin care and Cottage Greenhouse
- Eminence Stone Crop Cleansing Oil
- Eufora haircare and colour line. LOVE it!
- Feeling Smitten Holiday bath bombs
- FHF Buttermilk Steeped Lavender Lotion
- FHF Coconut Cream shea butter soap
- FHF honey heel glaze - Love love love!!
- GenexC serum by iS Clinical

- Glow Boosting Ampule - BABOR
- HA5 SkinMedica (2)
- Himalayan salt stones
- Hyaluronic Sea Serum
- HydraFacial
- Hydrating skin care by babor
- Hydropeptide Nimni cream
- Image Skincare IMask
- Jan Marini Hyla 3D
- jurlique rosewater balancing mist - still
- Kerstin Florian Beauty (2)
- KFI Beauty
- KNEIPP
- Knesko masks
- La Bella Donna makeup
- LaLiscious Birthday Cake Scrub
- Mandara Spa Mango Coconut Body Lotion
- Mary's Nutritionals Elite Compound. A cannabis product. Love it!
- Micro needling
- milk + honey cream deodorant #46
- Natura Bisse
- Natura Bisse Tensolift Neck Cream
- Naturopathica Bio Energy Lift Serum
- Naturopathica Tea Tincture (liquid supplement)
- Nimni Cream (2)
- NuFace cleansing wipes
- NuFace Micro Current (2)
- Organic Neroli Oil from Kerstian Florian
- PCA Peels
- Phytomer Oligomer
- RAD Rollers (3)
- Rejuvenera, Hyaluronic Acid Serum and Cream!
- ResortSuite MOBILE
- Salt of the Earth Fire & Ice Menthol Lotion
- Shankara Hair and Scalp Oil
- SHISEIDO Essential Energy (any from this Range)
- Signature brand - colloidal silver spray
- Skinaide
- SMITH & CULT
- SoSound Chair
- Spa Ritual Earl Grey Salve
- Spongelle
- Supergoop! Daily Correct Cream
- Supracor face cleaner
- Supracor Stimulite Body Scrubber
- Suzan Zahedi Jewelry
- Tata Harper - La Crème Riche
- To Go Masks
- Ursa major
- Vitality Bar by Naturopathica
- ZO skin health Pore refiner

Favorite new tech gadget or mobile app:

- "Hey Siri" on my new iPhone 8
- Aaptiv (2)
- Amazon Echo (2)
- App - Instacart - delivery grocery service.
- App: RelaxMelodies
- Apple ear pods
- Apple Watch
- Apple Watch 3
- Asana - organize and manage projects using the Scrum methodology
- Basecamp
- Boomerang
- Breezometer. As we are launching a line against pollution and lifestyle aging, this app has been great in understanding better on-time and everywhere around the world the impact pollution has on my/our lives.
- Calm Meditation App
- Constant Contact
- Delectable
- DermaFlash
- Duolingo - might not be new, but I just discovered it and love it!
- Evernote
- Expensify App

- Fire
- Fitbit charge.
- Glopro-a home micro needling device
- Go 365 - I earn points for my insurance, and stay active.
- Groupon
- Groupon Beauty Now
- HeadSpace App (2)
- I appreciate the relight app for photos.
- Insight Timer - Meditation App
- Instagram
- Invoice
- iWatch
- JDPOWER
- Line messaging system
- Love my podcasts
- Map my Run
- Microsoft Surface
- Millennium Go
- Mind body
- Mini fan the plugs into your cell phone.
- Mobile App - Moment, monitors my screen time! Scary!
- Mobile passport
- Movies Anywhere
- Muse
- Nest App
- New iPhone (3)
- Peloton Bike
- Phillip Stein sleep bracelet
- Pop socket
- Raindar
- Salon Biz, ISPA
- Slack
- Snapchat
- Sony A7rIII Camera
- SoundCloud
- Spire
- Star Walk
- Stash - for investing
- Target Cartwheel
- TED
- The Draw Names app
- Thrive App
- Venmo
- Virgin Pulse
- Vivino, app providing you review on wine bottles by taking a picture of it.
- Washington Post
- Waterproof speaker
- Waze (2)

Favorite change their company made in 2017:

- 401k match (2)
- Added a beauty line
- Added a middle manager
- Added micro current treatments and new facial packages
- Added the Miraval and exhale brands to our company's portfolio
- Added Yoga days for our team
- Adding a hair salon to our spa offering
- Adding an internal digital communication platform for our teams
- Adding technology into our skincare treatments
- Additional focus on employee morale
- B-Corp achievement
- Better discount for employees receiving spa treatments
- Bulking up our marketing team and our reservations staff

- Change from holiday, sick and vacation pay to PTO which encompasses all in one bucket and can be used whenever
- Changes to our staff schedules for more coverage
- Changing skin care line, now we have Elemis only
- Converted to Lifestyle Groupon
- Deep Sustainability
- Delegate more often
- Digital marketing increase
- Doing events frequently throughout the year
- Eliminated jane iredale and switched to La Bella Donna mineral makeup
- Enhancing our employee internet
- Expanded operations
- Expanding the product company headcount
- Focus on bringing value back
- Growing the Kohler Waters Spa brand into another hotel
- Hired me
- Hydrafacial
- I made a change by starting with a new company in 2017
- Implementing a monthly luncheon for recognized employees
- Improved website and improved online booking
- Increased focus on employee engagement
- Increased our marketing
- Introduced new CBD balm
- Involving social media influencers
- Joined Lean In group with other powerful women!
- Joining HeForShe Gender equality for all!
- Just started renovation of property to be finished May 1, 2018
- Launched bon vital complete crème
- Mindful Monday emails
- More advertising in spa
- More focus on staff and positive feedback
- More interactive and updated website
- More spa branding for our site
- Moved our corporate offices to an educational campus
- New Brand : Cinq Mondes
- New Healthy and Clean food Menu
- New Hotel Rooms
- New Leadership
- New treatment lines for the spa; Comfort Zone (Skin Regimen, Sublime and Tranquility), Dazzle Dry and Red Flower (Ocean Line)
- New website
- Not watching the news in the morning
- Offering employees sick time off
- Online /gadget booking

- Outsourcing social media
- Pop-up shops
- Pre-Arrival Selling
- Pre-hired new team members for future growth on horizon
- Promoted a new assistant manager who is working out great. Used Fiverr for the first time with excellent results - for private label product packaging
- Providing health insurance
- Putting senior leadership in place
- Reinvented our training/onboarding program
- Releasing brands that had diverted too much and are selling to target. Keeping true spa professional quality lines, we made two large changes this year, took out OPI for dazzle dry and took out several brands in salon for Davines.
- Renewed focus on occupancy is bringing in more business to the spa and fitness center.
- Simplification of processes and protocols for spa locations
- Simplifying, focusing on the things that we do well and have success with, getting rid of the things that we don't
- Staff lunches
- Staffing and engaging in FORBES guest service standards
- Staffing changes to admonish toxicity amongst staff
- Survived the Northern California Fires by giving back to first responders, our colleagues and community
- Team and guest app
- The creation of an industry advisory board
- The Perk by Edge - using it as a tool to upgrade to the Hydrafacial
- Threetoe rule with shoes
- Thrive@Hilton Program
- To go green and do away with most paper brochures and marketing materials
- Training in new spa services and products
- Uniforms for spa related business
- Unlimited Vacation Time
- Updating our outdoor treatment rooms
- Upgrade the spa maintenance i.e. paint, electrical, plumbing, tiling
- We brought in 50% new products and got rid of 50% of old products.
- We changed our sales force with more driven and ambitious people.
- We opened our second spa!
- We remodeled our spa and have a new facility!
- Wellness Pedicure training for our nail tech staff
- Wellness theme being adopted

Favorite keynote, TED Talk or other presentation this year:

- Amy Cuddy (15)
- Anthony Anderson on - Mindfulness
- Arianna Huffington OR her sister Agapi Stassinopoulous. Both at different events but both so good.

- Blair Singer
- Bob Henry professional development seminar at ISPA conference
- Brene Brown (3)
- Craig Childs - Environmentalist, Author
- Daniel Pink (3)
- Digital Wellness - David Ryan Polgar
- Dr. Bryan Williams (6)
- Dr. Ornish
- Dr. Richard Carmona, Dr. Marc Cohen and Wim Hof at GWS
- Dying to be me! Anita Moorjani at TEDxBayArea
- Gary Vaynerchuk
- Global Wellness Summit 2018 - Solve for Happy - Engineering for happiness - Mohammad Gawdat
- How to Start a Movement Dirk Sivers
- Jan Gunnarsson, The Art of Hostmanship
- Jeff and Mark Besos
- Joe Rogan
- Josh Sundquist - motivational speaker
- Julian Treasure - how to speak so that people want to listen
- Katie Anderson's podcast
- Les Sweeny/elements massage conference
- Listening to rain falling and snow melting and wind blowing.
- Mick Cornett TED Talk: How an obese town lost a million pounds
- Pete Kolbenshlag - Environmentalist, Political Activist
- Petra Kolber - R.O.I
- Peyton Manning (20)
- Scott Galloway on branding
- Seth Godin
- Shawn Achor - Happiness
- Simon Sinek (10)
- Tanya Chernova (2)
- TD Jakes

Favorite spa, wellness or fitness publication (can be a magazine, newsletter, blog, podcast, etc.) that you subscribed to in 2017:

- *American Spa Magazine*
- *Austin FIT*
- *Betty Rocker- she is awesomely inspiring.*
- *Center for Action and Contemplation*
- *CIDESCO newsletter*
- *Daily OM*
- *Day Spa magazine*
- *Evolver Social Lab*

- *Experience Life*
- Fitness App- Tone it up
- Five Wellbeing Studio+Spa newsletter
- Global Wellness Brief and Well + Good
- Guided meditation audio
- *Healing lifestyles*
- *HL&S Daily Retreat*
- I enjoy reading *PULSE* but the way I learn the most is by visiting spas. I try and go to a different one every quarter.
- *Insider's Guide to Spa*
- *InStyle*
- *ISPA SmartBrief*
- issuu.com - spa category
- Kimberly Snyder podcast
- *La Nouvelle Esthétique*
- *Mary Bemis Insider*
- *Massage mag*
- *Men's Health*
- *New Beauty Magazine*
- Not really totally spa but wellness: *Thoughtfully Magazine*
- *Organic Spa Magazine*
- *Pulse*
- *Radical Candor* Kim Scott
- *Skin Inc.*
- *Spa Asia*
- *Spa Business*
- *Spa Business*
- *Spa Executive*
- *Tone it Up*
- Trent Munday blog and podcast
- Well+Good newsletter
- *Women's health*
- *World Spa and Wellness*
- *Yoga International*

Respondents were asked to share one thing keeps you up at night. Below you will find a sample of responses provided.

- 2018
- Achieve sustainable growth (both personal and for the company)
- All the little things that matter so much to the staff-Doing the best to get through the functionality and to-do list but still making time for the staff morale.
- Associates calling off

- Balancing work while staying true to myself
- Budget (4)
- Canadian Tax business tax changes--we may have to move our HQ to the US!
- Cash Flow (3)
- Client complaints, sexual harassment
- Colleague performance issues
- Creativity
- Decreasing sales price, increasing operational cost
- Difficult discussions that need to be had with staff
- Employee Engagement (3)
- Ensuring we remain busy so my team can pay their bills and have the comfort of knowing they are secure
- Everything, mostly employee problems
- Finances (5)
- Finding and retaining great staff- specifically Massage Therapists and Nail technicians
- Finding the next client
- Finding the right people and giving them the support they need to be successful
- Finding the right team members
- Finishing all my tasks.
- Finishing all projects in a timely manner
- Following up on everything!
- Getting fired
- Guest capture and retention and the bottom line
- Having enough massage therapists
- How can I be better?
- How can we improve our product while keeping with the original vision?
- How Conscious Spa Cultures can open one up to the Wellness, Health and Healing through Deep Sleep and Big Dreams
- How to make more money for my team and my site
- How to stay current
- Inability to resolve a client issue
- Innovation
- Inventory Management
- Keeping employees motivated and happy
- Lack of talent
- Leadership, management and marketing
- Maintenance issues
- Making online learning more experiential
- Making sure the schedule went out the night before
- Meeting Payroll
- My mind conveniently decides that I should be going through my list of projects I have yet to accomplish and how I should execute them. The uninterrupted peace and quiet are nice for late night brain storming but not for my under eyes.
- My next day's "To Do" list (4)
- My team's and partner's wellbeing.

- New foot traffic
- No- Thing-ness. Just waiting, watching and listening for nightly REM Dreams, their images, information and inspiration.
- Not finishing a report that is due the following day
- Nothing! It's called a work/life balance. I focus on work at work and then focus on home at home!
- Nothing, I sleep extremely well. I have Rest Rituals that I have developed over the years that allow me to let go and allow myself to disconnect. When I awake in the morning, I have clarity and energy to work through the days' demands.
- Numbers
- Overall team satisfaction and how to best keep morale inspired and in good perspective
- Performance and the ability of my team to earn a living off that performance
- Personalities and institutionalized dysfunction
- Personnel concerns
- Recruiting challenges
- Reinventing ourselves
- Remembering a task that didn't get completed that day
- Retail declining sales
- Revenue production and recruiting
- Revenue target
- Sales leads
- Sales! Staff productivity
- Scheduling and expenses
- Sick calls
- Staff and/or staffing (16)
- Supporting employees and their work/life balance while still driving revenue
- Team energy and happiness level
- Team morale
- That I am ultimately responsible for the livelihood of 39 people
- That I was a good leader that day
- The marketing plans for my business
- The never-ending list of things to do and staff morale
- The piles on my desk
- Thinking about all the unfinished work sitting on my desk (2)
- Thinking about how to stay consistently busy to keep my employees working, and attract new employees!
- Thinking about meeting our service and retail goals
- Thinking about promotions
- Time, not enough of it
- Too many deadlines leading to lack of focus
- Too much e-mail
- Training Supervisors to succeed
- Travel schedule
- Turning my mind off of new ideas.
- Unfinished project
- Unsatisfied guests.



- Watching TV
- What can I do to keep employees happy?