



SNAPSHOT SURVEY RESULTS REPORT

Quarterly Performance

JANUARY 2018

Quarterly Performance Survey Results

ISPA Snapshot Survey | January 2018

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 2017.

Growth continued overall for spa respondents in the fourth quarter of 2017 compared to the fourth quarter of 2016. The majority of spa respondents, 77 percent, had a positive gross revenue change when comparing these quarters, with 20 percent of resort/hotel spa respondents reporting a gross revenue increase between 20 and 50 percent. Similarly, the majority of resource partner respondents, 87 percent, had a positive gross revenue change over this time period.

Profit change increased for the majority of spa respondents as well, with 75 percent of respondents. Aligning with this, 57 percent of all spa respondents reported that spa visits were up when comparing the fourth quarter of 2017 with the fourth quarter of 2016.

Workforce changes were also more positive than negative as 51 percent of all spa respondents filled vacant positions only, 24 percent added new positions and only 4 percent implemented a hiring freeze. No respondents reported laying off employees. Similarly, 39 percent of resource partner respondents added new positions, 23 percent filled vacant positions only and only 2 percent laid off employees and no respondents implemented a hiring freeze.

In a new question for Snapshot Surveys analyzing quarterly performance, spa respondents were asked if they currently track treatment room occupancy metrics. About half of resort/hotel spa respondents do, at 47 percent, while just one in three day spas reported doing so.

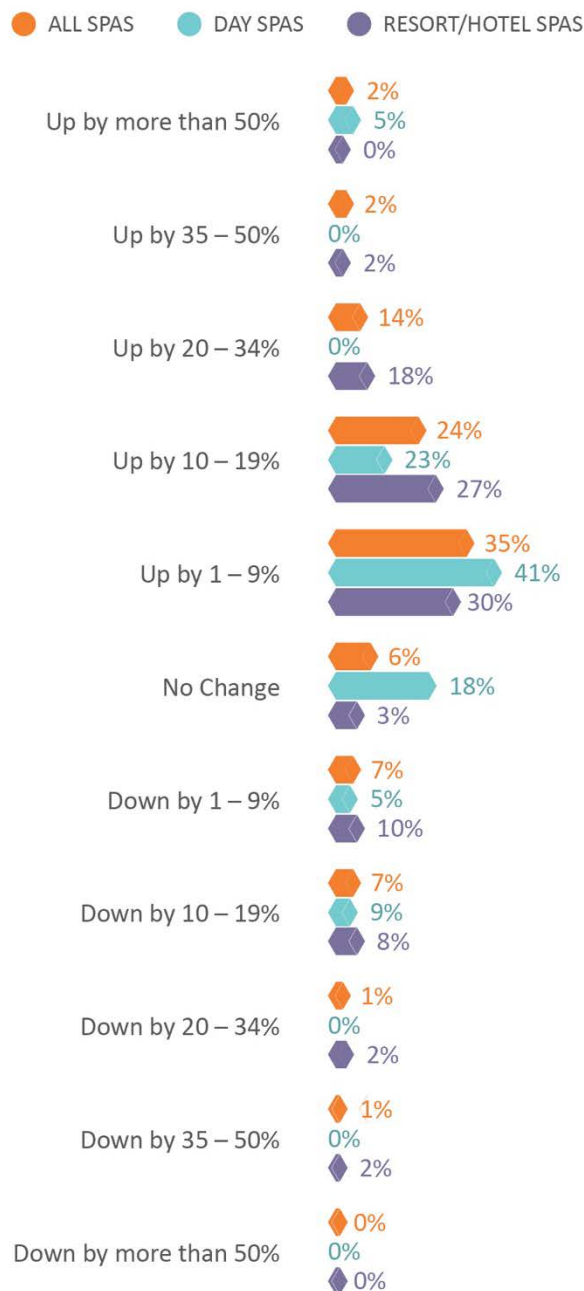
The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, January 19, 2018 to Friday, January 26, 2018. During this time, 242 ISPA members responded to the survey. The categories "all spas" and "ISPA Spa Members" referred to within this 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, 2017 – December 31, 2017 (fourth quarter).

What was your gross revenue change for the fourth quarter of 2017 compared to the fourth quarter of 2016?



Gross Revenue Change | All Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Up by more than 50%	6%	0%	1%	2%	1%	1%	2%	2%	2%
Up by 20-50%	17%	14%	17%	17%	19%	15%	19%	9%	16%
Up by 1-19%	52%	60%	51%	54%	58%	62%	53%	67%	59%
No change	10%	8%	12%	11%	8%	5%	7%	10%	6%
Down by 1-19%	15%	17%	16%	16%	11%	16%	18%	10%	14%
Down by 20-50%	2%	1%	3%	1%	3%	1%	0%	2%	2%
Down by more than 50%	0%	1%	1%	0%	0%	0%	0%	0%	0%

Gross Revenue Change | Day Spas

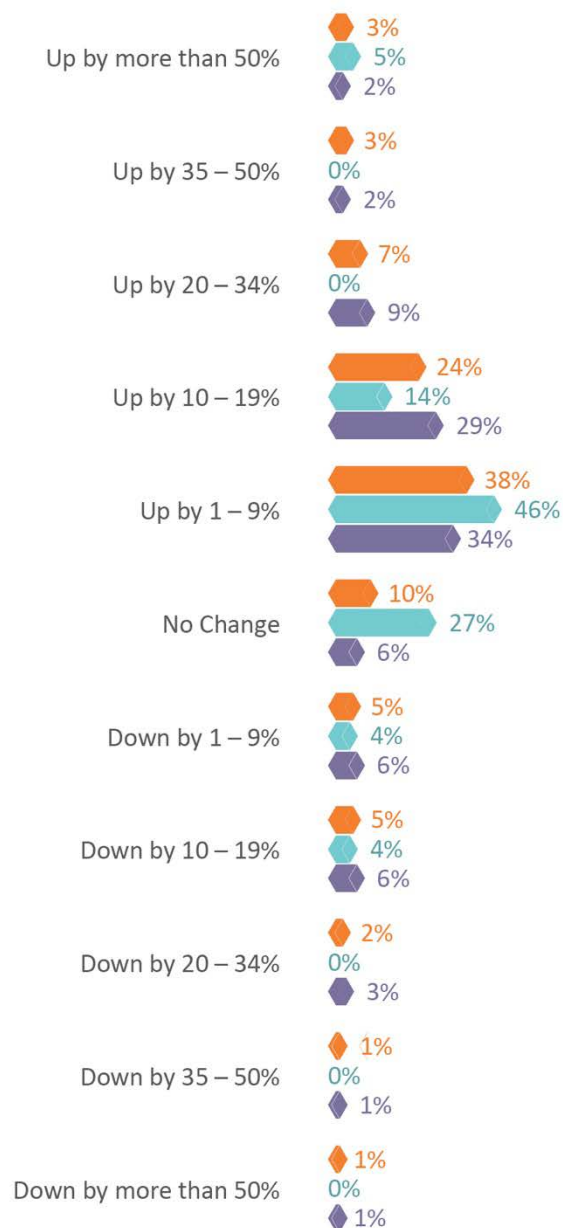
	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Up by more than 50%	11%	0%	4%	3%	3%	0%	3%	0%	5%
Up by 20-50%	23%	17%	20%	22%	22%	21%	13%	0%	0%
Up by 1-19%	47%	64%	42%	52%	52%	63%	58%	58%	64%
No change	4%	11%	18%	13%	13%	9%	16%	19%	18%
Down by 1-19%	15%	8%	13%	10%	10%	3%	7%	23%	14%
Down by 20-50%	0%	0%	2%	0%	0%	3%	3%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Revenue Change | Resort/Hotel Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Up by more than 50%	4%	0%	0%	1%	1%	1%	1%	3%	0%
Up by 20-50%	15%	13%	16%	16%	18%	12%	19%	12%	20%
Up by 1-19%	53%	57%	54%	54%	60%	59%	52%	70%	57%
No change	13%	6%	8%	10%	7%	4%	4%	6%	3%
Down by 1-19%	13%	22%	17%	18%	11%	23%	25%	7%	18%
Down by 20-50%	2%	1%	3%	1%	3%	0%	0%	3%	4%
Down by more than 50%	0%	1%	1%	0%	0%	0%	0%	0%	0%

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

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Gross Profit Change | All Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Up by more than 50%	5%	4%	3%	4%	3%	2%	1%	2%	3%
Up by 20-50%	15%	11%	12%	11%	16%	11%	19%	9%	10%
Up by 1-19%	52%	50%	49%	52%	55%	54%	52%	67%	62%
No change	13%	14%	19%	17%	11%	14%	13%	10%	10%
Down by 1-19%	13%	18%	16%	13%	13%	17%	17%	10%	10%
Down by 20-50%	3%	1%	1%	3%	2%	2%	1%	2%	3%
Down by more than 50%	1%	2%	1%	1%	0%	0%	0%	0%	1%

Gross Profit Change | Day Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Up by more than 50%	9%	6%	9%	5%	2%	3%	0%	0%	5%
Up by 20-50%	19%	6%	7%	14%	21%	18%	20%	0%	0%
Up by 1-19%	47%	47%	43%	44%	53%	47%	40%	58%	60%
No change	13%	25%	23%	22%	13%	9%	20%	19%	27%
Down by 1-19%	13%	17%	16%	10%	10%	21%	16%	23%	8%
Down by 20-50%	0%	0%	2%	6%	2%	3%	3%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Profit Change | Resort/Hotel Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Up by more than 50%	3%	3%	1%	4%	3%	1%	1%	3%	2%
Up by 20-50%	14%	14%	17%	9%	16%	7%	15%	12%	11%
Up by 1-19%	53%	48%	49%	57%	58%	58%	53%	70%	63%
No change	14%	10%	17%	14%	7%	17%	11%	6%	6%
Down by 1-19%	12%	20%	16%	13%	13%	15%	18%	7%	12%
Down by 20-50%	2%	1%	0%	1%	3%	1%	0%	3%	4%
Down by more than 50%	1%	3%	1%	1%	0%	0%	0%	0%	1%

How did your number of spa visits change for the fourth quarter of 2017 compared to the fourth 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

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Spa visits were up	71%	73%	65%	62%	69%	72%	64%	57%	57%
Spa visits were down	21%	17%	25%	24%	20%	20%	27%	22%	29%
No change	8%	10%	10%	14%	11%	7%	9%	21%	14%

Change in Spa Visits | Day Spas

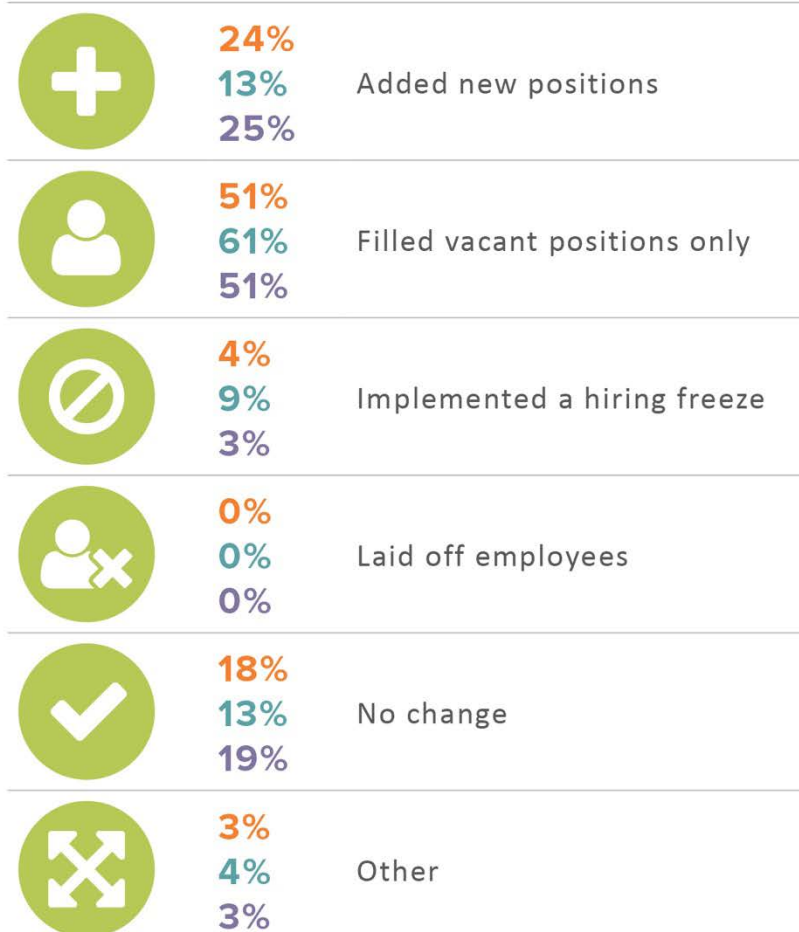
	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Spa visits were up	70%	69%	62%	62%	73%	76%	70%	43%	36%
Spa visits were down	17%	17%	22%	16%	12%	12%	20%	27%	36%
No change	13%	14%	16%	22%	15%	12%	10%	30%	27%

Change in Spa Visits | Resort/Hotel Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Spa visits were up	73%	73%	66%	62%	68%	69%	62%	63%	60%
Spa visits were down	22%	18%	26%	28%	24%	25%	29%	21%	31%
No change	5%	9%	8%	10%	9%	6%	9%	16%	9%

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

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Workforce Changes | All Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Added new positions	28%	29%	26%	29%	32%	23%	29%	29%	24%
Filled vacant positions only	41%	42%	41%	46%	38%	53%	48%	41%	51%
Implemented a hiring freeze	4%	2%	3%	2%	1%	2%	5%	2%	4%
Laid off employees	3%	1%	2%	1%	1%	1%	0%	2%	0%
No change	19%	23%	21%	19%	23%	19%	12%	18%	18%
Other	6%	4%	8%	3%	5%	3%	6%	8%	3%

Workforce Changes | Day Spas

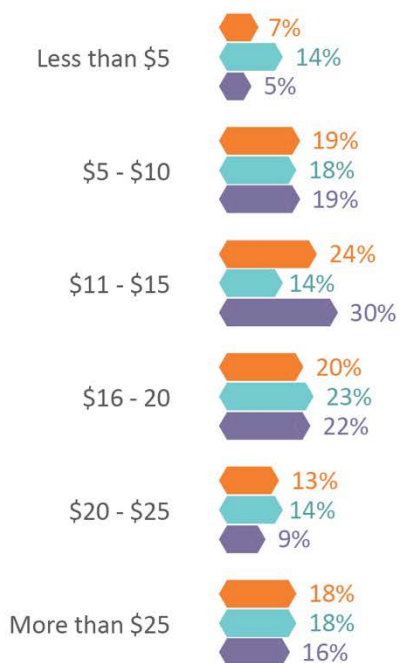
	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Added new positions	33%	31%	27%	40%	43%	20%	37%	16%	13%
Filled vacant positions only	30%	39%	36%	37%	35%	62%	57%	58%	61%
Implemented a hiring freeze	2%	0%	0%	3%	2%	3%	0%	3%	9%
Laid off employees	2%	0%	2%	0%	0%	3%	0%	3%	0%
No change	26%	25%	27%	16%	16%	9%	3%	10%	13%
Other	7%	6%	7%	5%	4%	3%	3%	10%	4%

Workforce Changes | Resort/Hotel Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Added new positions	27%	26%	26%	23%	27%	20%	21%	33%	25%
Filled vacant positions only	46%	45%	43%	51%	41%	52%	49%	36%	51%
Implemented a hiring freeze	3%	3%	5%	1%	1%	1%	6%	0%	3%
Laid off employees	3%	1%	1%	1%	1%	0%	0%	1%	0%
No change	16%	22%	17%	21%	25%	24%	17%	24%	19%
Other	6%	3%	9%	3%	5%	3%	7%	6%	3%

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

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Average Retail Revenue Per Treatment | All Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Less than \$5	8%	8%	14%	10%	10%	8%	6%	5%	7%
\$5 - \$10	25%	30%	26%	24%	21%	24%	22%	21%	19%
\$11 - \$15	29%	19%	26%	22%	24%	25%	25%	21%	24%
\$16 - \$20	14%	19%	8%	16%	14%	21%	15%	16%	20%
\$20 - 25	10%	13%	11%	11%	13%	10%	13%	14%	13%
More than \$25	15%	11%	16%	17%	19%	12%	20%	22%	18%

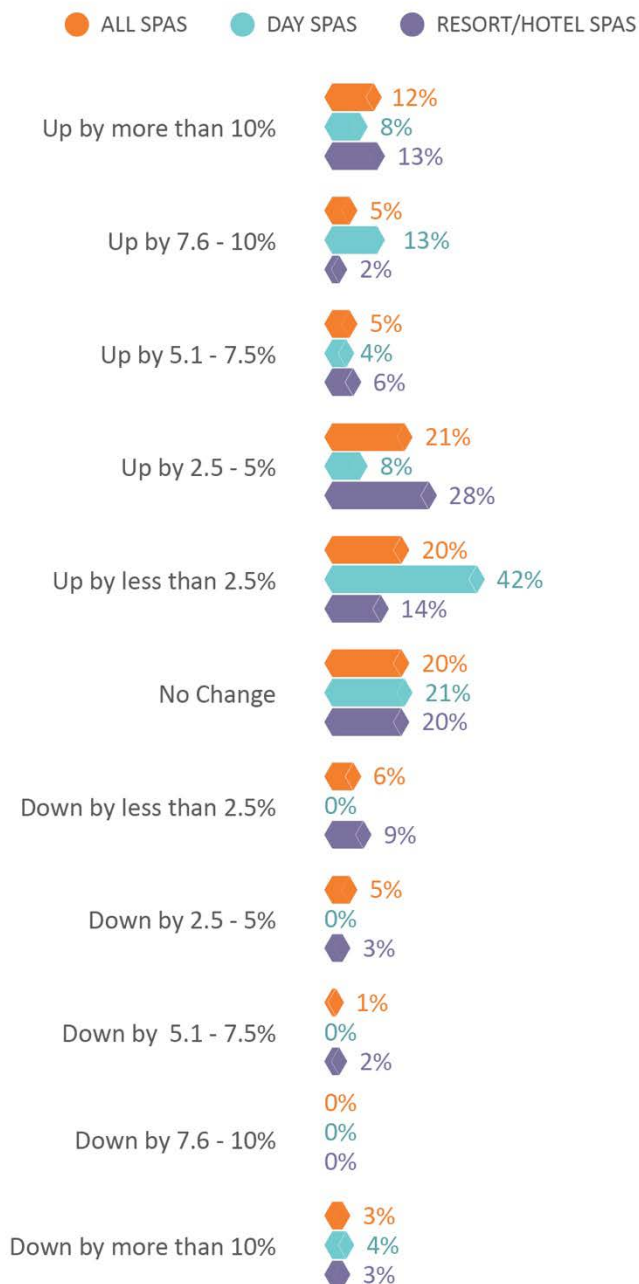
Average Retail Revenue Per Treatment | Day Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Less than \$5	13%	6%	7%	13%	11%	6%	3%	7%	14%
\$5 - \$10	28%	34%	24%	21%	15%	18%	38%	24%	18%
\$11 - \$15	32%	9%	24%	21%	22%	27%	24%	24%	14%
\$16 - \$20	15%	11%	10%	16%	15%	18%	7%	17%	23%
\$20 - 25	2%	17%	17%	11%	15%	15%	10%	3%	14%
More than \$25	11%	23%	19%	18%	22%	15%	17%	24%	18%

Average Retail Revenue Per Treatment | Resort/Hotel Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Less than \$5	5%	9%	15%	8%	9%	9%	6%	6%	5%
\$5 - \$10	26%	26%	31%	24%	22%	25%	13%	22%	19%
\$11 - \$15	29%	24%	29%	25%	26%	25%	25%	22%	30%
\$16 - \$20	14%	24%	7%	15%	13%	23%	21%	15%	22%
\$20 - 25	12%	11%	8%	11%	12%	9%	15%	18%	9%
More than \$25	14%	7%	9%	17%	18%	10%	19%	18%	16%

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



Change in Retail Revenue Per Treatment | All Spas

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

Change in Retail Revenue Per Treatment | Day Spas

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Up by more than 10%	6%	17%	11%	8%	6%	9%	10%	3%	8%
Up by 7.6 - 10%	2%	0%	7%	5%	13%	3%	0%	0%	13%
Up by 5.1 - 7.5%	13%	14%	7%	8%	8%	6%	3%	7%	4%
Up by 2.5 - 5%	17%	11%	13%	16%	27%	15%	21%	21%	8%
Up by less than 2.5%	19%	19%	22%	14%	4%	24%	14%	10%	42%
No Change	26%	19%	24%	32%	27%	21%	10%	24%	21%
Down by less than 2.5%	11%	17%	9%	8%	6%	12%	21%	14%	0%
Down by 2.5 - 5%	4%	3%	4%	3%	2%	9%	10%	14%	0%
Down by 5.1 - 7.5%	0%	0%	0%	3%	0%	0%	7%	0%	0%
Down by 7.6 - 10%	2%	0%	0%	3%	0%	0%	0%	3%	0%
Down by more than 10%	0%	0%	2%	0%	6%	0%	3%	3%	4%

Change in Retail Revenue Per Treatment | Resort/Hotel Spas

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

Does your spa currently track treatment room occupancy metrics?



YES: **46%**

NO: **50%**

DO NOT KNOW: **4%**



YES: **33%**

NO: **63%**

DO NOT KNOW: **4%**



YES: **47%**

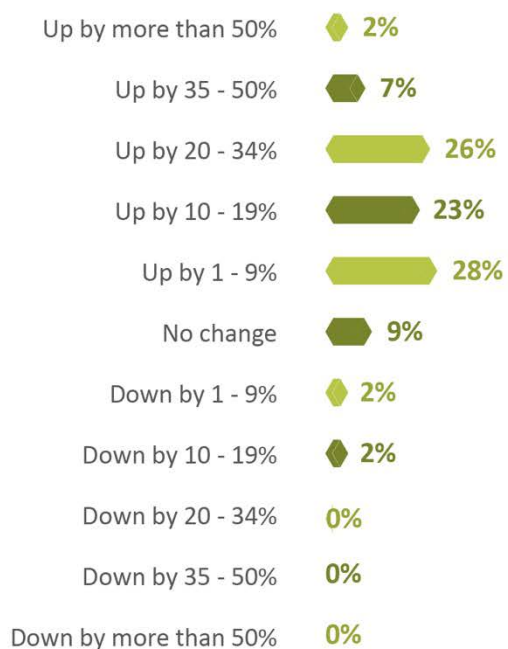
NO: **50%**

DO NOT KNOW: **3%**

ISPA RESOURCE PARTNERS

All survey responses should be provided for the period of October 1, 2017 – December 31, 2017 (fourth quarter).

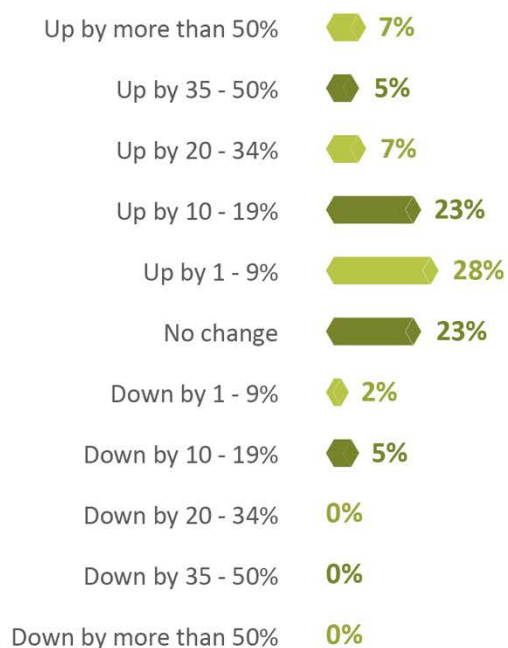
What was your gross revenue change for the fourth quarter of 2017 compared to the fourth quarter of 2016?



Gross Revenue Change | Resource Partners

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Up by more than 50%	8%	3%	13%	5%	4%	3%	7%	13%	2%
Up by 20 - 50%	25%	30%	27%	28%	32%	38%	24%	19%	33%
Up by 1 - 19%	46%	45%	36%	47%	52%	38%	37%	37%	51%
No change	13%	10%	16%	13%	8%	10%	24%	25%	9%
Down by 1 - 19%	8%	10%	9%	8%	4%	7%	10%	4%	4%
Down by 20 - 50%	0%	3%	0%	0%	0%	0%	0%	2%	0%
Down by more than 50%	0%	0%	0%	0%	0%	3%	0%	0%	0%

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



Profit Change | Resource Partners

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Up by more than 50%	5%	3%	13%	5%	2%	7%	6%	0%	7%
Up by 20 - 50%	16%	13%	16%	19%	22%	27%	17%	25%	12%
Up by 1 - 19%	52%	53%	47%	42%	55%	34%	40%	45%	51%
No change	21%	20%	16%	24%	21%	28%	29%	21%	23%
Down by 1 - 19%	8%	7%	9%	10%	0%	0%	9%	7%	7%
Down by 20 - 50%	0%	3%	0%	0%	0%	0%	0%	2%	0%
Down by more than 50%	0%	0%	0%	0%	0%	3%	0%	0%	0%

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



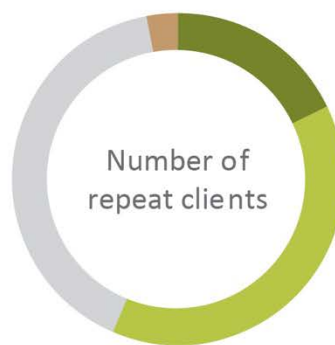
Workforce Changes | Resource Partners

	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017
Added new positions	39%	40%	52%	56%	43%	46%	42%	45%	39%
Filled vacant positions only	21%	20%	20%	15%	18%	11%	6%	14%	23%
Implemented a hiring freeze	0%	0%	4%	0%	4%	7%	0%	2%	0%
Laid off employees	3%	3%	4%	0%	0%	0%	2%	4%	2%
No change	39%	33%	20%	26%	31%	36%	49%	30%	36%
Other	0%	3%	0%	3%	4%	0%	2%	5%	0%

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 2017 compared to the fourth quarter of 2016?



Up more than 15%	21%
Up 1 - 15%	67%
No Change	10%
Down 1 - 15%	2%
Down more than 15%	0%



Up more than 15%	18%
Up 1 - 15%	39%
No Change	41%
Down 1 - 15%	3%
Down more than 15%	0%



Up more than 15%	0%
Up 1 - 15%	18%
No Change	74%
Down 1 - 15%	8%
Down more than 15%	0%



Up more than 15%	3%
Up 1 - 15%	30%
No Change	68%
Down 1 - 15%	0%
Down more than 15%	0%

ALL ISPA MEMBERS

Respondents were asked if they have decided to implement anything new within their daily work routine (i.e. new strategy for managing emails, time management, being present, etc.) for the new year. A sampling of responses can be found below.

- As an owner, we plan to improve delegation to key staff members. we understand the success comes from the "top down," and hope to further develop processes that allow for staff consistency and follow through without confusion.
- Being present and reducing stress.
- Being present.
- Better time management.
- Bigger growth.
- Building funnels to drive new clients through a customer journey that they would like to be a part of.
- Challenge is staying connected while working remotely. Implemented daily check-in call with my entire team (sometimes last no more than 10 min) just to discuss priorities for the day and check in with them on a more personal level (plans for the weekend, exciting movie or book they have recently seen or read).
- For 2018 my goal is to be more present and proactive with the team. I plan to purposely be on the floor more and to try to spend more time being proactive than reactive with problems.
- Having more cross-departmental meetings to check-in and synchronize our efforts between departments.
- I am working on being more positive with my staff and encouraging and building them up. Reading Simon Sinek books!
- I do a breathing exercise when I drive into work. it helps me calm my energy, regenerate, focus and clear away some of the stresses that begin to brew as I head in for a full day.
- I have been making time to sit down with every therapist and team member and have some quality one on one time. I think it has really been very beneficial for all of my team. It seems to bring forward any possible problems before they can have a negative impact on my team.
- I have implemented Tina's 20 Minutes. Every 20 minutes I look away from my computer, have a glass of water and go for a brief walk around my factory. Makes sure that I drink enough and that I rest my eyes and connect with my staff. We tend to get immersed in what we are doing and do not realize how long we actually sit still at a desk.
- I have started making a list the night before, of the tasks that I have to get done the next day, as well as what I want to get done the next day. I have also started keeping a whiteboard on the wall of items that I would like to get to this month, such as newsletters, special promos, etc. I have also made it a point to start writing at least one thank you card or thinking of you card per day.
- I'd like to implement a set protocol for practicals and new hires.
- It's easy to come into work and get caught up with the daily operation, losing focus on tasks while keeping a positive presence. This year I have created a check list that is posted on a board across from my desk of what I want to get done before a certain time. For me it's before lunch and it starts in my car on my way to work by listening to a motivational speaker; review certain reports, return calls and respond to emails, walk around the spa & sports club making connections with associates and also ensuring that areas are up to standard.
- Joined a gym and am scheduling appointments at least 2 times per week with a trainer to keep me honest.
- Keep email and phone notifications off and check phone and email at preset times only. Use phone calls for urgent messages.

- Key strategic focus is to increase content marketing online and in social media outreach. We will also engage consumers through beauty influencers and enthusiasts who have a larger database of end-consumers than those that may follow any single brand.
- More webinar trainings. Increased management staff for better coverage. More front desk training for Four Diamond Presentation.
- My goal for the upcoming year is to manage time better. Recently, my responsibilities have branched over to fitness, so managing my time efficiently is important. Also, we have a renovation that will be starting in the summer so my time for myself is needed.
- New circulation manager.
- New strategies for time management, treatment and retail sales strategies up selling and sell through, new treatments and product knowledge.
- No more to do lists on paper, all ideas are scheduled on my daily planner. That way it is part of my daily schedule as opposed to being on a to do list with more duties that might get overlooked.
- Our theme of the year is "back to basics". We are going to focus on our core purpose and values and allow all the distractions we have collected over the years to dissolve.
- Partnered with vacation rental companies.
- Personal creativity.
- Redefine new expectations for staff and leadership. Continue to increase productivity.
- Remember to take breaks in my day and get up from my desk! Take a deep breath, recharge, refocus and connect with my team.
- Since we receive so many e-mails with little legitimate business interest, we will have our address removed from those data bases. For relevant e-mails, we will set our goal to respond within 24 hrs.
- Speak less and listen more.
- Start each day with new business development outreach.
- The Staff is focusing on cross promotion, introducing their current guests to other services we offer at a 20% discount for their first time.
- This year is all about your "why" in our spa, trying to help service providers connect with what they love about our industry.
- Time management in the sense that I will not stress over less time worked.
- Time management, hopefully to keep me from arriving at the end of each month with too many deadlines creating undo stress and anxiety.
- To utilize a CRM system in order to identify the characteristics of potential leads and customers.
- Using a marketing calendar to assign tasks and not have to stress daily about what you are posting.
- VIP membership program.
- We are going to start elevating our hiring process and onboarding with a genuine warm welcome prior to starting with an email-text video from the team welcoming our new associate on board. We are also going to improve our employee relations tracker providing a complete snap shot of each employee to include attendance records, records of discussion, service providers' average check, retail sales, number of enhancements, any incentives won, goals created and updates, guest feedback mentions and average rating, employee of the month nominations, trainings attended, trainings needed etc.
- We are having a competition on wowing each and every client from the moment they walk through the door until they exit, just truly going the extra mile. January 19th, and the staff is still going strong!
- We are implementing a new CRM software to allow us to manage our leads better and to offer overall better customer service thought regimented service calls.

- We are implementing team building exercises quarterly. Every manager will have a budget allocated for their team and can choose an activity that best fits their needs at the time.
- We are revamping our management offices. We are changing to shared standing desks and a small sitting area instead of every manager having her own desk. I believe this will generate more energy and action every day and will rejuvenate our staff. I also think it will level the playing field as the Spa Director down to leads of departments will all share the same space and desks. I think this will make leadership positions feel more attainable to our entire staff which is important for our growth.
- We are taking advantage of trade shows and a virtual showroom to cater to the needs / budget of the buyers - easy to review online with no need to travel to and from product shows.
- We are working on daily specials and trying to get people in the door. Business has been very slow lately and we are hoping for it to pick up.
- We have a strong fitness membership and our team recognizes and greets our members. This year we are starting to introduce ourselves to guests we do not recognize, ask their name, and then ask with name usage how we can enhance their experience within our spa/fitness center or the hotel overall.
- We have completely changed our retail mix. We still have our product lines but have heavily increased gifts and accessories and have seen a 34% first quarter increase. We also partnered with Ann Patton to assist us with recommendations and selection.
- We have initiated periodic Mindful Monday and Wellness Wednesday company-wide emails and "mini-breaks" deskside. Great way to lessen stress and build team spirit.
- We plan to increase our educational outreach through print, webinars, trade show seminars and field representatives who will provide onsite product training and product education directly to guests and consumers.