



SNAPSHOT SURVEY RESULTS REPORT

Quarterly Performance

10-Year Anniversary

OCTOBER 2018

Quarterly Performance (10-Year Anniversary) Results

ISPA Snapshot Survey | October 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 October 2018 Snapshot Survey inquired about performance in the third quarter, as well as additional questions about members' history in the spa industry in celebration of the 10-year anniversary of the first ISPA Snapshot Survey in October 2008.

Growth in the third quarter of 2018 continued once again in the spa industry. Less than one in five spa respondents (19 percent) reported a decrease in gross revenue change for the third quarter of 2018 compared to the third quarter of 2017. Similarly, only nine percent of resource partner respondents reported a decrease when analyzing the same two quarters.

Profit change trended in a positive direction as well with only 18 percent of all spa respondents experiencing a decreased when comparing the third quarter of 2018 to the third quarter of 2017. For resource partners, this same segment was only 13 percent of respondents.

Spa visits were up for over half (55 percent) of all spa respondents, with 31 percent reporting they were down. This number was higher for day spa respondents at 64 percent, compared to 54 percent for resort and hotel spa respondents.

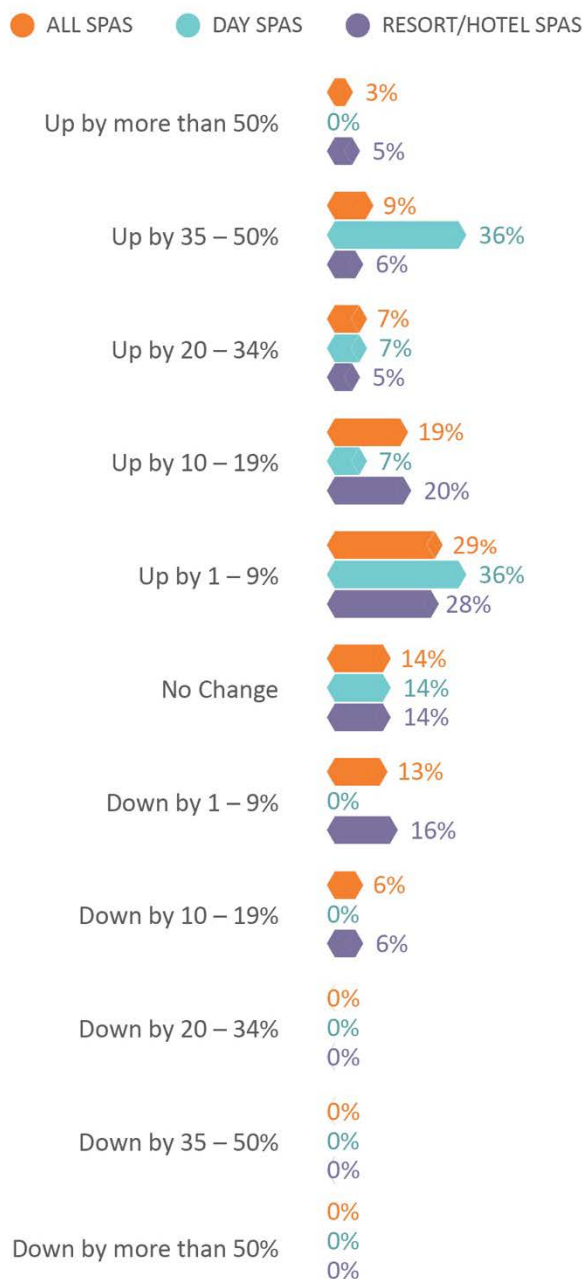
In addition to this quarterly analysis, respondents were asked a series of questions about their careers in the spa industry to recognize the 10th anniversary of the ISPA Snapshot Survey. The majority of respondents (81 percent) responded as either satisfied or very satisfied as their current job satisfaction level. Respondents also identified valuable pieces for their ISPA peers and shared messages of gratitude for those who've impacted their careers.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, October 19, 2018 to Friday, October 26, 2018. During this time, 211 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 were provided for the period of July 1, 2018 – September 30, 2018 (third quarter). What was your gross revenue change for the third quarter of 2018 compared to the third quarter of 2017?



Gross Revenue Change | All Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Up by more than 50%	2%	1%	1%	2%	2%	2%	2%	4%	3%
Up by 20-50%	17%	19%	15%	19%	9%	16%	16%	8%	16%
Up by 1-19%	54%	58%	62%	53%	67%	59%	60%	63%	48%
No change	11%	8%	5%	7%	10%	6%	8%	1%	14%
Down by 1-19%	16%	11%	16%	18%	10%	14%	13%	22%	19%
Down by 20-50%	1%	3%	1%	0%	2%	2%	1%	1%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Revenue Change | Day Spas

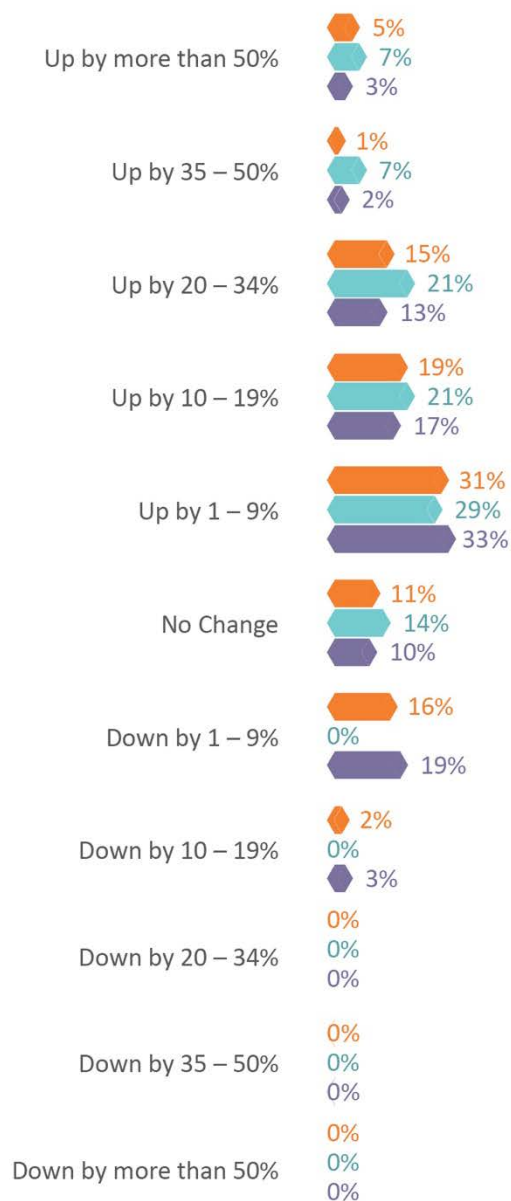
	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Up by more than 50%	3%	3%	0%	3%	0%	5%	10%	0%	0%
Up by 20-50%	22%	22%	21%	13%	0%	0%	5%	13%	43%
Up by 1-19%	52%	52%	63%	58%	58%	64%	70%	80%	43%
No change	13%	13%	9%	16%	19%	18%	15%	0%	14%
Down by 1-19%	10%	10%	3%	7%	23%	14%	0%	7%	0%
Down by 20-50%	0%	0%	3%	3%	0%	0%	0%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Revenue Change | Resort/Hotel Spas

	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	3rd Qtr 2018
Up by more than 50%	1%	1%	1%	3%	0%	0%	0%	6%	5%
Up by 20-50%	18%	12%	19%	12%	20%	20%	21%	8%	11%
Up by 1-19%	60%	59%	52%	70%	57%	57%	52%	56%	48%
No change	7%	4%	4%	6%	3%	3%	8%	2%	14%
Down by 1-19%	11%	23%	25%	7%	18%	18%	18%	27%	22%
Down by 20-50%	3%	0%	0%	3%	4%	4%	2%	2%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

What was your profit change for the third quarter of 2018 compared to the third quarter of 2017?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Gross Profit Change | All Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Up by more than 50%	4%	3%	2%	1%	2%	3%	4%	4%	5%
Up by 20-50%	11%	16%	11%	19%	9%	10%	17%	17%	16%
Up by 1-19%	52%	55%	54%	52%	67%	62%	57%	56%	50%
No change	17%	11%	14%	13%	10%	10%	12%	13%	11%
Down by 1-19%	13%	13%	17%	17%	10%	10%	8%	9%	18%
Down by 20-50%	3%	2%	2%	1%	2%	3%	1%	1%	0%
Down by more than 50%	1%	0%	0%	0%	0%	1%	0%	1%	0%

Gross Profit Change | Day Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Up by more than 50%	5%	2%	3%	0%	0%	5%	16%	0%	7%
Up by 20-50%	14%	21%	18%	20%	0%	0%	11%	20%	28%
Up by 1-19%	44%	53%	47%	40%	58%	60%	47%	80%	50%
No change	22%	13%	9%	20%	19%	27%	21%	0%	14%
Down by 1-19%	10%	10%	21%	16%	23%	8%	5%	0%	0%
Down by 20-50%	6%	2%	3%	3%	0%	0%	0%	0%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Gross Profit Change | Resort/Hotel Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Up by more than 50%	4%	3%	1%	1%	3%	2%	1%	6%	3%
Up by 20-50%	9%	16%	7%	15%	12%	11%	21%	18%	15%
Up by 1-19%	57%	58%	58%	53%	70%	63%	58%	49%	50%
No change	14%	7%	17%	11%	6%	6%	8%	15%	10%
Down by 1-19%	13%	13%	15%	18%	7%	12%	10%	10%	22%
Down by 20-50%	1%	3%	1%	0%	3%	4%	2%	2%	0%
Down by more than 50%	1%	0%	0%	0%	0%	1%	0%	2%	0%

How did your number of spa visits change for the third quarter of 2018 compared to the third quarter of 2017?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS

SPA VISITS WERE UP



SPA VISITS WERE DOWN



NO CHANGE



Change in Spa Visits | All Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Spa visits were up	62%	69%	72%	64%	57%	57%	72%	62%	55%
Spa visits were down	24%	20%	20%	27%	22%	29%	19%	31%	31%
No change	14%	11%	7%	9%	21%	14%	9%	7%	14%

Change in Spa Visits | Day Spas

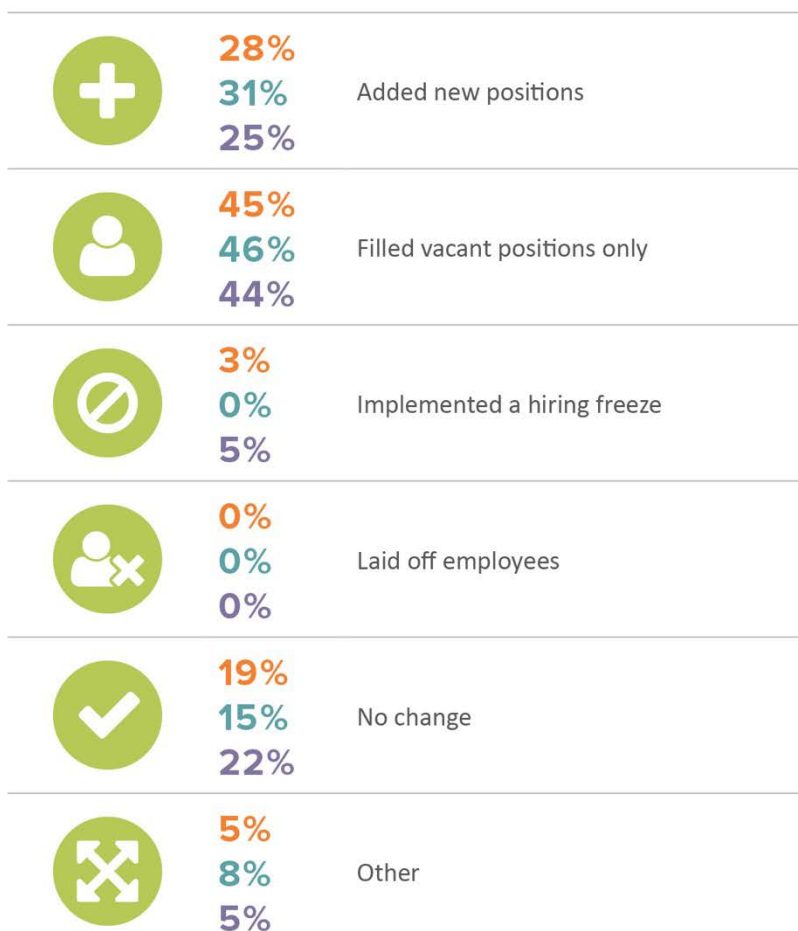
	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Spa visits were up	62%	73%	76%	70%	43%	36%	78%	80%	64%
Spa visits were down	16%	12%	12%	20%	27%	36%	11%	13%	21%
No change	22%	15%	12%	10%	30%	27%	11%	7%	14%

Change in Spa Visits | Resort/Hotel Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Spa visits were up	62%	68%	69%	62%	63%	60%	72%	55%	54%
Spa visits were down	28%	24%	25%	29%	21%	31%	20%	38%	32%
No change	10%	9%	6%	9%	16%	9%	8%	7%	14%

Which of the following best describes your workforce changes for the third quarter of 2018?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Workforce Changes | All Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Added new positions	29%	32%	23%	29%	29%	24%	25%	30%	28%
Filled vacant positions only	46%	38%	53%	48%	41%	51%	40%	43%	45%
Implemented a hiring freeze	2%	1%	2%	5%	2%	4%	4%	4%	3%
Laid off employees	1%	1%	1%	0%	2%	0%	0%	0%	0%
No change	19%	23%	19%	12%	18%	18%	21%	18%	19%
Other	3%	5%	3%	6%	8%	3%	10%	5%	5%

Workforce Changes | Day Spas

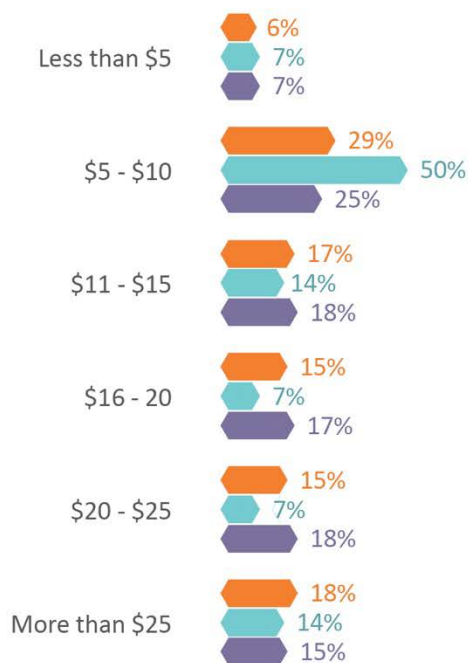
	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Added new positions	40%	43%	20%	37%	16%	13%	26%	7%	31%
Filled vacant positions only	37%	35%	62%	57%	58%	61%	42%	60%	46%
Implemented a hiring freeze	3%	2%	3%	0%	3%	9%	0%	0%	0%
Laid off employees	0%	0%	3%	0%	3%	0%	0%	0%	0%
No change	16%	16%	9%	3%	10%	13%	26%	27%	15%
Other	5%	4%	3%	3%	10%	4%	5%	7%	8%

Workforce Changes | Resort/Hotel Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Added new positions	23%	27%	20%	21%	33%	25%	23%	38%	25%
Filled vacant positions only	51%	41%	52%	49%	36%	51%	41%	40%	44%
Implemented a hiring freeze	1%	1%	1%	6%	0%	3%	6%	6%	5%
Laid off employees	1%	1%	0%	0%	1%	0%	0%	0%	0%
No change	21%	25%	24%	17%	24%	19%	18%	13%	22%
Other	3%	5%	3%	7%	6%	3%	12%	4%	5%

What was your spa's average retail revenue per treatment for the third quarter of 2018?

● ALL SPAS ● DAY SPAS ● RESORT/HOTEL SPAS



Average Retail Revenue Per Treatment | All Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Less than \$5	10%	10%	8%	6%	5%	7%	9%	6%	6%
\$5 - \$10	24%	21%	24%	22%	21%	19%	25%	20%	29%
\$11 - \$15	22%	24%	25%	25%	21%	24%	23%	27%	17%
\$16 - \$20	16%	14%	21%	15%	16%	20%	11%	16%	15%
\$20 - 25	11%	13%	10%	13%	14%	13%	18%	14%	15%
More than \$25	17%	19%	12%	20%	22%	18%	14%	17%	18%

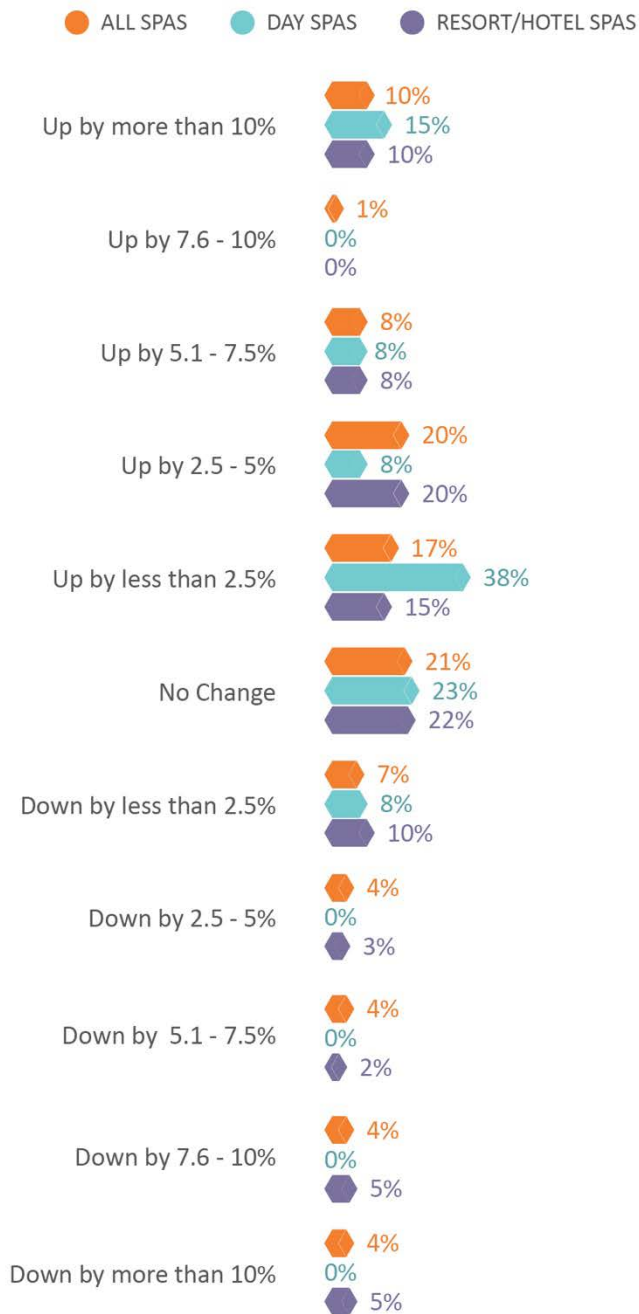
Average Retail Revenue Per Treatment | Day Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Less than \$5	13%	11%	6%	3%	7%	14%	16%	0%	7%
\$5 - \$10	21%	15%	18%	38%	24%	18%	37%	21%	50%
\$11 - \$15	21%	22%	27%	24%	24%	14%	11%	36%	14%
\$16 - \$20	16%	15%	18%	7%	17%	23%	16%	14%	7%
\$20 - 25	11%	15%	15%	10%	3%	14%	10%	0%	7%
More than \$25	18%	22%	15%	17%	24%	18%	10%	29%	14%

Average Retail Revenue Per Treatment | Resort/Hotel Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Less than \$5	8%	9%	9%	6%	6%	5%	6%	8%	7%
\$5 - \$10	24%	22%	25%	13%	22%	19%	25%	22%	25%
\$11 - \$15	25%	26%	25%	25%	22%	30%	25%	26%	18%
\$16 - \$20	15%	13%	23%	21%	15%	22%	9%	16%	17%
\$20 - 25	11%	12%	9%	15%	18%	9%	20%	18%	18%
More than \$25	17%	18%	10%	19%	18%	16%	14%	12%	15%

What was your spa's change in retail revenue per treatment for the third quarter of 2018 in comparison to the third quarter of 2017?



Change in Retail Revenue Per Treatment | All Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Up by more than 10%	8%	9%	6%	11%	9%	12%	13%	7%	10%
Up by 7.6 - 10%	6%	7%	4%	4%	4%	5%	5%	6%	1%
Up by 5.1 - 7.5%	13%	8%	8%	5%	9%	5%	11%	7%	8%
Up by 2.5 - 5%	16%	23%	16%	21%	20%	21%	15%	21%	20%
Up by less than 2.5%	18%	12%	20%	22%	16%	20%	12%	14%	17%
No Change	19%	23%	25%	14%	18%	20%	26%	21%	21%
Down by less than 2.5%	8%	10%	12%	12%	14%	6%	6%	14%	7%
Down by 2.5 - 5%	6%	4%	5%	7%	7%	5%	3%	6%	4%
Down by 5.1 - 7.5%	4%	1%	2%	2%	0%	1%	1%	0%	4%
Down by 7.6 - 10%	3%	1%	2%	0%	3%	0%	3%	0%	4%
Down by more than 10%	1%	2%	0%	4%	2%	3%	5%	3%	4%

Change in Retail Revenue Per Treatment | Day Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Up by more than 10%	8%	6%	9%	10%	3%	8%	10%	14%	15%
Up by 7.6 - 10%	5%	13%	3%	0%	0%	13%	10%	7%	0%
Up by 5.1 - 7.5%	8%	8%	6%	3%	7%	4%	10%	14%	8%
Up by 2.5 - 5%	16%	27%	15%	21%	21%	8%	15%	14%	8%
Up by less than 2.5%	14%	4%	24%	14%	10%	42%	5%	21%	38%
No Change	32%	27%	21%	10%	24%	21%	45%	7%	23%
Down by less than 2.5%	8%	6%	12%	21%	14%	0%	0%	7%	8%
Down by 2.5 - 5%	3%	2%	9%	10%	14%	0%	0%	7%	0%
Down by 5.1 - 7.5%	3%	0%	0%	7%	0%	0%	0%	0%	0%
Down by 7.6 - 10%	3%	0%	0%	0%	3%	0%	0%	0%	0%
Down by more than 10%	0%	6%	0%	3%	3%	4%	5%	7%	0%

Change in Retail Revenue Per Treatment | Resort/Hotel Spas

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Up by more than 10%	8%	10%	4%	10%	12%	13%	15%	6%	10%
Up by 7.6 - 10%	7%	4%	3%	6%	6%	2%	2%	6%	0%
Up by 5.1 - 7.5%	15%	7%	9%	6%	9%	6%	12%	4%	8%
Up by 2.5 - 5%	15%	21%	18%	21%	19%	28%	13%	25%	20%
Up by less than 2.5%	19%	16%	18%	27%	19%	14%	12%	12%	15%
No Change	11%	20%	27%	13%	14%	20%	22%	25%	22%
Down by less than 2.5%	8%	13%	13%	9%	13%	9%	9%	16%	10%
Down by 2.5 - 5%	8%	4%	3%	4%	6%	3%	3%	4%	3%
Down by 5.1 - 7.5%	6%	2%	3%	0%	0%	2%	2%	0%	2%
Down by 7.6 - 10%	1%	2%	1%	0%	3%	0%	4%	0%	5%
Down by more than 10%	1%	0%	0%	4%	0%	3%	6%	2%	5%

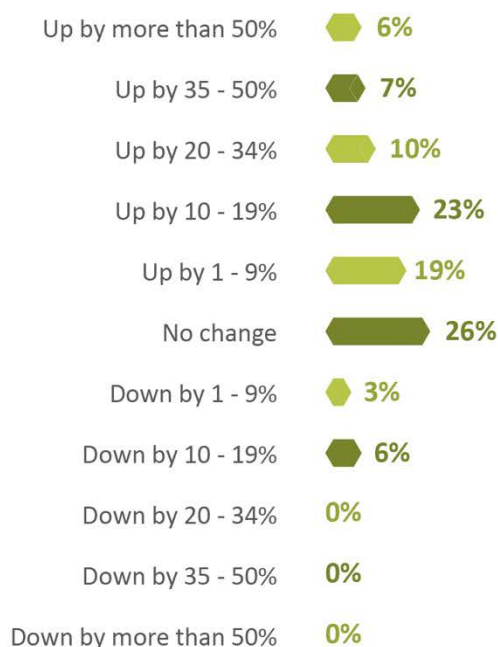
Which of the following, if any, did your spa do during the third quarter? Respondents were asked to select all that apply.

RESPONSE	ALL SPAS	DAY SPAS	HOTEL/ RESORT SPAS
Added a new treatment to the spa menu	47%	39%	48%
Added a new brand/product line to the retail lineup	59%	31%	66%
Updated or changed the spa's software	8%	15%	8%
Invested in a marketing promotion or campaign	33%	54%	25%
None of the above	15%	15%	14%

ISPA RESOURCE PARTNERS

All survey responses were provided for the period of July 1, 2018 – September 30, 2018 (third quarter).

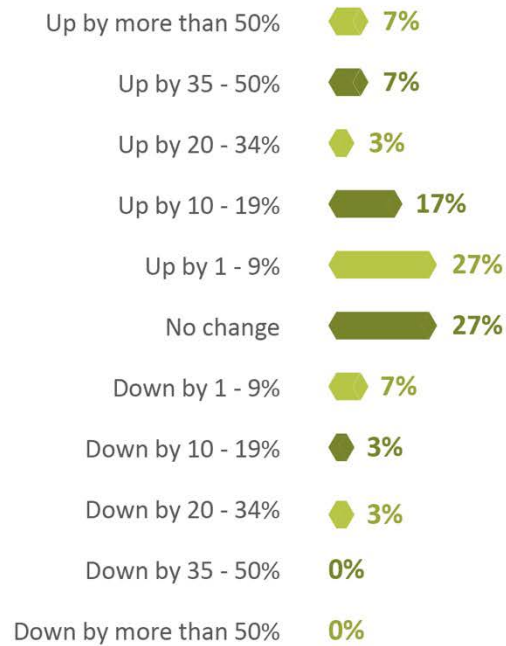
What was your gross revenue change for the third quarter of 2018 compared to the third quarter of 2017?



Gross Revenue Change | Resource Partners

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Up by more than 50%	5%	4%	3%	7%	13%	2%	3%	14%	6%
Up by 20 - 50%	28%	32%	38%	24%	19%	33%	24%	23%	17%
Up by 1 - 19%	47%	52%	38%	37%	37%	51%	42%	36%	42%
No change	13%	8%	10%	24%	25%	9%	21%	14%	26%
Down by 1 - 19%	8%	4%	7%	10%	4%	4%	6%	11%	9%
Down by 20 - 50%	0%	0%	0%	0%	2%	0%	5%	3%	0%
Down by more than 50%	0%	0%	3%	0%	0%	0%	0%	0%	0%

What was your profit change for the third quarter of 2018 compared to the third quarter of 2017?



Profit Change | Resource Partners

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Up by more than 50%	5%	2%	7%	6%	0%	7%	5%	8%	7%
Up by 20 - 50%	19%	22%	27%	17%	25%	12%	21%	17%	10%
Up by 1 - 19%	42%	55%	34%	40%	45%	51%	44%	45%	44%
No change	24%	21%	28%	29%	21%	23%	18%	19%	27%
Down by 1 - 19%	10%	0%	0%	9%	7%	7%	10%	11%	10%
Down by 20 - 50%	0%	0%	0%	0%	2%	0%	3%	0%	3%
Down by more than 50%	0%	0%	3%	0%	0%	0%	0%	0%	0%

Which of the following best describes your workforce changes for the third quarter of 2018?



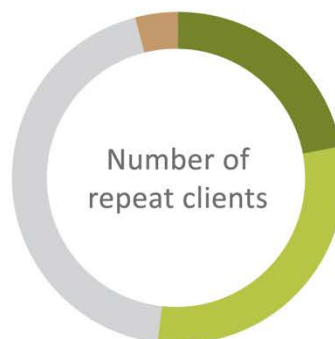
Workforce Changes | Resource Partners

	3rd Qtr 2016	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018
Added new positions	56%	43%	46%	42%	45%	39%	39%	40%	26%
Filled vacant positions only	15%	18%	11%	6%	14%	23%	8%	14%	13%
Implemented a hiring freeze	0%	4%	7%	0%	2%	0%	5%	0%	3%
Laid off employees	0%	0%	0%	2%	4%	2%	0%	3%	3%
No change	26%	31%	36%	49%	30%	36%	49%	43%	52%
Other	3%	4%	0%	2%	5%	0%	0%	0%	3%

What percent increase or decrease did you see in your number of new accounts, repeat clients, account closures and international accounts for the third quarter of 2018 compared to the third quarter of 2017?



Up more than 15%	36%
Up 1 - 15%	44%
No Change	19%
Down 1 - 15%	6%
Down more than 15%	0%



Up more than 15%	22%
Up 1 - 15%	30%
No Change	44%
Down 1 - 15%	4%
Down more than 15%	0%

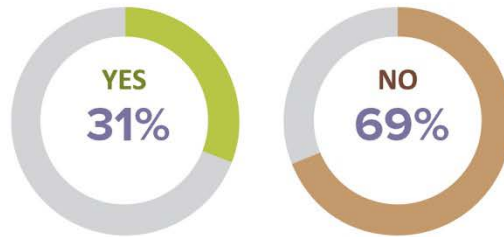


Up more than 15%	0%
Up 1 - 15%	11%
No Change	79%
Down 1 - 15%	11%
Down more than 15%	0%



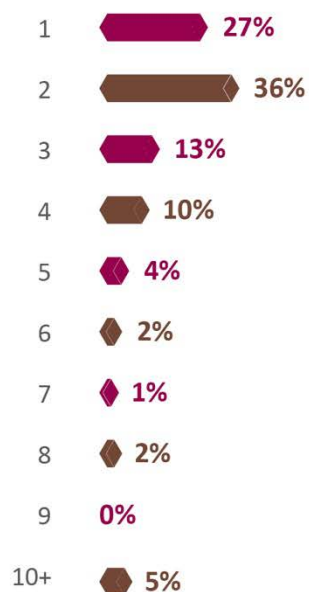
Up more than 15%	7%
Up 1 - 15%	25%
No Change	61%
Down 1 - 15%	7%
Down more than 15%	0%

Did your company launch a new product during the third quarter?



ALL MEMBERS 10-Year Anniversary Responses

How many companies have you worked for over the past 10 years of your career?



Respondents were asked a series of questions about the average number of hours they spend on different tasks throughout the week.



AVERAGE WEEKLY SOCIAL MEDIA USAGE (HOURS)

All Members	8
Spa Members	8
Resource Partner Members	7.5



AVERAGE HOURS SPENT ON EMAIL (DAILY)

All Members	4
Spa Members	4
Resource Partner Members	4



AVERAGE NUMBER OF EMAILS RECEIVED (DAILY)

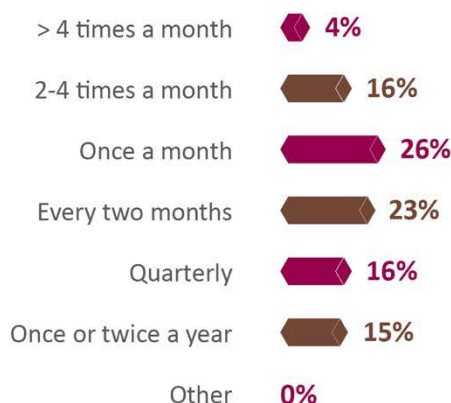
All Members	91
Spa Members	91
Resource Partner Members	83



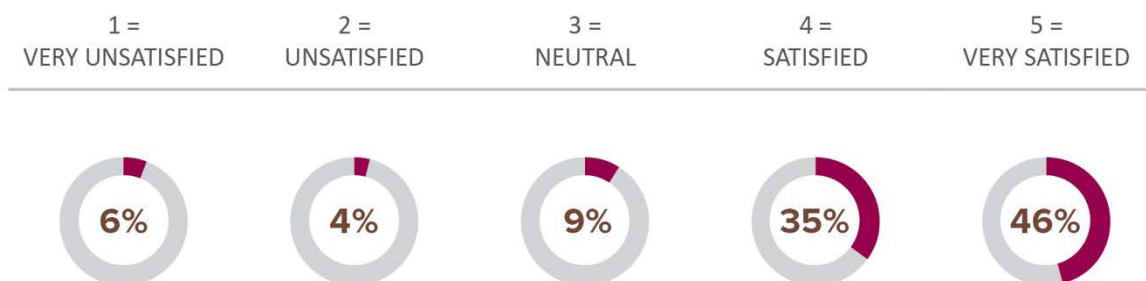
AVERAGE HOURS WORKED (WEEKLY)

All Members	51
Spa Members	51
Resource Partner Members	51

Which of the following best describes on average how often you personally experience a spa treatment?



Using the following scale, please rate your current job satisfaction level.



Respondents were asked if they had one hour to devote to a professional development training/session of their choice, what topic would be at the top of their priority list? *A sampling of responses can be found below.*

- Aromatherapy
- As a non-licensed spa director, I feel the need for more training in contraindications to massage such as surgery, cancers, medications. When should we say no?
- Associate Engagement, how to turn a non believer into a believer
- Budget Building for Hotel Spa specific
- Business plan development
- Chemistry
- Client building
- Communication skills
- Computer skills
- Customer service
- Data analysis & marketing
- Dealing with high levels of stress.
- Delegation - follow up and follow through
- Developing future spa directors.
- Employee engagement
- Employee retention and HR
- Facial massage and new modalities.
- Finance (5)

- Future looking for treatment trends.
- Getting the most from digital marketing.
- Green chemistry class
- Growing the Men's Business within the Spa.
- Health
- How to better delegate tasks without feeling guilty so that I could have a better life/work balance.
- How to develop others to reach their full potential.
- How to get hotel/resorts to better promote the spa.
- How to manage a large team of diverse staff and keep them working as a cohesive unit.
- How to scale your business.
- How to turn off the mind.
- I would like to spend more time on wellness education.
- Inspirational work
- Interior design
- Is the nail industry a dying breed in high end spas?
- Leadership (11)
- Leadership and software
- Leadership, customer service, marketing to name a few.
- Leadership/business development
- Learning a new language.
- Learning and development.
- Learning how to integrate a medical spa into a 'regular' spa.
- Life Balance/ Health Wellness.
- Maintaining positivity in an ever-changing environment! Living in a transient, resort town, our staffing can change quite quickly as people continue their travels, move home, etc. It can be a struggle to maintain a constant positive work environment for the team when their colleagues come and go relatively quickly.
- Management/Mentoring
- Managing up
- Marketing (4)
- Marketing campaigns related to the customer journey
- Meditation (2)
- Merchandising
- Microsoft Excel
- Mindfulness
- Motivation and development
- Negotiating (3)
- Neuroscience
- Nutrition (2)
- Nutrition and Healthy Living
- Organization
- P&L analysis
- Personal development to recharge from the stresses of a Spa Director and General Manager position
- Productivity - balancing the needs of the business with the demands and interruptions
- Project management
- Public Speaking (4)
- Quality of Guest Service - I love everything about exceptional guest service!
- Regenerative practices
- Retail sales
- Revenue Management (2)
- Sales and Marketing
- Sales techniques: Yielding booking strategies - some spas are yielding business like hotel rooms based on a larger suite they will charge more or less if is not booked on prime time. How they print their menu? how can we implement these strategies without getting your guest upset.
- Sales, Marketing & Finance
- Self-Care
- Social Media (4)
- Spa Design
- Staffing
- Stress management
- Team-building Tools

- The impact and finesse of social media with spas
- Therapist pay structure
- Time management (2)
- Understanding the Amazon impact on our business and how to best leverage our products within that channel.
- Unplug and Downtime
- Website
- Work-life balance
- Yielding (financial performance)

Respondents were asked if they had one piece of advice that they have learned over the past 10 years of their career that they could share to their ISPA peers, what would that be?

- 5 P's - Proper Planning Prevents Poor Performance!
- Always keep learning.
- Always know where you are headed.
- Always look to the future because the spa industry changes rapidly.
- As Bryan Williams would say "Work like you own it!"
- Ask for help.
- Balance between work life and family and personal development.
- Be clear about your expectations with your staff from day one.
- Be kind and professional - this is a small industry and you'll work with the same people over and over again.
- Be kind, listen more and look within to find your own joy.
- Be Kinder than necessary.
- Be sure when hiring your team that they truly understand your concept, standards, and guiding principles. Checking in periodically to ensure they are still incorporating these, every guest, every time.
- Believe in your dream - only YOU can deliver it and the world needs your message.
- Communication is key. Just say "yes!" Work where you are happy and don't force it.
- Compete less and share more. Be more open to creative opportunities to share talent and pay information. At the end of the day as spa operators we are all tasked with driving revenue and profits. We have to stay in control of the labor costs in our community and not drive one another out of business.
- Continue creating and/or recreating your location's identity and attracting different clientele.
- Customer Service a priority!
- Do anything possible to balance personal and work life.
- Do not keep tunnel vision. We are such a niche market, if we do not think globally and learn other areas we will get stuck and forward movement will cease.
- Do what you love, love what you do.
- Do what you love. When you are no longer joyous about the work you do, make an immediate change. Life is too short to waste time.
- Don't be afraid of change.
- Don't compromise your standards.
- Don't discount your product or yourself.
- Don't focus on things that don't matter. Find out what matters most and be really good at it.

- Don't settle or be afraid of changing your job - amazing opportunities are out there.
- Don't stop learning!
- Don't sweat the small stuff!
- Don't sweat the small stuff.
- Don't take anything related to guests or staff personally, it's just business.
- Don't take it too personal.
- Everyone is a retailer, no matter how big or small your spa is, there's always a model of sales to move retail products and increase your daily revenue.
- Find a niche passion of yours and build your own services / brand around that to create a unique experience.
- Find time for yourself to recharge away from work. It makes you a better manager or owner.
- Focus on internal customer service as much as external customers.
- Focus on people first.
- Focus on your job and what pertains to your specific area. Don't point fingers at any other areas.
- Follow your inner voice.
- Follow your passion and find a way to make a career doing what you love.
- Hard work and the right attitude can take you far.
- Have a strong marketing plan.
- Have great boundaries.
- Hire experts in the areas you need for your team - don't try to be everything to everyone
- Hire happy and enthusiastic people, keep them motivated, focus on training, new trends and sales.
- Hire only experience providers/the more professional your provider the more professional your business.
- Hire slow, fire fast.
- Hire smart people - especially those smarter than you.
- Hold your team accountable from the beginning. Never be afraid to have the tough conversations.
- How you treat your staff is how they will treat your guests. It's important to remember to nurture them as individuals, find out what excites them, and continuously appreciate the value they add to your business. A happy, well supported employee will be far more productive than an unhappy one. And that directly translates to the guest experience.
- I believe that it is our job as leaders to recruit, hire, train, develop and promoted great talent! Nothing threatens the spa/wellness industry more not having a large pool of next generation leaders. Our industry needs to be thinking about this threat in a similar way to the retail industry!
- Innovate constantly.
- Keep a positive attitude and persevere.
- Keep a positive outlook and don't be put off by other's negativity or lack of support. Believe in yourself.
- Keep grinding, every day.
- Keep innovating to keep up with the changes in the market; don't stay static, need to stay dynamic to keep your existence.
- keep your employees happy, listen to them but be punctual in the decisions you make!
- Know your value.
- Lead with enthusiasm.
- Leading by example and walk the talk.
- Listen first.
- Listen to your staff and clients - they are the key to your success.

- Listen!
- Listen, Learn and Share Best Practices
- Make a decision with the information you have and move on. If you learn new facts down the road that would change your decision, make a new decision.
- Negotiate, Negotiate, Negotiate.
- Network
- Network and continue to learn every day!
- Never expect more from other than you expect from yourself. But make sure you have high expectations.
- Never forget the reason, you chose your career path. We are blessed every day to work in a healthy fun environment, in which every day is different. Appreciate all feedback, as it will help you develop your team. Surround yourself with successful individuals, and mentor your team, to be as good as you are.
- Never give up.
- Never Give Up. You won't learn anything without making a mistake. Take appropriate risks.
- Persistence
- Relationships are the key to success. The more time you invest in the quality of your relationship with your team, and your teams' relationships with each other, the more successful you will all be, as well as the more efficiently your team will run.
- Seek to understand - listen with intent - be present.
- Solicit feedback from your staff and your customers.
- Spend time with your team and take their feedback.
- Stay cool and calm.
- Take care of people and they will treat you and your customers well.
- Take care of your staff!
- Take care of yourself, change is good, tap into the ISPA community for support and guidance.
- Take the time off that you need to be with family. The Spa will still be here when you come back.
- Teach someone how to do what you do, that way when you are ready to move up, you have someone to fill your shoes.
- That life is a journey. You never know where you might wind up but don't be afraid to grow and take chances, your true potential may amaze you. While you are walking that path, help others to grow and see their potential too.
- That one person makes a difference - the best ISPA speaker was the Canadian music conductor that taught 3,000 ISPA leaders how to play Beethoven in 30 minutes! We as leaders make a difference.
- That the most difficult experiences you go through will shape you the most. Be strong and learn from every situation.
- The business side of running a spa can make some of the magic disappear, be careful to understand the importance of keeping your budget balanced and truly understand all of the costs that it takes to run your spa. Keeping this balanced budget will help you stay open and able to expand.
- The most important thing is to be happy with what you are doing. Money is second!
- There are going to be hard times, but there is always a way out. You just have to keep pushing forward.
- There are no secrets to success. It is the result of preparation, hard work, and learning from failure-
- Powell
- There's joy and satisfaction to be found in any job. Seek it out every day.

- Treat all of your colleagues with respect and dignity because you never know where they may end up in the future!
- Treat your therapists and staff like your family, respect, compassion and nurturing pays off in spades.
- Try to make every minute of each day meaningful. Be prepared for some disappointment and don't let any negative thoughts prevent you from remaining positive and confident in what you are doing. Whatever you do in your work day, make sure to do the best you can do at all times.
- When I was younger I worked so much that I didn't make the time to enjoy life, spend time with the people I love and care for. I've learned after all these years, I don't remember most of those long days and what took place in them however I do remember the memories I didn't make with those wonderful people and never seeing the places I wished to see. It's ok to work hard and love what you do, just don't forget to love your life a little more and live it.
- Yes is the answer - what is the question.
- You are interviewing a new company just as much as they are interviewing you. It has to be the right fit for both parties.
- You cannot lead people if you aren't willing to work alongside them.
- You have to keep in touch with vendors and constantly train your staff and providers.
- You make your own luck. Perseverance and steady to the end result. Flexibility with the mission still in place. Build it with the team.
- You need to figure out how to take time to take care of yourself.
- Your employees come first - treat them well and they will provide outstanding guest service.

During the opening keynote at the 2019 ISPA Conference & Expo, Shawn Achor shared a moving presentation about our happiness potential and discussed the importance of expressing gratitude. We felt this would be a wonderful addition to our anniversary survey. Respondents were asked if they have a fellow peer within the spa community who has made a difference in their career/life within the past 10 years. Responses can be found below.

- Alla Nikonova - she is the yin to my yang and my personal sounding board. I am forever grateful that she shares her professional knowledge/expertise and personal perspective with me so that I can grow professionally and personally.
- Angee Smithee, thank you for all your support!
- Ann Emich knows spa. She remains an excellent mentor. Thank you, Ann!
- Annie Mc Collough. Thank you for believing in me and inspiring me to grow. You are a true inspiration.
- Boldijarre Koronczay has been a longtime friend and role model for me in the industry. He was instrumental in helping me get started as a spa owner in 2001. Boldijarre not only was helpful in terms of teaching my team how to do amazing treatments, but also helped me select the spa equipment I needed when I had no previous experience in the industry.
- Bryan Williams: Thank you for sharing your knowledge! I have learned so much about the way I manage and the way I should live my life from your examples. Greatly appreciated!
- Carolyn - I am extremely grateful for everything Carolyn taught me - I am grateful that she had faith in me to send me forward.
- Christi Cano - you hired me over 10 years ago and launched my spa career! Thank you for opening the door to this wonderful industry.
- Cord Coen - great partner and kindness personified.

- Cord Coen: Thank you for the true deep connection and inquiries into my life to help me break open and soar. You are such a gift and blessing in my life.
- Daisy Tepper
- Damien Craft - I had the pleasure to be his mentor for two years and he inhaled all the teachings and leaped very quickly to a very successful spa career. It is truly a pleasure to see his success and an honor to share his wisdom and friendship.
- Damien Craft: He always listens and provides effective solutions which have improved my overall Spa Business Performance.
- Daniel Poulin / Director spa & fitness, North & Central America at Accor Hotels, thanks for believing in my capabilities and giving me the opportunity to explore the Canadian market and supporting my career journey.
- Deborah Szekely. It was because I had the great opportunity and privilege to work at the Golden Door that so many other doors opened for me. And they still open to this day, knowing I had the honor of working with the God Mother of our Industry.
- Deborah Waldvogel. You've always been there for me professionally and personally and there is no one I admire more in both areas. Thank you for your mentorship and friendship.
- Don Fernando, Thank you so much for all the hard learning. You helped me get to overcome my fears and know I can achieve goals!
- Dr. Peter Pugliese- Thank you for elevating me into the esthetic industry!
- Elizabeth McGinnes, former owner of The European Spa on Hilton Head Island. Thank you, Ms. Elizabeth, for being my mentor, friend, and role model. You've taught me so much more than how to run a spa.
- Eric Stephenson
- Frank Pitsikalis - Frank is a kind, gentle soul, is always there professionally and personally when you need him. Frank is an "all in or out" kind of human being. He cares deeply about people and has volunteered within ISPA for many many years.
- Germain Gallardo - Managing Director: He never hesitate to teach all about management and thinking big, leading from a human perspective but with the courage of a warrior.
- Holleigh Alexander Ramsay has been indispensable to my progress in the industry! She has encouraged and supported me every step of the way!
- I have had the opportunity to work with some great people. I would have to say that the giving service providers that have a passion for their work.
- It's impossible to name one person, I am so grateful for the people in the industry who have given me support throughout my career and gifted me with their words of wisdom and genuine kindness.
- Janis Clapoff. Thank you, Janis, for giving me opportunities within the Spa industry to sustain a career for over 13 years. You allowed me to think outside the box, taught me how to combine Spa with hospitality, demonstrated the art of business strategy to get things done and celebrated with me the success of being passionate about what you do. I cherish your unwavering love and support.
- Jenefer Palmer/ OSEA - she is authentic and honest in her business practices. She has taught me to care about natural ingredients, to care for the environment, and to stay true to who I am and how to grow my business in an organic way! She is a true pioneer in the spa industry.
- Jennifer Wayland-Smith. I am thankful to Jennifer for giving me the first opportunity to present myself and my Company as I reached out to the spa community. If it were not for her, I might not be among this amazing group of people.

- John Korpi - John was with me every step of the way when i opened my first Spa. He put me under his wings and I can't tell him how grateful his expertise and experience guided me on to all of my accomplishments. Thank you, John Korpi!
- Kate Mearns, for being a good mentor!
- Kyra Johnson- My mentor and friend for many years. Has always been there for me professionally and personally and even though we now work in spate areas and companies, she has remained a close mentor and friend to me.
- Larissa Harbert - Thank you for being a true friend for past 17 years!
- Laura Latronico - Thank you for introducing me to the spa world!
- Lindsay Madden-Nadeau - I truly appreciate you for being such a wonderful person with a huge heart and for sharing your passion for our industry.
- Lisa Martin, as a professional peer and Lead Aesthetician....I couldn't have kept on without her support and love and feedback of keeping our company going in the right direction.
- Lisa Michaelis, Founder of Live Love Spa has been a great mentor, and an amazing motivator for me and my businesses. She always has great insight, and always speaks the truth.
- Lori Hutchinson, thank you for your vision and faith in me.
- Lorraine Park - continues to be a source of inspiration, information and friendship for more even after 17 years and many job changes. Thank you, Lorraine!
- Luisa Anderson, Four Seasons Resort Bali
- Lynne McNees - she has been a constant source of wisdom and friendship.
- Marlies Spinale from Jurlique - a true friend, confidante, life guide and inspiration. I love her!
- Martha Zyla is an incredible woman. I am sure that she has no idea who I even am but when I was first getting into the industry I was lucky to have the chance to sit down with her to talk shop (even though I was at a competing spa). She was quick to share her story, encourage me and inspire me in what little time we did share. What she has been able to do in the location that she does it in is impressive, her kindness is commendable and I would not have been as successful in my career if not for her. So, thank you Martha!
- Mary Bemis, I am grateful for our chance encounter and for you believing in my voice and words. Thank you for taking me under your spa wing.
- Maxine Drake - Coach. Thank you for helping me to own my success and to organize and prioritize my day
- Michelle Kelthy - taught me strength and tenacity and what creativity allows in the spa world.
- Michelle Kelthy, Spa Director of the Ritz-Carlton Naples. A genuine, warm, intelligent professional that is a legend within our Ritz-Carlton community and is extremely well-liked by both her peers and the ladies and gentlemen of her resort. She runs a well-oiled machine of a spa and often has best practices to share that improve both guest experience and financial performance.
- Monique Blake - for supporting me in my most depressing and unhappy times at work. Great listener and reminded each day that this was transitional, and this is the job for me!
- Mr Silvant for his heart, human and professional quality
- Mr. Garcia Rossette
- My whole spa. EACH team member makes a contribution to the overall success of the spa. Their dedication, hard work and positive attitude is an inspiration for me.
- Robert Vance has always been available to me for counsel, projects, etc. and each year he makes a point of reminding me of his commitment to my success.

- Ruthie Piper Hardee - as the founder of Ashiatsu/Deep Feet Bar Therapy she has been supportive of my many introductions of Ashiatsu into spas around the country, as well as here at my current position as spa manager with a Fairmont property. She has been a mentor of mine for the past 19 years - always encouraging, bringing new ideas to the modality, and how to impact our clients/patients/guests to the best of my ability.
- Shana Ominsky thank you for teaching me the beauty of the industry and showing me the way to success!
- Stephanie Doud - Thank you for the laughs and inspiration!
- Steve Matlaga for having faith in me.
- Sue Harmsworth thank you for pushing my boundaries, encouraging me to grow and support me on the way. I'll be ever grateful.
- Sue Thomas- thank you for believing in me and being an incredible mentor. I am living the dream, because of you! Thank you so much, Sandy Kiman
- Suzanne Holbrook - Thank you for your belief in me, for paving the way to provide amazing opportunities over the years that allowed me to grow, learn, and develop. You have been my inspiration and I'm grateful for your mentorship.
- Suzanne Holbrook, Thank you for your guidance, and for demonstrating a consistent drive for excellence. Your support, and passion for Spa is contagious.
- Suzanne Hollbrook, she offered to help and we will always be grateful.
- Tammy Pahel. She has been my mentor, constant cheerleader, friend and inspiration for over 20 years.
- Tara Grodjesk with Tara Aromatherapy. She has given of her time to act as mentor and sounding board.
- Terry Etkins. Took me by the hand when I first started and for no reason at all, paid it forward to me and taught me the business for years.
- Thank you Maureen Fletcher Bankson. You are a delight to work with.
- Thank you, Brian Brazeau. You have given me opportunities to grow in so many ways both professionally and personally. I thank you for the adventures, the friendships I have made through you, your honesty and your friendship.
- There are so many! If I had to limit it to one, it would be Geraldine Howard. Geraldine, thanks for taking me under your wing at the first GWS and for sharing your passion about this industry that you loved so much.
- To Jaclyn - I could not be me without you.
- Todd Hewitt. He is always available for mentoring and advice.
- Tom Bell from Mario Tricoci Day Spas (based in Chicago) hired me without any background in the spa and salon industry. I was a college graduate, who only had an accounting degree with some retail management background. He gave me the chance to start in an industry that I love. I will be forever grateful to him for giving me such a gift, my career.
- Too many awesome people to list!
- Veronique Paquet, she believed in me and pushed me to be more. For her and that I will be forever grateful that she saw something in me that I did not.
- Wendy Rahier
- Yvonne Smith - You are truly a force of nature and I am inspired by your intelligence, poise, and kind heart! Thank you for being an incredible mentor!

- Yvonne Smith from Northern Quest Resort & Casino. She was instrumental in connecting me to both vendors and the ISPA community. She attended our grand-opening (2 years ago) and continues to include me in ISPA developments.

Respondents were asked to describe what they consider to be the most noticeable change within the spa industry over the past ten years. A sampling of responses can be found below.

- A broader range of modalities falling under the spa/wellness designation.
- A more holistic approach to wellness.
- As a millennial, I can already see the influence my generation is having on the way in industry is headed. We are becoming more tech savvy as an industry, especially in the ways we market to our customers, and will continue to advance in that direction. Millennials are now the largest generation, which means they have the most buying power. And as a generation that craves experiences over things, its an exciting opportunity for the industry to grow exponentially.
- As spa and wellness become more mainstream we are able to move the clientele into more varied treatments besides basic massage, in fact they are becoming so savvy they are looking for more and more unique experiences. I feel more energy-based treatments will continue to rise in desire and importance.
- Challenging environment to hire qualified staff.
- Clients who can't part with mobile devices; needing to bring them into the Lounges and treatment rooms.
- Color Services
- Compassion and the hunger for learning - I love it!
- Competition within the industry is no longer about customers it is about staff.
- Consumers understanding of massage, specifically, as part of a overall wellness regime - not only pampering.
- Customization and client knowledge- clients aren't looking for cookie cutter treatments or to be sold to, they are looking at us to validate their own, informed choices.
- Elevation of Luxury Spa Experiences.
- Entitlement of guests.
- Evolution of the Spa as leisure to the Spa as wellbeing.
- From pampering to necessity.
- Going from separation of Spa and Fitness to the encompass of Wellness and merging these two components together to mean one. I think that has been a huge step in our industry.
- Going green.
- Greater awareness of green beauty.
- Guest are focusing on the immediate results.
- Guests / Customers. SPA industry has grown very fast over the last 10 years, and customers know what they will like to receive!
- Guests are much more knowledgeable about products and ingredients.
- Guests/clients now view massage/facials as part of their physical and mental maintenance routine - not just a once a year visit as a result from a gift certificate from a spouse, friend, or relative.
- Hiring challenges and lack thereof qualified therapists in the industry.

- Huge growth and Spa has gone mainstream as opposed to only for special occasions or in luxury settings
- I have long worked in the hotel/resort spa world and I still notice how the importance of what spas offer properties is still undervalued and looked at as an amenity. Its time for this mentality to shift, it is a part of an overall travel experience to find peace and recharge. There are so many brands and retail lines, somewhere in the ocean of information the foundation of wellness has gotten lost/trapped because it is viewed at as beauty. It is more than that.
- I love the focus on Wellness as a new addition to the luxury focus.
- I see a trend to more wellness as opposed to luxury. From skin care to body care and nails it is a wellness component and not vanity or indulgence.
- I think the change from it being a luxury to it being a necessity. Spa is now woven into everyday life.
- I think the infusion of wellness opportunities within many spa facilities has been the biggest change over the past 10 years. They may be small but we need to start somewhere!
- I think there has been greater differentiation between the spas in terms of the experiences they provide their guests. A decade ago, there was scant attention given to the health and wellness experience with the exception of a very few specialty spas. Today, health and wellness programs are the fastest growing segment of the spa community.
- Incorporate technology into wellness is more inevitable.
- Increase in male clients.
- Increased competition, increase in number of services with shorter duration, proliferation of low-priced massage/skincare/nail services, increased challenges in hiring good managers and service providers, more value-driven clientele.
- It has been happening for more than 10 years now, but the decline in talent is becoming a concern.
- It has been more business focused.
- It's a booming industry and more men are entering into the industry.
- It's become even more revenue focused. Achieving P&L goals and guest service ratings seem to be the main focus by far - disproportionate to everything else.
- Lack of qualified team members.
- Leaning more toward wellness in the industry.
- Medical grade skincare
- More advanced products / equipment.
- More awareness in regard to the wellness in general.
- More awareness of wellness.
- More clearly defined.
- More competition and more inexperienced therapists.
- More focus on being present and mindfulness / wellness as a lifestyle.
- More gender equality in guests.
- More medical.
- More men enjoying the spa. I am 60/40 or 50/50 split sometimes.
- More men proportionately moving from 25% to 33% and a larger volume in general.
- More of a focus on Organic products and men using Spas.
- More people recognize the importance of R & R and wellness.
- Most of the Senior Executive Spa positions are being deleted from large resort corporations - this is sad to see because the only reason why the wellness movement had been so impactful is because wellness trained professionals were in charge of their divisions.

- Moving away from "pampering" and into a true means of wellness.
- New Ingredient Development
- Offer manager more salary and health benefits.
- Online sales. The accessibility of professional spa brands online and discount pricing
- Organic skincare
- Our embrace of technology (finally!) to facilitate operations, communicate, and maintain our relationships with our guests.
- Our guest's knowledge of spa! More and more guests come in with a better understanding of their body, skin concerns, product ingredients, etc. Also, I feel we have definitely seen an increase in people utilizing the spa for overall health and wellness and not just as a "treat" or luxury. There is still a ways to go in that area, but it is improving I feel!
- Outside business companies supporting our business needs; Zeel, Regi, etc.
- People are looking for wellness, not just relaxation.
- Rise of medical treatments in the spa industry
- Shift in focus on wellness and not just talking about it, making it a priority and necessity to implement in spas all over.
- Side industries tugging at our base.
- Spa meets medical world.
- Spa services are more accepted as a much-needed wellness modality instead of a nice thing to do if you have time.
- Staffing challenges - it's grown increasingly difficult to find support staff in all markets.
- Technology and wellness focus.
- The ability to recruit great talent at all levels and the lack of business acumen at the leadership level. I'm astounded at how many leaders do not understand labor dollars and the labor dollar expenses such as benefits and how that ultimately impacts their bottom line. Controlling pay structures and raw labor dollars by just 2% can impact your bottom line by upwards of 6%.
- The advent and proliferation of franchise models (e.g. Massage Envy) that made spa more accessible to more people.
- The amount of folks who want to go to the spa.
- The biggest thing I have noticed is the movement of "going all in" on millennials. Desk-less stores, all mobile environments and social media only marketing have a big impact on driving new guests but most importantly leave out the people who have made the spa industry successful.
- The combination of salon and spa services within one organization. And the challenges in recruitment and retention of qualified team members.
- The commoditization of services. This is both a bad and a good thing. Making treatments available to more people through this commoditization, that is, "spa" treatments available in more locations increases awareness and builds habits in our potential guests. The downside of this phenomenon is the decrease on average treatment rate, a desensitization to innovation and ennui.
- The diversity of backgrounds of those coming into leadership positions.
- The drop and change in workforce. I believe there is a reduction of individuals seeking to enter massage/esthetician/nail schools, hospitality management. This is coupled with the increase of those in the field, in particular those with experience, working independently or for flex staffing (Zeel etc.).
- The ever-increasing challenge of finding new, qualified team members for every position within the spa.

- The fact that spa treatments are no longer considered a luxury, but a part of a healthy lifestyle that benefits overall well-being. There is nothing more powerful than human touch.
- The focused intent to make sure the ingredients in spa products used are safe, clean and good for both your body and the environment.
- The growth.
- The incorporation and profitability of the wellness concept besides massage therapies this is today a concept that opened a huge door to increase revenue in so many ways.
- The increase in the number of spa goers.
- The industry has become more sophisticated and respected. There is now a business model behind the industry, tool, support and best practices.
- The quality of smaller companies.
- The remerging (just like in old times) of fitness, and all-wellness within the spa.
- The struggle to find capable licensed therapists in all areas.
- The technology.
- The true meaning of wellness has been lost.
- There is a huge expression of collaboration that was not there before. When I first started in 2006, everyone kept things/ information “close to the chest.” Now there is a sharing of ideas, encouragement, inspiration, and love that cannot be found in any other industry!
- Unity within the industry.
- Usage of social media in marketing spa facilities / services/ promotions.
- Utilization of social media influencers to promote the spa facilities.
- We have moved away from what spa should truly be in many areas. Since spas are everywhere, some of them are very cookie cutter. Younger directors without adequate knowledge or experience are running spas. Not enough focus on the inner beauty of people
- We started with wellness in 1991 when fitness and nutrition was included. Somehow it was narrowed to “spa” without helping the world know what we meant. Now we are back to wellness and in a bigger way which is much needed.
- Wellness at the forefront.
- Work ethic is challenging with the younger generation but with guidance and good management, great things can happen.