



# SNAPSHOT SURVEY RESULTS REPORT

## *Quarterly Performance*

JANUARY 2019

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## Quarterly Performance Survey Results

*ISPA Snapshot Survey | January 2019*

Monthly Snapshot Surveys provide ISPA members with a valuable look into the state of the spa industry, spa industry trends and help 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 2018.

The spa industry's growth continued in the fourth quarter of 2018 as the majority of spa respondents reported an increase in gross revenue change for the fourth quarter of 2018 compared to that of 2017 (72 percent).

Similarly, a majority of spa respondents reported an increase for profit change for the fourth quarter of 2018 compared to the fourth quarter of 2017 at 72 percent. Sixty-two percent of all spas also reported that spa visits were up when comparing these two quarters, with just 26 percent reporting a decrease in spa visits. Workforce changes in the fourth quarter of 2018 were also positive as just four percent of spa respondents implemented a hiring freeze, and just one percent laid off employees.

Resource partner respondents experience similar growth when comparing the fourth quarter of 2018 to the fourth quarter of 2017. The majority of resource partner respondents reported a gross revenue change up by at least one percent (72 percent). Sixty-four percent of resource partner respondents had an increase in profit when comparing the fourth quarter of 2018 to the fourth quarter of 2017 as well.

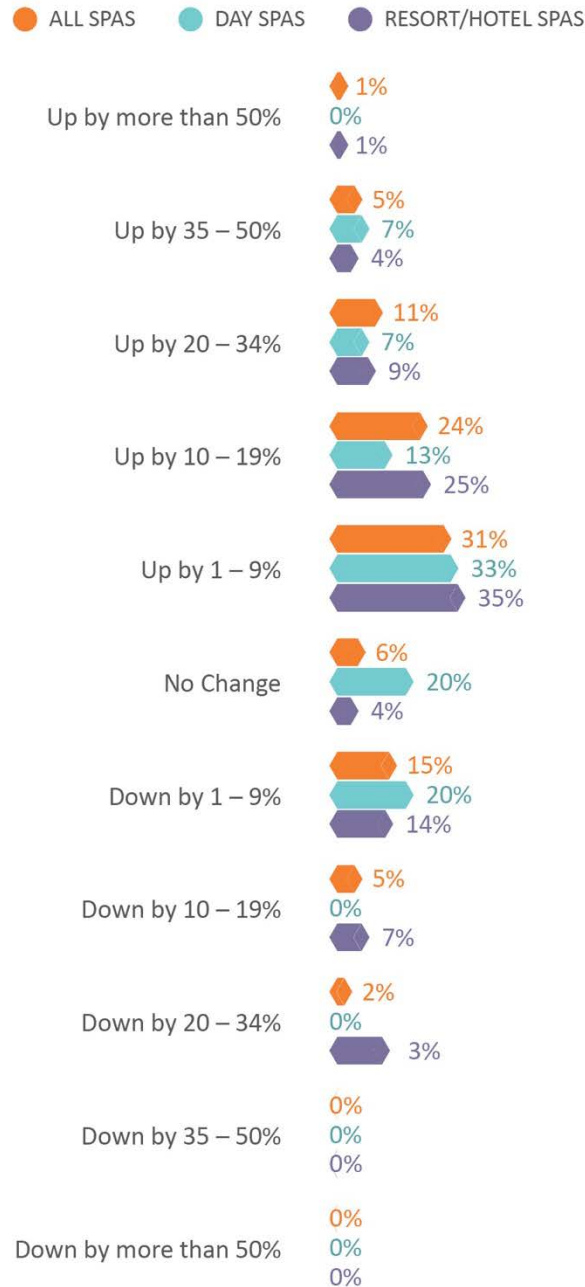
Workforce changes for resource partner respondents for the fourth quarter of 2018 included 36 percent adding new positions, three percent implementing a hiring freeze and five percent laying off employees.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, January 18, 2019 to Friday, January 25, 2019. During this time, 255 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, 2018 – December 31, 2018 (fourth quarter). What was your gross revenue change for the fourth quarter of 2018 compared to the fourth quarter of 2017?



### Gross Revenue Change | All Spas

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Up by more than 50%	1%	1%	2%	2%	2%	2%	4%	3%	1%
Up by 20-50%	19%	15%	19%	9%	16%	16%	8%	16%	16%
Up by 1-19%	58%	62%	53%	67%	59%	60%	63%	48%	55%
No change	8%	5%	7%	10%	6%	8%	1%	14%	6%
Down by 1-19%	11%	16%	18%	10%	14%	13%	22%	19%	20%
Down by 20-50%	3%	1%	0%	2%	2%	1%	1%	0%	2%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

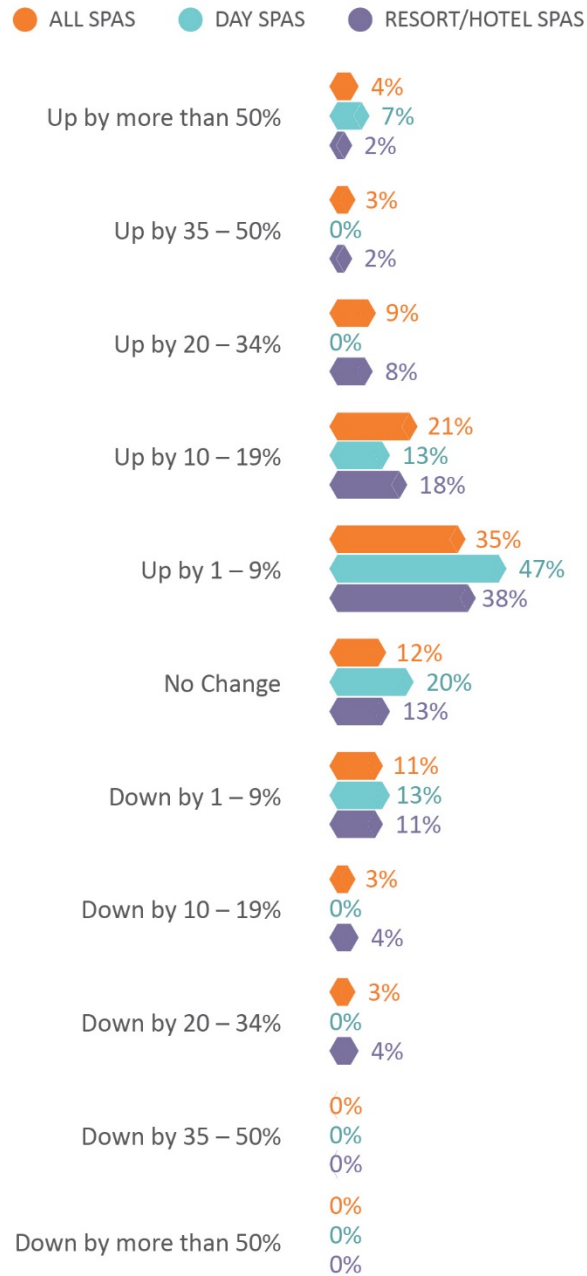
### Gross Revenue Change | Day Spas

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Up by more than 50%	3%	0%	3%	0%	5%	10%	0%	0%	0%
Up by 20-50%	22%	21%	13%	0%	0%	5%	13%	43%	14%
Up by 1-19%	52%	63%	58%	58%	64%	70%	80%	43%	46%
No change	13%	9%	16%	19%	18%	15%	0%	14%	20%
Down by 1-19%	10%	3%	7%	23%	14%	0%	7%	0%	20%
Down by 20-50%	0%	3%	3%	0%	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

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Up by more than 50%	1%	1%	3%	0%	0%	0%	6%	5%	1%
Up by 20-50%	12%	19%	12%	20%	20%	21%	8%	11%	13%
Up by 1-19%	59%	52%	70%	57%	57%	52%	56%	48%	60%
No change	4%	4%	6%	3%	3%	8%	2%	14%	4%
Down by 1-19%	23%	25%	7%	18%	18%	18%	27%	22%	21%
Down by 20-50%	0%	0%	3%	4%	4%	2%	2%	0%	3%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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



### Gross Profit Change | All Spas

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

### Gross Profit Change | Day Spas

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

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Up by more than 50%	3%	1%	1%	3%	2%	1%	6%	3%	2%
Up by 20-50%	16%	7%	15%	12%	11%	21%	18%	15%	10%
Up by 1-19%	58%	58%	53%	70%	63%	58%	49%	50%	56%
No change	7%	17%	11%	6%	6%	8%	15%	10%	13%
Down by 1-19%	13%	15%	18%	7%	12%	10%	10%	22%	15%
Down by 20-50%	3%	1%	0%	3%	4%	2%	2%	0%	4%
Down by more than 50%	0%	0%	0%	0%	1%	0%	2%	0%	0%

How did your number of spa visits change for the fourth quarter of 2018 compared to the fourth 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

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Spa visits were up	69%	72%	64%	57%	57%	72%	62%	55%	62%
Spa visits were down	20%	20%	27%	22%	29%	19%	31%	31%	26%
No change	11%	7%	9%	21%	14%	9%	7%	14%	12%

### Change in Spa Visits | Day Spas

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Spa visits were up	73%	76%	70%	43%	36%	78%	80%	64%	53%
Spa visits were down	12%	12%	20%	27%	36%	11%	13%	21%	27%
No change	15%	12%	10%	30%	27%	11%	7%	14%	20%

### Change in Spa Visits | Resort/Hotel Spas

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Spa visits were up	68%	69%	62%	63%	60%	72%	55%	54%	61%
Spa visits were down	24%	25%	29%	21%	31%	20%	38%	32%	28%
No change	9%	6%	9%	16%	9%	8%	7%	14%	11%



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

● ALL SPAS   ● DAY SPAS   ● RESORT/HOTEL SPAS



## Workforce Changes | All Spas

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Added new positions	32%	23%	29%	29%	24%	25%	30%	28%	27%
Filled vacant positions only	38%	53%	48%	41%	51%	40%	43%	45%	46%
Implemented a hiring freeze	1%	2%	5%	2%	4%	4%	4%	3%	4%
Laid off employees	1%	1%	0%	2%	0%	0%	0%	0%	1%
No change	23%	19%	12%	18%	18%	21%	18%	19%	20%
Other	5%	3%	6%	8%	3%	10%	5%	5%	2%

## Workforce Changes | Day Spas

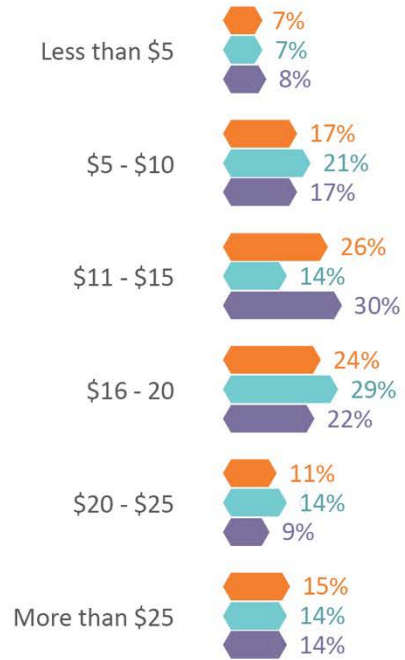
	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Added new positions	43%	20%	37%	16%	13%	26%	7%	31%	27%
Filled vacant positions only	35%	62%	57%	58%	61%	42%	60%	46%	60%
Implemented a hiring freeze	2%	3%	0%	3%	9%	0%	0%	0%	7%
Laid off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

## Workforce Changes | Resort/Hotel Spas

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Added new positions	27%	20%	21%	33%	25%	23%	38%	25%	21%
Filled vacant positions only	41%	52%	49%	36%	51%	41%	40%	44%	48%
Implemented a hiring freeze	1%	1%	6%	0%	3%	6%	6%	5%	4%
Laid off employees	1%	0%	0%	1%	0%	0%	0%	0%	1%
No change	25%	24%	17%	24%	19%	18%	13%	22%	25%
Other	5%	3%	7%	6%	3%	12%	4%	5%	1%

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

● ALL SPAS   
 ● DAY SPAS   
 ● RESORT/HOTEL SPAS



### Average Retail Revenue Per Treatment | All Spas

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Less than \$5	10%	8%	6%	5%	7%	9%	6%	6%	7%
\$5 - \$10	21%	24%	22%	21%	19%	25%	20%	29%	17%
\$11 - \$15	24%	25%	25%	21%	24%	23%	27%	17%	26%
\$16 - \$20	14%	21%	15%	16%	20%	11%	16%	15%	24%
\$20 - 25	13%	10%	13%	14%	13%	18%	14%	15%	11%
More than \$25	19%	12%	20%	22%	18%	14%	17%	18%	15%

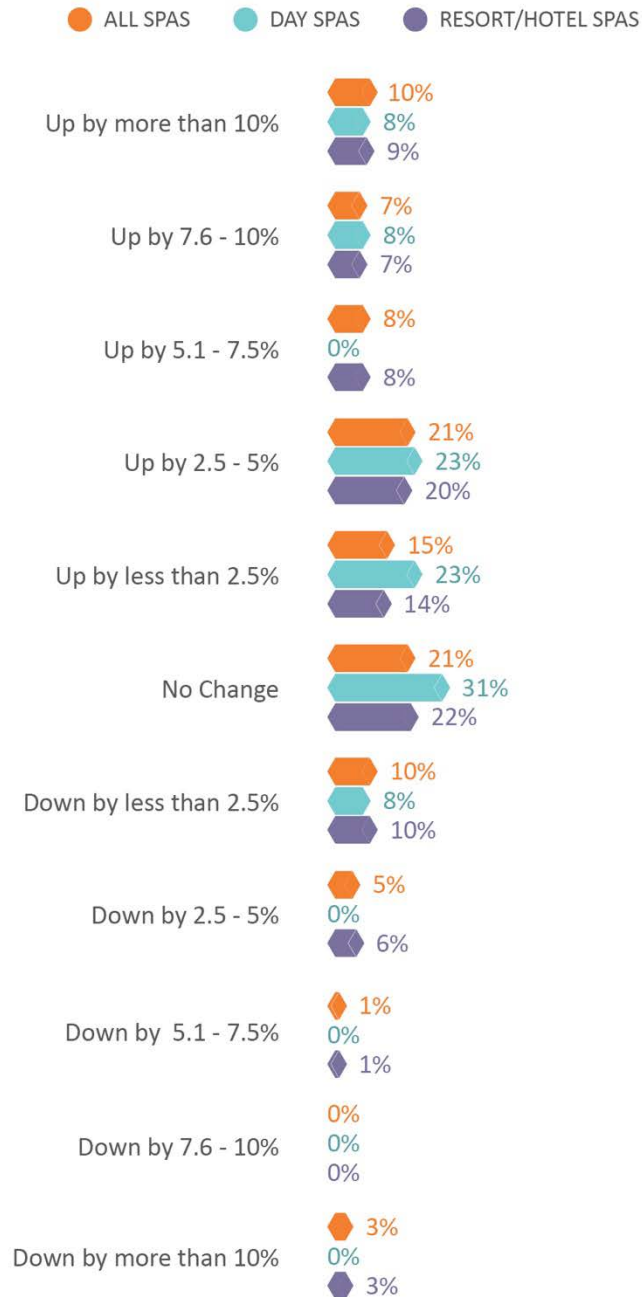
### Average Retail Revenue Per Treatment | Day Spas

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

### Average Retail Revenue Per Treatment | Resort/Hotel Spas

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

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





### Change in Retail Revenue Per Treatment | All Spas

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

### Change in Retail Revenue Per Treatment | Day Spas

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Up by more than 10%	6%	9%	10%	3%	8%	10%	14%	15%	8%
Up by 7.6 - 10%	13%	3%	0%	0%	13%	10%	7%	0%	8%
Up by 5.1 - 7.5%	8%	6%	3%	7%	4%	10%	14%	8%	0%
Up by 2.5 - 5%	27%	15%	21%	21%	8%	15%	14%	8%	23%
Up by less than 2.5%	4%	24%	14%	10%	42%	5%	21%	38%	23%
No Change	27%	21%	10%	24%	21%	45%	7%	23%	31%
Down by less than 2.5%	6%	12%	21%	14%	0%	0%	7%	8%	8%
Down by 2.5 - 5%	2%	9%	10%	14%	0%	0%	7%	0%	0%
Down by 5.1 - 7.5%	0%	0%	7%	0%	0%	0%	0%	0%	0%
Down by 7.6 - 10%	0%	0%	0%	3%	0%	0%	0%	0%	0%
Down by more than 10%	6%	0%	3%	3%	4%	5%	7%	0%	0%



### Change in Retail Revenue Per Treatment | Resort/Hotel Spas

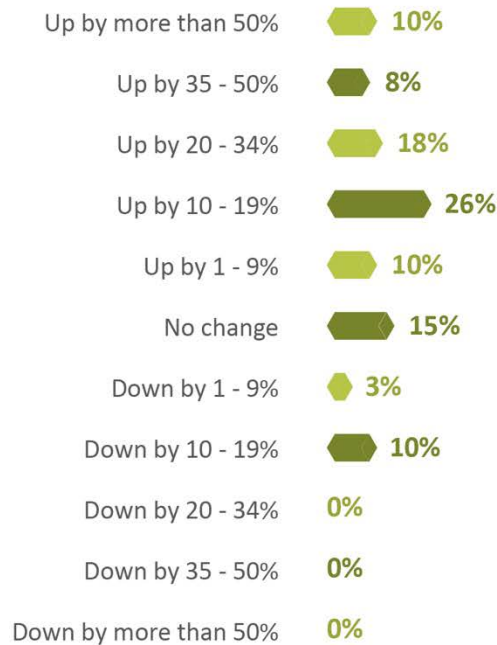
	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Up by more than 10%	10%	4%	10%	12%	13%	15%	6%	10%	9%
Up by 7.6 - 10%	4%	3%	6%	6%	2%	2%	6%	0%	7%
Up by 5.1 - 7.5%	7%	9%	6%	9%	6%	12%	4%	8%	8%
Up by 2.5 - 5%	21%	18%	21%	19%	28%	13%	25%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

### Which of the following, if any, did your spa do during the fourth quarter?

RESPONSE	ALL SPAS	DAY SPAS	HOTEL/ RESORT SPAS
Added a new treatment to the spa menu	44%	50%	37%
Added a new brand/product line to the retail lineup	53%	71%	49%
Updated or changed the spa's software	9%	7%	8%
Invested in a marketing promotion or campaign	33%	14%	35%
None of the above	22%	29%	24%

## ISPA RESOURCE PARTNERS

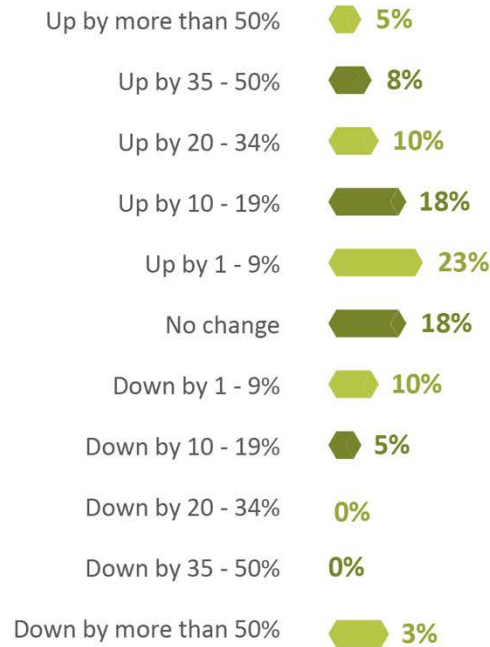
All survey responses should be provided for the period of October 1, 2018 – December 31, 2018 (fourth quarter). What was your gross revenue change for the fourth quarter of 2018 compared to the fourth quarter of 2017?



### Gross Revenue Change | Resource Partners

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Up by more than 50%	4%	3%	7%	13%	2%	3%	14%	6%	10%
Up by 20 - 50%	32%	38%	24%	19%	33%	24%	23%	17%	26%
Up by 1 - 19%	52%	38%	37%	37%	51%	42%	36%	42%	36%
No change	8%	10%	24%	25%	9%	21%	14%	26%	15%
Down by 1 - 19%	4%	7%	10%	4%	4%	6%	11%	9%	13%
Down by 20 - 50%	0%	0%	0%	2%	0%	5%	3%	0%	0%
Down by more than 50%	0%	3%	0%	0%	0%	0%	0%	0%	0%

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



### Profit Change | Resource Partners

	4th Qtr 2016	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018
Up by more than 50%	2%	7%	6%	0%	7%	5%	8%	7%	5%
Up by 20 - 50%	22%	27%	17%	25%	12%	21%	17%	10%	18%
Up by 1 - 19%	55%	34%	40%	45%	51%	44%	45%	44%	41%
No change	21%	28%	29%	21%	23%	18%	19%	27%	18%
Down by 1 - 19%	0%	0%	9%	7%	7%	10%	11%	10%	15%
Down by 20 - 50%	0%	0%	0%	2%	0%	3%	0%	3%	0%
Down by more than 50%	0%	3%	0%	0%	0%	0%	0%	0%	3%

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



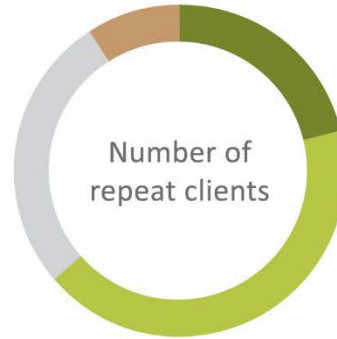
**Workforce Changes | Resource Partners**

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

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 2018 compared to the fourth quarter of 2017?



Up more than 15%	<b>22%</b>
Up 1 - 15%	<b>46%</b>
No Change	<b>22%</b>
Down 1 - 15%	<b>11%</b>
Down more than 15%	<b>0%</b>



Up more than 15%	<b>21%</b>
Up 1 - 15%	<b>42%</b>
No Change	<b>27%</b>
Down 1 - 15%	<b>9%</b>
Down more than 15%	<b>0%</b>



Up more than 15%	<b>0%</b>
Up 1 - 15%	<b>9%</b>
No Change	<b>78%</b>
Down 1 - 15%	<b>13%</b>
Down more than 15%	<b>0%</b>



Up more than 15%	<b>6%</b>
Up 1 - 15%	<b>23%</b>
No Change	<b>68%</b>
Down 1 - 15%	<b>3%</b>
Down more than 15%	<b>0%</b>

## 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.**

- 5-minute daily pause - sit in silence every day for 5 minutes.
- Before each management meeting we take a moment to quiet our minds and set our intentions for the business, our team and our guests.
- Being present. Listening and hearing. Starting and ending the day with a positive. Being proactive instead of reactive.
- Coming off of ISPA in 2018 our focus has been to stay aware of our connections. Enhance and grow those that add energy and support to your spa and rid yourself of those that drag you down or are 'fair weather' peers, vendors or partners. Ongoing connection and support is key in 2019.
- Connect with local vendors to create more authentic shopping experience in our retail area.
- Daily Meditation. Set Outlook to open to calendar/task view, instead of Inbox.
- Dedicate an hour or more on daily basis being into operation and working reception and spa attendant duties.
- Do not pick up my phone NO matter what is happening when I am with a team member.
- Having all my managers checking their emails before they start their day and before they leave for the day. This is part of having good communication between managers.
- Hopefully new spa software.
- I am focusing on creating connections with my team members, both between myself and my employees but also between them. We are creating opportunities for social interactions for the team so we can build upon our "family" feel.
- I am trying to enjoy things more and not take everything so seriously. We must remember we are not performing brain surgery. We work in the best industry, helping people relax and be mindful. We need to self-practice! I am trying to do more of that this year.
- I am working on setting small goals for myself each month / each quarter. I write them on my board and take just a few minutes each day to work towards that goal. They are usually fun marketing pieces, or some small project I need to do to get more organized.
- I am working with our team to have a Work Goal/Personal Goal - We have a board that will be dedicated to it and celebrate when each person reaches their goal.
- I have a gratitude jar that I ask my staff to use daily. An idea from Sean's talk at ISPA! Three new specific things to jot down and put into the jar!
- I joined the new UFC gym in my neighborhood. I purchased a package of 10 personal training sessions and returned to my yoga practice after a 3-year hiatus. This gym/yoga commitment along with my religious 4-mile beach walk every Sunday morning is keeping me balance and more energized at work.
- I resolve to delegate more tasks to my direct reports and give them autonomy with accountability.
- I schedule all my daily breakfast, snacks, lunch, dinner time into my workday and stick to it.
- I will be delegating more to my supervisor.
- I'm taking time during my day to stop and meditate.
- Implement overall internal service audits to provide immediate feedback to associates to ensure consistent delivery of service while adhering to brand standards.



- Implementing a more collaborative working arrangement throughout the hotel, clearer business goals and commitments to each other within teams - my favorite is a commitment to have more fun and communicate better.
- Instead of always eating at my desk for lunch I'm going out and taking a few ski turns on our local mountain once every 2 weeks. It's great to get outdoors and a nice change of pace. I always come back more energized and focused.
- Intermittent fasting
- I've been more diligent about meeting with my supporting managers every other week. We will be meeting with the estheticians quarterly to review their retail sales.
- Limit my focus to what's most important to ensure I get through at least that. There will always be more items on the to do list than there are hours in the day to get through them all.
- 'Live a life you can be proud of' is a new mantra I have added to my routine to help push myself, simplify and prioritize things.
- Looking at a new CRM.
- Looking for partnerships to scale the business on many levels.
- Maximize treatment revenue - offering add-ins with every treatment.
- More PR
- My spa leadership team and I have agreed on our days off that we don't check work emails. In addition, those of us who are working do not disturb those who are off with a work question until they return to work. This allows those who are away from the spa to enjoy their time away and feel refreshed when back at work.
- New menu.
- New strategy to re-organize and improve existing process corporately to generate to larger returns it is a critical part of growth. We give our employees flexibility and they love it!
- Read a chapter a day for self-development.
- Simplify and balance. I have found as a wife, mom of three and having a full-time career finding balance & simplicity in all these areas is so important for my overall well-being and attitude about life! Living a simple & balanced life for me is shutting out the noise and distractions that take energy and time away from being a more loving & compassionate wife, a more present & nurturing mom, a more selfless & kinder friend and more focused & understanding leader. This year "live simply & find balance" is my mantra so I can be present for those who need me the most.
- Spending more one-on-one time with exceptional team members.
- Start Rebranding process.
- Start the day with a 5mn meditation to set intentions.
- Starting to implement a set schedule for quarterly staff meeting.
- Tackle my toughest challenge today.
- Taking the time to breathe! When you are starting a new business, we seem to have to wear multiple hats and much gets thrown onto our plates. Time to relax and recharge is key in order to remained focused and achieve goals!
- Time management and being present. Shutting my office door more than last year to create a conducive space for me to work privately without interruptions to improve my productivity and emotional health.
- Time management for operational supervisors, retraining in customer service essentials.
- Time management is always a focus, and room for improvement. Really listening to your team's ideas and their goals!
- Training, training, training.



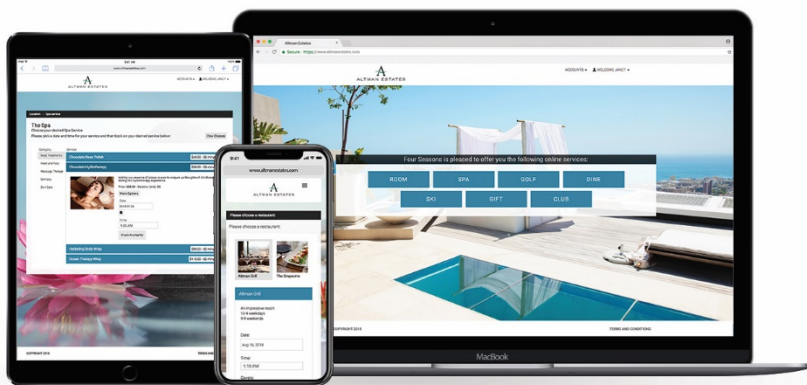
- We are bringing in a new product range and some new treatments in Q1 of 2019.
- We are doing a \$2 million spa expansion, adding a salt cave, coffee bar, more service rooms, adding med spa and bigger spa deck.
- We are looking at new CRMs. Continuing to expand in the wellness and senior living space which is where the new spa business is. We are having our 2nd annual fun retreat (no sponsorship money taken) for those in our industry.
- We stretch together in the morning! It gives us time to chat, but also prepared us for the work day.
- We, hotel and spa, were in renovation last year. This year the Super Bowl is in our city. We will be launching a new menu.
- Wellness cooperation within company. For guests as well as employers.
- Work with more distributors globally vs direct sales.
- Yes, I have challenged my team to read at least 10 minutes a day for something inspirational.

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