

# **SNAPSHOT SURVEY RESULTS REPORT**

# **Quarterly Performance**APRIL 2019

THIS MONTH'S SPONSOR:







## **Quarterly Performance Survey Results**

ISPA Snapshot Survey | April 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 April Snapshot Survey provides a look at performance for the first quarter of 2019.

The numbers in this month's Snapshot Survey continue to paint the picture of the spa industry's growth. Eighty-three percent of all spa respondents reported an increase in gross revenue change when comparing the first quarter of 2019 to the first quarter of 2018. This number was even higher for day spa respondents at 85 percent. A smaller percentage of resource partner respondents reported an increase, though still over half at 57 percent.

Similarly, a majority of spa respondents reported an increase in gross profit change when comparing the first quarter of 2019 compared to the first quarter of 2018 at 76 percent. This number was even higher for resort/hotel spa respondents at 82 percent.

A large topic of discussion in the spa industry currently is the workforce. This month's survey showed that hiring continues to be the main focus for spa and resource partner respondents when it comes to the workforce. Over half of all spa respondents, 54 percent, filled vacant positions only in the first quarter of 2019, and over one quarter, 26 percent, added new positions. No respondents laid off employees in the first quarter. For resource partner respondents, 33 percent added new positions, 11 percent filled vacant positions only, and just 6 percent laid off employees.

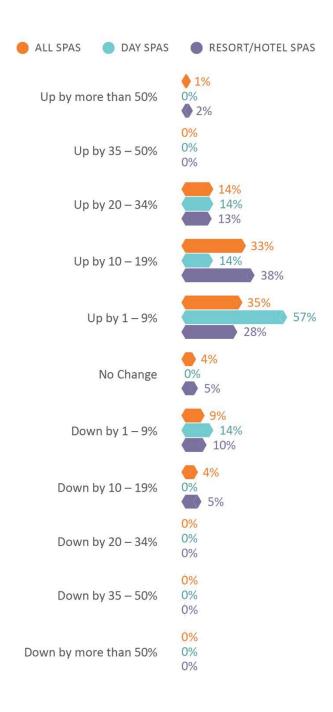
The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, April 19, 2019 to Friday, April 26, 2019. During this time, 181 ISPA members responded to the survey. The categories "all spas" and "ISPA Spa Members" referred to within this report include data from all spa respondents (day, resort/hotel, medical and destination spas).

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#### **ISPA SPA MEMBERS**

All survey responses should be provided for the period of January 1, 2019 – March 31, 2019 (first quarter). What was your gross revenue change for the first quarter of 2019 compared to the first quarter of 2018?





## **Gross Revenue Change |** All Spas

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Up by more than 50%	1%	2%	2%	2%	2%	4%	3%	1%	1%
Up by 20-50%	15%	19%	9%	16%	16%	8%	16%	16%	14%
Up by 1-19%	62%	53%	67%	59%	60%	63%	48%	55%	68%
No change	5%	7%	10%	6%	8%	1%	14%	6%	4%
Down by 1-19%	16%	18%	10%	14%	13%	22%	19%	20%	13%
Down by 20-50%	1%	0%	2%	2%	1%	1%	0%	2%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%

## **Gross Revenue Change |** Day Spas

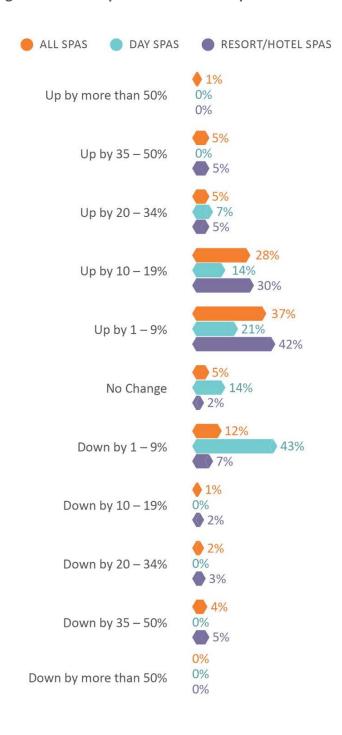
	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	<b>2nd Qtr</b> 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Up by more than 50%	0%	3%	0%	5%	10%	0%	0%	0%	0%
Up by 20-50%	21%	13%	0%	0%	5%	13%	43%	14%	14%
Up by 1-19%	63%	58%	58%	64%	70%	80%	43%	46%	71%
No change	9%	16%	19%	18%	15%	0%	14%	20%	0%
Down by 1-19%	3%	7%	23%	14%	0%	7%	0%	20%	14%
Down by 20-50%	3%	3%	0%	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

	1st Qtr 2017	<b>2nd Qtr</b> 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Up by more than 50%	1%	3%	0%	0%	0%	6%	5%	1%	2%
Up by 20-50%	19%	12%	20%	20%	21%	8%	11%	13%	13%
Up by 1-19%	52%	70%	57%	57%	52%	56%	48%	60%	66%
No change	4%	6%	3%	3%	8%	2%	14%	4%	5%
Down by 1-19%	25%	7%	18%	18%	18%	27%	22%	21%	15%
Down by 20-50%	0%	3%	4%	4%	2%	2%	0%	3%	0%
Down by more than 50%	0%	0%	0%	0%	0%	0%	0%	0%	0%



#### What was your profit change for the first quarter of 2019 compared to the first quarter of 2018?





## **Gross Profit Change |** All Spas

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Up by more than 50%	2%	1%	2%	3%	4%	4%	5%	4%	1%
Up by 20-50%	11%	19%	9%	10%	17%	17%	16%	12%	10%
Up by 1-19%	54%	52%	67%	62%	57%	56%	50%	56%	65%
No change	14%	13%	10%	10%	12%	13%	11%	12%	5%
Down by 1-19%	17%	17%	10%	10%	8%	9%	18%	14%	13%
Down by 20-50%	2%	1%	2%	3%	1%	1%	0%	3%	6%
Down by more than 50%	0%	0%	0%	1%	0%	1%	0%	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	1st Qtr 2019
Up by more than 50%	2%	3%	0%	0%	5%	16%	0%	7%	0%
Up by 20-50%	21%	18%	20%	0%	0%	11%	20%	28%	7%
Up by 1-19%	53%	47%	40%	58%	60%	47%	80%	50%	35%
No change	13%	9%	20%	19%	27%	21%	0%	14%	14%
Down by 1-19%	10%	21%	16%	23%	8%	5%	0%	0%	43%
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	1st Qtr 2019
Up by more than 50%	3%	1%	1%	3%	2%	1%	6%	3%	0%
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%	72%
No change	7%	17%	11%	6%	6%	8%	15%	10%	2%
Down by 1-19%	13%	15%	18%	7%	12%	10%	10%	22%	9%
Down by 20-50%	3%	1%	0%	3%	4%	2%	2%	8%	8%
Down by more than 50%	0%	0%	0%	0%	1%	0%	2%	0%	0%



How did your number of spa visits change for the first quarter of 2019 compared to the first quarter of 2018?

ALL SPAS
DAY SPAS
RESORT/HOTEL SPAS

#### SPA VISITS WERE UP



#### SPA VISITS WERE DOWN



#### **NO CHANGE**





# Change in Spa Visits | All Spas

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Spa visits were up	72%	64%	57%	57%	72%	62%	55%	62%	69%
Spa visits were down	20%	27%	22%	29%	19%	31%	31%	26%	24%
No change	7%	9%	21%	14%	9%	7%	14%	12%	7%

## Change in Spa Visits | Day Spas

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	<b>2nd Qtr</b> 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Spa visits were up	76%	70%	43%	36%	78%	80%	64%	53%	57%
Spa visits were down	12%	20%	27%	36%	11%	13%	21%	27%	36%
No change	12%	10%	30%	27%	11%	7%	14%	20%	7%

## Change in Spa Visits | Resort/Hotel Spas

	1st Qtr 2017	<b>2nd Qtr</b> <i>2017</i>	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	<b>2nd Qtr</b> 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Spa visits were up	69%	62%	63%	60%	72%	55%	54%	61%	68%
Spa visits were down	25%	29%	21%	31%	20%	38%	32%	28%	23%
No change	6%	9%	16%	9%	8%	7%	14%	11%	8%



## Which of the following best describes your workforce changes for the first quarter of 2019?

ALL SPAS	DAY SPAS RESORT/HOTE	L SPAS
(十) 2	26% 27% Added new positions 25%	
	54% Filled vacant positions only 57%	/
	2% )% Implemented a hiring free. 3%	ze
e <sub>x</sub>	)% Laid off employees )%	
	4% 20% No change 0%	
$\times$	1% )% Other 5%	



# Workforce Changes | All Spas

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Added new positions	23%	29%	29%	24%	25%	30%	28%	27%	26%
Filled vacant positions only	53%	48%	41%	51%	40%	43%	45%	46%	54%
Implemented a hiring freeze	2%	5%	2%	4%	4%	4%	3%	4%	2%
Laid off employees	1%	0%	2%	0%	0%	0%	0%	1%	0%
No change	19%	12%	18%	18%	21%	18%	19%	20%	14%
Other	3%	6%	8%	3%	10%	5%	5%	2%	4%

# Workforce Changes | Day Spas

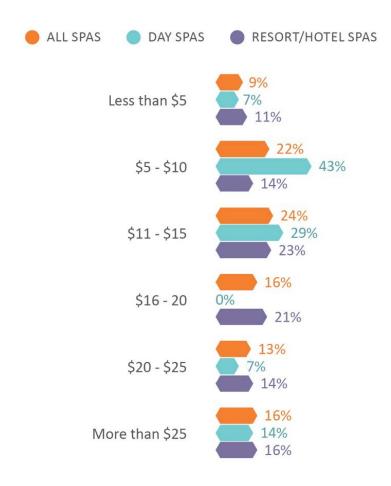
	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Added new positions	20%	37%	16%	13%	26%	7%	31%	27%	27%
Filled vacant positions only	62%	57%	58%	61%	42%	60%	46%	60%	53%
Implemented a hiring freeze	3%	0%	3%	9%	0%	0%	0%	7%	0%
Laid off employees	3%	0%	3%	0%	0%	0%	0%	0%	0%
No change	9%	3%	10%	13%	26%	27%	15%	0%	20%
Other	3%	3%	10%	4%	5%	7%	8%	7%	0%

# Workforce Changes | Resort/Hotel Spas

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Added new positions	20%	21%	33%	25%	23%	38%	25%	21%	25%
Filled vacant positions only	52%	49%	36%	51%	41%	40%	44%	48%	57%
Implemented a hiring freeze	1%	6%	0%	3%	6%	6%	5%	4%	3%
Laid off employees	0%	0%	1%	0%	0%	0%	0%	1%	0%
No change	24%	17%	24%	19%	18%	13%	22%	25%	10%
Other	3%	7%	6%	3%	12%	4%	5%	1%	5%



## What was your spa's average retail revenue per treatment for the first quarter of 2019?





## Average Retail Revenue Per Treatment | All Spas

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Less than \$5	8%	6%	5%	7%	9%	6%	6%	7%	9%
\$5 - \$10	24%	22%	21%	19%	25%	20%	29%	17%	22%
\$11 - \$15	25%	25%	21%	24%	23%	27%	17%	26%	24%
\$16 - \$20	21%	15%	16%	20%	11%	16%	15%	24%	16%
\$20 - 25	10%	13%	14%	13%	18%	14%	15%	11%	13%
More than \$25	12%	20%	22%	18%	14%	17%	18%	15%	16%

## Average Retail Revenue Per Treatment | Day Spas

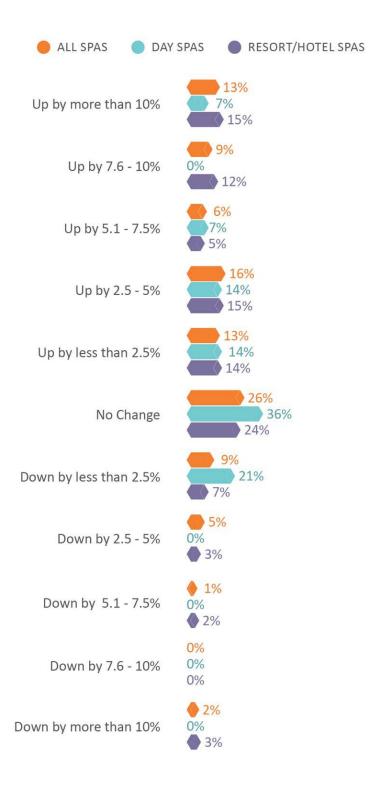
	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Less than \$5	6%	3%	7%	14%	16%	0%	7%	7%	7%
\$5 - \$10	18%	38%	24%	18%	37%	21%	50%	21%	43%
\$11 - \$15	27%	24%	24%	14%	11%	36%	14%	14%	29%
\$16 - \$20	18%	7%	17%	23%	16%	14%	7%	29%	0%
\$20 - 25	15%	10%	3%	14%	10%	0%	7%	14%	7%
More than \$25	15%	17%	24%	18%	10%	29%	14%	14%	14%

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

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Less than \$5	9%	6%	6%	5%	6%	8%	7%	8%	11%
\$5 - \$10	25%	13%	22%	19%	25%	22%	25%	17%	14%
\$11 - \$15	25%	25%	22%	30%	25%	26%	18%	30%	23%
\$16 - \$20	23%	21%	15%	22%	9%	16%	17%	22%	21%
\$20 - 25	9%	15%	18%	9%	20%	18%	18%	9%	14%
More than \$25	10%	19%	18%	16%	14%	12%	15%	14%	16%



What was your spa's change in retail revenue per treatment for the first quarter of 2019 in comparison to the first quarter of 2018?





# Change in Retail Revenue Per Treatment | All Spas

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Up by more than 10%	6%	11%	9%	12%	13%	7%	10%	10%	13%
Up by 7.6 - 10%	4%	4%	4%	5%	5%	6%	1%	7%	9%
Up by 5.1 - 7.5%	8%	5%	9%	5%	11%	7%	8%	8%	6%
Up by 2.5 - 5%	16%	21%	20%	21%	15%	21%	20%	21%	16%
Up by less than 2.5%	20%	22%	16%	20%	12%	14%	17%	15%	13%
No Change	25%	14%	18%	20%	26%	21%	21%	21%	26%
Down by less than 2.5%	12%	12%	14%	6%	6%	14%	7%	10%	9%
Down by 2.5 - 5%	5%	7%	7%	5%	3%	6%	4%	5%	5%
Down by 5.1 - 7.5%	2%	2%	0%	1%	1%	0%	4%	1%	1%
Down by 7.6 - 10%	2%	0%	3%	0%	3%	0%	4%	0%	0%
Down by more than 10%	0%	4%	2%	3%	5%	3%	4%	3%	2%

## Change in Retail Revenue Per Treatment | Day Spas

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2018
Up by more than 10%	9%	10%	3%	8%	10%	14%	15%	8%	7%
Up by 7.6 - 10%	3%	0%	0%	13%	10%	7%	0%	8%	0%
Up by 5.1 - 7.5%	6%	3%	7%	4%	10%	14%	8%	0%	7%
Up by 2.5 - 5%	15%	21%	21%	8%	15%	14%	8%	23%	14%
Up by less than 2.5%	24%	14%	10%	42%	5%	21%	38%	23%	14%
No Change	21%	10%	24%	21%	45%	7%	23%	31%	36%
Down by less than 2.5%	12%	21%	14%	0%	0%	7%	8%	8%	21%
Down by 2.5 - 5%	9%	10%	14%	0%	0%	7%	0%	0%	0%
Down by 5.1 - 7.5%	0%	7%	0%	0%	0%	0%	0%	0%	0%
Down by 7.6 - 10%	0%	0%	3%	0%	0%	0%	0%	0%	0%
Down by more than 10%	0%	3%	3%	4%	5%	7%	0%	0%	0%



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

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Up by more than 10%	4%	10%	12%	13%	15%	6%	10%	9%	15%
Up by 7.6 - 10%	3%	6%	6%	2%	2%	6%	0%	7%	12%
Up by 5.1 - 7.5%	9%	6%	9%	6%	12%	4%	8%	8%	5%
Up by 2.5 - 5%	18%	21%	19%	28%	13%	25%	20%	20%	15%
Up by less than 2.5%	18%	27%	19%	14%	12%	12%	15%	14%	14%
No Change	27%	13%	14%	20%	22%	25%	22%	22%	24%
Down by less than 2.5%	13%	9%	13%	9%	9%	16%	10%	10%	7%
Down by 2.5 - 5%	3%	4%	6%	3%	3%	4%	3%	6%	3%
Down by 5.1 - 7.5%	3%	0%	0%	2%	2%	0%	2%	1%	2%
Down by 7.6 - 10%	1%	0%	3%	0%	4%	0%	5%	0%	0%
Down by more than 10%	0%	4%	0%	3%	6%	2%	5%	3%	3%

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

RESPONSE	ALL SPAS	DAY SPAS	HOTEL/ RESORT SPAS
Added a new treatment to the spa menu	49%	53%	49%
Added a new brand/product line to the retail lineup	55%	40%	57%
Updated or changed the spa's software	11%	13%	10%
Invested in a marketing promotion or campaign	28%	33%	31%
None of the above	21%	27%	18%



Respondents were asked if their spa has an exciting new second quarter marketing promotion revolving around an event or holiday (i.e. Mother's Day, Father's Day, End of School, etc.) A sample of responses provided is below.

- 20th anniversary menu celebrating Health and Wellness and highlighting the team that have been here for over 15 years and the opening team 20 years!
- A significant state residence Spa Credit vs. discounting rates to drive local destination visits.
- Book our premium pedicure and receive a free pair of oka b sandals in the month of May.
- During Spring Break, we offer a "Week of Wellness," where we heavily discount our classic massage, classic facial, Mani/pedi, and select salon services. Guests have full access to our Fitness Center and Pools on the day of their service.
- For Earth Day we will be planting Redwood trees on our property. One redwood for each current employee.
- Launching CBD menu.
- Mom and Me Package to include overnight stay in Ocean front suite and high tea on the veranda.
- Mother's & Father's Day -- Residents/Locals will receive 30 percent off all nail services and receive the Swedish massage 50 minutes at a reduced cost; May 11th & 12th and June 15th & 16<sup>th</sup>.
- Mother's Day purchase any (not HydraFacial) 6 50-minute or 80-minute treatment for the price of five.
- On May 18, we will host a complimentary "Full Moon Yoga" out on our terrace. This is available to Spa guests, members, and hotel guess.
- Our Spa is having a Spring Open House. We typically have one around the Holidays. We are launching new services and spring makeup.
- Planning summer promotions targeting family travelers, mommy and daughter, etc.
- Resort guests will also receive a reduced price on Swedish massage and basic mani/pedi On May 11th, 12th & 13th and June 15th, 16th and 17<sup>th</sup>.
- Summer promotion
- We are entering off-season, so doing deep discounts on treatments, targeting local audiences that do not normally visit during the winter months and peak pricing.
- We are going to run a Facebook promotion where the client shares our post, sends us a photo of them and their mom and what they like to do together. One lucky winner will receive a package for hair, facial and makeup application. Two other winners receive a manicure or pedicure. Winners to be drawn on Mother's Day.
- We are offering a complimentary body cream to gift with a purchase of a Mother's Day retreat package (while supplies last).
- We are opening a salon on our two-year Spa Anniversary this year. It will happen around Memorial Day Weekend. We have a promo running with Groupon Beauty and many social media campaigns.
- We are promoting gift cards, and seasonal spring and summer services.

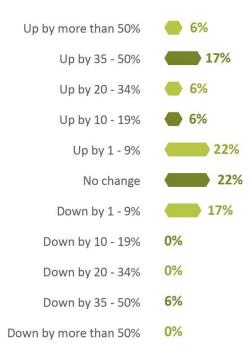


- We had a Galentine's package for the entire month of February that was so successful, we have decided to add it to our menu year-round.
- We have a special quarterly menu that we launch based on the brand direction of treatments from elements. Earth is first and out focus will be CannaBliss CBD treatments, Massage, facials and Mani/pedi with a hot cup of CBD tea.
- We have focused marketing on newer, on-trend seasonal services, specials based upon budget trends and performance, as well as gift cards marketing for special occasions.
- We have several marketing initiatives happening this next quarter including local spa events, local spa week, healing hand spa week for our local healthcare providers/police/fire departments, all-inclusive Wellness Retreat and holiday specials for Mother's Day and Father's Day.
- Welcome May-days with your Mom, Daughter or Mom friends, as the popular BFF Night returns this
  spring with pampering and fun. Hosted by the Mercantile and Healing Arts Center & Spa, we invite
  you to experience small indulgences for face and body, refreshments, gifts & more. A portion of the
  night's proceeds go to Wildcare.



#### ISPA RESOURCE PARTNERS

All survey responses should be provided for the period of January 1, 2019 – March 31, 2019 (first quarter). What was your gross revenue change for the first quarter of 2019 compared to the first quarter of 2018?

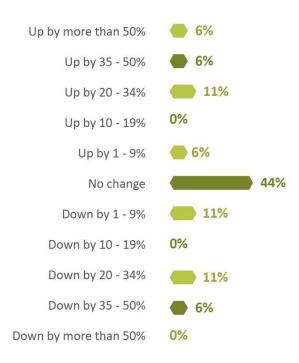


## **Gross Revenue Change** | Resource Partners

	<b>1st Qtr</b> 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Up by more than 50%	3%	7%	13%	2%	3%	14%	6%	10%	6%
Up by 20 - 50%	38%	24%	19%	33%	24%	23%	17%	26%	22%
Up by 1 - 19%	38%	37%	37%	51%	42%	36%	42%	36%	28%
No change	10%	24%	25%	9%	21%	14%	26%	15%	22%
Down by 1 - 19%	7%	10%	4%	4%	6%	11%	9%	13%	17%
Down by 20 - 50%	0%	0%	2%	0%	5%	3%	0%	0%	6%
Down by more than 50%	3%	0%	0%	0%	0%	0%	0%	0%	0%



## What was your profit change for the first quarter of 2019 compared to the first quarter of 2018?



## **Profit Change | Resource Partners**

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2019
Up by more than 50%	7%	6%	0%	7%	5%	8%	7%	5%	6%
Up by 20 - 50%	27%	17%	25%	12%	21%	17%	10%	18%	17%
Up by 1 - 19%	34%	40%	45%	51%	44%	45%	44%	41%	6%
No change	28%	29%	21%	23%	18%	19%	27%	18%	44%
Down by 1 - 19%	0%	9%	7%	7%	10%	11%	10%	15%	11%
Down by 20 - 50%	0%	0%	2%	0%	3%	0%	3%	0%	17%
Down by more than 50%	3%	0%	0%	0%	0%	0%	0%	3%	0%



## Which of the following best describes your workforce changes for the first quarter of 2019?



## Workforce Changes | Resource Partners

	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017	4th Qtr 2017	1st Qtr 2018	2nd Qtr 2018	3rd Qtr 2018	4th Qtr 2018	1st Qtr 2018
Added new positions	46%	42%	45%	39%	39%	40%	26%	36%	33%
Filled vacant positions only	11%	6%	14%	23%	8%	14%	13%	5%	11%
Implemented a hiring freeze	7%	0%	2%	0%	5%	0%	3%	3%	0%
Laid off employees	0%	2%	4%	2%	0%	3%	3%	5%	6%
No change	36%	49%	30%	36%	49%	43%	52%	46%	50%
Other	0%	2%	5%	0%	0%	0%	3%	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 first quarter of 2019 compared to the first quarter of 2018?

