



# ***SNAPSHOT SURVEY RESULTS REPORT***

**Year in Review**

*DECEMBER 2019*



## Year in Review

### ISPA Snapshot Survey / December 2019

Monthly Snapshot Surveys provide ISPA members with a valuable look into the state of the spa industry, spa industry trends and helps identify the needs of spa professionals. Snapshot Surveys are conducted on the third Friday of each month, with full results provided only to respondents two weeks from the release date of the survey. Knowledge is a valuable tool and these quick surveys provide a wealth of information shared by ISPA's members. The December Snapshot Survey provides a "year in review" at a glance.

Respondents were asked how their usage of different marketing channels differed in 2019 compared to years past. A majority of all respondents reported an increase in using digital online ads (54 percent), email (55 percent), Facebook (57 percent) and Instagram (62 percent).

Each December, respondents are asked to list some of their favorite books, spa products, tech gadgets or apps, and keynote presentations of the past year. Some popular books read by ISPA members this year include *Becoming* by Michelle Obama, *City of Girls* by Elizabeth Gilbert, *Dare to Lead* by Brene Brown, *Educated* by Tara Westover, and *Where the Crawdads Sing* by Delia Owens.

Favorite new spa products frequently mentioned by respondents include Antara by Zents, Aromatherapy Associates Forest Therapy, CBD products, Foreo and DermYoung Skincare. In addition, some popular gadgets and mobile apps also included Foreo's UFO, as well as the Apple Watch, NuFace Fixer, Resy and the Mindbody app.

As always, our Snapshot Survey respondents included several current and form ISPA Conference & Expo keynote speakers as some of their favorites that they attended or watched in 2019. Included in the list is Brene Brown, Marcus Buckingham, Mick Ebeling, and Simon Sinek, all alumni of the General Session stage.






The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, December 6, 2019 to Friday, December 13, 2019. During this time, 121 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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## ALL MEMBERS

In 2019, how hard was it to hire a qualified...






### ALL SPAS

	VERY EASY	SOMEWHAT EASY	SOMEWHAT DIFFICULT	VERY DIFFICULT
 SPA MANAGER	9%	21%	47%	23%
 SPA RECEPTIONIST	7%	27%	40%	26%
 MASSAGE THERAPIST	3%	29%	38%	30%
 ESTHETICIAN	19%	36%	30%	15%
 NAIL TECHNICIAN	0%	21%	24%	55%

## DAY SPAS








	VERY EASY	SOMEWHAT EASY	SOMEWHAT DIFFICULT	VERY DIFFICULT
 SPA MANAGER	11%	0%	78%	11%
 SPA RECEPTIONIST	9%	27%	36%	27%
 MASSAGE THERAPIST	0%	27%	27%	46%
 ESTHETICIAN	10%	40%	10%	40%
 NAIL TECHNICIAN	0%	0%	22%	78%

## RESORT/HOTEL SPAS








	VERY EASY	SOMEWHAT EASY	SOMEWHAT DIFFICULT	VERY DIFFICULT
 SPA MANAGER	10%	32%	29%	29%
 SPA RECEPTIONIST	7%	24%	37%	32%
 MASSAGE THERAPIST	5%	29%	40%	26%
 ESTHETICIAN	23%	36%	28%	13%
 NAIL TECHNICIAN	0%	23%	26%	51%

Please identify how your company's use of the following marketing channels changed in 2019 when compared to the previous year. *Respondents who did not use any of the following were asked to skip the respective inquiry.*








## ALL RESPONDENTS

	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED
 DIGITAL ONLINE ADS	<b>2%</b>	<b>3%</b>	<b>41%</b>	<b>32%</b>	<b>22%</b>
 DIRECT MAIL	<b>23%</b>	<b>12%</b>	<b>54%</b>	<b>9%</b>	<b>2%</b>
 EMAIL	<b>3%</b>	<b>4%</b>	<b>39%</b>	<b>40%</b>	<b>15%</b>
 PRINT ADS	<b>14%</b>	<b>19%</b>	<b>52%</b>	<b>12%</b>	<b>3%</b>
 FACEBOOK	<b>3%</b>	<b>10%</b>	<b>30%</b>	<b>32%</b>	<b>25%</b>
 INSTAGRAM	<b>2%</b>	<b>6%</b>	<b>30%</b>	<b>35%</b>	<b>27%</b>
 TWITTER	<b>5%</b>	<b>11%</b>	<b>65%</b>	<b>11%</b>	<b>8%</b>

## ALL SPAS








	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED
 DIGITAL ONLINE ADS	0%	3%	47%	28%	22%
 DIRECT MAIL	30%	16%	45%	9%	0%
 EMAIL	2%	6%	35%	43%	14%
 PRINT ADS	14%	23%	49%	12%	2%
 FACEBOOK	2%	6%	29%	36%	27%
 INSTAGRAM	2%	5%	31%	35%	27%
 TWITTER	6%	8%	62%	12%	12%

## DAY SPAS








	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED
 DIGITAL ONLINE ADS	0%	0%	46%	36%	18%
 DIRECT MAIL	50%	13%	12%	25%	0%
 EMAIL	0%	10%	30%	60%	0%
 PRINT ADS	20%	20%	20%	30%	10%
 FACEBOOK	0%	0%	27%	36%	36%
 INSTAGRAM	0%	0%	40%	30%	30%
 TWITTER	14%	14%	43%	14%	14%



## RESORT/HOTEL SPAS

	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED
 DIGITAL ONLINE ADS	0%	6%	40%	29%	26%
 DIRECT MAIL	29%	17%	46%	9%	0%
 EMAIL	3%	5%	36%	36%	21%
 PRINT ADS	18%	24%	50%	9%	0%
 FACEBOOK	3%	6%	25%	39%	28%
 INSTAGRAM	0%	3%	26%	40%	32%
 TWITTER	3%	3%	68%	13%	13%

## RESOURCE PARTNERS

	SIGNIFICANTLY DECREASED	SOMEWHAT DECREASED	STAYED THE SAME	SOMEWHAT INCREASED	SIGNIFICANTLY INCREASED
 DIGITAL ONLINE ADS	6%	3%	30%	39%	21%
 DIRECT MAIL	12%	6%	68%	9%	6%
 EMAIL	5%	0%	45%	34%	16%
 PRINT ADS	13%	13%	56%	13%	6%
 FACEBOOK	6%	17%	31%	25%	22%
 INSTAGRAM	3%	9%	27%	33%	27%
 TWITTER	3%	16%	69%	9%	3%

Please identify your favorite new marketing resource used by your company in 2019. A selection of responses can be found below.

- Auto emails sent to everyone upon check in to the hotel.
- Dianping in China
- Facebook Ads (2)
- Flash sales to get interest, then upsell.
- Groupon offers.
- Guest Voice uses social media to measure guest service but adds as a marketing tool.
- In addition to putting more emphasis with our internal social media marketing, we have also worked with several external partners: community tourism groups, social media influencers, and travel writers.
- Instagram (5)
- LinkedIn ads
- Local newspaper ads. They work like a charm when offering a special.
- Loyalty Rewards and Referral Rewards.
- Our own "connected room" app.
- Partnering with Charitable organizations as well as to participate in Wellness events regularly.
- Recruiter
- Social Media (2)
- Subscription box sampling.
- Targeted ads.
- Text specials sent out weekly with fun code words for discounts
- TikTok
- Using social media to get buzz and then using the buzz to invite local community and GDPR approved contacts.
- We created a "we miss you" postcard with a 10% offer on it. The staff put a little message from them.
- Website promotions of packages that include spa services
- We've been using snapchat to reach new/younger demographics.

Respondents were asked to share their "favorites" for 2019 with their ISPA peers for the following categories. A selection of responses can be found below.

**Favorite book they read:**

- 10% Human by Alanna Collen
- Ahab's Wife by Sena Jeter Naslund
- All the Light We Cannot See
- Atomic Habits by James Clear
- Becoming by Michelle Obama (4)
- Beneath the Tamarind Tree: A Story of Courage, Family, and the Lost Schoolgirls of Boko Haram by Isha Sesay
- Birthmark by Stephen Clingman
- Black Flags, Blue Waters: An Epic History of America's Most Notorious Pirates by Eric Jay Dolin
- Braving the Wilderness by Brene Brown
- City of Girls by Elizabeth Gilbert (2)
- Company of One
- Creative Calling
- Crushing it
- Curveball by Barry Zito
- Dare to Lead by Brene Brown (2)
- Disturbed
- Educated by Tara Westover (2)
- Essentialism
- Everyone Deserves a Great Manager
- Food Can Fit It by Dr Mehmet Oz
- Girl Stop Apologizing
- Girl Wash Your Face (2)
- High Performance Habits by Brendon Burchard
- Hippies by Paulo Coelho
- How Not to Die
- In Pieces by Sally Field
- In Pursuit of Excellence by Terry Orlick
- Inheritance by Dani Shapiro
- It's a Sticky Floor
- Leading On Empty
- Life after Death: A History of the Afterlife in Western Religion by Alan Segal
- Many Lives, Many Masters
- Never Eat Alone.
- Never Split the Difference
- Nine Lies About Work by Marcus Buckingham (2)
- Non-Bullshit Innovation
- On Fire: The Burning Case for a Green New Deal by Naomi Klein
- Other People's houses
- Profit First
- Purple Cow
- Rewilding by Isabella Tree
- Rhinoceros Effect
- StoryBrand
- Strategic Management
- Success at Your Fingertips by Lydia Sarfati
- Supernatural by Dr Joe Dispenza
- Talking to Strangers by Malcolm Gladwell
- The Giver
- The Glass Castle
- The Goldfinch (2)
- The Highly Sensitive Person
- The Infinite Game by Simon Sinek (2)
- The Obesity Code
- The Overstory by Richard Powers.
- The Power by Naomi Alderman
- The Slight Edge
- Think and Grow Rich by Napoleon Hill
- What I Know for Sure by Oprah Winfrey
- Where the Crawdads Sing by Delia Owens (3)
- Whiskey in a Teacup by Reese Witherspoon

- Wouldn't Take Nothing for My Journey Now by Maya Angelou
- You Are a Badass

### **Favorite new spa product:**

- Anda line by KFI
- Antara by Zents (3)
- Aromatherapy Associates Forest Therapy (3)
- Aveda Nutriplenish
- Bio femme line by Nelly DeVust
- Biologique Recherche Lotion P50
- Body Bliss Tree of Life product line
- C + C vitamin cream form Natura Bisse
- CBD (3)
- CBD and Hydro-Peptide
- CBD Arnica cream by Be Rooted Botanicals
- CBD Massage Oil
- Cerulean mask by Kypris
- Changes with the seasons but right now 111 Skin
- Clovertree Apothecary - Triple C Serum (2)
- Columbia Prebiotic Cleanser
- Comphy Co. New Sleep kit
- Control Corrective C Serum and Elemis Ultra Smart Pro Collagen Marine Moisture infusion mask
- Coola, Supracor and Circadia
- DDG Clinical Resurfacing Peel
- DermYoung skincare (2)
- Doctor Banor Pro
- Dry brush
- EmerginC and CBD products
- Eminence Cloud Mushroom eye cream
- Eminence Forest Lines
- Eminence Organic Skincare - Organic Sun Defense Minerals make-up duster - SPF 30
- FarmHouse Fresh Watercress Gelee Moisturizer
- Foreo (2)
- Grande Mascara and lip plumper
- HELIOS First Aid
- Humble Natural Deodorant
- Hydra Facial
- Hypervolt and our new Florida Inspired Products (scrub and body butter)

- Hyrdo Peptide moisture reset oil to stay hydrated for fall.
- I don't know how new it is, but the product I now use every day is the European Spa Source ShowerSpa Mist in Lemongrass Eucalyptus. It brightens my morning, and all my house guests are thrilled to get the spa treatment while visiting.
- I tried nuface for the first time - LOVE the results
- ISUN Ultra Sapphire Facial Oil
- Rose Quarts Roller
- Jade Roller (2)
- Lalicious
- Lip Smart, Deepak Chopra Meditations
- Lomm Face Dust
- Luzern Nuit Hydra Cleansing Emulsion
- Majestic Denim Robe
- Miracle Fruit Oil for Hair
- Natura Bisse Diamond Cocoon Eye
- Naturopathica eye cream
- Not exactly a spa product - but LOVE the jet lag mask by Summer Fridays.
- OSEA - we brought this line on this year as our newest vegan, organic, environmentally friendly line, and we love it!
- Oxylight
- Phytoceane line. The whole thing. Packaging. Effectiveness. My skin loves it.
- Pietro Simone Skincare
- Polyglutamic Acid Hydrating Serum
- Rad Roller
- Resurgence Hand Washing Salt
- Retouch Serums by Intraceuticals
- Revisions
- Sheet masks for hands, feet, and face. They are my personal at home spa item and so easy to recommend.
- Soothe Face Oil by Hempfield Botanicals
- Spongelle
- Sunless Tanning
- The Marsh's Mini Facial Kit (a home kit for the holidays)
- Theragun
- TUEL Cleansing Duo
- Vagus Nerve Oil- OSEA
- Vital Body CBD Soak
- Vitelle Argaline derma capsules

## Favorite new tech gadget or mobile app:

- Acorn
- Adding podcasts as I hear about them. love all I learn from Ted Talks Daily.
- ALL application (Accor Live Limitless)
- App from Rowhouse
- Apple Watch (2)
- Audible books
- Buddhify
- Canva
- Definitely the Hydra Facial Machine
- Drive Sense
- Elemis Biotec, 3Sages Wellness guided mediation app and Technogyms new streaming bike not even on the market in North America Yet.
- Foreo UFO (3)
- Google Oculus
- Happy Cow
- Hypervolt
- I love podcasts. So many topics and I can listen while doing other tasks! Personally, enjoy relaxing to the Moth Stories or listening to industry podcasts on more industry related topics such as forest bathing.
- ibotta ap
- Marco Polo
- Massage ball
- Mindbody (2)
- My ISPA camera cover!
- Neurotis fork
- Noom Weight Loss/Food Tracking
- NuFace Fixer (2)
- Offer Up
- Planoly and HeyOrca
- POYNT terminal by Mindbody
- Prime Video
- Resy (2)
- Ring camera
- S.A.I.F.E used in the treatment room to measure guest and employee movement through infrared.
- Smule app
- Spotify
- Tasty
- Teamup - an appt for everyone to access each others scheduled events and jprojects
- The Flo App
- The FS mobile app
- The Meditation Muse
- This makes me sound old, but I love the Venmo app. It is so nice to be able to just send someone money, especially since I never have cash on me.
- Threadup app
- TikTok
- Very low tech, but I finally found a cell phone cup holder for my car that really works!
- Waking Up app
- WW
- Yousician
- Zoe

**Favorite keynote, TED Talk or other presentation they saw, either in person or online this year:**

- 360 Blueprint by The Salon People
- Ady Barkan
- Bill Nye
- Bob Quinn - farmer & entrepreneur
- Brene Brown (4)
- Bryan Williams
- Christine Clifford - YouTube - Selling the Invisible
- Coaching for Leaders with Dave Stachowiak Podcast
- Elon Musk presenting the new Tesla SUV.
- Gary Vaynerchuck
- Greta Thunberg - The disarming case to act right now on climate change (TED Talk)
- Histories of Spain and the Ancient Near East; Lectures by theologian Dave Hart Bentley; Alan Watts on Taoism.
- How to Spot a Liar
- HSMAI Conference
- I loved all the keynote speakers from this year's ISPA, I felt I was able to learn something from all of them and they left me feeling inspired.
- Wounded warrior turned paralympic champion Melissa Stockwell (dare2tri.org) at AMTA 2019
- JeanPaul de Villiers
- Jose Maresma - he talks about mindfulness with a specific focus on brain science and lifestyle habits. We had him come into our spa for a 3-series workshop on "Finding Your Why". It was amazing.
- Marcus Buckingham (5)
- Mel Robbins
- Mick Ebeling (17)
- Not the newest, but newly discovered: Angela Lee Duckworth with Grit: The Power of Passion and Perseverance.
- Rachel Hollis (2)
- Seth Godin
- TED Talk - "How Great Leaders Inspire Action" by Simon Sinek (3)
- TED Talk by Susan Cain - The Power of Introverts. I saw it recommended on a blog then was ecstatic to find out that she would be speaking at the ISPA conference.
- The New Quantum Scientific Method - Phil Peterson
- The speakers in Vegas were absolutely amazing.
- The way a psychopath thinks
- Wendy Suzuki, the effect of exercise on the brain.



## What was your favorite ISPA Member benefit used in 2019?

ISPA MEMBER BENEFIT	ALL RESPONDENTS	ALL SPAS	DAY SPAS	HOTEL/RESORT SPAS	RESOURCE PARTNERS
ISPA JOB BANK	7%	5%	0%	5%	10%
SPA INDUSTRY STUDY REPORT	36%	38%	40%	37%	32%
SNAPSHOT SURVEYS	14%	15%	10%	16%	10%
ISPA ACADEMY	1%	0%	0%	0%	3%
PULSE MAGAZINE	33%	37%	30%	40%	26%
MEMBER DIRECTORY	8%	2%	10%	0%	19%
BUYER'S GUIDE	0%	0%	0%	0%	0%
ISPA SMARTBRIEF	2%	3%	10%	3%	0%

Using the following scale, how would you rate your efforts to lead a healthy spa lifestyle in 2019?

HEALTHY SPA LIFESTYLE EFFORT	ALL RESPONDENTS	ALL SPAS	DAY SPAS	HOTEL/RESORT SPAS	RESOURCE PARTNERS
HORRIBLE	1%	2%	0%	3%	0%
NOT VERY GOOD	11%	11%	9%	14%	9%
NEUTRAL	24%	23%	18%	19%	27%
PRETTY GOOD	48%	49%	55%	50%	49%
GREAT	16%	15%	18%	14%	15%

Respondents were asked to describe any special activities or events their company does to celebrate the holidays with their employees. *A selection of responses can be found below.*

- 12 days of gratitude during the holiday weeks leading up to the New Year. They get gifts each day with a positive affirmation to keep them going through the holiday bustle.
- Annual Christmas party and celebration.
- Annual Spa Christmas Party.
- Annual Theme Holidays Party.
- Children and family holiday event, cookie contest, Adult Holiday gathering, spa offsite dinner and gift exchange.
- Christmas Bonus and a huge Christmas Party
- Christmas Party coming up in January.
- Christmas Party in January
- Colleagues' children's Christmas Party.
- Colleagues Christmas Gala Diner and cabin crawl activities
- Corporate Christmas Party and a spa team activity.
- Employee Appreciation Gift cards
- Employee holiday party where the directors all serve the employees.

- Employee holiday party with lots of goodies and giveaways, visit from Santa, employee awards, "ranch bucks" for all 300plus employees to use at the property.
- Get Together Party
- Gift bags for homeless women.
- Give-a-way's, employee sales, special dinner.
- Giving Tree, Annual Bonus, Family with Santa Reception.
- Going out as a group.
- Gratitude Day - Our very own holiday to be grateful for someone/something in our lives.
- Guaranteed 3% 401k contribution plus a cash bonus.
- Half day off with holiday lunch.
- Holiday Gala for the hotel, hotel holiday party for colleagues' children, spa department holiday party.
- Holiday meals for the teams and packaging holiday meals for families in need in our communities.
- Holiday Party (4)
- Holiday party at a local establishment. The wellness team also has a get together.
- Holiday Party in December - dinner & dancing at a local hotel.
- Holiday party where we play games for a chance to win gift cards! We do team puzzle building, play bingo, and have even had a contest where we modeled things out of play-doh.
- Holiday party, card and small gift, potluck, raffle, etc.
- Holiday Party, Holiday gifts, Discount Treatment program.
- Holiday Party. Holiday Bonus Property-wide. Management Team Building + After Dinner.
- Huge party for associates with food, gift drawings, special mentions, Santa and families.
- Hyatt Day of Gratitude - December 11
- I am part of a property to that newly opened this past fall. Since we are still fine tuning operations and management, I look to promoting an internal department community that isn't necessary focused on the holidays by offering a gift of gratitude to employees for all their hard work, promoting personal staff celebrations (one of our employees is pregnant, so we organized a small baby shower).
- I feel strongly that Christmas may be tricky for some people and we do not celebrate. However, we do a beautiful Solstice Ritual where we cleanse and bless the spa and set our intentions for the new year. As a staff we are collecting money for the unhoused couple who sleep in our doorway nightly, hoping to gift them bus passes and food.
- Leader Christmas Gala Dinner and end of year brainstorming retreat.
- Luncheons
- Manager scavenger hunt, BIG employee party, festive treat deliveries to departments, departments decorating BOH.
- Open house party
- Our resort has their annual Breakfast with Santa for all the of the employees' children and they each get a present, all that is asked is that you donate hat, mitts or scarf for a child in need.
- Our team gets together for dinner, drinks and of course some laughs.

- Potluck, Secret Santa, Decorating a Holiday tree for Quad Cities Arts charity at Festival of Trees and Company Trip to somewhere warm in January!
- Several: Christmas party with dinner and music for all employees, Xmas lightning cocktail.
- Spa Holiday party and private yoga classes for staff.
- Supermarket gift card to all employees.
- Thankful and celebrate them every day with no exceptions.
- The company holds a celebrated special lunch for the staff.
- The entire team went to a bowling alley. We mixed everyone into teams, lots of fun!
- The whole team picks a night to go out together.
- This year we are doing a paint and sip class.
- Traditional holiday parties and within our wellness team, we are going to a spa instead of a dinner!
- Trips to Disneyland
- Ugly Sweater Contest, Food drive, Adopt a family.
- We do a big company party/celebration each year.
- We do a couple of parties for staff each year. I also have monthly spa nights where the staff can commune and use the facilities after we close.
- We do a Gratitude Meal every November instead of a holiday party. We (the owners) cook the main course and everyone brings their favorite side-dish. We all sit together at one long table and I hand out everyone's cash bonus.
- We do both a spa get together as well as a company Christmas party as we are part of a larger organization of hotels/spas.
- We do cookies and cocoa with Santa for our employees and their children. The executive team purchases gifts for all the kids, for Santa to hand out. They can have their pictures taken with Santa and it is a really fun day. We also do a summer barbecue and winter party for staff.
- We get away from the spa for a night of fun and games.
- We have a beautiful, local private chef cater our holiday party a few days prior to Christmas. During this event, we do our gift exchange and White Elephant exchange, along with bonus distribution and customized team member gifts. The gifts that we purchase for our team members are custom to each individual and include experiences, not just random gifts.
- We have a Christmas lunch every year where we exchange gifts and enjoy the afternoon together.
- We have a cozy meal together at our home, to make it feel like a night with family. We also have a secret Santa gift giving amongst the team just before Christmas Day.
- We have a great Christmas party! And we do a giving tree to give back to the city.
- We have an appreciation brunch with prizes and raffles.
- We have employee appreciate week which the entire hotel can come to the employee dining area and receive express facials and massages.
- We have received gifts of new products, an unexpected bonus, and a gift certificate to our company stores.
- We host a luncheon in the Spa and hand out gifts - this year the gift theme is "our favorite things."

- We host an employee-only holiday party, an afternoon at a wonderful restaurant and spoil our team. We also have a bad gift exchange after our December staff meeting, complete with ugly sweaters and yummy holiday treats.
- We just had a "Wellness Market" in our corporate headquarters.
- We just threw a big party for our employees and a plus one at our HQ. We played a game, had an award show recognizing peer voted awards, and had food and drinks.
- We offer paid time off to any employee who volunteers for community service during the holidays. This includes the salvation army, animal rescue, food banks, visiting people in hospitals, nursing homes and assisted living facilities.
- We present an all-employee Harvest Party, with food, entertainment, prizes, employees and their families are welcomed.
- We share food, drink, laughter and gifts on the last Saturday afternoon before Christmas!
- We usually do a holiday outing that is beauty related. This year we are going to do cryotherapy and then going out to dinner!
- White elephant

**Respondents were asked what they consider to be their greatest workforce challenge at this time. A selection of responses can be found below.**

- After you find a technician that is talented and a good associate (the elusive mix); being able to keep them busy enough in slower seasons to stay financially afloat in this cost of living market.
- Aging workforce and finding qualified replacements.
- Balancing scheduling for staff with small children at home.
- Building a sales team.
- Colleague wellness, sick and injuries affecting business and having enough staffing levels to cover it.
- Consistency of applicants.
- Eliminate single use plastic from our spa operation.
- Employee engagement
- Entitlement of new hires/staff.
- Finding a qualified nail tech.
- Finding affordable talent.
- Finding and retaining quality staff. We are in a rather remote location outside Denver and the job market is super strong in Denver.
- Finding dedicated, passionate staff is still challenging. We are lucky to have a great group right now, but it's taken some work to get there.
- Finding employees, we are somewhat unique as we are a seasonal resort, so I think this adds an extra layer of difficulty.
- Finding good quality nail technicians for remote resorts.
- Finding nail technicians.
- Finding qualified employees and keeping employees from ghosting.

- Finding qualified massage therapists and aestheticians.
- Finding qualified Service Providers willing to work the demands of our Resort Schedule - especially weekends & holidays. We are open 365-days a year about 12-hours a day. The talent pool is drying up in CT.
- Finding staffing and especially outstanding individuals to work at our resort and spa.
- Finding talent.
- Finding younger candidates with professional ethics. Ghosting for interviews or first day of work, especially in California is abhorrent.
- Finding, hiring and maintaining staffing.
- Getting everything done with limited staff.
- Green business practices while maintaining luxury.
- Having access to the 'right fit' in regard to applicants seeking work. It's been a struggle to find a good work ethic in most individuals. I find we are almost raising some of them. If a 25-year-old employee gets disciplined for repetitive negative behavior, you're getting a call from their parent the next day which is unprofessional and quite frankly, embarrassing.
- High turnover of Spa Directors.
- Hiring
- Hiring massage therapists and estheticians.
- Hiring massage therapists.
- Hiring professional people with integrity who want to work!
- Hiring.
- Honestly, our team is amazing and they go above and beyond in their job performance. Yes, there are small bumps in the road here and there; however, for the majority of the time, it's smooth sailing. We are so blessed to have such an amazing team!
- Hourly Wages
- Housing for employees.
- How to recognize and reward better.
- I am always short staffed.
- I lack the bandwidth to do as much as I'd like considering everyone wants "wellness" as a brand pillar and that is not clearly defined yet as to what that actually is.
- Inspiring managers who have worked here for many years.
- Juggling conflicting priorities.
- Just finding therapists.
- Keep up with hiring in a continuous growth phase.
- Keeping up with California state law.
- Knowledge
- Lack of timely response from clients when on deadline.
- Maintaining or exceeding Forbes standards of excellence with staff.
- Managing against a decline in business; balancing associates needs with accounting metrics.
- Managing people.

- Maximizing time
- Meeting deadlines.
- Nail techs and paying enough.
- New promos during the holidays
- Not enough massage therapists.
- Not enough people!
- Our biggest challenge is to get things done faster by working together cross-functionally in a more efficient way. The goal is to get projects out the door quicker.
- Our greatest challenge has been getting our message heard by spa management personnel. The amount of quality face time with decision makers is often wishful thinking.
- Passionate Spa Employees that understand luxury service. Particularly for Spa Reception.
- Physical space to accommodate growth.
- Prioritizing my priorities.
- Qualified
- Qualified Esthetician (multi-tasked is best).
- Qualified therapists
- Recruiting line staff and junior managers.
- Recruitment
- Recurring nail technicians in the resort spa world.
- Retaining front desk staff, scheduling software is a challenge to train.
- Staff turnover being in a transient, resort town.
- Staffing - we just aren't getting applicants for open jobs. If we do, they then don't return calls for interviews or don't show up for the interview once it has been scheduled.
- Staffing based on the demand.
- Talented, engaged employees.
- The battle to make budget and increase commissions for employees.
- The Fires in Northern California - Rebuilding our business after being closed for a period of time.
- This time of the year specifically is difficult-- most potential vendors have spent their budgets for the year and are unable/unwilling to discuss new products. But it makes for a busy January!
- Time management and overload of operations revamping for 2020.
- Time management! So much to do with so little time
- Training and coaching supervisory/management team.
- We had a reorganization this year, so having an almost entirely new sales team.