



SNAPSHOT SURVEY

2022: Year in Review

RESULTS REPORT | DECEMBER 2022

2022: YEAR IN REVIEW

Focused on the individual, this “Year in Review” Snapshot Survey highlights ISPA members’ personal and professional experiences of 2022. The survey gained insight into their personal activities, habits and favorites versus the operations-focused questions highlighted in most surveys conducted throughout the year.

Three-quarters of spa member respondents reported attending a multi-day spa industry Conference or event, as many were eager to reconnect with each other and celebrate continued industry growth. Regarding personal development, 65 percent of spa member respondents received a pay raise in 2022, with 64 percent taking on additional work-related responsibilities. One-fourth of spa members reported having changed jobs this year. Fourteen percent of those new positions were with a new employer. When asked what motivated respondents to take a job with a new employer, many stated they were looking for a new opportunity to challenge themselves in terms of personal growth.

Staffing and retention continued to be an area of concern for many this year, as 34 percent of spa respondents reported experiencing some burnout with their current job. On a more positive note, a whopping 91 percent of spa members and 85 percent of resource partners reported enjoying their work in the spa industry. The majority (73 percent) of spa respondents felt appreciated at work for their contributions, with another 88 percent of resource partners agreeing.

ISPA members also shared some of their 2022 favorites, from books to new spa products to television shows. Once again, Ted Lasso and Yellowstone were among the top favorite television shows, with the new addition White Lotus topping the list. Industry leaders were particularly interested in the book “Spark Brilliance” by Executive Coach Jackie Insinger.

The results analysis of this survey includes answers from 218 spa industry professionals who completed the December Snapshot Survey from December 2 to December 13.

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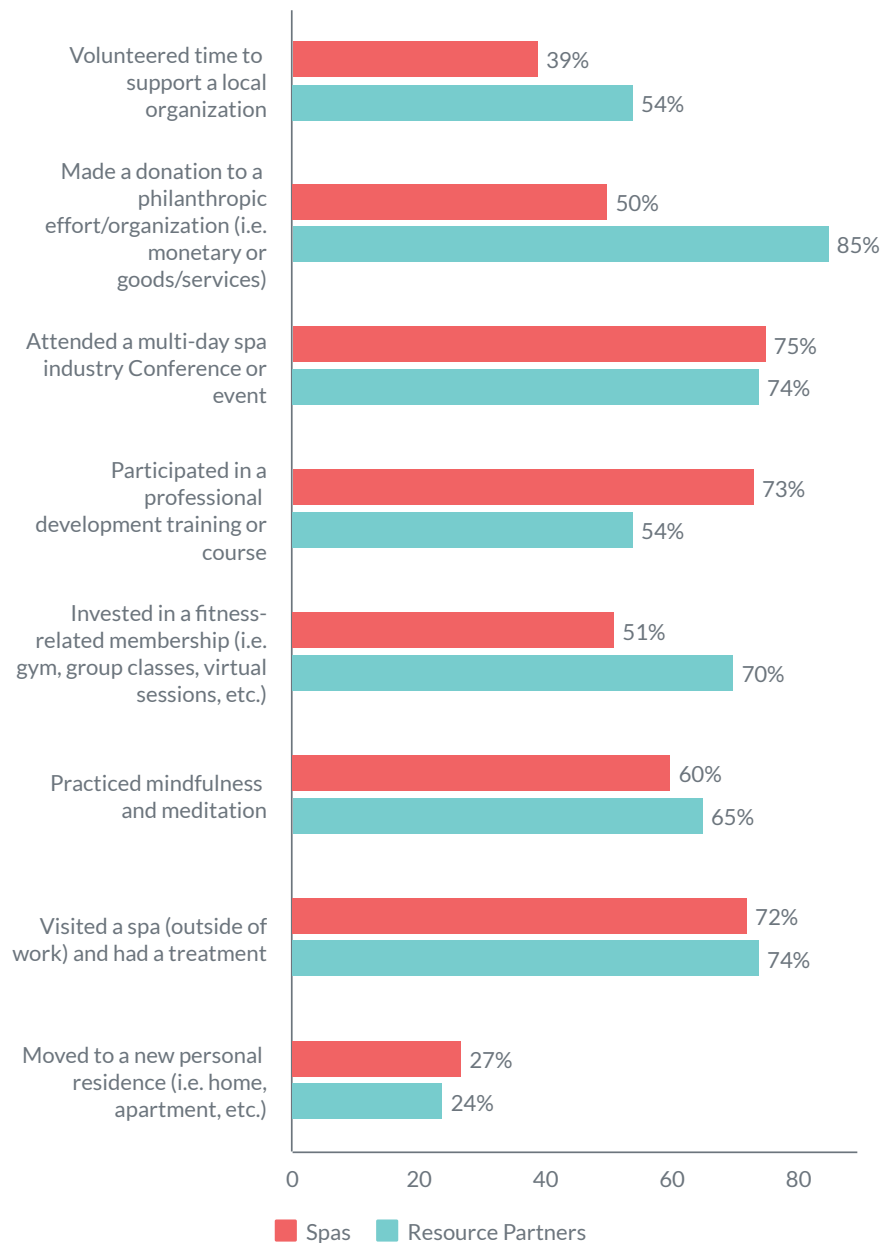


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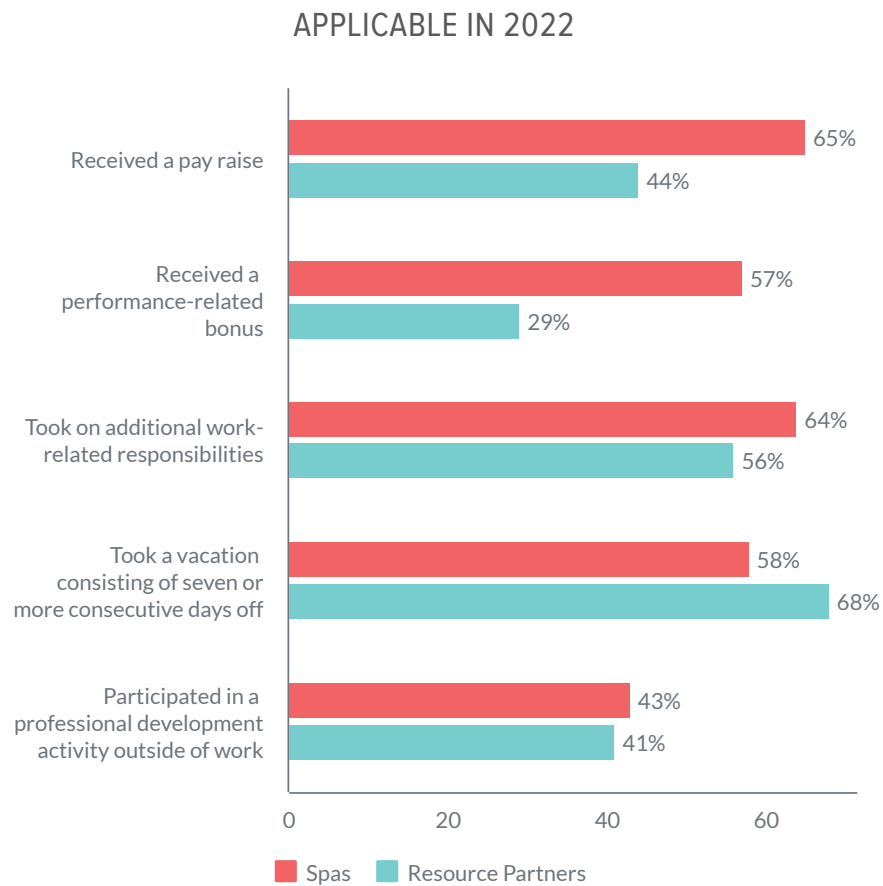
Which of the following activities, if any, have you participated in this year?

ACTIVITIES WITHIN THE PAST YEAR





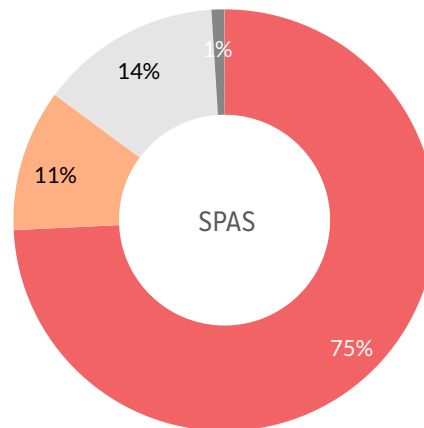
Which of the following applied to you in 2022?



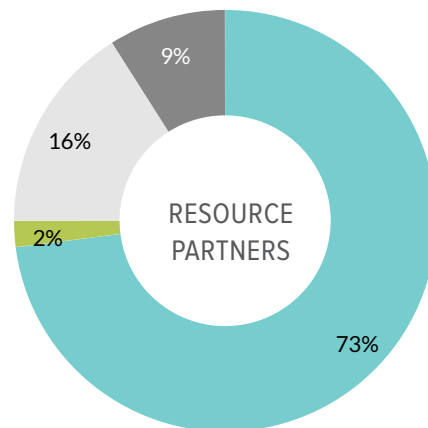


Have you changed jobs in 2022?

JOB CHANGES IN 2022



■ No (75%)
 ■ Yes, I changed jobs within the same company (11%)
 ■ Yes, I took a job with a new employer (14%)
 ■ Other (1%)



■ No (73%)
 ■ Yes, I changed jobs within the same company (2%)
 ■ Yes, I took a job with a new employer (16%)
 ■ Other (9%)

*What motivated you to take a job with a new employer?*

- A new project that inspired me with a very kind family ownership group.
- Acquisition
- After COVID I really wanted to work for a company who valued me and my work ethics.
- Amazing opportunity to travel
- Better opportunity
- Closer to home. More money
- Commute to work was much shorter
- Forbes Five Star
- Great opportunity
- I had been with my previous company for 11+ years and wasn't challenged any longer.
- I was recruited. To be honest, I wasn't seeking a move but when I heard about the opportunity to become involved with an up-and-coming hotel/spa brand, I had to say yes and pursue the opportunity further.
- Location, pay, work/life balance
- New opportunity
- New technology on the cutting edge of aesthetics
- Opportunity to grow and money
- Past employer culture.
- Personal growth
- Prior to this position, I was in a role within another industry and realized I am only happy when in the spa/beauty industry.
- The concept and plan of expanding a wellness focus at the resort. Growth!
- To get back into the Spa industry and more pay with benefits.



Please rate your level of agreement with each of the following statements.

SPAS		1 STRONGLY AGREE	2 SOMEWHAT AGREE	3 NEUTRAL	4 SOMEWHAT DISAGREE	5 STRONGLY DISAGREE
	I have a healthy work-life balance.	18%	31%	18%	26%	8%
	I am appreciated at work for my contributions.	37%	36%	20%	5%	2%
	I am actively seeking new job opportunities.	9%	17%	25%	20%	29%
	I am experiencing burnout with my current job.	7%	27%	24%	24%	19%
	I enjoy working in the spa industry.	78%	13%	4%	3%	2%
	My average stress level feels healthy.	13%	35%	24%	23%	5%
	I take time for myself when needed.	25%	27%	16%	26%	6%

RESOURCE PARTNERS		1 STRONGLY AGREE	2 SOMEWHAT AGREE	3 NEUTRAL	4 SOMEWHAT DISAGREE	5 STRONGLY DISAGREE
	I have a healthy work-life balance.	30%	42%	21%	7%	0%
	I am appreciated at work for my contributions.	61%	27%	9%	2%	0%
	I am actively seeking new job opportunities.	9%	14%	12%	12%	53%
	I am experiencing burnout with my current job.	0%	23%	9%	26%	42%
	I enjoy working in the spa industry.	71%	14%	12%	2%	0%
	My average stress level feels healthy.	25%	36%	16%	14%	9%
	I take time for myself when needed.	33%	40%	16%	12%	0%



Which of the following platforms do you currently use for personal and/or business purposes?

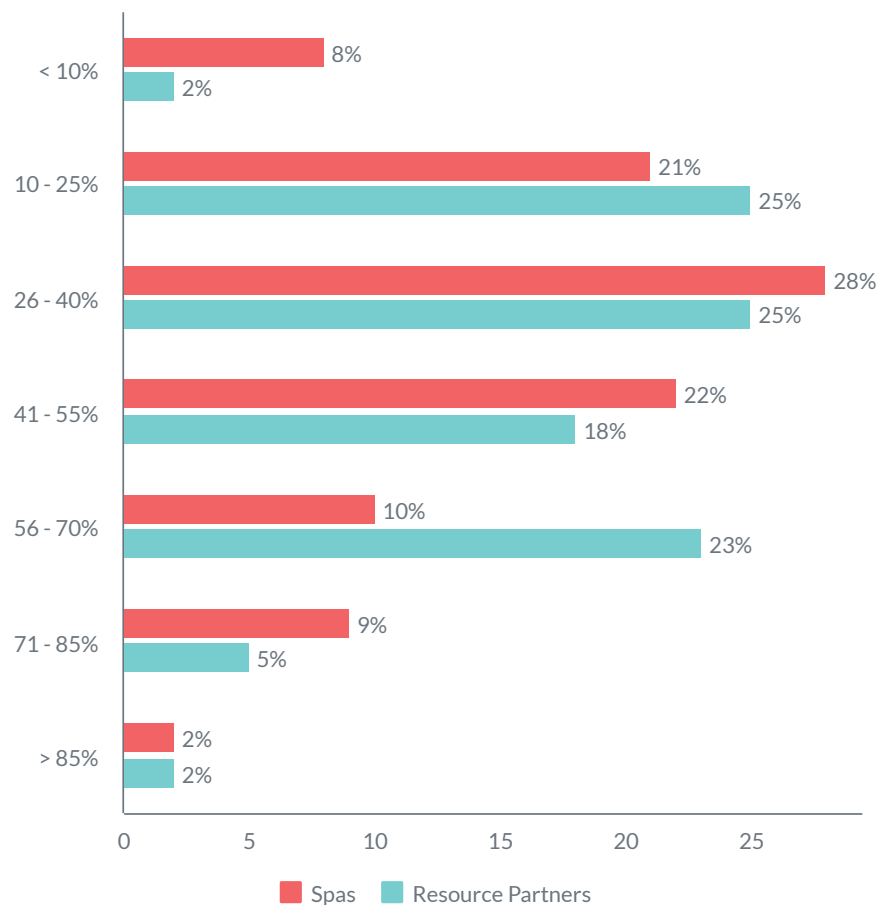
SPAS		PERSONAL USE ONLY	BUSINESS USE ONLY	PERSONAL & BUSINESS USE
	Facebook	47%	4%	48%
	Instagram	43%	6%	51%
	LinkedIn	18%	41%	42%
	TikTok	83%	13%	4%
	Twitter	74%	15%	11%
	YouTube	67%	4%	29%

RESOURCE PARTNERS		PERSONAL USE ONLY	BUSINESS USE ONLY	PERSONAL & BUSINESS USE
	Facebook	18%	8%	74%
	Instagram	18%	11%	71%
	LinkedIn	2%	39%	59%
	TikTok	60%	20%	20%
	Twitter	13%	25%	63%
	YouTube	31%	21%	48%



On an average work-day, approximately what percentage of your time do you spend managing your email (i.e. sending, reviewing and responding)?

PERCENTAGE OF TIME SPENT MANAGING EMAIL



2022 FAVORITES (ALL RESPONDENTS)

*Numbers in parentheses indicate identical responses***FAVORITE BOOK YOU READ**

-
- *When The Body Says No* by Gabor Mate
 - *A New Science of Heaven* by Robert Temple
 - *Alison Wright*
 - *American Spa*
 - Anything that is easy to read with a business/ leadership focus
 - *Atlas of the Heart* by Brene Brown
 - *Atomic*
 - *Atomic Habits* by James Clear
 - *Be it Pod* by Lesley Logan
 - *Becoming Supernatural* by Joe Dispenza
 - *Bible* (2)
 - *Braiding Sweetgrass*
 - *Breath* by James Nestor
 - *Circe* by Madeline Miller
 - *Credence* by Penelope Douglas
 - *Delicious!* by Ruth Reichl
 - *Dolly Parton Songteller*
 - *Eat that Frog!*
 - *Ego Is The Enemy* by Ryan Holiday
 - *Everything is Figureoutable* by Marie Forleo
 - *Glass Houses* by Louise Penny
 - *Good Morning Monster*
 - *Good to Great*
 - *Goop* podcast
 - *Help Them Grow or Watch Them Go*
 - *High Performance Habits* by Brendon Burchard
 - *Hotel Nantucket* (campy)
 - *How the Science of Plasma will Transform, Humanity's Understanding of its Place in the Universe*
 - *How to Heal Your Life*
 - *La Mujeres Que Amamos Demasiado* by Robbin Woo
 - *Last Day in December*
 - *Leaders Eat Last*
 - *Learning to Breathe*
 - *Life*. Keith Richards auto bio
 - *Life Force*
 - *Lonely Dove* by Sonee Singh (2)
 - *Manifesting Your Soulmate*
 - *Melbourne Food and Wine*
 - *MetaHuman*
 - *Michelle Obama Becoming*
 - *Midnight at the Blackbird Cafe*
 - *Mike Bond* series
 - *Mom and Me* astrology podcast
 - *Move Your Bus*
 - *Neon Confidential* - Neon PR Podcast
 - *Nightingale* by Kristin Hannah
 - *Outliers* by Malcolm Gladwell
 - *Priory of the Orange Tree*
 - *Rough Draft* by Katy Tur
 - *Shut up and Listen*
 - *Soul of an Octopus*
 - *Spark Brilliance* by Jackie Insinger (5)
 - *Staying Healthy with the Seasons* by Elson Haas
 - *The Alchemist*
 - *The Book of Lost Friends* (literary)
 - *The Book of Mysteries* by Jonathan Cahn
 - *The Couple Next Door*
 - *The Goldfinch* by Donna Tartt
 - *The Great Alone*
 - *The Great Alone* by Kristin Hannah
 - *The Man I Knew*
 - *The Metho*, by James Patterson and Michael B Silver
 - *The Midnight Library*
 - *The Mountain is You*
 - *The New Gold Standard* by Joseph Michelli
 - *The Nightingale*
 - *The Power of Moments* by Dan Heath
 - *The Princess Diarist* by Carrie Fisher
 - *The Seven Sisters* book series
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- *The Socrates Express*
- *The Spa Manager's Essential Guide* by Dr. Melanie Smith and Mike Wallace
- *The Summer Place* by Jennifer Weiner
- *The Velvet Rage*
- *The World's Strongest Librarian* by Josh Hanegarde
- *This is Your Brain on Plants* by Michael Pollan
- *Total Money Makeover* by Dave Ramsey
- *Unreasonable Hospitality* by Will Guidara (2)
- *Unstoppable Teams*
- *Untamed* by Glennon Doyle
- *Warlight*
- *We Do* by Stan Takins
- *Web That Has No Weaver*
- *What Matters Most*
- *Where the Crawdads Sing* (3)
- *Wish You Were Here* by Jodi Picoult
- *You Can Change Your Life*
- *Your Fully Charged Life*

FAVORITE NEW SPA PRODUCT

- 111Skin (3)
- Anything Phytomer/Vie :)
- Ardent Goods
- Arôma heart fragrance
- Augustinus Bader
- Ayuna
- Babor
- Babor ATP serum
- Bathorium (5)
- Bathorium Bath Soaks
- Bathorium Crush's
- bian stone gua sha
- Biologique Recherche Collagene Originele
- Biologique Recharde
- Botanika Life
- Cause + Medic CBD Pain Cream
- CBD Sleep Drops
- CellCosmet line eraser
- Chella eyebrow kit
- Collagene originel serum and Lotion MC110 -Biologique Recherche
- Colossal Bath bomb from Bathorium
- DDG Led Faceware.
- Dr. Babor Clean Performance Cream
- Dr. Dennis Gross Skincare line
- Dr. Gross LED mask ; Comfort Zone Biphasic
- Make-up remover, Glo Skin Beauty Luminous
- Liquid Foundation SPF18 - makes my skin glow !
- Dubois Beauty
- Elemis Cleansing Balm
- Eminence
- Eminence Kombucha Cleanser
- Eminence Kombucha Essence
- Eminence kombucha luminosity serum
- Eminence Kombucha Microbiome Luminosity Serum
- Eminence Skin Organic
- Eminence Strawberry Hydrator
- Eminence Strawberry Rhubarb Hyaluronic Body Lotion
- Eminence line
- Epicutis
- Essential oil to open your chakras.
- Eucalyptus show spray
- fig.1 Retinol skin care
- Frown Serum
- G.M. COLLIN Native Collagen Gel
- Glow cosmetics
- Glow Guard moisturizer by emerginC.
- Henne Lip Serum
- <https://realea.com/>
- HydraFacial
- I'm enjoying the entire Linne Line!! Beautiful

packaging that pops on a shelf, responsible ingredient sourcing and lovely textures.

- I'm So Jelly Mask
- Infrared wrap
- inHarmony Sound Lounge
- Intraceuticals
- IS clinical active serums
- ISUN Energizing Oil
- Jan Marini peel
- Joaquina Botanica Enzyme cleanser
- Joy-Lux
- K18 treatment for hair.
- KLawrence flameless decor
- Knesko Amethyst Face Mask or Serum
- Knesko Serums
- Kohler plumbing products
- Kombucha Essense from Eminence
- Kombucha Microbiome Luminosity Serum by Eminence
- LaFlore
- LaFlore Live Probiotic Skincare
- Laurel - Recovery Balm
- Liposmose from Biologique Recherche
- Lola's Apothecary body polish
- Lola's Apothecary Lullaby Soufflé
- lotion
- Luxury Therapeutics spa wraps
- Manuka Honey Whipped Oil
- Mr Lu Lu
- Naturopathica chili chocolate stress mask
- Neck cream
- NuFace Body unit
- NuFace Facial Toning Device for home use.
- O2 Infuser by Derm Young
- OSEA Ocean Eyes
- Osmosis Beauty Line
- Osmosis stem Factor
- OTO Cbd line
- Ourself dark spot peel (not in spa- yet!)
- Pevonia Hydra Mist
- Phytomer self heating mud
- Pure Fiji exotic oil
- Pure Fiji Vitamin C Serum
- QMS skincare and Gharieni Specialty Tables
- Saint Jane
- Seed to Skin
- Shankara's Kumkumadi Oil
- Skin Authority - Skinsuit - Lip
- Skin Authority's C serum
- Supracor's Pedi-scrub.
- The Last Object, New serums from Intraceuticals, Hyper equipment, Bathorium,
- Therabody Theraface device
- Theraface (3)
- TheraFace Pro
- There are too many to list!
- ToGoSpa White Tea Mask
- Ultraceuticals B2 mask
- Ultraceuticals B2 serum
- Valmont Body Cream and Antedotum Face Oil
- Venn skincare
- Well CBD serum booster
- wellness botanical patches
- Wrap Up clothing line
- Yonka
- Yonka Skin care Line Excellence Code

FAVORITE SHOW, SERIES, DOCUMENTARY OR MOVIE

- Abbot Elementary
- Aftershock - Everest and Nepal earthquake
- Alchemy of Souls
- All Creatures Great and Small. Mrs. Harris Goes to Paris. The White Lotus.
- Alone
- Ancient Apocalypse
- Ancient Apocalypse with Graham Hancock
- anything on Netflix that is new
- Babylon Berlin
- Blacklist, Manifest
- Borgen (Netflix)
- Bosch, Jack Ryan
- Brene Brown on Netflix
- Bridgerton
- British Baking Show
- Community
- Crown
- Dahmer
- Dateline
- David Attenborough: Life on our Planet.
- Dead to Me (2)
- Desde Cero, Zoel Saldana
- Down to Earth with Zac Efron
- Drag Race
- Dropout
- Elvis
- Emily in Paris
- Feed Phil
- Firefly Lane
- From Scratch
- Game of Thrones (2)
- Great British Baking Show
- Grey's Anatomy
- Heal
- Homeland, First Ladies
- Homestead rescue
- House of the Dragon (2)
- Imposters
- Jurassic Park series
- Love HGTV home improvement shows
- Manifest
- Masked Singer
- None that really sticks out to me. I do watch YouTube podcasts such as Rich Roll, Tom Bilyeu, Jay Shetty, Steven Bartlett (Dairy of a CEO), etc. They are my to go for personal development.
- Not much TV.... but I listen to audio books. Currently listening to a mystery, "The Couple On Cedar Close".
- Notre Dame documentary
- Outlander
- Ozark
- Peripheral
- Person of Interest
- Reacher
- Real Housewives
- Re-watched all seasons of The Office
- rock climbing documentary
- Sandman
- Secrets of Dumbledore
- Severance
- Shitts Creek
- Slumberland
- Spirited
- Stanly Tucci Searching for Italy (2)
- Stranger Things
- Succession
- Ted Lasso (8)
- That's a tough one - there were so many!
- The Amazing Race
- The Chicago TV shows (Chicago Med, Chicago Fire, Chicago PD).
- The Crown (5)
- The Empress
- The Handmaid's Tale (3)
- The Rookie

- The School of Greatness - Podcast
- The True Story of the LA Lakers
- The Watcher
- This is Us (2)
- Tinder Swindler
- Top Gun Maverick
- Transplant
- Vikings
- Wednesday (3)
- Welcome to Wrexham
- White Lotus (11)
- Marvelous Mrs. Maisel
- Yellowjackets (2)
- Yellowstone (12)
- 90 Day Fiancé
- No Time To Die, Rich Roll episode 656 with Rip Esselstyn, Rich Roll episode 666 with Dr. Andrew Huberman
- 1883 (2)
- Death to 2021



Something new you discovered this year that you would recommend others to explore or try:

- A four day work week, at least in the summer.
- A new approach to healthy aging
- A Personal Trainer
- Abundance affirmations and clinical hypnosis
- Asking more questions
- Attending the Spark event from Live Love Spa
- Ayurvedic immunity boosting herbs
- BIDET
- Calm and Aura Apps. Love them for the Sleep Stories and Meditations.
- Catalina Island
- Civil Rights museum Jackson MS
- Cryo Therapy
- Cryotherapy
- Cupping
- Daily meditation
- Devils Chasm Hike in Arizona
- Do a labyrinth walk with a certified labyrinth practitioner
- Doing more social things instead of watching TV
- Dragon Boat
- Dry-needling for chronic pain
- Easy way to scan a document using Notes on the iPhone!
- Eight Day Skin Care
- Even though saunas have been around for ages, I have discovered a new way of looking at saunas. Sauna use is not only a relaxing and detoxifying, but it also actually mimics a moderate-intensity aerobic exercises - your heart rate elevates, you sweat, and after it the blood pressure actually becomes lower. The more frequent the use of sauna, the lower the risk from sudden cardiac death, stroke and even depression. Definitely recommend!!!

- Exploring their own cities.
- Float Spa
- Food in Europe
- Forest bathing
- Go above and beyond to spread goodwill and happiness
- Guided tours through Italy - Amazing
- Hikes!
- Hot Yoga
- Hotworx
- I would love to get back to running long distance such as Half marathon's and also completing my first Full Marathon
- Indian Head Massage
- Interior design sessions
- Intermittent Fasting .
- Irish Sea Moss. So many amazing benefits!
- Journaling three pages first thing in the morning, every morning.
- Led face mask
- Life coach
- Mastering ad buys for your business in your local market.
- Mediation
- Medical grade chemical peels
- Meditation
- Meditation
- MELT Method Rebalancing sequence and daily Hand/Foot treatment
- Mexico
- Mindfulness
- Mindvalley App - AMAZING
- New restaurants in Chicago
- Nordic skiing
- Otto skin care- I love it!
- OURA ring
- Peleton outdoor classes
- Peloton
- Peloton is so versatile- it can be cost effective as well. You can do everything from workouts to daytime meditations to sleep meditations.
- Pickleball
- Pickleball!
- Pilates
- Pilates
- Prague
- Purchased a Nespresso machine for my home, also grabbed one of their milk steamers. Game changer.
- Read Axios and Nice News each day

- Read the book by Dr Robert Lipman
- Regular/weekly compression therapy for lymphatic flow, relaxation and recovery.
- Sculptural face massage .
- Self-Reflection
- Setting boundaries personally and professionally
- Sound Bath Healing
- Sound Bathing in Water
- Sound Baths
- Sous vide cooking
- Spa Education academy
- Taking time to unplug.
- That I can be a business owner and need to take the jump!
- The Austin Bats!
- The benefits of Cryo in the treatment room.
- The EXSO STUDIES and Disclosure movement that is going globally as well as with the USA Defense Department revealing and showing that ufos and uaps and Plasma Balls of Light are REAL and THE PLANET EARTH is being visited repeatedly by some form of Other than Human Intelligence, seriously. Please look at the work of Jacque Vallee: DIMENSIONS and books by Dr John Mack of Harvard
- The opportunity to build an online business is at your fingertips if you are willing to open your mind and can rearrange your commitments.
- Theraface
- Thrifting
- To be confidence with your self and believe the important you are for you and others.
- Trauma based healing
- Using high protein shakes to build muscle
- Vacation!!
- Visit Africa
- We Work Well
- Xcaret Hotel in Cancun, Mexico
- Yoga (3)



Please describe any special activities or initiatives your company plans to implement this year to celebrate the holidays with its employees this year.

- A company get together post holiday
- A December to Remember with team and family
- A manager Holiday Party as well as a full employee holiday luncheon
- A Santa dinner & party for the family with presents for the children
- A shift differential pay to compensate for working late hours
- All employees received a gift card to our local market in lieu of a party
- All of our employees receive two days off, a generous American Express gift card and office potluck. We have many remote employees.
- All staff celebration with food, music and a gift
- Annual employee party in January, after our busy business season
- Attending Holiday Staff Employee
- BBQ at the factory hosted by Compounding Manager. Christmas Breakup Lunch provided by Company
- Being a remote-only work environment, we do a virtual dinner together. We also contribute the non-profit of their choice each year.
- Bringing back our annual gala
- Celebrate 12 days of Christmas with little goodies that are different each day :)
- Children's Christmas party! Sounds like it will be a wonderful and inclusive event!
- Christmas breakfast with Santa
- Christmas dinner
- Christmas party
- Christmas staff appreciation dinner
- Closing business on the holidays
- Cocktail hours
- Colleague parties, contests, manager outing
- Cooking Competition and social event
- Corporate office holiday party (hasn't happened in 12 years), each location throws holiday celebration.
- Create Mingle with Mindful Luxury events
- Department level holiday parties and the return of senior manager level outings. We also do a holiday gift distribution for all employees and host many volunteer initiatives to do the same in the community as well.
- Disneyland Xmas party
- Dreaming and circadian rhythms are the new hygiene
- Employee Appreciation Gala
- Employee appreciation party
- End of season get-together
- End of year bonus and party

- Fancy holiday party at a local hotel to thank my 78 employees for their hard work in surviving the pandemic
- Festival of Trees and Ronald McDonald house ball
- Finally having an in person holiday party after two years
- First in-person holiday lunch celebration since 2019, prior to COVID
- Food drive, toy drive, enhanced associate lunch menus for holidays, individual department holiday celebrations, door decorating contest etc...
- GC trades with other local businesses
- Get togethers off site
- Giving holiday bonuses to line staff at our Holiday party.
- Ham Distribution
- Handing out cheese gift baskets
- Holiday bonus
- Holiday Dinner
- Holiday Dinner We also do a "Feel Good Friday" every week all year round for the team to share feel-good moments.
- Holiday Evening Party for Employees and a plus one at our hotel
- Holiday gathering and gifts for team.
- Holiday lunch
- Holiday Luncheon - games, food, etc..
- Holiday Luncheon with prize raffle
- Holiday party
- Holiday party
- Holiday party and bonus incentives
- Holiday Party, Community Volunteering and Adopt an Angel.
- Holiday party; bonuses; y/e reviews; having fun planning how we thank our customers
- Holiday picnic to include families and pickle ball tournament
- Just bonus. I plan to take my team out for dinner
- More sleep and dream time.
- None (4)
- Not new but we do give backs, can July holiday party then our gala in early Q1, and this year we are doing a all associate chili/cookie/ snack contest. We started quarterly Rallies this ye that are positive.
- Nothing, we will only have a Christmas party
- Our spa's Anniversary falls on December 15. We will celebrate our 1st year since re-branding. For that we are planning to have a Photo booth, delicious food, fun games, ruffles and plenty of additional prizes. Our vendors donated variety of items for every associate to receive something special, and lots of chances to win other gifts. After that, in January, the hotel will be holding an associate holiday party as well so we have a very festive time during winter !
- Property wide Christmas bonus in lieu of a party
- Quarterly team appreciation!
- Rave themed Holiday party

- Return of an office Holiday gathering for children of our employees.
- Return of the annual employee celebration (in-person party)
- Same as every year
- Seasonal Services and Retail Discount Sales
- Skiing with Santa
- Staff dinner
- Staff gifts, staff social
- Staff holiday bake-off, holiday staff appreciation gathering and hydrotherapy night
- Staff Potluck - featuring stocking decorating contest, manager bake off, and secret Santa
- Team-member events, such as ugly sweater competition, holiday raffle, department outings etc.
- The resort is having an employee and family holidays party. We also have our traditional ham and turkey gift away for all staff.
- Time off
- Turkey toss (employees get a free turkey) + Holiday Gal for all employees and their significant other (over 1,200 people participate) Breakfast with Santa (for employee's kids and their families) and incredible buffets for Thanksgiving and Christmas days for the team that is working.
- Ugly Sweater competition, Ginger Bread house competition, Gift Card give-a-way
- Ugly sweater contest for those employees located in office
- Unsure - I am still a new employee
- We always have a spa party and another with the resort. Plus special gifts for employees
- We are celebrating after the holidays
- We are in the middle of a pre-opening so holidays will be a bit of a blur!
- We are small so are taking everyone to dinner
- We as employees of the company are helping the local orphanage with gifts, all associates have Christmas bonuses and gift baskets
- We do an annual dinner out
- We do cookies and cocoa with our employees and their families. Santa is there and they can all skate for free on our ice rink.
- We don't
- We had a dinner last weekend to celebrate our team and 35th anniversary being opened
- We have a gathering with 12 food trucks, free t shirts, free gifts and a DJ.
- We have a holiday party for the team that is local.
- We have several holiday events
- We host a holiday party for our employees to enjoy.
- We offer special meals. Gifts and recognition.
- We volunteered at a local shelter to decorate for the holidays and to serve dinner. Then we had a beautiful dinner and had a secret Santa gift exchange!
- Weekly company events for fun

*What do you consider to be your greatest challenge at this time?*

- 2023 planning - so many unknown variables
- Anticipating our guest demographic and needs with a new property
- At this moment in my career I feel pretty balanced in my personal and professional life. I find myself constantly wanting to learn, stay relevant and active while taking care of myself and my family.
- Awareness of creating a retail space that encourages guests to shop in-store as opposed to online such as amazon.
- Balancing work, studies, work out and social life
- Being home enough with my kids
- Building business post covid. Recognizing the need to continue keeping people safe from viruses but reducing the clinical vibrations around those efforts. Safety and luxury must be effectively merged to create a product that will thrive in spite of community health scares.
- Capturing normal seasonal business levels following hurricane Ian and tropical storm Nicole
- Client retention
- Commitment from the larger enterprise to commit to plans
- Consistency with guests booking some weekends great others slow
- Construction at the club, outdated spa
- Creating personal life balance due to a long work commute.
- Dealing with an issue that I am unfamiliar with
- Desk staffing
- Determining minimum age to allow spa services; First trimester pregnancy services; injectables via medical professional-- defining all standards and working with liability on these.
- Direct to consumer
- Disappointment with the direction the company is going
- Educating customers on the opportunities in sub-Saharan Africa
- Employee attendance
- Exercising
- Financial business gains
- Finding dependable employees
- Finding employment candidates that don't ghost
- Finding enough time in the day.
- Finding enough time to spend time in the desert
- Finding time to make sure and work out
- Generating self-happiness within my work, toxic environment but difficulty finding a new job. Coping is challenging!
- Get supervisors to meet their responsibilities
- Getting everything done before the new year comes. Budgeting, planning, closing out the current year, etc..
- Getting more clients

- Getting more clients for services. The hotel is traditionally slower mid week during this time of the year which translates to less appointments for the spa
- Getting people to respond to follow up
- Getting profitable
- Going more with the flow, respect the process
- Greatest challenge at this time is trying to determine guest response to a new spa and facility unlike the massage offerings in the past. Triple in staff size with new wellness focus for the whole family.
- Have a steady flow of guests in the spa in general
- Hiring and retaining talent.
- Hiring massage therapists
- Hiring qualified people
- I fear I have reached the “cap” in my position and am at my ceiling for growth within the company :(
- I have moved to a new state and have to learn the community and make friends
- I want to do so much and there never is enough time to do it all!
- Implementing processes and new software
- Inclusive messaging
- Keeping team members working--too much illness, wanting to be pulled off early every day, last minute call-outs for illness or emergencies
- Keeping up my current pace
- Labor issues
- Maintaining the guest experience during budgets and managing financials. The balance can be really challenging amongst learning leaders
- Managing staff
- Managing staffing shortages for demand
- Managing supply chain issues, developing new products and growing the business
- Managing the work flow
- Marketing and hiring lmt
- My greatest challenge at this time is to meet profit margins expectations this winter. With economy slowing down and inflation soaring, I am starting to notice a decline in spending and splurging on spa services.
- My health
- Needing another manager, trying to convince my bosses it is desperately needed. Then when/ if ever approved, finding one that is a good fit for team, property and company.
- New property ownership.
- No leadership support, lack of assistance with promoting and retaining good talent due to restrictions for lead and supervisor titles across the company
- Not enough time in the day to get things done
- Not enough time in the day to see through everything I would like to do (personally and professionally:-)
- Not enough time to do everything
- Onboarding new team members

- Opening of our spa at wind creek
- Opening up new in a very competitive market
- Overcoming high payroll to keep and attract staff and still be profitable
- Overcoming limiting self-beliefs
- Pacing myself ..
- Picking the projects that will have the greatest impact - not just those that will be profitable, but those that will have meaning and leave a legacy
- Predicting business flow
- Recovering from the trauma of the pandemic through exercise, diet and life/work balance
- Recruiting new hires and employees calling out sick all the time
- Retail sales at our spa
- Retention of staff
- Revenue and allotted full time employee staffing hours
- Rising cost and staffing
- Saying no
- Self improvement - getting to an inner peace that expands to the outer world
- Staff shortage
- Staffing (8)
- Staffing - especially massage therapists
- Staffing and housing for staff in a more remote and costly location
- Staffing and retention
- Staffing shortage, lack of staff able to problem solve, human connection (how to personally make a connection with someone)
- Staffing, always staffing!
- Staffing, so that I can resume a more balanced work-life.
- Staying committed to blocked time to move goal forward.
- Staying on top of things.
- Stress management.... Keeping on task
- The challenge has been short staffed and being able to take time off. I am amazing in terms of giving staff time off and tend to put myself last because we are so short.
- The economy.
- The layers of gaming compliance to get a simple job done.
- The workforce is very needy and clingy. They want to share all their personal problems with leadership. It is almost that the new expectation is that a leader to be a “shrink” and if you are not open to have multiple sessions and offer advice you are considered to not have empathy. Leaders are not qualified to give any life advice - it is a huge responsibility and liability to go this route.
- Time for well planned strategy.
- Time in timing itself
- Time management (2)
- Time...need more of it
- Vision and getting things done

- Volume as it relates to being able to pull away from the operation to work on high-level projects or programs. Most of my time is spent supporting the team on the floor or in the office and it's hard to move the needle on long term planning and business development.
- Weight control - it sucks getting old!
- What is required for my role
- Work as a spa manager
- Work life/balance (4)
- Workload

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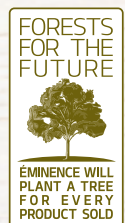
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