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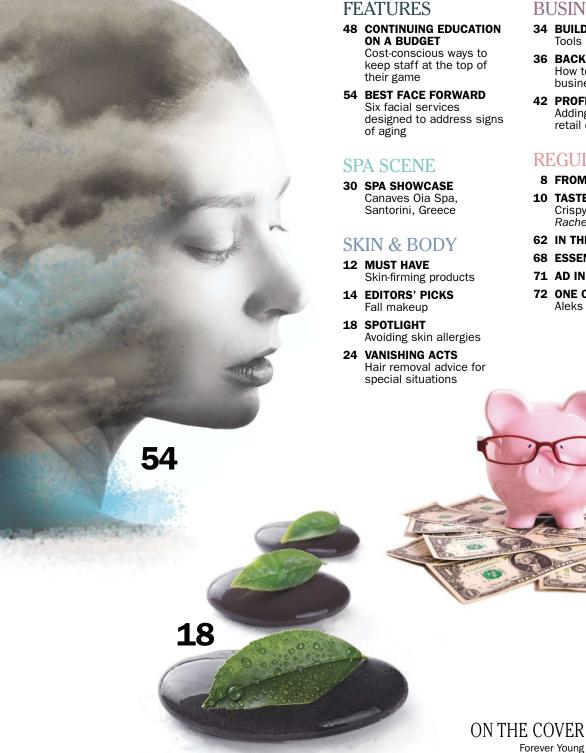
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FROM THE EDITOR



V

Flip to Profit Center on page 42 to learn why you should add clothing to your retail area! **I'M HAVING YET ANOTHER TRAVEL-HEAVY YEAR:** I attended IECSC in Las Vegas, then took a much-needed Hawaiian vacation, and I'm now packing my bags for my cousin's wedding in Boston before heading back to Vegas for ISPA. Not that I'm complaining! I love seeing our favorite brands and dedicated readers at trade shows, and as for Hawaii and Boston, I just consider myself lucky to get two family-filled getaways in one year.

The only problem is the air travel itself: The altitude dehydrates me—and my skin. So whenever I fly, I tailor my already stellar regimen to include more nourishment: added hyaluronic acid for moisture, as well as an antioxidant serum to counteract all that extra pollution.

Back-to-back trips are also the perfect excuse for an indulgent antiaging facial. I know it sounds like a strange choice for a millennial, but such services can feed less mature skin to help prevent signs of aging before they start (aka "prejuvenation")—and it's the type of offering that will always keep clients coming back for more. That's why this month's feature, "Best Face Forward" (page 54), highlights six skin-firming protocols that rejuvenate complexions of all ages. Then, check out Must Have on page 12 for complementary at-home products that will help maintain those amazing results.

Spa-goers have all sorts of skin conditions and concerns, as well, so pros must stay at the top of their game with lots of training. Turn to "Continuing Education on a Budget" on page 48 for ways improve your team's skills and know-how without breaking the bank. Plus, we'll inspire you to learn more with this month's Spotlight (page 18) on skin allergies and how to avoid them, and Vanishing Acts (page 24), in which top educators discuss hair removal services for clients with specific problems.

There's no doubt that this issue contains a slew of smart strategies for your spa that you'll use for years to come. So on that note, I wish you happy reading!

LAURA WALDON EXECUTIVE EDITOR lwaldon@creativeage.com

TEAM TRAVELS



I received a luxurious Nioxin K-beauty Head SPA treatment (like a facial for my scalp!) at Kim Sun Young Salon in Los Angeles.



Alexa took a Face Yoga with Koko class in Los Angeles, where she learned how to work certain muscles to minimize wrinkles.



Jasmine enjoyed a blissful virtual reality massage experience at Esqapes Immersive Relaxation in Los Angeles.

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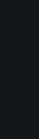
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Crunch Time

by Jasmine Brown

BUSY SCHEDULES can make weekly meal prep tough, so adding a versatile snack that can be combined with multiple dishes *and* enjoyed on its own is a major win. This simple Crispy Chickpeas recipe from Rachel Gurk's blog, *Rachel Cooks* (rachelcooks.com), is the perfect way to get your crunchy-salty midday fix, plus it pairs well with salads, sprinkled on top of soup, or mixed into Buddha bowls. A rich source of protein, vitamins and fiber, these small but savory garbanzo beans pack a healthy punch.

Crispy Chickpeas

Yields 4 servings

1 can chickpeas 1 tbsp. olive oil ½ tsp. kosher salt

¹/₄ tsp. black pepper ¹/₄ tsp. garlic powder

Preheat oven to 400 degrees Fahrenheit. Rinse chickpeas, then peel and pat dry. Toss with olive oil, salt, pepper and garlic powder. Spread on rimmed baking sheet and bake for 20 to 30 minutes, shaking pan every 10 minutes, until crispy. Let cool and store in an airtight container.



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MUST HAVE

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EDITORS' PICKS

Fall Hues

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SPOTLIGHT

Avoiding Skin Allergies

Expert advice for circumventing ingredient sensitivities. by Alexa Joy Sherman

What are the most common skin allergies you encounter with clients?

Christie Fox Lavigne, director of skincare, Oasis Day Spa in New York City: We see a range, but the most common are lactose intolerance and allergies to nuts or specific medications. Thankfully, most reputable skincare brands have done away with artificial fragrance, parabens and other harsh ingredients, but we still see people suffering from some sort of irritation; many of them say they have 'sensitive skin,' but oftentimes we uncover that their skin is in fact 'sensitized.' Sensitive skin is a condition you're born with, while sensitized skin is caused by something you're doing-perhaps exfoliating too much, using harsh products (retinols are a huge culprit) or not properly hydrating the complexion. So, educating guests about best practices is an important part of our job.

Sharetta Richard, LME, certified laser technician, Urban Skin Solutions in Charlotte, North Carolina: Across the board, when my clients have a reaction to a product, it contains either hydroquinone, citric acid or retinal. All three are highly effective ingredients, but they can be too strong for people with skin allergies or sensitivities. The issues vary, but sure signs include tiny, rash-like bumps and an itching, burning sensation.



Clara Yu, MD, founder and medical director, Beauty Cult in Redondo Beach, California: Allergies to fragrance, acids and certain fruit extracts tend to be some of the more common ones, with symptoms including a red rash or bumps; itchy, dry skin; or pimples.

What services or substitutions do you provide if a guest has a specific sensitivity?

Richard: We offer a Custom Facial (50 min./\$100) that includes the IMAGE Skincare Ormedic Masque, which is good for all skin types and helps address dryness,





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acne, redness and dull skin. It also contains key ingredients for sensitive skin like aloe, cucumber and meadowsweet extract. In addition, our Sensi Peel (45 min./\$90) is a gentle chemical peel with only 6 percent TCA, so it's a great option. However, it still contains vitamin C, so we won't administer this to clients who are allergic to citric acids.

Dr. Yu: All of our signature facials include cryotherapy, which is one of the best protocols for calming inflammation and soothing sensitivity. Our most popular facial is the Beauty Cult Devotion (60 min./\$119), which includes cryotherapy and an O_2 mask that increases oxygen to boost hydration. Also, our AquaGold Microinfusion Facial (20-40 min./\$600) combines Botox, hyaluronic acid, vitamins and more to help reduce redness, improve fine lines, shrink pores and give guests brighter skin. Finally, Beauty Cult's medical grade line is developed with all skin types in mind. Some of our top products are C to Believe, which has lilac stem cells to help prevent wrinkles, brighten and even skin tone, calm redness and rosacea, and hydrate the complexion; and Mighty Matcha, a serum containing the equivalent of 1,500 green tea bags that helps reduce redness and fight free radicals.

Lavigne: All of the lines we carry offer calming options, depending on individual needs; some ingredients we use to soothe the skin include arnica, chamomile, lavender, rose and horse chestnut.

How do you screen for skin allergies and guide clients in the right direction?

Dr. Yu: All of our guests fill out a health history questionnaire that we review prior to starting any services, and we also verbally ask if they're aware

of any allergies they might have. Staff members know what ingredients are in each of our product lines and they go through rigorous training, which involves skin anatomy, recognizing possible sensitivities and how to treat them. There's always a doctor in house to provide medical treatment or recommendations as needed.

Lavigne: We conduct a brief interview to determine whether or not our clients suffer from allergies, have medical conditions or take medications that might interfere with their treatment. If someone expresses concern about a potential reaction, we take a look and try to determine the cause. In situations where we may be worried about a reaction, we'll try something new using a patch test. During intake, if our guest says they've tried everything, but nothing seems to be helping, we do what we can to address their concerns and heal the skin. There may be times when someone doesn't get better after trying our recommendations, in which case we may suggest that they see a dermatologist, allergist or nutritionist-oftentimes, something in their diet may be causing the reaction.

Richard: We can't do allergy testing, but we do go over a client's medical history and do a swab test on the inner arm or back of the neck. Different types of services are also an option. For example, if a client comes in wanting a chemical peel to reduce hyperpigmentation but can't handle the ingredients, a laser treatment is an extremely beneficial alternative. If they want to know exactly what's causing a reaction, isolating the use of one product at a time could help—but directing them to their doctor for testing is the quickest, surest solution.



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VANISHING ACTS



For Your Consideration

When it comes to hair removal services, most clients—and providers know what they're getting into. But certain circumstances may require a different approach to ensure maximum comfort and results. Prepare for sticky situations with these tips from top educators in the field. by Laura Waldon

SENSITIVE SKIN

Lindsay Miller, president, Lycon USA: Sensitive skin is very common, and you must take the appropriate cautionary steps when waxing. Select a high quality wax that has added aloe, arnica, argan oil and other soothing ingredients to reduce sensitivity. Additionally, waxes formulated with titanium dioxide will help minimize post-treatment redness and irritation, and a hard wax will be gentler and more comfortable for the client. Always start by cleansing the skin to ensure there is no debris, then use a pre-waxing oil as an additional barrier. After the wax, cleanse again to close the hair follicles and soothe the area. Finally, choose an aftercare product that's intended for sensitive skin, such as lotions containing antibacterial tea tree or soothing chamomile. You can also recommend that clients apply a cold compress within a couple of hours to further reduce inflammation—especially if they've had reactions in the past.

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Elham Jazab, global educator, GiGi: If a client has sensitive skin (which will become apparent when you do a thorough consultation), I almost always choose a stripless or hard wax. Applying a few drops of preepilation oil with grape seed oil will create a cushion and allow the wax to grab hair without sticking to the skin. I also use a gentle post-wax gel with aloe and cucumber, or a cortisone cream; I pre-chill these products by keeping them in a small bucket of ice. The combination of the calming actives and cool temperature means less redness and swelling. If a guest is super prone to hives, taking an antihistamine a couple of hours before their service can help. Always have them check with their physician regarding any medication.



UNCOMMON AREAS

Miller: Many clients don't realize that just about any area with hair can be waxed! Some uncommon areas include the nostrils, nipples, sideburns, toes, knuckles and bellybutton. Education is key to letting them know what services are available and answering any questions they may have. Opening up the conversation about what you offer and gently providing suggestions is a great way to grow your business while ensuring your client is happy and confident. Additionally, choose quality waxes that are versatile for different areas; having both a hard and strip wax on hand will allow you to tailor your services effectively.

Jazab: For the inside of the nose, don't go all the way up into the nasal canal; you need the hair (cilia) inside. I use a stripless wax and only apply a small amount to the visible part of the nostril opening, press firmly with my fingers, then quickly pull off the wax. For testicles, I use hard wax, applied in small strips going against the hair and back over. Have the customer help by holding onto the area being waxed to stabilize the loose skin. When waxing areas on the feet and hands, ideally you'll apply some numbing solution to the skin, as those spots are pretty bony with minimal underlying fat. Tell clients to avoid harsh hand soaps afterward to avoid irritation, and skip the tight shoes to help prevent ingrown hairs.

Williams: It's important that the formulation can 'melt' into all of the cracks and crevices without any difficulty. I've removed hair from noses, the back of the neck, between the toes and outside of the ears; I find that with the right formula, it's no more difficult to remove hair from these areas than it is to remove it from the more common ones.

SUPER THICK HAIR

Deborah Merhar, founder, Relax & Wax: Ask your client to trim their hair to one-fourth of an inch prior to their appointment. Use pressure when applying the wax to ensure that it gets all the way down to the skin and the base of the hair. I also recommend smaller strips in this case. The biggest challenge will be avoiding any surrounding hair in your strip, so you should hold the hair away if necessary.

Jazab: Anytime I'm waxing coarse, curly hair, I apply stripless wax going against the hair growth, then smooth it back over like I'm frosting a fuzzy little cupcake. Next, I press the wax against the skin with my fingertips to make sure it really adheres well to the hair, and pull off against the hair growth.



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Miller: Thick hair is removed most effectively with hard wax, which will grip the hairs and pull them up from the root, making the service go more smoothly. Always remember that the thickness of the patch of wax you apply must mirror the hair's thickness, otherwise the wax will not have the strength to pull it out. Although a good hard wax should get everything the first time around, having the option to reapply is always a plus, as sometimes hairs do get left behind. Quality waxes will be able to be reapplied (especially if you use a pre-wax oil).

INGROWN HAIR

Chrissie Paraschos, head trainer, RefectoCil North America: Ingrown hairs and pimples are extremely common. After waxing, a serum formulated with natural fruit acids will help soothe irritated skin and prevent ingrowns from occurring. If your client already has existing ingrown hairs, recommend a targeted spot treatment, which is ideal for quick healing and can also be used on pimples to draw out the infection. These products are an easy upsell for any waxing treatment, plus they're the perfect addition to a spa's retail area. Don't forget to encourage clients to exfoliate daily, too; prevention is always better than a cure!

Jazab: Part of the ingrown hair issue comes from bad waxing technique. If a tech isn't experienced, she may do something like yank her hand up, rather than roll it close to the skin when removing the wax; when that happens, hairs can break off at the skin's surface and a few days later: ingrown hairs. But some clients are just prone to ingrowns. In that case, suggest that—starting a few days after waxing they use a salicylic solution to gently exfoliate and prevent dead cells from clogging pores. Tell them to follow that with an aloe-based gel mixed with some azulene to soothe the area and lubricate the skin. They should stop salicylic treatments a couple of days before their next wax appointment.

Merhar: Ingrown hair is the No.1 reason clients stop waxing. Proper application—all the way down to the skin—will stop breakage, which in turn will result in fewer ingrowns. Regular mild exfoliation with an ingrown hair serum, followed by a moisturizer, is necessary. *✓*



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by Alisha Racker

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BUSINESS SAVVY

ExcusivelySpa, a spa and wellness consulting and management company, handles much of Canaves Oia's operations. Dragana Marjanovic, ExclusivelySpa spa director, emphasizes good leadership and cooperation. "Managers who view the success of a team as their own make a difference," she says, adding that regular education-both in service offerings and customer care—is crucial. "We train staff not only to be the best at what they do, but also about the importance of flexibility," continues Marjanovic. She explains that allowing guests the freedom of choice and room for spontaneity, especially with a large tourist clientele, is an essential aspect of the business. ExlusivelySpa uses staff feedback to make ongoing improvements, as well. "We encourage intellectual curiosity and a diversity of ideas. We're prepared to try new approaches, treatments and procedures that improve results,

guest satisfaction and operational efficiency," says Marjanovic, noting that many employees have been with the spa for years.

SIGNATURE SERVICE

The spa's most sought-after service is Relax & Detach (130 min./\$286), combining three treatments into one complete experience. It begins with a Bali Paradise Rasul Ceremony, in which a fruit and milk body mask is applied under aromatic steam. Next, the therapist performs a head-to-toe massage with exotic oils—infused with papaya, lemon and frangipani essences—followed by an express Valmont facial. "Relax & Detach provides the best of the best—a bit of everything in just one go. Because the average stay at Canaves Oia is three nights, guests want to visit the spa and experience the island as well," says Marjanovic. "This service leaves them feeling totally pampered, rejuvenated and ready to explore!" 🤝



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BUILDING BLOCKS

HOW DO YOU ENCOURAGE CONTINUING EDUCATION WITH YOUR STAFF?

We do different things with each of our teams. For our desk and reservations staff, we have a monthly training with one of our reps or vendors to provide in-depth knowledge on specific protocols and products. We also bring in educators from our product lines to do hands-on trainings with our providers, which helps encourage interest in the newest technologies and techniques. For management, we have them attend as many showcases and trade shows as possible to generate learning and excitement for the new offerings we'll be implementing.

Stevie White

Spa director Omni Scottsdale Resort & Spa at Montelucia Scottsdale, Arizona

In addition to recommending that our team members attend training opportunities taking place in the area, we regularly host on-site sessions where we bring in experts to educate and instruct our staff on the latest trends, specialty techniques and more. We also maintain subscriptions to top trade publications (including *DAYSPA*!) which are available in our break room, so that everyone can stay up to date on what's new in the industry.

Shane Bird

Director of spa operations Skana Spa at Turning Stone Resort Verona, New York

We're blessed to have a group that's genuinely passionate about their fields of interest and works together to stay on top of the latest trends and techniques. It's our compassionate and intelligent employees who foster a culture of learning, wellness and development, inspiring all of us to continue to grow together. In turn, we seek to provide a place to feed their minds with ongoing trainings, and maintain their bodies with in-spa wellness visits and chiropractic care.

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K BACK TO BASICS



Blueprint for Success

Business plans are a must for aspiring and current spa owners alike. by Tracy Morin

CREATING A BUSINESS PLAN may not sound particularly sexy, but it will bring you back to reality when it comes to understanding the intricacies of running a successful spa. For aspiring owners, business plans highlight challenges or unexpected expenses that can impede progress. At the same time, current owners can refer to these roadmaps on a regular basis to ensure accountability and stay on target. "Opening your own business is fraught with challenges, so you must be prepared," says Bruce Schoenberg, owner of Oasis Day Spas, with locations in New York City and Westchester, New York. "When consulting with hopeful entrepreneurs, I'm 'The Why Guy'—constantly looking for holes in their plans because, after all, the devil is in the details." Whether you need to fine-tune what you've already laid out or start from scratch, these strategies can help.

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Do your research.

The key sections of a business plan will typically include a company overview; market analysis; strengths, weaknesses, opportunities and threats (SWOT) analysis; and financial workups. To inform these, Dana Sidberry, licensed cosmetologist and CEO of Motivation Marketing Firm in Charlotte, North Carolina, notes that you can find books about developing and utilizing a business plan, and online resources like bplans.com provide useful insights and guidance. When Schoenberg wrote his first business plan, he visited multiple spas and trade shows, and spent months reading up on how to negotiate leases, borrow capital, retail effectively and create winning services. He even hired a professional moderator to help run three focus groups: Two asked potential clients what they wanted in a spa experience, what services and amenities they desired (and didn't), and their ideal environment and location; the third group was conducted with service providers, massage therapists and estheticians to determine what made an employer desirable, helping Schoenberg assemble (and retain) the right team.

Crunch the numbers.

A detailed financial analysis is crucial, and your business plan may even include an investment pitch, or a pitch deck, if you plan to enlist partners to help fund the spa. Tina Alberino, management consultant for This Ugly Beauty Business in Tampa, Florida, recommends doing

calculations based on a variety of scenarios, as overhead affects your pricing and employee compensation. Don't forget to consider marketing expenses; forecasts in real numbers (such as profit and loss); and the cost of products, continuing education and operations. Schoenberg also advocates analyzing the capital needed for construction (or purchasing an existing business), equipment, supplies, security deposits, and legal and consulting fees. "Know as close to exactly what your overhead will be, your breakeven points and where your profitability lies," he continues. "Be honest with yourself; have the discipline to understand your numbers, pivot where necessary, and hire strong consultants and an accountant." Finally, he advises having at least an additional year of financing to stay afloat while the spa grows.



Map out your goals.

An actionable business plan provides practical focus and direction for day-to-day operations and decision making, so it's important to create an overview of exactly what products and services you're providing and to whom, as well as figure out how you'll accomplish it all. Boston-based consultant Fiona Adler suggests including the following sections on a single page: a **vision statement**, detailing your offerings, with a brief, clear description of your target market; a **one-year goal**, mapping out expected revenue/profits that are challenging but realistic; **tactics**, which are specific strategies (marketing/sales, organizational, supplier or developmental, e.g., adding new services) for each quarter to reach your goals; and **action items**, breaking down strategies into accessible, achievable objectives listed by month.

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Identify obstacles.

A feasibility study will help determine whether your idea is viable and predict potential pitfalls, so when conducting your market and SWOT analyses, don't try to prove yourself right. You must challenge your own assumptions, identify weaknesses and listen to what the data tells you, says Alberino. "If the data shows that there's no need or consumer demand for your concept, find out what there *is* a need for," she says. Schoenberg agrees: "Your customers

need a reason to choose your business over another. Look at your competitors and see what they're doing right—and how can you do it better."

Modify as needed.

Treat your business plan as a living document. Follow it as closely as possible, but expect to make periodic updates as well. "Review it every day, make sure your team knows it inside and out, and keep it somewhere visible to remind you of the necessary actions," Adler advises, adding that a closer read should be done once per quarter, with any major changes mapped out 12 months in advance. Then,

month by month, cross off items to ensure you're effectively implementing your strategies and achieving all you've set out to accomplish.

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The Right Fit

Selling apparel and accessories can set your spa apart and boost your bottom line. by Allison Young

THE FACE OF SPA RETAIL IS CHANGING. With specialty skincare and wellness products readily available everywhere from Amazon to Costco, boutiques are looking for a way to stand out—and clothing can make the perfect statement. "Fashion is big business, and shopping is an integral part of pampering yourself," points out Nancy Griffin, principal at Contento Marketing, a strategic marketing firm for the spa and wellness industry. "With the right merchandise and sales strategy, apparel can set your boutique and the spa experience apart—and create profits."

Indeed, retail is an important part of a spa's business, and many are seeing clothing and accessories fly off the shelves—even surpassing beauty product purchases. At both The Spa at Pebble Beach in Pebble Beach, California, and The Spa at Fess Parker Wine Country Inn in Los Olivos, California, apparel has become the No. 1 retail category in their boutiques, accounting for 57 percent and 76 percent of retail profits, respectively. Meanwhile, the spa boutique at Miraval Arizona in Tucson has been increasing the availability of fashion items—which now account for about 30 percent of its retail—in recent years. "This has led to overall guest satisfaction and more revenue," says spa retail manager Valerie Lindquist. Read on for the secrets to scoring those kinds of sales with your own fashion offerings.



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FASHION FORWARD

When deciding what kind of apparel to carry, take a cue from your clients—whether they're sporting workout clothes or dressed to the nines in a tailored jacket and pearls, they'll be your best barometer. "I love to watch what our guests are wearing," says Lara Davidson, spa director at The Spa at Pebble Beach, which carries everything from athleticwear to flowy dresses.

The offerings should also reflect and reinforce your brand. "If you're a wellness spa, it can be a perfect product extension to carry athleisure or comfortable clothing in natural fibers," says Griffin. "If you're a medspa, you may want to stick with things like sunhats—especially if retail space is limited." Since Miraval's boutique is located a short walk from the pool, it sells a wide selection of swimwear, coverups, sunglasses, hats and sandals, says Lindquist. "We've also had success carrying gemstone jewelry with educational pieces—these tie into spa services and other programming around the resort with their different healing properties," she continues. "Our luxurious robes and furry slippers are always a huge hit, too; although guests enjoy bringing home skincare and body products used in their treatments, they also want something for everyday wear that reminds them of their time here."

The spa boutique at Fess Parker caters to a lot of locals, so it strives to showcase emerging designers from the area, including Joah Brown activewear and Hammered Hoops jewelry. "Source brands that





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Program Includes:

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- 1 64 oz. Moisture Mask
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For Retail:

- 2 8 oz. Butter Cream
- 2 10 oz. Scrub

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provide what your guests want, and are also appealing because of their differentiators," suggests spa manager Trish Hecker. "This not only gives customers a sense of discovery, it personalizes the boutique and makes it 'your' shop."

Items will need to complement guests' physiques, too. "We see all ages and body types, so it's important to provide swimsuits that will look good on everyone," says Hunter Matela, spa manager at Glen Ivy Hot Springs in Corona, California. "In resort wear, we stick with items in a S/M/L/XL size run as opposed to numbered sizes to keep shopping and fit easy for our guests." One-size-fitsall pieces including hats, scarves, sunglasses and wraps can be a hit, as well. "There's a big market for impulse buys and gifts, and these items don't need to be tried on," explains Griffin.

Multiple price points can also work to your advantage. "Our sunglasses are \$40, but we sell a \$400 jacket and there are a lot of things in between—that way there's something for everyone," explains Davidson.

STYLE COUNSEL

How you showcase apparel and accessories can make them move even faster. "You don't want sad racks that look junky or overrun. You want light, airy and curated," says Griffin. The retail area at The Spa at Pebble Beach saw a 12 percent increase in clothing sales after introducing simple, streamlined display poles. "We have a very small space and having a multifunctional, changeable display is really helpful," says Davidson. "They're super easy to put together and move around, which makes seasonal swaps fast and keeps things looking fresh."

Similarly, mannequins can make a difference. "Whenever you put something on a mannequin, it definitely draws customers into the retail area," says Davidson, who has ones strategically placed at the boutique entrance, as well as in the women's locker room and salon waiting area. "We also have a mannequin next to the cashmere ponchos, and sell two or three of those every single day," she adds. Don't just dress and forget them, though change the looks regularly to play up new and/or seasonal merchandise. "We rotate our mannequins every other day, due to our high guest count, and anything displayed is likely to sell out within the day," enthuses Matela.

Creative table displays can be a boon for business, too. "These are often the key to our best sales—by presenting a complete look, such as swimwear, coverups, hats, bags and gift items, the guest is drawn to the table," says Matela.

CASHING IN

The amount a spa stands to make with fashion offerings will obviously depend on who its market is, how many guests come through the door, and how many items are available, says Griffin. "There's a potential to make a lot of money," she adds.

Variety can be a good thing, but you don't have to go overboard on clothes that tie up money and storage.

"Remember, you're not a department store—it's okay to start small," says Matela, who used to buy full collections, but learned the key to success is well curated mix-andmatch pieces with visual continuity.

After all, you don't want to wind up with excess offerings that you end up having to discount, so work with vendors who are willing to work with you. "Most won't let you straight up send an item back, but if a shirt or jacket isn't moving at all, some will let you swap it out for something that might be more viable," says Davidson, who suggests asking about return policies up front. Strong vendor relationships can also maximize your margins and offer added value to your guests. "Working closely with brands could mean a percentage off wholesale pricing, free shipping, free additional units added to orders, free units sent to staff or a gift with purchase," explains Matela.

In her 18 years at The Spa at Pebble Beach, Davidson has seen retail profits from clothing nearly triple. "Generally, most clothing is a double markup, so margins are good," she says, adding that flexible pricing has also made an impact. "Eighteen years ago, you could charge what you felt appropriate. Now you generally have to go with the MSRP because people will stand there and look it up on their phones," she explains. That said, Matela uses the "times two, plus two formula" for apparel and swimwear. "In other words, we add \$2 to the MSRP in these categories," she explains. "We also do our best to stay on the cutting edge, attending

annual fashion trade shows like MAGIC and Swim Collective. We do virtually all of our purchasing there. It's the quickest way to visualize your store overall and execute the fill-in strategy, meaning we continuously mix and match our merchandise throughout our floor display and never have to wait for a line to clear. We simply fill in merchandise, as opposed to selling out a collection before bringing out the new."





CONTINUING EDUCATION ONABUDGET Lower your training bill and develop your staff's skills with these money-saving strategies.

Staying on top of the latest beauty and wellness trends and techniques is imperative to success. Without up-to-date products, services and skills to offer, a spa may lose guests and see its business growth stall. "The latest products and treatments are available at the stroke of a key to our current and prospective clients," says Jeane Richmond, senior technical educator for Satin Smooth. "Keeping your business relevant ensures they'll be intrigued and excited about the results *you* can deliver—rather than seeking them from someone else."

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Of course, quality education can be pricey, with fees and travel expenses quickly adding up especially for spas that aren't near large metropolitan areas—and time spent away from clients equals another oft-overlooked financial loss. While these tolls are easily justified when you consider that learning new skills will ultimately result in increased profits, a truly smart and effective education plan will be cost-conscious and keep staff close by. The following expert insights will help you accomplish just that.

BRING IT IN

If you employ multiple professionals, consider reaching out to educators and asking them to conduct classes at your spa. "Many instructors will offer a discount or incentive if they have a guaranteed number of students and/or don't have to rent a classroom in a school or hotel," says Felicia Brown, LMT, spa and wellness business consultant and owner of A to Zen Massage in Greensboro, North Carolina. Typically, an educator will travel to your place of business and deliver training for a fee, plus reimbursed travel expenses. The more participants, the better—so put

the word out to independent professionals or other spas in your area, as well. While the total price tag may appear steep at first, fees are usually the same no matter where a class is held, and splitting one instructor's airfare and hotel among several people or businesses will save a lot of money per person.

If you're adding a new product line to your offerings, negotiate training with the vendor. "Many companies send educators when a certain dollar amount in orders is met. The staff try the new product, love it and, in turn, sell it out," says Elham Jazab, global educator for GiGi.

SPLIT THE CHECK

Asking staff to contribute to training costs can be a tough sell if they're W-2 employees, but that doesn't mean you must abandon this option entirely. Spa pros who are passionate about growing their careers will understand the value of learning new skills and may even seek out educational opportunities on their own—especially if they get to choose the classes. "In my first spa, we offered a \$100 contribution or scholarship per year to full-time employees for any training they wanted to pursue," says Brown. These days, A to Zen splits the bill in a novel way: Brown covers up to 12 hours of continuing education, and

if an employee wishes to attend training outside of the offered curriculum, the spa helps cover the cost via a payroll advance which can be paid back over time in \$50 or \$100 increments.

CREATIVE FUNDING

Saving money on training is one way to curb costs, but saving cash for training is another. Some ideas: "Do a push event where 20 to 30 percent of a particular service or a retail product will go toward continuing education (like selling chocolate bars to fund a field trip)," suggests Elham Jazab, global educator for GiGi, who also suggests offering clients a free service, such as an eyebrow wax, if they make a donation to an upcoming training fund. Set up a Facebook or Instagram page with a tagline letting guests know how they will benefit. A simpler but still effective approach for saving money is the envelope method: Every time a client pays in cash, put \$5, \$10 or more into an envelope. You may be surprised at the outcome. By the time the training or show date arrives, you can pay most or all of the bill in cash—with money you never really missed! One caveat, of course: Spa pros are required to claim all income on their taxes.



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CONTINUING EDUCATION ON A BUDGET

DESIGNATE A DRIVER

Another money-saving approach to education is having one employee attend a course, and then share what she's learned with the rest of the team upon her return. "Sending a top producer to a class so they can come back and educate others is an excellent way to develop leadership potential, reward a stellar employee, incentivize performance and revive the creative vibe among your staff," says Jazab. This approach is also advantageous because it limits travel *and* tuition fees to a single person. Just make sure to avoid any jealousy or disputes by carefully formulating criteria for selecting who will attend the training, and communicating this clearly during the process. As a spa owner, you must also be confident that the person you send has the right experience to effectively learn, as well as instruct others.

TAKE IT ONLINE

With high quality video and interactive platforms like WebEx and Skype, today's online training is almost as good as being there. Live streaming courses enable students to watch and communicate with educators in real time, while self-paced options allow your staff to jump in and out of a class during scheduled breaks, completing their training without ever leaving your location. "For employees with constrained time outside of the spa, paying for online classes they can fit into their schedules will develop their knowledge and make them feel valued," says Jazab. You might even consider purchasing a computer specifically for this purpose, and designating a quiet spot on site for training. Or, allow staff to check out the company laptop and take it home if they don't have one of their own. Do your research, too:

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FLY RIGHT

There will be times when traveling for training is unavoidable. In such cases, make airfare and hotel dollars work double duty. For example, take advantage of courses offered at shows and conferences you'll be attending anyway—after all, brands are typically releasing their latest products and offer training by top educators, sometimes free of charge. "The trade show industry has made it so easy to pre-plan your experience, thanks to advanced viewing of the education being offered, online registration, and even phone apps that keep you focused on your training schedule while you're immersed in the beauty scene," says Richmond. Many companies will also teach multiple courses back-to-back, often discounted after the first one.

OFFER INCENTIVES

A lot of spas provide training as an employment benefit, but certain savvy businesses make professional classes a bonus for staff who are doing particularly well, whether by bringing in customers or hitting other sorts of sales quotas. "Setting goals for your team helps keep everyone motivated in a positive direction. Incentivize this by rewarding high achievers with continuing education," says Richmond. "Training earned as a performance incentive is a win-win every time." \checkmark



Every ingredient we've added to this coffee scrub is highly beneficial for your skin! Overall, Do Me Dirty evens skin tone and smooths out texture by buffing away dead skin cells. The nutrient rich plant oils are deeply moisturizing for silky, soft skin. Weekly use of this purely plant goodness will aid in reducing cellulite, improving skin texture and leave you with healthy,

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BEST FACE FORWARD

Six youth-boosting protocols for helping clients turn back the clock.

Fillers and injectables may be more common than ever, but that doesn't mean spa-goers need to swap their regular facials for more invasive procedures in the hopes of maintaining a youthful complexion. "Skin care can be just as effective, as long as clients remain consistent with treatments and an at-home routine," explains Arzu Ors, esthetician at Manolo Salons in Dallas and University Park, Texas. Joyce Imahiyerobo-Ip, MD, owner of Skinbar MD in Dedham, Massachusetts, adds that preventive measures are especially important. "Educating clients about 'prejuvenation' in their 20s, 30s and 40s can ensure that they don't have to do as much when they're older," she says. To demonstrate the power of antiaging facials, we spoke with six spa pros across the U.S. about their most popular treatments. Here, they share their personalized protocols for combatting signs of aging and rejuvenating clients' skin.



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Éminence Signature Facial

(60 min./\$100) Excuria Salon & Spa Williamsville, New York Featured brand: Éminence

AGE ERASERS

This indulgent facial essentially "feeds" the skin, utilizing ingredients like acai, kale, spinach and broccoli sprouts to tone, hydrate and boost elasticity. "Many of the products in this treatment contain the brand's Natural Retinol Alternative Complex, which can help delay the appearance of aging," enthuses esthetician Rebecca Gorman. "Clients enjoy the uplifting aromas, and love that their skin looks and feels amazing afterward!"

- * Double cleanse using Stone Crop Cleansing Oil, followed by Monoi Age Corrective Exfoliating Cleanser.
- Exfoliate with Blueberry Detox Firming Peel, containing lactic acid and antioxidant-rich blueberry, raspberry, blackberry and pineapple.
- * Perform extractions, then apply Firm Skin Acai Booster-Serum, enriched with acai berry, hyaluronic acid (HA), wild jujube and maral root.
- * Mix Citrus and Kale Potent C+E Masque with Bamboo Age Corrective Masque, then apply it to the face; perform a scalp, hand and arm massage while it sets.
- * Remove mask, then massage the face, neck and shoulders.
- * Apply Neroli Age Corrective Eye Serum, Marine Flower Peptide Eye Cream, Citrus Lip Balm, and a moisturizer and SPF based on skin type.

Sea C Spa Facial

(80 min./\$258) Spa at Ponte Vedra Inn & Club Ponte Vedra Beach, Florida Featured brand: G.M. Collin

AGE ERASERS

"Thanks to the vitamin C and seaweed patches, this service brightens, evens out discoloration and reduces the appearance of sun damage," explains Katie Creek, the spa's retail supervisor and trainer. She notes that it especially benefits guests who are constantly battling UV rays, whether they're driving, running errands or simply enjoying the Florida sunshine. "Although clients should get this facial every three weeks for maximum results, they leave with brighter skin after a single treatment," she says.

- * Double cleanse and apply Derm Renewal Peel, formulated with lactic and glycolic acids, and antioxidant arginine.
- * Use a wipe to apply Deep Cleansing Solution in circular motions, then remove with warm water.
- * Perform extractions, then apply Active Vitamin C Concentrate.
- * Apply Seaweed Patches and activate with Sea C Spa Lotion. Massage until the patches have dissipated and been absorbed, hydrating and plumping the skin.
- * Apply Sea C Spa Thermal Organic Mud Mask. Massage the hands, feet, décolletage and shoulders.
- * Remove mask, then apply Bota-Peptide Eye Contour and a serum, moisturizer and SPF based on the client's skin type.

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XMF Pionnière Facial

(90 min./\$110) AquaVie Day Spa Salt Lake City Featured brand: Phytomer

AGE ERASERS

In addition to providing guests with an indulgent back treatment to amplify results and relaxation, this facial enlists the help of the brand's extra marine filler (XMF), a high-tech marine sugar that helps plump, brighten and firm the complexion. "XMF creates an invisible natural film that instantly smooths the appearance of wrinkles and fine lines," explains spa director Nicole Anderson. "It also stimulates collagen and elastin synthesis and adds tension, leaving skin feeling taut—almost like a mini facelift."

- * Cleanse and exfoliate the back, then apply detoxifying Self-Heating Marine Mud.
- * Cleanse the face using Perfect Visage Gentle Cleansing Milk.
- * Exfoliate with Resurfacing Multi-Exfoliant, containing seaweed-derived alpha hydroxy acids and oligomer powder.
- * Gently exfoliate with Enzymatic Exfoliant to stimulate microcirculation and protein synthesis. Perform a scalp massage.
- * Perform extractions, then massage the face, neck, décolleté and shoulders.
- * Apply Youth Mask for Lips, then apply 2nd Youth Wax Mask to the face over a cheesecloth. Massage the hands and arms.
- * Remove mask and apply Pionnière XMF Perfection Youth Cream, Pionnière XMF Reset Eye Fluid and Final VMR Skin Refiner to smooth and soften the skin.
- * Remove self-heating mud from the client's back, then apply Well Body Cream.

Fountain of Youth Facial

(45 min./starting at \$75) Skinbar MD Dedham, Massachusetts Featured brand: HydroPeptide

AGE ERASERS

Collagen-stimulating peptides, HA and vitamin C all feature heavily in this customizable facial. "We pride ourselves on being able to tackle multiple skin issues while simultaneously minimizing signs of aging," enthuses Dr. Imahiyerobo-Ip. Some of the studio's most popular add-ons include red light therapy for encouraging collagen production, blue light therapy for treating acne, and microcurrent for toning the skin.

- * Wash the skin with an appropriate cleanser, then apply Polish and Plump 2-Step Peel: Peel 1 is a microdermabrasion vitamin C peel, and Peel 2 is a chemical exfoliant containing lactic and malic acids.
- * Perform extractions. Apply Power Serum, rich in peptides, to the face and neck.
- * Apply a mask suited to the client's needs, such as Balancing Mask for clogged pores, or Radiance Mask to treat hyperpigmentation.
- * Apply a moisturizer, eye cream and SPF based on skin type.

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BEST FACE FORWARD

Rejuvenating Facial

(105 min./\$197) Skincare 2000 Laguna Beach, California Featured brand: Yon-Ka Paris

AGE ERASERS

According to owner Tricia Cherry, this "miracle treatment" tackles everything from crepey neck skin to lower cheek laxity and hyperpigmentation. "It restores structure and hydration, nourishes cells and diminishes the appearance of wrinkles and fine lines," she says. Technology also plays a major role: Red LED boosts collagen production, while microcurrent repairs and stimulates collagen at the dermal layer.

- * Cleanse with Lait Nettoyant Gentle Cleansing Milk, then exfoliate using Alpha Exfoliateur, an alpha-beta peel.
- Scrub the décolleté using Guarana Scrub, containing guarana seeds, caffeine, organic brown rice and bamboo.
- * Perform LED red light therapy.
- * Perform an exfoliating dermaplane, followed by extractions.
- * Perform microcurrent for 20 minutes.
- * Massage the skin using Excellence Code Global Youth Cream, enriched with avocado, grape seed, HA, thistle and red algae.
- * Apply Masque Cell Energy, formulated with lipoamino acids to promote cell communication and increase oxygenation, defense, energy and longevity. (Do not wash off.)
- * Apply Elixir Vital to the hands, arms and chest, then massage Lait Hydratant Repairing Body Milk onto the shoulders and back.



Guinot Age Summum

(50 min./\$150) Manolo Salons Dallas and University Park, Texas Featured brand: Guinot

AGE ERASERS

HA and vitamins C and E serve as the standout stars of this luxe facial. "HA pulls more than 1,000 times its weight in water from the deeper layers of the skin to the surface for instant moisture, volume and hydration, while adenosine triphosphate (ATP) essentially recharges the cells, resulting in fast turnover," explains Ors. The result? Brighter, firmer, more youthful-looking skin.

- * Cleanse, then exfoliate the face, neck and décolleté with Dermabrasion Exfoliating Cream, containing microbeads and fatty acids.
- * Apply Age Summum Face Serum, containing HA and vitamin C.
- * Rub Age Summum Facial Massage into the face, neck, décolletage and arms.
- * Apply Age Summum Face Mask, and massage the hands and arms.
- ★ Remove mask, then apply Time Logic Age Serum, containing ATP and vitamins C and E. Finish with a moisturizer, eye cream and SPF based on skin type.



IN THE NEWS

How SUITE It Is

Revolutionizing the salon suite concept for beauty and wellness professionals in New York City, The Parlor NYC will be open for business this November on Madison Avenue. Designed to be a curated community of industry experts including estheticians, massage therapists, energy healers, hairstylists, nail techs and more—the 13,000-square-foot space will provide each member with a private suite and all the benefits of a high-end practice, but without the



headaches and financial stress of opening an independent studio in NYC. Among the amenities that come with membership are a full-time concierge to cover check-ins and bookings; high-end common areas for clients and members to relax and unwind: coffee. wine bar, and healthy meals and snacks; social media management; marketing services; free on-site laundry; professional assistants; and 24/7 salon access. Learn more about joining the community at theparlornyc.com.

BOOK REPORT

According to the most recent data from Phorest Salon Software, only 54 percent of appointments are made during salon and spa opening hoursmeaning pros could be losing out on a lot of business if they don't offer a variety of booking options. These trends were observed after collecting information from 5,000 salons and spas. Phorest then surveyed an additional 1,000 customers and found that 32 percent believe online booking options on a company's website are important. Of those, 36 percent were 25- to 34-year-olds, and 43 percent were 18- to 24-year-olds. "This is really important information for salon and spa owners," says Phorest CEO Ronan Perceval. "If you're looking to attract these demographics with ever-growing disposable income, it's vital to get online booking live for your salon."





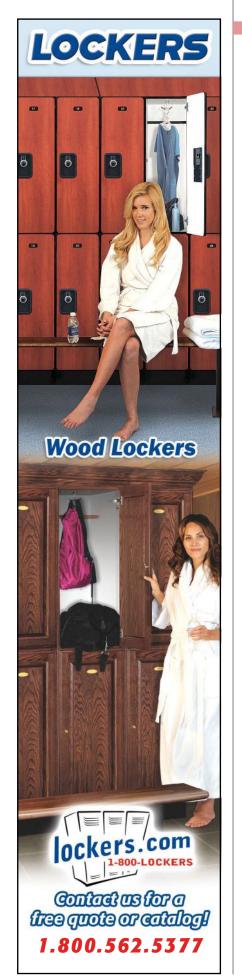
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IN THE NEWS



ONLINE OVERHAUL

Pevonia's website dedicated to spa professionals has undergone a complete transformation. The new pevoniapro.com offers general information and resources while presenting news and updates on the brand's latest innovations, service and retail offerings, and cost-saving promotions. Updates include a more streamlined menu, modernized imagery and new video content. Pevonia global distributors and spa partners will also have 24/7 access to the new and improved Resource Centers for Education, Marketing and Sales, featuring exclusive PR, social media, product assets, image libraries, webinars, business-building resources and more.



SEES THE DAY

The Skin Cancer Foundation has launched a multiyear public service campaign called The Big See, which leverages the seriousness of cancer (the big C) while highlighting the unique characteristic of skin cancer, which is that we can actually see it. The campaign was championed by Susan Manber, chief strategy officer for Digitas Health, who's also a survivor of a rare and aggressive form of skin cancer. "I will forever be grateful to my daughter, Sarina, for asking me, 'Mom, what's that thing on your nose?' Had I ignored her, even for a few weeks, I wouldn't be here today," says Manber. "It was incredibly meaningful for me to partner with the Foundation on a public service campaign that drives early detection." Centering on "What's That?" as its catchphrase, The Big See reminds people to look for anything on their skin that's new, changing or unusual. For more information, visit thebigsee.org.



Hail to the Chief

Joanna Zucker has been named CEO of PCA SKIN. She brings more than 25 years of experience in consumer packaged goods and retail, including nine years in global beauty care. "PCA SKIN is a beloved and trusted brand among consumers and skincare professionals. I am confident that our focus on breakthrough and meaningful innovation, education and customer service that has set us apart for nearly 30 years will continue to drive strong growth around the world," says Zucker, who will be based at PCA SKIN's Scottsdale, Arizona, headquarters.

DATE BOOK

Make a note of these upcoming industry events!

SEPTEMBER 18-23 CIDESCO World Congress Chicago cidesco.com

SEPTEMBER 21-22 World Wellness Weekend world-wellness-weekend.org

SEPTEMBER 22 NAILPRO Sacramento Sacramento, California nailproevents.com/sacramento

SEPTEMBER 29-30 Team-Based Pay Conference Atlanta teambasedpayconference.com



OCTOBER 5-6 The Makeup Show Chicago themakeupshow.com

OCTOBER 15-17 Global Wellness Summit Hong Kong globalwellnesssummit.com

OCTOBER 21 World Spa Awards worldspaawards.com

NOVEMBER 3-4 The International Congress of Esthetics and Spa (ICES) Miami *skincareshows.com*

YOGA FOR MIGRAINE

Research presented at the American Headache Society's 61st Annual Scientific Meeting in Philadelphia suggests that yoga can be a useful complement to migraine medication and could even help patients become headache-free.

During the prospective randomized controlled trial with more than 100 people at a neurology outpatient clinic, test subjects were assigned to a group receiving medication alone, or a group that practiced yoga along with receiving medication. Outcomes were defined by frequency and intensity of headaches, Headache Impact Test (HIT) score, Migraine Disability Assessment Score (MIDAS), rescue medications used, and the proportion of patients who became headache-free.

At three months, patients in the yoga group experienced a significant decrease in headache frequency (9.3 to 3.1), headache intensity (8.3 to 4.6), HIT score (66.9 to 49.0), MIDAS (24.6 to 7.5), and pill counts (7.10 to 2.7) as compared to patients in the medication-alone group. Additionally, 12.28 percent of patients in the yoga group became headache-free after three months, while no patients in the medicationonly group reported such effects. "Integration of yoga therapy as an adjuvant to conventional medical therapy is effective and safe in patients [with] migraine," the researchers concluded.



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IN THE NEWS



LAUNCHTIME!

Following its acquisition of Tara Spa Therapy, **Earthlite** has introduced three premium massage oil blends. The Pro-Lite, Natural Nut and Pure Organic oils are formulated specifically for professional use, providing extended glide and superior workability, and come in 8 oz. and gallon sizes.

U.K.-based collagen drink **Skinade** has announced two new lines: **Skinade Targeted Solutions** features Cellulite, Vitamin Boost A+D and Clear products to target specific concerns, while **Skinade MD** is a Pre+Post Care Program designed for medical professionals to offer patients preparing for and recovering from cosmetic surgical procedures.

Foreign Affairs

The political push for safer cosmetic imports continues. In June, House Energy and Commerce Chairman Frank Pallone (D-NJ) called out the U.S. Food and Drug Administration (FDA) for failing to conduct more foreign cosmetic inspections in the years since the FDA's 2016 report, which indicated that many such products contain illegal color additives, microbial contamination and banned ingredients. "As the demands of consumers grow and evolve, so must the efforts of Congress to protect them," wrote Pallone, who asked the FDA to provide information on "the number and kinds of personal care products imported each year; the number of imported products subject to inspections each year; and the number of contaminated products intercepted each year."

The Environmental Working Group (EWG) supports Pallone's efforts. "Contaminants such as mercury, lead and even asbestos are showing up in an alarming number of imported personal care products," says Scott Faber, EWG senior vice president of government affairs. "It's simply outrageous that Americans should have to worry about the safety of these everyday products. We applaud Chairman Pallone for making the safety of cosmetics and other personal care products a priority. Thanks to his leadership, Congress has never been closer to reforming our broken cosmetics laws."

ANXIETY MEETS ITS MATCHA

A recent study suggests that Japanese matcha may be particularly effective for easing anxiety. Researchers at Kumamoto University used the "elevated plus maze" test with mice—an experiment in which a plus-shaped, narrow platform with two walled arms provides safety for the test subject, typically a mouse. It's used as an anxiety test for rodents with the idea that animals experiencing higher anxiety will spend more time in the safer areas.

During this study, scientists found that mouse anxiety was reduced after consuming matcha powder or extract. Additional analysis found that matcha reduced

D1 and certain serotonin receptors. "Although further epidemiological research is necessary, the results of our study show that matcha, which has been used as a medicinal agent for many years, may be quite beneficial," says study leader Yuki Kurauchi, PhD. ♥



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Goldine Pro Gel Sauna Hot Gel is designed for use in body wrap services, with ginkgo biloba and horse chestnut to activate microcirculation and promote slimming. prismatiqueusa.com



Sorella Apothecary Facial Nectar can be used as a moisturizer, serum or occasional cleanser. Actives include jojoba, rosehip and crambe seed oils. sorellaapothecary.com



CBD Best Oil Triple Relief Hemp Healing Ointment helps alleviate pain and inflammation, thanks to 250 mg of full spectrum CBD. cbdbestoil.com



M'lis Total Body Cleanse is a complete seven-day rejuvenation plan containing Detox, Cleanse and Fiber supplements to support beauty from within. mlis.com



Gentle Ráya Chamomile Cleansing Milk is a detergent-free cream that helps remove makeup and impurities while maintaining skin's natural pH. rayalab.com



RevealU Skincare Face & Body Gel is an oil-free daily moisturizer that softens skin from head to toe. revealuskincare.com



Keyano CBD Broad Spectrum tincture contains 1,000 mg of THCfree, GMP-certified CBD sourced from Colorado. keyano.com



The **DermaSwiss Peelex Plus** chemical peel line is comprised of concentrated AHAs and BHAs to address concerns including signs of aging, acne and hyperpigmentation. **dermaswiss.com**

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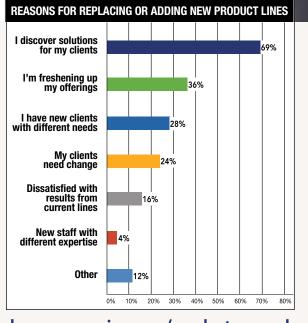
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ONE ON ONE



Aleks Vranicic

VP of Sales, Vitelle

PET PEEVE:

People who act like they're the only ones on the planet

WOULD MOST LIKE TO MEET: George Washington

George washington

FAVORITE FOOD:

Thin crust, wood fired pizza, with a cold beer

GUILTY PLEASURE: Bourbon

FAVORITE PLACE TO TRAVEL:

Island Hvar, Croatia

What makes your company unique?

We're one of the first companies to really start the private label trend. We've been in business since 1997 and have grown every year. We manufacture more than 500 SKUs in house, with four skincare collections, two body-care collections and makeup—all featuring high quality formulations and packaging to match. We research new and innovative ingredients that the industry hasn't heard of, and do our best to be a trailblazer and begin setting the trend. With our low minimums, we appeal to all business sizes from solo skincare professionals to large brands and distributors.

What's your dream vacation?

Attend the Ultra Europe music festival in Split, Croatia. Then, jump on a chartered yacht with my family and closest friends—and a skipper and chef of course! Island hop around Croatia and see Dubrovnik. Finally, get dropped off in front of my house on Island Hvar. (P.S. I'm from Croatia.)

What's in the pipeline for the company?

This year we launched the Inception MD Collection our most active line. It can be private labeled, and the formulations are registered in the Euro Zone; we're looking to expand into Europe even more.

What's your favorite part of the day?

I'm a night owl, so staying up late is my thing. But I do love my morning coffee!

What's the most fun part of your job?

This is an easy one! What fills my bucket is seeing businesses create a brand and thrive—especially if it's a small business that's been struggling. With some coaching from us, they muster up enough confidence to jump in; that's when the emails and phone calls start coming in from those customers saying how happy they are and that they wished they'd done this years ago.

If you weren't in this industry, what would you be doing?

Used car salesman ... just kidding! I'd probably be coaching soccer or farming olives, lavender and grapes.

What advice would you give to someone just starting out in the spa industry?

I've said it for 17 years: The most important business decision you can make in this industry is to have your own brand. Grow your own equity, not someone else's. After all, who are you in business for?

How do you unwind?

I love gardening and cooking. During those activities, I'll put on some music or listen to an audiobook at the same time. It's true therapy! 🤝

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