



## CASE STUDY

# Bonnie Conte Avalon Salon and Day Spa Deer Park, Illinois



### Overview

“In 2007 I attended my first Incubator. That changed everything. One of my biggest challenges was convincing my partner – who had worked on commission for 20+ years – that Team-Based Pay made any sense at all. I brought her and a service provider to see Neil Ducoff speak in San Antonio. It became clear to her that Team-Based Pay was a good idea and we converted in March 2008. I continued to advance my Strategies knowledge through several additional classes.”

- **Year founded:** 2001
- **Square feet:** 5,200
- **Number of employees:** 50
- **Services offered:** Hair, skin, nails, massage and make-up
- **Service payroll (% of total sales):** 36%



### Bonnie Conte talks about Avalon following the 2008 Team-Based Pay conversion:

- Immediate culture shift. We used to say we were a “team,” but now we know what “teamwork” really is. We have a happy staff that supports each other every day.
- Cash-flow planning. It’s not guesswork anymore. We have a plan for everything from when we will award the next raise to when we can remodel the salon.
- Sharing financial numbers. Everyone knows and “owns” a part in reaching for goals and in cutting unnecessary expenses.
- Tracking critical numbers. No longer do we look at the financial performance of individual services or retail; we look at average service ticket. We do the same thing with retail. We don’t look at the total dollar amount, but at their percentage of retail to their total sales.
- Staff stays engaged throughout their work day. They are more conscious of what they are doing with their time. Between guests when they have open books, they sweep, fold towels, do merchandising or support another team member who may be running behind.
- Broadbands. Everyone on our team knows what they are accountable for, what it takes to be on track for their next raise and how they can grow their career within our company.
- Time standards are met. We deliver consistent service every time. All service providers have the same amount of time for each service we offer.
- Employee retention is at an all time high – even at the front desk!