



CASE STUDY

Lawrence Enright Enright & Company Brattleboro, Vermont



Introduction

- **Year founded:** 1965
- **Square feet:** 2,200
- **Number of employees:** 12
- **Services offered:** Full-service hair, limited skin services



Here's what Lawrence Enright has to say about his results from working with Strategies

- After taking the Incubator seminar, we started working on culture, commitment and communication. We now have transparency, trust and relentless communication. Incubator also rededicated us to implementing best business practices.
- **Team-Based Pay Conversion:** July 2011
- We started having daily huddles in December 2010, which has greatly improved communication.
- Using benchmarks and following our cash-flow planner makes us stay focused on our long-term commitment and goals.
- Shortly after our Team-Based Pay conversion, we did a cost-per-hour analysis of all our services. We then instituted a realistic price increase, which I never really knew how to do.
- For many years we couldn't have front-desk staff because we didn't have the money. That has now changed for the better!



CRITICAL NUMBERS	2010 - "Pre-Strategies"	2012
Service Sales (monthly average)	\$18,843.11	\$41,090.17
Retail Sales (monthly average)	\$8,236.33	\$9,639.88
Service Payroll (% of total sales)	46.5%	31.7%
Net Profit %	negative profit	11.6%
Average Ticket	\$47.30	\$64.67
Productivity Rate %	63%	78%
Pre-Book Rate %	18.3%	46%