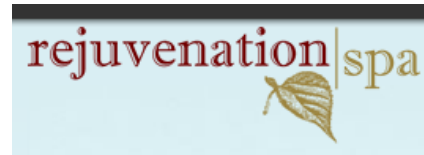


**Tina Morschauer/Gretchen Brown**  
**Rejuvenation Spa**  
**Madison, Wisconsin**



**Introduction**

- **Year founded:** 1998
- **Square feet:** 3,550
- **Number of employees:** 36
- **Services offered:** Day spa, hair, skin, manicures, pedicures, massage and body treatments



**Results between 2001 and 2011**

- Team-Based Pay conversion - October 2001
- With the switch to Team-Based Pay, Rejuvenation Spa implemented an open-book management system, and a more comprehensive and consistent review system, including 180-degree reviews. Communication is an ongoing process. Numbers are discussed at every meeting.
- Salon Today Top 200 for 10 consecutive years.
- Nominated in 2012 and 2010 as a NAHA Salon MBA finalist.
- Winner of the Global Salon Business Award for Team Philosophy in London.
- Named by Day Spa magazine, Skin Inc, and Madison Magazine as a top place to work.
- Won Aveda’s Power of Team Award.
- Both owners perform a monthly coaching session with each service provider to communicate their monthly numbers including total guests, repeat guests, referrals, pre-book %, retention %, RPCT, productivity %, service sales, retail sales. Individual attention is offered about strengths, weaknesses and building blocks needed to succeed.
- Implemented a 3% matching IRA in 2009.

CRITICAL NUMBERS	2011
<b>Service Sales</b>	\$1,538,455
<b>Retail Sales</b>	\$340,000
<b>Retail % of Gross Revenue</b>	18%
<b>Gift Certificate Sales</b>	\$329,873
<b>Service Payroll (% of total sales)</b>	37.5%
<b>Net Profit %</b>	6.5%
<b>Average Ticket</b>	\$84
<b>New Client Retention</b>	30%
<b>Existing Client Retention</b>	84%
<b>Productivity Rate %</b>	87%
<b>Pre-Book Rate %</b>	40%