



CASE STUDY

Tammy Coakley Spa Bleu W. Dundee and South Barrington, Illinois



Introduction

“Spa Blue is a family business that opened in 2004 as a commission salon. We realized quickly that our pay was not in line with the systems we were trying to create. In our search for a new way, we came across a Strategies newsletter and that’s how we got hooked,” says Tammy Coakley.



- **Locations:** 2
- **Square feet:** 3,600 / 2,600
- **Total number of employees:** 45
- **Services offered:** Hair, skin, nails and massage

Owner Tammy Coakley talks about results after Spa Bleu’s 2005 Team-Based Pay conversion

- Having a cash-flow plan has made managing our money easier to understand and decisions easier to make.
- Communicating our goals with the team has made our culture a lot stronger.
- Huddles have really made a huge impact on our team and culture. We do three huddles daily, at each shift start time.
- Scoreboards make it fun and easy to track our monthly goals.
- Bonus incentives help keep everyone motivated to hit goals.
- Having monthly one-on-one meetings has kept our team focused on their personal goals and career paths.
- With all the great systems in place, it makes “no compromise” really easy for our leadership team to follow through.
- Our communication plan is all day, every day.
- Our guests comment on our “five-star” customer service.

