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# Reimagining A Sustainable Massage Industry Where All Stakeholders Thrive



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#### **CONTENTS OF FULL REPORT**

#### EXECUTIVE SUMMARY

- ECONOMIC OUTLOOK
- EMPLOYER CONCERNS
- EMPLOYEE CONCERNS
- GIVE YOUR WORKPLACE A CHECKUP EMPLOYEE SURVEY STATISTICS
- Redesigning Operations
- LIVING WAGES
- WORKER SUPPORTIVE PRACTICES
- CLIENT ENGAGEMENT

#### DETERMINING PAY

• KEY QUESTIONS & CONSIDERATIONS

#### CREATING COMPENSATION PLANS

- INTRODUCTION
- WORKFORCE CHANGES
- FUNDAMENTALS
- COMPENSATION PLAN COMPONENTS
- MARKET ANALYSIS
- PREMIUM MARKET RATES
- WAGE ADMINISTRATION GUIDELINES
- EFFICIENCY RATIO

#### THE HIRING PROCESS

- JOB DESCRIPTIONS
- APPLICATION PROCESS
- INTERVIEW PROCESS
- POST-INTERVIEW PROCESS
- THE OFFER
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- GHOSTING

#### CONTENTS OF FULL REPORT

#### MODERN TRAINING CONSIDERATIONS

- PRIORITIES
- CLIENT INTERACTION
- SERVICE DELIVERY
- SERVICE TOUCH POINTS
- TOOLS, EQUIPMENT & SUPPLIES
- SAFETY
- ADDRESSING EMPLOYEE ISSUES
- HOW TO MAXIMIZE PAY, PROFITABILITY, AND EARN REWARDS
- TABLESIDE MANNER
- PRICING, MEMBERSHIP PROGRAM, AND PACKAGES
- BUSINESS OPERATIONS
- FRONT DESK
- MANAGERIAL DUTIES
- APPEARANCE, DRESS CODE, PERSONAL HYGIENE STANDARDS
- BUSINESS FINANCIALS

#### **EMPLOYEE RETENTION STRATEGY**

- STAFF TURNOVER
- PERFORMANCE REVIEWS
- INPUT ON POLICIES AND PROCEDURES
- POSITIVE PRAISE AND EFFECTIVE COMMUNICATION
- FLEXIBILITY
- RECOGNIZE BURNOUT
- OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT
- LEADERSHIP DEVELOPMENT
- RESPECT BOUNDARIES AND KNOW YOUR WORKERS
- EMPLOYEE ENGAGEMENT
- UPWARD MOBILITY
- WIFM WHAT'S IN IT FOR ME?

#### **CONTENTS OF FULL REPORT**

#### PERFORMANCE MANAGEMENT STRATEGY

- THE MERIT INCREASE MATRIX
- PROFICIENCY
- CORRECTING OUTLIERS

#### **COMPENSATION MODELS**

- STRAIGHT HOURLY
- FLAT RATE
- STRAIGHT COMMISSION
- HOURLY + MASSAGE BONUS
- HOURLY + COMMISSION
- TIERED APPROACH
- SALARY

#### TIPS, GRATUITY, AND SERVICE CHARGES

- INTRODUCTION
- TIP OPTIONS
- DAILY TIP RECORD
- ARGUMENTS FOR TIPPING
- ARGUMENTS AGAINST TIPPING
- NON-GRATUITY BUSINESS

#### PERFORMANCE BONUS STRUCTURE

- INTRODUCTION
- MONTHLY BONUS STRUCTURE
- EMPLOYEE BONUS PLAN
- MINIMUM STANDARDS

#### CONTENTS OF FULL REPORT

#### ANNUAL INCREASES & ADJUSTMENTS

- ANNUAL INCREASES
- COST OF LIVING ADJUSTMENTS
- PROMOTION ADJUSTMENTS

#### IMPORTANT BENEFITS

- GENERAL BENEFITS (HEALTH, LIFE, DISABILITY, ETC.)
- TABLE OF GENERAL BENEFITS
- ALTERNATIVE BENEFITS & PERKS TABLE (MONETARY & NON-MONETARY)

#### TOTAL COMPENSATION SUMMARY

- SUMMARY
- TOTAL COMPENSATION SUMMARY EXAMPLE

#### FINAL SUMMARY

- FINAL SUMMARY
- BIBLIOGRAPHY

#### **CHARTS & GRAPHS INCLUDED**

- ECONOMIC OUTLOOK CHARTS (NATIONWIDE)
- WORKFORCE CHANGES TABLES
- PERFORMANCE INCREASE RANGE EXAMPLE
- SALARY INCREASE BUDGET EXAMPLE
- METRICS FORMULA TABLE
- KPI FORMULA TABLE
- STAFF ATTRITION FORMULAS
- TIPS, GRATUITY, SERVICE CHARGES TABLE
- MONTHLY PERFORMANCE BONUS STRUCTURE TABLE
- ANNUAL INCREASE & ADJUSTMENTS TABLE
- GENERAL BENEFITS TABLE
- ALTERNATIVE BENEFITS & PERKS TABLE

#### CONTENTS OF FULL REPORT

#### ADDITIONAL & CUSTOMIZED DATA INCLUDED

- LABOR MARKET DATA SPECIFIC TO YOUR LOCATION
- SALARY RANGE TABLES & FORMULAS
- EFFICIENCY RATIO TABLES AND FORMULAS
- MERIT INCREASE TABLE WITH FORMULAS
- COMPENSATION MODELS INCLUDED WITH FORMULAS BASED OFF YOUR SERVICE MENU
- PERFORMANCE BONUS STRUCTURE TABLE & COMPLETE PLAN
- ANNUAL INCREASE & ADJUSTMENT FORMULAS
- EMPLOYEE V/S INDEPENDENT CONTRACTOR COMPARISON TABLE WITH COMPLETE EXPLANATIONS

### TO ORDER THE FULLY CUSTOMIZED REPORT, RECEIVE FREE BONUSES + TWO BUSINESS CONSULTATIONS

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