



THE CHIEF OPERATING OFFICER'S VERDICT

Chairs are full on Saturdays and half-empty on Tuesdays.

The team is good and customers wait less than ten minutes. The schedule is the problem: six technicians are staffed the same way every weekday, whatever the demand.

THE ONE THING TO REMEMBER

Tuesday and Wednesday chairs sit empty 59% of the time while Saturday turns people away.

94%

Saturday chair use

41%

Tuesday–Wednesday chair use

8 min

Average wait

6

Technicians

DO THESE TWO THINGS

1

Move one technician from Tuesday to Saturday

\$9,400 a year

Adds capacity where customers are turned away and costs nothing.

2 extra Saturday bookings × 52 weeks × \$90 average, same total hours | Who: Owner | When: Next schedule

2

Offer a Tuesday–Wednesday rebooking incentive

Fills about 1 in 10 empty slots

Pairs with the marketing win-back email — send the lapsed list to the empty days.

Assumes 12% win-back return, steered to off-peak days | Who: Owner | When: Month 2

Based on: Live booking data — Square Appointments, 12 months of bookings, pulled 2026-08-30. The rest of this report shows the evidence and the full plan.

What we found

CHAIR USE BY DAY

When are the chairs actually busy?

Saturday runs near capacity; Tuesday and Wednesday afternoons are the emptiest hours of the week.

Extra Saturday bookings: try your own numbers on the dashboard

Extra Saturday bookings a week **2** · Weeks a year **52** · Average booking **\$90**

Extra revenue a year: **\$9,360**

Source: analysis/utilization.md

Share of chair-hours booked, by day and time

	10-12	12-2	2-4	4-6	6-8
Mon	52%	61%	55%	70%	64%
Tue	33%	44%	31%	49%	52%
Wed	36%	45%	34%	50%	55%
Thu	55%	63%	58%	74%	71%
Fri	62%	72%	69%	85%	83%
Sat	96%	98%	95%	93%	88%
Sun	71%	82%	77%	64%	—

Sunday closes at 6, shown as a dash.

Source: analysis/utilization.md from raw/square-appointments-2026-08.csv

94%

Saturday

41%

Tuesday–Wednesday

63%

Whole week

TECHNICIAN MIX

Is the work spread evenly across the team?

Mostly. Two technicians carry the most bookings and the highest tickets — they are who Saturday customers ask for.

Bookings vs average ticket, by technician



Source: raw/square-appointments-2026-08.csv

The plan

0–30 days

Match staff to demand

Cost: \$0

30–90 days

Fill the quiet days

Cost: \$0

0–30 days: Match staff to demand \$0

☐ Move one Tuesday shift to Saturday

Ask for a volunteer; rotate monthly if nobody wants it permanently.

Who: **Owner** Effort: **1 conversation** Worth: **\$9,400 a year** Confidence: **Medium**

We also considered: Hire a part-time Saturday technician — adds cost before using spare capacity.

If it doesn't work: Move the shift back.

30–90 days: Fill the quiet days \$0

☐ Steer win-back offers to Tuesday and Wednesday

Who: **Owner**

What could go wrong

Risk	How bad	How likely	What fixes it
Two technicians carry the top clients	High	Low	Pair newer technicians on Saturday bookings
Saturday walk-ins turned away	Medium	High	Shift one technician to Saturday

How sure we are

What would change our mind

Tuesday demand turned away by the booking system (blocked slots). We found none.

The strongest objection, and why the finding holds

Staff may not want Saturdays. The move is a volunteer rotation, not a mandate.