



CASE STUDY: COLOR ME MINE

The leader holds the keys:
Alignment and growth
through relationship

AT A GLANCE

GOALS

- Revenue Growth
- Employee Retention
- Alignment with GM
- Improved Compensation and Culture

RESULTS

- An Empowered GM
- A Competitive Bonus Structure
- Engaged Employees
- Record Revenue & Profits
- A Very Happy Owner



"We learned so much from our Spur coaches and made some big and small changes in our studio. It truly was an amazing experience."

**TRACY DUCHARME,
BUSINESS OWNER**

CORE CHALLENGE

Color Me Mine Colorado Springs had been open since 2010, but sales plummeted as COVID restrictions took hold and the mall where they were located closed to the public in early 2020. The owner, Tracy duCharme, kept the business alive by running the retail business out of a van and shifting to delivery service only. They survived to open a retail space in late 2021, in a new mixed-use shopping area in a fast-growing location.

Our 6-month engagement began just after Tracy opened the new location. She had a few top priorities: (1) revenue growth, (2) successfully hiring and onboarding 3 new employees and retaining others, (3) improving the relationship between herself and her manager, and (4) a consistently positive employee experience when considering both culture and compensation, given the employees could make more money at local restaurants. At the beginning of the engagement, Tracy stated, "The key to my business is customer service. And the key to customer service is employee engagement. I have a new manager who needs tools! And I need to train my employees to upsell. I'm in a new retail location and we've got to ramp up quickly."

SPUR SOLUTIONS

We began the engagement with a social-emotional skills assessment, noting that 75% of long-term job success depends on people skills. We provided coaching services focused on:

- Improving the relationship between Tracy and her manager by encouraging Tracy to take steps to build trust and have crucial conversations, which included setting up a regular meeting rhythm;
- Aligning Tracy's business goals with the development goals of her manager through providing more transparency on business operations, asking for more input from her manager, and delegating as many high-level tasks as possible (e.g., details of an employee bonus structure);
- Connecting compensation and benefits to customer experience, revenue, and profitability goals; and
- Compliance with new employee regulations (e.g., HFWA).

RESULTS OF ENGAGEMENT

During the engagement Tracy shared she wanted her manager to be more of a business partner. Our coaching helped them get there - they were thrilled to begin developing a long-term succession plan where the manager would take over the business. The manager asked for a substantial raise, to which Tracy reflected, "I was proud of her. When I made her the initial offer years ago, the conditions were different than they are now. I will absolutely give her a big raise considering the new responsibilities she has." With the trust that Tracy developed with her manager, she was able to release the emotional burden of the business. She knew her manager was making wise decisions in line with her desired future. Tracy began pursuing other interests in her community with the newfound freedom of time and brain space. At the completion of the 6-month engagement, business was better than ever. The manager was empowered to lead, employees were more engaged, they were consistently hitting record numbers (despite being in a smaller space than their previous location), and employees were earning more through the new bonus program.

