The Revenue Per Hour Menu Audit

You don't sell manicures. You sell minutes. This ten-minute audit shows you which services on your menu actually earn — and which ones are quietly costing you the chair.

Here's the idea. If you have employees, your inventory isn't services — it's chair-hours. Chairs (or beds, or rooms) multiplied by the hours you're open. That inventory expires every night at close: an empty chair-hour can never be sold again. So the only fair way to compare the services on your menu is by how much revenue each one produces per hour of chair time.

> **Revenue per hour = Price ÷ Minutes × 60**

A worked example

Three services, priced the way menus usually price them. Watch what the formula reveals.

SERVICE	PRICE	REAL MINUTES	REVENUE / HOUR
Classic pedicure	$50	60	$50
Gel manicure	$70	45	$93
Brow shaping	**$30**	**15**	**$120**

Illustrative numbers only, to show the math. Your real menu is the one that matters.

On the menu, the pedicure looks like the star. Per hour, the $30 brow shape out-earns it more than two to one — from the same chair, on the same day, under the same rent.

How to do the audit

1. **List every service** on your menu in the table on the next page.
2. **Write the price and the real minutes** each service occupies the chair — including setup, cleanup, and turnover. If the room is busy for 75 minutes, it's a 75-minute service.
3. **Calculate:** price ÷ minutes × 60. Write it in the Revenue / Hour column.
4. **Rank the list**, highest to lowest. Then sit with it for a minute.

POWER IN NUMBERS · YOUR MENU, BY THE HOUR

My Revenue Per Hour Audit

SERVICE	PRICE	REAL MINUTES	REVENUE / HOUR	RANK

What to look for once it's ranked

- **The loyalty service.** The one you keep because it was your first, or because you love it — earning far less per hour than the rest.
- **The quiet carrier.** A service you barely promote that out-earns everything around it.
- **The time-eaters.** Services whose real minutes (with cleanup) are much longer than the menu admits.

Knowing the winners is step one. What you do about the losers — raise the price, shorten the service, retrain the team, or cut it — is a judgment call, and each option has different consequences. That decision is where owners become CEOs. Follow the series: next week is your **doors-open number** — what it costs just to unlock the door each morning.

All figures in this worksheet are illustrative examples used to demonstrate the calculation. This is financial education, not advice specific to your business.