



lodging and massage/facial guests receive unlimited access to the Grand Bath

the new paradigm at ten thousand waves

Before the Great Pause, Ten Thousand Waves – like many American companies – was focused on growing our business. We were guided by two main principles: the belief in the therapeutic benefits of hot water and massage, and the principle of *kaizen*:

constant thoughtful improvement. We listened to our guests; when they wanted a quiet place to chill, we built the Relax Room. When they bemoaned the lack of a place to eat, we created izanami. When they asked for more space and privacy in the changing rooms, we tripled the size of the women's locker room.

As we grew, we began to hear an increasingly common complaint: Ten Thousand Waves was too crowded. There was no place to park. It took 10 minutes to check in or out. All the lockers were taken. Our tiny lobby sometimes had twenty people waiting more than an hour for a place in the communal tubs – and the tubs felt like human soup. We thought the answer was to keep building, to create more space to accommodate more people.

Then the pandemic happened. Overnight, we went from 500 guests a day to zero. That certainly took care of the overcrowding. When we were allowed to operate again, we were required to reduce capacity by 75 percent, eliminate communal facilities, and maintain distance between parties. If we were going to survive, we had to adapt quickly and dramatically.

We offered takeout at izanami and added changing rooms to the private tubs. We gradually brought back limited massage therapy and repurposed our parking lot for distanced outdoor dining. In the process, we found that Ten Thousand Waves had again become the quiet refuge of years ago. Ample parking is now available and our tiny lobby feels spacious once again. Our staff now has time to tailor each guest experience. Every guest has a private changing room. Our water is the cleanest it's ever been.

The past fifteen months have given everyone a once-in-a-lifetime opportunity to reevaluate. Our particular epiphany was that we had been trying to cure congestion by creating congestion. In doing so, we had lost sight of our goal: to be a haven where guests can take a moment to bathe and breathe. With hundreds of people thronging our public tubs pre-COVID, this was an impossibility.

Because of this, we have discontinued communal bathing. Instead, we offer 90-minute sessions in each of our seven private tubs, and with every massage or overnight stay, you'll enjoy unlimited, uncrowded bathing in the [Grand Bath](#). Any previously purchased communal tub card with unused punches may be exchanged for a [gift certificate](#) worth \$25 per punch. For treatments and private bathing, we continue to offer a 20 percent discount to our valued local community with the complimentary [waribiki card](#). The card is valid Monday-Thursday. We are proud that locals still make up 50% of our bathing clientele, same as pre-COVID.

While some guests will not be able to come as often as they did before, our shift away from the communal tubs means that when you do come, you'll get to experience Ten Thousand Waves as it was intended to be.

We invite you back to experience the latest evolution of Ten Thousand Waves.