ROBERT OF PHILADELPHIA · ROP 5.0

The Five Spokes — One Wheel

If one spoke is weak, the wheel doesn't work · Not a price increase — a standard increase



SPOKE 1 · HOW WE GROW

OUR PEOPLE

- Better than last year — craft AND character
- Careers, not shifts: build a life here
- The COVID casualness ends — survival mode is over

SPOKE 2 · HOW WE SHOW UP

OUR PRESENCE

- Individual, yet one team — elevated ROP dress standard
- Beautiful, modern, comfortable to work in
- Grooming, language, energy — on stage when guests watch

SPOKE 3 · WHERE WE SHOW UP

OUR ENVIRONMENT

- She decides in seconds: clean, current, cared-for, premium
- Details matter: the light, the bathroom, the music
- Space worthy of the work inside it — 5.0 salons phased thru 2027

SPOKE 4 · HOW WE MAKE PEOPLE FEEL

OUR EXPERIENCE

- We don't sell haircuts — we create how she feels
- Heard · beautiful · remembered · somewhere special
- They come for the hair. They come BACK for the feeling

SPOKE 5 · HOW WE WORK SMARTER

OUR FUTURE

- Tech does machine work; people do human work
- Guests find you through AI at 2am — profiles never sleep
- Less friction, more hospitality — thriving past 2030