The Wheel

The hub is the mission. Five spokes carry it. A wheel only rolls when every spoke holds weight — and it's already turning.



① OUR PEOPLE — HOW WE GROW

Every one of us — me included — better than last year. Not just scissors: whole lives growing.

- "A company doesn't grow. **People** grow, and the company follows. There is no version of ROP 5.0 where you stay the same."
- "Growth here means the craft AND the life — a better colorist and a better parent, a faster foil and a calmer partner."
- "Real educators, paid to teach — not product reps. And a separate senior track, because masters shouldn't sit through beginner questions to get better."
- "The person shampooing next to you might be your future partner behind the chair. Teach down, learn up — that's how 46 years happened."
- "One question every December: *what can I do now that I couldn't do in January?*"

> **IT STARTS NOW:** Hanna named her barber-school goal and got a plan the same day · Village rehearsed the scripts in two languages and caught errors doing it · the desk went from "I believe it's $10–12" to exact numbers and a playbook beside every phone — in one week.

② OUR PRESENCE — HOW WE SHOW UP

Personal style stays. But there's a difference between individuality and sixty people with sixty ideas of the standard.

- "She decides what this place is before anyone says hello — and we're all in the picture she takes."
- "COVID casualness was survival mode. We survived. Wearing survival mode in 2026 is a raincoat indoors — the storm's over."
- "A standard isn't a uniform — it's a frame. The art is still you; the frame says it's worth looking at."
- "Guests paying premium prices can FEEL effort. Hair done, put together, present — it reads as respect before a word is spoken."
- "We don't dress for each other. We dress for the woman who saved six weeks for this appointment."

> **IT STARTS NOW:** the ROP look is being drafted WITH the team — before renovation, before season · presence is digital too: 30+ Google reviews in one month because people showed up online like professionals · season is weeks away — November's first impression lasts all year.

③ OUR ENVIRONMENT — WHERE WE SHOW UP

Within seconds of walking in, she decides what kind of business she's in. Every detail is talking to her.

- "A burned-out bulb says more than a billboard. The clock stuck at 6:30 told every guest 'nobody's looking' — for three weeks."
- "The environment is the only team member every guest meets on every visit. It should be our best-trained one."
- "We don't wait for construction to have standards. Renovation is a reward; CARE is a habit — and habits start today."
- "Baseboards, sills, the pipes under the bowls — guests never mention them, and they never miss them either."
- "Own the details now and the renovation becomes a celebration. Neglect them and it becomes a cover-up."

> **IT STARTS NOW:** Village refreshed BY ITS OWN PEOPLE — ladders until late, chair bases like new, a fan saved from the trash · Salon Care Week deep-cleaned Promenade and Bayfront this month · the heritage wall is coming from the team's own idea (10,000 scanned photos) · and the Race makes it permanent: Bayfront 6 · Promenade 1 · Village 0 — winner renovates FIRST.

④ OUR EXPERIENCE — HOW WE MAKE PEOPLE FEEL

We don't sell haircuts. We create how she feels: heard, beautiful, remembered, somewhere special.

- "Spirit Airlines sold price and delivered nothing else. Gone. Nobody cries for them. Experience is the only moat that doesn't evaporate."
- "She can get wet hair cut anywhere. She comes here to be KNOWN — the story from six weeks ago, remembered."
- "The experience includes the hard moments: every gift rung as a gift, every quote honored, every redo met with warmth."
- "The Lux Menu exists because the Lux year taught us the truth: guests didn't want cheaper — they wanted MORE."
- "Hurricane Irma, free blowouts, a woman crying at the front desk — and her daughter still comes in to remember her. THAT is the product."

> **IT STARTS NOW:** the membership makes the experience permanent — a monthly gift, a monthly indulgence, a page with her name on it · Linda Boggs joined at Promenade THIS WEEK because an invitation felt like a thank-you · even a pricing complaint now ends with the guest heard, given facts, and offered options.

⑤ OUR FUTURE — HOW WE WORK SMARTER

Technology does the machine work so people can do the people work.

- "The gatekeeper is dead. Google sold visibility to the highest bidder — AI just reads who you actually ARE. The wall between great artists and new guests is down."
- "Guests are finding you at 2 a.m. Your page works nights so you don't have to."
- "Every tool we retired this month — Slack, Symphony, OnTheClock — we replaced with things we OWN. About $900 a month stays in the building now."
- "Smarter isn't colder. The machine prints her page; a human hands it to her. That's the division of labor, forever."
- "700 new guests found us this summer. The future isn't coming — it's booking appointments."

> **IT STARTS NOW:** ROP Chat live, Symphony retired — company questions answered in minutes · ROP Time live — phone clock-in, hours straight to payroll · new Wi-Fi, one login, daily candidate lists at the desk, exact pricing one tap away.

"Five spokes, one hub. And notice — not one of these starts 'after the renovation' or 'next year.' The refresh happened. The tools are live. The letter is out. The first members are in. The wheel isn't a plan anymore — it's already turning. The only question is how fast we push it."