



THE MEDIA OF RECORD FOR THE PROFESSIONAL BEAUTY BUSINESS

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Mane St.

by Jayne Morehouse
CEO, Beauty Industry Report



The COVID-19 pandemic has changed life as we know it in professional beauty, perhaps forever. New topics—virtual consultations, curbside pick up, PPE—have

become the center of discussion. Steps to digital dominance have escalated by several years. **BIR** examines the impact in this all-compassing **COVID-19 Special Report**.

Now, where do we go from here? Everything we need to know comes from us—the collective wisdom of the industry. **Jan Arnold** echoed our thoughts, saying, "It's been a tremendous time of reflection, rethinking the future and rebooting." **Shane Hanson** added, "Every challenge is an opportunity for those who embrace tomorrow and don't cling to their old ways." Read more, beginning on page 22.

Finally, leading brands are helping salons and beauty pros with creative recovery initiatives. Learn more, beginning on page 50.

Regards,

guest columnist

Time to fasten your seat belt!

By Patty Schmucker

The events that have unfolded since March will be viewed in history as a moment unlike any we have seen. While 9-11 was one of the first events that we witnessed collectively, COVID-19 is the first event that we experienced collectively as a global community. Because of this collective experience, George Floyd's death was the lighting fuse needed to ignite a global protest to demand the end to institutional racism.

In the U.S., professional beauty brands, distributors, PBA and other trade organizations, and leading industry coaches circled the wagons to provide education, resources and a sense of community to salon owners and independent beauty professionals. As salons reopen, consumers are eager to return, with salon professionals learning new ways to conduct their craft.

Those businesses in our industry that have survived this period are ones built on sound business concepts and had both cash reserves and contingent planning skills, which allowed them to pivot and learn quickly.

As the industry started to re-open, the protest against institutional racism sent another shock wave of complexities into our world and tests the fragile systems we have in place to slow the spread of a virus that we still have limited tools to combat.

While many believe that we will return to "normal" in 6 to 12 months, you need only to look at countries that have opened ahead of the U.S. market to see early evidence of changed consumer behavior. Consumers are not running back to all the behaviors they did before the pandemic.

Movie theaters, sports arenas and entertainment venues have seen very little business. Not only are we seeing purchases for everything online, there is an emerging

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guest columnist

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online economy between 9 p.m. and 4 a.m. that has experienced double-digit growth. People are displaying anxiety over safety and sanitation and a strong desire to limit exposure to people and settings that aren't familiar. Nails, lashes, facials and other up-close services are not rebounding. It is important to understand these changes and begin planning for how we can adjust our businesses for the future.

"Fast Company" recently published an article with experts on how capitalism will emerge after COVID-19. For the beauty industry, a common theme is that we're going to probably come out on the other side of this with a decimated small-business sector and more power in the hands of the largest corporations. It has never been more important to align with others, strengthen communities and band together.

If you thought the speed of change has been fast during the past few years, fasten your seat belt for the next 12 months.

Patty Schmucker is a top-performing business development expert with years of experience in beauty

and wellness brand development, marketing and sales, both internationally and domestically. Patty uses research and foresight tools in her work as an industry strategist with a penchant for building high-performance teams and successfully guiding



them through dramatic growth. Reach her at patty@americanmadebeauty.com.

BIR invites you to become a Guest Columnist and give us your take on a relevant topic. For consideration, send your thoughts in 475 words, plus a one-paragraph bio and your headshot no smaller than 300 dpi at 5 x 7 inches, to liz@bironline.com. We will edit your column for style and space.

watch list

In today's dynamic business environment, salons that are focused on evolving will thrive. That has never been more important than in a post-COVID-19 world.

"We are observing an evolutionary leap in the beauty industry," explains **Leon**

Alexander, PhD, CEO and president of **Eurisko Design** and author of "**A Window Into the Consumer's Mind**." "It has forced a re-thinking of our current business model and salon design."

According to Leon, the key for salon success is to focus on creating personal consumer experiences. This dovetails perfectly in our new age where social distancing is mandatory.

On a human level, the trend toward single, self-contained styling areas allows stylists and their clients to engage more privately, while helping clients feel secure in their own sanitized cocoon.

But beyond that, technology allows each client to select his or her own music or opt for silence. Equally, the styling pod offers a selection of different lighting systems that will show hair color and makeup in different lighting conditions. Finally, the pod invites clients to order professional salon products from the convenience of their styling chairs, with the products delivered to their homes in two days. All of these features are thanks to a built-in, voice activated Alexa-type system!



The future of salons? The Eurisko Styling Station Pod allows for Alexa-like-controlled private salon experiences.

In addition, while they might want to purchase products from the salon, it's often not as convenient as it once was. Most customers don't go straight home from the salon any more. They go back to work, out for dinner, shopping, to see a friend or simply don't want to carry products while Ubering or taking public transportation. Voice-ordering products in the salon is one more convenience they expect.

"Clients now expect to be entertained wherever they are," adds Leon. "The more you can take their focus away from their

phones and on to the salon's services and products, the better."

As another benefit, this option reduces the amount of inventory a salon must carry, which eliminates the need to tie up cash. Finally, the voice-activated system allows clients to update their profiles

instantly in real-time, so product recommendations are always on target.

Adapt to drive your own evolution.

The customer relationship is changing. They now make buying decisions based on what fulfills their needs and wants rather than buying what you need to sell them. There are too many other companies that will solve their problems or fulfill their desires to believe they will remain satisfied with buying or having services they've always bought. That's why salons must create sustainable, thriving enterprises.

Concludes Leon, "Today's most effective strategizing requires investing in now and what's next. That's why it's key to know the market shifts, the changing customer needs and the opportunities to improve and excel." Reach Leon at 985-705-0937 or eurisko1@me.com or visit euriskodesign.com.

trends

Kearney has released its annual Consumer and Retail M&A report, “Time to Reset, Reposition and Win.” It explores the current and future deal landscape for consumer product and retail companies.

In light of a landscape structurally transformed at breathtaking speed due to the effects of COVID-19, the report projects massive consolidation in both the consumer and retail sectors, where businesses with underlying weaknesses face tough choices. Time to Reset looks at whether—and which—of last year’s investment trends still hold true despite, or perhaps because of, the economic impact of the pandemic—and which trends are no longer relevant.

“Despite the likelihood of economic softening, we fully expect to continue to see an active M&A market. But the old rules no longer apply. 2020 will be a buyer’s market that provides an unprecedented opportunity to acquire quality consumer and retail assets at corrected valuation,” says **Bahige El-Rayes**, Kearney partner in the consumer practice, and co-author of the report.

While 2019 was all about strategically filling in gaps in portfolios, COVID-19 is turning the landscape on its head.

Six key steps can help turnaround plays succeed

Get your house in order

Make sure your core business is armed to weather the crisis and prepare your own turnaround path before looking into new assets.

Assess how much capital current operations need to survive and understand how much dry powder can be deployed on M&A

Build for the future

Understand the unique capabilities you can capitalize on to supercharge underperforming assets and turn them around.

Define long-term plan for the assets you are taking over and stay the course.

Reset M&A Strategy

Identify which assets and capabilities you need to acquire in order to thrive in the new normal.

Treat M&A opportunities as a chance to diversify and create a more robust organization, rather than pure financial investment.

Use M&A as a catalyst

Take advantage of the takeover to challenge status quo for both the target and the core business.

Reorganize company structure; identify, retain and incentivize top talent; and empower them to drive real change.

Understand the meaning of “value”

Downturns create a generational opportunity to buy solid assets at discounted prices.

Nevertheless, make sure you understand why companies are seemingly unfairly penalized by the market, and whether their value to you is truly higher than to another investor.

Be bold, move fast

Time and attention are limited to turn ailing companies around.

Start early and make key decisions before transaction close to avoid wasting resources.

Pursue revenue opportunities as aggressively as cost initiatives to create a futureproof business.

Acquisition targets are likely to be abundant, valuations measured and those doing the acquiring must not only factor changed consumer behaviors into their due diligence, but also need to consider how this shift will affect post-pandemic demand.”

The report examines deal drivers, shifts in deal size, valuations and volumes, and whether the anticipated acquirers will be comprised mainly of financial sponsors, strategic or perhaps non-traditional players. The study also takes a close look at how previously deal-driving factors such as digital capabilities and direct-to-consumer play in a world deeply changed by shelter-in-place orders, restrictions on physical gatherings and increased debt— whether public, private or corporate.

When looking at how the business of mergers and acquisitions will change in this post-pandemic landscape, Kearney found that 70% of executives believe this is a good time to invest. Companies with M&A investment in a downturn returned 52% more Total Shareholder Returns, and the Private Equity cash situation reached a peak of \$1.45 trillion, pre-COVID-19, with an expectation that 2020 will be a big year for investment.

Responses of surveyed executives further reflected the changing nature of post-pandemic M&A, with an emphasis toward the ability to meet the challenging times ahead. The refocus extends from target to deal type, with risk mitigation and business model innovation as top priorities.

“In the coming months, mergers will live beyond the traditional wholesale takeover,” notes **Bob Haas**, partner in Kearney’s M&A practice and co-author of the report. “Business model innovation will play a major role in the attractiveness of targets.”

Opportunities for corporate M&A deals are likely to abound. To remain profitable and grow, companies must first and foremost understand the landscape, including its players, customers and circumstances.

Methodology: Kearney surveyed 125 consumer executives and 10 private equity executives from January-March 2020. The study also includes data taken from Dealogic in April 2020. Visit kearney.com.

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There are four main themes for business innovation

Supply chain strengthening

Investing in supply chain security to ensure business continuity in crisis

Particularly important, as global supply chains are disrupted by shutdowns, health concerns, trade wars and a general shift from “globalization” to “islandization”

Examples include Kroger integrating dairy manufacturing and Walmart internalizing beef meat processing

Consumer channels broadening

Innovating in how consumers shop and consume certain products

Particularly important, as consumer habits and shopping patterns are changing in a post-COVID-19 world

Examples include Whole Foods offering dining areas, Target allowing customers to get their in-store shopping delivered home, and SodaStream offering DIY carbonated drinks

Product disruption

Hedging against substitutes and investing in tomorrow’s growth engines

Particularly important, as the crisis accelerates adoption of new products that were merely “emerging trends” before

Examples include Cargill investing in cultured protein start-up Memphis Meats in January 2020 and Richemont acquiring second-hand online retailer Watchfinder in 2018

Platforming

Developing an ecosystem to drive engagement and retention

Particularly important to create a level of engagement and commitment that goes beyond products and extends to a real community.

Examples include the Nike+ community of runners and Sephora’s Beauty Insider platform

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Will the “Lipstick Index” hold true in 2020? Photo credit: ©Flynt | Dreamstime.com

The U.S. cosmetics and toiletries market is on track to experience the sharpest decline ever recorded in 60+ years, due to the COVID-19 pandemic, according to Kline, which tracks the market. So far, the 0.8% drop in 2009 during the most recent recession is the biggest market dip to date. The only other time Kline noted a market decrease was a 0.3% fall off in 1991 amid another recession.

Previously forecast to grow at a CAGR of 3.8% through 2023, the \$75 billion U.S. market is now expected to decline 2.5% in 2020, according to Kline, with the best-case scenario reflecting a 1.5% gain and the worst-case scenario at an 8.1% drop.

“Given the unprecedented situation that is unfolding globally as both a health crisis, as well as a financial one, it is not surprising that the beauty market should experience its worst performance now,” says **Carrie Mellage**, vice president of Kline’s Consumer Products Practice. “Even our worst-case scenario of –8% probably does not feel steep enough, but there are enough essential categories to keep the market stable.”

Kline’s forecasting analysis clusters beauty categories into four groups:

- **Rescue categories** such as hand sanitizers and liquid hand soaps that will

experience spiked levels

- **Everyday basics** like shampoos and deodorants, which consumers are expected to more or less use as usual
- **Soothing solutions** such as facial skin care and nail polishes, which are expected to decline near term but might benefit from consumers turning to them as a treat and/or to maintain or establish a part of their routine they can still control

- **Can-wait**

categories, including fragrances and color cosmetics, which are

expected to decline sharply during social distancing and continue to suffer during the economic fallout in the years to come.

“The cosmetics market will suffer in 2020, but we expect it to recover within three to five years, as it has in all past recessions,” says Carrie. “Compared to other industries, the beauty market is fairly recession-proof, and its products will continue to be desired by consumers—both for meeting basic needs, as well as an indulgence.”

Historically, the **“Lipstick Index”** has proven true, with lipsticks (during the four recessions from 1973 through 2001) and eye makeup (in the most recent 2008-2009 recession) performing exceptionally well during recessionary times.

Kline’s forecasts were generated using expert judgment, based on a thorough review of decades of category performance through previous recessionary periods, along with what is currently known about the unfolding pandemic and economic situation. Detailed scenario forecasts and commentary are provided for 20 individual product categories in Kline’s **“Impact of COVID-19 on the U.S. Cosmetics & Toiletries Market”** report.

Contact **Marcela Chifu**, marketing manager, at marcela.chifu@klinegroup.com. Visit klinegroup.com.

Unlike other professional beauty segments, the professional nail care market might still see a spike in sales, thanks to nail polishes and care categories, which consumers turn to for a treat and/or to maintain or establish a part of their routine they can still control, according to Shivani Singh, Project Lead for Kline’s new study “Getting the Professional Nail Care Industry Back on Track.” The new report forecasts a CAGR of 3.9% through 2025 in the best-case scenario compared to the previously projected CAGR of 3.0% through 2023. Gels, the leading category, is expected to be the best-performing category with a CAGR higher than the market average in all three scenario forecasts. Nail polishes, the worst-performing category pre-COVID-19, is expected to emerge as the second best-performing category even in the worst-case scenario.

As countries begin to ease up on their lockdowns and move toward the “new normal,” it is interesting to observe key industry changes. Marketers are working closely with salons, nail bars, spas and nail technicians to offer resources and guidelines to reopen their businesses with minimal difficulty. **OPI** has put together a guide comprising a sanitation checklist and is offering in-salon service scenario pros who will address clients’ frequently asked questions and recommend retail product for use at home.



CND’s new Shellac Wear Extender base coat gives clients up to three weeks of beautiful nail color.



KUPA is now offering new disposable, single-use dipping trays.

On the other hand, salons and spas are focusing on promoting their carefully curated retail products, which once made for beautiful display shelves but are now going to garner much-needed income.

While the retail channel had already begun to garner attention among professional nail care marketers, as they increased their focus with the expansion of their nail polishes and care product lines in the channel, this move is expected to gain further traction. Although focus in the past was expansion through brick-and-mortar stores, the current expansion is expected to focus on the e-commerce channel through both the e-commerce platforms of brick-and-mortar stores and standalone e-commerce platforms. **The trend mirrors the salon hair-care industry, which is adopting the multichannel strategy, with the brick-and-mortar and e-commerce channels growing at 8.6% and 16.0%, respectively, in 2019.**

In terms of popularity of products and services, dipping powders, the fastest-growing segment (+20.7%) in 2019, is expected to see concerns pertaining to hygiene over their use in salons with multiple clients. As a result, marketers such as **Kupa** are offering sanitized options like disposable dipping trays that can be discarded after every client's usage.

The new Professional Nail Care: Global Market Brief report provides a comprehensive assessment of the professional nail care market pre- and post-COVID-19, assessing differences in key countries such as Brazil, China, France, Germany, Italy, Japan and the United States. Visit <https://bit.ly/2XYAcK1>.

As states open up, consumers are envisioning activities for the time social-distancing rules get lifted. Sixty-two percent (62%) of 1,000 survey respondents indicated the first thing they'll do is eat in a restaurant. That was the top craving identified in the sixth wave of the Consumer Coronavirus Behavior research conducted by **TheCustomer, Brand Keys** and **Suzy**, the on-demand research software platform.

After a meal out, 58% of the sample expressed a desire to visit a barber shop or beauty salon, with an equal number of respondents wanting to go shopping.

Consumers are twice as likely to do the following:

- Eat at a restaurant (62%) versus participating in outdoor sports or recreational activities (31%).
- Visit a barber or beauty salon (58%) versus working out at a gym (29%).
- Go shopping (58%) versus having drinks or cocktails at a bar (30%).
- Travel domestically (35%) versus travel internationally (18%).
- Get together with friends (56%) versus going to a live performance or concert (24%).

"We found it interesting that after sheltering-in, only 35% of the respondents wanted to go back to work," says **Mike Giambattista**, publisher of TheCustomer, the weekly newsletter covering intelligence from the customer insight universe. "Nearly 60% of currently employed Americans indicated that they have worked from home during the coronavirus crisis and nearly half of them (29%) indicated they would prefer to continue to work remotely."

The survey and analysis were conducted the week of May 3, 2020 and based on 1,000 responses from a U.S. panel population, ages 17 to 70, with a 50/50 gender split. Visit brandkeys.com, suzy.com and thecustomer.net.

The International SPA Association Foundation has released the tenth volume of its Consumer Snapshot Initiative. This study examines the behaviors and expectations of both spa-goers and non-spa-

goers, as they navigate the COVID-19 crisis.

"We know that COVID-19 has created uncertainty in many industries, including the spa industry," says ISPA President **Lynne McNeess**. "This new research offers clarity, providing key insights into real-life consumer attitudes as our members plan for reopening their spas in an unprecedented climate."

Findings suggest that consumers of all age groups will remain cautious about returning to public spaces following the pandemic. Thirty-eight percent of respondents reported that they would be very nervous to take a flight, for example, while 30% would feel that way about attending a work-related conference or convention. By comparison, just 25% say they would feel very nervous about visiting a spa after the crisis ends.

When spa-goers return, concerns about the need for social distancing and a heightened awareness of sanitation are likely to drive consumer decision-making, with 60% of spa-goers noting that they will likely ask about hygiene and sanitation practices.

"These insights into consumer concerns and expectations give spas the opportunity to be proactive and make guests feel more comfortable from the moment they arrive," says **Colin McIlheney**, global research director at **PricewaterhouseCoopers**.

The pandemic has also led to an increased consumer focus on at-home wellness, which spas might need to address by emphasizing the value and quality of the professional treatments and services they provide. If they can communicate that value, data suggest that consumers will respond, as more than 80% of respondents say they plan to spend as much or more on spa visits once the pandemic ends, indicating that demand for spa services may be high upon reopening.

Respondents' increased attention to wellness is also a positive sign. Forty percent agree that they are getting more exercise during the pandemic, 41% say that they're eating more healthily and 55% are doing more to look after their well-being, which might indicate a greater desire for accessing spa services once guests are able to return. View the report at experienceispa.com.

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hook ups

Silgan Dispensing, which designs, develops and distributes highly engineered pumps and sprayers for the home, health, personal care and beauty markets, has closed on the acquisition of Albéa's Global Dispensing Systems business, which includes its Metal (Covit Europe & US) and Brazil industrial clusters.

With the acquisition, Silgan Dispensing expands its range of lotion and fragrance pumps for the beauty, cosmetic and fragrance markets, while also adding a market-leading portfolio of foaming and fragrance and beauty sampler/mini product solutions. Silgan also gains the experienced team of Albea employees.

"This acquisition is a transformative move for Silgan Dispensing," says **Kevin Clark**, company president. "We add an impressive product portfolio that expands our market presence, differentiated manufacturing capabilities and a great team of talented professionals who will help us continue in our mission to be the dispensing partner our customers need to help them win in the marketplace." Visit silgandispensing.com.

honors

Henkel Beauty Care Professional Brands recently made history as a Guinness World Records Winner for the "longest online hair education seminar streamed over the internet with the record-breaking 24-hour #HairdressersUnited Digital Charity Hair Festival. In collaboration with the **Fritz Henkel Stiftung charity foundation,**

#HairdressersUnited brought together some of the world's biggest hair and beauty care professionals under one digital roof, in a celebration of solidarity with the hairdressing industry.

The 24-hour 37-minute live stream event showcased 41 top hair artists with a combined audience of 8.3 million followers from 19 different countries (that's 13 different time zones) representing nine Henkel Beauty Care Professional brands (**Schwarzkopf Professional, AUTHENTIC BEAUTY CONCEPT, JOICO, INDOLA, Kenra Professional, Sexy Hair, #MyDentity, Pravana and Alterna**). They presented Look & Learn seminars in nine different languages.

The event, which raised funds for an industry in crisis while creating a positive community bond, will contribute 100,000 euros to a variety of charities globally, including **The Red Cross, United Way** and the **Professional Beauty Association**. Additional viewer donations are yet to be announced. Footage will be available via hairdressers-united.com.

people

Tamara Johnson-Shealey, a veteran advocate for the beauty and barber industry, is running for Senate as a Democrat from Georgia. She is preparing for a summer road trip across the state to meet with voters and provide personal protective equipment to beauty and barber professionals, as she campaigns for the seat currently held by Sen. Kelly Loeffler.

"Many professionals are going back to work and making do. That is unacceptable if professionals are to keep themselves and their clients safe," writes Tamara on a page to support her efforts ([gofundme.com/f/on-the-road-with-ppes](https://www.gofundme.com/f/on-the-road-with-ppes)). "Many professionals did not receive unemployment benefits, stimulus checks or grants and loans. They have no

choice but to return to the salon and barbershop. Their health and safety, and the health and safety of their clients, should not



Tamara Johnson-Shealey

be in jeopardy. Our industry must be supplied with PPE; therefore, we are raising money to protect the integrity of our industry by doing two things:

"I will travel around Georgia—the first state to reopen salons and barbershops—distributing free PPE and copies of **"The Concerned Beauty and Barber Professional's Guide to Thrive and Survive"** to licensed beauty and barber professionals.

"I will also be mailing free PPE and a copy of **The Concerned Beauty and Barber Professional's Guide to Thrive and Survive** to licensed beauty and barber professionals across the country who also need help."

In addition to educating salon pros about how to stay safe during the pandemic, Tamara also wants to hear their concerns about the economy and health care.

"The workers in the beauty and barber industry are underinsured—if they're insured at all. They don't usually qualify for unemployment, so this virus is really hitting them hard," she explains. "I need to know what their needs are and what I can do as a candidate to help them."

Tamara began her career as a nail technician, eventually owning her own nail salon. Today, she is president of **The Concerned Beauty and Barber Professionals**, an organization that advocates for improved health and safety standards, and senior advocate for **Politics Beauty and Barber**, which educates industry workers how to engage in politics. Reach her at politicsbeauty@gmail.com. Visit theconcernedbeautyandbarber.org and politicsbeautybarber.org.

Coty Inc. (NYSE: COTY) recently announced the appointment of Gordon von Bretten as chief transformation officer.

He will assist Coty Leadership in accelerating and amplifying the transformational journey the company has started in recent months.

Gordon has more than 25 years of experience in creating value and performance enhancement, having previously served in a variety of leadership roles in management consulting, mostly with turn-around expert AlixPartners, as well as A.T. Kearney, focusing on restructuring and performance improvement. He drove operational turn-around under PE ownership at KlöcknerPentaplast. He spent the past 5 years as an operating partner with KKR Capstone, the in-house operating team of KKR, focusing on corporate carve-out and value creation across the KKR portfolio. Visit coty.com.

Eric Z. Horn, CMP, has joined HelmsBriscoe as a manager, global accounts, in its Scottsdale office.

He will tap his experience to help organizations negotiate their own successful events. Eric has extensive skills and experience in contract negotiations, hotel site selection, tradeshow management, and convention center knowledge and negotiations. For the past 23 years, he has served in various roles at the Professional Beauty Association and the joint venture, North American Beauty Events, LLC. After serving the association as associate executive director, business development and the joint venture as North American tradeshow director, he has the knowledge and experience to help clients keep expenses in line.

“The experience I gained running events and working on the minute-by-minute details gives me first-hand knowledge on cost-saving procedures that will increase the bottom line for associations and corporations,” states Eric.

The awards brought in by his team, including “Greatest Show” and the “Most Innovative Show Overall,” along with his personal “Show Manager of the Year for 750+ Companies” award represent how he does

whatever it takes to give clients highly evaluated, competently researched and affordably negotiated contracts.



Eric Z. Horn

HelmsBriscoe is a global leader in meetings procurement for a variety of corporate, association and government clients. Spanning more than 55 countries, their network of 1,400 procurement specialists booked 6.6 million room nights, resulting in \$1.36 billion in room revenue, last year. By using their proprietary technology, collective market knowledge and volume-based purchasing power, HelmsBriscoe streamlines the meeting planning process by managing the time-consuming task of researching, contacting and evaluating venues for their clients’ events. Visit helmsbriscoe.com or helmsbriscoe.com/associates/ehorn.

Alejandra Martinez joins Innersense Organic Beauty as artistic director.



Alejandra Martinez

Alejandra’s wellness-based approach to hairstyling led her to Innersense, which echoed her holistic values and self-care methodology. After serving as an educator

“Using my past experience and HelmsBriscoe’s vast resources and proprietary software, I am highly equipped to offer unparalleled service at no fee to our clients,” says Eric.

for the brand, she is excited to guide the company’s stylist education and philosophy, as it continues its global expansion.

Originally from Los Angeles, Alejandra moved to San Diego at the age of 20 to join a team of influential hair stylists and career artists who had inspired her own work in cosmetology school. Working alongside industry leaders who promoted foundation over frills and advanced education further ignited the spark within her, leading her to develop her own style of hairdressing.

Her mission to cultivate a healing salon space filled with natural light, plants, clean air and nutrient-rich organic hair care came to fruition when she founded ABLOOM Salon and Gallery in Phoenix. The salon features an art gallery and doubles as a community gathering space. Visit innersensebeauty.com.

Angie Perino is the new global education manager and the leader of the Barbering & Beauty Education Team for Andis Company.



Angie Perino

With more than 17 years of salon industry experience, Angie will manage Andis’ global education efforts and provide creative

direction to company artistic projects. Through her work as an educator for Aveda, Coty Professional Beauty and L’Oréal, Angie has a unique perspective on how to engage with the beauty industry.

“We are extremely excited about the fresh perspective and passion Angie brings to our education team,” says Angie Peterson, director of branding for Andis Company. “Her experience in collaborating with large salon chains and wet lines to deliver customized programs will help us deliver the education barbers and stylists need to master their craft.” Visit masterbarberschool.com/EducationTeam and andis.com.

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Katie Trend joins Gene Juarez Salons & Spas as chief operating officer.



Katie Trend

Katie spent the past eight years helping transform Rudy's Barbershop from a local staple in the community to a bi-coastal brand with 25 locations in five states. As part of the leadership team at Rudy's, she

served as director of operations and then CEO.

Katie led operational improvements that allowed Rudy's to grow and flex, including implementing Zenoti in 2018, leading to increased customer engagement, numerous operational efficiencies and better data to drive decision-making; renewing the focus on employee experience, recognizing happy artists create happy guests; crafting guest loyalty initiatives that improved the guest experience and gave store managers and trainers valuable insight into training needs; and introducing KPI and target programs for various positions to drive store performance and reward motivated team players.

Prior to joining Rudy's, Katie worked in human resources and earned her law degree from Seattle University. Visit genejuarez.com.

Beauty Changes Lives is expanding its board of directors. The new additions bring the board to 17 leaders, representing the

diverse facets of the beauty industry, ranging from salons and spas to distribution, education and manufacturing.



Tom Kuhn

As a CPA and former spa/salon owner, **Tom Kuhn**, CEO/founder of **Qnity**, a proprietary education and training

service curated to the nuances of spa and salon management, has developed a reputation as a turnaround expert. He applies his passion for financial management to the practical business needs of salons and spas, drawing on consultancy experience with some of the world's most esteemed beauty and financial service brands.

Jason Lumsden, chief commercial officer for **Marianna Industries**, has experience that



Jason Lumsden

spans the beauty supply chain from cosmetology school programs through product manufacturing, distribution and retailing. Since joining Marianna Industries in 2016, he has led double-digit

annual growth increases. Earlier in his career, Jason held key roles at divisions of Coty Beauty, Revlon Professional and Hairuwear Inc.

As a skin-care innovator, author and entrepreneur, **Lydia Sarfati**, president and CEO of



Lydia Sarfati

Repechage, is the visionary behind uni-dose professional facial treatments, such as the signature Repechage Four Layer Facial. Lydia has been honored with

numerous skin-care and business leadership awards, including Polish American Woman of the Year 2019, CIDESCO Medaille du Merite and the Dermalogica Legend Award, among many others.

Karen Short, CEO, **Universal Companies**, has experience in the global beauty and spa sector, which includes leading sales, marketing and education initiatives at elite spas and destination resorts. Her passion for

fostering an entrepreneurial, customer-centric culture has contributed to several



Karen Short

successful mergers and acquisitions. Karen has served as president/chief hospitality officer of **Quintess Collections**, founder/chair of **InnPerspectives Inc.**, and director of sales and

marketing for **Meadowood Napa Valley**.

Welcoming the new directors to the Beauty Changes Lives board, Founder and President **Lynelle Lynch** says, "While these new directors bring an inspiring blend of entrepreneurship, corporate leadership, applied practice and specialized disciplines to our board, the common denominator linking their shared success is a passion for the possibilities that the professional beauty industry presents to licensed professionals." For more information, visit beautychangeslives.org.



Ray Holland died on May 19 at age 82 of natural causes. If you've been in the industry for a while, especially on the east coast, you knew the success story of Ray and Thelma Holland's Holiday Hair. He and his late wife began with nothing and founded the chain while he was going to beauty school. They grew the family-priced chain to more than 200 salons in six states. They were major players in the International Chain Salon Association, now the International SalonSpa Business Network. In April 2004, they sold the company to Regis Corp. More at <https://bit.ly/37b1640>.

Donald Freeman Yearwood died on May 27, 2020, after a sudden illness. He was



Don Yearwood

born December 14, 1951, in Fayetteville, TN, and spent the past 43 years living and working in Dayton, alongside his partner, Vicki Wedworth.

He is survived by Vicki and his two children, Eric and Heather Yearwood;

his sister, Kay Paul, (Joe Paul); brother, Bill Yearwood (Debbie Yearwood); and sister, Carrie Chapwick, all of Collierville, TN.

Don put himself through college at the University of Kentucky, earning a Bachelor's Degree in Business and Marketing. After graduation, he married and started a family.

He was hired to manage Carousel Beauty College, a cosmetology school in Dayton, Ohio. Don thrived as the head of Carousel and the business began to boom. In time, he purchased the business and opened additional schools in Huber Heights, Kettering, Middleton, Springfield and Cincinnati.

Don was a member of the Board of Directors for the American Association of Cosmetology Schools for eight years, serving as president for two years. In addition, he served as president of the Ohio Association of Cosmetology Schools (1999-2016), chairman of the Licensing Examination Committee for the Ohio State Board of Cosmetology, as a committee member for the National Accrediting Commission of Cosmetology Arts & Sciences and as a board member for Education Region V PCCS. He was a co-founder of Miracle Corp. Pet Products.

In recent years, he has been a key figure alongside his brother-in-law, Joe, in developing a local hot sauce company, Papi Joe's Tennessee Pepper Sauce. Don was a world-class storyteller, a loving father, partner, brother and friend who put family and faith above all.

sanitizer/ppe

Dave Phinney, a wine, craft whiskies and spirits maker in California, recently shut down his distillery, Savage and Cooke, to produce liquid hand sanitizer, as he became aware of the need in the marketplace.



Dave Phinney

(You might have heard of the popular zinfandel blend

Dave created and sold for \$30 million called The Prisoner.) He is now offering his **RX 20/20 Hand Sanitizer** (4 oz./MSRP \$38.40, 6-pack of 9-oz. bottles/MSRP \$35.00), which is manufactured with 80% alcohol at his distillery in Napa Valley, to the professional beauty industry, as well as to first responders, the hospitality business and the medical field.

Distributor pricing is available. An 8-oz. spray is in the works to be launched shortly.

For distribution opportunities, reach **Lauren Blanchard**, general manager, at lauren@savageandcooke.com. Visit savageandcooke.com.



ORLY International reconfigured its Los Angeles-based nail polish factory to produce 75% alcohol-based hand sanitizer, with the first batch of 10,000 units donated to the City of Los Angeles for the city's at-risk homeless population.



"As a family-owned brand, we're very lucky that we have our plant right here in Los Angeles, so we can reconfigure it to produce large quantities of hand sanitizer," says **Jeff Pink**, founder and CEO of ORLY International.

"For 45 years, ORLY has created products based on our community's needs, and right now, hand sanitizers are vital to helping reduce the spread of this devastating pandemic and to help keep everyone safe."

The hand sanitizer is vegan, cruelty-free and made in the USA. Visit orlybeauty.com.

SpaRitual is also producing a 75% alcohol-based hand sanitizer spray out of its family-owned, Los Angeles-based factory.

Working with the Mayor's office, the company donated the first 5,000 bottles to the City of Los Angeles for the at-risk homeless population. The brand will continue to make hand sanitizer for as long as deemed necessary.

"As a sustainable, vegan beauty brand and wellness company, SpaRitual has always been at the forefront of personal health. I am grateful to be part of Orly International, our family-owned manufacturing plant, where we have the ability to produce a 75% alcohol, cruelty-free, vegan hand sanitizer spray," says Founder **Shel Pink**. Visit sparitual.com.



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Hyalogic has reconfigured its manufacturing operations to produce 80% alcohol-based hand sanitizer spray.

Exceeding CDC recommendations for alcohol percentage, **Hyalogic Hand Sanitizer liquid spray (2 oz./salon \$3.59/MSRP \$5.99)** is formulated with ethanol alcohol, glycerin, hydrogen peroxide and purified water and is manufactured in an FDA-registered facility. There are no added fragrances or oils in the formula.



“Our hand sanitizer quickly reduces the number of microbes on hands and contains a natural humectant that also leaves hands feeling moisturized, smooth and soft. Hyalogic Hand Sanitizer exceeds CDC recommendations for alcohol percentage,” say co-founders **Darren Landis** and **Mark Ganaban**. Visit hyalogic.com/spa.

AG Hair is producing hand sanitizer to support health organizations like Vancouver Coastal Health and the Government of Canada.



The company will also leverage its extensive global manufacturing contacts to source medical supplies like N95 surgical masks, disposable gloves and other personal protective equipment. **AG’s Hands Free hand sanitizer gel** and **Hands Free hand sanitizer spray** are being produced in the 70,000-square-foot manufacturing headquarters in Coquitlam, BC. It is certified by Health Canada and

the FDA as an OTC drug production facility and a Health Canada Natural Health Product facility.

Killing 99.9% of germs, both the sanitizer gel and spray are formulated with 73% corn-derived alcohols, vitamin E, glycerin and aloe vera to ensure hands stay smooth and hydrated. The sanitizers are licensed for sale in both Canada and the United States and are available to the public through the company’s website and amazon.com. In addition, 10% of sanitizer production will go toward supporting front line health personnel. Visit aghair.com.



Earthly Body’s new Hemp Seed Hand Wash (8 oz./MSRP \$9.99) combines cleansing ingredients like eucalyptus and green tea with gentle exfoliants and moisturizers to keep hands clean and moisturized with every wash.

Like all Hemp Seed Body Care products, the main ingredient in the Hand Wash is hydrating hemp seed oil. In addition, eucalyptus, tea tree oil and orange peel oil cleanse and purify skin. Green tea extract helps to protect against environmental factors. 100% vegan and cruelty-free, it naturally exfoliates hands with pumice to aid in removing impurities. It comes in recyclable packaging and is produced in Earthly Body’s solar-powered facility.

A portion of sales is going to the **Get Together Foundation**, a nonprofit established by Earthly Body co-founders **Kevin** and **Mare Wachs** to offer immediate aid, care and comfort to those experiencing homelessness. It provides food, clothing and shelter to Los Angeles’ most vulnerable citizens. Visit hempseedbodycare.com.



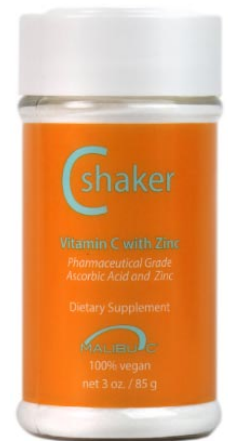
Farm-to-Fashion brand Lis’n launched Safe-N-Sound (4 oz./MSRP \$4.99 and 16 oz./MSRP \$16.99), a moisturizing hand sanitizer with a soft citrus scent. The lightweight formulation is 62% ethyl alcohol-derived from corn. Aloe vera gel and aloe vera oil add moisture. For more information, visit lisnbeauty.com.

Malibu Wellness introduced a collection of 100% vegan wellness essentials formulated without parabens, gluten or fragrance.



The company is offering two types of hand sanitizer—**Curb Hand Sanitizer with 68% ethyl alcohol** (bag of 25 3-ml packs/MSRP \$12.50, 4 oz./MSRP \$7.00, 9 oz./MSRP \$12.00, liter/MSRP \$32.00, 64 oz./MSRP \$64.00) and **Curb Sanitizer with 80% ethyl alcohol** (9 oz./MSRP \$14.00, 9-oz. spray/MSRP \$14.00) are antiseptic and help reduce bacteria on the skin.

The **C Shaker** containing crystals of pharmaceutical-grade ascorbic acid (vitamin C) and zinc (3 oz./MSRP \$14.00, 7.76 oz./MSRP \$28.00) is a 100% vegan dietary supplement that provides antioxidant benefits and might help boost the immune system. For more information and to order these products, visit malibuc.com.



Farouk Shami, founder and chairman of **Farouk Systems, Inc.**, and **John McCall**, vice chairman, are manufacturing **CHI** and **BioSilk** hand sanitizer.



The company donated \$1 million worth of the **CHI**

Organic Gardens Moisturizing Hand Sanitizer to the City of Houston and to the City of Tomball, TX. Farouk is compelled not only to help his fellow Houstonians, but to increase production of hand sanitizer to help hospitals,

hairdressers, salons and consumers. Both products

contain organic aloe vera grown at the CHI Organic Gardens.

Farouk is working on producing two more hand sanitizers made with hydrogen peroxide, alcohol and glycerin, and is also working on antibacterial hand soap.

CHI Organic Gardens Moisturizing Hand

Sanitizer (26 oz./salon \$24.12, 11.5 oz./salon \$11.24, 5.7 oz./salon \$6.78 and 2.2 oz./salon \$2.87) and

BioSilk Moisturizing Hand Sanitizer with Soothing Aloe Vera

(2.3 oz./MSRP \$2.99, 5.4 oz./MSRP \$6.99, 12.2 oz./MSRP \$11.99) contain 77% by volume natural denatured alcohol, along with aloe leaf extract that is soothing and maintains moisture.

The formula also has glycerin and a lemon-citrus fragrance. For more information, visit farouk.com.



Uberliss Antibacterial Hand Sanitizer (3.7 oz./MSRP \$4.99) contains 62% ethyl alcohol and kills most common germs, eliminating bacteria on the skin. The



company is donating 50 cents from the sale of each Hand Sanitizer to one of 12 charities.

The Uberliss Hand Sanitizer contains moisturizing aloe vera, betaine and glycerin. The vegan, cruelty-free clean beauty formula does not contain any synthetic fragrance, endocrine disruptors or carcinogens.

Uberliss is offering free ground shipping for Hand Sanitizer for U.S. customers and is including a free bottle with every order at uberliss.com.

With a drastic increase in the need for hand sanitizer, the team behind LOMA quickly turned their attention from regular



production runs of hair and body care to the formulation of the new LOMA for Life Citrus Hand Cleaner (3.8 oz./MSRP \$5.99)

with 80% ethyl alcohol. This no-wash, quick-drying organic aloe vera-based hand cleaner soothes, moisturizes and

nourishes with glycerin and vitamin E derived from sunflower.

Also new from LOMA is the certified organic **Hand & Surface Spray Cleaner** (4 oz./MSRP \$6.95) with aloe, herbal aromatherapy and 75% isopropyl alcohol. Visit lomahaircare.com.



Moehair USA's Co-founder Reza Monafared ceased production of their hair care products to focus on manufacturing **Hand Sanitizer, which their sales team delivered to their loyal salons free of charge.**



Says Reza, "In times like these, we believe it's important to assist in what we do best—manufacturing. My mother has been successful in the Professional Beauty Industry for over 40 years. Now I can repay the industry that has given her so much." Reach

Marlene Amezcua, global director of education, at 888-663-7032, ext. 249, or marlenea@moehair.com. Visit moehair.com.

Jane Iredale has repurposed its production facilities to manufacture hand sanitizer.

The brand is donating thousands of units to healthcare professionals, as well as to the company's skin care, spa and clinic workers throughout the U.S., and has partnered with Donate Beauty to reach hundreds of more hands in need. The response has been so strong, its partners are now asking that they make this a permanent sku.

Jane Iredale Hand Sanitizer (60 mL/MSRP \$6.00) contains 80% alcohol, glycerin, hydrogen peroxide and purified water USP and comes in a spray-top bottle for controlled application. It is manufactured using United States pharmacopoeia-grade ingredients consistent with World Health Organization recommendations. Visit janeiredale.com.



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Repêchage has launched Repêchage Alcohol Antiseptic 80% Topical Solution Hand Sanitizer Non-Sterile Solution (2 fl. oz. spray/MSRP \$4.95, 4 fl. oz. spray/MSRP

\$8.95, 8 fl. oz. spray/MSRP \$15.95, 16 fl. oz. refill/MSRP

\$29.95); Repêchage Isopropyl Alcohol Antiseptic 75% Topical Solution Hand Sanitizer

Non-Sterile Solution (2 fl. oz. spray/MSRP \$4.95, 4 fl.oz. spray/MSRP \$8.95); and Repêchage Hand Wash with

Botanicals (8 fl. oz. pump bottle/MSRP \$13.50).

Formulas are antiseptic and antibacterial. Five percent of production has been donated to the First Response Community, including EMTs, firefighters

and the police force of Secaucus, NJ, home of the ISO 9001:2015-certified Repêchage HQ and manufacturing facility.

Repêchage Hand Wash is formulated with multi-botanicals and rich, pure seaweed extract to cleanse hands while leaving skin soft and supple.

Nutrient-rich Repêchage laminaria digitata seaweed extract keeps hands soft and moisturized while botanicals of witch hazel and willow bark deep clean and tone.

“We made it our top priority to formulate and manufacture these hand sanitizers within two weeks of this emerging 19 health crisis,” says COO **David Sarfati**. “We

support our local community and continue to provide for our customers throughout the U.S. and the world.” Reach **Erin Gibbard**, direct sales manager, at erin@repechage.com. Visit repechage.com.



Beauty industry veteran Scott Schatz has launched Safe Solutions LLC, to help beauty professionals obtain an extra layer of protection in their workplace.

“I wanted to provide salons and spas with a new, innovative institution of protection and sustainability through the scientific development of safe technology,” explains Scott. Products include:

▸ **Strapless Reusable Face Masks with Two-Sided Medical Grade Tape** allow stylists to work freely on clients without ear



obstructions. Masks are breathable, lightweight and comfortable, while the two-sided medical grade tape holds up against sweat and makeup to keep the mask in place for hours.

They're washable and reusable, lasting up to 100 washes, and environmentally-friendly.

▸ **Poly Carbonate Plexiglass Wall Dividers** are sleek and moveable for high-quality design that can be transported easily around the salon, spa or beauty store with its rolling caster wheels.

▸ **Protective Styling Capes** are made from light, breathable, waterproof material. They're reusable and easy to clean, tear-resistant and protective. One size fits all with adjustable snap closures. Reach Scott at safesolutionsgroupllc@gmail.com, and visit safesolutionsllc.net.

At Mr. Beauty Equipment, President Alan Lipman has introduced You Sit Safely Disposable Plastic Chair Covers (kit contains 50 chair covers and 100 chair arm covers/salon \$35.00-\$40.00. Quantity discounts available). These plastic chair covers help protect salon and barber chair upholstery from harsh cleaning products

while limiting stylists' and clients' exposure.



Four kits are available—**The Styling Chair Kit, The Shampoo Chair Kit, The Backwash Chair Kit and Salon Seat Cover Sheets.**

Reach Alan at 800-545-3777 or mail@mrbeauty.com. Visit <https://yousitsafely.com>.

Bridgette International offers Stick-and-Stand Mats (17 by 17 inches, 6 pieces per case, salon \$89.00 per case) that work as social distancing floor markers that are perfect for any salon, spa or beauty store.

The adhesive-backed mats are designed to mark floors and provide customers with a safe place to stand while waiting in line. Durable Sure Stride material lasts up to four months. A special adhesive leaves no residue and mats can be left in place while cleaning. The low-profile, high-traction surface provides additional traction and slip resistance. For more information, reach **Ron Rajesh Kothari** at 310-989-7116 or info@bridgetteinternational.com.



As businesses begin to reopen after COVID-19 shutdowns, the focus on safety and personal protection is paramount.

In response, **Global Partner Alliance** Founder and CEO **Shauky Gulamani** has focused his manufacturing facilities and full company resources on the production of the new **External Defense Face Protecting Shield** (2-pack/MSRP \$19.95 per pack). These personal protection items are available to distributors, retailers, individual service providers and their clients to provide security and help people get back to work.

“My background in the beauty industry—with 30+ years of experience as a hair stylist, educator, salon owner, distributor, marketer, product developer and salon products executive—inspired this plan,” says Shauky. “Every hair stylist needs one to work safely.”

External Defense Face Protecting Shields offer a wide range of benefits. Each shield:

- Is completely reusable—simply disinfect after each use.
- Is 100% recyclable.
- Is made of high-quality PET material, which provides a flexible and secure fit.
- Features a double-side anti-fog treatment for superior clarity.
- Is comprised of lightweight, high-grade, durable plastic that is heat- and chemical-resistant.
- Is free of BPA.
- Comes with a removeable film barrier for ultimate security.
- Is constructed with a thick, foam band for superior comfort, even when worn for many hours.
- Offers a stretchable elastic band that adjusts to every user—one size fits all.
- Allows users to use a marker to write their name on the shield.

Distributors can offer the face shields to all salon customers to add to their personal protection kits. What’s more, hairdressers can retail External Defense Shields to their clients. Custom-branded units are available to brands and others. For distribution and pricing, contact Shauky at 213-434-1243 or shauky@globalpartneralliance.com. Visit globalpartneralliance.com.

One and Done Mask offers masks made of a breathable material with an adhesive lining—no strings attached.



As a result, it doesn’t cause eyeglasses to fog.

One and Done Mask began when the Clary family’s small label manufacturing company faced potential bankruptcy,

as a result of the COVID-19 pandemic. After overhearing nurses at a craft store discussing the shortage of supplies to make their own masks, **Liv Clary**, her sister and their mother asked, “Can we retool our label presses to manufacturer masks instead?”

As siblings Josh and Liv called every possible manufacturer and distributor looking for adhesive, their father and oldest brother Christian spent 12 to 14 hours per day figuring out how to transform the label presses to

manufacture masks. On the night their father came home with the final product, their mom posted it on Facebook and they woke up to 10 orders, finishing the day with 20!

Rolls of 100 masks/



MSRP \$55.00 can be ordered at **stopinthenameof.love**. Use promo code LNC. Distribution opportunities are available (wholesale 31 cents per mask). The company also offers hand sanitizer and a variety of store/salon signage and mirror graphics that encourage customers to wear a mask. Reach **Liv Clary** at livclary@tri-statedmedia.com, 937-329-1931 (cell) or 513-933-0101 (office).

The HydraFacial Company, a leading aesthetic device manufacturer, offers products to help salon and spa teams ensure safety of clients and employees.

▪ **FaceLife Masks:** HydraFacial is selling and distributing washable masks made of 82% CuTec Copper nylon—a proprietary copper fiber with antimicrobial properties. This professional mask is better



The HydraFacial Treatment.

than cotton/paper masks or homemade masks but not at the level of N95 or surgical masks. It is intended for professional offices and businesses. Purchase a small order on hydrfacial.com (MSRP \$31.00) or request a quote for a bulk order.

▪ **Equipment sterilization:** The HydraFacial treatment uses patented vortex-technology on a closed-loop system to cleanse, extract and hydrate the skin. HydraFacial super serums are made with nourishing ingredients that create an instant glow in three steps. The spiral design of HydroPeel Tips, used in conjunction with the HydraFacial proprietary vacuum technology and serums, creates a vortex effect to easily dislodge and removes impurities while simultaneously delivering hydrating skin solutions. The system has a disposable tip, so each client has a fresh, clean, never-used tip. What’s more, the system has a rinse-away step at the end of every treatment that cleans the machine. For additional information, visit hydrfacial.com/the-treatment/.

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Olivia Garden has launched a new product line to provide the products salon and spa professionals need to reopen post-COVID-19:



OG Essentials line includes:

- **Clean Bags** (salon/\$14.99 per box of 100 bags)
- **Clean Chair Covers (left)** (salon \$19.99 per 25)
- **Disposable Capes** (salon/\$14.99 per box of 20 capes)
- **Disposable Face Masks** (MSRP \$34.95/box of 50 masks)
- **Fabric mask** (4-pack/salon \$24.99)
- **Face Shields** (salon/\$3.50)
- **Disposable gloves:** (salon/\$12.99 per box of 100). Contact **Ann Maza** at amaza@oliviagarden.com. Visit oliviagarden.com.

LifeToGo, the e-commerce division of Accelerate360, LLC (Accelerate), has launched its first line of Personal



Protection Equipment products.

The new **PPE Safety Kit (left)**, which provides an on-the-go safety solution, contains three disposable 3-ply masks, 10 disposable

gloves, 10 disinfectant wipes and a 2-oz. hand sanitizer. The new line will also feature:

- **Hand sanitizer** in multiple sizes,

including 2-oz., 8-oz. and 16.9-oz. containers.

- **Fabric face masks** for adults, teens and children in single-, three- and five-packs.
- **Disposable 3-ply facemasks** in 10-packs.
- **Disinfectant wipes**, 75% alcohol, available in 10- and 50-count packs.
- **Disposable gloves** in a 100-count pack.

“When we launched LifeToGo, we were focused on building an e-commerce direct-to-consumer business to provide amazing content and products for those that lead a healthy active lifestyle,” says Accelerate Chief Business Officer **Trey Holder**. “We certainly didn’t expect to be in the midst of a global pandemic, but thanks to the agility of our team and the extraordinary infrastructure that Accelerate has built, we are able to deliver these new products and support the changing needs of our customers and retail partners.” Merchandising and counter-top displays are available. Visit lifetogo.com.

MedZone has released Face Balm (3 pack/MSRP \$11.97), an all-natural facial skin friction- reducing product designed to help prevent the rubbing, friction and irritation created by wearing medical



masks, industrial masks and CPAP masks.

“Last month, we had customers asking us if our other chafe prevention products for athletes could

work on their face due to skin irritations and rubbing from medical masks. Once we heard that, our team went to work to create a premium solution,” says **Joe Freeman**, CEO of MedZone.

Face Balm includes natural coconut oil, sweet almond oil, shea butter, aloe extract, avocado, jojoba and olive oil, making it great for all skin types. It’s available at medzone.net and major retailers.



Proforma Business Builders introduces the Dropping By Kit, a utility pouch bag containing a daily face cover, mini tissue pack and nitrile gloves.

- **Utility Pouch Bag:** 260 GSM Cotton Canvas pouch with top zipper closure includes a 1-color imprint on pouch.
- **Disposable daily face cover:** This fabric face cover features a no-sew design, which means that this mask is produced with zero human touch. Ultra-soft jersey fabric makes this one-piece face cover comfortable and breathable.
- **Mini Tissue Packet** in resealable PE Plastic Pouch includes ten 3-ply tissues.
- **1 pair of disposable Nitrile gloves**

The company also offers thermometers; lightweight, portable, plexiglass Modulate Sneeze Guard Walls and more. Wholesale and retail pricing are available. Contact **Jeff Brooke** at jeff.brooke@proforma.com. Visit proforma.com.

Note: Beauty Industry Report will continue to post sources for PPE, other essentials and breaking news on our Facebook page at [Facebook.com/BeautyIndustryReport](https://www.facebook.com/BeautyIndustryReport).



Regis Corporation (NYSE: RGS) has amended its \$295 million revolving credit facility that expires in March 2023. The amendment, among other things, removes all prior financial covenants, including the net

leverage ratio and fixed charge coverage ratio, and adds a minimum liquidity covenant. In addition, it provides the Company's lenders security in the Company's assets.

Kersten Zupfer, executive vice president and CFO, stated, "This transaction represents an important step in aligning the Company's credit facility with its strategic plan. The amendment gives the Company flexibility to manage the business through its strategic transformation, as well as, the uncertainty generated by the COVID-19 global pandemic."

Adds **Hugh Sawyer**, chairman and CEO, "We are pleased to conclude our debt refinancing on terms we believe will ensure the Company's conversion to a fully-franchised, capital-light growth platform." Visit regiscorp.com.

Sally Beauty Holdings, Inc. (NYSE: SBH) ("the Company") has provided updates on the impact of COVID-19 on its business operations and the aggressive actions taken by the Company in response, along with the release of select preliminary intra-period unaudited financial details for part of its fiscal third quarter.

Cash and Liquidity Management: The Company continues its efforts to manage cash and to ensure ample liquidity aggressively. As of May 31, the Company estimates that it had more than \$650 million of cash on-hand, with an additional \$200 million of undrawn capacity on its asset-based line of credit, subject to the conditions of its credit agreement.

Pre-release of Select Preliminary Third-Quarter Intra-Period Financial Metrics, Following COVID-19 Business Interruption: The Company has seen strong demand from consumers and professionals in reopened stores. Enterprise-wide sales are estimated to be \$262 million in May, notwithstanding substantial elements of the store base being closed during the month. Sales in April were \$95 million. The Company expects to release its third quarter financial results in late July.

Restart of Store Public-Facing Operations Reaches Critical Mass: The Company has achieved critical mass in its

store reopening process. Store reopenings are triggered by local regulation, the adoption of the Company's new COVID-19 related safety protocols involving store cleaning, masks, gloves, limiting customer numbers in stores, and in-store social distancing guidelines, as well as the recall from furlough of sufficient store staff.

Digital commerce transformation continues: The Company continues to experience growth in its e-commerce operations, as compared to the prior year, notwithstanding significant store openings across its fleet.

Redeployment and recall of personnel: The Company has executed a restructuring that results in a consolidation of field operations for **Sally Beauty Supply** and **Beauty Systems Group**, as well as a consolidation of certain corporate functions. Approximately 190 filled and open positions in the field and at headquarters are impacted by this restructuring. The Company expects to hire more than 120 personnel supporting e-commerce, digital product development, technology and analytics.

All furloughed associates in the field and at headquarters in the United States and Canada have been recalled, effective as of June 8, except for associates working in the limited number of stores that remain closed. Additional associates in Europe and Latin America will return in the Company's fourth quarter. Visit sallybeautyholdings.com.

Ulta Beauty, Inc. (NASDAQ: ULTA) announced financial results for the first quarter ended May 2, 2020.

"Fiscal 2020 started off well, with good growth in comparable store sales, market share, and our Ultamate Rewards loyalty program through mid-March. However, the rapid escalation of COVID-19 resulted in significant disruption to our operations. For much of the first quarter, Ulta Beauty operated as a digital-only business, and while e-commerce sales exceeded our expectations, it was not enough to fully offset the impact of our store closings," says CEO **Mary Dillon**. "As we have navigated the

pandemic, our priority for every decision has been to protect the well-being of our associates and guests, and I am incredibly proud and appreciative of how quickly our teams adjusted to the dynamic environment."

"With safety continuing to guide our decisions, we have begun to reopen stores, with more than 800 stores offering curbside pickup and more than 330 stores open to guests. While it is still early, we have seen stronger-than-expected sales in reopened stores, and we're seeing great engagement with our salon services, where available," adds Mary. "At Ulta Beauty, we have a strong, differentiated operating model, a brand that is known and loved, and passionate and optimistic associates, and I am confident we will emerge from this crisis well positioned to accelerate our market share gains and extend our competitive advantages."

COVID-19 Response: The Company has taken decisive actions to protect the safety of its associates and guests and to manage its business through the fluid and challenging environment resulting from the COVID-19 pandemic. On March 19, 2020, the Company temporarily closed all of its stores in an effort to help contain the spread of the virus, while continuing to support its essential e-commerce operations. On April 19, 2020, many store and salon associates were temporarily furloughed.

In addition, the Company has taken multiple steps to reinforce its financial strength and preserve liquidity, including:

- drawing down \$800 million under its \$1.0 billion revolving credit facility;
- suspending new hires, and deferring merit increases for all corporate, store and salon associates;
- reducing marketing, travel and other discretionary expenses;
- moderating the pace of investment to support international capabilities;
- aligning inventory receipts with current sales trends;
- prioritizing payment obligations;
- reducing planned new store openings, relocations and remodel projects; and
- suspending stock repurchase program.

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As result, Ulta ended the quarter with \$1.2 billion in cash, cash equivalents and short-term investments. The Company is confident that it has sufficient liquidity to fund its operations.

On April 23, 2020, Ulta launched curbside pickup in select stores. On May 11, 2020, Ulta began to reopen select stores and plans to continue to reopen stores and expand its service offerings on a phased timeline.

For the First Quarter of Fiscal 2020: Net sales decreased 32.7% to \$1,173.2 million compared to \$1,743.0 million in first quarter fiscal 2019 due to COVID-19.

Comparable sales (sales for stores open at least 14 months, including stores temporarily closed due to COVID-19, and e-commerce sales) decreased 35.3% compared to an increase of 7.0% in the first quarter of fiscal 2019. The 35.3% comparable sales decrease was driven by a decline of 38.6% in transactions, which was partially offset by a 3.3% increase in average ticket.

Gross profit decreased to \$303.6 million compared to \$644.8 million in the first quarter of fiscal 2019. As a percentage of net sales, gross profit decreased to 25.9% compared to 37.0% in first quarter fiscal 2019, primarily due to deleverage of fixed store costs, pressure from channel mix shifts and deleverage of salon expenses due to lower sales. Those pressures were partially offset by lower promotional activity.

Selling, general and administrative expenses decreased to \$380.9 million compared to \$403.1 million in the first quarter of fiscal 2019. Lower store expenses and lower marketing expenses were partially offset by higher expenses related to strategic growth investments made in fiscal 2019. As a percentage of net sales, SG&A expenses increased to 32.5% compared to 23.1% in the first quarter of fiscal 2019, primarily due to deleverage related to lower sales resulting from the impact of COVID-19.

Impairment charges of \$19.5 million were driven by the impairment of some tangible long-lived assets and operating lease assets associated with certain retail stores.

Pre-opening expenses increased to \$4.6 million compared to \$4.2 million in the first quarter of fiscal 2019. Real estate activity in first quarter of fiscal 2020 included 11 new stores and one relocated store, compared to 22 new stores and one remodeled store in the first quarter of fiscal 2019.

Operating loss was \$101.5 million, or



Indie Lee recently launched at Ulta Beauty. The upgraded Banish Stick is exclusive to Ulta.

8.7% of net sales, compared to operating income of \$237.5 million, or 13.6% of net sales, in the first quarter of fiscal 2019.

Tax rate increased to 23.6% compared to 19.8% in first quarter of fiscal 2019. The higher effective tax rate is primarily due to income tax accounting for share-based compensation in the first quarter of fiscal 2019.

Net loss was \$78.5 million compared to net income of \$192.2 million in the first quarter of fiscal 2019.

Diluted loss per share was \$1.39, compared to diluted earnings per share of \$3.26 in the first quarter of fiscal 2019, which included a \$0.18 benefit due to income tax accounting for share-based compensation.

Balance Sheet: The Company ended the first quarter of fiscal 2020 with \$1,153.5 million in cash, cash equivalents and short-term investments.

Merchandise inventories, net at the end of first quarter fiscal 2020 totaled \$1,340.6 million compared to \$1,250.0 million at the end of first quarter fiscal 2019, representing an increase of \$90.5 million. The increase in total inventory was driven by 68 net new

stores and the impact of the temporary closing of all stores for most of the quarter. Average inventory per store increased 1.5% compared to first quarter fiscal 2019.

As a precautionary measure during the economic uncertainty and to enhance financial flexibility, the Company drew down \$800 million under its \$1.0 billion credit facility.

Share Repurchase Program: Ulta repurchased 326,970 shares of its common stock at a cost of \$73.0 million. As of May 2, 2020, \$1.58 billion remained available under the \$1.6 billion share repurchase program announced in March 2020. On April 2, 2020, the Company announced that the repurchase program has been suspended in order to preserve financial flexibility.

Store expansion: During first quarter fiscal 2020, Ulta opened 11 stores located in College Point, NY; Enfield, CT; Fort Myers, FL (2); Gillette, WY; Indio, CA; Klamath Falls, OR; Monroeville, PA; Paramus, NJ; Portland, OR; and Roseburg, OR. The Company ended the first quarter of fiscal 2020 with 1,264 stores and square footage of 13,294,607, representing a 5.7% increase in square footage compared to the first quarter of fiscal 2019. In addition, the Company permanently closed one store.

Fiscal 2020 Outlook: Given the uncertainty related to the COVID-19 pandemic, the Company withdrew its guidance for fiscal 2020 and is not providing an earnings outlook at this time. However, Ulta is providing updated assumptions for fiscal 2020:

Given the current environment, Ulta has reduced its new store opening and relocation plans. The Company now expects to open between 30 and 40 new stores and execute approximately three relocation projects. It will continue to evaluate these plans based on demand and location economics, including committed costs incurred; and

The Company has reduced its capital expenditure plan for fiscal 2020, and currently anticipates capital expenditures will be between \$200 and \$210 million. Visit <http://ir.ultabeauty.com>.

How the COVID-19 lockdown changed beauty and cosmetic habits

Opinium's most recent research, "American Beauty: How lockdown is changing beauty and cosmetic habits," reveals the changing nature of beauty in society and how beauty brands can adapt to survive beyond

lockdown. The online survey of 2,000 U.S. adults, ages 18 and older, from April 9-15, 2020, found that Americans prefer the more natural version of themselves.

A quarter of Americans (25%) are wearing less color cosmetics (foundation, blush, lipstick, eyeshadow) in lockdown. Of those who are using makeup less often, over a third (35%) feel relieved that they don't have to wear it anymore, while 39% are enjoying feeling like a more natural version of themselves. 15% of Americans expect to continue wearing less makeup, suggesting a potential longer-term impact on beauty standards.

However, 28% miss wearing cosmetics, and a fifth (21%) say they don't feel like themselves when not wearing them.

Makeup is a form of self-care for many Americans. More than two in five (44%) of Americans wearing cosmetics in lockdown are doing so as a form of self-care. Older cosmetics users (those age 55+) are more likely to be applying cosmetics during lockdown for that reason, 49% compared to 38% of younger Americans, aged 18-34 years.

Beauty products are also serving as an affordable way for consumers to "treat themselves" during lockdown, with nearly a quarter (23%) revealing that they have treated themselves to higher-end or luxury beauty products while at home more.

While cosmetic use has declined, skin- and hair-care products have seen an increase in

usage during the lockdown period. Three in ten (29%) are using skin-care products more and a quarter (25%) are using hair-care products more. A fifth (20%) report that they've been following longer and more

colored at a salon are planning to or have already colored their own hair during the lockdown. As a result, there is a market for DIY tutorials.

Americans who would normally go to the

hair salon are somewhat interested in watching how-to videos for different hair styles (17%). This percentage is higher among men (20% vs. 14% of women) and young people (27%). Similarly, men are twice as likely as women to express interest in personal consultations (17% vs 9%) and video chat assistance to guide them through cutting their hair at home (16% vs 8%).



Vouchers: 14% of salon clients under lockdown would be interested in buying vouchers for future services, with this increasing to 18% of men and 18% of those ages 18-34.

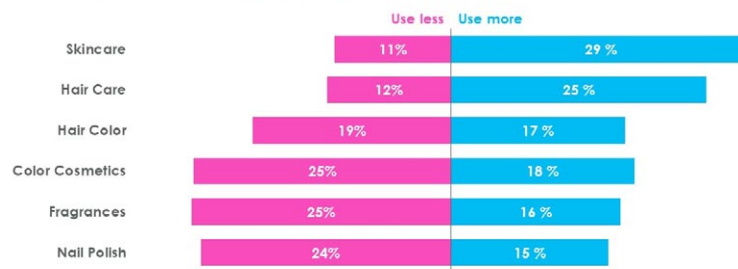
Giulia Prati, vice president research at Opinium U.S., says, "We are seeing COVID-19 accelerate certain trends in the beauty industry. Online tutorials, natural makeup and self-care are poised to become

even more important elements of Americans' relationship with beauty, due to this health crisis. Many changes could leave their mark and beauty brands must prepare for a more permanent shift in beauty standards and consumer behavior, as a result of lockdown."

Opinium Research LLP is an award-winning strategic insight agency built on the belief that in a world of uncertainty and complexity, success depends on the ability to stay on pulse of what people think, feel and do. Opinium works with organizations to define and overcome strategic challenges—helping them to get to grips with the world in which their brands operate. Visit opinium.com.

Usage is shifting from instant gratification categories to longer-term care

IMPACT OF COVID-19 ON USAGE OF GIVEN BEAUTY PRODUCTS



Are you using more or less of the following types of beauty products now than you would have usually before Coronavirus? 2,000 US adults

More time to indulge in elaborate routines

IMPACT OF COVID-19 ON USAGE OF GIVEN BEAUTY ACTIVITIES



Are you doing more or less of the following activities now than you would have usually before Coronavirus? 2,000 US adults

elaborate skin-care routines during lockdown and over a quarter (28%) are using more face masks. Similarly, a fifth (20%) are using more hair treatments.

How can beauty brands and salons adapt to the new market? When asked how beauty brands and salons could engage with them during social distancing, the most popular response (28%) was a membership service. That might include a monthly fee that can be put toward purchasing items and gives access to exclusive content, as well as access to exclusive items once restrictions are lifted.

DIY tutorials: Over a third (34%) of Americans who typically get their hair

5 steps to rebuild your team after layoffs By Michel Falcon

The COVID-19 pandemic and the subsequent closing of salons, barbershops and spas, followed by the shutdowns at reps, distributors, beauty stores and brands, has caused many businesses to dismantle their teams. The good news is that it's time to bring those teams back together. Here are my five steps to follow when it's time to start rebuilding your team.

1. Stay in touch (overcommunicating is a good thing): This step is specific to temporary layoffs. Staying in touch with distilled and knowledgeable information will continue the bond you have with your team that can be leveraged at a later date. Create a communications plan with two functions:

- **As arises:** This is for information that becomes available from authorities that your employees need to know. For example, employment insurance procedures and instructions.

- **Structured:** Set a rule of thumb of how often you're going to regularly communicate. For example, you might say, "We will reach out via email every three days with useful information." This might include articles on mental and physical health or something else.

2. Think about your labor forecast: Most businesses will not return to their regular rates. For example, the airline industry took years to return to its regular operating levels after 9/11. I suggest creating four use cases:

- **Regularity:** customers come back at pre-event rates.

- **75-99%:** customers come back but at a moderate rate.

- **50-75%:** customers return but at a slow rate.

- **50% and below:** You need to rethink your model and become vulnerable to bankruptcy.

Evaluate each use case and identify your workforce management requirements. How many team members will be needed to serve each use case? This is where your budget and forecasting knowledge will come into consideration. If this isn't a strength of yours, then find someone to help you. This is very important!

3. Rebuild your people assets: You likely have time to build the things you always pushed to the side and thought, "I don't have the time right now." For example, now is the time to consider refining your job descriptions, interview structure, training material and onboarding procedures.

Once you're able to start rebuilding the company, these assets will be invaluable to rebuilding your team. By asking yourself, "What do I like about our [name of asset] and what do I want to change?" it will propel you to recreate them. For example, you might want to update the interview questions you ask for your customer service candidates.

4. Build the Speech of a Lifetime: As you approach the time to re-open your business, you will need to reach out to the team that was temporarily laid off. I find that there will be three groups of team members.

Group 1: They will rejoin you enthusiastically and without question.

Group 2: Some will need "the speech."

Group 3: Others will not return your calls or emails.

Group 1 is your most loyal team member but don't assume that blind loyalty is a good thing. You still have an obligation to answer questions that they might have considered. This is an example of thoughtful leadership.

Group 2 needs its confidence in you rebuilt. All hope is not lost. They just might be a little cynical and hurt because of the event. They also are the type not to draw on conclusions without evidence. They might be speaking to other team members and saying, "Let's hear what they have to say..."

When you return, "the speech" should be given in-person if it's feasible to gather everyone together or done virtually.

Group 3 likely won't be rejoining your company and might not even respond back to your phone call or email. Regardless, you still want to reach out to them three times and let them know what the next steps include. If you hosted a virtual call, share it so they can review it. Don't be upset or take it personally if these team members don't rejoin you.

The presentation must deliver several discussion items to your team:

- 3-, 6- and 12-month plans.
- What decisions were made and why you made them.
- Highlight individuals who helped keep the company alive.
- Reinstill confidence in the business and industry.

5. Protect Them: Once your team has been rebuilt, it's important to find a balance between ensuring that you build the business and re-establishing the trust between your leadership and employees.

One effective way to do this is to make more time on your calendar for your team. For example, reserve 9 to 10 a.m. for meeting with team members one-on-one if you're a small company, or a few employees at once if you're a medium- to large-size company to listen to them actively and answer questions confidently.

This pandemic will pass and so will the next disruption—with the right plan.

Michel Falcon is an entrepreneur, international keynote speaker and author who leverages his People-First Culture philosophy to create customer experience, employee engagement and company culture strategies to grow businesses. He wrote the best-seller, "People-First Culture: Build a Lasting Business by Shifting Your Focus From Profits to People" and built the Team Operating System online course. Michel operates a portfolio of



restaurants and venues in Toronto that grew to tens of millions of dollars in revenue with more than 150 employees in less than two years by using the same strategies he teaches. He advises companies

like Subway, Verizon Wireless, Alfa Romeo and many other globally recognized brands. Reach Michel at michel@michelfalcon.com. Visit michelfalcon.com.

The show must go on By Bart Foreman

Most marketing teams are alive and sequestered. Based on the folks I have been in direct contact with, they are using this time to hold Zoom meetings and work on all the projects they didn't have time to do when they were "at work." That might be a really bad use of time.

The show must go on. If we are learning anything from the current pandemic, it's that we must be better prepared for whatever comes next.

Texas-based H-E-B supermarket chain was one of the few U.S. businesses to get ahead of the curve. According to "Retail Dive," they began planning in 2005 when the H1N1 virus became a threat in China. When they first heard of the Wuhan breakout, they went into action. That's smart. But even they admit that they could not prepare for everything—like the demand spike for toilet paper.

INSight No. 1: Focus on the future and prepare for the worst. Every marketer should be analyzing what its total team response has been and what it should have been, given the situation as it has unfolded. **Now is the time to create a guidebook for the future.** We know that the current COVID-19 outbreak will subside. We do not know if or when it will come back, but the probabilities are pretty good that there will be lingering effects, and marketing has just as much work to do as the supply chain and operations teams.

INSight No. 2: This global crisis will fundamentally change how we think, behave and consume, and it does not matter what channels your brand is selling through. According to **Richard Edelman**, whose firm produces the "Edelman Report," "There is no rapid return to normal." However, he did not go far enough. We might never return to what was "normal" two months ago.

Wayne Cerullo of **B2P Partners** suggests we're in the time between. "We're between the old normal, when we were focused on getting stuff done in the business-as-usual world, and the next normal, which will start to emerge when the novelty of this new situation starts to wear off (or wear thin)."

Here's the key takeaway: Once we get into the next normal, we won't have the luxury of exploring where we are—we will be too busy trying to get a step ahead of our customers and competition. Marketers must explore new options, imagining what's-next scenarios and experimenting/modeling brand responses. Consider these starting points:

- **It is essential to carry on with continuity** while exploring how the marketplace will react in your industry.
- **You knew your customers—some really well. That's probably going to change.** Marketing has to quickly identify their pattern shifts and find new ways to serve them.
- **There is no blueprint for this once-in-a-century crisis.** Google and Siri can't help.
- **The only thing scarier than change is not changing.** Marketing has to evolve with its customers and technology must adapt.
- **You can't redo your business as it was.**

So, start preparing now by staying connected with all your customers and employees—even if they are working or shopping. You can't afford to lose one customer or one employee. But, you will.

- **Employees and customers are full of the same fears and uncertainties as you are.** Surround them with empathy.
- **You are a better creator in a box than in an open sky.** Begin lots of dialogue with lots of others because you can't do it alone.

Once you examine those points, consider:

INSight No. 3: Marketing must build a new framework around the market that will include the new market landscape.

Marketing must take the lead to influence each company's leadership to recognize there will be a market shift. The team must involve every part of your organization to engage in "scenario planning."

INSight No. 4: Scenario planning allows the marketing team to outline multiple ways change will unfold. While there might be a wealth of data to support multiple market landscape scenarios, if it is yesterday's data, it is old. The new sales presentation created in January 2020 is probably obsolete.

Key takeaway: When the market changes, the message strategies for employees and customers must change.

Assume that for every market scenario, a different content strategy will be needed.

INSight No. 5: Every marketing team must begin its scenario planning process by asking, "Will the pandemic cause a permanent shift in our market landscape?"

What will be the pandemic's short- and long-term impact on economic behavior?

The old rules for understanding consumers' economic behavior probably will not apply, as new rational responses are influenced by higher risks to health and finances. Many marketing teams are thinking that once a vaccine is available, America will go back to the roaring 2019s and preexisting preferences will again determine consumer decisions, with their economic behavior comparable to the past. That's probably not going to happen.

In 2016, Bart Foreman formed EndGame Marketing Solutions LLP, a marketing agency that challenges clients to step boldly into the new Roaring 2020s. He's a marketing strategist and loves to manipulate data to forge a path forward. Previously, he owned Group 3 Marketing, a boutique marketing agency that provided forward-thinking database-driven, marketing-focused solutions for the beauty industry and specialty retailers for over 30 years. He is a frequent speaker and a prolific writer about all things relating to marketing and business growth strategies. Bart is a graduate of the University of Michigan and earned his MBA from DePaul University. Reach him at bforeman43@gmail.com. Visit <https://www.endgamems.com>.



Satisfying the self-aware beauty consumer

Beauty/cosmetics consumers are extremely savvy, understanding how to navigate the e-commerce landscape well with respect to their specific preferences, according to **Dotcom Distribution's annual e-commerce study, "Satisfying the Self-Aware Beauty Consumer."**

Beauty consumers know what they want, and they're willing to pay for it.

Consumers who purchase beauty products not only make more online purchases than other shoppers, they are also crystal clear about what they want. That means brands need to know what they want, too.

Much like premium shoppers, this segment possesses a lot of spending potential—when you deliver their preferred experience.

For example, beauty consumers are more likely than general online shoppers to pay more to receive an order faster, and to increase their order value to save on shipping fees, but they are also more likely to abandon items in their cart to save on unanticipated shipping fees. Brands must take note and prioritize clear communication to reap the benefits of this consumer's purchase intent.

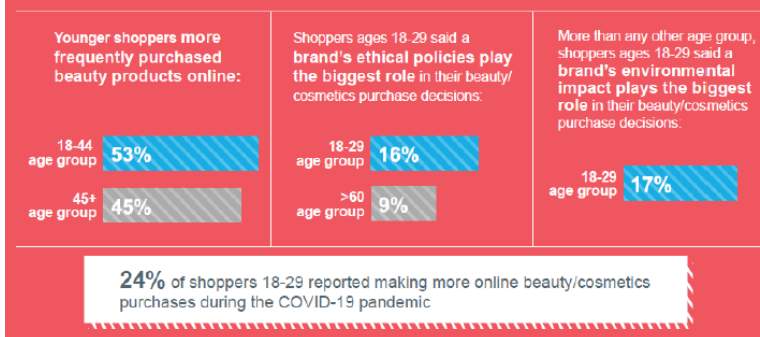
While beauty consumers prefer making purchases online, enabling in-store pickup and returns has proven especially valuable among this subset, as they are more likely than general online shoppers to make additional purchases while picking up or returning an online order in-store. They are also more likely to take advantage of the ship-to-home option when shopping in store, indicating their preference for a seamless omnichannel experience. Beauty consumers are also more likely to make product returns, suggesting a free and convenient return process is necessary to retain their business.

Consumers who purchase beauty products are savvy, yet receptive, to properly targeted engagement tactics. Many value gift-like packaging, giveaways and

coupons, which provide them with an upscale brand experience that garners excitement and compels them to return for similar encounters. Applying this insight when engaging this group can improve customer satisfaction and increase lifetime value by creating loyal brand advocates.

Factors that rank high for this group in

Younger shoppers present the biggest opportunity for beauty brands.



terms of influencing purchasing decisions include online reviews, free returns and thoughtful packaging.

Pre-COVID-19 data:

- **Beauty consumers prefer to make purchases online.** When given the option to purchase any item online or in-store at the same price, 74% of beauty consumers chose online and 68% of all respondents chose online. Nearly one quarter of beauty consumers purchased beauty products exclusively online.

- **More shoppers purchased cosmetics and beauty products in-store (56%) than online (49%),** marking an opportunity for beauty brands to convert those product sales traditionally captured in-store by engaging customers better through online channels (e.g., virtual try-on technology).

- **82% of beauty consumers reported adding items to their cart to qualify for free shipping.**

- **More beauty consumers (67% vs 56%) abandoned carts due to the lack of a free return policy.**

- **85% of beauty consumers reported reading online reviews** before making purchasing decisions.

- **66% of beauty consumers were more likely to make repeat purchases upon receiving surprise giveaways.**

- **For apparel, accessories and beauty/cosmetics consumers, sustainable packaging was valued higher than environmental factors.**

Mid-COVID-19 data:

Omitting groceries, medicine, cleaning supplies and similar essential items, the top five categories consumers reported purchasing more online since the COVID-19 pandemic hit the U.S.

- Home goods 45%
- Clothing 29%
- Electronics 25%
- Beauty/cosmetics 22%
- Accessories 20%

- **Shoppers ages 45-60 reported the most significant increases in both accessories and beauty/cosmetics purchases online during the pandemic.** All other age groups prioritized clothing and electronics.

- **46% of shoppers who purchased beauty products during the pandemic expect to make more overall online purchases in the long term.**

- **Beauty consumers were 10% more likely than all respondents to do more online shopping out of boredom during the pandemic** (36% of beauty consumers vs. 26% of all respondents).

Factors that rank high for this group in terms of influencing purchasing decisions include online reviews, free returns and thoughtful packaging. Also of note: since COVID-19, beauty/cosmetics ranked 4th highest on the list of categories consumers reported purchasing more online.

For more information, download the full study and the methodology for free at <https://bit.ly/3d40uP5>.

The retail scale is tipping—to digital By Dan Harari

COVID-19 has caused digital retail adoption to accelerate years into the future in just a matter of weeks and months. As consumers' buying behaviors shift across the salon and beauty industry, now is the time to make digital the single most important focus of your entire retail strategy.

The impact on retail from e-commerce is undeniable. Its staggering growth throughout the past decade has put most traditional retailers on their heels, and many others out of business. As brands have been forced to adapt, most consumers have benefitted. U.S. consumer behavior has slowly been shifting toward digital. In the past five years, Amazon has become dominant, grocery delivery services like Instacart have become popular, and Uber Eats and Grubhub have become the standard for home delivery of restaurant meals. With all of these changes, the biggest factor keeping traditional retail competitive was slow adopters.

All of a sudden, we got hit with COVID-19. This black swan event has caused a digital retail shift to accelerate years into the future in just a matter of weeks.

As people stay locked inside their homes, many have opted to change their shopping habits. It is safer to have your food, groceries and beauty items delivered to your front door rather than wandering out to stores and restaurants (if they are open) with the risk of exposure. And by the amount of hair clippers and hair color being sold online, it looks like many people are trying to cut their own hair at home.

What does that mean for consumer product brands? It means that now is the time to make digital a more important focus of your retail strategy.

Many of us have been waiting for the moment when the scale tips. The moment when digital becomes a brand's number one focus.

That time has come.

Brands that properly resource their e-commerce efforts will come out on top. Those who still think that e-commerce should

be an afterthought will suffer the consequences and get left behind.

So, what can brands do? Here are some recommendations:

Develop a strategy: Your brand can't run itself online. It's too critical of a channel. Sit down with your team and pick a path. Finding strong e-commerce retail partners can help your brand grow while maintaining your brand equity. You can also go D2C or choose a hybrid of both. Regardless of which path you choose, make it your choice and do it with purpose. Don't let rogue sellers on Amazon and on other websites dictate your online success.

Become a great marketer: Five years ago, successful brick-and-mortar brands could rely on their brand awareness to translate into growth online. Not any more. Today, you must be a great marketer. Create an advertising strategy and allocate a budget. Blend Search Engine Marketing (SEM) with Social and e-commerce ad spend. Don't have the right internal digital marketing resources? No problem. There are plenty of great digital marketing agencies that can do that for you, at very affordable prices. In any case, the days of free and magical online growth are behind us. You must allocate money toward advertising and you must do it effectively.

Control your brand: If you want to be successful online, you must have control of your brand. You can't rely on a nebulous web of unreliable websites to have your brand's best interest in mind. Here are some of the top things you can do:

1. On Amazon, create your Brand Registry account to control your content and protect your trademark.
2. Implement a minimum advertised price (MAP) or authorized retailer policy to protect your brand equity and integrity.
3. Gain control of the content that is on your product pages on different websites.
4. Decide how promotional and advertising dollars are spent by dictating the strategy to your e-commerce retail partners, not vice versa.

Clean up your product pages: Your product pages are your position on the shelf. Inconsistent content, poor quality pictures and random multipacks will only cause consumer confusion. Treat your product pages like you would ask a merchandiser to manage your shelf at a brick-and-mortar store. Create beautiful, educational and SEO-friendly content. You can do all of this yourself, through an e-commerce retail partner or by hiring a digital brand management agency.

Track your sales: This might be one of the most important things you can do. By design, e-commerce is fragmented, so find an analytics solutions provider that can quantify your sales, so that you can track your growth and performance in this channel.

Hopefully, you have talented people in-house who understand the intricacies of e-commerce. Those skill sets include a digital marketer, D2C fulfillment manager and an e-commerce channel manager. If they don't exist within your company, look for help. There are plenty of knowledgeable agencies that can help you navigate this channel, and they usually charge below what it would cost a company to hire and do this in-house.

Expert advice will help position your brand for success. View e-commerce as an opportunity rather than a threat. If you do things right, once the COVID-19 dust settles, you will be ahead of your competitors and on a path to success!

Daniel Harari is vice president of business development at ClearCut Analytics. Dan has



over a decade of experience across analytics, retail, Amazon and e-commerce, helping advise and counsel brands in the health, beauty and personal care categories on how to succeed online

and offline. Reach him at daniel@clearcutanalytics.com. Visit clearcutanalytics.com.

Beauty leaders share recovery strategies

by Jayne Morehouse

During every major crisis, leaders emerge to guide us into a better new reality. While COVID-19 has posed challenges like no other, it has also taught important lessons that we have been too busy to hear—slow down, take the time to plan, practice self care and focus on what really matters.

For a real-world perspective, **Beauty Industry Report** asked 65 thought-leaders from every level of pro beauty—from brands and manufacturers' rep firms to distributors, stores and salons, from hair, skin and nails to warehousing, shipping and retailing—to share their collective wisdom, insights and expertise to help us all move forward together.

Brian Ahrens, general manager, Revlon Professional, American Crew & CND Brands

Q. What have you learned as a result of the COVID-19 crisis?



Brian Ahrens

It reinforced the importance of the balance between mental and physical well-being and maintaining a sense of calm with all the changes going on in the world. I focused on ingesting the information, processing what it means and adapting to

the new norm while adding new healthy habits like power walking, cycling and other physical activities. My family learned how to play many card and board games, and we binge-watched Netflix and Crave TV together like never before.

The philosophy of "We are in this together" is an important backdrop to helping each other during this crisis. Moments of insecurity and uncertainty created many moments of self reflection. While we don't know the future, we can appreciate the present much more, as the old saying goes, take one day at a time!

Q. What will you/your organization do differently moving forward? A. We will be navigating the new realities of the options to

work from home, utilizing platforms like Zoom and WebEx to interact with work colleagues and customers. Face-to-face interactions will be limited to special/important occasions and only when mandated safe to do so. The interesting elements to watch for will be how many people will be brought back from furlough, as businesses struggle with the financial restraints imposed from COVID-19 and the realities of what business is left standing.

Q. How will the professional beauty business be different going forward?

A. Whether offering hair-, nail- or skin-care services, beauty professionals will be working extended hours and processing fewer clients each day in order to maintain safety protocols and social distancing requirements. This will pose interesting challenges for both sales and education that were supplied by manufacturers/distributors, as the current priority for salons will be getting back to work and generating income. The manufacturers/distributors have all scrambled to increase their available online sales and education platforms to support their customers' needs for both product purchases and education/training from basic to advanced.

Q. What will be key to the industry's recovery? A. Patience and perseverance will be key while we develop our new normal in performing professional beauty services. I see very conservative salon spending in order to maintain balance between performing services and keeping everyone safe. The extra costs of PPE (masks, gloves, hand sanitizers, air filtration systems), along with extra towels, capes and tools, will be the most important business expenses.

Alfonso Añorga Jr., founder/CEO, Johnny B.

Q. What have you learned as a result of the COVID-19 crisis? A. Working from home is not so bad as long as I set some boundaries. Don't work in the kitchen, lol!

Q. What will you/your organization do differently moving forward? A. Business-wise, I decided to commit to a more flexible

schedule for my team and beef up our online presence by adding a full-time UX designer. Being flexible with scheduling was something I did not believe in prior to the shutdown, but I learned it can be mutually beneficial to both the company and the employee.



Alfonso Añorga Jr.

Q. How will the professional beauty business be different moving forward?

A. I think the industry will be fine. If anything, our industry can help provide healing by helping people look and feel good again. You can't shelter forever. Humans need touch and mental stimulation. Those factors will be big in getting humans back outside and to some normalcy.

Q. What will be key to the industry's recovery? A. That's the beauty of hair—it never stops growing! My reports from myself and from our distributors are that the salons and barbershops that have re-opened are thriving. The clients are there and patiently waiting. We just need a chance for everyone to return to work now. I am seeing across the board in every part of America an increase in pricing (long overdue) from stylists and barbers. I am very bullish on the future of Johnny B. and our industry. The biggest change we are making is growing our online footprint. Our online sales skyrocketed during the pandemic, showing me how loyal our customers are.

Q. What else would you like to share?

A. I have much respect for the nail- and skin-care folks in California and elsewhere whom I believe are being unfairly punished for this pandemic. How can you justify this delayed re-opening for nail professionals and estheticians?

Second, I hope this serves as a wake-up call for show promoters. There are too many events in antiquated locations that are far too expensive for manufacturers. Education should not be an additional cost to stylists!



Jan Arnold's exquisite Zoom set up.

Jan Arnold, co-founder, CND

Q. What have you learned as a result of the COVID-19 crisis? **A.** Before the pandemic, we were all running the treadmill, chasing deadlines, driving progress and taking that progress for granted. This crisis has placed what matters most in our lives in the forefront, which is prioritizing people over things. It's been a tremendous time of reflection, rethinking the future and rebooting.

Q. What will you/your organization do differently moving forward? **A.** We will be highly connected, smart and creative. We will support our pros through new approaches to digital education, product innovation, business planning and support for the professional and client relationship. We are focused on elevating professional standards and business intelligence, and protecting a healthy future for the profession. By actively supporting **Beauty Changes Lives**, we are committed to educating, elevating and exposing the richness of a beauty career to a brand new generation.

Q. How will the professional beauty business be different moving forward?

A. First, during this time of shelter in place, we all, as consumers, came to realize very quickly how valuable and cherished our beauty professionals are in our lives. Beauty truly changes all of our lives for the better—in making us look good, feel good and be

empowered to face the world on all of those ZOOM calls with confidence and empowerment. The world values our beauty professionals more than ever.

Professionally, COVID-19 will help to heighten nail professionals' long-time commitment to cleanliness, including using PPE and sanitizing, disinfecting and sterilizing tools. Source capture extraction ventilation in the salon at the nail table is now critical in order to create a safe breathing zone for professionals and clients. Extracting point source emissions from the work area ensures a clean breathing zone at the nail table. Following the CDC, Federal and State Guidelines, as well as the State Boards' rules and regulations, will guide our practices and strengthen our ability to deliver safe and healthy services.

It is also an important time for nail pros to charge what they're worth and commit to a business and education plan that protects them in the future and in times of crisis.

Q. What will be key to the industry's recovery? **A.** Diligence, innovation, creativity!

Carolyn Aronson, stylist, founder & CEO of It's a 10 Haircare

Q. What have you learned as a result of the COVID-19 crisis? **A.** Never take health for granted. Never put all your eggs in one basket and have diversified distribution, manufacturing and shipping.



Carolyn Aronson

Q. What will you/your organization do differently moving forward?

A. Embracing technology more. The largest companies in the world are falling off the cliff. We must adapt to new forms of technology.

Q. How will the professional beauty business be different moving forward?

A. Online sales will be a way of life and the "new clean" will drive a more one-on-one service experience. I believe service prices will go up to support this change.

Q. What will be key to the industry's recovery? **A.** Adaptability and time. It's not going to fix itself overnight. The beauty is people will always want to FEEL beautiful, so beauty services will always be in demand.

Gino Barbo, owner, Salon Service Group

Q. What have you learned as a result of the COVID-19 crisis? **A.** That people and companies can come together with compassion. The support for customers and



Gino Barbo

individuals who needed it took so many different forms. It showed we are all in it together.

Q. What will you/your organization do differently moving forward?

A. Our online presence will be a major focus moving forward.

Q. How will the professional beauty business be different moving forward?

A. Education, sales and marketing will move quickly with the focus being on digital assets.

Q. What will be key to the industry's recovery? **A.** Time and stronger partnerships than ever before.

Kevin Barrett, president, Fromm International

Q. What have you learned as a result of the COVID-19 crisis? **A.** If the team is motivated and connected, and the strategic plan is clear, our team can be productive in any environment. I am humbled by the hard work and productivity of our team during this crisis. I also believe the way we work together and the way we communicate give our team confidence and security.

Q. What will you/your organization do differently moving forward? **A.** Fromm proudly brought the **Global Biorisk Advisory Council to the beauty industry (GBAC)** GBAC.ISSA.com. We contracted a partnership with the **Professional Beauty Association**

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and GBAC to work together to provide an accreditation for a safe salon environment. We are building the salon training and it will be



Kevin Barrett

offered through the PBA (probeauty.org).

Fromm created a complete line of PPE to keep salon pros and consumers safe. The line has been received with great success.

The Fromm team agreed we would not hibernate. Instead, we are building new programs that will ensure our customers' success. We committed to being "shot out of a cannon!"

Q. How will the professional beauty business be different moving forward?

A. Beauty pros must follow a strict protocol to keep their salons clean and ensure all are following protocols for a clean and safe environment.

Q. What will be key to the industry's recovery?

A. Consumers and salon teams must feel confident and comfortable in the salon.

Eric Berger, principal, BTB Sales & Marketing, Inc.

Q. What have you learned as a result of the COVID-19 crisis?



Eric Berger

A. I have been impacted by this dreadful virus personally. I have seen my share of loss across family, friends and colleagues. We have all witnessed true heroism from the first responders, doctors, nurses and front-line workers. I feel gratitude toward these professionals

that is impossible to pay back. What I've learned is that the American people will always rise up and unite when called upon.

Q. What will you/your organization do differently moving forward?

A. All of us at BTB Sales have continued to work with our manufacturers and distributors to keep the supply chain going as best as possible during

these unprecedented times. Manufacturers have gone to great lengths to infuse new products and develop greater infrastructure to make the beauty business a safer place to work. Zoom meetings and conference calls have become essential, and will continue to be a staple after this threat has passed.

Q. How will the professional beauty business be different moving forward?

A. One of our company's goals over the past couple of years has been to build our social media platform, highlighting our manufacturers' products and stories to our customer base. Going forward, this will be a driving force for our company and the brands we represent. The professional beauty industry has shown itself to be recession-resistant. The business going forward will improve, thanks to greater measures to assure a safer visit to the salon and barber shop. Through this pandemic, a much bigger need of PPE products has emerged and this category will continue to grow for all avenues of distribution.

Q. What will be key to the industry's recovery?

A. The beauty of our industry has always been the ingenuity of the people. As we continue to move past these difficult times, our manufacturers will continue to produce/create innovative and essential products for the stores and salons, as they phase back into life as we once knew it.

David Berglass, CEO & owner, L'ANZA Healing Color & Care

Q. What have you learned as a result of the COVID-19 crisis?

A. Pre-pandemic, the trends were all pointing to digital being the way of the future, but in just a few short months, the concept of virtual has become a reality. Working, meeting, educating, selling and socializing virtually has become our new reality. I believe that many of these shifts will become permanent. The idea of flying around for meetings, attending large trade shows and in-salon education might go the way of the Dodo bird. We must all adapt to remote employees, digitizing education, conducting virtual events and enabling e-commerce. The future has arrived, and there is no turning back. That said, nothing will ever replace the in-salon service experience between the stylist and the client. That truly human experience

won't be replaced for the next 50 years. After that, all bets are off.

Q. What will you/your organization do differently going forward?



David Berglass

A. We will continue to adapt to the new reality. The way we conduct education, empower stylists, sell to salons and manage our business has all changed. We will

embrace this new digital reality and bring all the support we can to the salon 24/7. The standards of how the beauty industry works have been very similar for the past 20 years, and not that much different for the past 80 years, but the trends we saw coming the past five years have become the new reality. We will continue to embrace this new digital world in all we do as a company.

Q. How will the professional beauty business be different moving forward?

A. The beauty industry has quickly shifted from an in-person business to a virtual reality, where digital communication and commerce are the new normal. Both brands and salons must adapt to this change or die. All aspects of the business have and will be affected from now until forever. This tidal shift has us all scrambling to adapt, but it is here to stay, so we must bring all our resources to bear to meet these new needs. Brands must continue to support the stylists and help them evolve during this digital transformation.

Q. What will be key to the industry's recovery?

A. The key to recovery will be the salon's ability to execute on the new safety measures that will be in place. Salons must clearly communicate to their clients and local officials the safety of the services they provide. Gaining the trust of the client through these new safety measures will ensure that the magic of the in-salon service will continue to be cherished and beloved by people around the globe. L'ANZA is dedicated to our BIG Mission of Believe. Inspire. Grow.

Sydney Berry, CEO, Salon Services

Q. What have you learned as a result of the COVID-19 crisis? A. How necessary we are as an industry and how fragile we are as humanity. Leaders show up! Our vendor partners, with purposeful objectives, have



Sydney Berry

demonstrated that by their actions and transparent communication. They've asked what we need versus focusing on what they have to sell. We have created a new level of support via virtual meetings

for stylists and salon owners and developed templates for digital education, marketing, promotions and new product launches. Every vendor has developed some type of stimulus program to support salons.

Q. What will you/your organization do differently moving forward? A. Every dimension of the salon experience seems to be pivoting to a new normal. Sales is learning a new role in how we approach our clients and job responsibilities. Education is morphing via digital formats with a menu of trainings similar to Netflix or simultaneous real-time programs with an instructor leading stylists as they work on mannikins. Marketing is transitioning through social media to create curiosity with discovery questions in our outreach to our beauty community. We are developing community among our customers by hosting digital salon owner groups to encourage them to exchange information and network.

Q. How will the professional beauty business be different moving forward? A. Digital, digital, digital! We are learning new skills for communicating over screens versus face to face and presenting an engaging personality to help determine our customers' needs. We will help salons focus on creating positive cash flow and rebuilding their businesses. We are introducing omnichannel retail platforms to connect consumers continuously to their salon professionals.

Q. What will be key to the industry's recovery? A. Resilience, persistence, focused drive and our love of the industry with new business modeling criteria. Adherence to the new normal with sanitation and safe distancing within the salon environment will be required. Our industry is essential to our clients, who depend on us for understanding as much as they do for technical skills. We must show them empathy and compassion.

Bruce Bock, senior manager—corporate communications, Andis Company

Q. What have you learned as a result of the COVID-19 crisis? A. COVID-19 is a powerful reminder that it is the people who power the industry. We love making barbering and grooming tools, but it has been our engagement with the community, through supporting programs like the Professional Beauty Association's COVID Relief Fund and educational efforts, that have been incredibly meaningful for us during this time.

Q. What will you/your organization do differently going forward? A. We expect to see a high demand for products needed to get professionals back to work, like **Andis Cool Care**, which aids in sanitizing tools.



Bruce Bock

Q. How will the professional beauty business be different moving forward?

A. Sanitation guidelines are changing. Barbers and stylists will need products that provide deep cleaning between clients. From chair covers to blade sanitizers, the bar for cleanliness is going to remain high.

Q. What will be key to the industry's recovery? A. The key to the industry's recovery will be adaptability. What the world will look like in 1 year or 5 years is nearly impossible to predict. However, we know that people will still be growing hair and will need a way to cut and style that hair. With that in mind, tool companies like ours need to be responsive to the ever-changing needs of professionals, so we can meet their needs with quality, dependable products.

Jim Bower, founder/CEO, SalonInteractive

Q. What have you learned as a result of the COVID-19 crisis? A. I have a much greater sense of my place, both as part of the global



Jim Bower

community and the salon industry community. We've seen this virus sicken and kill people all over the world—all races, backgrounds, both rich and poor. It doesn't discriminate. I have a deeper understanding of the bonds we have to

each other and to the earth that we all share.

As a stylist, I am so proud of how our community and our suppliers have stood together and supported stylists, providing hope and compassion, as well as tangible support related to amending payment schedules, sharing best practices and providing access to resources. So many have stepped up, and it reinforces why I—and so many of us—got into the industry.

Q. What will you/your organization do differently moving forward? A. As a tech company, we were prepared to work remotely. During the quarantine, we've built on that by adding new tools and software. What we weren't prepared for was how different and difficult things would be without regular face-to-face contact. We've developed workarounds to address the tasks, but much of our focus is—and will be—on how to maintain our sense of team and stay closely connected to our partners with most of us working from home.

Q. How will the professional beauty business be different moving forward? A. We're in the middle of a huge technology experiment with people working remotely, relying on online education and doing much of our shopping through e-commerce. Even if COVID-19 ended tomorrow, life won't go back to the way they were.

It's clear that clients missed their stylists and salons. But it's also clear that our clients will have a whole new set of expectations going forward related to health and safety (touchless check-in and checkouts, physical

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layout of the salon), connection (online consultations, online scheduling) and buying professional products both in salon and online.

Q. What will be key to the industry's recovery? **A.** What sets our industry apart is the special nature of our client relationships—which no other service business enjoys. Building on the trust our clients have in us requires that we provide them with a personal, frictionless and exceptional experience based on a combination of best business practices, collecting and using data to personalize their experience, and taking advantage of technology at every level. The salons that understand and focus on those points will have the greatest success and will be the examples that drive our recovery.

As a stylist and former salon owner, I am very sensitive to the pain our industry is going through. It is gratifying that our SalonInteractive platform has enabled salons to sell their clients professional products from their online stores during the current situation and beyond. That has provided both new and much-needed revenue and has strengthened client relationships between visits—which are now very spaced out—as clients embrace the opportunity to buy products based on their stylists' personal product recommendation.

Sandra Bruce, vice president/general manager, Milady, a part of Cengage

Q. What have you learned as a result of the COVID-19 crisis? **A.** Agility is essential in successfully navigating life's challenges. It is important to build a healthy culture to thrive during turbulent times. At Milady, we embraced a three-pronged principle of design in handling the COVID-19 crisis and prioritized the health/safety of employees first, then customers and then our business. It allowed us to make the right decisions for the right reasons, whether it was moving to work-from-home early, supporting schools by offering free courseware to assist with a move to



Sandra Bruce

distance learning or creating cost efficiencies for business. This was our cultural approach to business pre-pandemic, and it served us well.

Q. What will you/your organization do differently moving forward? **A.** While states are slowly opening and getting back to normal, we are embracing a more flexible work structure to accommodate several variables. Even though we will be following the strictest of regulatory guidelines for office environments, we are certainly sensitive to health concerns and will not be demanding that any of our employees work from the office. Many of our team members have young children who have either lost the opportunity to attend daycare or who need to be home schooled. We are being flexible to those needs, as well.

As for our customers, their content delivery needs have completely changed. Prior to COVID-19, the beauty school industry was about 30% digital. We are a tactile industry, very hands-on and we like paper. The pandemic changed that QUICKLY! Overnight, distance learning was approved across the country and tens of thousands of beauty school students were earning clock hour credits toward their completion using our MindTap digital learning platform. More importantly, educators overcame their technophobia and learned how to integrate a robust digital content delivery system into their curriculum. There is no going back. While we will continue to provide print textbooks for this industry, we are already working diligently on the next best version of digital delivery based upon our learnings taking the industry digital in just a few short weeks.

Q. How will the professional beauty business be different moving forward?

A. Infection control is essential! The need for beauty professionals to be properly trained and licensed is in everyone's best interest. Ideally, we can use this experience to raise awareness of our industry's training and professionalism to drive consumer awareness and elevate the image of beauty careers.

A quick story to demonstrate agility and flexibility needed to succeed in our industry: My 5-year-old granddaughter was frustrated by her long hair getting in her eyes while she was coloring. Naturally, she took her art scissors

and cut off all her hair, pixie style. My daughter was in tears, but I quickly found a salon owner/stylist in her town who was willing to FaceTime my daughter and walk her through the steps to even out the cut until they could legally get into a salon. My daughter paid her a consulting fee and my granddaughter beamed for her selfie to send to me. I am not sure that this consultation would have taken place pre-pandemic, but it certainly demonstrates an entrepreneurial spirit that will sustain this salon owner's career. It's important for beauty professionals to evolve their business models and embrace services that were previously perceived to hurt their business, including home delivery of custom-formulated color with instructions, online retail store or virtual consultations to enhance their current hands-on business model and help them succeed during another stay-at-home order.

Q. What will be key to the industry's recovery? **A.** This is such an amazing industry, and I've been really disheartened at times reading headlines that diminish the importance of personal hygiene and beautification services or headlines that lead the reader to believe salons and spas are breeding grounds for viruses. Beauty professionals spend hundreds of hours training not only to perform services, but to protect themselves and their clients from infection, bacterial or viral. Still, that is not where it ends. Beauty professionals are uniquely qualified not only to recognize the signs of physical abuse, mental despair or potentially cancerous moles or lesions, but with proper training, they can also safely refer their clients to professional help that can literally save lives—all thanks to trust they've built with their clients. It is imperative that we collectively tell this story and ensure that legislators understand this is an industry that is about more than creative cut and color, more than a day of primping and pampering. We are essential and we need to be considered as such the next time a crisis occurs.

And, we must be flexible and agile, as well as creative. We must evolve our business models to meet the needs of our customers and to add value to their beauty regimens in new and creative ways that can survive mandated social distancing or stay-at-home orders if ever we need to experience this again.

Gary Call, head coach, KIN North America Inc.



Gary Call

Q. What have you learned as a result of the COVID-19 crisis?

A. I've worked from a home office for more than 20 years, so that wasn't really an adjustment. The biggest challenge has been being off the road. I've spent

more time sleeping in my own bed, eating at home and just being here than I ever have. It has been great for personal relationships, interesting to feel the changes in myself and very calming and centering.

Q. What will you/your organization do differently moving forward?

A. We've really developed the ability to be flexible—using technology, and especially Facebook, in new ways. That won't stop. I've hosted more than 50 hours of Facebook Live classes covering basic product knowledge, advanced information, salon business, introduction to our company and better communication, and we're preparing weekly salon staff meetings for our clients. It has really been great. The biggest challenge has been coordinating deliveries with FedEx—are they at home or at work?

Q. How will the professional beauty business be different moving forward?

A. Our industry is flexible and will survive, but in new ways. Many have been shaken right to their core. We need plans for savings, future long-term education and flexible investments. We can't live from haircut to haircut—it isn't responsible and it just isn't possible.

Sadly, there has been far too much back biting, meanness and negativity, as people have been trying to make their own decisions and plans. Each person has to figure out what they are going to do, how things will work and what is best for them and their business. This independence is what it is all about and one of the strongest appeals our industry has. The ability to be flexible and design your future is why many are here.

Q. What will be key to the industry's recovery? **A.** The real key is found inside each individual stylist and the passion they hold for

what they do each day with their clients. We touch lives every day. There has been a huge cry for us to return to work, because a large number of people missed the personal service, quiet conversations, counseling, friendship, love and hugs that are an integral part of a salon visit. There is a kind of mental health that can't be found anywhere else—especially for those who are trying to manage everyone in their families and households during these trying times.

Beth Carson, co-founder and president, The Sam Villa Company

Q. What have you learned as a result of the COVID-19 crisis? **A.** In March, as a result of the shut-down, our brand faced the



Beth Carson

frightening reality that three out of four distribution channels were suspending purchases through May and projecting a slow return to pre-COVID-19 levels. We committed to keep our entire team employed and our

vendors paid during this time. We reached out to our community of hairdressers who were hungry for information, inspiration, motivation and value in education. We learned that we are agile and able to pivot quickly to digital communications and e-commerce strategies to stay relevant and shore up revenue. Personally, I've learned that I can still look like me without hair extensions, color, lashes and manicures for a few months...but I'll be first in line when my salon opens up!

Q. What will you/your organization do differently moving forward?

A. We will take our digital strategies to the next level going forward. The COVID-19 crisis showed us new ways to conduct video meetings with our partners that might otherwise have required travel. We will continue to bring valuable interactive digital education to our audience and evolve our production capabilities so that we have a balance between virtual and live education events.

Q. What will be key to the industry's recovery? **A.** The beauty industry is amazingly

resilient and will adapt. That said, it is critical that the government stimulus bills include provisions tailored to salons and independent stylists and adjust terms to recognize salons as small businesses that are vital to our economy. PBA is leading the fight to include FICA Tip Tax fairness, which will dramatically improve commission salons' ability to reopen, rehire and thrive. Our industry trade shows will also need to evolve and innovate to create meaningful gatherings that are safe and exciting for attendees and cost-effective for brands. At Sam Villa Company, we believe the COVID-19 crisis will have a lasting change on the way brands communicate with their customers and how stylists find community and learning through online events.

Michelle Chandler, general manager, PRAVANA, A Henkel Brand

Q. What have you learned as a result of the COVID-19 crisis?

A. One of the biggest learnings for me has been discovering the difference between being busy and being purposeful. Overly structured schedules, layered communication routes and more were robbing me (and my organization) from fully



Michelle Chandler

operating in a purposeful way. COVID-19 has given us the gift of reevaluated focus.

A. What will you/your organization do differently going forward? **A.** For PRAVANA, it is about holding ourselves

accountable for this streamlined way of working. Less is more. We are maintaining focus on our key strategic objectives, promoting localized decision making and accountability, and committing to dedicating time each week to our personal and professional upskilling goals. The spirit of our people will impact our organizational health through this crisis. Our focus on the human factor has made all the difference.

Q. How will the professional beauty business be different moving forward?

A. There are aspects of our industry that will

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be forever changed. Some of the questions our organization is exploring are, “How will education and events evolve when human contact is limited?” “What long-term role will e-commerce play into the go-to-market strategy?” “How can PRAVANA stay emotionally connected to our communities when there is so much noise online?” “How will consumer behavior change as we emerge from this health crisis?” There are many aspects to consider when defining our future role. A brand’s adaptability will be tested and will be the differentiator for future relevance.

Q. What will be key to the industry’s recovery? A. The ability to open a salon is just the beginning. Salons/stylists need partnership in the rebuilding process. The key lies within our educational offerings, such as how to create and market a safe salon environment, how to build a menu that allows for express services so clients can come back faster and with less financial pressure, how to manage the financial aspects of their business, so they are better protected from future disruption. The level and extent that we are all willing to freely offer this education will have a direct impact on our recovery period.

Steve Cohn, president, Premier Beauty Supply



Steve Cohn

Q. What have you learned as a result of the COVID-19 crisis? A. It gives you a chance to re-set your business. It’s the opportunity to make changes that you should have made sooner. It challenges you on how creative you can be to put a new plan in place for the future of your business. After 31 years, this is not our first rodeo doing so. It’s amazing how many different ways we have re-created ourselves over the years.

Q. What will you/your organization do differently moving forward? A. We are continuing to invest in our digital presence. This is inclusive of both our B2B and B2C platforms. We still believe in the outside account executive, but in a different role.

Q. How will the professional beauty business be different moving forward? A. I believe that the changes that are happening would have happened in 2022. COVID-19 just accelerated them very quickly.

Q. What will be key to the industry’s recovery? A. Our industry adapts well to many different variables. This includes hair style trends/techniques, new innovative products/brands, retailing, etc. We now must adapt to a new way of doing business. We will all come out of this better and more profitable.

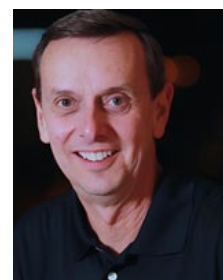
Charlie Coleman/Tom Harrison, business partners, Coleman Harrison



Charlie Coleman

Q. What have you learned as a result of the COVID-19 crisis? A. We are proud of the resiliency of our reps to seek and find alternative solutions for the continuation of business. Together with our customers, we are solving and adapting to evolving problems and working to be prepared for changes beyond our control.

Q. What will you/your organization do differently moving forward? A. We are adapting our practices to make safer, more efficient calls on our customers with more organization and focus. We are using digital tools like Zoom calls to enhance our interaction with our accounts.



Tom Harrison

We are focusing on our blossoming NECTAR system. More than ever, folks are ordering their supplies for home and business online. Why not use the system already in place for our industry?

Q. How will the professional beauty business be different moving forward? A. We learned/changed from 9-11. This, too, has created a different way of life!

First, we are learning to adapt faster. Second, different categories, such as BlueCo Brands, will become staples. Many industries in the past took a casual approach to sanitation. Now, all business owners must be proactive and prove to their customers that they are concerned about their safety and welfare.

Q. What will be key to the industry’s recovery? A. First, a vaccine. Then, beauty pros have an emotional relationship with their clients, so reopening—with caution—is the cure we need.

Jim DeBerry, GM, Alter Ego Italy

Q. What have you learned as a result of the COVID-19 crisis? A. To me, this has been the most fascinating part of this experience. It’s a good time to throw out everything we thought we knew! It has reinforced the need to be open minded and revealed how antiquated the approaches and processes are that our industry has depended on for years. It’s also highlighted the vital role the important relationships play in providing emotional support for all salon professionals.



Jim DeBerry

Q. What will you/your organization do differently moving forward? A. We are accelerating our shift to technology, increasing our use of social media and digital marketing, and training and communicating at every level.

Q. How will the professional beauty business be different moving forward? A. At every level, the strong will get stronger, and there will be an increased respect and appreciation for the value of time. At the salon level, we will see more kitchen salons and suites. Larger salons will use assistants to meet new time/schedule demands. This experience could regenerate the belief in the value of retail for income and profitability.

Q. What will be key to the industry’s recovery? A. Ultimately, the client’s appreciation for hairdressers’ value and talent, which fill an important and unique role in helping their clients feel and look good.

Bill Deliman, director of stakeholder engagement, Green Circle Salons



Bill Deliman and Zelda

Q. What have you learned as a result of the COVID-19 crisis?

A. Professionally, we have learned that our team is capable of tremendous things when they work together.

Collaboration has been key to making necessary transitions as smoothly as possible. Our entire team has wholeheartedly

“leaned in” and agreed to do whatever it takes to ensure the company’s survival, which really helps reduce the unknown challenges that lie ahead.

I’ve been so very proud of our entire team for their willingness to step up. Beyond our team’s resilience, we have learned that our chief task is to continue to educate and support our customers. As we can all attest, the entire beauty industry is in this together. We’ve all learned that it’s a flat world, and the digital platforms such as Zoom have become our lifeline and allowed us to stay motivated and checked in. Not a day has gone by that I haven’t learned something new from my colleagues, friends and associates while attending a digital meeting. Plus, all these virtual check-ins have actually benefited our travel budgets, as well as the environment through the reduced emissions.

Personally, I’ve learned that I make a mean roasted tomato and jalapeno salsa and have picked up new skills as a dad to a rescued nine-month old puppy named Zelda, who is keeping my family on their toes!

Q. What will you/your organization do differently moving forward? **A.** This pandemic has pointed us to our blind spots. We have implemented many lessons and have systemic changes underway that will—without question—permanently change the way we work. We have required every department director to assess damage and

recommend courses for correction to reduce future operational and financial risk. We will be cutting our business travel for the foreseeable future and are pivoting to enable the company to meet all needs without it.

Another major difference to our organization is the addition of Personal Protective Equipment waste recovery. The entire beauty industry will soon begin to generate a new waste stream. Every salon, academy and cosmetology school will now be required to use PPE in order to reopen. We are estimating that hundreds of thousands of pounds per year of PPE materials will be headed to landfills if not responsibly collected and recycled.

Q. How will the professional beauty business be different moving forward?

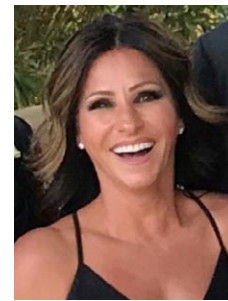
A. Many industry leaders have stated that the survival of smaller salons and independents—all of whom have fewer resources to withstand temporary closure—is at much higher risk, compared to larger salons with operational infrastructure in place. Nonetheless, it has been devastating for all businesses. It has become apparent that health and safety practices will be the major difference going forward. That requires new added costs in new PPE materials and team training to ensure new practices and protocols are in place for customers’ and team members’ safety. These are new expenses and will cut into margins unless COGS can be recovered.

Q. What is the key to the beauty industry’s recovery? **A.** Sadly, there is no silver bullet, but I think it’s helpful to keep the 2001 recession in perspective. Estee Lauder’s Leonard Lauder coined the term “Lipstick Index” to describe this phenomenon. The principle is that people see lipstick as an affordable luxury, and sales, therefore, tend to stay strong, even in times of duress. While some changes resulting from the COVID-19 crisis are likely to be permanent, and digital retail sales continue to rise, the human factors and guests’ relationships to their salon professionals win out. While we are a high-touch industry—and we now know the risky business we’re in—it’s also in our favor—mask or no mask—because salon guests love their service providers. The COVID-19 crisis is likely to accelerate trends that were already shaping

the industry. Consumers across the globe are showing by their actions that they still find comfort in the simple pleasures like getting their nails painted, having their hair cut every six weeks or even swiping on some lipstick before their salon visit. In that, there is hope.

Dee DeLuca-Mattos, vice president of business development, ECRU New York

Q. What have you learned as a result of the COVID-19 crisis? **A.** Wow! I believe life is a series of lessons if we listen. The greatest lesson is that you will find in the places, from the people you least expect, the greatest strength, wisdom and kindness that will change you in ways you can’t imagine. I have



Dee DeLuca-Mattos

learned that there are people who live in the homes around me, and they have names and faces and I like them! The most important thing that I learned is that we are never powerless.

Q. What will you/your organization do differently moving forward? **A.** ECRU New York believes that we will evolve together. It is our goal to continue to bring to our salons, distributors and B2B retail partners a higher level of business seminars that focus on the needs of each individual marketplace.

Q. How will the professional beauty business be different moving forward? **A.** I believe that we will not be held hostage by thinking we are salon owners. We will begin to realize we are business owners who offer a service, but service is not our only business. We must, must diversify our minds and the manner in how we create revenue. The winners are those who retail—they could automatically pivot and subsidize their lost revenue. I believe we will bring touch to the next level, and connect with our guests, not just once a month, but in between visits.

Q. What will be key to the industry’s recovery? **A.** The key to recovery from anything in life is identifying what took place (what was your hand in it?) and being responsive, not re-active, be nimble and do it.

Recovery strategies cont. on page 30

Recovery strategies cont. from page 29

Eric S. Engel, attorney, Conkle, Kremer & Engel, PLC



Eric S. Engel

Q. What have you learned as a result of the COVID-19 crisis?

A. Take nothing for granted—it can all change drastically in a moment. Plan for contingencies, even if they seem distant or farfetched. Our remote work plans

and experience led to a surprisingly smooth transition when our office closed its physical facility—work went on without skipping a beat.

Q. What will you/your organization do differently moving forward? **A.** Staggered, more flexible work hours and fewer people on site at the same time seems likely for at least the time being. For clients, we will continually monitor and adapt to new rules and business conditions arising from the recovery from COVID-19 closures and business disruptions.

Q. How will the professional beauty business be different moving forward?

A. Hopefully, not as much dependence on single-country suppliers of critical ingredients and components. Radically increasing online sales will radically increase the need to control counterfeits and knockoffs that can destroy hard-won business very quickly.

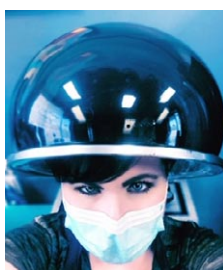
Q. What will be key to the industry's recovery? **A.** Adaptability. “Same ol’ same ol’” won’t be the same. Business will come back but will return in a different form, with new winners and losers. What worked 10 years ago did not necessarily work last year, and what worked last year very well might not work next year.

While you face the new and unexpected issues, remember to pay attention to the old issues, such as proper classifications of contractors and employees, proper wage and hour decisions and methods of employee termination. Those classic issues have not been suspended and will bite owners who disregard them in emergency conditions or think the new rules have automatically eliminated the old ones. If anything, the contract and labor disruptions of the emergency conditions will exaggerate those issues.

Lisa Finucane, national director of education, Wahl Clipper Company

Q. What have you learned as a result of the COVID-19 crisis? **A.** As a result of this crisis, I have learned that I have the best team! My Wahl Professional Education and Artistic Team, my DisrupTour Team and my creative consultant Byrd Mena have kept me going, even in the darkest days of this lockdown. We have come together as a solid unit to inspire barbers and stylists around the United States.

I have also learned that slowing down and taking a minute to be grateful are really the



Lisa Finucane

keys to a happy and fulfilling life. I began to make a gratitude list; it was really a remarkable exercise.

Q. What will you/your organization do differently moving forward? **A.** We will investigate all facets

of education delivery. For so long, we have relied on the ability to interact with our end users face to face and in a physical place such as a classroom or an industry event. Moving forward, we will need to adjust our education platform to include a strong digital presence that will still resonate with the end user.

Q. How will the professional beauty business be different moving forward?

A. The beauty business will need to rely heavily on technology. The use of booking apps such as Booksy will be the new normal, as walk-in traffic will no longer be allowed, and overcrowded salons and barbershops will need to limit their capacities. Online and digital education will become the new normal, and those who are not tech savvy risk getting left behind.

Q. What will be key to the industry's recovery? **A.** Recovery is going to be two fold—first, we must grasp the benefits of retail. We can no longer allow dead space in salons and barbershops, meaning every bit of square footage must be utilized to maximize revenue. Because we are currently not allowing clients to sit in our waiting areas, this space can best be converted into a retail area that can generate an additional revenue stream.

Secondly, the industry must organize. We must fight for our rights at the state and local levels. We did not have the representation that could have significantly helped mitigate our re-entry into reopening our businesses. I am hopeful that this pandemic will spark a much-needed conversation on the professionalism of our industry and how important we are in the overall well-being of society!

On a personal note, these few months have been devastating to watch and experience. The beauty industry is all I know; it is my heart, my family, my first love and my passion. Every barber and stylist has been affected by this pandemic and the industry is forever changed.

However, in true industry form, I have also witnessed such pure, amazing love and respect flowing from all corners of the earth, as we figured out our place in this new world. The first to go back to work willingly shared their best practices and learnings. Social media outlets were filled with advice, words of encouragement and an overall “we are all in this together” feeling.

What I do know for sure is we are a tough group of individuals. We will do more than survive, we will THRIVE, and we will become stronger than we have ever known. We make the world a beautiful place one head at a time. There is such power in the gift of beauty.

Graham Fraser, CEO, AG Hair

Q. What have you learned as a result of the COVID-19 crisis?



Graham Fraser

A. Our organization did a complete pivot and switched to 100% hand sanitizer production initially to support front-line health-care workers and essential service providers—and now salons as they start to re-open. As an

organization, we learned how resilient we are and that when we put our heads and hearts into something, we can achieve anything.

Personally I was reminded of the power of the human spirit and how much good there is in the world.

Q. What will you/your organization do

differently moving forward? A. We see a long-term need for sanitizing products, so we intend to pursue that opportunity by offering additional products like soaps and lotions. We know that operating with a heightened sense of urgency and a focus on the things we can control is essential to our success.

Q. How will the professional beauty business be different moving forward?

A. Just as in many other areas of our life such as schooling and medical appointments, our industry will take a quantum leap in terms of embracing digital technology and tools to support the business.

Q. What will be key to the industry's recovery? A. Creating environments where clients and stylists feel safe and protected during the salon visit will be critical. We also must embrace digital solutions to facilitate connection and learning at all levels.

Frank P. Fulco, CEO, Cosmetologists Chicago & America's Beauty Show

Q. What have you learned as a result of the COVID-19 crisis? A.



Frank P. Fulco

There are so many lessons learned and reinforced from COVID-19. One in particular is the genuine passion in our industry to do the right thing. So many beauty professionals engaged in online courses and Facebook groups with a cause,

raised money, brought awareness to frontline workers and prepared to create a safe salon experience for their co-workers and clients. Truly humbling and awe inspiring.

The COVID-19 global pandemic is a new experience for EVERYONE. No one has been through this before. Our lives, which are rich with routines and predictability, suddenly became unsettled and clouded with ambiguity. Ambiguity is not welcomed in the house of productivity and process. Ambiguity has complicated our present environment and raised our emotions. Today, the clarity of direction we seek is different by state and interpreted differently by each person, who is

trying their best to understand and restore a sense of predictability in their lives. The result is COVID-19 has created another pandemic called confusion.

What is certain is that clients want to return to their salons, and salon owners want to serve them safely. That makes me smile, because our beautiful industry will weather the storm and will continue moving forward. Our work as licensed beauty professionals is essential. History continues to demonstrate that we might bend, but we will not break.

Q. What will you/your organization do differently moving forward?

A. Cosmetologists Chicago & America's Beauty Show are going to invest more heavily in our digital capabilities. After 97 consecutive years, we had to cancel the 2020 America's Beauty Show due to the COVID-19 pandemic. It broke our hearts, but we redirected our focus on further developing our capabilities.

As a non-profit association serving licensed beauty professionals, we intend to build our digital capabilities to better engage a broader wealth of educators and provide more cost-effective, compelling educational content to our community through both online and live events. In the future, you will find this at americasbeautyshow.com. We are here to serve licensed beauty professionals.

Q. How will the professional beauty business be different moving forward?

A. Sanitation has always been a priority for licensed beauty professionals. It will become a bigger area of focus from our manufacturer partners and associations. We are all dealing with COVID-19 today, but tomorrow it could be something else.

Q. What will be key to the industry's recovery? A.

This next statement might sound self-serving, but I believe it. America's Beauty Show 2021, along with all other industry shows, is key to our industry's recovery. Why? What counts the most cannot be counted—things like knowledge, belonging, inspiration and LOVE! We are focused on making America's Beauty Show 2021 the family reunion of our industry. America's Beauty Show 2021 will help all of us heal from the fear created by the COVID-19 pandemic. Please mark your calendar for April 17-19, 2021. We look forward to seeing you in Rosemont, IL. It will be FUN!

In addition, we will be launching our first digital event for the beauty industry this fall. We are investing in our digital capabilities in order to better serve our entire community of licensed beauty professionals. We intend to shine a light on and celebrate leadership in our professional industry today and into the future. More details and dates to follow.

Normajeon Fusco, president, Equibal Labs

Q. What have you learned as a result of the COVID-19 crisis? A.

We are continuing to work on a smaller human-in-place scale, allowing those who can do digital and intellectual intelligence to do so from home.

We are providing antibacterial and virucidal



Normajeon Fusco

products to our customers, as well as stocking distributors who deal with institutional entities and educating them to read labels carefully.

Q. What will you/your organization do differently moving forward? A.

Going forward, we will conduct product and labeling education weekly for our customers. Unfortunately, the beauty industry doesn't always understand all the regulations on products. For example, no antiseptic and/or sanitizer is allowed to be sold if it is not registered with the EPA, the FDA and/or Health Canada.

The public should know that laboratories and manufacturers like Equibal Labs, which is registered with the FDA, EPA, Health Canada, cGMP facility, have been taking all the steps required for their safety.

Responsible distributors and manufacturers must show all sides of a product label. You cannot claim a product is a sanitizer or an antiseptic unless you have regulated labeling and registration numbers. In the United States and in Canada, we must pay and license with each state yearly for regulatory products.

Q. What will be key to the industry's recovery? A.

Real, factual, science-based educational awareness.

Recovery strategies cont. on page 32

Recovery strategies cont. from page 31

Geoff Geils, vice president, Divina Salon Solutions



Geoff Geils

Q. What have you learned as a result of the COVID-19 crisis?

A. I was truly impressed by how many businesses listened to the right sources, networked, recognized the gravity of the situation early and responded

decisively and swiftly. This has been highly influential to getting consumers to understand how important it is to be proactive.

What has been a learning experience is discovering how many businesses are, in fact, essential. We are all connected. I would be remiss not to mention our frontline health care professionals and their support teams. This crisis has brought out the best in so many selfless people who have done whatever it takes to help and protect perfect strangers. Strong leadership that is in the best interest of every citizen of the world is vital to avoiding unnecessary hardship and heartache. In times like these, there is no room for politics and self-interest; we are all in this together.

Q. What will you/your organization do differently moving forward? **A.** We have been manufacturing disinfectants for many years, and we are the manufacturing partner for two exciting start-ups that have truly innovative and game-changing products. Going forward, we will be placing more focus on developing disinfecting, cleaning, treatment and protectant products.

Q. How will the professional beauty business be different moving forward?

A. There is going to be fallout in the OTC and independent salon businesses. Distribution was already shifting. We will lose some iconic names, but new ones will emerge. The industry has always been the idea pool for so many products and business concepts. We will bounce back.

Q. What will be key to the industry's recovery?

A. The entire vertical must pull together to help each other and keep the same sense of connected community going, even after the crisis has passed.

Scott Guinter, general manager, Kao USA Salon Division

Q. What have you learned as a result of the COVID-19 crisis?

A. One of the great lessons is that personal connection in this day and age can be delivered through electronic formats. Granted, my preference is a handshake or a hug, but staying in touch virtually has proven to be less of a challenge than I first expected.

Q. What will you/your organization do differently moving forward?

A. Clearly, we will utilize virtual assets in an advanced manner—education—to deliver content and partnership to salon owners. To meet the demand for education during this crisis, we increased our virtual education offerings by 65%, and we plan to do more.

Q. How will the professional beauty business be different moving forward?

A. While it's hard to predict long-term effects of the COVID-19 crisis, in the near term, stylists will be working different and potentially longer hours to make up for the productivity loss attributed to local safety guidelines. The new



Scott Guinter

guidelines will have an impact up and down the supply chain for the professional beauty business, as suppliers and manufacturers adapt to a salon's new work environment.

Q. What will be key to the industry's recovery?

A. The keys to recovery are safety, and communication of safety to the consumer. Clients need to be confident that their salon experience, while different, is safe. We created social media assets for our salons to use to help communicate the measures they have put in place to make their salon a safe environment for clients and stylists alike.

Josh Hafetz, president, Art of Business

Q. What have you learned as a result of the COVID-19 crisis?

A. I have learned that our team is even more amazing than I previously thought. In times of crisis, it's really heartening to see how people can rally

together. I have also marveled at the sheer speed of how our world has been upended. It's my hope that our rebound will be equally fast. While I am optimistic about the future, it's clear that some aspects of the world won't ever be the same, salon industry included.

Q. What will you/your organization do differently moving forward?

A. Clearly the shift to digital has accelerated three-plus years over the course of three months. This will pose both an opportunity and a challenge for our team and our industry. We will absolutely embrace and invest in more digital methods for our education, sales and marketing efforts, while



Josh Hafetz

shedding some of the old-school practices we have latched on to for many years. Helping salons sell products digitally in a way that keeps channel integrity will be a significant aspect of this effort.

Q. How will the professional beauty business be different moving forward?

A. The salon business model must adapt if some of the protocols now in place become longer term. Current pricing and compensation models will not be enough for salons to succeed. I expect there to be a bit of a churn at the salon level. Unfortunately, it's likely there will be a considerable amount of salon closings, which will be followed by a new generation of salon owners.

One last challenge is for salons to create an oasis for their clients, as has been their goal in the past. While we are facing these COVID-19 protocols, the experience becomes less serene and more sterile.

Q. What will be key to the industry's recovery?

A. Goal No. 1 is to ensure that all clients who did their hair at home return back to their salons. This crisis was a major revenue driver for direct-to-consumer at-home hair color companies. It is my sincere hope that the bulk of these clients didn't enjoy the results of having to do it on their own and return to their talented hairdressers and salons.

The second task will be to recapture all the

lost retail sales that were driven to digital channels outside the salon. Distributors and manufacturers must realize that channeling digital through the salon is the best thing for their brand and the industry. The short-term margin pick-up brands earn by selling direct to consumer is negated by the harm they do the salon (and to the distributor, in some cases), as well as to their brand's allure with stylists and their willingness to promote retail. Let's embrace digital with the salons as partners or the whole professional industry model will continue to unwind on the retail side.

Shane Hanson, president, Square1 Distribution & Logistics



Shane Hanson

Q. What have you learned as a result of the COVID-19 crisis? A. I learned a lot about the people I do business with. I learned how creative, resilient and solution-oriented they are. I saw them look deeper into their

businesses, exploring every possibility. I also learned what real leadership looks like. I was so impressed with how much they genuinely cared for their employees. Of course, some had to make tough decisions, but they didn't make them lightly; they communicated with their teams honestly and with compassion.

Q. What will you/your organization do differently moving forward? A. No major changes. We had already added a facility dedicated to handling e-commerce orders. We'll continue to expand in that area.

Q. How will the professional beauty business be different moving forward?

A. Tough question! We should look back at these answers in 3-4 years. I believe brands will put more time, energy and resources toward their direct-to-consumer channels. There are also many quality brands that are currently blocked by distribution that will find their way into the market either by a direct-to-salon channel or through emerging non-traditional distributors. At the distributor level, there just isn't a place for the order-taker DSC anymore. Salons are getting more comfortable

entering their own orders online. The role of the DSC had already started evolving the past few years. This will likely accelerate the process. At the salon level, I believe there will be some services negatively impacted by clients continuing to do their own hair color and potentially other services such as straightening. Hair cutting is safe, though!

Q. What will be key to the industry's recovery? **A.** As with any challenge, it starts with having the proper mindset. We must look at our industry with fresh eyes. Every challenge is an opportunity for those who embrace tomorrow and don't cling to their old ways. Let's be open to new opportunities. Let's be willing to walk alone when no one else will go with us. Let's be willing to find solutions for others, rather than just look at ways of making quick money. No shortcuts, just one foot in front of the other, moving forward each day.

Beth Hickey, CEO, E.O.H. Industries

Q. What have you learned as a result of the COVID-19 crisis? **A.** Life can change in a moment. Be prepared in every aspect of your life...physical, mental and spiritual health, as well as financial and business practices.



Beth Hickey

Q. What will you/your organization do differently moving forward? **A.** Create multiple streams of income for our business.

Q. How will the professional beauty business be different moving forward? **A.** Heightened safety and sanitation practices in all aspects of business will be the new normal.

Q. What will be key to the industry's recovery? **A.** Recovery will depend on the comfort level of the consumer/customer. Personally, I don't think I need to wear a mask to the grocery store or salon; however, I do so out of respect for others.

Karen Hodges, co-founder, Nailcare Academy, LLC and Salon Gurus, LLC

Q. What have you learned as a result of the COVID-19 crisis? **A.** As a licensed

professional, I have learned that although I believed I was implementing the highest standards of safety protocols in my work, I needed to do more. I'm being more explicit in my communications with my clients and I



Karen Hodges

believe that will help with compliance.

As an educator, I have learned that even with such a polarizing topic as wearing PPE during services, I am more committed than ever to teaching safe practices and protocols. In some of our training classes, we've incorporated a pledge to never allow safety to be set aside for the sake of a cosmetic service. That pledge has become more integral to everything I do.

Q. What will you/your organization do differently going forward? **A.** Our educational platforms have always included safe practices, high-disinfection protocols, emphasis on infection control and the prevention of cross-contamination. We will move forward, beating the drum even more steadily. We have just started creating free informational webinars and plan on launching several of those in the near future.

Q. How will the professional beauty business be different moving forward? **A.** In my opinion, some of the public will now be more receptive to our requests for things that have been a hard sell in the past. They will wash their hands, they will leave their phones in their handbags, they will postpone their appointments if they are sick—hopefully! I believe that some of the providers who have pushed back against PPE will be open to learning new ways. However, some who are stubborn are only going to dig in deeper. Both types of provider will find their audiences.

As an industry, we are so scattered that we do not hold sway with our legislators, and our message is too diluted to be effective. I also deeply wish there was some way to unite the states on our industry's need for consistent education. Requiring 12 hours of training for a nail technician license in one state and 700 in another is no way to run an industry.

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I believe that the post-pandemic panic is causing further difficulties for us to be recognized as licensed professionals. For example, one state just recently published their guidelines for re-opening post pandemic, and in their actual posted guidelines, they stated that beauty providers do not have to wear gloves. This is in total disregard to the fact that OSHA states that any workers who have the potential for exposure to OPIM (Other Potentially Infected Materials) must wear gloves. It's a mess!

Q. What will be key to the industry's recovery? **A.** Speaking out to our elected officials is the way. Writing letters to your Senators and Congressmen is vital. But rather than crying about, "Why are you devaluing our profession?" the message must be, "If you deregulate many professions and your auctioneer does not do his job well because he is not required minimum training, how does that compare to your teenage daughter contracting herpes in her browline because her brow waxer wasn't properly trained and double dipped the wax?" Making the message real and pertinent to legislators is how we will get their attention.

Moving ahead, we must concentrate on best practices, which are more than minimums. We must get ourselves on message about, "Yes, this is beautification, but beautification with care and concern for safe practices." We will be stronger and more credible.

Kelly Huether, president, Life of Riley Salon Supply

Q. What have you learned as a result of the COVID-19 crisis? **A.** I have certainly learned the value of time—all the many things in life that I always said I didn't have time for turned out to be things I just hadn't made time for. The time spent with family is more meaningful—and more rewarding—than ever.

Q. What will you/your organization do differently moving forward? **A.** We fortunately never closed and did no layoffs during the crisis and learned how important and valuable hiring great, quality people has been. We will continue to be selective in our hiring procedures, so that we can continue to differentiate ourselves from the competition. We have certainly learned the value of EVERY

SINGLE CUSTOMER and to not take any of them for granted. The same with our manufacturers. They have been wonderful to us during this time and basically put no



Kelly Huether

pressure on us to pay bills, etc., until we were totally back on our feet. A quick shout out to American Express, as they made it so easy for us to recover by almost acting like a bank to us.

Q. How will the professional beauty business be different moving forward?

A. We think that this is an opportunity for salon and barber professionals to show, "We've got this." We must prove that the safety standards and metrics we learned in school are more valuable than ever, and that our industry will not be the one that spreads this virus.

The exact same government entities that were trying to de-regulate the beauty industry are now understanding why safety and sanitization are so important and why it takes more hours in school—not fewer.

Q. What will be key to the industry's recovery? **A.** Taking it one day at a time and getting started sooner rather than later. In a letter I wrote to the governor of Florida, I emphasized that every drop of hair color that doesn't get applied today and every haircut that doesn't happen today, never happens. The good professionals in our industry are booked solid, and when they miss one day of work, they never get that back. We must keep our stylists and barbers safe, as well, so they can earn the living they so richly deserve.

Emily Hutcheson-Brown, chief operating officer, V's Barbershop

Q. What have you learned as a result of the COVID-19 crisis? **A.** Take nothing for granted. It's such a cliché to preach "live life in the moment," until those moments you are allowed to truly live without worry are gone. For both personal and professional reasons, I've been able to soak in the fragility of life during this crisis. I've been able to consider those things that are truly important. I am

incredibly grateful for family, loved ones and being surrounded professionally with people who care about others.

This industry has come together to bring attention to safety protocols and the needs of the industry. It's been heartwarming to witness our shops come back to life and our patrons support our barbers in a big way. I have personally felt the support. Being surrounded by good people makes us remember how lucky we are to hold each other up.

Q. What will you/your organization do differently moving forward? **A.** As a national barbershop brand, we believe it's our responsibility to discuss licensing and the practices that surround both barber and shop licensing. The fact that we hold professional licensing signals a great deal of training and knowledge behind the license itself. It's up to us to educate our patrons and the public. We are licensed, clean and pristine!



Emily Hutcheson-Brown

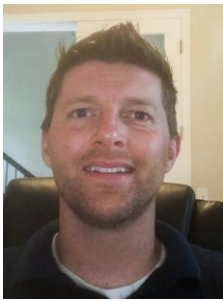
In addition, we are impressing the need for care, kindness and safety every day.

Q. How will the professional beauty business be different moving forward?

A. We believe that the focus on following the rules will be more important than ever. Little things like obvious hand washing, contactless payments and a clean shop will matter more. Without the basics, patrons will feel as though they are at risk. We also hope that those who choose to cut corners, operate without a license and cheat on taxes will feel the pressure. The ability to circumvent the very regulations that protect and support us must be addressed. There is a new higher standard, and we want to set that bar for barbershops.

Q. What will be key to the industry's recovery? **A.** The demonstration of sanitation, not only as defined by our local and state regulatory agencies and boards, but so patrons feel safe and cared for. The haircut is important, the shave is a treat...but to be treated in a manner in which you feel as though you are protected, that's the key today.

Brandon Hutchins, group vice president, Professional Brands, Beauty Industry Group



Brandon Hutchins

Q. What have you learned as a result of the COVID-19 crisis?

A. The workplace dynamic has shifted and will continue to shift. The social interactions we get in the office are imperative to our mental health and also contribute to a

team being productive and creative.

Conversely, many of us have had to shift to a work-from-home environment where physical social interactions have disappeared, but many have experienced more productive workdays and have found a better life balance being closer to friends and family. The lesson has been that both workplace elements are important and moving toward a dynamic workplace is a good goal.

Q. What will you/your organization do differently moving forward? **A.** One of the aspects that has been difficult is the fact that most of our employees began working from home or in some cases, were even furloughed. Both instances make it harder than ever to maintain a sense of community and to keep morale high during a trying period. Our leadership team has devoted a significant amount of time holding regular video calls, checking in on individual team members and trying to create a collaborative environment through the use of technology. As we move forward, we will have an intense focus on maintaining that same sense of community through in-person and digital channels. Ensuring that each individual feels valued as a contributor to the organization and has a voice in shaping the culture is critical to long-term success.

Q. How will the professional beauty business be different moving forward?

A. We've seen nearly all aspects of the professional beauty industry pivot during this critical time. Ideas like curbside pickup and digital hair consultations have enabled our industry to stay connected and at the forefront of continuing to provide high-quality

services to consumers, despite having social-distancing measures in place and with most cities and states shutting down completely. Many manufacturers and distributors quickly ramped up affiliate programs for hair professionals to offer products to their customers. We saw companies at all levels jumping in to give back to the industry via charitable contributions, online educational support, resources to navigate governmental programs and more.

At the end of the day, our ability as an industry to continue to be successful will hinge on our ability to continue to offer a better user experience for our customers. I believe that the programs, resources, etc. that have been created during COVID-19 and are centered around this concept will be part of our industry for a long time to come and will force us to think about what normal looks like at every level of professional beauty.

Q. What will be key to the industry's recovery?

A. Obviously, 100% of salons opening up and staying open will be a huge factor. In addition, it will take all of us (manufacturers, distributors and salon professionals) adapting to the new way of doing business and creating a safe environment for our customers.

Eddie Jhin, president, Jinny Beauty Supply Company Inc.

Q. What have you learned as a result of the COVID-19 crisis?

A. The main lesson I have learned from COVID-19 is that my company was not ready to deal with such a huge pandemic crisis that happened all of sudden. I had to adjust my entire company right away to cope.



Eddie Jhin

For me, the most difficult part was dealing with our own staff members. We had to position certain people to stay at home and work and divide the people strategically within the working hours to perform the regular business operations. Our IT department played a huge

role in this entire process in setting up the entire system to allow everyone to be able to work at home with consideration of all of the interactions between people at home and in the company, and eventually between us, our customers and consumers.

Q. What will you/your organization do differently moving forward? **A.** After jumping all these unforeseen hurdles, we know now that if this hellish virus comes around again, we will do exactly what any second-time hurricane victim will do and do the right things ahead of time to prepare for the worst.

Q. How will the professional beauty business be different moving forward?

A. I think that the safety factor will be a primary change for the salons, barbers and the retail stores. We must equip them all with the materials that they need to protect themselves and their clients. Many new safety products and procedures will be invented. For example, as a result of the terrible 9-11 attacks, we now have TSA security procedures in every airport, and as a result of the banks' collapse in 2008, the financial institutions have changed how they lend money.

Because of COVID-19, social distancing and other practices are here to stay, and we must adapt to the new environment at every level of our industry.

Q. What will be key to the industry's recovery?

A. I think the recovery will happen for those who want to make it happen. This virus has taught us that we must be diversified on how to do business with our customers and/or consumers. Those individuals and companies who were diversified prior to this crisis have done well and will continue to do great, because they know where to focus. For those who are willing to alter their ways now and into the future, you will be fine, but it will take some time to adjust and get it right. But for those who want to sit and pray for good things to happen, you will just go away.

I firmly believe that our country and its people are just too powerful and smart for any huge epidemic to crush us to be No. 2 in the world. As in the past, so many people benefited after a major crisis, so the recovery will happen for sure. Which way we choose to go is 100% up to us.

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Amir Kamel, owner, Princess Beauty Supply

Q. What have you learned as a result of the COVID-19 crisis? A. I have learned that there isn't a single CEO out there who is not up at 4 a.m. asking themselves how they could have prepared for low or no revenue due to COVID-19. In my conversations with manufacturers and other distributors, I have seen how each and every company has felt the economic pressure that comes with this level of uncertainty. At the same time, those conversations have helped me to see that I am not the only one who is trying to navigate this uncharted territory. I am grateful to be part of a network of industry leaders who are trying to help and support each other through this uncertain time.



Amir Kamel

The disruption this crisis caused has also given us a chance to engage with our values on a deeper level. Now is a time for solidarity as a company, aware that we are all affected by elements outside of our control. Most importantly, we realize that we depend on each other, and that we can only pull through with a mutual understanding of integrity, compassion and trust.

Q. What will you/your organization do differently moving forward? A. We believe that the COVID-19 crisis was the catalyst for fundamental changes that we had previously considered and contemplated, but had put off because we didn't have the urgency to implement them. In addition to increased hygiene measures, we are adjusting our business model to a more flexible model that can change at a moment's notice. We are training our departments to work remotely, if necessary, and we are also in the process of revamping our digital content and communications, so that we can better offer support and education to our salons and stylists when it is more challenging to see them physically. Overall, these changes—and many in the works—were things we planned on doing before COVID-19, but have been pushed to implement sooner.

Q. How will the professional beauty business be different moving forward? A. At this point, it's hard to say, but there are a few trends that seem to be common. The first is a shift toward a digital-first model. With restrictions on when salons can open and how many clients a salon can see, there is a shift toward offering more digital assets to salons so that they can better service their clients. This includes serving as fulfillment centers to ship directly to end consumers on behalf of the salons. The second seems to be a shift toward recognizing the importance of operational monitoring. Everyone is looking at every aspect of how people interact in their business, and adjusting to guidelines of social distancing to keep customers and employees safe. The challenge seems to be balancing operational activities with agility and efficiency in response to the spikes and slumps that come with reopening in certain markets and while there are restrictions in others.

Q. What will be key to the industry's recovery? A. The key to the industry's recovery will be its ability to adjust to the changing environment. We are not in control of the spread of COVID-19, the guidelines that will be put in place over time or even the economy, so we must restructure and reinvent our businesses in order to serve an industry that might not look the same in the future.

When salons were closed, consumers were eager to support their stylists by buying retail products. That has invigorated the previously suffering retail sector, and we must take advantage of it going forward.

Harlan Kirschner, CEO, The Kirschner Group, Inc.

Q. What have you learned as a result of the COVID-19 crisis? A. This crisis will change our business drastically, with every salon having to increase their efforts on sanitation, cleanliness and profitability. We, as an industry, must evolve and find new ways to survive and exist, but the good news is that beauty and looking good will not become obsolete.

Q. What will you/your organization do differently moving forward? A. We are evolving our business by adding all PPE to our standard offerings. We now have a large selection of masks, gloves, gowns, sanitizers

and all the PPE products a salon needs to reopen its doors. This is all new business and will help us grow during this challenging era.



Harlan Kirschner

Q. How will the professional beauty business be different moving forward?

A. Online retailing will become stronger, as consumers change their buying habits. To compete, beauty store retailers must reinvent themselves by making the

shopping experience safe, enjoyable and convenient. Salon services will change and be more open to innovation and new concepts to increase income.

Q. What will be key to the industry's recovery? A. We must react smartly to the challenges ahead with personal safety and cleanliness at the forefront of our efforts. We must convince consumers that salons, beauty stores and retailers are safe places to receive services and products. If we respond poorly as an industry and new cases of COVID-19 are traced back to our salons or stores, we will have a much more difficult recovery.

Rick Kornbluth

Q. What have you learned as a result of the COVID-19 crisis? A. In a time of crisis, people pull together to help each other and take care of friends, family and strangers.

After the past 3 months, I became so aware of what limited freedom really means. I learned that I take my life for granted.

Q. What will you/your organization do differently moving forward? A. I have had the pleasure along with Steve Goddard and Harlan Kirschner to lead a Salon Industry Task Force, dedicated to working with the leaders of our major brands and the Professional Beauty Association to develop protocols for "Safe Salons." We believe it is imperative that we self-regulate our industry versus being told by federal state or local governments how we should create safe environments for our stylists and customers. It was awesome to see all the majors working together so collaboratively to help propel our industry

forward. These guidelines are available along with consumer communications that salons



Rick Kornbluth

can use to give their clients confidence to return to their salons on probeauty.org.

Q. How will the professional beauty business be different moving forward?

A. Digital education will be the new normal, as salons will have limits on the

number of people that can be in their location at one time. The roles of the distributor and DSC will evolve into true consultancy.

Q. What will be key to the industry's recovery? **A.** Salons and their clients strictly adhering to Safe Salon guidelines, combined with a business plan that includes the incremental costs of operating a Safe Salon. Our industry must create a real revenue-sharing model that keeps our channel intact and everyone—consumers, stylists, salon owners, DSCs, distributors and brands—wins. We must move forward with technology while continuing our partnerships and professionalism.

Adrienne Kramer, CEO, ProBeauty Partners

Q. What have you learned as a result of the COVID-19 crisis?



Adrienne Kramer and Gemma

A: If the past 10 years in business taught us that pivoting was important, now we have learned that it is the main way of doing business. We must be nimble, constantly assessing the situations in micro-segments. We must remain true to our business, while balancing short-term tactics with long-term strategies.

Technology helps us assess and react.

Q. What will you/your organization do

differently going forward? **A.** Fortunately, we have always hired people who can handle a variety of roles. During this time, everyone has been finding additional projects and areas to work in. Most of them found it really interesting to be more involved in the new client-vetting process or new product development. That will be something we continue to emphasize as an added benefit.

Q. What has been a positive to come out of this crisis? **A.** We have had more time to plan properly. We have had Zoom workshops with our clients to review and redirect efforts to various customers. We have been able to review different opportunities that weren't previously available or perhaps would have been too cumbersome. Those opportunities have opened new doors or perhaps new countries for some of our clients.

Tiffany Kurtz, vice president of brand development and marketing, Suki Skincare

Q. What have you learned as a result of the COVID-19 crisis? **A.** Never take anything for granted. With the negative impact of COVID-19, there have been great learnings that have surfaced. On a personal note, I've learned the 3-hour commute (there and back) was an energy and time-sucker from my work and family. Having the flexibility to start earlier because I'm not commuting has been great for productivity and family quality time. I've also learned that those who are able to see beyond the immediate crisis and develop short- and long-term plans for the future will survive. You can't just focus on what we do now, because the future is going to be very different. It takes a balance.

Q. What will you/your organization do differently moving forward? **A.** We are fortunate to be surrounded by great leaders. We will be working remotely moving forward with an as-needed space we can book when we need to gather for in-person collaboration. Mask, gloves, sanitizer, etc. will be provided.

Q. How will the professional beauty business be different moving forward?

A. Expect great things out of the beauty industry. The beauty business moving forward will be hyper-sensitive to the needs of consumers. We know what consumers wanted six months ago is not necessarily the same

today. We will focus on every aspect of consumer interaction with our brand—from



Tiffany Kurtz

manufacturing through product and packaging—making it even safer for our customers than ever before, but without sacrificing efficacy. We will explore better ways to be safer. It

could come in the form of new ingredients, product benefits or innovative packaging. Out of a time of pure grit and creativity to stay afloat will come great ingenuity. We must identify new ways of communicating and reaching our customers differently. For example, what will replace testers and touch?

Q. What will be key to the industry's recovery? **A.** The ability to pivot, adapt and think differently. The biggest fail is waiting for things to return to a normal that is never going to return. The brands who grab this opportunity to innovate and be a part of something much bigger and better for the future will thrive in our new world.

Paulette Legred, CEO, Salon Lab Professional LLC (Lis'n) Farm to Fashion Hair and Body Care

Q. What have you learned as a result of the COVID-19 crisis? **A.** I learned how much guests truly love their stylists. I have heard stories of customers pre-paying for services, and even calling us for products but wanting to be sure their stylist got credit for the sale!

I learned how valuable and knowledgeable my team is. When I furloughed them, I had to pack the orders! I am so humbled at the number of shipping mistakes I made. YIKES!

I learned how to make my processes more efficient. Now, more than ever, consumers are in the driver's seat. They want what they want, when they want it and at the price they want to pay—no matter where they shop. Many salons choose not to offer the guest a promotion when they receive it from the manufacturer. But when offered a promotion online, the consumer demanded it.

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Paulette Legred packs orders.

I learned the true meaning of creativity in business. “What if?” became the most important statement in my business discussions with advisers. For example, we launched **Safe N Sound Hand Sanitizer** and it sold out in two weeks. I learned to quit thinking, “But we’ve never done that before” and started thinking, “Why not try it?”

I also learned the vast difference between consumer needs and stylist needs. Stylists need salon support, education and loyalty programs, which are my comfort zone. Consumers want products that solve their hair problems, have a great product story and a great promotion.

I learned I need to step up digital marketing.

Q. What will you/your organization do differently moving forward? **A.** Education was trending toward online before the pandemic. Now, it might change the way we offer education, in general. We will research moving to more online education.

I will stay in more touch with the consumer through social media. The emails, social media posts and phone calls from consumers congratulating us on a great product were amazing and humbling all at the same time.

I will keep my hands involved in the operations process, for example, the pack-out and shipping process. I truly didn’t realize how difficult it is.

The DSC might need to move to appointment-only meetings, complemented with more phone and Zoom meetings.

Q. How will the professional beauty business be different moving forward? **A.** I am concerned about DSCs calling on individual

accounts to present brands. Walking into a salon without an appointment might not be welcomed by the salon owner and is against the law in some states. We will be having our team work from home. My concern is remote selling is fine for current business, but new business will rely upon referrals, emails, social media and direct mail. It’s very different and difficult to sell to stylists who have traditionally purchased from a person, not a company.

Q. What will be key to the industry’s recovery? **A.** Creativity in remote selling.

My question moving forward is, “What is the future of retail in salons? Will stylists and salon owners truly embrace the value of retail?” I do know that the salons that sold a lot of retail before closure utilized retailing as a valuable source of income while closed.

David Leib, president, Robanda International Inc.

Q. What have you learned as a result of the COVID-19 crisis? **A.** On a financial level, to



David Leib

keep more cash reserves—at least three months of overhead. From an operational basis, to have systems in place for emergencies like this, whereby staff can work from home and still be effective. On a personal level, to be understanding of the needs of our team and customers, and offer them flexibility.

Q. What will you/your organization do differently moving forward? **A.** Tighten up our operation on every level, cut skus by 10% in every brand, travel less and do more Zoom meetings. Trade shows are still up in the air, so we wait and see.

Q. How will the professional beauty business be different moving forward? **A.** As I write this, many states have not yet opened salons for business, and we just hope all will be able to recover and remain in business. For a period of time, salons will need to observe all CDC requirements, which will clearly also mean fewer clients at any given time (thus less

revenue). Salon owners must make the necessary budget cuts to survive (just as we all have done). Hopefully, we will see salons back to “normal” within six months.

Q. What will be key to the industry’s recovery? **A.** Testing for COVID-19 and applying all protocols needed to keep staff and clients safe. One thing we do know, the general public can’t wait to get back into their salons for whatever treatment or services they regularly enjoy. That single fact should see our industry bounce back rather quickly. This might be a good opportunity for salons to give more focus to retailing—a potentially wonderful revenue stream for them.

Edward Logan, president/COO, Sport Clips

Q. What have you learned as a result of the COVID-19 crisis?



Edward Logan

A. Run leaner than is comfortable, even in good times. It became clear when we had to make extremely difficult decisions, what expenses we had that were nice-to-haves vs true necessities, and we typically run pretty

lean already.

Operate with consistency, precision, urgency, accountability and a great culture—even when you don’t have to. That way you are prepared for when you DO have to and you know your team can (and wants to) handle it in the best way possible.

Revenue is a gift, not a given. It can go away quickly. Appreciate every dollar and client!

People (franchisor team members, franchisees, clients, stylists and managers) can really come together in crisis. It’s amazing what we are all capable of together when we communicate and collaborate. Having a strong team overall, leadership team and amazing franchisees enabled us to act with speed and agility to prepare ourselves to weather the storm successfully. Everything that happened during this for us was due to a massive and impressive collective effort.

Q. What will you/your organization do differently going forward? **A.** We

implemented some new things and accelerated some existing initiatives.

Communication: We have never had better communication among our support team and in the field (with franchisees). While the intensity and frequency of communications will inevitably decrease as the waters calm, the agility, quality of content, and communications formats (such as Zoom) are something we plan to continue.

Collaboration: We couldn't have gotten through this as smoothly without rapid collaboration among our internal team or without our franchise advisory councils and the work of quite a few very dedicated franchisees. We went into these collaborative conversations wide open to all ideas, and I think a lot of leaders fear that, because it represents a lack of control in the outcome. But the best ideas and outcomes come from teamwork, and our commitment to a wide open continuous conversation benefitted our system greatly. We will continue to nurture this style of doing business.

Objectives management: We all went from a structured in-person environment to a very fast-moving one, in which most were working remotely. Like most, we wondered how we would not only maintain our effectiveness, but actually accelerate our pace, while our options on how to do so were decreased. One of the first things we did was implement outcomes-based planning, where everyone stated their own objectives that aligned with the stated company-wide needs and objectives (initially weekly, now back to monthly), and then had the freedom to go achieve them using their own judgment. Even when we do see each other in person more often, this is a practice that is highly effective, and team member-friendly, that empowers people and enables high achievement.

Continue to accelerate technology, both internal and client facing:

- We did not have a structured remote-work policy, and relied heavily on in-person interactions previously. I have been overwhelmingly impressed by how our system responded so well to remote work, including the use of virtual meeting technology. We are planning less travel overall, and more flexible work policies as a result.

- The things a lot of salons were already doing or working on have proven more important than ever, such as appointment booking technology, or in our case, online check-in. Being able to adapt these technologies for your salon in an iterative manner will continue to be valuable in the future. This was the acceleration of an existing trend, rather than a temporary client need.

Q. How will the professional beauty business be different moving forward?

A. Existing trends like e-commerce of beauty related products, the need for technology and the importance of giving stylists clear reasons to be a part of your team, as opposed to trying to venture out on their own, will likely accelerate.

Q. What will be key to the industry's recovery? A. A collective focus on safety, convenience and experience.

Safety: We MUST work together to provide the safest possible environment for clients and stylists. This is critical now, both from a health and safety perspective, and also for perception.

Stylists need to know that you, as salon owners, care more about them than just getting revenue back. The media seem to have decided that salons are a good target for opposition in reopening. The same mistake in a salon that is made in a different type of business will be magnified in the media, so a high degree of safety measures with consistent execution is very important. Clients care about sanitation now more than ever, and fortunately, we are very well prepared as an industry for this. However, I believe this focus from clients and stylists is not completely temporary. We just trained a nation to be highly focused on cleanliness and the spread of disease. Even when coronavirus is not the focus, it is likely that some of the sanitation practices and clients' and stylists' concerns about them, will stick around for some time.

Convenience and experience within your salon: Many people haven't left their homes in some time, and expect everything they need to be delivered to them. Those who ventured out likely experienced pre-scheduled curbside service for the first time or became very accustomed to it. Retail traffic in general will inevitably be down. Travel is dramatically

down. It must be very easy for a client to get to you, get into service and get out. Almost 100% of your clients are now used to seeking more convenient alternatives to existing personal needs, and this is probably a permanent change to a large degree. And your experience must be worth it!

Professional beauty services used to be "another stop" of many, usually in heavily trafficked retail environments. We are now one of the limited number of personal needs that has to be met in person. We have the opportunity to differentiate ourselves in that regard, in being a remaining "luxury" in a world of convenience and delivery, but I also believe we must provide an experience that is worth commuting to a retail area that consumers might not otherwise be traveling to anymore.

Jim Marcks, president, Brava Salon Specialists



Jim & Jessee Marcks

Q. What have you learned as a result of the COVID-19 crisis? A. My belief in how creative and resilient stylists and salons are has only increased during this crisis. Many of them received no support from unemployment, loans or grants. They still woke up every day, worked on their businesses and communicated with their guests, all while teaching their children, doing homework and making sure there was food on the table. They were busier during the crisis than when they were working full time!

I have enjoyed 30 years in this business. This crisis was one of the most difficult I have seen. As with any crisis, you see the best and the worst come out. It made me realize you must

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pick your partners very wisely. One of our manufacturers, REF of Stockholm, supported local salons during this crisis. They did not compete with their salons. We witnessed other manufacturers invest in technology with beautiful websites to take color out of salons. Imagine if they made that same investment to bring people back into our salons.

We are being more than vigilant to keep our employees and community of salons safe. Our education team has been teaching virtual courses non-stop. Teaching to a live audience vs. teaching virtually takes a different skill set. All the hours our team has logged training our customers to come out of this in what we are calling the Beautiful New Normal has paid off.

We have always embraced technology. That will only increase as we go forward. We used technology during the crisis to communicate in new and innovative ways with our customers, drive consumers to our salons, bring them unique education from around the world and help them acquire new guests. Our business development specialists will be doing many virtual meetings, product knowledge courses and sales training with salons and new stylists joining our community.

To keep our customers safe, we created a new site called TheVirtualWaitingRoom.com. Each salon who supports REF retail and color received a free link. Salons text it to their customers while they sit in their cars. Guests answer a few questions on their phones before they enter the salon and it is all delivered to the salon's email. No paper or pens and it's safe and easily tracked, if needed.

We purchased MasterColorist.com. The certification that goes along with being listed on MasterColorist.com is very difficult to pass. There are four levels of certification. It is challenging and not everyone passes. In the wave of deregulation, stylists need a way to differentiate themselves and raise their prices. MasterColorist.com is one way to do that.

We will also launch a technology for our customers to use to acquire guests without having to discount their prices.

Q. How will the professional beauty business be different moving forward?

A. This is up to salons if they want manufacturers to take over their retail business and take it online. Those manufacturers will be

more than happy to do it. If they want distributors to open their doors to the public, some distributors will do it. Salons will see more competition from their manufacturers and distributors if they choose to let it happen.

This is a unique time of opportunities. It is completely up to salons; salons can recreate themselves in any form or fashion. They can make changes to bring stylists back to the industry. They can decide which brands to support and partner with going forward.

At the beginning of this crisis, I asked our customers, "If you could change one thing about your business, what would it be?" We have customers who have changed their hours to start early in the morning to be home for the kids after school. Others are staying open late for their younger team members with different music and feel to the whole salon at night. They're considering no-show policies, insurance, 401Ks and paid time off. Salons have a new flexibility they have never had before.

Q. What will be key to the industry's recovery? A. The industry will recover. It will be the new normal or the Beautiful New Normal—it is up to salons. If we have a fast national recovery, we will participate in it. If it takes a little longer, we have always done well when other industries took a longer to come around. Either way, our industry will do well.

Jim Markham, CEO and founder, ColorProof Color Care Authority

Q. What have you learned as a result of the COVID-19 crisis? A. Throughout history, the beauty industry has been resilient in times of economic downfall; however, the fallout of the COVID-19 pandemic appears to be far greater than any other recession. It has been amazing to see our industry come together to support each other so that we can survive and bounce back as soon as possible. Our team, our distributors and stylist community have been incredibly flexible and have embraced a digital workspace to pull together to get things done remotely. I have learned quickly how staying connected is essential, and embracing technology is a necessity. We have had to pivot quickly to adapt to the changing landscape, and the skills we have learned will serve us well in the future. While working

remotely has proven to be productive, it also has made me appreciate the enormous value human connection has. We are in the business of people, and we are very much looking forward to being able to call on our distributors and salons again and collaborate together in person.

Q. What will you/your organization do differently, moving forward? A.



Jim Markham

We realize that salons are facing financial distress after having to close for a few months. They will be looking to cut back on spending. We are adopting a new four-phase sales model in which we can tailor

promotional programs to help salons be successful in each stage between re-opening and business-as-usual. Each state has its own set of guidelines and timelines, so this strategy will allow flexibility for our salons to take advantage, according to their needs each step of the way. We have also extended the redemption period for our Beauty with Benefits Salon Loyalty program and provided a ton of extra sampling, salon signage and sell-through strategies to our salons to help them boost their retail sales once back in business.

In addition, since the pandemic began, we have placed a huge priority on creating digital content for salon professionals, their clients and our e-commerce customers. This new focus has allowed us to gain a stronger social network and connection with our community while growing our online sales. We will continue to evolve our digital strategy and content, as it is a fantastic way to educate, inspire and raise brand awareness.

Q. How will the professional beauty business be different moving forward? A.

Although consumers have been forced to alter their shopping habits while in quarantine, thankfully, there will never be a substitute for salon and spa services and the personal connection they provide. We can expect manufacturers and salons to continue to focus on creating digital content to increase online engagement and spending.

Q. What will be key to the industry's recovery? **A.** The beauty industry will recover because of the digital landscape and the new ways to build consumer relationships. With the ability to consistently communicate through social media and digital platforms, relationships have remained intact. Our industry is navigating how to use these channels for promotion and to drive sales on both the manufacturer and salon levels. It is also imperative that we listen to our customers' needs. Salons will need manufacturers to be sensitive to their financial situation. While we are in this healing time, it is as important as ever to be flexible, patient and sensitive to everyone's unique situation.

Joseph Mastalia, president, DePasquale



Joseph Mastalia

Salon Systems
Q. What have you learned as a result of the COVID-19 crisis?

A. Personally, I ended up in the hospital with pneumonia and tested positive for COVID 19. My 90-year-old mom lived with me, and she, too, ended up in the hospital with pneumonia and tested positive. Unfortunately, she passed away after 11 days in the hospital. I am feeling better but lost 20 pounds and still have not gotten my strength back. It's a sad time, since mom was a healthy 90-year-old who was my hero, best friend and an amazing woman. I send my prayers to so many who have lost loved ones, I know how you feel.

Professionally, the toughest part was furloughing all our employees—who are like family. We are a family-run company who has been part of our wonderful industry for over 40 years. The uncertainty left us unable to help them, because every day, the information changed. We have stayed connected and honest with our team.

Q. What will you/your organization do differently moving forward? **A.** There is no question, technology will play a more important role, but we cannot forget that our industry is about relationships and that

requires talking to each other in person.

Q. How will the professional beauty business be different going forward? **A.** All professional beauty industry sectors must adjust to the new abnormal. Salons will look different at first, but the consumer still wants to look good and feel good. Quick services that make clients feel safe will be a new revenue opportunity. Clients will have a new appreciation for their salon service providers that is similar to the appreciation that has been shown to first responders.

Distributors who do not offer value other than product will not succeed. Salons, like consumers, can research products on the internet. We must offer support and advice on how salons can be more profitable. When I came into this industry 26 years ago, there was a support triangle between salons, distributors and manufacturers, who all had a role in each other's success. With all three entities working together, we can rise above any challenge.

Q. What will be key to the industry's recovery? **A.** For all to feel safe from the virus spreading, I believe our industry will help in the healing of the people in our great country. Our industry always has been about being safe and clean. That will not change.

What's disappointing is the lack of respect our industry received from many state officials. For our industry to not be considered essential and most elected officials who don't even understand the licensing aspect of our craft should be a wake-up call. We must unite and be more unified on all levels of our great industry, so it never happens again!

Dalal Moussa, CEO, Obliphica Professional

Q. What have you learned as a result of the COVID-19 crisis? **A.** Even when life becomes limited, people will find comfort and security in small things. E-commerce has multiplied. People feel comfortable and safe ordering from home, so we must step up and provide that convenience and comfort.

Q. What will you/your organization do differently going forward? **A.** Obliphica is working on a complete website re-build with a focus on offering our customers a more efficient and enjoyable e-commerce experience. We want to engage with our customers, listening to their feedback and



Dalal Moussa

providing the best experience possible.

We now offer a disinfectant called **microSURE** for the salon and professional hair care market. One gallon treats up to 5,000 square feet. With the resources we have at our disposal, we can create products like microSURE to meet the needs of our commercial customers.

We have also taken steps to protect our salon partners by allowing them to sell and ship Obliphica products to their customers with a code. This sales tool allows the salon to retain the profit without the burden of carrying stock. We've also created online education for our salon partners as a source of revenue to offset the cost of being closed. We believe that we all need to work together as an industry to survive this crisis.

On the consumer side, we've taken the initiative and will be providing travel kits to front-line hospital workers in New York. We are coordinating this program with hospitals in the New York Metro area. The travel kits will contain current Obliphica products, along with a new Obliphica hand sanitizer.

Q. How will the professional beauty business be different moving forward? **A.** So much of the beauty business is an in-person experience. Getting your hair done requires physical interaction. In the short term, people will try to create the look they want from home, and the beauty industry must figure how best to provide that service. There is a vacuum at the moment, but once we figure out the new normal, we will fill that vacuum.

Q. What will be key to the industry's recovery? **A.** It's going to take a long time before people feel comfortable going back to the salons and makeup counters.

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Ian Murphy, president, BosleyMD>

Q. What have you learned as a result of the COVID-19 crisis?



Ian Murphy

A. I've learned how well my team has adapted to operating, 100% virtually and in particular, the degree of self-motivation and hunger to come out the other side healthy and successful, with a sense of achievement.

We've grown so much closer together!

Q. What will you/your organization do differently moving forward?

A. Prior to COVID-19, our team was working 60% at the office and 40% from home. That might well pivot to a 40:60 position in the future.

Q. How will the professional beauty business be different moving forward?

A. The biggest shift is the gains in using technology—especially in the field of product education and training. Of course, the revenue streams will almost certainly be more reliant on AI and tech for processing and communications, which is forcing the industry to pivot to sustainable commerce platforms, while augmenting the human-side of our business.

Q. What will be key to the industry's recovery?

A. Like many times in the past, we must adapt and change, which is not easy and often uncomfortable. The way that Amazon stole America's pocket-book and now leads the retailing world is a wakeup call for us all. We must think consumer first, brand/distributor second. Getting stuck in our comfort zone of "how it's always been done" is our downfall. As marketers, we must continually ask ourselves, "How does the consumer want to engage and be served?" so we can be agile and create sustainable value. Looking outside of the pro business world with an omni-channel awareness makes us smarter and more competitive.

Jeff Orrell, president, Neuma Research, LLC

Q. What have you learned as a result of the COVID-19 crisis?

A. Unfortunately, I have learned how vulnerable we really are and how

divided our country truly is. We continue to fail because it's the Blue Team against the Red Team and everything is over-politicized. I have been fortunate in that I have not lost any family or friends to COVID-19. I also learned how easy it was for our government to overlook protecting our senior population and small business owners.

Q. What will you/your organization do differently moving forward?

A. We have reevaluated and updated policies, credit applications, freight allowances, credit limits, payment terms and conditions, making necessary adjustments for doing business post



Jeff Orrell

pandemic. We are making digital education a priority and examining how we communicate and manage all of our relationships, including our distributors, salon professionals, and sales and education teams. We prepared

stimulus programs to support salon professionals' overhead costs, which have increased with PPE. We have created distributor sales support programs to help DSCs return to being financially successful. We have adjusted our promotional offerings and calendar for the rest of the year.

Q. How will the professional beauty business be different moving forward?

A. Salons must create sanitation stations and utilize better time management with scheduling their appointments. We must face the fact that salon customers became better at searching and finding what they need while salons were closed, so salon professionals must create value-added and paid services to distinguish what they can offer differently from limited online opportunities. Salon professionals must further educate themselves about the digital world and be more open to guaranteeing their services by reintroducing maintenance products to their clients. Sales reps will need to help their customers by offering to deliver support products and even coffee, water or lunch, as professionals will be inundated with sanitizing and staying on time.

There will be an initial search for professionals, as many who rented a chair are not returning to the salons. Rather, they are moving to salon suites, as the upfront financial benefit of free rent allows them to invest in PPE. We will see more salon suites opening all over the country, and sales representatives will be spending most of their day servicing them.

Q. What will be key to the industry's recovery?

A. We must look to the future to ensure a more successful recovery—reevaluate from the bottom up, if you will. It's time to require an update to our cosmetology schools' business curriculum by adding more studies like digital marketing and accounting. We all are part of a unique service-derived industry that needs to figure out how we are going to promote and help attract future professionals to shore up our industry's foundation. Otherwise, we will not only struggle to recover, but simply never grow.

Debbie Penzone, president and CEO, PENZONE Salons + Spas

Q. What have you learned as a result of the COVID-19 crisis?

A. I chaired the Responsible RestartOhio committee for Personal Services. I felt a tremendous responsibility not only to our company and to all salon owners and operators across Ohio, but also the greater global beauty industry to get the reintroduction mandatory guidelines and best practices right.

Fortunately, I led an incredibly diverse, smart and intentional group who really thought of everything. That, combined with the health commissioners who provided the medical guidance, allowed us to put together an all-encompassing plan. And now that I'm seeing it in action in our salons, I see the confidence in our team and in our guests. We've been booked solid since opening.

Personally, chairing the committee was a lot of pressure—and a lot of work! Looking back, I had some self-doubt. However, relying on my experience as a beauty professional for decades truly helped. I've grown up in this industry, continued to thrive in this industry and would do just about anything to keep this industry successful and a career option for young, creative artists. It was my honor to serve the great state of Ohio and our industry.

Q. What will you/your organization do differently moving forward?



Debbie Penzone

A. Throughout this process, we learned just how important internal communication is for our team.

Fortunately, we already had the groundwork laid for an easy, user-friendly app and website (we call PENZONE “ONE.”)

We’d been using the app about six months by the time the pandemic hit. Fortunately, our team was very familiar and continued to lean into the app to glean information, stay connected and get prepared for reopening (Zoom trainings, must-read documents, etc.).

One lesson learned is to involve the team sooner. At times, we could have more efficiently relied on our trainers to help ideate and implement new processes. Once we caught on to this, we quickly pivoted. That peer-to-peer interaction is critical. And quite honestly, it empowers the team and also makes our jobs a little bit easier.

Q. How will the professional beauty business be different moving forward? **A.** I’m a strong believer that this new normal isn’t forever. As long as we remain diligent, it’s our hope to get back to our previous normal sooner rather than later. However, some of the technology that we’ve implemented (like cashless tip transactions, curbside retail) have helped us flex our muscles to work smarter, not harder. We’ll keep that mentality as we work in the future and as we tackle other challenges that come our way.

Q. What will be key to the industry’s recovery? **A.** Intentional decision-making. Diligence. Patience. Knowing that we’re all in this together and we need to band together to continue to support this industry.

Our numbers have proven that there’s not much that gets between beauty professionals and their guests. We had over 5,000 appointments booked the day our online booking and guest experience center resumed. Let’s keep our team safe, our guests safe and our industry thriving.

Mark Porter, vice president marketing, SalonHQ

Q. What have you learned as a result of the COVID-19 crisis? **A.** We are all still learning and navigating the waters. It will take another six months to a year to know who/ what was right and wrong about our response and how we can move forward safely and productively. Obviously, technology has helped many in the industry operate remotely



Mark Porter

and this will continue to be vital moving forth.

Q. What will you/your organization do differently moving forward? **A.** We are a technology company so are not heavily impacted by the “physical” world, but

we know many of our clients were impacted. We know our digital tools can be useful in replacing some of the normal sales and other processes that are no longer feasible/ advisable with social distancing and would allow businesses to continue seamlessly.

Q. How will the professional beauty business be different moving forward?

A. Digital and e-commerce become even more important. Salon clients are less likely to want to pick a product off a shelf that many others have handled. But they want to support their local salon and stylists, so having an online option will help keep that retail revenue and even increase the potential for salons. The same is true for salons ordering products from their distributor. If in-person sales visits get trickier, give them an online option.

Q. What will be key to the industry’s recovery? **A.** Safety is the first priority. People want to feel comfortable wherever they go. Most will want to avoid crowded spaces initially, but this will likely subside as time goes on. Social media will help spread good ideas on how to keep everyone safe, how to maximize physical space and new ways to create revenue. The world’s in it together, so I expect the salon community will rally together like never before.

Tom Porter, CEO, Malibu Wellness

Q. What have you learned as a result of the COVID-19 crisis? **A.** Life as we know it can change. Having started our company with great science but little money, I have always instilled into our team that we must be prepared for change. It could be a change in a distributor’s or chain’s strategy, a bank’s change in requirements, the government’s change in regulatory guidelines or other variables, but I did not expect it to be a worldwide pandemic. This virus will change all business leaders going forward for generations.

Q. What will you/your organization do differently moving forward? **A.** What allowed us to navigate successfully through this crisis were our constant internal discussions of the fundamentals of change. Our team operates using four fundamentals of change that impact our vocabulary every day. What we will do differently is be more verbal with our



Tom Porter

customers, using those same four fundamentals, so that we can share a common understanding that actions in the future must be even more deliberate.

Q. How will the professional beauty business be different moving forward? **A.** The entrepreneurial spirit of the beauty business could be negatively impacted. The younger generation who has brought so many fresh approaches to the industry might be less confident in their maverick perspective, which is sad. Businesses must realize they cannot continue to be so highly leveraged—even when interest rates are so low.

Q. What will be key to the industry’s recovery? Adaptation to change and becoming more fiscally responsible and prudent. Salons will need to adapt to new regulatory issues while becoming more fiscally responsible. We might see less emphasis on creative and more on fundamental services for a while until people feel confident in having discretionary funds for experimentation.

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Recovery strategies cont. from page 43



Stacey Ramstedt

Stacey Ramstedt, vice president of specialty hair care, Church & Dwight, Viviscal, Toppik

Q. What have you learned as a result of the COVID-19 crisis? A. I have learned that we are resilient. I have learned that we are stronger when we band together and support one another. I have learned to never take anything for granted, be in the present and treasure every-day moments. I continue to see that we are beautiful, inside and out. We have evolved as people, and we must evolve how we serve up beauty to our clients. Beauty brings hope, confidence and optimism. It is and will continue to be an important part of our lives. We must give stylists and their clients the freedom to let their true beauty shine.

Q. What will you/your organization do differently moving forward? A. First, we will reach, educate and engage the stylist community and their clients from an omni-channel perspective. Our audience is more accepting of virtual training and webinars, e-commerce and social communication. We are pleased to have connected as many salons as possible to e-commerce support to help them get up and running properly. This isn't even what we do! But, we saw the need to help. We are also proud to have donated 10% of Viviscal sales to the Professional Beauty Association COVID 19 Relief Fund. The fund enables licensed beauty professionals to receive emergency cash for immediate needs, such as food, essential supplies and payment of bills. Second, we will connect our innovation to emerging beauty trends. Trends that we are seeing include a move from health and wellness to self-care and wholeness, natural, low maintenance looks, clean beauty where less ingredients is more, a move from skin care to skin health and beauty as a form of escapism/hope.

Q. How will the professional beauty business be different moving forward?

A. The shutdown of non-essential businesses, rise of at-home beauty and pending recession are going to put the professional beauty business to the test. To survive (and thrive), we must find new ways to create value, as clients want more for their money. Our audience will want to think of offering new products and services that cannot be replicated easily, remind clients about why their offering is special and unique, and consider strong loyalty programs and digital add-ons. Service and meaningful experiences will be key differentiators in the professional beauty space. That also includes how salons and stylists work. I expect that it will look very different in the year to come.

Q. What will be key to the industry's recovery? A. Everything I have read indicates that this industry will recover in full. What we don't know is timing and what it will look like. The key to the industry's recovery will be speed, flexibility and creativity. How quickly are we going to change our ways of doing business and pivot from the way it has always been done? How are we going to creatively solve for the changes in the market and better meet our clients' needs. Opportunity is omnipresent. We will have to behave differently to leverage it, and the first one to do so will have the first movers' advantage.

Marco Redavid, president, Redavid Salon Products Ltd.

Q. What have you learned as a result of the COVID-19 crisis? A. The No. 1 thing is to have patience, especially when it comes to things out of my control. With so much uncertainty, it has been difficult to sit idle and wait for information.

Q. What will you/your organization do differently moving forward? A. Due to the travel restrictions, we will be adjusting the way we spend time in market. Being based in Vancouver, our travel schedule was quite intense. We were on four to six airplanes per week, traveling all across North America for the past six months since our launch with CosmoProf. To reduce our risk, we will be spending a month at a time in different markets instead of coming home every week.

In order to protect our education team and reduce the amount of risk, we have suspended cross-border travel for shows or events. We will have a Redavid Canadian Education Team and Redavid USA Education team.

Q. How will the professional beauty business be different moving forward? A. It's hard to tell right now. There are still so many unknowns. This is the first time our recession-proof industry has been hit so hard. It will take some time to truly see the effects of this pandemic. The business

landscape might look a little different, but I have total faith that our industry will overcome this crisis.



Marco Redavid

Q. What will be key to the industry's recovery?

A. Working together and supporting each other. Less competition and more collaboration. With all the negatives, there have been some amazing positives happening, too. Focusing on the positives and giving back to those in need will be key to getting through this. Our industry is resilient, and I have no doubt that it will be one of the fastest to recover post COVID-19.

Lydia Sarfati, CEO and founder, Repêchage

Q. What have you learned as a result of the COVID-19 crisis? A. I have always learned from great challenges, from immigrating to the United States with my family to starting a business as a young woman in NYC during the recession in the 1970s. The recent COVID-19 health crisis has once again challenged me to adapt in order to move forward. What I have learned is that resilience and adapting to an ever-changing environment are the keys to not only survive but thrive. For Repêchage, that has meant finding new ways to help our customers and clients with new services and products.

For example, we launched the Repêchage Partners Program to provide estheticians with a new venue for business growth. With this program, estheticians refer sales to us to fulfill while they earn a commission. Information is available at partners.repechage.com.

In response to the critical need for hand sanitizer and hand wash products, Repêchage created and launched Hand Sanitizers and Hand Wash within weeks of the emerging crisis, making them available to the public at an affordable price. In addition, 5% of the production of Hand Sanitizers and Hand Wash are donated to the First Response Community, including EMTs, firefighters and the police force of the city of Secaucus, the NJ location of the Repêchage ISO 9001:2015 certified headquarters and manufacturing facility.

Q. What will you/your organization do differently moving forward? **A.** Going forward, we will continue to find new ways to engage and serve our clients. As a provider of professional and retail treatments and products, we have built our business on engagement with our clients and partners one on one. One of the biggest initiatives implemented by our company and partner estheticians is now moving into the virtual space to complement this service. That means providing educational webinars for our professional clients and consumers. These intensive, immersive sessions have provided education while creating very profitable sales opportunities for our company. That has not only provided our clients with the opportunity to hone their skills, it has also provided us with an incredible vehicle for sales promotion and brand immersion.

Finding new ways to educate through webinars, creating a monthly schedule and providing diligent outreach and follow up via email has become essential to building successful, long-term partnerships. Just this past month, we have hosted over 5,000 live participants on our webinars. Estheticians have been commenting that these educational opportunities kept them motivated and positive through the pandemic.

Co-branding with other service providers has also proven to be beneficial. For example, we have participated in a regular webinar forum with wellness providers such as ReBalance, a Holistic Wellness, Functional and Integrative Clinic in New York City, which has provided us with a larger audience and increased client base.

Q. How will the professional beauty business be different moving forward?

A. The professional beauty business will continue to utilize rapidly developing technologies to serve our clients, especially during uncertain times. We are not only seeing



Lydia Sarfati

the physical toll of the pandemic, but also the psychological toll of the prevalent anxiety and worry, and how it manifests on the skin.

Immediately after the health crisis emerged, we began to educate our clients

on how to perform virtual consultations using new platforms. We have instructed on how, in as little as 10 minutes, estheticians can assess the client's skin and recommend products to help alleviate their concerns. That has led to an increase in sales, all while staying in the comfort and safety of home.

Q. What will be key to the industry's recovery? **A.** As we know, the beauty industry is considered recession-proof because of the Lipstick Effect: Historically, consumers spend money on small indulgences during a poor economy. Continuing to find ways to provide these essential services and products to our clients in innovative ways such as virtual consultations and e-commerce venues, as well as exploring the new technologies, will keep the industry as a whole and individual businesses thriving.

The professional beauty business also now knows that it will need to make a renewed dedication to what I have diligently campaigned and developed throughout my career: a dedication to safety, efficacy, education and the importance of self-care for the esthetician. I have always believed that those are the four pillars of any successful business, and estheticians must take a very close look at their businesses, from their physical space to how they do business and make a thorough assessment. They must review every aspect of their business to measure the safety and effectiveness of their work, as well as their dedication to the enhancement of their business through education and self-care of themselves and

their staff. That includes:

- Are the treatments and facilities using the most sanitary, treatments and practices?
- Are the staff and management participating in ongoing education, such as the advanced education programs?
- Is the business providing services that have measurable results?
- Is the business owner taking proper care of themselves and encouraging proper self-care for their team to continue to be able to provide exemplary service?

If a business is struggling, it is never too late to go back to business school, take an online course, read books and educate yourself.

Jaime Schrabec, PhD, owner, Precision Nails

Q. What have you learned as a result of the COVID-19 crisis? **A.** Given the time to devote myself completely to advocacy, I've forged relationships and discovered resources that have proven very useful and will serve me

well in the future.



Jaime Schrabec

Q. What will you do differently moving forward?

A. When salon services resume, I'll implement operational procedures to maintain our position as an exemplar of ethical salon

ownership. At the industry level, I plan more outreach to salon owners and licensed professionals on compliance with health and safety, tax and labor laws. I remain committed to advocacy, particularly in California with legislators, regulators and trade organizations to strengthen support for our industry.

Q. How will the professional beauty business be different moving forward?

A. Salon owners and licensed professionals will be more cautious about their businesses and receptive to the advice of legal and financial experts. Optimistically, I hope the industry realizes how much we can accomplish through our collective efforts.

4. What will be key to the industry's recovery? Compliance and adaptability.

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Dr. Farouk Shami, founder and chairman of Farouk Systems, Inc.

Q. What have you learned as a result of the COVID-19 crisis?



Farouk Shami

A. Farouk Systems, Inc., as well as so many of our employees, have learned to appreciate our families, friends and neighbors. We're focused on extending simple acts of kindness whenever we can. Most importantly,

we have learned how to protect those we cherish from this awful virus.

Q. What will you/your organization do differently moving forward? **A.** We will continue to create products and tools that will help to keep our fellow hairdressers and salons safe, so that we can protect our clients and businesses. Our plan is to extend upon our blue and nano technology and create additional sanitizing products.

Q. How will the professional beauty business be different moving forward?

A. Our industry is vulnerable. We will be under strict scrutiny, due to the fact that we are a profession that touches people. Like medical professionals, our license allows us this personal and up-close interaction. We will need to protect ourselves while protecting our clients similar to how nurses and doctors do.

Q. What will be key to the industry's recovery? **A.** We are an essential industry, despite the fact that we have been held back. It will be up to hairdressers and salons that offer safe environments and adhere to the CDC guidelines to set the way we do business. Our licensing requires us to know sanitation. We know what needs to be done and we do it! Safety first!

Candy Shaw, founder, Sunlights Balayage, and owner, stylist and educator at Jamison Shaw Hairdressers and The Academy at Jamison Shaw

Q. What have you learned as a result of the COVID-19 crisis? **A.** We learned very quickly that the post COVID-19 salon is going to both look and feel very different from the

pre-COVID-19 era. I'm not just referring to the prevalence of PPE and acrylic barriers, but fundamentally in terms of how salons operate, function and feel. Our state (Georgia) was the first state to re-open salons. As a large, established salon, our input was sought to help shape the protocols on how we could re-open and operate. Like pioneers, we had no maps to follow. But we and several of our colleagues knew that cosmetology's foundation in sanitation and disease prevention could form the cornerstone of a successful reopening plan for the salon of the future!

Here's what we quickly realized by following the science and watching the new world evolve around us: Waiting rooms, retail areas, check-out desks, refreshment areas, closet storage, break rooms, crowded dispensaries, 5-foot center stations (once packed in like sardines) and cash are all a thing of the past.

They have been replaced by in-auto waiting rooms, chair-side retailing, table-side hair color, the total elimination of the physical check out process and a heightened emphasis on tipping apps for gratuities.

In a nutshell, the salon of tomorrow will be sleek, clean, fast, efficient, beautiful and expensive like an Italian sports car.

Q. What will you/your organization do differently moving forward? **A.** State regulations for re-opening vary, and many are continuously evolving. Some states allow 50% of pre-COVID-19 salon occupancy rates. Other states have mandated 25% occupancy rates. And certain states have limited salon occupancy to no more than 10 persons. In our case, 50% occupancy was permitted at first, which meant that we had to remove 25 of our 50 styling stations. For this to be viable economically, and to simultaneously comply with social distancing density restrictions generally, we changed to a split shift schedule, with some stylists working from 8 a.m. to 2 p.m. and others from 2 p.m. to 8. p.m. We also opened six days per week. We foresee the business model of the future to be operating at or near 100% capacity, with fewer stations, shorter shifts and more stylists (which will give stylists the unintended but added benefit of additional time off).

Retail has now moved chair side, where the stylist brings suggested retail to the station

from storage areas in the salon for the guest to take home. Gone is the store up front, where products were once displayed, experienced, tested and stocked. The guest's products and service are rung up after the guest leaves and are charged to the guest's credit card on file, after which the guest is emailed an itemized receipt. So now, after clients change out of their smocks at the end of their services, they are simply free to leave the salon. They no longer need to stop by the front desk on their way out. The physical check-out process has been completely eliminated.

Similar to retail, hair color, like Dover sole, has now also been moved table side and is



Candy Shaw

mixed at the stylist's station in front of the client to reduce overcrowding in the dispensary. While the practice was previously discouraged because it was thought it might encourage guests to try this at home, in actuality,

we've discovered that it shows clients just how difficult and complicated color formulation is, and it proves to them that they could never successfully duplicate the process at home.

Q. How will the professional beauty business be different moving forward?

A. When we re-opened our salon, we immediately realized we needed to recruit additional talent. Not because we had lost anyone. But because we realized that the salon of the future will need additional service providers to handle the volume and expanded scheduling, and maintain the enhanced levels of sanitation required by the new normal. While our service providers will increase in number, front desks will likely shrink, as retail moves chair side and touchless checkouts become the new norm.

Q. What will be key to the industry's recovery? **A.** The key to the industry's recovery will be a combination of heart and the tenacity and ingenuity of the American entrepreneurial spirit. The chairman of the Federal Reserve recently said it best, when he explained, "It's never a good idea to bet against

America!” The beauty industry, as much as or more so than any other, personifies the resilience and strength of small business, which is the backbone of America. The same spirit that tamed the West, put a man on the moon and harnessed the atom will spearhead our recovery. Adding to that fact that roughly 85% of hairdressers also happen to be women further assures our success.

Our first week back, while both novel and difficult (it is hard to work in a mask), was very encouraging. My first guest left me a \$1,000 tip. And many of my stylists received tips well in excess of their ticket totals. It won't last forever, but it sure was nice for morale to feel essential to our guests who were so glad to be back. Chair-side retailing and station-side hair color will only strengthen the relationship between hair stylists and guests. And the shelter-in-place orders made guests appreciate their stylists even more. The future is bright; it will just be a bit different.

Laurie Sporn, president, Spornette



Laurie Sporn

International

Q. What have you learned as a result of the COVID-19 crisis? A.

I have learned how passionate and dedicated the professionals in our industry are about their work and their clients. Obviously,

people wanted to get back to work for their livelihoods and paychecks, but they equally wanted to get back to their friends and clients at the salons and beauty supply stores.

Q. What will you/your organization do differently moving forward? A. In some part, our business will not change, as brushes are still needed for styling hair. However, creating promotions for reopening salons and for individual stylists has been a great learning experience for us.

Q. How will the professional beauty business be different moving forward?

A. Initially, I think that most will follow all of the rules that are suggested to keep people

safe. However, we don't know what the future will be and people may tire easily. Just like with most situations, people are going to do what they want to do! Stylists will wear masks and protective coverings, until they don't. As manufacturers, we might have to find new items or ways of doing things for our customers. There are going to be a lot of challenges for everyone involved.

Q. What will be key to the industry's recovery? A.

Time. In the 10-plus weeks that most have been in under shelter-in-place orders, people have missed haircuts, color and manicures/pedicures. Those missed appointments will not be made up. They will not double up on a treatment to make up for what was lost. So we can only look forward for growth, not look back to make it up. Manufacturers are going to need to create kits/supplies for clients to work on themselves at home. Or perhaps education for modified do-it-yourself treatments at home will need to be available.

Nick Stenson, senior vice president, Ulta Beauty

Q. What have you learned as a result of the COVID-19 crisis? A.

One thing we learned during quarantine is that consumers' beauty routines were still important to them, if not more prominent during this time. In a lot of cases, their time at home allowed them to focus on self-care more than ever before. I also believe consumers have a newfound respect for beauty professionals, as we see pent up demand as we reopen our stores and salons.

Personally, I have learned to appreciate this time at home with my loved ones. I am normally traveling 70% of the time, so spending this time with family has been the silver lining.

Q. What will you/your organization do differently moving forward? A.

Sanitation and cleanliness have always been a priority at Ulta Beauty, and for the safety of our guests and associates, we are taking heightened measures as we reopen our stores and salons. We want our guests to feel safe while shopping and comfortable while receiving a service in one of our salons, so we have partnered closely with medical experts on our

reopening strategies to ensure we are making the best decisions with our guests and associates in the forefront of our minds.



Nick Stenson

I believe our buy online/pick up in store and now curbside programs will continue to be an important offering for guests—especially those who might not feel comfortable yet

shopping in store. We have seen increased omni-channel growth, and we imagine this will continue, as consumers appreciate the ease of shopping in the comfort of their homes.

Q. How will the professional beauty business be different moving forward? A.

I believe companies will leverage online education and resources for the professional and for the consumer more than ever before. We have already seen this happening. With no other place to turn, professionals and consumers turned to social media and the internet for education, inspiration and shopping. It's more important now than ever to have a solid digital presence.

Q. What will be key to the industry's recovery? A.

Adaptability. The industry must adapt to a new norm; however, that new norm is still unfolding. Being able to ebb and flow with the rollercoaster changes of our new environment will set the course for our industry to come out on top. As always, we will stand together as beauty professionals and ensure we preserve the beauty industry and the future of our industry.

Gerry Udell, vice president, Gerry Udell, Inc.

Q. What have you learned as a result of the COVID-19 crisis? A.

Living in the Epicenter of the COVID-19 crisis has created a deep appreciation for staying healthy, and we know that nothing should be taken for granted! From a business point of view, our company, which has been in business in the Northeast for 60 years, learned how important it is to represent well-known manufacturers who can provide the necessary items needed for such a crisis. We are very fortunate to represent

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Gerry Udell enjoys working at home with son Oliver and dog Lily.

many entrepreneurial companies that were able to procure the necessary PPE, which will be essential for the professional beauty business in the future. Many of our customers were also entrepreneurs and found creative ways to do business. During this time, everyone learned how important the professional beauty business is to the population.

Q. What will you/your organization do differently moving forward? **A.** We communicate daily with our entire organization, trading information on sales and market trends. Constant communication with our manufacturers has always been vital to our success. Since distributor salespeople might be limited on calls, we must think of ways to facilitate the process of creating sales for our customers. This is where the personal factor of knowing and trusting the rep will play a crucial role, especially when it comes to presenting new items. Regardless of the technology available such as Zoom and Microsoft Teams, nothing replaces the human touch.

Q. How will the professional beauty business be different moving forward? **A.** From a manufacturer's standpoint, using a good rep organization today will be crucial. For the near future, manufacturers will be unable or reluctant to send direct people to distributors, especially in the Northeast. In addition, our customers have indicated to us that at this time, they would like to deal with one rep rather than many different manufacturers' personnel. Each member of our group lives in their territory, and when the law

permits, will be making in-person calls again observing the distancing rules. (However, the safety of everyone in our organization is of prime importance and no unnecessary risks will be taken). At the salon level (beauty, barber, nails, skin care), the experience for the consumer will change due to social distancing and there will be less interaction, yet it still will be a gratifying experience.

Q. What will be the key to the industry's recovery? **A.** The key to recovery in our industry is for both the state and federal governments to recognize the importance of salons, barbershops and nail salons. These should be deemed essential businesses, as they are both emotionally and physically vital for a person's health. With the correct safety protocols and guidelines, they should be allowed to stay open.

Katharin von Gavel, founder and CEO, Footlogix



Katharin von Gavel

Q. What have you learned as a result of the COVID-19 crisis?

A. The ability to take life as it comes. After years of going 100 miles per hour, all day, every day, then suddenly, overnight going to zero, I have learned the

importance and value of slowing down during turbulent times. I think we also learned to trade some of our freedom for the greater good of the public.

Q. What will you/your organization do differently moving forward? **A.** We are making changes to accommodate employees' needs to feel safe, whether that is to work from home more often or, when in the office, adhere to social distancing and make available all proper PPE. We place the safety of the employee above all else, while balancing the needs of the business.

In order to accommodate re-opening of businesses, we have increased margins to our distributors and offered a 20% discount to all direct-to-salon sales for the first few months.

Q. How will the professional beauty business be different moving forward?

A. The beauty industry must show their customers that they are safe. Specifically in the pedicure industry, which we service, salons must prove and demonstrate that they understand and implement proper sanitation, disinfection and sterilization protocols, which when done correctly, will add cost to their service. This cost will need to be passed on to the clients. The rapid global spread of a novel coronavirus has taught how interconnected in terms of our health and well-being we are, which will change trade shows for a while.

Q. What will be key to the industry's recovery? **A.** Patience! The key is going to be "adhere to best practices" and don't ignore the warning signs by believing you are invincible. Otherwise, we get a second and third wave, and we are back to where we started, which won't be good for the service industry.

Diana Wilson, co-founder and CCO, Saints & Sinners Haircare

Q. What have you learned as a result of the COVID-19 crisis? **A.** What haven't we learned? We could have not prepared for the COVID-19 crisis, but being an independent brand, we are inherently nimble at adapting immediately. One of the standouts is seeing how our partners are willing to work with us—everyone is affected by COVID-19 in some capacity and those partnerships have become much more important. Together, we will emerge stronger.

Q. What will you/your organization do differently moving forward? **A.** Being nimble is critical. Reviewing all options is so important. Keeping the door open and renegotiating important contracts and relationships is what will keep the brand moving forward. Building on momentum will make it much easier when we get back to whatever normal will be.

Q. How will the professional beauty business be different moving forward? **A.** Safety was always first and foremost to us, but widespread mandates to keep employees and clients safe will be tantamount to success for the industry as a whole. Being forced to work remotely has given us a window into what we need, what we consider a luxury and what we don't need to make salons and brands successful but protect the public as a whole.

Q. What will be key to the industry's recovery? **A.** Making customers feel safe and secure. Clients must feel comfortable coming out of their houses where they have full



Diana Wilson

control and entering a salon, where their safety is in someone else's hands. They need to see that everyone's health is taken seriously. Once that trust is built, little by little, business should return to normal—whatever that will look like in this new age of social distancing.

Jennie Wolff, chief marketing officer, Sola Salon Studios

Q. What have you learned as a result of the COVID-19 crisis? **A.** The COVID-19 crisis hit right after we completed our annual Faces of Sola Experience where we had 22 hairdressers and beauty professionals from across the country travel to Denver for an educational and content creation summit. During this event on March 1-4, we captured beautiful photography, videos, podcast recordings and user-generated content to shape our 2020 marketing campaigns.

Just one week after this event concluded, the COVID-19 crisis threw us all for a loop. The content that we captured took a backseat to the more immediate needs of our community.

We quickly pivoted our 2020 plans and refocused all of our efforts to the existing Sola community and any beauty professional who needed support. We created a COVID-19 Resource Center to house resources such as recorded webinars, blogs, virtual education, and financial guides and resources. We developed more than 30 blogs in a two-month window (typically in two months, we create 8 to 12 blogs). We hosted webinars and virtual education two to three days per week (typically, we host one to two virtual events per month). We've covered topics ranging from sanitation, studio updates, pricing, mental health, scheduling, communications, business, marketing, rebooking and adjusting to the new normal. We adapted our Sola Store, typically

used for Sola swag, and sourced medical-grade disposable masks, reusable masks and capes to provide easier access to necessary PPE.

With over 500 Sola locations across the country, we have been navigating closures and now re-openings at all different times. Our goal has been to support each of our franchisees and all of our 15,000 independent salon owners.

What I learned through this is the importance of remaining nimble and being able to quickly pivot to meet the current needs of our customers and community. While there were days that we were processing loss around our 2020 plans, we did not labor, and we responded to the needs of our Sola family. Whether a salon never closed, closed for a short period or is still



Jennie Wolff

closed, we are living in a new normal. It's imperative that we fully support our community through this crisis.

Personally, I also had to adapt quickly and have experienced feelings of grief and loss. I am pregnant with my first child and

did not anticipate going through this experience largely in social isolation. My baby shower will now be hosted on Zoom, my baby moon in Hawaii was canceled and all of my planning and prep will be done online. The silver lining is that this crisis has given me the opportunity to slow down and spend more time at home and has taught me to find gratitude in the present moment.

Q. What will you/your organization do differently moving forward? **A.** We will continue to support our community every step of the way through the reopening process and beyond. As our locations are reopening, the government guidelines and regulations are different everywhere. We are equipping our local franchisees and managers with the information they need to ensure they are fully informed of what is required to reopen and strictly follow all guidelines, putting safety first.

All of our locations that are reopening are

keeping the front doors locked at all times to ensure that the only people in the building have an appointment and are taken directly to their Sola professional's private studio.

Depending on the location, the break room is either closed or only one person is allowed in there at a time. For now, we are requiring Sola pros to take their laundry home, rather than using shared laundry resources, to mitigate traffic in the break room.

We remain in constant communication on ways our beauty professionals can help prepare their studios for reopening, including sanitation, communication, business strategies and more. As a brand, we will continue to put our beauty professionals first and help solve whatever problems or challenges they are facing in their day-to-day businesses.

Q. How will the professional beauty business be different moving forward? **A.** As our industry provides one-on-one, high-touch services, many things will change. Customers will have new expectations around sanitation and safety and what they expect from a salon experience. Shopping for retail products will be different. The comfort and joy of a relaxing shampoo might feel different. And what we need to provide in regard to a client experience will be different.

At Sola, we want to support any beauty professionals who might need help getting back on their feet after this profound change. At the end of the day, people still want to get their hair done and feel beautiful, and we have an opportunity to provide experiences that help them feel whole again.

Q. What will be key to the industry's recovery? **A.** The only thing constant is change. As the industry recovers, we will all need to remain innovative and creative. We will need to come up with new ways to support hairdressers and other beauty professionals to help them continue to find success. Collaboration over competition is the key to our collective success as salons and as the professional beauty business!

Beauty Industry Report would love to hear your COVID-19 thoughts, recovery strategies and results. Please share them with jayne@bironline.com or at [Facebook.com/BeautyIndustryReport](https://www.facebook.com/BeautyIndustryReport).

Industry launches COVID-19 recovery initiatives

As the COVID-19 pandemic has wreaked havoc on the salon, spa and barbershop business, closing many for as long as two to three months, the industry has stepped up with programs designed to help. From free online education every day on every salon topic imaginable to retail commission programs, all were designed to help salons stay afloat during the shut down, then hit the ground running once they re-opened. Here are some of those programs.

Alter Ego Italy U.S. has launched the AEI Salon Stimulus program. The program offers five ways for stylists to recover their lost income quickly through utilizing free and/or dramatically reduced color, lighteners and care products.

Additionally, distributor sales consultants are being trained on tips and tools to save time, increase salon sales, re-booking incentives and improve at-home maintenance and client retention. During the down time, AEI has conducted numerous national and regional Zoom Town Halls and Happy Hours with hundreds of salon



professionals to offer support for those experiencing fears and anxieties brought on by the uncertainties of COVID-19. Safety concerns have been addressed by providing Face Screens and disposable capes. Contact the company at info@alteregoitalyus.com or visit alteregoitalyus.com.



At Pennsylvania-based distributor Art of Business, President Josh Hafetz has hosted Happy Hours, with special guests, ranging from



It's the Art of Business Happy Hour, hosted by Josh Hafetz with special guest John DiJulius III

John DiJulius III to Heather Yurko. Topics have ranged from ways to create revenue streams while the salon is closed to building on good business practices by furthering education on small business loans to solving payroll challenges to the CARES Act and other important topics. This family-owned, independent distributor has also offered a range of technical classes online. Binge all of the happy hour videos here: <https://bit.ly/3dIZNWE>

Aveda created a multifaceted program designed to benefit independent salons that have been impacted by the COVID-19 pandemic. Aveda Cares helps Aveda salons recover via six initiatives:

- **A \$1.5M+ fundraising effort in celebration of Hairstylist Appreciation Day:** Aveda contributed \$600,000 to The Salon and Spa Relief Fund, a non-profit organization established to help salon and spa owners and their employees rebuild their lives and businesses, and encouraged consumers to join this effort by making donations and redeeming their Aveda Loyalty points. Through these efforts, Aveda hopes to raise at least \$1.5 million to enable the provision of \$2,500 and \$5,000 grants to salons and spas in need.
- **An increased online commission program:** Aveda's Salon A-Commerce program allows salon owners to set up a webpage that seamlessly integrates e-commerce with their existing website. Aveda has also increased salon commissions to 40% from April 1 through June 30.

- **Extended terms for applicable salons:** Aveda worked with its salon partners to offer deferred payment on outstanding balances and gave qualified salons the opportunity to pay for replenishment orders over the course of 12 weeks, rather than upfront.
 - **1000+ hours of free virtual education** in hair cutting and coloring, styling, skin care and makeup.
 - **A weekly virtual owners' forum:** Aveda provided weekly forums for salon owners to stay connected and offer suggestions on how to move from business interruption to relaunching their salons as state-mandated closures are lifted.
- Additionally, through Aveda Business College, a new virtual webinar series supports salons with strategies to create and implement a new business plan designed to rebuild and maximize profit and growth opportunities. Salon owners have the option of deferring payment until July. Visit aveda.com.

Balmain Paris Hair Couture created the Support Your Salon Program for their Prestige Salon partners. Through this program, Balmain distributes the salon margin from all of its online orders to participating salons. Each Prestige Salon received a unique promotion code to share with its clients, who then place their orders on balmainhair.com. When they entered the promotion code at checkout, the salon received the full salon margin. Balmain is also running a variety of product promotions to help their salons increase sales. Visit balmainhair.com.

Alan Murphy, president of **Barbicide**, and **Penny Burns**, president of **Beauty Cast Network**, announced a joint effort to enable all beauty and barber professionals who will earn or have earned the Barbicide Certification an opportunity to contribute to the **Professional Beauty Association's COVID-19 Relief Fund** when they choose to add a Digital Credential reflecting their achievement of earning the certification. This digital credential can be shared through social networks and can link back to a web page that contains information about what the certification entails and how it was obtained. Sharing this achievement demonstrates that the professional who earned the certificate



follows the protocols learned and that their clientele can rest assured

that they will experience a safe service. Barbicide and Beauty Cast Network are donating \$1.00 of the \$5.00 digital credential fee to the PBA COVID-19 Relief Fund. Visit barbicide.com and beautycastnetwork.com.

Professional skin care brand Babor has amplified production of alcohol-based hand sanitizer at its Aachen, Germany facility.

The first 15,000 bottles were distributed to police officers, nursing homes and medical



facilities. BABOR will also help their spa partners by:

- **Sending facial vouchers for \$20.00 off a professional Babor spa treatment** to customers who spend \$50.00 or more at babor.com. Spas will receive a \$20.00 credit for any voucher that is redeemed.

- **Coaching and education:** Babor offers training to beauty experts on how to use social media to connect with clients and offer services such as virtual consultations.

- **Financial assistance** for qualified spa partners.

- **Special affiliate terms:** Affiliate partners have been offered special terms, including receiving their full margin, waived shipping and fulfillment fees and paid commissions (rather than a credit from affiliate sales) through the end of June to help them keep a steady stream of income.

Finally, the brand asked spa partners globally to donate disinfectants and unused masks to their local hospitals. Visit babor.com.

A variety of grants are available to beauty professionals through Beauty Changes Lives.

- **The CND + BCL Nail Professional Relief Grant** features a \$100,000 portfolio of \$1,000 relief grants for licensed Nail Professionals.

- **The Horst M. Rechelbacher Foundation has re-allocated \$24,000 to support relief efforts for licensed and future professionals of cosmetology, barbering, esthetics and massage therapy.**

- During the 2020 Beauty Changes Lives Experience, the charity was poised to preview a national recruiting campaign. Unfortunately, that event was cancelled because of COVID-19. However, the event's sponsors are providing an additional \$70,000 in \$1,000 grants for cosmetology professionals.

The grants are funded by **L'Oréal, Wella, Ratner Group, TIGI, KMS, Moroccanoil, Pivot Point, Ulta, Barboleta, Hattori Hanzo, John Paul Mitchell Systems, Oribe, American Association of Cosmetology Schools Board of Directors, ISPA, AG Hair, Ergo** and **Greg Dawson**.

- **Tom and Erin Kuhn's Qnity has also partnered with Beauty Changes Lives to help salons and spas navigate unchartered economic waters.** For a limited time, Qnity is discounting the price of its **Plan for Profits Pivot Edition** by 85% from \$1,997 to \$299 and donating 50% of proceeds from online sales to Beauty Changes Lives.

Tailored to the visual learner, Plan for Profits provides spa and salon owners and leaders with a blueprint of incremental steps

to sustain the liquidity of their operations and generate future revenue. The curriculum includes five modules on managing cash flow, timely resources for navigating programs like the Paycheck Protection Program and 10+ hours of simple and visual content, including more than a dozen videos and weekly roundtables with a brain trust of advisers to coach salon owners through the current business cycle. To learn more, visit beautychangeslives.org.

Beauty Industry Group's hair extension and beauty-related brands are raising tens of thousands of dollars for stylists and healthcare professionals worldwide.

- **Babe Hair Extensions launched a Lay Low and Learn program that offers online certification courses to hair stylists for a \$20.00 donation.** The program has raised \$50,000 with 100% of the revenue going to the Professional Beauty Association to provide relief to hair professionals.

- **Babe Lash has donated \$10,000 worth of products** so far to front-line workers.

- **As part of a social media campaign #HalosforHeros, HALOCOUTURE is honoring 25 healthcare professionals and first responders over 25 days** and donating \$25,000 worth of product to those on the front lines. In addition, they hosted online classes for a \$20.00 donation, with proceeds going to the PBA Disaster Relief Fund.

- **With every beaded weft online certification sold, Glam Seamless donated \$50.00** to the PBA COVID-19 Relief Fund.

- **Luxy committed to providing 30,000 masks to local hospitals**, including 10,000 masks to Sunnybrook hospital in Toronto. In another campaign, customers can receive \$5.00 off and a free gift when they send in 10 masks to be donated.

- **Hairtalk donated 2,500 masks to hair professionals** and offered a free stylist kit with every order exceeding \$250.00. The kit for hair stylists includes a protective hat and face shield, disposable face mask, protection pancho and more. The kit for clients features the same items. A portion of the proceeds from kit sales are donated to the PBA COVID-19 Relief Fund. For more information, visit beautyindustrygroup.com.

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At Brava Salon Specialists, Jim and Jesse Marcks provided their customers with the information they needed to survive and prosper from day 1.

“Not one of our customers has given up, closed their doors or is planning to, and we are very proud of that,” say the Marcks. “We brought in attorneys, bankers and CPAs, weekly. We also helped our customers work on their craft with our business coach, **Deb Hunt**, along with guest artists **Jesse Marcks, John Simpson, Christopher Dove, Anthony Edge, Mike Karg** and our Brava Elite Education team (**Krista Klahn, Laura Filip, Tara Riteris**).

Courses ranged from Coronavirus Relief and Unemployment to Balayage Tips & Tricks, Business Coaching, REF Colour Progressive and Up Styling Shorter Hair.

“Many salons are going back to the new normal. Our salons are going back to a ‘Beautiful New Normal,’” they add. Visit beautifulnewnormal.com.

Overnight, the Marcks transformed their business to help salons by shipping small packages to their customers’ guests.

“We created **SaveAStylist.com**,” explains Jim. “Independent stylists helped their guests purchase over \$6,000 in less than 6 weeks; many larger salons sold even more. Stylists were able to pay their rent, mortgage, car payments and, most importantly, stay in contact with their guests.”

Brava’s education team created mini infomercials for salons to share on their social media. These infomercials showed consumers how to use each **REF** product. Brava also created a locator to help consumers to find their local REF salon, order products directly with the salon with either curbside pickup with existing inventory or Brava shipped it to the salon’s guest. All the guests’ information—name, address, credit card—remained with the salon. This program also helped keep guests’ buying habits in their salons and not online.

Brava launched **IWantToDoYourHair.com** to help salons acquire new guests without discounting their prices.

“Our customers are coming out of this excited to go back to work with new techniques and skills. They are on a solid foundation to do more than survive but to prosper,” say Jim and Jesse.

The Bronner Bros Int'l Beauty Show announced the launch of the Bronner Bros Beauty & Barber Fund to provide relief to licensed cosmetology professionals who have not been able to work or are experiencing financial hardships due to the COVID-19 outbreak. The collaborative effort will help support stylists, barbers and others in the multicultural beauty industry. The campaign’s leading sponsors include **Royal Oils by Head & Shoulders** and **Gold Series by Pantene**.

The fund will provide \$500 to individual beauty professionals and \$1,000 to salons/shops with five or more employees who have successfully submitted all required documentation and met all guidelines, including a valid state-issued cosmetology license. Grants are intended to be emergency aid for immediate monetary needs, i.e., food, rent or mortgage, utilities, medical expenses, transportation costs or other essential financial obligations caused by the economic impact of COVID-19.

As part of the initiative, free online resources will also be offered to help ensure stylists and barbers stay informed and prepared. Eligibility requirements and application information are available at blackbeautyrelief.com or via bronnerbros.com.

Celeb Luxury has launched the Celeb-Pro Color Stimulus Affiliate Initiative in support of salons and hairdressers.

The goal is to provide a weekly, steady stream of income as an affiliate, for all salon professionals while they are unable to work and after their salons reopen.

Hairdressers who sign up for the Affiliate Program will earn a significant commission, paid weekly, when their clients purchase Celeb Luxury’s high-color deposit, high-lather shampoos and conditioners on www.celebluxury.com

The last thing hairdressers want is for their clients to ruin their hair at

home by using box color or lightener. These products enrich, brighten and extend clients’ overall color and make the regrowth look less visible. They will keep hair color bright and healthy until clients can return to the salon!

Clients will enter a special code given to them by their hairdresser at checkout, and receive a 10% discount on their purchases. The product will ship right to their door.

Hairdressers can sign up for the program at www.celebluxury.com/salon-professional. Consumers can sign up through their hairdresser/salon.

Color Wow, in partnership with Style Expert and small business owner Gretta Monahan, and media commerce leader Knocking Inc., will launch Salon Strong, a digital commerce platform enabling local salons to generate revenue while either closed or functioning at a reduced capacity due to COVID-19 regulations.

SalonStrong.com is a service that seeks to help by giving these salons additional revenue streams and digital capabilities, including brand partnerships, education and easy access to local and new customers.

Through the Salon Strong website, local businesses can receive a free microsite online shop to sell gift cards for future services, and hair-care products and tools via affiliate links that will generate immediate revenue. In addition to an e-commerce platform, Salon Strong will offer tutorials on how-to build your digital business through social media with Celebrity Stylist and Color Wow Global Creative Director **Chris Appleton**.

“Our local salons take such good care of us, and now it’s time for us to take care of them. The new liability and expense of operating a salon model is totally different now and these factors show no end in sight,” says **Gretta Monahan**. “We, the small salon business community, must leverage our expertise beyond our chairs to be able to operate without all the additional costs and risks of in-person interaction. We must pivot and diversify how we connect and service our clients. SalonStrong.com will give my fellow salon owners the tools and resources they need to get these services up and running quickly without any additional overhead.”

“We’re proud to be one of Salon Strong’s





affiliate partners,” says **Gail Federici**, Color Wow founder. “These are unprecedented times, and we all must support each other, not just as an industry but as a community. This new platform will help stylists and colorists who need immediate assistance, and will also offer education tools that will enable them build a stronger foundation for the future.”

“We will be setting up online Shopify stores at no cost to salons, helping them build a digital extension to their salons,” adds **Brian Meehan**, co-founder of Knocking. Visit <https://salonstrong.com/>.

ColorProof Color Care Authority donated over 700 units of shampoo, conditioner and styling products equating to over \$65,000 worth of inventory to UCLA Hospital, Children’s Hospital Los Angeles, Cedars-Sinai Los Angeles Hospital and Sharp Memorial Hospital in Southern California. Visit colorproof.com.

The Leandro Limited Collection celebrates the life of Leandro Rizzuto, the founder of the Conair Corporation. The line includes pro brushes, hot tools, rollers and salon clips. For every use of the #LoveLeandro hashtag on Instagram, the brand donated \$50.00 to the **Love Leandro Limited Fund**, which provides hair stylists with cash for bills, food, supplies etc. during this global emergency. To participate in the campaign, stylists and clients posted an IG photo or video message on their story or feed, tagging @LeandroLimited, #LoveLeandro, #giveaway and the hair stylist whom they know is in need. After sharing why, they’re nominated and automatically entered to win \$500 USD from the Love Leandro Limited Fund. Everyone who nominated a winner was sent a gift of Leandro Limited products as a thank you for paying it forward.

Through blog posts on conklelaw.com and CKEblasts, law firm Conkle, Kremer and Engel has delivered information, resources and advice about the COVID-19 crisis, from how to deal with employees to how to get and handle federal government Payroll

Protection Program (PPP) forgivable loan/grants and how to reopen personal care product manufacturing and distribution businesses. Its lawyers have presented via webinars on those and other topics, including how to use contract force majeure clauses in the crisis, and legal issues affecting international business travel after COVID-19. The firm will continue to advise clients on these evolving issues, and their ongoing concerns such as contract, intellectual property, customer, distributor and supplier relations, insurance and employment.

Coty Professional Beauty, including Wella Professionals, Nioxin, Sebastian, Clairol Professional, Wella Color Charm, Kadus, System Professional, GHD and OPI, has established a fund of \$200,000 through Hairdresser at Heart, an already-existing program that enables stylists to further their careers through scholarships, competitions, and grants. Through this new campaign, licensed hair stylists and manicurists will have the opportunity to apply for a \$1,000 award to be used however that beauty pro sees fit. In addition, **Wella Studio** is donating 24,500 pairs of gloves and 600 kimonos to healthcare professionals in Los Angeles.

Carmen and Justin DePasquale of DePasquale The Spa, along with other small business owners, elected officials and legislators recently launched a petition to “Unlock New Jersey.” They presented their plan to Governor Phil Murphy in hopes of ending the COVID-19 shut-down.

Carmen DePasquale, an icon in the professional beauty industry for over 45 years, shares, “What gets measured gets done, and with that thought in mind, we created the Four Pillars of Safety, which includes protocols

for social distancing, health and safety procedures, safety and sanitation measures, and how-to minimize touch points. It is a comprehensive plan from the business owners themselves, along with a video tutorial and Salon Tool Kit, outlining the proactive measures needed to be put in place to reopen in the safest environment possible.”

DermYoung has launched an initiative with medical spas to donate personal protection equipment to local hospitals, including Massachusetts General Hospital, a teaching hospital for Harvard Medical School. Upon learning about the dire need for PPE, CEO **Yang Brooks, MD**, and the DermYoung team acted quickly, reaching out to their medical spa clients across the country to ask for PPE donations. Within 24 hours, DermYoung collected more than 500 surgical and N95 respiratory masks. Dr. Brooks and her partners are former and current faculty of Harvard Medical School.

Earthly Body has launched the 20/20 Program to help stylists earn money from home. The program includes all Earthly Body brands—**Hemp Seed, Marrakesh Professional Hair Care, Erea CBD Haircare, CBD Daily and FleurTiva.** Stylists sign up at earthlybody.com/stylists to receive a unique referral code to share with clients plus content for texts, social media and email. When clients shop on earthlybody.com and use the code, the stylist receives 20% commission.

To financially support unemployed beauty professionals, eSalon, a professional-grade home hair color company, developed the Color Muse Pro Program. Licensed colorists receive \$20.00 for every first-time custom color order and \$5.00 for every order after that that their clients purchase on eSalon.

eSalon also donated 100,000 medical gloves to the Greater Los Angeles VA Healthcare System and CareMore, and has made financial contributions to the Los Angeles Regional FoodBank, Les Restos du Cœur in France, FareShare in the United Kingdom and Die Tafel in Germany.

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Robert Reed's ERGO offered special promotions at its professional store for two weeks and contributed 100% of profits to both the PBA COVID-19 Relief Fund and Beauty Changes Lives. ERGO also donated \$1.00 per registration, equally divided for contribution to both the PBA COVID-19 Relief Fund and Beauty Changes Lives.

At Grande Cosmetics, CEO and Founder Alicia Grande donated 15% of sales through



April—up to \$200,000—to non-profit domestic hunger-relief organization Feeding America. Customers received 15% off their orders, no coupon necessary, with 15% of sales donated to Feeding America.

Remarks Alicia, "Feeding America is doing wonderful work to ensure food security. Every \$1 donated is equivalent to 10 meals to families in need—let's help feed America together."

From March 18, 2020 through March 31, 2020, all orders placed on www.grandecosmetics.com received 15% off, with 15% of all order revenue donated to Feeding America. Visit grandecosmetics.com and feedingamerica.org.

As salons, spas and barbershops reopen under strict guidelines requiring personal protective equipment, industry sustainability experts Green Circle Salons have developed the PPE Recovery Initiative in an effort to tackle the added waste. This new program empowers beauty businesses to responsibly recover this waste and give it a new life.

Masks, gloves, capes, towels and face

shields are all part of the new arsenal of single-use materials being used daily, creating a pile of waste that is not recyclable and has the potential to contaminate the space. Green Circle Salons has developed a solution that keeps this waste separated and safely disposed of, while allowing businesses to showcase their environmental leadership.

"When we started the Green Circle Salons movement over a decade ago, our mission was to offer North America-wide sustainability solutions for our industry by 2020," says Founder and CEO **Shane Price**. "I am proud to say that today, we can support businesses to recover up to 95% of their beauty waste, and just as we reached this milestone, a new challenge emerged. With the PPE Recovery Initiative, we can ensure that people are kept safe, as they return to work without a single new item entering the landfill."

The PPE Recovery Initiative will be available to all beauty businesses, including salons, barbershops, manufacturers and distributors. In addition to offering safe disposal kits, the PPE Recovery Initiative contains education around offsetting financial costs related to PPE, and marketing support to communicate the environmental leadership of businesses that responsibly manage their waste. Visit <https://info.greencirclesalons.com/><https://greencirclesalons.com/ppe>.

HempBeauty is giving back to the professional beauty community affected by COVID-19. The company offered 20% off its entire product collection, which features CBD-enhanced products that deliver natural therapeutic benefits found in the cannabis flower, and donated a percentage of all sales during April to the Professional Beauty Association's COVID-19 Relief Fund. Visit hempbeautypro.com, call 561-207-7665.

Henkel North America's Beauty Care Hair Professional business, which includes Alterna, Joico, Kenra, #myidentity, PRAVANA, Schwarzkopf Professional, Sexy Hair and Zotos, donated \$200,000 to The Professional Beauty Association to support the PBA COVID-19 Relief Fund, designed to help support licensed beauty professionals who have not been able to work or are



Artistry Pro is a new collection from Sexy Hair, part of Henkel North America Beauty Care Hair Professional.

experiencing financial hardships due to the COVID-19 outbreak. Henkel North America's Beauty Care Hair Professional is a Visionary Member of PBA.

The company also donated more than 200,000 units of hair product and monetary funding to organizations such as **Beauty Changes Lives, Dress for Success, Seattle's Union Gospel Mission and Project Beauty Share**, reaching frontline employees in hospitals and those in need in major hot spots, including Los Angeles, New York and Washington.

"Hairdressers are at the heart of what we do. This is a time to come together to show our support and positively impact our hairdresser community," says **Stefan Mund**, regional head, Henkel Beauty Care Hair Professional North America. "Our business consists of salons, hair stylists, barbers, educators and end consumers who visit their stylists and salons. We want to do our part to help salon professionals to get back to work successfully."

Henkel North America's Beauty Care Hair Professional brands have also launched an e-commerce affiliate program: HelpYourSalon.shop/us. The program is a quick and easy way for salons and stylists to retail products to clients while earning a portion of sales. Henkel is not earning any profit with this initiative but is fully focusing on supporting this cause.

The free HelpYourSalon.shop/us solution

allows for stylists and salons to generate additional income through purchases of hair care products from Henkel North America's Beauty Care Hair Professional brands. Every purchase puts resources back into stylists' pockets during this unprecedented time.

Participating brands include **Alterna, Joico, Kenra Professional, PRAVANA, Schwarzkopf Professional, Sexy Hair** and **Zotos Professional**. Each brand page on HelpYourSalon.shop/us hosts its most popular products for consumers to purchase.

Henkel also donated \$2 million to the WHO/UN COVID-19 Fund and selected aid organizations around the world and five million units of personal and household hygiene products. In North America, over \$600,000 and 1.2 million units of essential household hygiene product have been donated to organizations that provide medical supplies, basic needs for food and hygiene, and disaster relief within the United States and Canada. Monetary donations span national organizations such as **Feeding America, Americares, the Red Cross** and **United Way**.

Henkel North America's Canadian Beauty Professional business launched a business support program for salons, providing free hair color and developer to help them get back to business. Over CAD \$2 million in hair color and developer will be provided to nearly 3,000 salons across Canada through the Schwarzkopf Professional and Joico brands.

"With salons in Canada facing closures of nearly 60 days—if not longer in some regions—we want to do our part to help as many salons as we can. By covering an expense that gives them one less bill to pay, they can focus on getting their businesses back up and running," says **John Fortunato**, head of Henkel Beauty Professional Canada. "Salons are at the center of every community and at the heart of everything we do. Our hairdressers have shown us incredible loyalty throughout the years, and we want them to know that we've got their backs."

In addition to the free product support, Henkel's Canadian Beauty Professional brands have been supporting hairdressers and salons through hundreds of hours of free online learning, motivation and inspiration.

Innersense Organic Beauty, founded by stylists Greg and Joanne Starkman, has established a \$500,000 replenishment fund to assist their salon and stylist partners in getting up and running, and back behind the



chair. This designated fund allows stylists/salon owners to replenish their salons with in-stock retail inventory, backbar and samples. The amount of the allowance is factored upon the salon's purchases during the first quarter of 2020. This allowance is the brand's gift to stylists/salon owners for being an essential partner to Innersense Organic Beauty.

The allowance must be used all at once. Product is not returnable for cash or credit. This is for new orders only and is available through September 30, 2020.

The International SPA Association is working with global spa members to develop resources to help spas reopen safely and responsibly following the COVID-19 crisis.

The resources include operating procedures for reopening a spa, updated sanitation and hygiene standards for the spa industry, checklists for reopening preparedness and employee education, templates for guest communications, and downloadable sanitation standards materials for display in the spa. Each of these assets is being developed in collaboration with a diverse group of experienced professionals from every corner of the spa industry.

"The spa industry is once again showing its commitment to a stronger future through this cooperative effort," says ISPA President **Lynne McNees**. "ISPA looks forward to putting these tools into the hands of those who can use them to safely, confidently welcome guests back into their spas when the time comes. We know that guests' peace of mind will be critical to the reopening process, so a big part of this effort is strengthening the already rigorous sanitation standards practiced within the industry, offering guidance on communicating those."

ISPA Chair Garrett Mersberger echoed those sentiments and praised the volunteers working together for the good of the spa industry. "We must relay to our guests that spas are safe, clean spaces and that they've always been safe. Every member needs us now, but we must be data-driven, we must be patient and we must support each other."

The first set of toolkit resources includes an expansive Spa Reopening Checklist to help guide spas through the process, communications templates to guide their marketing efforts and Spa Sanitation & Hygiene Standards. All documents are fully customizable to provide spas of all types, sizes and locations with the ability to implement applicable components side-by-side with their spa industry peers.

ISPA gathered key insights shared by global spa leaders, guidance from governing bodies and expertise shared by medical professionals and resource partners. This collaborative approach will help the spa industry emerge from this crisis as a strong force. The spa world will work collectively to rejuvenate their businesses while helping consumers who need to reduce stress, invest in their overall health and strengthen their mental wellbeing.

During the initial reopening phase, changes spa-goers might experience include more restrictions in communal and fitness spaces due to social distancing requirements; reduced capacity within the spa; required commitment from guests to not visit the spa if they have a fever or have been exposed to COVID-19; additional PPE worn by service providers, dependent upon the treatment; visible signage highlighting sanitation and hygiene standards; removal of shared product testers, shared spa treatment menus and/or communal food/beverage amenities; and reduced touch or touchless payment and check-in options.

ISPA also hosted a series of virtual Spa Reopening Town Halls to share insights and observations of spa leaders who have reopened their businesses as restrictions are lifted. Professionals shared with and learned from one another at a critical time. Topics covered included preparing staff and planning back-of-house operations prior to reopening, the guest experience, financial planning and innovative reopening ideas.

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Recovery initiatives cont. from page 55

It's A 10 Haircare has committed \$5.4 million worth of personal-care products to Good360, a global leader in product philanthropy and purposeful giving.

Good360 will help distribute thousands of products to their network of 90,000-plus nonprofit partners that serve hospitals, homeless shelters, those going through financial crises and many more.

"Throughout the day, I hear stories of how every single person is being impacted by this global pandemic—from those fighting the illness, the courageous healthcare workers on the front lines and to those financially burdened—and knew I needed the brand to step in to help," says **Carolyn Aronson**, CEO and founder of It's A 10 Haircare. "That's why I wanted to donate product to anyone struggling right now. Not only can hair-care and skin-care products be an essential need to so many people, but I hope this donation will be seen as a small glimmer of joy in a person's day, despite the uncertain times we're facing."

It's A 10 Haircare is also collaborating with **Donate Beauty** and the **Selfless Love Foundation** to provide products to people in need spanning across multiple communities. Donate Beauty is an organization that provides essential beauty and wellness items to healthcare workers in hospitals across the country, such as the workers at Methodist Hospital in Bennington, NE. The over 200 products donated to the Selfless Love Foundation will be shared with children in the foster care system. Learn more at ItsA10Haircare.com.

The International SalonSpa Business Network co-hosted a series of webinars in partnership with "Salon Today" magazine.

As expert panelists, ISBN members and special guests offered strategies and tactics for navigating the closing and then re-opening processes salons faced.

The association for multi-unit and franchised salons and barbershops is also launching Executive Council Peer Groups. With each group focused on a different discipline from marketing to new salon services, the discussions will help members level up their expertise and execution. Visit salonspanetwork.org.

On April 1, 2020, Joico launched "The Big Give-Back" campaign and sweepstakes. It includes weekly sweepstakes that will award a lucky U.S. beauty pro up to \$1,000 to help pay for salon expenses, like rent or booth rental fees, or salon utilities. One random winner of the sweepstakes will be announced every week until the end of the year.

Joico is also reaching out to the hairdresser community with digital education to help licensed professionals keep up their skills and creativity during this time of social isolation. These will be available via Joico Digital Education On-Demand and will feature Joico's top artists, including **Larisa Love, Gina Bianca, Ricardo Santiago, Jill Buck, Olivia Smalley** and **Zoë Carpenter**. Further, Joico Global Artistic Director **Richard Mannah** hosted a series of "JoiChats," which included his first on how to remain active in your career during this time and his second, an exclusive interview with **Mark Bustos**. To learn more, visit joico.com/covid19-support now.

John Paul Mitchell Systems introduced the JPMS Salon Jumpstart Stimulus package, which is valued at \$4 million. It supplies salons with free hair color, backbar, digital support and education. JPMS also manufactured and donated 20,000 units of hand sanitizer to communities in need, first responders, police officers and low-income families with children in need in California.

Kao Salon Division, home of the Goldwell, KMS and Orbe brands, introduced the Kao Salon Industry Recovery Initiative to help salons recover and rebuild as they emerge from the COVID-19 crisis. The initiative is comprised of three pillars of carefully constructed support campaigns designed to address the unique challenges facing the industry and its professionals. The initiative's trio of programs is designed to, both individually and collectively, provide industry professionals with tangible, localized resources to ensure their businesses are not only restored, but thriving in the months ahead. The components of The Kao Salon Industry Recovery Initiative include:

Stronger together: Founded on the belief that no one person or organization alone



holds the key to success, but that by truly coming together the industry will rise and flourish, #StrongerTogether represents Kao Salon's financial support and unwavering partnership. Through this program Kao Salon has committed to:

- Suspend invoices until local government salon closure orders are lifted
- Sponsor free-to-industry opportunities to receive business recovery information
- Provide tangible support for local salon organizations to support activities that benefit both stylists and their salons
- Donate products to charitable organizations for key medical personnel and those in need
- Work with local trade media to present information on supporting government programs and their details and timelines
- Work with salon customers to arrive at a support plan for success upon reopening
- Create a sponsored consumer digital campaign (See images above), to inspire a "#WorthTheWait" movement that presents a call-to-action for clients to wait for their stylists instead of taking at-home measures

#WorthTheWait: This global social media campaign celebrates and underscores the unique and intimate relationship every stylist shares with their clients. This series of creative content sparks an emotional connection with consumers, reminding them of the significant role their stylist plays in their lives and encouraging them to wait for their next appointment before attempting any desperate



measures at home to cut or color their hair. “As we thoughtfully analyzed how we could best support this industry to recover, we examined the most meaningful shared values amongst all professionals and, with that, continuity of client relationships continually emerged as a critical element,” says **John Moroney**, global vice president of creative and communication, Kao Salon Division. “We know stylists spend months and years cultivating individual client relationships to amass their following. Maintaining these relationships almost always requires the stylist go above and beyond providing salon services, acting as a close friend, confidant and more. What better way to honor their hard work than to create a consumer movement that puts a spotlight on this truly unique dynamic.”

Creativity never stops: Allows stylists to nurture and hone their skills immediately via:

- Access to digital and online education programs
- The transformation of the annual Goldwell Creative Awards into an entirely virtual experience

KAO Salon Family will:

- Deliver hyper-relevant messages of hope and positivity through the Kao Salon network
- Provide routes for stylists and salons to communicate concerns and questions
- Offer community and connection by directly inviting stylists and salons to connect with the organization through ongoing, virtual points of contact

“Our priority during this crisis has been to

galvanize our efforts around the full and complete recovery of the industry as a whole, with special focus on our partners and stylists,” says **Cory Coutts**, global president, Kao Salon Division. “We know the needs and concerns of the salon community are very specific. That’s why we designed this initiative not only to commit global resources, but local, real solutions for their recovery. We believe in the power of the collective and know that by meeting this incredibly powerful community where they are, and joining them on their journey, together we will grow, rise and create the future.”

In North America, Kao Salon Division has also assembled a package valued at \$5.6 million focused on the tools salons will need to reopen and grow in the months ahead, including:

- Financial donations to charities that serve salons, stylists and their communities
- Enhanced backbar support, which will provide cost savings to salons
- Product samples to stimulate retail sales
- Technical and business education,
- Turnkey marketing initiatives and socialmedia support for salon reopenings
- Oribe.com Salon Commission Program made available for Oribe salons to enroll and earn commission on any orders placed by their customers. (U.S. only)

In North America, the Kao Salon Industry Recovery Initiative includes \$1 million in product donations. Kao brands will donate soap, gloves, body wash, dry shampoos and other personal care products to charitable organizations and medical facilities in major metro areas that have been deeply affected by COVID-19.

The Kirschner Group is offering salon professionals and distributors a large assortment of PPE at low prices and immediate availability. Visit kirschnergroupp.com.

L’ANZA has assembled a \$4.4 million recovery package that includes online education, business support, salon products, and promotional support. It includes:

- New online education featuring the company’s Creative Team, Artistic Design Team

and Healing Artists to deliver free salon-ready techniques in color, cut and style. These interactive classes aired on Facebook Live and were then archived and available through IGTV for continued access.

• **Business coaching with Steve Gomez**, who led three free motivating Facebook Live sessions, which are usually contracted on an individual stylist basis. An archive can be viewed for free at <https://www.lanza.com/covid-19/>.

• **Customized business plans for salons** developed by the L’ANZA Brand Consultant Network.

In addition, salons’ status in the L’ANZA Loyalty Program will be extended for those unable to qualify for Q1 and Q2, based on their previous qualifying level. L’ANZA Loyalty members can access free downloads for the L’ANZA “Get Rooted” campaign, along with a variety of marketing and digital collateral to support curbside pickup and home delivery.

L’ANZA MyTRIBE members also have access to a vast wealth of educational materials, including online certifications, product training and technique training.

Once the stay-at-home orders are lifted, L’ANZA will provide a generous package that will include free backbar treatments, hair color and retail products, as well as in-salon promotional and educational support, for salons.

On a community level, L’ANZA has made a financial contribution to the **Professional Beauty Association COVID-19 Relief Fund**; donated to the **Angel Food Project Food Bank**, which feeds homeless and those in need; and started a **Get Rooted Campaign**, with profits going to the **World Health Organization’s COVID Solidarity Response Fund**.



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Kelly Huether, co-founder of Life of Riley Salon Supply, has been getting real with his business education for salon owners every day on the distributorship's Facebook page.

To provide their customers with the tools, products and information they needed to



Life of Riley's Kelly Huether explains how the distributorship stocked up on PPE supplies for its customers.

reopen, Life of Riley Salon Supply aired daily episodes of Facebook live for 49 consecutive business days. The episodes informed the distributor's customers about the PPP loans, EIDL loans, PBA grants, and in general, all of the financial help that was available to them. When nearly all

salons were shut down, Kelly shifted to informing salons about all of the virtual education opportunities available to them. The final segments shifted to sharing the PPE that was available to protect them and their clients from this dreadful virus. Life of Riley was fully stocked with hundreds of thousands of dollars of PPE.

"All in all, our Facebook Live show helped us stay connected with our customers during the roughest days for all of us, and very much helped us to have hope, too," says Kelly.

Lis'n launched the "We've Got Your Back" promotion.

The company assigned a promotional code to each salon. Guests entered their salon's code on the Lis'n website when they purchased Lis'n products. The promo code gave the salon credit and the guest free shipping. Many salons returned to work with hundreds of dollars of complimentary Lis'n product ready for use with their clients.

L'Oréal USA implemented a multi-tiered support strategy for its stylist and salon partners. This initiative includes:

- **Payment relief** for L'Oréal USA Salon partners and SalonCentric clients. Salon and stylist customers that had outstanding credit balances had their payments frozen until their businesses resumed.
- **LEVEL Loyalty Rewards Extension.** Level Loyalty points due to expire in March or April were extended through the end of May 2020.
- **Additionally, the L'Oréal USA Professional Products Division donated \$200,000 to the PBA COVID-19 Relief Fund** and matched employee donations to the Relief Fund dollar for dollar up to \$25,000.
- Through a partnership with **Product Club, SalonCentric** donated one million medical-grade gloves to medical centers throughout the U.S. L'Oréal USA Professional Products donated over 100,000 dry shampoos to local crisis response teams and healthcare workers.

"This is a challenging and uncertain time for the professional beauty industry, and we are committed, now more than ever, to our role as its partner and advocate," says **David Greenberg**, group president of L'Oréal USA's Professional Products Division.

L'Oréal USA's #SupportYourStylist initiative encourages clients to donate to the PBA COVID-19 Relief Fund and support their local stylists. L'Oréal USA professional brands **Matrix, Biolage, Redken, L'Oréal Professionnel, Pureology, Mizani, Kérastase, Shu Uemura Art of Hair, Pulp Riot, Baxter of California** and **SalonCentric** issued a call-to-action for all customers and loyal clients to join the effort to support their stylists through actions and donations to help the salon industry rebound. L'Oréal USA's initiative includes the following measures:

- L'Oréal USA donated \$250,000 to Feeding America to provide emergency support for their COVID-19 Response Fund and help relieve food-insecure families across America. As part of a company-wide giving campaign, L'Oréal USA matched additional employee donations dollar for dollar up to \$25,000.
- L'Oréal's North American manufacturing facilities produced alcohol-based hand sanitizer to be provided free of charge to U.S. employees, partners and healthcare

professionals working on the front lines.

- L'Oréal USA donated personal care products valued at more than \$1 million, including cleansers and moisturizers, to Feed the Children.
 - L'Oréal USA donated protective masks from its operations facilities in North Little Rock, AR, and Franklin, NJ, to local hospital systems in each surrounding community.
- Through the #SupportYourStylist initiative, L'Oréal wants to empower clients to lend support and get involved in giving back with just a few simple steps:
- Donate to the PBA COVID-19 Relief Fund.
 - Share the #SupportYourStylist campaign on social media.
 - Pre-book a future appointment.
 - Consider a generous tip for stylists.
 - Pick up beauty products to go from the client's salon or its referral link.

Home hair-color brand Madison Reed announced a new program called the "Colorist Cooperative."

The program enables colorists to earn an affiliate fee of \$25.00 for each new customer who purchases a Madison Reed product through them. This affiliate program will continue beyond the pandemic to help colorists continue to earn additional funds. Professional colorists can sign up at www.madison-reed.com/coloristcooperative.

At Majestic Enterprises, a distributor in the Northeast, owner Jamie Paradis has focused on providing a full menu of unique PPE at

competitive prices. Products include **Salon Goop Sanitizing Wipes** with 80% alcohol and **Waterless Cleaning Wipes, Hand Sanitizer, Sanitizing Face Cloth Refresh Sprays** to refresh your mask in Dreamsicle, Mint, Key Lime Mojito



and **Bubble Gum**, and **Face Shields**. Visit majesticmaine.com.

Malibu C's Stimulus Package helps reduce salons' backbar costs. It combines the **Malibu C Backbar Ritual** program with the **Malibu C Prep Pack Trio**, using single-use products, including hand sanitizer, to provide to the client prior to every visit.

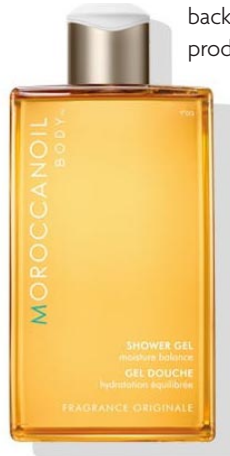
Milady, a part of Cengage, launched a complimentary two-hour Infection Control Certification program, available worldwide, for any current/future professional. This course allows professionals to review infection control best practices and help them alleviate consumer fears, as businesses begin to reopen.

This certification course includes essential information from the Milady four-hour Infection Control course, which is an approved continuing education (CE) course in Florida, Illinois, Iowa, Nebraska, North Carolina, Washington DC and West Virginia. It is also available on miladytraining.com, along with general guidelines for reopening salons, spas and barbershops. Note: Business owners and professionals must always follow their local laws/regulations.

Moroccanoil launched a multifaceted \$3 million recovery program to provide salons and stylists with the resources they need to rebuild their businesses, stay engaged with their clients and come back stronger than ever. The company:

- Donated to the **Professional Beauty Association COVID-19 Relief Fund** and the **Beauty Changes Lives** relief initiative. These organizations are providing relief grants of \$500–\$1,000 to beauty professionals.
- Provided \$2.8 million to its loyalty and market-leading salons globally in the form of station support and backbar products.
- Allowed loyalty partners to retail Moroccanoil products through their salons' e-commerce sites to create an additional direct stream of revenue, while strengthening both salon and brand loyalty.
- Waived initial investment for independent stylists, enabling them to take advantage of all Loyalty Partner Program benefits.
- Allowed Loyalty salons to redeem toward products from the **Moroccanoil Body** line, such as **Moroccanoil Soap, Hand Cream** and **Shower Gel**.

- Provided Loyalty salons with access to weekly business resources.
- Provided deep savings on station support, backbar and retail products to help lower operating costs.



hospital workers on the front lines. Visit moroccanoilprofessionals.com.salon.

Neuma Research LLC paid a 20% commission to stylists who registered their customers on the company's pro page e-commerce site. The company also created back bar and station support to allow professionals to utilize their limited funds for PPE products and other support items to comply with the CDC's requirements.

Olaplex launched the Olaplex Professionals Affiliate Program. For every order salons and stylists refer to Olaplex.com, they earn a 35% commission to create a new income stream. To date, the program has generated more than \$300,000 in commissions paid to salons and stylists.

Olaplex also launched a Gift Card Matching program (<https://olaplex.com/pages/salon-support-application>), offering up to USD \$1 million product support to U.S. salons and stylists. The Gift Card Program matches \$50.00+ gift cards the salon sells to their clients with Olaplex products.

OPI's Bounce Back program includes a multi-tiered approach to address both the professional and direct-to-consumer markets.

OPI introduced a \$200,000 grant to Hairdressers At Heart, supporting beauty professionals, including nail techs, salon

owners and educators with relief checks during the pandemic. The company has also helped connect nail techs and salon owners to government agencies for COVID-19 aid relief via the OPI brand channels. OPI is working with nail techs to sell take-home kits to their clients for DIY nails to make the most of the downtime. Additionally, the brand hosted weekly virtual education sessions taught by OPI educators and started the #StayAtHomeChallenge, a response to OPI fans' desire for normalcy and escape.

Quickly adjusting to changing professional needs, OPI revamped its education resources. New COVID-conscious sanitation tools and education expand on the extensive OPI sanitation protocols, in place since 1981. A

sanitation checklist and guide ensures client safety, and reopening FAQs cover the top sanitation concerns. Education is paired with essential products. Goodwill recovery kits include free essential items (masks, gloves, antibacterial hand wash gel). Sanitation products and tools will be heavily discounted throughout the year to ensure



professional and client safety. A free toolbox will be offered to salon partners with materials for them to reassure clients and share new safety measures through email templates, sample social media posts and salon video tours.

Looking to the future, OPI will expand its e-commerce and education efforts, while new opi.com modules, YouTube videos, and Facebook and Instagram Lives will offer education and attract traffic. New education includes tailored assets for mobile nail technicians. The bounce-back efforts will roll out throughout 2020.



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For National Hairstylist Appreciation Day, Ouidad donated 100% of online proceeds from the day to the Professional Beauty Association's COVID-19 Relief Fund to provide financial support to licensed beauty professionals who are unable to work due to COVID-19.

PCA SKIN partnered with FABRIC and its non-profit AZ Apparel Foundation, using their resources to produce FDA-approved Personal Protective Equipment. From April 13 to 30, PCA SKIN donated 100% of proceeds from their daily care mask sales on pcaskin.com, professional drop ship orders and on participating e-tailer websites, including **Dermwarehouse**, to FABRIC's 501c3 non-profit, Arizona Apparel Foundation. Proceeds assisted FABRIC in ramping up production at their Arizona facility to produce PPE.

The Personal Care Products Council and its member companies are using all the tools available to help mitigate the virus and provide credible, factual information.

"PCPC continues to serve as the industry's voice with global, federal, state and local officials, and to engage with other organizations to navigate the pandemic," says **Lezlee Westine**, president & CEO of PCPC. "We are working diligently to respond to



Lezlee Westine

COVID-19 and ensure people have access to safe, essential products and services they rely on.

"Recognizing the significant financial hardship many smaller businesses are experiencing, some of our members have implemented novel

measures to ease the financial burdens of those forced to cut back operations or close, including hair salons, perfumeries and other professional beauty businesses.

"In addition to deferring payments, some companies are providing flexible payment terms for mid-sized businesses and accelerating payments to smaller suppliers. Others have made cash donations to the PBA

COVID-19 Relief Fund, which supports licensed professionals who are unable to work due to COVID-19 and provides emergency aid for short-term immediate needs.

"We are proud to support our professional colleagues, consumers and employees during this time and are hopeful that our industry will emerge from this global crisis strong and able to continue providing the safe, innovative products consumers use every day."

PRAVANA launched its Stylist Transform & Empowerment Program (S.T.E.P.), a comprehensive initiative designed to help the salon and stylist community rebuild. The program, known as **S.T.E.P. Up**, introduces rollback pricing on the brand's best-selling color line, a \$1 million investment to convert color without commitment and a salon transformation sweepstakes.

"It has always been our promise to stylists to be a supportive partner and to empower them through everything we do," says **Michelle Chandler**, PRAVANA General Manager. "To honor our truest commitment to our community, we made the decision to launch this initiative to bring them purposeful value and benefit that will help them rebuild. With S.T.E.P. Up, not only do we want to provide immediate support, but we also want to lay the groundwork for their future success."

Raise the bar and lower the price.

PRAVANA is making its ChromaSilk color line available for just \$4.99 a tube. As salons are rebuilding, these savings help put money back in stylists' pockets. The rollback pricing applies to ChromaSilk Permanent Creme Hair Color, ChromaSilk VIVIDs Everlasting and ChromaSilk Express Tones.

Convert without commitment. PRAVANA is investing \$1 million in stylists' long-term savings with its new color conversion initiative. Tube-for-tube, stylists can trade out their current unused color brand for PRAVANA with no commitment and no minimum purchase necessary. For stylists trading 36 tubes or more, PRAVANA will provide a free swatch book, valued at \$60, and a downloadable ChromaSilk 101 class, a \$500 value.

S.T.E.P. Up into a premium salon upgrade.

PRAVANA is not only investing in stylists, it's also investing in their spaces with the Salon

Transformation Sweepstakes. Salon owners and independent booth renters who trade in 36 tubes or more are eligible to win salon transformations valued at \$25,000 and \$10,000

in partnership with **Belvedere Maletti**, a leading salon design and furnishings company. This sweepstakes opportunity offers salon owners and booth renters a chance to upgrade while creating a comfortable space for stylists and clients in today's time. Visit pravana.com for official rules.

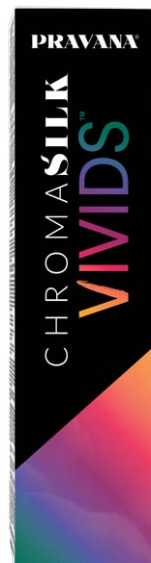
The Grand Prize includes a Salon Transformation valued at \$25,000 for a commissioned salon winner and \$10,000 for a booth renter winner. Second prize is \$2,000 in retail products

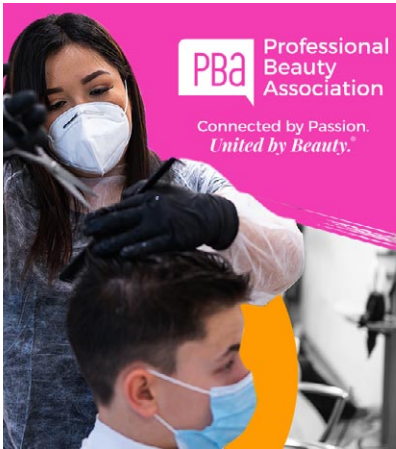
for a commissioned salon winner and \$2,000 for a booth renter winner.

PRAVANA continues to offer free digital education opportunities. PRAVANA's S.T.E.P. Up Program runs through August 31, 2020. Visit pravana.com.

The Professional Beauty Association has crafted a series of recommended Back-to-Work Guidelines for salons and spas to follow, provided financial assistance to beauty professionals through the PBA COVID-19 Relief Fund and offered ongoing webinars on best business practices for salons and distributors, as well as technical and trend instruction for beauty professionals. The association also offered free membership (a \$50.00 value) to licensed beauty professionals.

The Back-to-Work Guidelines cover increased sanitization measures, installing plexiglass or acrylic partitions, removing coffee and amenity stations, imparting electronic-only transactions, requiring face masks, staggered appointments, waiting in cars, having clients show up with clean, dry hair, and more. View the PBA Back-to-Work Guidelines at probeauty.org/safesalon.





“The most important thing is communication,” shares **Steve Sleeper**, PBA executive director. “But ensuring that clients understand that the post-COVID-19 safe salon experience is going to take some getting used to is a great starting point.”

A safe salon, according to the PBA, follows its guidelines, along with the state-mandated guidelines, and ensures that the health and wellness of its team and clientele comes first.

In light of dozens of states beginning their phased reopenings, the professional beauty community still faces many challenges ahead in getting back on its feet. The PBA is entrenched in government affairs, including its active lobbying for the **FICA Tax Tip Credit** as part of the economic stimulus package, which would create significant savings for salon owners, and collaborating with state-level task forces to establish best practices in reopening, as well as ensuring the PBA Back-to-Work Guidelines are shared as a state resource, too.

Further, the PBA has established its **COVID-19 Relief Fund**, which has raised over \$1.3 million to date. 100% of donations are going directly to support licensed beauty pros experiencing financial hardship due to COVID-19 via \$500.00 grants. The PBA will continue its fundraising efforts to support the COVID-19 Relief Fund, as the more it raises, the more beauty pros it can help.

This initiative is supported by top brands, including **Aloxxi, Andis Foundation, Aura SalonWare, Aveda, Babe Hair Extensions, Baxter of California, Beauty Cast Network, Bellami, Boulevard, Bumble and bumble, Davines, Developlus, Dyson, ERGO, Fromm,**

Glam Seamless Hair Extensions, Goldwell New York, Great Clips, Hairdreams Hair Extensions, Hattori Hanzo Shears, Henkel Professional Beauty Division (Alterna, DevaCurl, Joico, Kenra Professional, PRAVANA, Sexy Hair, Schwarzkopf Professional, Zotos), InnerSense, Kate Somerville, Kevin.Murphy, Lashes and Seams, L’Oréal Professional brands (Biologie, Kerastase, L’Oréal Professionnel, Matrix, Mizani, Pulp Riot, Pureology, Redken 5th Avenue, Shu Uemura), Living Proof, MoroccanOil, Ouidad, Piori, Professional Beauty, SalonCentric, Sam Villa, Sunday Riley, The Jill Foundation, The Suite Relief, Visiscal Pro, Wahl Professional and more. Learn more at <http://probeauty.org/relief>.

PurLite, Robanda International’s medical-grade UV-C light cleaner, sanitizes in 30 seconds. It eliminates 99.9% of all harmful germs and bacteria and kills the coronavirus. It also fights against other bacteria such as *E. coli*, salmonella, staph and *Candida albicans* and other viruses such as influenza (flu) H1N1 (swine flu) and norovirus.

A PurLite unit at every chair offers salon, spa and barbershop clients the ability to sanitize their phones, keys, eye glasses and more. The salon will have the ability to sanitize pens, calculators, checks, tweezers, scissors, combs, brushes and more.

They are EPA-approved and being fast tracked to OSHA and FDA approval. View the video at <https://youtu.be/wiqdbUymYTU>.

Distribution opportunities are available nationwide. Contact **Paul Flanery**, national sales director, at paul@robanda.com.



REDAVID Salon Products, LTD. launched a direct-to-salon stimulus plan to assist salons with their recovery. The company has allocated over \$250,000 in backbar liters and samples to help salons get back on their feet. As part of the Backbar Reboot Program, any REDAVID salon who previously purchased an introductory kit or who stocks a full representation of the line can claim a \$242.00 USD kit for free with no shipping or handling fees. The kit includes one of every liter for the backbar, a volumizer and **Cedarwood Leave-In Conditioner** for the styling station, and 10 of every sample sachet. Visit <https://bit.ly/30RiGci>.

Regis Corporation (NYSE: RGS) is working with infectious disease specialists at the University of Minnesota Medical School to ensure that health and safety of their customers and stylists is at the forefront of their salon reopening plans. Infectious disease specialists reviewed the mapping of the customer journey, along with new safety training videos on how services are performed, with the goal of learning how to best protect customers and stylists. They provided recommendations on the proper PPE and additional safety measures that have been communicated throughout the Company’s entire salon system to help educate and prepare the Company’s franchise partners and stylists for operating salons in a safe manner in a COVID-19 environment. Franchised and company-owned salons have incorporated these recommendations, along with any state specific guidelines, into their salons’ relaunch.

Repêchage launched the Repêchage Partner Program, free online education and special offers for both pros and consumers.

The Repêchage Partner Program (partners.repechage.com) allows professionals to help their clients while earning a commission for each sale they refer. For the first time, Repêchage is offering two of their express professional treatment kits—the **Repêchage Red-Out Express Soothing Facial For Sensitive Skin** and the **Biolight Express Brightening Facial**—for retail sale. This will allow clients to experience a nourishing facial treatment from the comfort of their homes.

Recovery initiatives cont. on page 62

Recovery initiatives cont. from page 61

Repêchage will waive all minimum order requirements on their professional site, pro.repechage.com, and offer free shipping for all retail orders on repechage.com.

Repêchage is also expanding their free online education, so salon and spa professionals can use this time to build their knowledge. Sessions include demonstrations, spa business tips, and tips on best practices to communicate and stay connected with clients. View a class schedule on edu.repechage.com.

Says Repêchage CEO and Founder **Lydia Sarfati**. "Virtual consultation is not just a quick fix for the current crisis, but the future of professional skin care. It's important to take the time now to learn all you can on how to use technology and virtual platforms to not only sustain your business but build it for the future."

Robanda's president and CEO David Leib tells BIR that his multi-brand company, ranging from Bodyography to Prorituals and from Tropical Shine to Pebco Pro Tools, is adding a new PPE Safety Solutions division that provides hand sanitizer, masks, gloves, goggles, face shields, thermometers and disposable capes. Central to that division is the new PurLite (See page 61 for details.)

In addition, Robanda has instituted a variety of new policies:

- Allowing customers to pay past invoices as and when they can.
- Giving distributors a customer appreciation extra 15% discount for their first reopening order.
- Providing continuing education events via Facebook and Zoom
- For some brands (not all), assisting distributors with drop ship to their customers.

Contact **Shawn Russell**, vice president, international sales, at shawn@robanda.com and **Anthony Leib**, vice president, domestic sales at anthony@robanda.com. Visit robanda.com.

Saints & Sinners Haircare provided Affiliate codes for salon partners to earn commission. The company also donated its **Velvet Divine Hair Masque** (above, right) to Toronto area nurses and hospitals. Visit realsaintsandsinners.com.



Salon Gurus, an online educational platform for beauty professionals from Karen Hodges and Janet McCormick launched Salon Safety Training for the Beauty Industry, an online, forever-access program that brings industry professionals up to the new safety standards.

The program is set up in six modules, each addressing pertinent topics in safety for salons, spas, studios, barber shops and other beauty professionals. The course offers Certification upon passing a comprehensive exam.

Salon Gurus' sister online training platform, **Nailcare Academy**, offers the Advanced Nail Technician, the Footcare Nail Technician and Medical Nail Technician Certifications online on at nailcare-academy.com. Salon Gurus offers skills and business-success programs available on salon-gurus.com. The Safety Training for the Beauty Industry program will be available on both sites.

At Salon Service Group, Gino Barbo and his team started shipping retail products directly to salon clients while offering stylists their full margins. They also packed free gifts into every order. In total, they gave away over \$250,000 worth of free samples.

Damage-specific hair-care line Save Me From has created an Affiliate platform to help stylists and salons get back on their feet. Stylists register on savemefrom.com, then receive a personalized link to give to their clients and share on social media. They receive commission for product purchases made through their link.

Candy Shaw's Sunlights Balayage made its entire education library available online for free for hair stylists to access and for

distributors to share with their customers.

Next, Candy taught a series of complimentary classes on French Cutting, her specialty, sharing how she averages four minutes per haircut. To further encourage education during everyone's downtime, Sunlights made their practice mannequins, the Colette by Candy Shaw, available online for near cost, so that shut-in hairdressers could practice during their down time. Finally, Candy held a series of FB Live programs from inside her salon on how to prepare to reopen for other salon owners. She even posted un-branded versions of her signage for stylists to download and use for their reopenings.

Spornette International invites stylists to get a clean start with new brushes with the Back to Work Kit (distributor special \$20.90/salon \$41.80). One kit features four professional brushes, a free detangling brush and a free carbon pintail comb, all packed in a reusable, zippered vinyl bag.

More options are available at <https://spornette.com/hair-brush-category/bag-deals/>. Reach **Laurie Sporn** at Visit spornette.com.



At Sport Clips, President Edward Logan shares some of the actions the company has taken to help its business partners.

For example, they assisted franchisees by providing resources for handling layoffs and/or furloughs, provided FFCRA, FMLA and unemployment tips and waived fees and royalties as the shutdowns progressed.

They assisted laid-off employees with financial support resources, deferments on mortgages and car payments, assistance with essential needs (food, housing, etc.) and

emotional health and well-being, provided parenting resources, daily Zoom meetings, webinars and conference calls, optional technical sessions with outside “stars” and two motivational sessions. They provided focused plans for re-opening, including extensive marketing plans for each area.

Celebrity hair stylist Michael Dueñas and his wife, beauty publicist Melody O’Flaherty, founded Support Creatives, a 501(c)(3) nonprofit, to support artists in the beauty industry.



Michael Dueñas

Support Creatives hosted **Beauty Together**, a 10-day fundraiser for those affected by COVID-19. The global live-stream education event brought together celebrity hair stylists, makeup artists, beauty agencies,

celebrities and brands to virtually hold hands in a benefit for artists.

Beauty Together also offered education from artists like **Guy Tang, Bobbi Brown, Sir John, Sam Villa, Scotty Cunha, Danessa Myricks, Sarah Potempa, Tabatha Coffey, Marissa Marino.**

Supporting sponsors, including **R+Co, Schwarzkopf, Aloxxi, Alterna, #myidentity, Unwrapped Life,**



Melody O’Flaherty

Beachwaver, Danessa Myricks Beauty and The Makeup Show, also presented artists and giveaways.

Classes started at a \$10.00 donation, with attendees encouraged to

donate additional funds on SupportCreatives.org/donate.

Other programs include emergency financial support mentorship, online education, and tool and product support. Visit supportcreatives.com/collections/beauty-together.

The Dijulius Group wants to help as many

small businesses get back on their feet as possible. To that end, they are offering free trainings: My Customer Experience Trainer (My CX Trainer) and Customer Service Training (Video) for Customer-Facing Employees That Will Help Them Provide A World-Class Experience. Register at <https://bit.ly/2UYMJLk>.

The Sam Villa company produced two large online events to raise funds for those who are in dire straits due to the shut-down via the PBA COVID-19 Relief Fund.

When the America’s Beauty Show cancelled, The Sam Villa Company decided to produce an event to re-create the education that they’d normally deliver from a booth stage or classroom. “The Show Must Go On” was an all-day event with **Sam Villa** and the **Sam Villa ArTeam** live streaming classes co-sponsored by **Pivot Point, Redken** and **ABS**. Over 16,000 stylists signed up to watch. Through a sales promotion tied to The Show Must Go On, the company donated \$24,000 to the PBA COVID-19 Relief Fund.

Sam Villa Company also established two popular weekly virtual events—**Tuesdays with Sam Villa and Cabin Fever with Andrew Carruthers**, education director for Sam Villa.

Finally, the Sam Villa & Friends Socialathon to Benefit the PBA COVID-19 Relief Fund was a 12-hour marathon of virtual, brand agnostic education from 20 top name artists.

Tippy, the digital tipping platform, launched a free virtual tip jar, TIPIT >> FWD.

The virtual tip jar is a safe and simple way for clients to tip their favorite service professionals and share an uplifting message.

Since the launch on March 31, hundreds of salon professionals have received more than \$40,000 in tips. Loyal clients who wanted to support their stylists made tips of \$62.00 on average, up from the average \$17.00 before the pandemic. There have even been generous tips of \$500.00, \$1,000.00 and \$1,500.00.

Tippy has integrated TipIT FWD into their software in order to enable customers to continue to use it in conjunction with its in-store kiosk. The kiosk now also provides a QR code, providing clients a mobile version of TipIT FWD, where they can directly tip and

message their stylist (from the salon or from home). TipIT FWD, combined with the new “Real-Time” software that gets service professionals’ tips to them within seconds has led to a huge change for both the beauty industry and our company. Since salons have begun re-opening, these features have already enabled over 250,000 tips valued at over \$4.5 million. Visit meettippy.com.

Usmooth, a line of high-performance, professional hair care products, has created the ucare foundation to support stylists in need and is producing a new line of hand sanitizer. Gino Barbo, founder of both

usmooth and **Salon Service Group**, a Midwest distributor covering 11 states, is placing 2% of all usmooth sales into the ucare Foundation for customers who need help due to unforeseen medical conditions or emergency financial circumstances. The ucare Foundation has donated over \$400,000 to stylists in need.

The new ucare Foundation hand sanitizer is formulated with 70% alcohol. Sizes include 2 oz., 4 oz., 64 oz. and 1 gallon. Contact Salon Service Group at 417-889-5533 to place your order. Visit usmooth.com.

In partnership with the Professional Beauty Association, Viviscal will donate up to \$100,000 to help stylists and beauty professionals enduring financial hardships as a result of COVID-19. Visit viviscal.com.

Wahl Clipper Corporation is providing face shields for healthcare workers. Visit c19protect.com and wahlpro.com.

Wahl Professional also offered free barbering education on the company’s Facebook page with the help of the Wahl Education and Artistic Team members, who provided step-by-step instructions and answering questions on how to create a collection of different looks.

Wahl Professional also hosted Instagram Lives, in which followers can get to know the WEAT members and learn how they are handling the slowdown in business at their own salons and shops. The company is also staying engaged through **Disruptour Live** on Instagram, which is hosted by all the tour educators and **Byrd Mena** (@byrdmena).



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The Beauty Industry Report AN EXECUTIVE MAGAZINE & COMMUNICATION FORUM FOR PROFESSIONAL BEAUTY BUSINESS LEADERS

Cosmoprof North America has postponed its 18th edition from Sept. 2020 to June 27-29, 2021.

"We have been actively monitoring ongoing developments regarding this global health emergency (COVID-19) and have decided that rescheduling the show is necessary to ensure the health and safety of our exhibitors, attendees and partners," says **Enrico Zannini**, general manager of **BolognaFiere Cosmoprof SpA**.

"Our commitment remains to providing a show environment that is both productive and safe. Postponing will allow us to meet our community's expectations," says **Steve Sleeper**, executive director of the **Professional Beauty Association**. "We are thankful for the patience and support we have received from our exhibitors, attendees and partners in navigating this unprecedented situation."

Cosmoprof North America will launch a virtual trade show in the fall to connect current exhibitors with buyers, distributors, retailers and press from the Cosmoprof community for networking and business opportunities. Visit cosmoprofnorthamerica.com.

last minute blasts

Congratulations to beauty business czar John Heffner, who



John Heffner

has left his position as CEO of Drybar to join indie skin-care brand

Summer

Fridays as chairman and CEO.

This is a huge loss for the professional business, where John was a beloved personality and received the City of Hope's Spirit of Life honor in 2007.

John has led Drybar since 2013. Previously, he served as president and general manager of **OPI**, led **CND** and worked at **Chesebrough-Ponds** and **Procter & Gamble**.

As BIR went to press, Cosway Company, Inc. announced the acquisition of ColorProof Color Care Authority. Rick Hough's Cosway Company, a fully integrated beauty and personal care company based in Carson, CA, has been a key investor behind ColorProof for years and continues to develop, warehouse and supply ColorProof's product portfolio.

Founders **Jim** and **Cheryl Markham** will devote their time to inspiring others in the beauty biz to succeed.

Update from the Premiere Show Group: Premiere Orlando is moving its 2020 show to November 8-9, 2020. In addition, **Premiere Columbus** has been rescheduled on October 10-11, 2021, and **Premiere Birmingham** has been rescheduled to October 24-25, 2021. Visit premiereshows.com.



A NAHA 2020 finalist in the Avant Garde category. Hair by Jamie Whiley, Define Hair, Fort Meade, MD. Photography: Cody Rasmussen. Makeup: Angelica Perri.

Entries for the 2021 North American Hairstylist Awards opened on June 11. Deadline for entry is Oct. 2.

Two new categories this year include Inspiring Salon of the Year and Educator of the Year. NAHA was designed to allow artists to push the boundaries and reach new heights in artistry. Winning entries will be unveiled on January 30, 2021. For specific category rules, to enter and to purchase tickets, visit probeauty.org/NAHA.

To start a new subscription or renew yours at a special price, visit subscribe.bironline.com.