

The issue for our franchisees is, if stylists aren't working, locations aren't making money. So we increased communications with franchisees, helped them secure rent deferments with landlords, and helped them provide similar deferments to their salon professionals. But once regulations started shifting and businesses started figuring out how to reopen, it was clear that our business was really designed to meet the concerns of social distancing. We stepped up cleaning procedures, but we really didn't have to change much. The privacy of individual suites, and their one-on-one servicing, helped



Do you see the pandemic having a long-term effect on your business?

There's a bit of a revolution going on in our industry. People are going to continue to want elevated safety protocols, and conventional salons that have everyone congregate in one space don't provide that. Of course, the big downside to all of this for our industry is that a lot of conventional salons are closing.

What does that mean for your business?

In 2020, versus 2019, we saw a 344 percent increase in salon professionals coming to our website, looking for a suite to rent. We need to prepare for that increase, and also do what we can to help the long-term pipeline of salon professionals. We're getting out there and educating about our model and speaking to beauty schools. And through our mobile app, we're really helping salon professionals manage their own clients and businesses.