

## L'ANZA Salon Reentry Guideline

This has been an unprecedented time in all our lives. We know that there will be many steps to take to get back to doing what you love and serving those you care so much about. We want to help you make a B.I.G. impact in your community, for your team and for yourself. This outline introduces you to each phase of the plan. You will find resources, templates and scripts to help you get back to doing what you love!

### **Outline**

#### Salon Hiatus Phase

1. Managing sales
2. Maintain & enhance your social media presence
3. Team connection
4. Sales Analysis
5. Operational Improvements
6. Inventory Counts
7. Client volume projections
8. Health & Sanitation

#### Pre-Opening Phase

1. Marketing strategies
2. Meet with Brand Consultant, Sales Consultant and team to assess opportunities to grow sales & set goals
3. Finalize new operating standards
4. Communicate re-opening date on social media
5. Put tracking measures in place
6. Reach out to clients

#### Opening Phase

1. Maintain standards
2. Practice empathy
3. Track progress daily
4. Be visible & lead
5. Share your progress & breakthroughs on social media
6. Monitor sales trends

For more information and resources:

- Contact your Brand Consultant or Brand Manager
- Go to MyTribe via [www.lanza.com](http://www.lanza.com) website
- [www.lanza.com/covid-19](http://www.lanza.com/covid-19)
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## **Salon Hiatus Phase**

### Managing sales while on hiatus

By now you may have exercised many options to drive sales while your salon has been closed. Here are a few recommendations to help manage cash flow.

1. **Gift Card Income:** If you have sold gift cards during the hiatus it is important to track how much has been sold and to whom. We recommend you hold onto all the cash and compensate the team when the salon opens for business again and the service is completed.

It is also important to keep cash aside to cover your back bar, color expense and credit card processing. Use the equation below:

January & February back bar purchase in dollars divided into January / February Service Sales. This is the percentage you will need to set aside to cover this expense.

- Back bar / color expense: \$4,000
- Service sales: \$40,000
- \$4,000 divided into \$40,000 = 10%

This means that 10% of gift card income will then be set aside to cover this expense when the gift cards are redeemed.)

2. **Retail Sales:** Many salons have offered curbside pick-up or called in orders to distributors to direct ship. Be sure to keep track of who purchased and update client files. If you offered curbside pick-up, then be prepared to restock your shelves with 50% of what you sold. For example, if you sold \$2,500 in curbside retail sales then keep \$1,250 aside to replenish your stock
3. **Discount Incentives to Book Client Appointments:** If you have offered clients an incentive to book their appointment for when you re-open be sure to track who took advantage. If they paid in advance keep as much of the funds on hand to cover payroll & payroll tax, back bar / color and credit card processing. Track how many appointments have been booked based on advance scheduling to know what your capacity looks like the first 4 weeks you are back to work.

### Maintain & enhance your social media presence

Now is not the time to be quiet. This is the time to be the leader that you are in your community. Get on Facebook or Instagram and go Live. Here are some steps to take:

- Share updates with your clients letting them know how you and the team are doing.
- Teach them how to take care of their hair while at home
- Go live and share about different products, highlighting one or two each day
- Walk through new health & sanitation steps you will take on their behalf

### Team connection

It is important to stay connected with your team- We suggest meeting a few times per week on apps such as Zoom, Go To Meeting, Google Hangout, etc. Keep it informal and light. The closer we get to a re-opening date this mode of communication can be used to have meetings with them to prepare to open again.

### Sales Analysis

In order to prepare to re-open, it will be important to have a good idea of what your average sales trends were before this hiatus. This information can help you to project ahead and plan for when you open. It will also provide valuable insight into how you are performing in the first 3 to 4 months back to business by comparing your pre-covid trends to post covid trends. This will show where you can bridge gaps. Review January and February to gain the following data. *(For each step below take the 2-month grand total & divide it by 2 to get the average):*

- Service sales for the salon and service provider
- Retail sales for the salon and service provider
- Gift Card sales for the salon and service provider
- Rental Income for the salon if applicable
- Number of guests per week for the salon and service provider
- Average Service ticket for the salon and by technician
- Average Retail ticket for the salon and by technician
- Service Mix *(What % of total services are each individual service. For example, Women's Cuts are 35% of total services performed in January and February. This is important because it will help you to see what services made up the highest percentage of your sales pre-covid. This can help you compare them to how you are performing once you re-open to help you isolate services that need a boost once you re-open)*

### Operational Improvements

A great step to take during this down time is to review, edit and create systems that support how you operate and run the salon. Here is a list of systems to consider

- Cleaning procedures (A sensible place to start)
- Front Desk systems & customer service scripts
- Consultation & retail systems
- Recruiting & interviewing
- New hire orientation
- Employee handbook
- Software training
- Team meetings
- One-on-One meetings
- Employee forms (warning notice, key release, vacation request, etc)
- Team training

### Inventory Counts

Complete a physical hand count of your retail and back bar / color. Audit these totals with your software to ensure accuracy and make any adjustments to minimums and maximums to that support sales trends and expectations.

### Client volume projections

Manage your books using the following:

- Schedule 50% of your gift card and pre-purchased services for each week of the first month you are back. Leave the other 50% open for paying appointments to provide a balance.
- Analyze each appointment booked by reviewing each client's last 3 visits. Look where you have relevant opportunities to add on additional services like colors, ultimate treatments, etc. Have each technician review their books and submit their add on and retail opportunities. This way you can see just how much opportunity exists based on the relevant recommendations they will make. Add up these totals by technician, by day and by week. Create a chart and launch a team incentive for who hits the highest % of effectiveness. This would be great homework opportunity to discuss and share findings on Zoom Team call. Have each team member prepared to share their goals. It has them become more accountable for their business.
- Attempt to book as many color appointments up front as you can to get their rebook in sooner. Ideally 65 % color to 35% haircut scheduling balance. Be mindful to not schedule as many blow outs in the first few weeks you are back to work to save room on your books.

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## **Pre-Opening Phase Preparation**

### Finalize new operating standards

One week prior to opening have a Zoom meeting with your team and review any new operating standards, health guidelines to ensure everyone is on the same page. Discuss who will be responsible for new steps or tasks and what training may be needed.

### Reach out to clients

A good step to take throughout this hiatus is making a list of 5-10 clients a day and calling them to check in and see how they are, how can you help them? Staying connected makes a difference for them and for your team.

### Communicate re-opening date on social media

Once an opening date is established get on Facebook Live or record a message for all your clients to share your excitement. Communicate what steps you will be taking to ensure you have the safety of everyone involved considered. Walk them through specials you have created and end with your commitment to them to provide the safest and best service experience.

### Additional steps

- Your guests will have larger regrowth, so have more working product on hand and be aware of potential inventory issues.
- Consider creating express services menus. Examples Hairline root smudges to cover grey or partial highlights but not necessarily doing a full service.
- Think 2x the services in 1/2 the time for half the cost to accommodate your Time and the guests Budget
- Consider not doing blow out if you really want to get people in and out?!! And create a blow-dry station in the restrooms and unused areas in the salon that guests can rough dry in 4-5 minutes.
- Toning retail products take home masques and Root Sprays will be your best friend!!
- Box color corrections is now a PREMIUM, due to space & time. Think of your going rate per hour x2.
- Do not discount your services give free add on as gift. Again, think of quick partials at a lower price options, but your time now comes at a Premium!
- Shipping may be delayed due to increased volume indefinitely, as well as stores having social distancing or curbside orders in place. Order AHEAD based on your week or two week needs!
- Work based on who was cancelled first to last. Everyone wants to be there first day but you're not a machine with 50 arms, so you'll have to spread it out a bit.
- Consider doing consultations over the phone or face time your guests to make the correct times for appointments. Circumstances and seasons have changed, and they will be ready for it. Maybe try doing a ZOOM consultation to save time!

Most salons cleaned thoroughly before closing, if this was not done take the following steps.

- Clean out the refrigerator and wipe it down, inside and out.
- Clean table or countertops in backroom.
- Wipe down all stations and salon chairs; clean shampoo bowls.
- Ensure all combs and brushes are sanitized, dried, and stored.
- Clean all blow dryers, hot tools, dryer chairs
- Wipe down entire front desk surface.
- Wipe down all lobby chairs, windowsills, door handles, windows.
- Clean the bathroom; refill supplies, sweep and mop.
- Make sure all capes are clean (Do you have enough)
- Remove any self - serve beverage stations & Magazines You may want to remove boutique items for a while to limit touching

Check Inventory: You're going to be busier once you open

- Color, Decolorizer & Developer
- Back Bar & Treatments for add on services (Some hair will need this)
- Retail
- Foil, gloves, capes, combs, brushes, color brushes, bowls, hair clips (Any tool that has been in contact with a client needs to be sanitized) You must use clean and sanitized tools on each new client,
- Keep in mind shipping could be delayed once things get busier, if you need something order it quickly with your sales consultant or online, allow a few extra days to be on the safe side
- Barbicide, wipes, bleach etc

Promotions:

- Take down any old promotional marketing
- Insert or put up new promotions
- Focus on clearing out old inventory that has been sitting, we have promotional flyers to utilize

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## Pre-Opening Phase

### Marketing strategies

A critical part of your re-entry plan will be marketing to your clients and community. We want to give you a kick start with the following ideas:

**Book Your Appointment Today & Get a Complimentary Lip or Brow Wax:** This program is a different spin on the promotion above looking to get the same results, increased appointments at a minimal investment. Run this promotion for one week. (See attachment for template to build your marketing collateral)

**Reset! Recharge! Revitalize!** An all-inclusive package to drive color business, retail sales and lower back bar costs. Offer the client a color re-touch, haircut and a shampoo & conditioner for one set price. Instead of using your back bar, open and use the shampoo & conditioner they bought and teach them how to use it. This supports them while lowering your back-bar usage, thereby saving you money. Package all of this together at full price but include a complimentary scalp massage during the shampoo. Clients will appreciate the relaxation. (See *Reset, Recharge, Revitalize Template*)

**Retail Revolution:** Clients can purchase one product at 10% off, 2 products at 20% off or 3 products at 30% off! (See *Retail Revolution template*)

**D.I.Y. Contest:** Have clients post a picture on your feed of a messy top knot for example. Client that wins gets a full-service experience (cut, color, product, etc.) with a gift card to a local restaurant you want to support.

**Virtual Block Party:** The week leading into re-opening, work with the businesses on your street, in your plaza or area to have a virtual block party. Record messages to promote each other, repost specials each other are offering, schedule promotions to hit at the same time on each day. 48 hours before re-opening day invite all followers to a big Zoom party where each business gets to share about themselves with everyone and express solidarity for each other and the community.

**Client Welcome Back Bags:** If you already have a client gift bag then you have a head start. If you don't, the create one with the following:

- A bag with your logo
- Menu & business cards
- Travel size samples (check with your distributor to see if they can support with these)
- Cancellation policy
- Health & Sanitation standards for the salon and your request & expectation of your guest (See *Healthy & Safety Client Message Template*)
- Personal note from the owner
- Referral cards



- \$10 gift card for a new service
- Small piece of candy
- Swag from other businesses you partner with
- Coupons from other businesses in your plaza, on your road or who you generally partner with. Show Small Business Solidarity!

**Salon First Response Act:** Instead of discounting a service, take that same percentage off your service and use that money to offer medical professionals and first responders complimentary services. Run this promotion for the two weeks to a month based on your choice and cash flow. Choose a local hospital or paramedics, firefighters and law enforcement.

**Book Your Chemical Appointment Today & Get a Full-Size Shampoo & Conditioner:**

This program is designed to support you to increase the number of appointments you have scheduled in the first month you re-open. This will help to project the amount of cash flow you will be bringing in. The thinking here is that it is better to guarantee the money ahead of time and is worth the retail investment to lock it in. This also drives long term retention. Run this promotion for one week. (See attachment for template to build your marketing collateral)

To launch any of the above marketing ideas follow the steps below:

1. Meet with your Brand Consultant, Sales Consultant and team to develop the plan.
2. Assess what steps need to be taken, resources needed and who will be involved.
3. Create visual collateral to communicate the programs. (Shelf – talkers, social media images, etc.
4. Tracking: it will be imperative that you track any of the above programs to measure effectiveness. Tracks things such as how many people respond, how many book appointments, how many take advantage of in salon specials, how many add on additional treatments, services and purchase retail.
5. Communication: work with the team (vital) to develop scripts on how to communicate each program so that everyone is on the same page, saying the same thing.
6. Celebrate! Create a team incentive for everyone to get behind to reward efforts for the first month of work. Also add individual weekly incentives to reward top performers and leaders who step up. What gets rewarded, gets repeated!

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### Health & Sanitation Practices

Review all current health & sanitation systems. Look for how you can improve. Keep in mind this document will be updated as standards & government directives dictate. Here are some steps you can take to prepare to re-open.

- Order gloves and masks to supply your team and clients. Be sure to NOT order the N 95 masks. If you find them available leave them so they can go to medical professionals.
- Order your smocks and aprons and face shields
- Go to [www.barbicide.com/certification](http://www.barbicide.com/certification) and take their course with your team.
- Order "touch free" credit card processing terminals to lessen contact and promote less cash exchange.
- Due to the potential limits on people in the salon at any given time clients may have to wait in their car until you are ready for their appointment. You will have to call or text them when you are ready.
- Ask clients to come alone for their appointment
- Open for longer hours to accommodate the amount of people allowed in the salon at any given time. You will also have to add more time in between clients for cleaning.
- You may be open 2 to 4 hours more per day and possibly 6 to 7 days a week in the beginning to accommodate client needs. Be sure to have all supplies, water, food and breaks for team members planned
- Shoot a video message explaining all current & new steps you are taking to support your team and clients to have a healthy experience
- Make it a policy that *everyone* washes their hands when entering the salon. We also recommend that guests bring their own mask from home for their salon visit. Use this type of language: "We prefer you wear your own mask; however, we will supply them as needed."
- Enforce all sanitation practices and discipline team members who are not following 100%
- Create a Health & Sanitation test that each team member must take and pass with a 100% score the week prior to re-opening the doors. (See *Sanitation Test template*)
- Research the additional fees that you may incur if it becomes mandated to wear gloves and masks daily or per service. You may need to add a \$2 to \$5 fee per service while it is mandatory to do. We recommend you do not communicate this as a price increase, position it as a Covid related expense. (See *Service Charge template*)

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## Opening Phase

### Maintain standards

Once you are open it is imperative that you hold everyone (clients included) to health and safety measures. This discipline and integrity are important to build trust and strengthen your brand for your clients and your team.

### Practice empathy

It is important to be aware that some staff members and clients may not want to come back right away. People are going to be nervous. It makes sense to check in with each team member to take their pulse. If they are uncomfortable or have legitimate health concerns, then work with them to create a plan that supports them.

### Be visible and be accessible

If you are in a leadership position be sure to not book yourself 100% the first few weeks you re-open. Give yourself gaps throughout the day to be assessible to your team to troubleshoot issues, answer questions, cheerlead and to measure how everyone is managing the new normal. Build in the time now and you'll not only be thankful for it, you'll be working smart!

### Share your progress & breakthroughs on social media

Share your happiness, breakthroughs and successes on social media. Demonstrate to your community the ability that you and your team have to re-open business in a way that is socially responsible.

### Additional Steps

- Recommend add on services treatments, mask etc. (Not only will this bring in extra service income, their hair needs will be different)
- Regrowth will be more than a normal color or highlight service, be sure you formulate correct and are charging for the extra color or process of what this may look like
- You will have color corrections, be sure to charge according, its generally twice your color service price PER HOUR
- NO DISCOUNTING If your heart strings are pulled offer a complimentary add on service, wax, treatment, hair mask... Keep in mind they booked the appointment knowing the cost of your services and came to you.

- Consider not blow-drying it will save half the time they are in your chair; you could create a blow dry station with product for clients to blow dry their own hair (keep in mind those tools & products will need to be sanitized after each use) and you will need to have several stations far enough apart if you have a full salon
- Create options for services include time & pricing (Adjust for what you are doing now versus last visit) keep in mind clients may also have had a change in their budget; Express Service is a lower cost, think partial highlights, full, face frame or per foil, only covering the new growth, T zone area, you are now giving them options versus making them uncomfortable with spending what they used to spend, this may open you up to more clients booking versus waiting.

### Continued Social Distancing Requirements

- We may still be under some type of social distancing 10 or less in the salon, chairs 6 feet apart
- Stylists should be washing hands often with soap & water, wearing a mask & gloves (a new pair needs to be on for each client)
- Only allow the client in the salon, no kids or guests unless unavoidable (Parent & child haircut under the age of 5)
- Have clients stay in their car until you have sanitized your station and are ready for them
- Ask clients to wear a mask or have disposable ones ready (This may be hard to get, so they need to use something they don't mind getting color on if you are doing a color service)
- Clean and new cape, combs, brush etc. for each client
- You may need to ask that clients stay in their car until you are ready
- Bathrooms need to be cleaned every 15 minutes doorknobs, toilet handle & sinks
- Door handles in the salon every 15 minutes
- Front desk keyboard should be cleaned before and after each use along with CC machines if used by everyone in the salon
- Avoid touching debit cards or CC's, avoid cash if possible
- Sanitize your personal phone if you are having a client touch it to pay for service