

IF YOU READ ONE PAGE, READ THIS ONE

A good shop that forgets its customers after the first visit.

The work is good, the ticket is healthy, and the business is profitable. But seven in ten customers never return, the schedule ignores when people actually come in, and there is only five weeks of cash in the bank. All three are fixable this quarter for \$29 a month.

THE ONE THING TO REMEMBER

Bring back the customers you already have before spending a dollar finding new ones.

\$386K

Revenue, last 12 months

72%

Customers who never came back

9%

Profit margin

5 weeks

Cash cushion

DO THESE THREE THINGS FIRST

1

Email the 1,461 customers who stopped coming

\$15,219

They already know you. One email is worth about \$15,000.

Who: Owner | When: This month | From the Marketing review

2

Start a weekly \$1,100 transfer to savings

8 weeks of cushion

Eight weeks of cash by March means payroll never lands on your card again.

Who: Owner | When: This month | From the Finance review

3

Move one Tuesday shift to Saturday

\$9,400 a year

Saturday turns people away while Tuesday chairs sit empty.

Who: Owner | When: Next schedule | From the Operations review

Page 2 shows how each part of the business scored. The full checklist is in the 12-Month Plan.

How each part of the business scored



Marketing — Chief Marketing Officer

Retention is the whole problem.

Acquisition works and the average ticket is healthy. Nothing brings a first-time customer back, so revenue is capped by whatever the door brings in this month.



Finance — Chief Financial Officer

Profitable, but running on five weeks of cash.

The shop clears a 9% margin, which is respectable for a salon. The risk is the cushion: one slow month and payroll comes out of the owner's pocket.



Operations — Chief Operating Officer

Chairs are full on Saturdays and half-empty on Tuesdays.

The team is good and customers wait less than ten minutes. The schedule is the problem: six technicians are staffed the same way every weekday, whatever the demand.

What's working

- **The work itself.** Customers who come back do so quickly. Service quality is not the problem.
- **Profitability.** A 9% margin is respectable for a salon this size.
- **Clean data.** Every sale runs through the POS, so these findings rest on measurement, not memory.

What's holding you back

- **No follow-up.** Nothing reaches a customer after the first visit.
- **Thin cash.** Two months this year, payroll went on a personal card.
- **A flat schedule.** The same staffing every weekday whatever the demand.

In twelve months, if the plan holds

Customers who come back for a second visit	28% → 40%
Cash on hand	5 weeks → 8 weeks
Tuesday–Wednesday chair use	41% → 55%
Marketing emails sent	0 → Monthly