

GMSB 314

[00:00:00] **Antony Whitaker:** Hey, it's Antony here, and welcome to another episode of the Grow My Salon Business podcast. And whether this is your first time or perhaps you are a regular listener, either way, thank you for tuning in today. Today's episode is a follow on from a previous one that went out in June in episode 301. I spoke with salon owner Luke Reynolds about some interesting personal development team activities that he'd integrated into his business today.

[00:00:27] **Antony Whitaker:** I'm joined once more by Luke because 14 months ago he took a big leap that many salon owners dream about when he expanded from a small salon space into a beautifully designed, much larger salon. In this episode, we talk through the real journey, what drove the decision, the investment, managing the budget, the challenges, the wins, and the lessons that he's learned along the way.

[00:00:52] **Antony Whitaker:** So if you've ever asked yourself, how will I know when I'm ready to grow? Well, this one's for you. So without further ado, welcome back to the show, Luke Reynolds.

[00:01:01] **Luke Reynolds:** Hey Antony. Thank you so much for having me back. I really appreciate it. It's really good to be back.

[00:01:06] **Antony Whitaker:** No, it's really good to have this opportunity. 'cause on our last podcast we really spoke, you know, well pretty much exclusively about the culture that you had in the salon and we got a lot of great feedback on that. Um, and. I know that I said to you at the end of that episode that I really wanted to get you back to talk about the salon itself because, um, that's how we first met that you were, you know, moving salon and you'd opened up or in the process of opening up this fantastic new salon.

[00:01:31] **Antony Whitaker:** And, so I think there's a lot to talk about there that will, you know, take up a whole podcast. So I'm glad we were able to sort of separate it. So, let's start with that there. Um, and let me ask you this question at the beginning was. Opening this like, you know, fantastic salon. Was that part of a sort of a dream you had?

[00:01:51] **Antony Whitaker:** Was it part of the sort of big picture, you know, was it always on the plan or was it just sort of one of those things that

sometimes happen where an opportunity presents itself and you decide to go for it?

[00:02:01] **Luke Reynolds:** I think in the latter years, um, it definitely more and more became a dream. We were in the old space for 17 and a half years, which is a long time. So, for the first part or majority of that, um, I was happy there. But I think then as the business started to grow and get busier and staff weren't leaving and we, um, didn't really have much space, um, it then became a little bit more of, you know, a natural progression. Type of scenario. and of course like anything in life, when you want something or you want something to happen or you're planning for it, um, it then becomes almost impossible to find the right space, doesn't it?

[00:02:44] **Antony Whitaker:** Yeah. Yeah.

[00:02:45] **Luke Reynolds:** And so that dragged on for a while. But, there was obviously lots of planning, in the latter years, in the couple of years leading up to the move and lots of stressful moments with trying to, find the right location and those sorts of things. Um, it'd be hard to give you a timeline, but you know, it's a significant amount of years ago, it did become a bit more of a dream to a, a much bigger, more beautiful, um, more functional space to work out of.

[00:03:10] **Antony Whitaker:** Yeah. Yeah. Funnily enough, I had an email from a young man just recently, a week or so ago, maybe. Uh, and he was working for someone else and, uh, he wasn't even in Australia where you are based, uh, but he, he wanted to open his own salon and he was asking me, how do you know when you're ready, uh, to open the salon?

[00:03:30] **Antony Whitaker:** And I, I eventually got back to him and. And I, you know, I gave him a bit of advice about that. But one of the things that really stuck with me, that I said to him, which I hadn't thought that much about myself, uh, was to open a small space to begin with. Do not try and go too big because you don't know what you're doing.

[00:03:47] **Antony Whitaker:** You don't know how to run a business, build a business, manage people. You, you don't don't know how to do all that stuff. So, to, to lessen your exposure, go small, open the salon with, you know, three or four chairs. Maybe you and one or two other people, and then you'll get the hang of. Running a business, building a business, what it means to be a business owner, and then you'll be ready to, uh, to expand when the opportunity presents itself.

[00:04:11] **Antony Whitaker:** Um, so I know that your first salon was very small. I know that as you just alluded to, that you were falling over each other and you sort of, you know, half jokingly just said, you know, the staff wouldn't leave. I mean, that's a, a good problem to have, isn't it?

[00:04:25] **Antony Whitaker:** Um, but what made you feel it was. The right time, because you probably thought, like I did with the advice that I'd given that young guy that at some point when you opened your first salon, you thought, I'm gonna go small. so is that what it was, that you were literally bursting at the sea, that people wouldn't leave staff and or clients, and you were sort of thinking, I've got to go bigger.

[00:04:46] **Antony Whitaker:** I'm now ready for it.

[00:04:47] **Luke Reynolds:** Yes. First of all, it's great advice that you gave that young man. Um, I couldn't agree with it more. Um, I think it's very tricky. hairdressers, you know, there's no business school that's part of college. Um, and believe me, there's been lots of, um, very hard lessons learned over the last 18 years. Um, but yes, we were literally falling over each other.

[00:05:09] **Luke Reynolds:** So just to, to give I guess a bit of understanding to the situation. The, uh, old salon was 50 square meters.

[00:05:18] **Antony Whitaker:** Okay.

[00:05:19] **Luke Reynolds:** it's pretty small. Uh,

[00:05:28] **Antony Whitaker:** Yeah.

[00:05:29] **Luke Reynolds:** you know, smaller than most

[00:05:30] **Antony Whitaker:**, how many chairs?

[00:05:32] **Luke Reynolds:** Yeah, and that's the funny thing. It was a long, narrow space, a long narrow rectangle. Um, and we actually had nine chairs and three basins in it,

[00:05:43] **Antony Whitaker:** Oh, okay.

[00:05:44] **Luke Reynolds:** was remarkable

[00:05:45] **Antony Whitaker:** Yeah.

[00:05:46] **Luke Reynolds:** the actual size of it.

[00:05:47] **Antony Whitaker:** Yeah.

[00:05:48] **Luke Reynolds:** What it did lack was, staff room, our own toilet or bathroom. Um, you know, all of those sorts of things.

[00:05:58] **Luke Reynolds:** The basins were kind of at the end of the room in the middle of the salon. Um, and don't get me wrong, it was a beautiful little space and served me so well. I'm extremely thankful, um, for what that space gave us over the years. Um, but yeah, it just got to a point where I couldn't fit any more staff in.

[00:06:17] **Antony Whitaker:** Mm

[00:06:18] **Luke Reynolds:** Uh, and two, uh, I wanted more from the business.

[00:06:22] **Antony Whitaker:** mm.

[00:06:22] **Luke Reynolds:** know, personally and professionally. I wanted more. I was ready for the next challenge. Um, the next phase, which is what you and I have been working on together over the last 12 months. Um, and it was probably more about that. As well as space. Um, so it was those, those sort of two things combined. and that, you know, in that space, I had kind of reached the ceiling. Um, I couldn't go any further there. I couldn't put on any more staff. I couldn't fit any more staff. I couldn't, and then I, and then attracting. Um, more staff from there was problematic. Well, one, I couldn't fit them in, but two, it was such a small space

[00:07:03] **Antony Whitaker:** Hmm.

[00:07:03] **Luke Reynolds:** there was one or two, um, occasions where we had interviewed or had been in conversations with a couple of big stylists that had moved over from overseas. And had been working in much bigger salons and they're like, oh God, I don't know if I could work in a tiny little boutique space like that. I don't know

[00:07:20] **Antony Whitaker:** Mm.

[00:07:20] **Luke Reynolds:** for me.

[00:07:21] **Antony Whitaker:** Yeah. Okay.

[00:07:21] **Luke Reynolds:** to us it was normal, right? Because we'd been there for so long.

[00:07:25] **Antony Whitaker:** Yeah. Yeah.

[00:07:26] **Luke Reynolds:** creates a really good vibe. Um, the energy's on all the time.

[00:07:30] **Antony Whitaker:** Mm.

[00:07:30] **Luke Reynolds:** you know, like, you know, like a small space of, of any sort, whether it be a restaurant or a cafe or a. Or, or whatever. If you've got a smaller space, it's much easier to create that beautiful energy and that

[00:07:42] **Antony Whitaker:** Yeah. Yeah, yeah. That makes sense.

[00:07:44] **Antony Whitaker:** yeah. Well, I remember when you contacted me the first time we had a conversation over Zoom, about it. Um, and you said to me that you told me you were gonna open the new salon. You were already. it was already in process, like the building work hadn't started or anything, but you were seriously committed to it.

[00:08:03] **Antony Whitaker:** You'd signed leases and all that. Um, and uh, when you contacted me, you said something which I thought was really interesting, you said, I just wanna make sure. That I haven't forgotten anything. And I, I just remember thinking at the time, that's quite an unusual thing that people say to me when, you know, they contact me about, you know, working together in some context.

[00:08:22] **Antony Whitaker:** And as it turns out, uh, you hadn't forgotten anything. Well, I don't think you have. You, you worked.

[00:08:27] **Luke Reynolds:** more just really petrified and

[00:08:29] **Antony Whitaker:** Well, yeah. Yeah. You are so well organized and, and prepared for the next step. And over the last, year or so of us working

together, you are very well organized with everything that you do. But I, I wanna talk about, I want you to talk about that planning and organization phase.

[00:08:50] **Antony Whitaker:** Um, and, and how. Important that was to you to get that right because you seriously got it right. You obviously invested a lot of time into it. Um, but yeah, just talk to us about that for a minute.

[00:09:01] **Luke Reynolds:** Sure. Um, I, as I mentioned briefly before, we had a couple of false starts. Um, so it was over the period of maybe two to three years, we, um, had gone through the process of almost getting to a fully full, to signing a lease, uh, on two other locations. Um, and the last minute, for whatever reason, they fell through, um, at which in hindsight. I was, I'm now very grateful for. but at the time, obviously it was a, a bit of a hard situation, so there was a lot of time, uh, that had gone into the planning. and then I had a really, brilliant, very highly skilled and very experienced architect who's also, a really good friend and client, very long-term client, of the salon who's very highly awarded and had. Said yes to, um, designing the salon for me. Um, and so I had her to lean on as well. So Rowena, has done such an amazing job. Um, and I had her to lean on, so, so from a design point of view. I was very lucky because Rowena had been a long, such a longstanding client. She had experienced the salon for many years.

[00:10:11] **Luke Reynolds:** She knew exactly what I wanted. She knew my aesthetic, she knew vibe, all of those, and literally my brief to her was just recreate what we have into a much larger space,

[00:10:23] **Antony Whitaker:** Okay. Alright.

[00:10:24] **Luke Reynolds:** ends up being. So that was a very easy brief for me. As far as the design point of it was concerned, it was, was pretty hands off for me other than I had, um, made.

[00:10:38] **Luke Reynolds:** So I had already had made decisions in my mind of the specific salon on furniture that I wanted, which was all maletti. So obviously we had to deal with timelines of getting stuff, you know, bespoke made and imported from Italy and those sorts of things. Um, but. I guess having been in the salon business for so many years, um, I thought I kind of was across it, but you just, you just never know.

[00:11:03] **Luke Reynolds:** And even though I had 17 and a half years of experience in the business in that space, I knew. That there was gonna be an un an unknown, and I knew I was stepping into possibly one of the biggest

challenges of my life. That was also an exciting challenge, you know, not, not a negative challenge, um, but I just. Had that feeling of, you know, sometimes when you're going away for the weekend and you packed your bag and then you go to walk out the door and you go to walk to the, and you're like, you just get that feeling like,

[00:11:36] **Antony Whitaker:** Yeah. Yeah, yeah,

[00:11:39] **Luke Reynolds:** I got, have I got my shit together? What's

[00:11:41] **Antony Whitaker:** yeah.

[00:11:41] **Luke Reynolds:** on? So I guess it was more that.

[00:11:44] **Luke Reynolds:** Um, and also too, not having any business partners or this point in life, a personal partner or anything. was just me and I was, felt like I was flying really solo.

[00:11:56] **Antony Whitaker:** Mm

[00:11:58] **Luke Reynolds:** and you know, that, that may sound funny to some, some people when I've got such an amazing big team. But,

[00:12:04] **Antony Whitaker:** mm.

[00:12:04] **Luke Reynolds:** there's only certain things you can involve, you know, certain people in, um, when it comes to

[00:12:10] **Antony Whitaker:** Yeah.

[00:12:10] **Luke Reynolds:** planning

[00:12:11] **Antony Whitaker:** Yeah. Yeah.

[00:12:12] **Luke Reynolds:** big.

[00:12:13] **Antony Whitaker:** Mm.

[00:12:14] **Antony Whitaker:** Yeah. Well, one of the things I wanted to, to touch on with you is that, you know, were you in the old salon 17 and a half years?

[00:12:21] **Luke Reynolds:** Yes.

[00:12:22] **Antony Whitaker:** Okay. So, and you've talked a little bit about that and some of the frustrations with it, um, and, and also some of the benefits of being in a smaller salon.

[00:12:30] **Antony Whitaker:** what I wanted to ask you about is that when you get the opportunity to open a second salon with all the wisdom and a, a bigger budget behind you, um. Were there any specific. Things that you'd learn, you know, past experience, that you really wanted to make sure you didn't make the same mistake or have the same problem, uh, in the new space.

[00:12:53] **Antony Whitaker:** Was there, you know, because it was an opportunity to sort of, change things up, was there any one particular thing? You know, I mean, an obvious one is I just want people to have more room and not be tripping over each other, but, you know, was there anything particular that you thought, I'm so glad to have this opportunity to address x.

[00:13:10] **Luke Reynolds:** yeah, not really. I, I don't think there was any x factor for me other than I just wanted to provide a beautiful, big new space, um, for my team to grow and flourish in, and

[00:13:23] **Antony Whitaker:** Hmm.

[00:13:23] **Luke Reynolds:** to attract new team members and to have space so we're not on top of each other. And I wanted to have all the bells and whistles because everything, you know, this tiny space we're in. You know, like I said, there was no staff room. There was no, we didn't have our own bathroom facilities and we were sharing with the restaurant next door. So for me it was kind of more having a, having a family, you know, having. A six people family in a two bedroom unit kind,

[00:13:51] **Antony Whitaker:** Yeah. Okay.

[00:13:52] **Luke Reynolds:** scenario.

[00:13:53] **Antony Whitaker:** Yeah,

[00:13:53] **Luke Reynolds:** And just wanting to get that nice big family home that, you know, we, we all could actually fit in.

[00:13:59] **Antony Whitaker:** yeah,

[00:14:00] **Luke Reynolds:** and kind of almost in a way, you know, become a bit more legit.

[00:14:04] **Antony Whitaker:** yeah. Okay.

[00:14:06] **Luke Reynolds:** It was, it was, it was more that the sense of growth and,

[00:14:08] **Antony Whitaker:** Yeah,

[00:14:09] **Luke Reynolds:** and outgrowing

[00:14:12] **Antony Whitaker:** Yeah. So those, so those two things you've just mentioned, they're really important, aren't they? The break room, uh, laundry, uh, um, uh, dispensary, whatever it was. I mean that they were some of the things that you really wanted to address there. Okay. Um, let's talk about the budget without having to talk about, you know, the, the specific budget, but, you know, budgets in general.

[00:14:33] **Antony Whitaker:** Um, obviously there's, there's been a big budget, hit significant, you know, amount of money has gone into it. Um.

[00:14:39] **Luke Reynolds:** Yes.

[00:14:40] **Antony Whitaker:** How did that work for you? Did you sort of set a budget, IE say I've got X dollars to work and I've got to make it happen within that? Or was it the other way round that you had this vision and then you thought, I'm going to find the budget to make it work and, you know, and, and you being a bit of a, you know, um, what's the word?

[00:15:02] **Antony Whitaker:** Um, uh. You are. Yeah. Perfectionist. I was trying to, that'll do us perfectly. Okay. You know that sometimes when you're a perfectionist, it's easy for looking at the budget, for the budget to get stretched and stretched and stretched and stretched, and the end result you go way over budget. So talk to us a little bit about the budget that you, and how you managed it and what the sort of end result was with that sort of.

[00:15:25] **Luke Reynolds:** there were definitely a few challenges around that. Um, so, uh, initially there was no budget. It was more, um, a. Kind of, I worked the other way around, like the ladder that you just explained. So I kind of was like, this is the vision. This is what we want, this is the size. Um, this is the amount of chairs from, more from an operational point of view that I've worked

out and kind of worked backwards. And then from that point we, I basically just tried to get out of it as cheaply as possible, the least amount of damage possible.

[00:15:59] **Antony Whitaker:** Mm.

[00:15:59] **Luke Reynolds:** obtain what we wanted. Um, so the first challenge, the furniture and all of that sort of stuff was pretty easy 'cause that was a package price that was coming out of Italy from ti.

[00:16:10] **Luke Reynolds:** So that was kind of

[00:16:12] **Antony Whitaker:** Mm-hmm.

[00:16:12] **Luke Reynolds:** that was separate to the build. Um, and then we, I worked, uh, working with Rowena, you know, that was a set price. And then basically. obviously I had never done it before, but the way that it works is that the architects designs it, then they put together a design package, uh, and then they essentially go to market with that. Uh, it's called a tender package. Um, and so then they send the tender package that they've created out to say, five builders, and then basically those five builders, you know, we had certain builders that we wanted to work with. Um, and then those builders basically come in and they pitch for the work, um, who wants to do the work, and then we start talking. Budget with them. And then we kind of just, [00:17:00] we picked the top couple that we wanted to work with and luckily one of the companies, which was our top pick to work with, were one of the cheapest quotes. And I mean, those quotes, like, they differed by like, I think between the cheapest and the most expensive.

[00:17:15] **Luke Reynolds:** I think the difference was about \$400,000,

[00:17:18] **Antony Whitaker:** Wow.

[00:17:19] **Luke Reynolds:** like a lot of money.

[00:17:20] **Antony Whitaker:** Yeah. Yeah. Okay.

[00:17:22] **Luke Reynolds:** so. Uh, we did that and then we went through an engineering process. So we went to that. We went to market with the dream vision or the dream version.

[00:17:33] **Antony Whitaker:** when you say we, you mean you and the architect. So, so she, she was helping you on choosing the builder for the job?

Yeah. Right. Okay. Yeah. And 400 grand difference between the cheapest and the most expensive. I mean, that is a huge variation, so, yeah. Yeah. Okay. Alright.

[00:17:52] **Luke Reynolds:** pitched to like five companies, five

[00:17:54] **Antony Whitaker:** Right. Okay.

[00:17:56] **Luke Reynolds:** and I'm sure just like the rest of the world, um, since COVID building costs and construction costs have just gone through the roof. So

[00:18:03] **Antony Whitaker:** Hmm.

[00:18:03] **Luke Reynolds:** we had initially spoken about with Rowena, with the, uh, um, in saying, oh, it should be roughly around, it ended up being almost double that.

[00:18:13] **Antony Whitaker:** Wow. Okay.

[00:18:14] **Luke Reynolds:** Um, so then once we did, once we got the, the building, we selected the building company we wanted to work with, we then bought them to the table and we sat down and we went, right, okay, this is how much we wanna spend, or this is how much, you know, where your quotes here and we wanna be here and just, I guess like you would in any negotiative situation. Um, and then, so then that came in at a certain price. and then Rowena and I went through and did a little bit of a cost engineering. scenario where we went through the salon and we went, right, do we really need that cabinetry there? Do we really need, you know, that covered there or, you know, things like that.

[00:18:57] **Antony Whitaker:** Hmm.

[00:18:57] **Luke Reynolds:** you know, detail on the mirrors, um, that was supposed to be out made outta folded brass. So we engineered that back to a painted two pack and just things like that and materials and, and things like that where no one would know any different.

[00:19:13] **Antony Whitaker:** Mm. Okay.

[00:19:14] **Luke Reynolds:** I, and she was, 'cause at the point, you know, at the time I was like, no, I just love it the way it is.

[00:19:20] **Luke Reynolds:** I don't wanna, I

[00:19:22] **Antony Whitaker:** Mm.

[00:19:22] **Luke Reynolds:** lose anything. But she's like, you know, you and I are the only two people in the world that will notice the difference, you

[00:19:29] **Antony Whitaker:** Okay. Yeah, yeah,

[00:19:30] **Luke Reynolds:** things where you can go, you know, the level of like, if you're building a house or

[00:19:35] **Antony Whitaker:** yeah.

[00:19:35] **Luke Reynolds:** an apartment or doing a renovation

[00:19:37] **Antony Whitaker:** Hmm.

[00:19:38] **Luke Reynolds:** whether, you can go and select super high-end finishes. You know, metals and stones And the same kind of, you know, architectural piece might be a huge variance in price depending on what, materials you've used

[00:19:54] **Antony Whitaker:** Yeah. Yeah. So a little bit of compromising as you go. I'm surprised to hear that you said you didn't actually have a budget.

[00:20:00] At the beginning that, that I was, I was gonna, I was gonna say how very hairdresser of you. Um, because, because you wouldn't be the first one that's done that.

[00:20:11] **Luke Reynolds:** of you.

[00:20:12] **Antony Whitaker:** Yeah. Yeah. Uh, well, yeah, yeah, yeah.

[00:20:14] **Antony Whitaker:** I mean, uh, you know, budget, what budget now? I, I, I.

[00:20:17] **Luke Reynolds:** budgets are not really my thing or

[00:20:19] **Antony Whitaker:** Yeah, I mean we, we, we, we spoke about that a few times and I always thought you were very sensible and controlled about it. So, um, you know that you made good, uh, good decisions.

[00:20:30] **Luke Reynolds:** was no budget, it's like I was never gonna go and spend millions of dollars.

[00:20:33] **Antony Whitaker:** Yeah, yeah, yeah.

[00:20:35] **Luke Reynolds:** to, um, Rowena had given me an equation of like, you know, um, it's should be, you know, the, the quotes that they work on from a build perspective, you

[00:20:44] **Antony Whitaker:** Hmm.

[00:20:45] **Luke Reynolds:** can't remember now, but like, say for example, it's three and half thousand dollars per square meter

[00:20:50] **Antony Whitaker:** Yeah.

[00:20:50] **Luke Reynolds:** And you times that by the square meter and you go, okay, you know, that's roughly, you know, what it should be, but.

[00:20:58] **Antony Whitaker:** Hmm.

[00:20:59] **Luke Reynolds:** That got blown out of the water by the change in construction costs and things like that.

[00:21:03] **Antony Whitaker:** Yeah, I think that, that, that definitely caught a lot of people out. Okay. Um, I remember you sent me photographs like, you know, we've taken possession today. Here's a, here's a photograph of it. And it was just concrete floors, concrete walls, you know, all exposed wiring and. Um,

[00:21:21] **Luke Reynolds:** Yeah.

[00:21:21] **Antony Whitaker:** ventilation ducts and uh, and you said something like, you know, we're meant to be in, in three weeks or something.

[00:21:27] **Antony Whitaker:** And I was like, good luck with that. And, and then you, and then you were sending me picture updates every two or three days

[00:21:35] **Luke Reynolds:** Yeah.

[00:21:35] **Antony Whitaker:** it was amazing how, how quick. The whole thing came together. Were there any big again, I was, you know, thinking that's

how well organized you were. So, I mean, it sounds like, although you're sort of laughing about it in some areas, obviously you, Rowena the construction company, it was a very, I'm thinking, a very well-managed project.

[00:21:58] **Antony Whitaker:** 'cause it, it looked great and it all came together in, in, uh, record time. Were there any big challenges that you had to, you know, to sort of address during that build?

[00:22:08] **Luke Reynolds:** Um, absolutely none.

[00:22:10] **Antony Whitaker:** Right.

[00:22:11] **Luke Reynolds:** amazing. Uh, it was, the build was done in eight weeks, um, from scratch. To finish product.

[00:22:19] **Antony Whitaker:** Yeah.

[00:22:20] **Luke Reynolds:** the furniture arrived like basically right on time. We're very lucky. Touch, touch wood. Um, we had a very experienced, very brilliant, project management company, and, and commercial fit out company. Um. if anything, right at the start, I was probably a little bit like you when and when they said, oh yeah, we'll get it done in eight weeks. I was just like, what? Um, but yeah, so, you know, it, it was remarkable and that was probably the most exciting part, um, you know, going down. You know, sometimes I'd drive, you know, drive down during the day if I had a spare five minutes and just have a little peekaboo.

[00:23:00] **Luke Reynolds:** I'm sure the builders on site got really sick of me, just kind kept popping in. It was, you know, that was with, this, for me, was the really exciting part was watching it come to life and

[00:23:09] **Antony Whitaker:** Yeah. Yeah.

[00:23:10] **Luke Reynolds:** that whole process of like walking in, going, what, how on earth is this gonna, and then as it came together, because you'd only seen it

[00:23:17] **Antony Whitaker:** Hmm.

[00:23:18] **Luke Reynolds:** plans. You know, to watch it come together in real life, that was

[00:23:23] **Antony Whitaker:** Yeah. Yeah.

[00:23:24] **Luke Reynolds:** something. It was

[00:23:24] **Antony Whitaker:** Now, uh, you know, for our audience, um, we don't yet as I'm recording this, we don't yet have a blog on Grow My Salon Business, uh, website. But we are about to start a blog and we'll feature, um, all of Luke's salon images, uh, on that blog. So you'd be able to check that out and see what it looks like.

[00:23:46] **Antony Whitaker:** Um, okay, so. Then you, closed down one and you moved into the other. Uh, and again, that seemed to go, uh, pretty smoothly. I can remember on our calls, one of the things that I said to you was that, you know, as a salon, business grows. Um, because you went from a, okay, nine chairs, which was not as small as what I thought it was.

[00:24:09] **Antony Whitaker:** I didn't realize it had nine chairs in it, but, but you went from a much smaller space into a bigger space with, more staff, more team members, et cetera. And I remember saying to you that, be prepared for things to break, not physical, you know, bits and pieces to break, but the systems that you have when you have a smaller salon in one location.

[00:24:32] **Antony Whitaker:** That you spend a lot of time developing and putting in place don't necessarily work as the business grows. So now you are in a bigger location and you've got more staff and you know, just physically you're in a different location. And so some of the systems that you might have had that worked in the smaller salon, no longer worked in the bigger salon.

[00:24:50] **Antony Whitaker:** What did expansion cause to break, so to speak, in your business as far as systems, relationships, you know, just how the place ran.

[00:25:03] **Luke Reynolds:** Um, I think quite a few things. I mean, nothing major.

[00:25:08] **Antony Whitaker:** Mm-hmm.

[00:25:09] **Luke Reynolds:** I think we, We have, have had, um, for many years, great systems in place. Um, I've got a fantastic manager, who's very conscientious and kind of across most things. Um, like that we're in the biggest space, it's almost like every day we've been in the, in the new space for a year now. Um, and you know, most days we are constantly chatting, going, okay. Is

this working? Is it not working? Does this need work? So lots of little systems and processes obviously that just come with having a larger team

[00:25:41] **Antony Whitaker:** Mm.

[00:25:41] **Luke Reynolds:** and more people, more moving parts. So, um, and such a and a much bigger space. Um, you know, say for example like deliveries come in or. You know, new clients or no matter what it is, it's, it's kind of the traffic, the huge difference in traffic that's coming in and out of the salon. Um, we've noticed that we have needed to put in systems and a lot more communication around, you know, what happens with that when it comes in and goes out and those

[00:26:12] **Antony Whitaker:** Yeah.

[00:26:13] **Luke Reynolds:** Um, so, uh, yeah, traffic and, and those sorts of things. Um, and then just, you know, people management has obviously become. A much, bigger system and needs a lot more work. Um, but obviously we're across that and that's kind of what we touched on, um, in our last podcast. Um, but you know, as far as you know, we're always playing with new things now 'cause we are growing and. We've now got a salon coordinator as well as the manager, so there's two of them plus me. Uh, I'm on the floor full time. Um, so they're playing around with consultation cards and trying to assist. Uh, we've got quite a young team or a large number of young. where, you know, I have it anywhere up to kind of five, six apprentices at a time.

[00:26:57] **Luke Reynolds:** So we've got a couple qualifying every year. So they're coming on the floor and you know, they struggle with, you know, consultation, recommending retail and treatments and having that confidence, which I know we touched on in last podcast. I won't go into too much, but just systems around how we can help them and make it easier. For them to manage that process and to, have the confidence to recommend an upsell and, um, do it, all of those sorts of things. And then that can also then get communicated back to reception so that that client's charged appropriately. As little things, as little as that, you

[00:27:30] **Antony Whitaker:** Yeah. Yeah. Yeah.

[00:27:32] **Luke Reynolds:** are more the things and the things, the systems now that are like, oh, it's not that easy to keep track of everything now.

[00:27:38] **Luke Reynolds:** So we're having um, in place for that. Um, some of the other challenges have definitely been. Having a bigger team, online booking, um, client expectations. We've noticed that we've, you know, we're just getting, we're so busy and we're so much more visual now. Like, we're on a main high street on a corner, standalone building the fit out looks amazing.

[00:28:01] **Luke Reynolds:** So people, you know, are coming in off the street, they're booking online. We've we've got a much higher volume of traffic. So managing traffic flow, managing client expectations, um, you know, uh, clients are booking what we found we had. Uh, you there for a while, this huge influx, um, of new clients, um, and particularly a younger clientele that were book booking for something online, and then they'd come in and then the amount of time allocated for the service that they'd booked online. You know, for, say, for example, you know, they'd book for a 10 retouch or a part line or something online, but then they'll come in and they'll need a full color correction or.

[00:28:42] **Antony Whitaker:** Yeah. Yeah.

[00:28:43] **Luke Reynolds:** or something. And then you've gotta explain to them, well, I'm really sorry you haven't booked that in. Or, people know all of these, a similar kind of client, um, booking through Instagram and then, you know, asking for a rough price guide. then they've taken that as a quote, and then they come in and then they're like, oh no, I was told, you know, full head of foils and a treatment and a haircut was gonna be, you know, \$250. And we're like, yeah, no, sorry.

[00:29:10] **Antony Whitaker:** So in, right. So in the old salon, you didn't have online booking,

[00:29:15] **Luke Reynolds:** Um, we did,

[00:29:16] **Antony Whitaker:** right.

[00:29:16] **Luke Reynolds:** we just didn't seem to have. Yeah, I think 'cause it was much

[00:29:20] **Antony Whitaker:** So vol, it's more about the volume. Yeah.

[00:29:22] **Luke Reynolds:** say pretty much every online booking, unless it was a repeat client or a client that had, we had the history of, or things like that, um,

[00:29:30] **Antony Whitaker:** Yeah,

[00:29:31] **Luke Reynolds:** them and go, okay, you booked online obviously I just want to confirm what

[00:29:36] **Antony Whitaker:** yeah,

[00:29:36] **Luke Reynolds:** and what you actually want.

[00:29:38] **Luke Reynolds:** Um, but now with the volume of.

[00:29:40] **Antony Whitaker:** yeah.

[00:29:41] **Luke Reynolds:** Clients, we don't, the receptionist reception don't really have time

[00:29:45] **Antony Whitaker:** Sure.

[00:29:45] **Luke Reynolds:** be, to be doing that.

[00:29:47] **Antony Whitaker:** Yeah.

[00:29:48] **Luke Reynolds:** and also it kind of or. It's kind of, know, the opposite to the idea of online booking really, isn't it?

[00:29:56] **Antony Whitaker:** Yeah.

[00:29:57] **Luke Reynolds:** creating more work. But, um, so yeah, they're the kind of things.

[00:29:59] **Luke Reynolds:** I mean we, there's been nothing major. Um, we've had a couple of team members. Um, we've had a couple, a little bit of turnover with team just because, um, they've found the bigger new work environment a little bit overwhelming. Um, 'cause it's a much bigger, busier space. Um,

[00:30:17] **Antony Whitaker:** I was gonna ask you about that. Yeah.

[00:30:18] **Luke Reynolds:** Yeah. I still think it's a great vibe.

[00:30:22] **Antony Whitaker:** Yeah.

[00:30:23] **Luke Reynolds:** I don't feel that there's that much of a difference, that it's like completely, you know.

[00:30:28] **Antony Whitaker:** Yeah, we, we, we, I, I often talk about, and, and we've spoken about this as well, I often talk about how the salon business model, um, that has been in existence for a long time. Americans usually referred to it as a commission. Based business model. You don't so much use that term in Australia, you'll use the term more that it's just an employee based salon, you know,

[00:30:52] **Luke Reynolds:** Yes.

[00:30:53] **Antony Whitaker:** employer based relationship.

[00:30:55] **Antony Whitaker:** And over the last, well, 20 years in the US and, [00:31:00] and uh, more recently in Australia, the uk, the rest of the world, there's been a real drive towards, um, more independent, you know, solo. Business unit of one working, uh, arrangement. And, um, what I've been saying a lot on the podcast for, you know, regular listeners will know I talk about this, where it's not just.

[00:31:24] **Antony Whitaker:** About the fact that there is a new business model for people to embrace that there's another option, you know, because we've got technology, IE smartphones, et cetera today where, where you can book online and do all your marketing online. You've got social media, you've got all these things that didn't exist 20 years ago, but they do exist now, and so they make it possible.

[00:31:44] **Antony Whitaker:** For a new generation to really embrace this self-employment idea. And for a lot of people it's a good thing. For a lot of people, it's not a good thing. Um, but part and parcel of that discussion is that I always talk about how, you know that existing salon owners of the commission-based business model, you know, the employee employer based business model, need to change what they represent because the salon.

[00:32:13] **Antony Whitaker:** 20 years ago, and the salon today are two different things. And if you try and run a business today and you know, recruit and train and, and motivate and have the culture that you had 20 years ago today, it doesn't work. And so where I'm going with this is that I'm always saying to people that you need to reinvent.

[00:32:33] **Antony Whitaker:** The employee employer based business model, the, the commission based business model, because if it is to compete against self-employed, it needs reinventing. Otherwise, you on a hiding to nowhere. I

hope I've made that clear with the way I've said that. It sounded a bit jumbled up to me, but yeah, so I'm, I'm, I want you to talk about that and, and how.

[00:32:55] **Antony Whitaker:** How did that sort of play into, and I know this sort of crossed into our last podcast a little bit as well, but how does that play into your thinking about this amazing looking salon and you know, the budget that you've spent on and the culture you created, how did that influence your thinking?

[00:33:15] **Luke Reynolds:** Sure. I could, well firstly, I couldn't agree with you more. Um, and I think I definitely agree it's something that needs to change. And I think, I think just for me, growing up, being a headrest many years ago, you know, not getting paid well. Um, all of those sorts of things. I, I guess I kind of got to a point where I'm like, I don't wanna be that kind of boss. Um, I wanna share more with my team. Um, and I do that through team culture. Everything we discussed in the last podcast, you know, team culture support a beautiful space to work in a fun environment, to work in a family like culture. Um, as well as paying them well and. I mean, I couldn't think of anything worse than being in a room working solo by myself, just on, on a client.

[00:34:03] **Luke Reynolds:** I

[00:34:03] **Antony Whitaker:** Hmm.

[00:34:03] **Luke Reynolds:** would, that literally is my worst nightmare. Um, and I think. I'm not sure how, how so many hairdressers do it and I'm, I'm assuming, I can only assume that most of them are doing it for the money. So let's have a conversation about how we can change that, um, and get people back in salon. I've had quite a few of them over the last couple of years that were working, um, under that model come back work for us. Um, because they were missing a team. They were missing community. Um, they didn't have the. Ability, you know, or know how to run a business. Um, and they also learned that they were probably able to earn close to, if not as much as what they would. in that other model, with our, our remuneration structure. so look, I think it's pretty simple. I, I think in this day and age, you know, hairdressing, like, let's not beat around the bush. It's hard work. You're on your feet all day. Um, you are communicating and talking all day. It's busy. you know, hairdressers work really hard and so, um, I think salon owners and business owners, instead of whinging about losing staff to rent a chairs, I think we need to, you need, you need to have a think or a conversation around how can I remunerate them better?

[00:35:28] **Luke Reynolds:** How can I look after my staff better? So that there isn't that huge imbalance in what they can earn working for themselves. Like if you think a start, you know, I, and this is an exercise I've gone through, but obviously I don't have any particular stats, but like if someone's a single operator, there's only so many unless they're working ridiculously long hours, which that's another downfall. Um, if they're doing all of their backup themselves, there's no apprentices looking after them. There's only so many. Clients they can see a day. And through being a salon owner, I know that that's not gonna earn them a huge amount of money per week.

[00:36:06] **Antony Whitaker:** Hmm.

[00:36:07] **Luke Reynolds:** let's kind of work back from there and go, okay, well, so then if I pay them a really decent salary.

[00:36:12] **Luke Reynolds:** So all of my staff, all of my senior staff, all my full-time senior staff, I run really decent salaries.

[00:36:19] **Antony Whitaker:** So when you say salary though, do you mean decent commission structure or a salary?

[00:36:24] **Luke Reynolds:** decent salary, so their base salary,

[00:36:26] **Antony Whitaker:** Yeah.

[00:36:27] **Luke Reynolds:** will be, you know, it ranges depending on the level of, uh. Experience, or you know, how long they've been hairdressing. But basically it ranges. They all range from sort of 65,000 up to 80. I've got some seniors on 85,000 base that's not including superannuation. that's just their base salary.

[00:36:49] **Antony Whitaker:** Yeah.

[00:36:50] **Luke Reynolds:** I have a commission structure that I've taken away all of the tears, I've taken away all of the multi achievement. factors. So, some people have, you know, you've gotta do this many treatments and you've gotta do this many this much retail and your percentage rebooking has gotta be this much and all of those sorts of things.

[00:37:08] **Luke Reynolds:** So

[00:37:08] **Antony Whitaker:** Mm.

[00:37:08] **Luke Reynolds:** of those things we talk about on a weekly meeting in our, in our team meeting and the whole salon on has a quota for those. Then all of the individual senior stylists, um, have just one target, and that's a KPI that is three times. Their base salary plus superannuation.

[00:37:28] **Antony Whitaker:** for a non-Australian audience, superannuation is a pension fund. In Australia, uh, the rest of the world, don't call it that. They, uh, Americans will call it a 401k, or an ira maybe, in the UK they'll call it a pension. So

[00:37:42] **Luke Reynolds:** Cool.

[00:37:42] **Antony Whitaker:** so everyone's clear about what that word is.

[00:37:44] **Luke Reynolds:** so no worries. So here in Australia that's 12%, so that's 12, 12% on top of their salary.

[00:37:50] **Antony Whitaker:** Yeah.

[00:37:50] **Luke Reynolds:** so you take that whole figure times it by three. Um, and that's basically what it costs you to, you know, house or to have that senior stylist before you start making money.

[00:37:59] **Antony Whitaker:** Hmm.

[00:37:59] **Luke Reynolds:** then everything they make over that amount, they take home 25% of every week.

[00:38:05] **Antony Whitaker:** Hmm. You know, there's, there's one thing though that, and, and I love what you've, what you've said, but there's one thing that no one says. I say it, and so I'm gonna say it again. And that, and, and that is that it's not just like that, you pay them. Well, it's that they produce well.

[00:38:23] **Luke Reynolds:** Yes,

[00:38:24] **Antony Whitaker:** You know, they produce a lot of money.

[00:38:25] **Antony Whitaker:** Like I used to say to my staff, I want my staff to be the highest paid hairdressers in the city. And at the same time, I would then say, and I want you to be the most productive hairdressers in the city. And this

goes back into what we were just talking about with people working as independents or as employees.

[00:38:44] **Antony Whitaker:** When you build a business like yours, the sheer amount of money that is put into it creates a. Working environment. Um, it, it creates services. It creates a culture. It creates a client experience that you just don't have as a chair renter, a booth renter, a business unit of one and a little square box.

[00:39:08] **Antony Whitaker:** You just don't have it. And so because you have it, you can charge a lot more. Whereas, you know, one of your team, let's say, I don't know, what does a senior stylist charge for a haircut in your salon?

[00:39:21] **Luke Reynolds:** Um, uh, we've got a couple of tiers, but um, it comes from the cheapest is \$135 up to which is

[00:39:31] **Antony Whitaker:** So, so that, so that's a, a really good example. You can charge that in that environment. If you are self-employed working in a little studio by yourself, most people would not be able to substantiate why they're charging that sort of price. And that is, that is the difference, isn't it? It's like you will make more money because you will generate more money working in a great business that is well put together that has all the other bits and pieces of this, uh, that you are talking about.

[00:40:02] **Antony Whitaker:** And I think that's.

[00:40:03] **Luke Reynolds:** Absolutely.

[00:40:04] **Antony Whitaker:** the, the sort of, um, bit that we don't talk about enough. Um,

[00:40:09] **Luke Reynolds:** I

[00:40:09] **Antony Whitaker:** let me just ask you about the clients moving from the old salon to the new salon. Um, you know, obviously they knew about it, you know, in advance, et cetera. Uh, has it changed the way clients perceive your brand or the type of client that you attract?

[00:40:28] **Luke Reynolds:** Uh, yes, I think so. Um, I think we, we get a lot of comments about how flash the salon is and oh my God, and Oh wow. And those sorts of things. and we've had, so. A huge influx of new clients. Um, that, yeah, I guess the, it's changed a little bit, I guess the age bracket and the dynamic

hasn't really changed that much. Um, but we've got a much, now we've got a much bigger team. We also have a much bigger variance in age range within the team. Um, so that as well, you know. Changes a few things and changes the dynamic a little with the clients. but yeah, no, I don't think there's been a huge amount of change.

[00:41:11] **Luke Reynolds:** Obviously clients love it and it's a lot more comfortable and everything, you know, for example, the basins are, are much more comfortable and they're in their own

[00:41:19] **Antony Whitaker:** Mm.

[00:41:19] **Luke Reynolds:** dark room and, you know, things like that. So it's a much more luxurious experience. So the whole experience has been, truly elevated. There's mention of that, uh, and that they love that.

[00:41:32] **Antony Whitaker:** Okay. one thing I wanted to ask you about was the advice you'd give to someone who was in your shoes. a couple of years ago, so in other words, you're not in a new salon, um, and you are sort of uming and aching about it. You're thinking, gosh, this place is small. We're bursting at the seams.

[00:41:46] **Antony Whitaker:** I need to do something about it. Um, what advice would you say to them that they really need to get clear on first? What, what is it if you're thinking of doing this? 'cause it's a big financial investment as well as a bigger space. What would you say to them that they need to really get clear on before they go and spend any money or, you know, take that next step?

[00:42:09] **Luke Reynolds:** oh, that's a tough one. There's so many different little, little, little

[00:42:13] **Antony Whitaker:** Hmm

[00:42:14] **Luke Reynolds:** Um, obviously preparation and being prepared, um, making sure, that you choose to. Right location.

[00:42:20] **Antony Whitaker:** hmm.

[00:42:21] **Luke Reynolds:** Um, one thing on that that's just popped into my mind is for years and years and years, over, over the years or the time period of having the salon where it was, I, I'd got approached several different times by

the specific landlords wanting me to go to specific places and those sorts of things, which in my mind I was like, yeah, there's no parking, but it's on a high street.

[00:42:42] **Luke Reynolds:** But, you know, all of those sorts of things. And my attitude was always. Well, know, our business survives on rebooking. We've got a very high book rebooking rate. We're a destination. We don't need walk by trade. I was completely wrong in that and I'm happy to admit it. It was one of the, the lessons that I've learned moving there that I'm just like, wow.

[00:43:03] **Luke Reynolds:** The, advantage of visibility is amazing. Um,

[00:43:09] **Antony Whitaker:** Are you more visible now or less visible?

[00:43:11] **Luke Reynolds:** Oh God, yeah. We were on a side street before and now we're

[00:43:13] **Antony Whitaker:** Right.

[00:43:14] **Luke Reynolds:** on the corner.

[00:43:14] **Antony Whitaker:** Okay.

[00:43:15] **Luke Reynolds:** we've got huge visibility. We're in a very busy area. We've got unlimited parking, which is one of the things that attracted me to the space.

[00:43:23] **Antony Whitaker:** Hmm.

[00:43:23] **Luke Reynolds:** it's a great spot, like amazing spot.

[00:43:27] **Antony Whitaker:** Hmm.

[00:43:27] **Luke Reynolds:** so. Try and get the best piece of real estate that you can get or afford, or whatever that may be. Location, location, location. And you know, they always say that when in in

[00:43:38] **Antony Whitaker:** Yeah.

[00:43:39] **Luke Reynolds:** as well. Um, the other thing that I would've loved pre-warning on, which I didn't get from anyone or didn't even know existed, um, was the growing pains of cash flow.

[00:43:53] **Luke Reynolds:** Um, so Really good. Clarity around cashflow projection. Um, I know Antony, your cashflow projection chart is probably one of the most incredible things I've ever seen. For any of you listeners who, who haven't done any work with Anthony or don't have it, um, when, when I first started working with him, um, and Melinda, there's, he's got a couple of really magical excel spread spreadsheets.

[00:44:16] **Luke Reynolds:** It's really,

[00:44:17] **Antony Whitaker:** Hmm.

[00:44:17] **Luke Reynolds:** which really blew me away. Um, but yeah, just getting into a new space and, and, you know, having. Um, make sure you keep some cash in surplus behind you. Um, because once you get in, your expenses go through the roof. So rent, you know, quadruples or whatever it does, um, you need more stock, you've got more staff.

[00:44:39] **Luke Reynolds:** Um, and I think the, the biggest challenge for me, or one of the most stressful times was the first six months when we moved in where I still had the same size team. Um, and we were obviously on a recruitment drive, but we had the same size team as we did in the old salon. So we were obviously still making the same amount of money that we were in the old space, but we had, but I also had the expenses of the new space and fit out and. A mountain of bills,

[00:45:08] **Antony Whitaker:** Hmm.

[00:45:09] **Luke Reynolds:** to deal with. And then, you know, all of the unexpected costs, um, you know, that come with doing something like that, that you don't take into consideration because you forgot, or you weren't aware you had to pay for something or, um, you know, legal bills, you

[00:45:24] **Antony Whitaker:** Yeah. Yeah.

[00:45:24] **Luke Reynolds:** of things

[00:45:25] **Antony Whitaker:** Yeah.

[00:45:25] **Luke Reynolds:** pop up that don't necessarily come into that sphere

[00:45:30] **Antony Whitaker:** mm

[00:45:32] **Luke Reynolds:** Um,

[00:45:33] **Luke Reynolds:** I, I would

[00:45:34] **Luke Reynolds:** say go for it. Um, it's been possibly one of the most challenging parts of my life. Um, I don't think I've ever been so stressed in my entire life, and I know Anthony, you've got the brunt of that a couple of times. Um, but, um, it's also very rewarding and, you know, you walk away and just go, oh wow.

[00:45:54] **Luke Reynolds:** Like now turning up to work. Every morning I kind of walk into the space just going, pinching myself going, wow, is this real? Um, so that's really nice.

[00:46:03] **Antony Whitaker:** Yeah. Good. Good.

[00:46:04] **Luke Reynolds:** had both team and with the business since we've been there has been astronomical. It kind of just, you know.

[00:46:09] **Antony Whitaker:** Yeah, well that, that, that's ultimately the thing because you know, when you and I were talking before you'd moved, it was like, my God, I've gone out on the limb here. This was a lot of money at stake. And obviously you start to think, is this gonna, is this gonna work now? Um, and here we are. You've now been in there just over a year.

[00:46:30] **Antony Whitaker:** Um. I, I know you won't mind me saying that you are at least 50% up on where you were before. Um, and you'll comfortably get to a hundred percent, you know, you'll double it quite easily. So, so the bottom line is, is it all worth it? Your answer would be what?

[00:46:48] **Luke Reynolds:** Um, yes, there's still, there's still moments and days where,

[00:46:53] **Antony Whitaker:** Yeah.

[00:46:54] **Luke Reynolds:** you know, there's challenges. I think, you know, being in a much bigger space and having a

[00:46:58] **Antony Whitaker:** Hmm.

[00:46:58] **Luke Reynolds:** team, um, there's a lot more pressure

[00:47:01] **Antony Whitaker:** Yeah, sure.

[00:47:02] **Luke Reynolds:** something that I didn't really, you know, I wasn't really expecting, but the pressure of having to perform versus having great growth. great organic growth in a smaller space with lower overheads. That's something that's been a really big challenge for me.

[00:47:17] **Antony Whitaker:** Yeah.

[00:47:17] **Luke Reynolds:** 'cause obviously we were a very profitable, high-earning business in a very inexpensive location as

[00:47:24] **Antony Whitaker:** Hmm.

[00:47:24] **Luke Reynolds:** as shop rent. Expenses were concerned. And so now we've moved into the beautiful big salon and, you know, the expenses are real. much bigger. they're every month. So having to grow in the team and, and, and, you know, working with those challenges, um, is definitely, a stressful thing.

[00:47:46] **Antony Whitaker:** Yeah.

[00:47:46] **Luke Reynolds:** all in the right direction. Uh, we're up 75%.

[00:47:50] **Antony Whitaker:** Hmm.

[00:47:50] **Luke Reynolds:** doubled the team. Um, we've grown our color business by 600%. Like, it's just, there's been,

[00:47:56] **Antony Whitaker:** Shoot.

[00:47:57] **Luke Reynolds:** been some really remarkable figures.

[00:47:59] **Antony Whitaker:** Shoot. Yeah

[00:48:00] **Luke Reynolds:** some great growth. Um, but it needs to be there.

[00:48:03] **Antony Whitaker:** Mm.

[00:48:04] **Luke Reynolds:** you know, in the first couple of years of moving a business or. or, or growing a business and, you know, may I even say starting a business, because to be honest with you, that's almost what it feels like. It, it, it has felt like almost starting all over again.

[00:48:18] **Luke Reynolds:** It feels like it's a new business, not a, you know, not a progression of another business.

[00:48:25] **Antony Whitaker:** Yeah. Yeah.

[00:48:26] **Luke Reynolds:** of the biggest challenges for me.

[00:48:28] **Antony Whitaker:** I, I think one thing that you have sort of glossed over, which is a strength to have, uh, uh, of, of yours. Which is recognizing the value in other people. you touched on Rachel, your manager who, you know, I, I've never met, but we've talked about her a lot and she is a, a fantastic manager.

[00:48:48] **Antony Whitaker:** Fantastic support for you. And you recognized the value of having that person. I know that you were working with a bookkeeper for a while, um, who was really digging into the numbers,
[00:49:00] uh, with you and. Alongside the stuff I was doing with you. Um, and in our last podcast we spoke about, you know, the people that you were working with to help coach your team.

[00:49:09] **Antony Whitaker:** So I think that that is one of the secrets of growth as well, is recognizing that, you know what? I can't do everything here. I need to make sure that I get some support and that I have some key people in other roles. And I think you've been very good at, Being objective about that and anticipating it before you needed it, and not being afraid to, to make those decisions and spend the money where you, where you needed to, to have those people in place so that the business can grow.

[00:49:37] **Antony Whitaker:** Because, you know, o otherwise, no matter how pretty it is, it doesn't work. Um.

[00:49:42] **Luke Reynolds:** things that need to be done behind, behind the scenes that I can't do,

[00:49:46] **Antony Whitaker:** Yeah. Yeah. So look, there's just one thing to wrap up with, um, the A HIA, which stands for the Australian Hairdressing

Industry Awards. I know, and I know this 'cause when we were last on the phone talking, you were being, uh, in real time. Yeah, well, no. Yeah, it, it was announced that all the finalists and the awards and you entered six different categories and you are a finalist in six out of six categories.

[00:50:16] **Antony Whitaker:** So, uh, congratulations on that. I know those results don't come out until October. This podcast will go live before then. Uh, but, uh, good luck with all of that. You certainly, have put in. The work, not just with this new salon, because nothing happens overnight as a one-off event. It, it takes years to get to the point you are at.

[00:50:36] **Antony Whitaker:** So, you know, congratulations on that and I hope, I hope that things go well for you there. Um, whereabouts can people, I've already mentioned the blog and I'm gonna post, uh, the pictures of the salon in our blog. On Grow My Salon business, website, et cetera. But whereabouts can people connect with you on Instagram or other social media channels?

[00:50:56] **Antony Whitaker:** And, uh, if you let us know that, then I can put those links on the uh, show notes, etcetera as well for the podcast.

[00:51:01] **Luke Reynolds:** So our handle for both, um, Instagram and Facebook is just Luke Reynolds at Luke Reynolds hairdressing. my email is luke@lukereynolds.com au. My socials is Luke c Reynolds, um, on Instagram. Um, it was actually really lovely. I had a quite a few people reach out after the last podcast and I've, um, actually caught up with one really lovely lady who lives.

[00:51:22] **Luke Reynolds:** Locally here and had a coffee with her and had discussions with her. Um, but yeah, I got some really lovely messages of support from that last one.

[00:51:30] **Antony Whitaker:** Good. Great.

[00:51:31] **Luke Reynolds:** Um, and thank you, Antony, for everything you've done for me over the last 12 months.

[00:51:37] **Antony Whitaker:** Oh man, it's, it's been a pleasure.

[00:51:38] **Luke Reynolds:** on my side to get to this point.

[00:51:42] **Antony Whitaker:** Thank you. That's been a pleasure. It's been, you know, really interesting journey for me watching you sort of evolve through this

process and, uh, and keep going from strength to strength. So, you know, good luck with all that going forward. So look, if you're listening to this podcast with Luke and have you enjoyed it, do me a favour, share it with people who you know would also enjoy it.

[00:51:58] **Antony Whitaker:** And don't forget to subscribe and leave us a rating and review on the Apple Podcast app. So, uh, to wrap up, uh, Luke, thank you once again for being a guest on the Grow My Salon Business podcast. It's been a real pleasure.

[00:52:11] **Luke Reynolds:** My pleasure, Anthony. Thank you for having me.