

HOW THE AUSTRALIAN SALON OWNER BUYS IN 2027, AND HOW TO REACH EACH ONE OF HER

FOR BRANDS, DISTRIBUTORS, BDMS AND EDUCATORS IN PROFESSIONAL HAIR AND BEAUTY

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SYNTHESISED · AI-ASSISTED ANALYSIS

THE OWNER YOU WERE TRAINED TO SELL TO IS ONE IN NINE

The Australian hair and beauty industry is growing and shrinking at the same time, depending on which number you happen to be looking at.

There are 40,346 hairdressing and beauty businesses operating in Australia, and that count has been climbing at about 5.9% a year since 2020. Revenue has grown as well, though nowhere near as quickly, rising at an annualised 1.8% over the five years to 2025-26 to reach \$12.5 billion. This year IBISWorld expects it to dip by 0.9%, as inflation and interest rates keep households away from premium treatments, and it describes an industry holding onto modest growth against volatile consumer sentiment, rising wage costs, DIY solutions, and low-cost operators.

40,346

hairdressing and beauty
businesses, growing about
5.9% a year since 2020

\$12.5B

industry revenue, up an
annualised 1.8% over five years
to 2025-26

18%

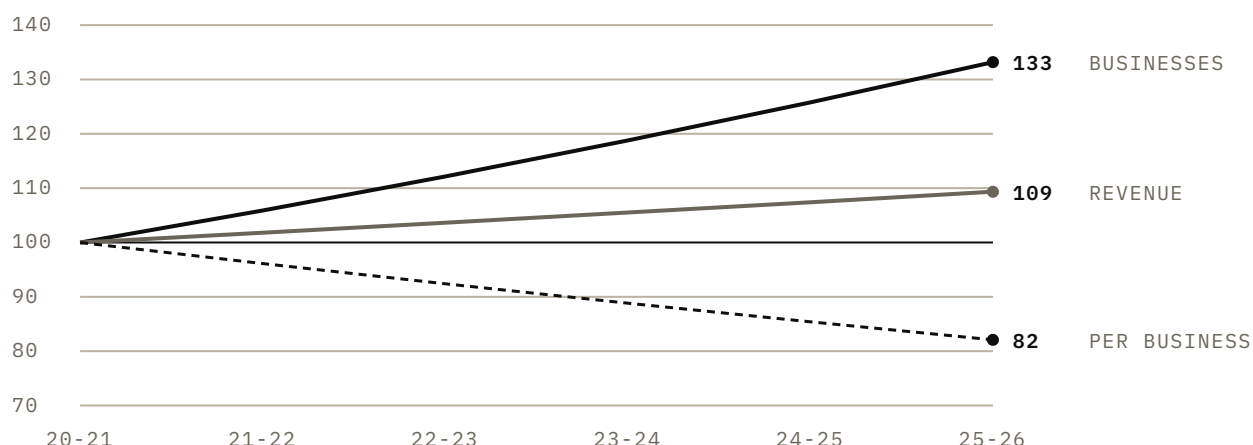
less revenue available to the
average business than five
years ago

SOURCE • IBISWORLD • INSIDE INDUSTRY ANALYSIS

Compound those two growth rates over the same five years and the number of businesses grows by about a third while revenue grows by about a tenth, which leaves the revenue available to the average business roughly 18% lower than it was. IBISWorld also reports that elevated wage costs and rising input prices have weakened profitability, so the owner absorbing that dilution has less margin to absorb it with.

Businesses grew by a third while revenue grew by a tenth

Indexed to 2020-21 = 100, compounded from reported annual growth rates



SOURCE · IBISWORLD · INSIDE INDUSTRY ANALYSIS

For a brand, that arithmetic changes the job. There are more doors to open than there were, each one places a smaller order than it used to, and the cost of reaching any single one of them has not fallen at all. Which means the efficiency of your outreach matters more this year than it has in the history of this industry.

ONE PITCH, POINTED AT EVERYBODY

Almost every brand and distributor in this country, along with the education teams behind them, still runs one pitch. There is one prospecting method, usually the drop-in or the cold call. There is one email that goes to the whole database. There is one deck, one opening offer, one education calendar, and one way of following up, and all of it gets pointed at every salon on the list regardless of who is standing behind the front desk.

That approach was built in an era when the person behind the front desk was reliably similar to the last one. It is now being pointed at an ownership base that spans about fifty years of life experience, from owners in their early twenties to owners in their seventies, and those two people do not merely prefer different things. They interpret the same approach in opposite ways. The unannounced visit that an older owner reads as attentive service is read by a younger one as an interruption to a paid client and a failure to respect her day.

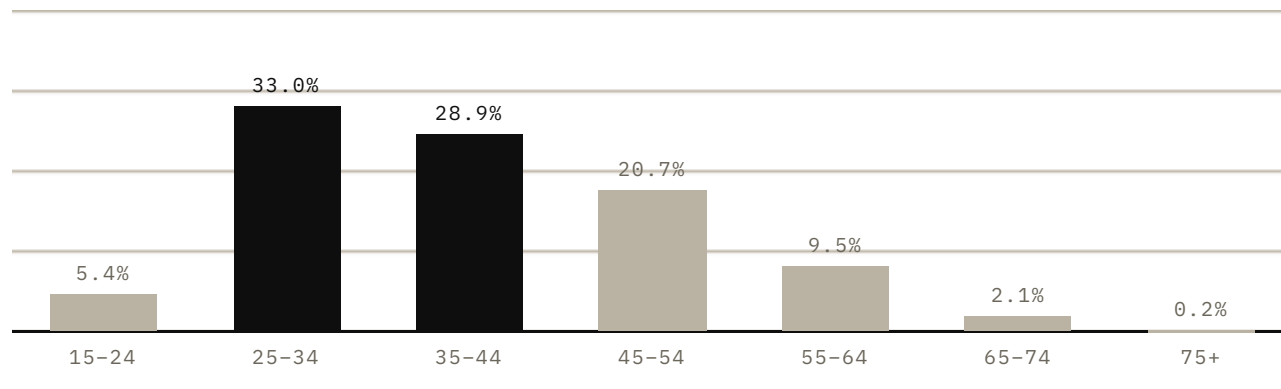
The cost of getting this wrong is measurable. Gartner's research into business buyers found that 73% now actively avoid suppliers who send them irrelevant outreach, which means generic contact does not simply fail to land, it removes you from the list before a conversation has started.

WHAT THE NUMBERS SAY ABOUT WHO IS ACTUALLY RUNNING THE SALON

Here is the part most brands have never looked up. Jobs and Skills Australia publishes an occupation profile for hair or beauty salon managers, built on the 2021 Census, which gives an age distribution for the person running the salon.

Two thirds of salon managers are under 45

Hair or beauty salon managers by age group, % of total



SOURCE · JOBS AND SKILLS AUSTRALIA · 2021 CENSUS

AGE GROUP	SALON MANAGERS	ALL AUSTRALIAN WORKERS
15 to 24	5.4%	14.3%
25 to 34	33.0%	22.7%
35 to 44	28.9%	22.3%
45 to 54	20.7%	20.4%
55 to 64	9.5%	15.3%
65 to 74	2.1%	4.3%
75 and over	0.2%	0.6%

Nearly 62% of salon managers are aged between 25 and 44, against 45% of the Australian workforce, and just over two thirds are under 45. Working a median out of those bands puts the typical salon manager at about 39 years old, which makes her a Millennial, and she was already the ordinary case when this data was collected in 2021.

At the other end, only 11.8% of salon managers are 55 or over, against 20.2% of all Australian workers. The owner most field teams were trained to sell to, the one who takes the call, welcomes the drop-in, and has stocked the same brand for fifteen years while training three apprentices on it, is about one in nine of this market.

The profile also confirms what every dataset in this industry politely omits, which is that 83.4% of salon managers are women against 48.5% of the workforce.

There are two caveats here and both of them matter. This counts managers rather than owners and cannot separate the woman who owns the business from the woman on a wage running it, and it describes 2021 rather than today. The census can settle the first, because it records whether a person is an employee or an owner-manager alongside their age and industry, and that cross has never been run for our industry. We are running it now, and fresh census data lands in October next year, which will let us publish the same picture again and show the direction of travel rather than a single year held still.

IT IS NOT ONLY OUR INDUSTRY

Everything measured across the wider economy points the same way. In the year to 31 March 2025, Millennials opened 49% of new business accounts at CommBank, Gen X 27%, Gen Z 13%, and Baby Boomers 10%, a breakdown the bank describes as steady since the pandemic. In 2015 the average age of someone opening a business account in Australia was 44, and by 2021 it had fallen to 38.

The Small Business Ombudsman, working from tax and administrative records, found sole traders under 30 rose from 14% to 16% of all sole traders between 2017-18 and 2021-22, and that in Other Services, the category holding hair and beauty, sole trader numbers grew about 28% over five years against roughly 21% across all industries.

At the far end, MYOB found that 48% of Baby Boomer business owners aged 60 to 78 intend to exit within one to five years, with only 24% of owners having any plan for that exit. Since so few salon managers are in that age group to begin with, the retirement wave rolling through Australian small business lands lighter here than elsewhere, though the owners it reaches are the ones with teams and leases and two decades of trading behind them, which makes them your largest accounts rather than your smallest.

49%

of new CommBank business accounts were opened by Millennials in the year to March 2025

28%

growth in sole traders in Other Services over five years, against 21% across all industries

48%

of Boomer business owners aged 60 to 78 intend to exit within one to five years

SOURCE • COMMBANK • ASBFEO • MYOB

WHAT THE SINGLE PITCH IS COSTING YOU

The median salon manager in Australia is a woman of about 39 who has run her business through the tightest five years this industry has had, while the number of businesses competing with her grew by a third. She is not the owner most field teams were built around, and she has been the ordinary case for at least five years.

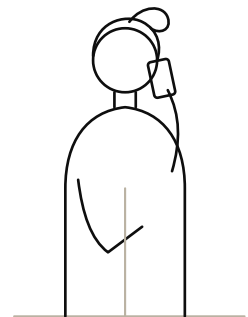
Every brand in this market is still running one pitch across an ownership base that spans fifty years. The ones that keep growing from here will be the ones that stop, and stopping starts with knowing which owner is in front of you before deciding how to speak to her.

HOW EACH GENERATION BUYS, AND HOW EACH ONE WANTS TO BE CONTACTED

This is the part that matters when somebody is sitting in a car park about to walk into a salon she has never visited. Most of the research below comes from business buying generally rather than from our industry, so read it as the pattern rather than the proof, and remember that a fair amount of what looks generational is the behaviour of someone at a particular stage with a particular amount of capital.

GEN Z, THE OWNER UNDER 30

She finds brands on social platforms, and 78% of her cohort say social video helps them through a purchase, the highest of any generation by a distance. She asks a peer, then she asks an AI model, and your rep is the third conversation rather than the first. Her orders are small and frequent because her capital is small, which is a function of her stage rather than her age. On contact the defaults are truly different, and a 2024 survey of more than 4,000 people found that 85% of Gen Z leave voice notes while only 12% would leave a voicemail, and that 32% of them like phone calls against 62% of the oldest generation. The mistake is concluding she is casual about everything. Asked how they would send a job application, 36% of Gen Z choose email against 23% of Boomers, and 43% look for a professional address on a company domain as a sign a message can be trusted, close to the 46% of Boomers who say the same. Message her to keep the conversation alive, and email her the price list and the terms, along with anything else she will need to find again later.



GEN Z • UNDER 30 •
RENTS A CHAIR

78%

of Gen Z buyers say social video helps them through a purchase

85%

of Gen Z leave voice notes, against 12% who would leave a voicemail

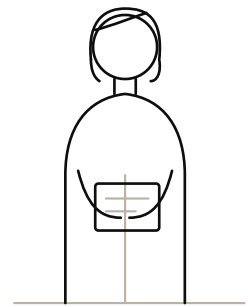
43%

look for an address on a company domain before trusting a message

SOURCE • FORRESTER • GENERATIONALLY SPEAKING, N=4,067

THE MILLENNIAL, WHO IS THE MEDIAN OWNER

She is the ordinary salon manager in this country, she has a team and a lease, and she is where the larger commitments in your territory actually sit. She researches through a network reaching well past her own four walls, with almost a third of younger buyers bringing ten or more outside people into a decision, including members of online communities and people they meet at industry events. She is also the quickest to leave, since 90% of younger buyers report dissatisfaction with a supplier in at least one area against 71% of older buyers. She will read your email and answer your message, and an unannounced phone call while she has a client in the chair is the fastest way to be remembered badly.



MILLENNIAL • THE
MEDIAN OWNER • TEAM
AND A LEASE

1 in 3

younger buyers bring ten or more outside people into a decision

90%

of younger buyers report dissatisfaction with a supplier, against 71% of older buyers

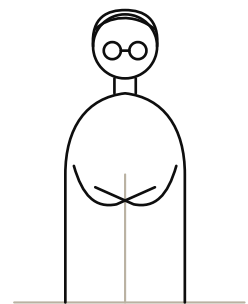
39

the approximate age of the median Australian salon manager

SOURCE • FORRESTER • JOBS AND SKILLS AUSTRALIA, 2021 CENSUS

GEN X, THE OWNER WHO HAS SEEN IT BEFORE

She buys on evidence she can check for herself, with 70% of her cohort relying on demonstrations and case studies carrying verifiable results, and she has the least patience for enthusiasm. Her commitments are considered rather than quick, and once she is convinced she stays, which makes her the most valuable relationship in most territories and the most expensive one to lose. Email and one-to-one phone calls both sit above 50% as her preferred channels, and what she wants from a rep is a direct answer and a problem solved rather than a relationship built for its own sake.



GEN X • HAS SEEN IT
BEFORE • BUYS ON
EVIDENCE

70%

rely on demonstrations and case studies with verifiable results

50%+

name email and one-to-one phone calls as preferred channels

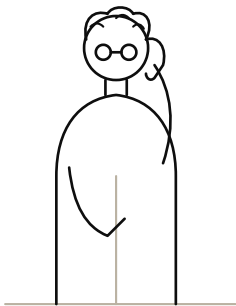
53%

of a business buyer's loyalty comes from the sales experience

SOURCE • DATA AXLE • GENERATIONALLY SPEAKING • CHALLENGER

THE BABY BOOMER, WHO IS NOW ABOUT ONE IN NINE SALON MANAGERS

She buys on reputation, with 63% of her cohort rating brand longevity and track record as very important, and only one in six finding social video useful when buying. She is the most likely to reorder by phone with somebody she knows and the most loyal once that relationship exists, which is why her account often moves when your territory manager does. She is also less digitised than the rest of the market, with only 9% of Boomer business owners using cloud inventory tools. What she is not is offline, since 49% of Boomers like phone calls and do them often, 98% send emails, and 72% use WhatsApp.



BABY BOOMER ·
ONE IN NINE ·
PHONE FIRST

63%

rate brand longevity and track record as very important

SOURCE · DATA AXLE · FORRESTER · MYOB

1 in 6

find social video useful when buying

9%

of Boomer business owners use cloud inventory tools

THE FOUR AT A GLANCE

	WHERE SHE LOOKS FIRST	WHAT CONVINCES HER	HOW TO REACH HER	WHAT LOSES HER
Gen Z	Peers, social video, an AI model	Owners like her who already use you	Message or voice note, detail by email	Being treated as too small to matter
Millennial	Her network, online communities, events	Education her team can use immediately	Email and messaging, meetings booked ahead	Being sold to when she needed help
Gen X	Case studies, peer reviews, her own numbers	Verifiable results from salons like hers	Email and a direct phone call	Having her time wasted
Boomer	The rep she already trusts	Your track record and your staying power	Phone first, email second	Being left to look after herself

WHAT IS TRUE OF ALL FOUR

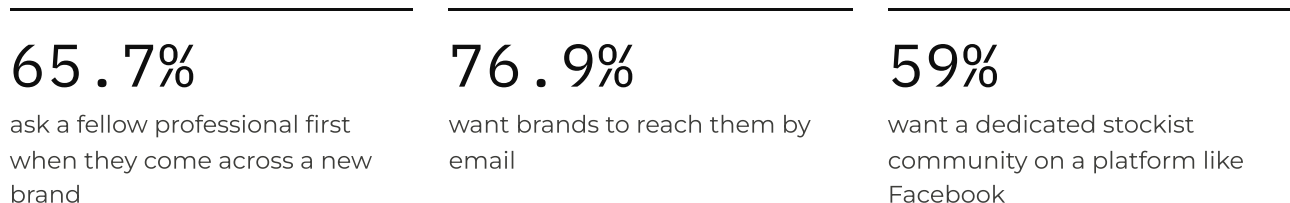
The rule of thirds is the most useful finding in business selling and the least applied. Buyers want in-person, remote, and self-service channels in roughly equal measure, with no single one of them dominant, and nearly 80% say a performance guarantee is a must or they will take their business elsewhere, which is our own survey's "support is key to proving the brand works" wearing a suit.

Alongside that, 67% of business buyers say they would prefer a buying experience with no sales representative in it at all, while 69% still want a rep to confirm what their own research has told them. The job of a field team has moved from delivering information to confirming fit, and the visit that opens with news the owner already has is the visit that gets shorter every year.

WHAT SALON OWNERS TOLD US THEMSELVES

When we surveyed 350 Australian salon, spa, and clinic owners in 2024, 65.7% told us their first move on a new brand is to ask a fellow professional, with Instagram second at 54.5% and industry media third at 52.2%. On contact, 76.9% said they want brands to reach them by email and 59% wanted a dedicated stockist community on a platform like Facebook. The frustration they raised unprompted was phone tag with a rep while they were in and out of treatment rooms all day.

Set that beside the generational picture and the tension is clear. Email is what the industry as a whole asks for, because it can be answered between clients, while the messaging defaults of the youngest owners pull against it. The brands handling this well are not choosing one channel for everybody. They are matching the channel to the owner, and putting anything she will need again in writing.



SOURCE • INSIDE INDUSTRY OWNER SURVEY • N=350 • 2024

WHAT THIS LOOKS LIKE ON A MONDAY MORNING

For a brand, it means the database stops being one list. Segmenting by state and by order value is what most brands do now, and neither tells a marketer anything about how the recipient wants to be spoken to. The same launch needs a version that works as a fifteen-second video in a feed and a version that works as a plain email with a price list attached, because those are two different owners rather than two formats of the same owner.

For a BDM, it means prospecting stops being one method. The drop-in still works on the accounts that have always welcomed it, and on a younger owner it costs you the relationship before you have one. A message that asks when she is free, sent to the account she actually reads, is not a softer version of cold calling. It is the version that works on two thirds of this market.

For an educator, it means delivery stops being one format. Owners in our survey rated online training as important at a rate few brands have caught up with, and the appetite for face-to-face has not gone anywhere, which means the brands that win are running both rather than choosing between them.

None of that requires a bigger budget. It requires knowing which owner you are talking to before you decide how to talk to her, which is a question almost nobody in this industry is asking at the point of contact.

THE FOUR OWNERS

HOW TO READ THESE PROFILES

These profiles begin with where an owner sits in the life of her business and only then with the year she was born, because a great deal of what gets called generational behaviour turns out to be the behaviour of a stage. A twenty-six-year-old renting a chair buys the way she does partly because she grew up with social video and largely because she has no capital behind her and no lease or team to protect. An owner of sixty-two who is weighing a sale buys the way she does because of what the next five years hold for her business, far more than because of anything her generation shares.

Each profile therefore names the cohort that dominates its stage and draws on the most credible research into how that generation buys. Every one has also been checked against what more than 350 Australian owners told us in our 2024 survey. They are evidence-based archetypes, which means they describe the pattern well and any individual owner imperfectly, and the best use of them is preparing for a visit rather than deciding in advance who will be standing behind the counter.

Two findings hold across all four owners, and they frame everything that follows. Gartner's latest survey of business buyers found that 67% would prefer a buying experience with no sales rep involved at all, yet 69% still want a rep to confirm what their own research has told them, and buyers consistently prefer a seller's input on the question of whether a product suits their business. Our own data puts the same pattern in salon terms, since 65.7% of owners go first to another owner when they are curious about a brand. The rep has been moved from the start of the conversation to the point of confirmation, and each of these profiles describes what that confirmation needs to look like for a different owner.

67%

of business buyers would prefer a buying experience with no sales rep involved

69%

still want a rep to confirm what their own research has told them

65.7%

of salon owners go first to another owner when curious about a brand

SOURCE • GARTNER • INSIDE INDUSTRY OWNER SURVEY • N=350

ONE · THE RENTED CHAIR

Mostly Gen Z, with a tail of younger Millennials

SHE IS BUILDING A CLIENTELE BEFORE SHE IS BUILDING A BUSINESS

She rents a chair or a room with no staff and no lease in her own name, so every dollar she spends on stock comes out of the same account as her rent. There are a great many of her, since Millennials and Gen Z have opened more than 60% of new business accounts at CommBank in every year the bank has reported since the pandemic, and three in four Gen Z Australians told MYOB they are considering starting one. The reasons they gave are pretty telling for anyone who sells to her, since 41% like the idea of being their own boss and a third want to turn a passion into something bigger. Most of the growth in business numbers that has outpaced revenue across our industry is her.

SHE HAS DONE MOST OF HER RESEARCH BEFORE SHE KNOWS YOUR NAME

Gen Z is the generation for whom social video does the most work across a purchase, with Forrester finding that 78% of Gen Z buyers find it useful against one in six Boomers, and she uses social platforms in the way an earlier generation used a search engine. The owner she asks first is usually someone she trained alongside who now rents a chair in another suburb, and that conversation happens in a group chat rather than across a counter. After that she runs what she has heard through an AI model, which leaves your rep third in a sequence where the first two have already narrowed the field.

SHE NEEDS A WAY IN THAT FITS HER BANK BALANCE

More than half of the owners we surveyed want an opening order between \$1,500 and \$2,500, and she sits at the bottom of that band or beneath it, so a fixed minimum removes you from her consideration before a single conversation has taken place. What wins her is a small and sensible entry with education attached, together with a rep who answers a message on a Sunday evening instead of booking a meeting for a fortnight away. She also wants content she can post on her own channels without it reading like your advertising, and Data Axle's research describes her generation as the most likely to detect AI-written material and to dislike it, which matters for any brand whose follow-up emails are now drafted by a machine.

WHAT LOSES HER IS BEING TREATED AS TOO SMALL TO MATTER

She will remember which brand took her seriously when she was one chair and which brand did not, and she will still remember it when she signs her first lease with a team of three. The brands that write her off as a cost of doing business tend to find her

stocking a competitor a few years later, running exactly the kind of account they spend their acquisition budget trying to win.

3 in 4

Gen Z Australians are considering starting a business

78%

of Gen Z buyers find social video useful across a purchase, against one in six Boomers

\$1.5–2.5K

the opening order more than half of surveyed owners want

41%

of Gen Z starting out like the idea of being their own boss

SOURCE • MYOB • FORRESTER • INSIDE INDUSTRY OWNER SURVEY • N=350

TWO · THE FIRST LEASE

Mostly Millennials, with the most ambitious of Gen Z arriving

SHE HAS SIGNED HER FIRST LEASE AND HIRED HER FIRST TEAM, AND SHE IS LEARNING WHAT CASH FLOW MEANS IN A WAY NO COURSE PREPARED HER FOR

She employs somewhere between two and nine people and her name is on a personally guaranteed lease, so wages leave her account every fortnight regardless of how the week went. This is the stage where the gap in professional advice bites hardest, and Finindex has found that 62% of Gen Z and Millennial founders have avoided or mishandled a decision for want of it, roughly double the rate among Gen X founders and nearly triple that of Boomers.

SHE BUYS THROUGH A NETWORK THAT EXTENDS FAR BEYOND HER OWN FOUR WALLS

Forrester found that almost a third of younger buyers bring ten or more people from outside their business into a purchase decision, including members of online communities and people they met at industry events, and Data Axle describes Millennials as looking for community validation before they trust a new supplier. For her, that network is her educator, the owners she came up with, the Facebook groups she reads late at night, and the expo floor. She is also quick to move when a supplier disappoints her, since Forrester found that 90% of younger buyers report dissatisfaction with a vendor in at least one area against 71% of older buyers, and 44.4% of the owners in our survey now stock three or more brands. You are on a shelf beside two others while she watches which of you earns the space.

SHE NEEDS A PARTNER WHO HELPS THE BUSINESS WORK, AND THE SHELF FOLLOWS FROM THAT

She cannot train her team herself while she is fully booked on the floor, which is why owners in our survey told us they want to see a brand's educators far more often than its BDMs, in sessions of up to three hours, and why the brands that win her lead with education that her staff can apply the following Monday. Beyond the product, she is hungry for the business guidance she is missing, whether that is how to price a new treatment, how to lift retail per client, how to hire her next therapist, or how to read her own numbers, and a rep who can hold that conversation is worth more to her than any promotion.

WHAT LOSES HER IS A REP WHO ARRIVES TO SELL WHEN SHE NEEDED HELP

Gartner found that 73% of business buyers actively avoid suppliers who send them irrelevant outreach, and that 69% notice inconsistencies between what a supplier's website says and what its sellers tell them. She will have read your website and your socials before your rep walks in, and when the two do not match she trusts neither of them. The quickest way to lose her is to treat her like a sales target during the months when she is working out whether her business will survive its second year.

62%

of Gen Z and
Millennial founders
have avoided or
mishandled a
decision for want of
advice

44.4%

of surveyed owners
now stock three or
more brands

3 hrs

the education session
length owners told us
they want

69%

notice when a
supplier's website
and its sellers don't
match

SOURCE • FINDEX • GARTNER • INSIDE INDUSTRY OWNER SURVEY • N=350

THREE · THE ESTABLISHED OWNER

Mostly Gen X, with the older Millennials who opened a decade ago

SHE HAS BUILT SOMETHING THAT RUNS, AND SHE PROTECTS IT CAREFULLY

She employs ten or more people or runs more than one site, and she has systems that work without her standing over them. Over the years she has watched a long procession of brands and reps come and go. The research on her generation as buyers is the thinnest of the four, which is true across the whole field of B2B study, and this profile therefore draws more heavily on Inside Industry's own observation of these owners than the other three do.

SHE TRUSTS EVIDENCE SHE CAN CHECK FOR HERSELF

Data Axle found that Gen X buyers place their trust in peer reviews and third-party validation, with 70% relying on demonstrations and case studies that carry verifiable results. For her, that means sell-through figures, retail attach rates, treatment margins, and rebooking rates drawn from salons that look like hers, presented by someone who can answer the second question as well as the first. She also has the most to lose from a brand that dilutes its professional position, and she is part of the 79.1% of owners in our survey who rated it top importance that the brands they stock stay out of Mecca, Sephora, Adore Beauty, and Priceline.

SHE WANTS A DIRECT RELATIONSHIP WITH SOMEBODY WHO KNOWS HER BUSINESS

Data Axle describes her generation as preferring plain, efficient dealings with knowledgeable account managers who solve problems, and Challenger's long-running loyalty research found that the sales experience accounts for 53% of a business buyer's loyalty, more than brand, service, quality, and price combined. That makes her the account most exposed to rep turnover, because every change of territory manager resets a relationship she spent years building and asks her to explain her business all over again to someone who has not read the notes.

WHAT LOSES HER IS ANYTHING THAT WASTES HER TIME

A visit with no purpose, a new rep who does not know her history, an email that plainly went to the whole database, or a promotion built for a salon half her size will each tell her that the brand no longer understands who she is. She rarely complains about it and simply begins giving more of her shelf to the brand that does, which is why her departure so often comes as a surprise to the brand that loses her.

10+

staff, or more than
one site

70%

of Gen X buyers rely
on demonstrations
and case studies with
verifiable results

79.1%

of owners rate it top
importance that their
brands stay out of
mass retail

53%

of a business buyer's
loyalty comes from
the sales experience

SOURCE • DATA AXLE • CHALLENGER • INSIDE INDUSTRY OWNER SURVEY • N=350

FOUR · THE SUCCESSION OWNER

Mostly Baby Boomers, with the leading edge of Gen X

SHE IS CLOSER TO THE END OF HER OWNERSHIP THAN TO ITS BEGINNING, AND MOST BRANDS HAVE NOT NOTICED

MYOB found that 48% of Boomer business owners aged 60 to 78 intend to leave their business within one to five years, overwhelmingly to retire, and that 34% expect the sale of the business to fund that retirement. Only 24% of owners in the same research had a plan for their exit, and VistaPrint's study of 510 Australian owners earlier this year found that among those planning to retire within five years, only 16% had a documented succession plan, while one in five had not discussed their exit with anyone at all. For a brand, every one of these salons is an account that will either change hands or close within the life of your current three-year plan.

SHE TRUSTS REPUTATION AND A RELATIONSHIP WITH A LONG MEMORY

Data Axle found that 63% of Boomer buyers rate brand reputation as very important, and that they want evidence of longevity and a track record. She is also the least digitised owner in the market, with MYOB finding that only 9% of Boomer owners use cloud inventory tools and 12% use cloud tools for sales and marketing, and Forrester finding that only one in six of her generation find social video useful when buying. Her relationship with a rep is personal and long, and she often buys from a person rather than a brand, which means her loyalty is only as secure as the rep who holds it.

SHE NEEDS HELP WITH THE VALUE OF HER BUSINESS, AND ALMOST NOBODY IS OFFERING IT

A salon whose revenue depends on the owner's own clients and her own hands sells for less than one with a trained team, retail income that does not rely on her, a client book that is not tied to her personally, and systems a buyer can inherit. VistaPrint found that 78% of owners aged 50 and over say their business runs more on personal reputation and word of mouth than on anything a buyer could take over, and that 72% of owners weighing an exit would invest in the business if it improved the sale, with cost and not knowing where to begin standing in the way. A brand that helps her build those things is helping her retirement, and it is also making sure that its products are part of what the next owner buys. That conversation is almost entirely missing from the way brands work with this owner, and it is the single largest opportunity in this report.

WHAT LOSES HER IS BEING WRITTEN OFF WITHOUT ANYONE TELLING HER

Brands chasing new doors tend to leave their longest-standing accounts to look after themselves, and she notices the visits thinning out long before anyone at head office does. When she sells, the incoming owner inherits her shelf and makes a fresh decision about every brand on it, and the brands that stayed close to her through the sale are the ones still standing when the new owner takes stock.

16%

of owners retiring
within five years have
a documented
succession plan

9%

of Boomer owners
use cloud inventory
tools

72%

of owners weighing
an exit would invest if
it improved the sale

34%

of Boomer owners
expect the sale to
fund their retirement

SOURCE • VISTAPRINT • MYOB

THE SAME VISIT, FOUR WAYS

	THE RENTED CHAIR	THE FIRST LEASE	THE ESTABLISHED OWNER	THE SUCCESSION OWNER
What she has done before you arrive	She has asked a peer and checked your socials and an AI model	She has asked her network and read your website closely	She has compared you against the brands already on her shelf	Very little, because she expects you to bring it to her
What she wants from the first conversation	To know whether she can afford to start	To know whether you will help her team and her business	To see numbers from salons like hers	To feel that you know her and her history
The proof that moves her	Owners her age who use you and rate you	Education her staff can use on Monday	Verifiable results and sell-through data	Your brand's track record and your staying power
The entry offer that fits	A small starter order with education attached	A structured opening order with a training plan	A range review with a clear margin case	Support that adds value to the business she will sell
What loses her	Being treated as too small to matter	Being sold to when she needed help	Having her time wasted	Being left to look after herself

RUN THIS AGAINST YOUR OWN ACCOUNT LIST

Everything in this report describes the market. The work that changes a territory is done against your own account list, and that is what the session is for.

The salon owner of 2027 is a ninety-minute session run for your field team, your educators, or both together. It takes the four owners in Part Three and maps them onto the accounts your team already calls on, so that people leave with their own territory sorted rather than with a framework to apply later. The team works through which of their accounts sit in which stage, which of them are approaching a transfer nobody has planned for, and what the next visit to each one should look like. It also covers what salon owners told us they want from the brands they stock, which is the part most field teams have never seen in full.

It runs virtually or in person, it fits inside a team meeting, and it can be booked on its own or as part of the three-module BDM Development Program alongside the industry landscape session and the account development session.

To arrange a session, reply to this email or write to tamara@insideindustry.co.

SOURCES

Jobs and Skills Australia, occupation profile for Hair or Beauty Salon Manager, employment distribution by age group and sex, 2021 Census · IBISWorld, *Hairdressing and Beauty Services in Australia*, current edition · CommBank new business account openings, year to 31 March 2025, and its 2021 analysis of average account-holder age · Australian Small Business and Family Enterprise Ombudsman, *Spotlight on Sole Traders*, drawn from ABS DataLab · MYOB Bi-Annual Business Monitor, August 2025 · VistaPrint small business research, April 2026 · Gartner business buyer surveys · Forrester buyer research · Data Axle generational buying study · McKinsey B2B Pulse · Generationally Speaking, Communication Habits and Preferences survey of 4,067 people · Exclaimer email behaviour study, 2026 · Findex founder advice research · Inside Industry, *What Salon Owners Want: The Brands They Stock*, 350 respondents, September to December 2024.