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THE CONSULTATIVE MODEL OF BARBERING SERVICES AS A FACTOR OF THE ECONOMIC EFFICIENCY OF A BARBERSHOP (THE AUTHOR'S «CHAIR» MODEL)

The article substantiates the consultative model of barbering services as a factor of the economic efficiency and competitiveness of a barbershop. The relevance of the research is determined by the transformation of the barbering market, in which price-based and purely technical competition are exhausting themselves, while the source of sustainable profit becomes the ability to retain the client and to increase the value of each interaction. It is demonstrated that the initial consultation is not an expenditure of the master's working time but an investment with a measurable return, directly affecting the key parameters of the unit economics of the establishment — the repeat-visit rate, the customer lifetime value (LTV), the average check, and the acquisition cost. It is shown that in a saturated market the consultative component is a resource difficult to imitate and therefore a basis for sustainable competitive advantage, since technical quality, price, and the service setting can be reproduced by competitors, whereas the ability to understand the client and advise professionally is difficult to imitate. The mechanism of building loyalty through competence-based trust and switching costs is revealed, reducing client churn and the establishment's dependence on paid acquisition. The impact of consultation on the average check through natural, unobtrusive up-selling is substantiated. The principle of «the barber as consultant» is formulated, and the economic consequences of the transition from the executor and service models of interaction to the consultative one are revealed. The scientific novelty lies in the proposed author's five-stage model of barbering consultation, «CHAIR» (Contact — Hearing — Analysis — Informing — Retention), which turns consultation into a reproducible technology suitable for standardisation, staff training, and the scaling of quality, transforming it from the personal talent of an individual master into a manageable economic asset of the establishment. Metrics of economic efficiency and prospects for further research are outlined.

Keywords: economics of the service sector, barbershop, competitiveness, customer lifetime value, loyalty, client retention, average check, switching costs, non-price differentiation, consultative model, «CHAIR» model.