



LUKE BAYLIS

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SumoSolad had 12 stores throughout Australia and was valued by *BRW* at \$2.7 million.

:: TODAY

There are 61 SumoSolad stores throughout Australia and the company employs 720 staff. The expected revenue for the financial year is \$30 million and SumoSolad has stores in Dubai, London and New Zealand.

was last profiled by *Voyeur*, it boasted 70 outlets across Australia and a net profit of around \$1.8 million. Net profit this financial year is forecasted to reach in excess of \$5 million, and a stock exchange listing is also a possibility in the next few years.

Today there are 200 Boost Juice bars, 29 of them company stores, across 11 destinations including the UK, Chile, Indonesia, Singapore, Hong Kong, United Arab Emirates, Estonia, Kuwait and Macau, with stores opening in Thailand, Mexico and South Korea by the end of the year. The company has also purchased a small chain of Mexican restaurants in Victoria called Salsa, and has done a deal with Nestlé UK that is seeing the multinational heavyweight selling Boost Juice in bottles across the UK.

As Allis' business has reached mammoth proportions, it's hard to believe that life for the businesswoman has actually become easier. "Around 2005 and 2006 there was not much in my life besides my children, husband and work," she admits. "Now the business is bigger and I can afford to bring in more senior staff, it has given me a chance to do things like play tennis in the mornings."

During the busy times Allis had 14 direct reports, but currently has only two – her personal assistant and the Boost Juice legal team. The stress from that period of her life affected her wellbeing, despite the fact she's always been interested in health and fitness.

"I'm five foot eight inches tall and have always been relatively fit, but I got down to 57 kilograms, which was pretty bony for me – my healthy weight is 62 kilograms," she says. "I threw myself at the business and was obsessed, which resulted in stress and weight loss. Today, I eat well and try to exercise at least four times a week – whether it's netball, tennis or the gym. It's fantastic because it gives me clarity of thought."

The very lofty goal for Boost Juice is still, as it always has been, to become the world's most-loved and best-known brand, says Allis. Until that day, she is loath to sit back and appreciate what she's achieved so far. Some days, though, it's impossible to ignore.

"Every now and then I walk down the street and someone walks by holding a Boost cup. It makes me think about the time I sat down to design the logo," she muses. "I do stop to celebrate the wins, but I'm always looking forward. It's like when you hit a really good shot in tennis, but you know that ball may come back again, so you've got to be ready for it."

:: ALLIS' GREATEST LESSON OVER THE PAST FEW YEARS

"Most mistakes are based around recruiting the wrong people. Sometimes they might seem a great fit, but the job you're asking them to do is beyond them. Some truly are great but something happens in their personal life and they fall into a screaming heap. Sometimes we haven't given them the tools to succeed. Nowadays, we do thorough background checks and spend a lot of time training."

LUKE BAYLIS, CO-FOUNDER AND MANAGING DIRECTOR OF SUMOSALAD

Although his business hasn't yet set foot in the US, Luke Baylis, co-founder and managing director of SumoSalad, foresees big things taking place there in the future. Very big things. "That's the biggest market for us without doubt, but we're holding back until we've got a stronger store volume and base of resources before we tackle it," he says. "We believe there could potentially be 1,000 SumoSalad outlets in the long-term when the business reaches maturity in the US, so when we feel comfortable, we will do it wholeheartedly."

In the meantime, Baylis and co-founder and director James Miller are busy perfecting the Australian side of the business – which offers a healthy range of items from salads to soups – as well as expanding into other international markets. When profiled by *Voyeur* three years ago, SumoSalad had 12 outlets. At the time, Baylis and Miller were thrilled that their business had been successful enough to expand to that size. In their wildest dreams they only saw it reaching 25 stores.

Today there are 61 SumoSalad outlets in Australia, as well as two in Dubai, three in London and, at the time of writing, a couple of stores about to open in

Surprisingly, the stress and office hours have not had a detrimental effect on the men's health. In fact, they have lost 30 kilograms each since the business's launch, and they're now both regulars at the gym, eat well and are involved in several sports. "We've really embraced the culture that we've created within the business and our health has improved drastically as a result," says Baylis. "We're trying to maintain a good work-life balance, but having said that we still do six days a week in the office, 10 to 12 hours a day."

THE FUTURE THROUGH BAYLIS' EYES "When we first started we didn't appreciate the potential. Once we got to 30 stores, we realised we could make something much, much bigger. We want to build our business in Australia into a couple of hundred outlets, that's our biggest focus. Then we see huge potential in international markets – the demand is overwhelming."

JUSTIN HERALD, FOUNDER OF ATTITUDE INCORPORATED

Is the boy with Attitude finally softening up as he approaches middle age? When *Voyeur* chatted with Justin Herald five years ago, he was eagerly awaiting delivery of a new Aston Martin. The value of his

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New Zealand. The stores and the company's head office employ around 720 staff and this financial year, they're expecting a turnover of at least \$30 million. The business model is franchise-based, but 10 per cent of the stores are company-owned.

"There have been major challenges – we've been through a complete shift in the way we perceived the business," says Baylis. "There have been challenges in terms of the systems we've had to develop. We've had to build systems that were able to replicate our business model in a range of different locations throughout Australia and also internationally."

"We've made thousands of mistakes, but we've also done a lot of things right. I value the mistakes because if we hadn't made them early we would have made them later on, and the cost of making them would have been far more significant," he adds.

Contemplating their mistakes, Baylis admits the pair moved at great pace into the world of franchising without knowing enough about how it worked, which led to some costly errors. "We should have been a bit slower to launch our franchising business," he confesses. "We didn't really understand the amount of time and resources involved, and it turned out we were a little under-resourced."

company, Attitude Incorporated, was around \$10 million, and his clothing line was on sale in 3,500 stores across Australia. The car was a reward to himself, a milestone of sorts. He went on to build Attitude Incorporated into a \$30 million retail and licensing business before selling it on three-and-a-half years ago to an unnamed buyer. "I'm not allowed to say who bought it," he smiles. "I've got a five-year not-allowed-to-tell contract, which is a bit bizarre."

Herald now runs a charity called Prosperity For a Purpose, which provides physical, emotional and educational care to children in Uganda. "We've had a bit of flak from some people in Australia because I don't give money to Australians, but I did that when I sold my business and it didn't go very far. In Uganda you can build an orphanage for eight kids as well as house and clothe them for eight years, all for \$30,000."

He also conducts around 150 speaking engagements a year and has written seven motivational and business books. And just in case you thought he'd moved out of business for good, think again. Herald is about to launch a sunglasses range later this year with his new brand, Intimidate Industries. He also has plans to expand into skincare and watches. Has this 38-year-old success story finally gone soft? Not a chance! ▷