

Fundamentals of a Successful Medical Spa

IECSC Las Vegas '11
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Wynne Business

Topics for Today



- Developing the Best Staff
- Effective Marketing Techniques
- Leveraging Technology
- Planning for Growth

Your Most Valuable Asset – Your Staff



“Getting the right people on the bus” is your most important responsibility.



- You (physician) are not the only attraction
- Patients/clients return to businesses where they make personal connections
- You're only as strong as your weakest link
- Clients are attracted to a calm, professional atmosphere for personal care services

The Importance of Structure



- Good intentions are essential to great customer service, but they're not enough!
- Structure and systems enable your staff to do their jobs well and deliver consistently great service



Hiring Process



- Position descriptions
- Advertisement copy
- Resume screening
- Interview protocols
- 1st & 2nd interviews
- Technical audition





Position Descriptions



- Job activities/responsibilities
 - **Basic job responsibilities** for technical and support staff including meeting attendance, sidework, client communication, daily work station prep and cleanup, team/staff meetings and meetings with supervisor
- Team member responsibilities
- Qualifications and experience required
- Desired behavioral characteristics



Position Descriptions - Why?



- Attract the **right** candidates
- Be clear from the beginning
- Setting standards avoids accusations of favoritism
- Ensures that staff knows who and what
- Don't start compromising already



Legal Interviewing Basics



- No questions or conversation about age, sex, race, religion, marital status
 - *"What a beautiful ring! Are you engaged?"*
- OK to find out if there are physical limitations which would prevent them from performing the job as described
- Questions must be *job-related*

Hone your interview skills



- Shut up and listen!
- Don't jump in after a question if there's a long silence
- Take notes
- Drill down
- This is not the time to "sell" the job to the applicant
- Don't "telegraph" your desired response!
- WRONG: "Are you a team player?"
- RIGHT: "Give me an example of a time your teamwork abilities helped out a co-worker."

The Practical Interview



- Conduct the hands-on interview under "real world" spa conditions
- Have candidate perform multiple services on different evaluators
- Evaluators fill out an appraisal afterward

Reference & Background Checks



- *Never skip these steps!*
- Only legitimate references are former supervisors/managers
- Confirms legitimacy of educational credentials, licenses, previous employment
- Criminal background check
- Third party companies can provide this service

The Offer



- Confirm offer in writing & be specific
- Include detailed compensation information
- If no thanks, send a prompt, gracious “no thank you” note
 - ...we’ve decided to select a candidate who is a closer match for our profile...
 - Your reputation among potential therapists is based on how you treat your “rejects”
- If they need additional skills, invite them to reapply



Company Orientation



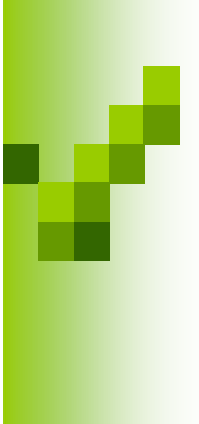
- Performed by a spiritual and passionate leader
- Welcoming and company overview, indoctrination
- *Not* reading to new hires!
- 90-Day probationary period
- Assign a mentor or buddy

Support Documentation



- Policy Handbook
 - Promotes fairness
- Job Descriptions
 - For all positions
- Service Protocols
- Department Manuals
 - Department specific info
- Operations Manuals
 - Front desk and customer service
- Organizational Charts





Effective Marketing Plans





Branding Your Business



- Clear Mission and Vision
- Defined logo, graphics, colors, language
- USP
- Print and Online presence
- Loyalty Programs



Mission Statement



- The promise to the customers, short and sweet
 - "To help our customers feel absolutely wonderful, whether calling on the phone or spending the day"
 - "Ladies and Gentlemen serving Ladies and Gentlemen"

Brand Style



- Distinctive Logo or Identity
- Tagline or motto
 - PW – “Superb skin and body care”
- Branded Visuals
 - Typefaces, images, design & color
- Branded Design
 - Décor, signage, uniforms, color



Brand Promise – What’s in it for the Customer?



- | <u>Brand</u> | <u>Brand Promise</u> |
|--------------|--|
| ■ Starbucks | ■ A delicious ritual that energizes your day |
| ■ Apple | ■ Our computers make everyone look like a genius |
| ■ W Hotels | ■ Hip, modern luxury |
| ■ Tiffany | ■ Timeless classic design |
| ■ Target | ■ Great style and design at affordable prices |

Your Key Differentiators, or USP



- Unique and compelling
 - Process
 - Design
 - Product
 - Experience





The Marketing Plan



- Print ads direct people to website
- Web Site & SEO
- Facebook Business Page
- Pay Per Click and Review Sites
- Associations – ISPA, Day Spa Assoc
- Spa Store/Online Booking



Online Marketing



- Search Engine Optimization
 - High page-ranking in natural search results
 - Constant attention and maintenance
 - Behind-the-scenes design & programming
 - Number and quality of links
 - Popularity and freshness of content





Online Management



- Facebook Page
 - Fresh content 2-3x weekly
- Online review sites
 - Monitor constantly
- Web content regularly updated
- Blog



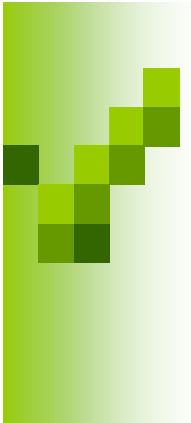


Loyalty Programs



- Start with internal customer
- Points programs
 - Use points to drive behaviors
- Client appreciation events
- Focus on most profitable clients





Technology Concerns



Medical Spa Technology Needs



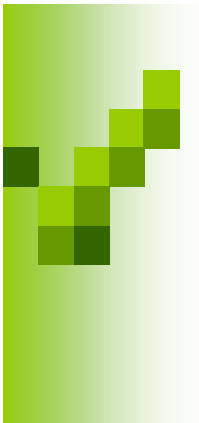
- Software for business operations
- Software for accounting purposes
- Medical EMS vs. spa software
- Cloud vs. Local computing



Other Technology Issues



- Staff Communication
- Telephone
- Security



Financial Considerations

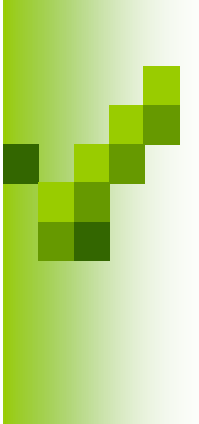




Understand your Numbers



- | | |
|--|---|
| <ul style="list-style-type: none"> ■ Revenue Side <ul style="list-style-type: none"> □ Typical metrics & ratios <ul style="list-style-type: none"> ■ Average ticket ■ \$ per square foot □ Menu analysis □ Retailing | <ul style="list-style-type: none"> ■ Expense Side <ul style="list-style-type: none"> □ Staff Compensation □ Prof Supplies □ Rent & Utilities □ Marketing □ Debt Service on equipment |
|--|---|



Creating a Plan





Action planning



- Identify under-performing areas
- Develop an action plan
- Pick a few key focus points
- Both revenue and expense-side strategies
- Involve the staff



Web Resources



- Bnet.com
- Retailwire.com
- Gramercyone.com/blog
- Workforce.com
- Spatrade.com
- Emarketer.com





Wynne Business Reading List



The One-Minute Manager, *Ken Blanchard & Spencer Johnson*

Setting the Table, *Danny Meyer*

The Starbucks Experience, *Joseph Michelli*

Who Moved My Cheese?, *Ken Blanchard & Spencer Johnson*

Good to Great, *Jim Collins*

The Tipping Point, *Malcolm Gladwell*

Why We Buy, *Paco Underhill*

Mastering the Rockefeller Habits, *Verne Harnish*



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