



Beautifully Profitable Forever Profitable

**The CEO of *beautiful forever*
Demonstrates How Effective *Management and Marketing*
Can Transform Any Aesthetics Practice or Medi-Spa into a
*Profitable and Rewarding Venture***

**By Cheryl Whitman, CEO
*beautiful forever***

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“Having worked closely with Cheryl Whitman over the past ten years to help our multi-specialty group practice grow and meet the demands of an ever evolving marketplace has been a great asset to us. In her book, *Beautifully Profitable*, she details many of the ways to align services, operations and marketing to ensure profitability. We have utilized her methodologies with great success and with this new book, many other doctors and practice will benefit from her vast experience.”

*Steve Watson, Founder & CEO – and – Dr. Julio F. Gallo MD,
FACS, Medical Director – Miami Institute for Age Management and
Intervention*

“As healthcare continues to evolve, physicians and hospitals need to look for new ways to partner. Wellness is a great area for this partnership. This allows all parties to grow and flourish in areas more and more patients are looking for without having government oversight. As more doctors become aware that their practices are also retail businesses, they will find great help from Cheryl Whitman’s new book, *Beautifully Profitable*. In this, she guides doctors – and yes, hospital executives – on the business and marketing side of healthcare. Her focus is on aesthetics care, but her message applies much more widely.”

*Bob Haley, FACHE, Executive Director,
Rainy Lake Medical Center, Minnesota*

“I came to know Cheryl Whitman several years ago through her informative marketing presentations at some of my professional medical meetings. Since then our professional relationship has grown through multiple conversations which eventually led to enlisting her services to do some preliminary MediSpa development work. I have found Cheryl Whitman and the Beautiful Forever staff to be very knowledgeable, sincere and helpful and to have extensive expertise and experience in the practical details of developing a MediSpa.”

*Christopher R. Hubbell, M.D., FAAD , Lafayette Louisiana , Founder and
Medical Director*

**Acadiana Dermatology, APMC , *a Jeuné Medical Spa*

“When I think of the most savvy and smart, top business consultant in the Aesthetics industry, Cheryl Whitman’s name unquestionably rises to the top. Looking back and having known Cheryl for nearly ten years, I wish I had access to a resource like *Forever Profitable* when I set out to launch my Hair Restoration practice back in 1997.

Running a smooth, efficient and quality-oriented practice is exactly what our patients expect--and deserve! However, whether it be a medical practice or medspa, the skills necessary to build a successful business are something they certainly don’t teach you in medical school or residency. Having trained many upcoming hair transplant surgeons and others adding Hair Loss Management or Hair Restoration services to their repertoire, I can tell you confidently that these business skills are sorely lacking in the aesthetics industry.

The alternative to acquiring these critical business skills results in downward spiral of inefficiency, cutting corners, price erosion and skimping on quality and patient care... not good!

For physicians and others navigating the highly competitive aesthetic marketplace or looking for that head-start without having to rely on “the school of hard knocks” like we did, I recommend you get to know Cheryl! I strongly recommend her new book, *Beautifully Profitable*.”

Alan J. Bauman, M.D., Diplomate, American Board of Hair Restoration Surgery - Medical Director, Bauman Medical Group - Hair Restoration for Men & Women

“Too many aesthetic and cosmetic physicians and surgeons in private practice tend to forget that, in addition to treating patients, they are running a retail business offering services and products. For them, Cheryl Whitman’s newest book, *Beautifully Profitable*, will serve an invaluable tool. Through the pages of this book, she guides physicians through the basics of business and marketing, before offering them a road-map to new profit centers, as well as clearly describing practice-building techniques. Highly recommended for every doctor – not just in the aesthetics field – who is in private practice.”

Dr. Robert Bergen, MD, Founder, Retina Associates of New Jersey

“I know that social networking and managing patient testimonials is supposed to be vital to my practice growth, but not only didn’t I have the time, but I didn’t have a clue about how to successfully manage this strange new world. With a new cosmetic center opening soon in VA I found my answers in *Beautifully Profitable* – and I will be implementing those answers beginning today. Working with Cheryl has helped guide me on the right paths to success.”

*Dr. Soheila Rostami, MD, Cosmetic Surgeon, Eye Specialist,
Reston Virginia, Washington DC Metro Area*

“Maximizing staff motivation to improve product and service sales can be a challenge, but Cheryl Whitman’s new book, *Beautifully Profitable*, has given me some very useful guidance. Many parts of this book will help others, but this section was right on-target for my current needs.”

*Dr. Kalpana S. DePasquale, DO,
St. Augustine Ear Nose & Throat, St. Augustine Florida*

“What do you think is the most visited page of every plastic surgeon’s website whose Analytics I’ve seen? Do you realize just how very important having a pristine gallery is in your overall marketing plan? Think about it. To viewers, quantity and quality is an indication of how successful the practice is. It’s time to be brutally honest and take a good look at your gallery, both on your website and how you present them during the consultation. Cheryl Whitman’s new book will help you make these assessments, and so much more.”

*Candace Crowe,
Candace Crowe Design*

“Cheryl Whitman and her team of consultants were of great help to me in setting up and coordinating my consulting business. My company would never be where it is today without Cheryl’s extraordinary business savvy. Thank you Beautiful Forever!”

*Dr. Janet Brill, Ph.D. Nutrition & Fitness Expert, Writer, Speaker,
Spokesperson, Consultant, Educator*

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Introduction

A Letter From The Author

This book represents the compilation of practical, valuable and professional experience my team and I at ***beautiful forever*** (www.beautifulforever.com) have gathered over several decades.

We have helped countless physicians, surgeons, med-spa owners and others create, launch and grow successful aesthetic Medical Practices and related businesses, and that experience provided the solid practical grounding for this book.

My professional background as an educator has uniquely suited me for the role of helping my clients to not just succeed – ***but also to learn how to succeed***. And that is what this book is about – it is a guide which will help you succeed in growing your practice or aesthetics business, and also to learn how to succeed.

It's my version of “give a man a fish, and he eats for a day; teach a man to fish and he eats for a lifetime.”

As part of my commitment to education, I have recently created the ***beautiful forever university***, an informational resource, ongoing practice-building education and training tool available to those in the aesthetics industry, and the information is often applicable to any Medical Practice as well.

You can learn more about that, and the services my firm offers, in the final appendix to this book.

Along the way, as both an educator and as a practice consultant, I have given hundreds of talks at professional conferences, authored dozens of articles in professional journals, blogs, white papers, case studies, webinars and other social networking efforts.

I have done this, all while focusing on my primary role, helping people manage and market their aesthetic businesses.

In addition, I have created a hands-on workbook, *The Aesthetic Medical Success System – A Complete Education Guide to Building, Managing and Marketing Your Cosmetic Practice or Medical Spa*, which is a practical, step-by-step guide. This book, published in 2009, became the only aesthetic educational manual offered by the American Society of Plastic Surgeons® to its members.

No longer available from ASPS®, this eminently practical step by step guide is still available from ***beautiful forever*** on our website, (www.beautifulforever.com).

However, most of what we do at ***beautiful forever*** is guide and support aesthetic and cosmetic physicians and surgeons – as well as med-spa owners and managers – as they dream up and create new businesses. Then we help them launch successfully and, finally, we continue working with them to help their businesses profitably grow.

We do it all, from evaluating the nuts-and-bolts of the business side of their endeavors to helping them to market themselves and their operations. It is the marketing and promotion aspect of the business that is the focus of this book.

A quick glance at the Table of Contents will demonstrate what this book covers – from strategic planning, to writing a blog or a press release ... and everything in between. Each of the chapters is based on our years of experience assisting doctors and business owners.

The advice we share in this book will be eminently practical to your own business.

This book is based largely on a compilation of material I have created and published in a variety of trade and professional journal articles, webinars and speaking engagements over the past half-decade and edited to provide a strong flow of continuity.

I would like to acknowledge the publishers who graciously returned to me the rights to use and adapt material I had created for their initial use, especially Inga Hansen at MedEsthetics, who was also the inspiration for many of those articles.

I would also like to acknowledge Debbie Taylor of TaylorMade Printing Services as well as writing and marketing expert Ned Barnett, who worked on a tight deadline to pull this together. I would also like to thank my staff, who has helped to make *beautiful forever* what it is today.

I'd like to dedicate this book to my husband, my kids – and especially my parents. Their firm and loving New York upbringing, along with the hard-work-ethic gene they bestowed on me helped to make me the person I am today. Thank you!

I also want to dedicate this book to my extended family and friends, including Dr. Janet Brill – she's been a major inspiration – and all who have put up with my crazy schedule and the demands of running a business designed to serve the needs of a very demanding clientele.

Without their love and support, none of this could have happened.

Finally, a portion of the proceeds from the sale of this book will go to Mazon – my husband Bob is on the board of this remarkable Jewish charity that feeds the hungry of all faiths. And, from the proceeds, we'll also make a donation to the SIDS Foundation in memory of our grandson, "AJ" Andrew Marrara.

Cheryl Whitman
January, 2014

New Profit Center Opportunities

2014 and Beyond

The following are a list of profit centers that will become more significant in 2014 and beyond.

These can bring new revenue and new profit to your medical practice, especially if you first determine if there is a market for those new services that your practice can capitalize on, then if you also make contact with experts who can smooth the path to integrating new and profitable services into your practice.

Each of these are offered in brief bullet-point form, and can serve as a reference or a check-list for Medical Practices or spas that are considering where and how to expand in 2014 and beyond.

Many of these profit centers are covered in significant detail within this book, and you can learn more about any of them, and how they might work in your practice, by contacting me at *beautiful forever*.

Before getting to the profit centers, however, it might be useful to consider some trends identified by the American Society of Plastic Surgeons in their 2012 Plastic Surgery Statistics Support, available on their website.

In a one-year trend, from 2011 to 2012

Number	Procedures	Trend
14.6 mil.	Cosmetic procedures	Up 5%
1.5 mil.	Cosmetic surgical procedures	Down 2%
13 mil.	Cosmetic minimally-invasive procedures	Up 6%
5.6 mil.	Reconstructive procedures	Up 1%

The Top Five Cosmetic Surgical Procedures of 2012 vs. 2011

Number	Procedures	Trend
286,000	Breast Augmentation	Down 7%
243,000	Nose Reshaping	No Change
204,000	Eyelid Surgery	Up 4%
202,000	Liposuction	Down 1%
126,000	Facelift	Up 6%

Other trending surgeries include Male breast reduction (up 5%), Hair Transplantation (up 4%) and Upper Arm Lifts (up 3%).

2012 Top Five Cosmetic Minimally-Invasive Procedures vs. 2011

Number	Procedures	Trend
6.1 mil.	Botulinum toxin	Up 8%
2 mil.	Soft Tissue Filler	Up 5%
1.1 mil.	Chemical Peel	Up 2%
1.1 mil.	Laser Hair Removal	Up 4%
974,000	Microdermabrasion	Up 8%

2012 Top Five Reconstructive Procedures vs. 2011

Number	Procedures	Trend
4.2 mil.	Tumor Removal	Up 1%
291,000	Laceration Repair	Down 4%
209,000	Maxillofacial Surgery	Up 7%
171,000	Scar Revision	Down 2%
123,000	Hand Surgery	Up 3%

Those are the major one-year trends in plastic surgery in 2012, the last year for which statistics are available.

What isn't noted in this study is the dramatic increase in the number of medical doctors, such as OB/GYN and ENT physicians, who are adding cosmetic treatments to their services, even though they specialize in some other kinds of procedures.

This is part of a larger trend of physicians “fleeing” from insurance-covered and Medicare/Medicaid-covered care because of down-trending reimbursement and up-trending paperwork and regulations. That trend is expected to accelerate, making the market far more competitive for cosmetic physicians and surgeons.

Which makes creating and promoting profitable programs all the more important for your practice, and for your future.

Answers to some fundamental questions can be enlightening. They can also provide the point of departure as you take your Medical Practice to the next level, by adding new profit centers.

- For instance, are employees properly trained on all procedures and equipment?
- Are you in compliance with state laws and regulations?
- Does your information technology adequately support the Medical Practice?
- Is the website up to date?
- Are your business and marketing plans current?
- What about the staff compensation plan and budget?

If you are considering adding new aesthetic services, skincare products, or any other products or services, you will also need to answer a series of operational questions in order to form your plan.

For example:

- Which product and service offerings are most needed in my service area?
- Which services will bring the most clients through the door—and keep them coming back?

- Which will be most profitable to deliver?
- What is the level of investment needed to get started?
- What equipment do I need for the procedures? How do I choose which vendor to use?
- Should I buy or lease?
- Are my current state licenses and insurance coverage sufficient for the new product/service offerings?
- Will I need to hire new staff or provide training for the new product/service area?
- Will staff compensation plans change?
- How do I establish a pricing structure for the new services? Will new financing options be needed for my clients?

In taking advantage of many of these new profit-center opportunities, there is an easy way and a hard way – a way that capitalizes on practical experience, and a way that gives you that practical experience.

If you or a staff member has expertise in a given area – as well as the spare time to make use of that expertise – you can probably manage adding these new services yourself.

However, if time is short or expertise is lacking, it is both prudent and profitable to capitalize on the knowledge of existing experts, rather than becoming an expert yourself.

Now, here are these emerging profit centers.

Patient Financing Programs

- Patient financing programs will help physicians offer services to their patients

- Financing is now available for patients whose credit scores are as low as 550
- Medical Practices can create custom programs for their clients, such as 6 months interest free, etc., to improve their competitive edge

Marketing and Cash Services

- Physicians and spas are starting to install cash programs in many offices – there are regulations here regarding the presence of a physician, so be sure to check with your consultants, accountants and others before implementing this type of program
- The four main areas of focus are:
 - Bio-identical Hormone Replacement Therapy
 - Weight Management Programs
 - Aesthetics such as Botox and fillers
 - Regenerative Therapies such as PRP

Ongoing practice marketing

Physicians and spas are increasingly taking a combined qualitative and quantitative approach to their marketing programs with the goal of developing an efficient and effective marketing plan that comprises a reasonable percent of your revenue, and has ROI measurements so it more than pays for itself.

These approaches are detailed in this book.

Private Label Product Development

As an extension of a practice or spa's brand – as well as an additional

revenue stream – private label skin care products are becoming increasingly important in the market. This book lays out what is required to set up a private label line that meets or surpasses brand name lines, as well as the pluses and minuses.

We will direct you to the right manufacturers to meet your expectations and the best product line for your projected volume and budget.

Be assured that your private label line can become a reality with a minimum investment and there are no large minimums required. Additional savings can be realized by using your private label line in your back bar and treatment room.

Product lines vary in cost, as well as the length of time it takes to complete the manufacturing process. There are several options based on your budget.

- **Option 1:** Use Consultants to source 6-8 “private label” stock products based on your input and create a new logo and graphic design to be used on the chosen vendors bottles or jars. This is both a great and an easy way to start selling skincare products with your own brand name.
- **Option 2:** Professional product creation and packaging experts will source 10-12 “private label” stock products based on your input and create a new logo and graphic design to be used on the chosen vendors bottles or jars. This Option also includes creating the concept and design and for a “Kit” or regimen package. This is a significantly more comprehensive approach than Option 1, and is also a great way to start selling skincare products with your own brand name.
- **Option 3:** The Platinum Design Package – This Option includes everything described in Option 2, and also includes the design for a brochure or menu of services up to 6 pages, shelf talkers for each product describing the product attributes and helps to “sell” products to the patient. Also includes sourcing and applying your new logo artwork to a shopping bag style of your choosing.

PR – Publicity, Promotion and Media Relations

Medical Practices and spas are increasingly seeing the need for new and effective promotion efforts, and are turning to public relations – making use of opportunities to tell their stories through the news media – in addition to social networking to get the message out. Both are covered in this book.

Typically, professional public relations includes:

- Identifying, contacting and working with members of the news media to bring favorable attention to you and your practice.
- Integrated image-building, brand-building and patient-educational publicity programs designed to gain awareness for physician and practice
- Programs that position the practice leader as an expert in his or her field, and get the news media calling for more information related to breaking news stories
- Customized or standardized news media relations tools designed and implemented, over time, to connect the doctor (or other client) with the media as *the* (and *their*) expert in a specific field
- Develop a calendar of planned future press outreach efforts, to ensure ongoing progress and growth of the client as a perceived expert
- Create press releases designed to generate favorable press coverage, and present them to the news media in a way that attracts their favorable attention

Marketing

Medical Practices and spas are increasingly creating or enhancing physician marketing and promotional efforts in an efficient fashion. These innovative programs – many addressed in this book – are designed to support efforts to increase physician brand image and practice awareness.

They do this through effective marketplace positioning, enhanced brand recognition and marketing-generated prospect interest.

These programs, along with practice management programs, are being designed to improve client conversion rates, increase the rate of patient up-sells with product development and enhance overall operations and efficiency of staff.

Staff Training

This high-level effort is increasingly significant as the marketplace becomes more competitive. Medical Practices are bringing in management and training experts who are skilled at working with physicians and practice staffs. Some do this via remote programs, often in conjunction with periodic on-site visits. These are all designed to improve operations, enhance conversions and support up-selling, cross selling and improved sales, and they are all covered extensively in this book.

Events

Events bring people to the Medical Practice office, the spa, or to hear the physician. These events are increasingly significant as practice-building marketing tools.

This is covered extensively in this book, and there are checklists in the Appendix you can use to help you implement them.

Before you schedule your event, stop and think about its main purpose.

Identify your goal for the event first. This will help guide your decisions in planning the event. Are you hosting the event to thank your existing patients, or to attract new ones? Are you launching a new treatment or product and want to create a buzz among a specific target audience, or are you just trying to build marketplace awareness of your brand and your Medical Practice?

Working with your brand and budget, as well as with your desired outcome, you should strive to create an experience that your attendees will remember. In addition to showcasing your products and services, the event

should also differentiate your Medical Practice from those of your competition in a positive manner.

Mystery Shopping and Mystery Calls

The basic “mystery shopping” process involves having a trained professional mystery shopper call, ask questions, and then make an appointment.

A more in-depth and useful “mystery shopper” involves having that same “mystery shopper” actually come in and experience a preliminary assessment.

Either way, that professional then completes a detailed Mystery Shopping Checklist, and follows that up with a detailed report.

Samples are included in the Appendix.

Medical Practice Evaluations

As the market becomes ever more complex, savvy physicians and spa managers are turning to outside professionals for insights into their businesses that will lead to greater profitability.

It is a challenge to treat patients or manage a Medical Practice day-to-day, and still have the high-level skills to conduct any of the following kinds of analyses:

- Cost structure analysis
- Database analysis / review
- Discussions physician(s)
- Interior design & retail space analysis
- Interviews with staff
- Location & signage evaluation