



beautiful forever
Aesthetic Business Consulting

Beautifully Profitable Forever Profitable

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

**By Cheryl Whitman, CEO
Beautiful Forever Aesthetic Consulting**

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ISBN: 978-0-615-95111-9 (Soft Cover) Sixth Edition

“For success in the aesthetic industry you have to understand the needs and desires of your patients and how to effectively offer these services and provide an exceptional level of service and care. This book is a compilation of all that one needs to start the process of advancing their practice to the next level.”

*Jason Emer MD, FAAD, FAACS
Cosmetic Dermatologic Surgeon
The Roxbury Institute, Beverly Hills, California*

“As a facial plastic surgeon in today’s marketplace, I have benefitted significantly from the advice of Cheryl Whitman. In her latest book, she compiles her years of advice and experience. There are many challenges to overcome in today’s environment. However, with the information in Beautifully Profitable, it is easier to surmount these issues and avoid the pitfalls of starting or growing an existing practice.”

*Dr. Julio F. Gallo MD, FACS, Medical Director – Miami Institute
for Age Management and Intervention*

“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 their 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 LA, Founder and Medical Director
*Acadiana Dermatology, APMC , *a Jeuné Medical Spa*

“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 – Miami Institute for Age Management and Intervention

“Just as the title implies, *Beautifully Profitable, Forever Profitable* is an essential, well written guide and reference to developing and maintaining a successful cosmetic medicine or spa practice. This book is a must-read for any practice endeavoring to enter and excel in the new world of aesthetic medicine. Ms. Whitman brings expertise and many years of experience in assisting start-ups and established practices with their marketing and public relations. In this book, Ms. Whitman has assembled an up-to-date, well organized and complete guide for marketing the cosmetic medical practice or spa, for novices and veterans alike. Having been in an all cosmetic solo plastic surgery practice for over 25 years, I read this book cover to cover in one sitting and dog-eared over 30 pages to re-read and develop immediate action items. I am getting copies for all my staff, to read and use as a reference for how to fulfill our potential and further succeed in a highly competitive environment.”

Dr. Paul Zwiebel, MD, DMD Zwiebel Center for Plastic Surgery and Skin Care

“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, Progressive Health Systems CEO

“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 “Beautifully Profitable, Forever Profitable” when I set out to launch my Hair Restoration practice back in 1997.

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

“I’ve been looking for a useful source of information – and I’ve found it in Cheryl Whitman’s new book, Beautifully Profitable. Her team has guided us with successful events – including practical day to day invaluable advice. They were very hands on and practical I was also drawn to their in-depth expert insights into products, branding and private labeling. Strongly recommended for physicians and practice managers who intend to succeed and keep on top of what’s going on in the aesthetic & wellness industry. I have found Cheryl and her team to be sensitive, knowledgeable and current on all of our industries advancements. Our professional relationship has also grown into a beautiful friendship.”

Geri Greaney, Practice Manager, New York City

“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.”

Cosmetic Surgeon, Eye Specialist

“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

“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’s latest book is also her greatest. She leaves no stone unturned in analyzing and discussing the myriad considerations needed to conceive, launch and operate a successful and competitive aesthetic practice. I have an MBA from a leading business school and have been in the Cosmetic Surgery / Med-spa space for 18 years and I learned some valuable lessons from this book! From novice to old-timer...this book will be a great resource. Pick it up!”

Dr. K. D. Light

“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*

“With the help of Cheryl Whitman's book, Beautifully Profitable, we have been able to create a reliable checklist and timeline for planning small and large aesthetic events, open houses, as well as Lunch-N-Learns. It has proven to be a valuable resource for our practice.”

J. Jason Wendel, M.D. ,FACS, Dr. J.J. Wendel Plastic Surgery

Cheryl Whitman is a great source of knowledge to anyone working in the aesthetics field. Her skills continually impress me; from marketing to her valuable insight on vendors in the industry. I would highly recommend Cheryl's services and the book is a must-have for every aesthetic office. Beautifully Profitable is an essential guide to building, sustaining, and growing an aesthetic practice with valuable real-life insight.

Terri Wojak, Esthetics Director, True Skin Care Center

I am an office administrator in an aesthetic practice and have found Beautifully Profitable to be an invaluable resource for practice growth and development. It offers real practical advice that has been easy to implement into our practice and has also stimulated my own creative thoughts and ideas.

Cheryl is a wealth of knowledge and I'm very appreciative she has shared all of her experience with us in one publication that I can continually refer back to for continued success.

*Jenny Lindbloom Yergensen, Administrator and Marketing Director,
Utah Facial Plastics*

You can't provide good medicine without good business. You have to reach your patients, identify your market, train your staff and know how to measure your results. Beautifully Profitable Forever Profitable book By Cheryl Whitman is the perfect way to learn.”

*Dr. Brian Kinney, MD, FACS
Beverly Hills, California*

Cheryl Whitman and the Beautiful Forever team were absolutely instrumental to my career path in the aesthetics space. Coming from 10+ years beauty retail industry, my health journey led me to the medical channel in 2008, where I saw a need for a skin care brand that catered to the unique skin and wellness needs of women, including pregnancy. I can honestly say that without Cheryl's keen insight and ability to elevate my marketing and distribution plan, I wouldn't have been able to secure the millions in funding essential to launching a brand alongside the likes of Obagi and SkinMedica.

I have stayed in touch with Cheryl over the years and I'm always impressed with her marketing genius and ability to take people and companies from pre-start up to profit in a short amount of time. She has become a friend and a mentor, and she really cares about her clients both personally and professionally.

Therese Clark, Partner/Head of Creative at Crème Collective

Cheryl is a great resource for many needs in your practice. I always learn something from her!

Jennifer Deal, Director of Marketing at Southern Surgical Arts

“Cheryl Whitman's newest book, *Beautifully Profitable*, is a remarkable compilation of some of the best advice I've read on how an aesthetics medical practice can effectively manage and market itself to ensure profitability. As our marketplace gets ever more crowded, as new doctors move from insurance-based to self-pay markets, it is essential for those who plan to succeed to know what they have to do – and how they should do it. This book will provide a welcome roadmap to those Medspa's and doctors.”

*Dr. Jason Pozner, MD, FACS
Sanctuary Plastic Surgery
Boca Raton, Florida*

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Introduction

A Letter From The Author

This book represents the compilation of practical, professional, and also highly valuable experience gathered over several decades by the Beautiful Forever team and myself.

During this time we have helped hundreds of physicians, surgeons, med spa owners and others create, launch and grow successful Aesthetic Medical Practices and related businesses. This wealth of experience and expertise has provided the solid practical foundation for this book.

My professional background as an educator has uniquely suited me for the role of not only helping my clients to succeed – but also teaching them how to succeed! The premise of Beautifully Profitable is a guide to help you learn how to successfully grow your practice or aesthetics business.

It's my version of "Give a man a fish, and he eats for a day; teach him how to fish and he eats for a lifetime."

As part of my continuing commitment to education, I have developed Beautiful Forever University, an informational resource, ongoing practice-building education and training tool available to those in the aesthetics industry. The information is also often applicable to any Medical Practice. You can learn more about it, and the services my team offers, in the final appendix to this book.

As both an educator and a practice consultant I have given hundreds of talks and presentations at professional conferences and webinars, and also authored countless articles in professional journals, blogs, white papers, case studies, etc.

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

In addition, I have created an eminently practical step-by-step guide and hands-on workbook, *The Aesthetic Medical Success System – A Complete Education Guide to Building, Managing and Marketing your Cosmetic Practice or Medical Spa*. Published in 2009, with 2nd Edition printed in 2010, it was the one aesthetic educational manual offered by the American Society of Plastic Surgeons to its members.

Now only available on our website www.beautifulforever.com. We are launching the newest membership version in 2019.

Beautiful Forever guides and supports aesthetic and cosmetic physicians and surgeons – as well as med spa owners and managers – as they dream up and create new businesses. We help them launch successfully and, finally, we continue working with them to help the profitability of their businesses to 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 many years of experience and expertise in successfully assisting doctors and business owners.

The advice shared in this book will be tremendously practical to your own business; from it you will learn how to succeed!

This book is based largely on a compilation of material of recent years that I have created for professional speaking engagements, conferences and webinars and published in a variety of trade and professional journal articles, etc.

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 such articles.

I would also like to acknowledge Debbie Taylor of TaylorMade Printing Services who worked on a tight deadline to pull this together.

Thanks to my dedicated staff who work very diligently to make Beautiful Forever Aesthetic Business strategy and marketing consulting firm what it is today. Much respect and gratitude to important role models Kevin O'Brien President of Thermi and Paul Herchman CEO of Thermi. Thank You for believing in my vision to grow your marketing program with the "Jump-Start to Success - Your 60-Day Comprehensive Plan for Sales • Marketing • Education • Growth" in hundreds of practices over the last few years.

I would like to dedicate this book to my wonderful husband and children – and especially my parents. Their firm and loving Brooklyn, NY upbringing, along with the hard-work-ethic gene they bestowed on me. The hard-work-ethic gene helped to make me the person I am today. Without their love and support, none of this could have been possible. Thank you!

I also want to dedicate this book to my extended family and friends they have been a major inspiration – and all who have put up with my crazy schedule and the demands that come with running a successful business, including Dr. Janet Brill – she's been a major inspiration.

Finally, a portion of the proceeds from the sale of this book will go to multiple charities including Mazon.org through advocacy, education and strategic partnerships, they take action to impact the lives of millions of people who struggle with daily hunger. Swim for Life, AIDS, Woman's Health & Provincetown community. A portion will be donated to the SIDS Foundation in loving memory of our grandson, "AJ" Andrew.



Cheryl Whitman
September, 2018

Like and Follow Beautiful Forever Aesthetic Consulting on Facebook and stay updated.

New Profit Center Opportunities

2018 and Beyond

The following are a list of profit centers that will become more significant in 2018 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 2018 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 **cheryl@beautifulforever.com**

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 2017 Plastic Surgery Statistics Report, available on their website. All of the following cosmetic procedures were the major one-year trends for this period, the last year for which statistics are available.

A one-year trend in 2017 vs. 2016

Number	Procedures	Trend
17.5 mil.	Cosmetic procedures	Up 2%
1.8 mil.	Cosmetic surgical procedures	Up 1%
15.7 mil.	Cosmetic minimally-invasive procedures	Up 2%

The Top Five Cosmetic Surgical Procedures of 2017 vs. 2016

Number	Procedures	Trend
300,378	Breast Augmentation	Up 3%
246,354	Liposuction	Up 5%
218,924	Nose Reshaping	Down 2%
209,571	Eyelid Surgery	Unchanged
129,753	Tummy Tuck	Up 2%

Although facelifts have “dropped” from the list of the top 5 cosmetic surgical procedures of 2017 breast lifts are up by 5% whilst buttock lifts are up by 36%.

Other trending surgeries include breast reduction procedures (up 5%), of which Males accounted for a staggering 40% and more. This serves to show that men have become increasingly aware of their appearance and will, like women, use the best available procedures/treatments/products in order to achieve their desired end result.

Top Five Cosmetic Minimally-Invasive Procedures of 2017 vs. 2016

Number	Procedures	Trend
7.2 mil.	Botulinum toxin	Up 2%
2.7 mil.	Soft Tissue Filler	Up 3%
1.4 mil.	Chemical Peel	Up 1%
1.0 mil.	Laser Hair Removal	Down 2%
740,287	Microdermabrasion	Down 4%

“The number of available providers, lower costs and the less-invasive nature of these procedures obviously appeal to a much broader range of patients,” said ASPS President Debra Johnson.

Top Five Reconstructive Procedures of 2017 vs. 2016

Number	Procedures	Trend
4.5 mil.	Tumor Removal	No Change
253,760	Laceration Repair	No Change
204,778	Maxillofacial Surgery	Up 1%
182,321	Scar Revision	Up 1%
138,095	Hand Surgery	Up 2%

Top Bottoms

ASPS stats showed that procedures focusing on the derriere dominated surgical growth in 2017. Buttock lifts were the fastest growing type of cosmetic surgery (up 254%), and, overall, there was a buttock procedure every 30 minutes of every day, on average. Taking care of their “bottom line” can help increase yours.

However, it isn’t just bottoms that are receiving much needed TLC because according to RealSelf when they asked board-certified doctors what to expect of 2017 that aside from bigger lips and smaller breast implants they expected an uptick in requests for vaginal rejuvenation procedures.

These procedures, as the name suggests, rejuvenate and tighten the vagina and are particularly popular among women who’ve given birth. Expect the trend to only increase with the recent FDA approvals and increasing media coverage of vaginal rejuvenation systems.

Less Is More

When it comes to head-to-toe appearance most people, including a surge in males, would love to turn back the hands of time. But as many of today’s “celebrities” seem to be morphing into a caricature of themselves due to over-done or badly done plastic surgery then more and more patients are looking for the “turn back” without the same drastic and at times hideous results. According to Daniel C. Mills, MD, President-Elect of American Society for Aesthetic Plastic Surgery (ASAPS), *“When it comes to aesthetic procedures, both surgical and nonsurgical, the trend across the board is subtlety. Ultimately, less is more on every level as patients seek out natural looking enhancements or tweaks.”*

Among the latest trends in the ASAPS preliminary survey:

- **Breast lifts** replacing rhinoplasty as the 5th most popular procedure for the year, (with liposuction, breast augmentation, tummy tuck and eyelid surgery in the 1st – 4th places respectively)
- **Buttock lift:** While buttock augmentation continues to be popular (a combination of fat grafting and implants), buttock lifts saw a 21% increase in 2017, indicating an emerging trend towards a lifted and perkier appearance, without necessarily adding more volume. Love them or loathe them, the market has the “Kardashian Effect” to thank for this “bottoms up” trend.

- **Fat Transfer:** Transferring patients' own fat from a less desirable place, (under the chin, love handles) to a more desirable location, (buttocks, breasts and face) continues to gain traction. Fat transfer to the breast increased in popularity by 41% in 2017, with more than 25,000 procedures performed. Fat transfer to the face is up 17%.
- **Injectables:** Belotero, Botox, Dysport, Juvederm Ultra, Juvederm Ultra Plus, Perlane, Poly-L-Lactic acid, Radiesse, Restylane, Voluma, Xeomin, etc., saw a 10% increase in 2017.
- **Labioplasty:** Continues to be a trend-setting contender in the surgical arena, with 23% more procedures performed in 2017 than 2016, and with more than 35% of all plastic surgeons now offering this procedure in their practices.
- **Nonsurgical procedures that saw the most significant increases in 2017 include:** Photorejuvenation up 36%, Hyaluronic Acid up 16%, Laser Tattoo Removal up 13%, Nonsurgical Skin Tightening up 12% and Botulinum Toxin up 8%.

However, what isn't noted in the aforementioned ASPS/ASAPS studies 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 as well as Medicare/Medicaid-covered care because of down-trending reimbursement and up-trending paperwork and regulations. This trend is expected to accelerate, making the market far more competitive for cosmetic physicians and surgeons.

This accelerating trend makes creating and promoting profitable programs all the more important for your practice and 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.

Ask yourself:

- ❖ Am I compliant with state laws and regulations?
- ❖ Are my business and marketing plans current?
- ❖ Are my staff properly trained on all procedures and equipment?
- ❖ Does my information technology adequately support my practice?
- ❖ Is my website up to date?
- ❖ What about my 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 ask yourself a series of operational questions in order to form your plan. For example:

- ❖ Are my current state licenses and insurance coverage sufficient for the new product/service offerings?
- ❖ How do I choose which vendor to use?
- ❖ How do I establish a pricing structure for the new services?

- ❖ Should I buy or lease?
- ❖ What equipment do I need for the procedures? Which product and service offerings are most needed in my service area?
- ❖ What is the level of investment needed to get me started?
- ❖ Which services will bring the most clients through my door—and keep them coming back?
- ❖ Which will be most profitable to deliver
- ❖ Will I need to hire new staff or provide training for the new product/service area?
- ❖ Will new financing options be needed for my patients?
- ❖ Will staff compensation plans change?

In taking advantage of many of these new profit-center opportunities, there's an easy way and there's 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

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

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

Marketing and Cash Services

Physicians and spas are starting to install cash programs in many offices – be mindful that there are regulations regarding the presence of a physician, so be sure to check with your consultants, accountants and others before implementing this type of program.

The main areas of focus are:

- Aesthetics such as Botox and fillers
- Facial Rejuvenation
- Ethnic and Niche Markets
- Hormone Replacement Programs
- Regenerative Therapies such as PRP
- Stem Cell Therapy
- Vaginal Rejuvenation
- Weight Management Programs
- RF Injectable
- Hair growth and restoration
- Fat transfer
- Micro-needling
- Salt therapy
- Body contouring
- Infusion therapy
- Men’s market
- Telemedicine
- Age management

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 percentage of your revenue, and has Return On Investment (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 more and more 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 in doing so.**

You will be directed to the right manufacturers to meet your expectations and provide the best product line for your projected volume and budget.

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

Product lines vary in cost and in 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 medical spas are increasingly seeing the need for new and effective promotion efforts, and so are turning to public relations – making use of opportunities to tell their stories through the news media – in addition to social networking in order to get their message out.

Both are covered in this book.

Typically, professional PR includes:

- Creating press releases designed to generate favorable press coverage, and then presenting them to the news media in a way that attracts their favorable attention –
Two samples included in the Appendix.
- Customized or standardized news media relations tools designed and implemented, over time, to connect you with the media as the (and their) expert in a specific field.
- Developing a calendar of planned future press outreach efforts, to ensure your ongoing progress and growth as a perceived expert.
- 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 of you and your practice.
- Programs that position you (or practice leader) as an expert in your field, and that get the news media calling for more information related to breaking news stories.

Marketing

Medical Practices and medical 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 upsells with product development and to 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 hiring 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 designed to improve operations and sales, support upselling and cross-selling, and also to enhance conversions.

They are all covered extensively in this book.

Events

Events bring current and potential patients to the practice or med spa. 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, as this will help guide your decisions in planning it.

Ask yourself:

- ❖ Am I hosting the event to thank my existing patients, or to attract new ones?
- ❖ Am I just trying to build marketplace awareness of my brand and my Medical Practice?
- ❖ Am I launching a new treatment or product and want to create a buzz among a specific target market?

Working with your brand and your 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 your services, the event should also differentiate your practice in a positive manner from those of your competition.

Mystery Shopping and Mystery Calls

The basic “mystery shopping” process involves a trained professional “mystery shopper” hired by you to pose as a prospect and call, ask questions, and then to make an appointment.

A more in-depth and more useful “mystery shopper” involves one that will go on-site and actually experience a preliminary assessment first-hand.

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

Samples 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
- Database
- Discussions with physician(s)
- Evaluation of location and signage
- Implementation
- Interior design & retail space
- Interviews with staff
- Marketing review, including budgets, collateral materials and PR
- Post-assessment written report & conference call
- Product line evaluation
- Profit & Loss (P&L)
- Review of menu of services
- Stem Cell
- Technology assessment
- Website & search engine marketing review

Hair Transplant Consulting/Medical Practice Overview

Physicians, surgeons, medical spas, medical aesthetic practices, cosmetic surgeons and related entities are all starting to evaluate their ability to develop a highly-profitable hair transplant practice within their existing centers. This is often part of an effort to expand either their locations or their existing hair transplant practice and volume. For most aesthetic physicians, this opens the door to a new market they'd otherwise not see.

In most cases, professional consulting services are needed to make this evaluation, and should include – but are not limited to:

- Brand development
- Creation of brochures, posters, inserts, email blasts, press releases, and write-ups for hair restoration
- Development of an ancillary men's hair transplant services (e.g. beard, mustache, eyebrow, body hair, etc.)
- Development of data metrics, financial metrics, financial analysis of hair business including P&L and ROI
- Development of network and strategic alliances in the hair restoration professional community
- Development of pricing, physician and staff compensation, incentive programs, etc.
- Development of a product line for hair restoration solutions for both men and women
- Development of training manuals and sales consultation material for the office
- Development of website, micro site and social media presence for hair restoration service
- Development of a women's hair transplant services including eyebrow, eyelash, front hair line, etc.
- Evaluation of new technologies in hair restoration, including laser, robotics, microscope, etc.
- Exploration of international opportunities for hair restoration income
- Market assessment/feasibility
- Marketing strategy, planning and execution

- Medical Practice Assessment
- Medical Practice set up
- Ongoing business, marketing, clinical and ancillary support to make this business successful, profitable and sustainable
- Recruitment of medical/surgical assistants
- Staff assessment
- Training of internal staff and sales, including in-office sales consultations, telemarketing (inbound & outbound), web/Skype consultations, webinars, etc. (note, the new Google Hangouts tool may provide a superior platform for Skype consultations, especially once it has received market acceptance – one to keep your eye on.
- Training of medical/surgical assistants
- Training of physician/surgeon for conventional strip, FUE and other techniques

My team and I can testify, from years of extensive experience and expertise in developing and managing in the U.S. and overseas, to the huge potential for profit. We can also testify, therefore, to the need to bring in professionals who fully understand this market.

Some bullet point styles used throughout this book serve a specific purpose, other than to highlight a point. Styles and purpose as follows:

- Checklist
- ❖ Questions asked of you by me and by you of yourself
- Signs your patient or prospect is ready or not ready to book

Each chapter is designed to help you undertake one aspect of building a successful business. The book is designed to be read start-to-finish, for those who want a full grounding in the subject matter – but it is also sectioned off so you can go directly to the required information you need at any given moment. **Use it as a guide to help you build your business.**

Conclusion to the Introduction

The aesthetics market is booming – not only are more Americans using these services than ever before, but more physicians are entering the field as they attempt to flee from insurance-driven and often profitless Medical Practices, into a field of elective and often cash-pay services. This means more customers yet much more competition.

Marketing is a kind of economic warfare – for any given patient, there is only one winner but there could be several losers. It is a zero-sum competition – patients “do not spread it around” to several practitioners.

Those who succeed in the face of this competition will be those who prepare for the battle of the marketplace!

This book will show you how to master many of the most important marketing warfare techniques and tactics, to help make sure you – and not your competitor down the hall or across the street – will get that patient’s business.

Although most of this book concentrates on the Medical Practice and medical spa, much of the content can be adapted to help any business.

Chapter One: Building a Retail Business

Basic Business Management

Building a retail business is a tremendous challenge, one that many physicians and surgeons find themselves ill-prepared to tackle. Medical school is not business school, and working for another doctor's Medical Practice offers little hands-on-training for running one of your own.

And whatever else it may be, an aesthetic Medical Practice, with or without an add-on medical spa, is a retail business - one that offers clients retail services, with no insurance interference or negotiations, as well as offers products, including private-label products.

Beautifully Profitable, Forever Profitable accepts this challenge by building how effective management and marketing can build, or transform, any Medical Practice or medical spa into a profitable and rewarding retail business, while showcasing both the professionalism and the passion of the doctor or the owner.

Section One:

Marketing and Promoting a Medical Practice

To market and promote effectively you need a clear vision of what you want your business to become – as well as a recognition it's now more than a Medical Practice ... it is also now a **retail business**.

You also need the following:

- A clear understanding of your target market – whether you call them clients, patients or guests, they are your source of revenue
- A clear understanding of what your target market want from your practice
- A clear grasp of the competition, and of the competitive landscape
- A clear understanding of the communications media you plan to utilize
- A practical timeline and an ample budget
- A commitment to stay the course and to succeed

When you have all of these in place, you are ready to begin your marketing and promotion. Efforts should include the following:

- Bring back former patients, clients or guests (we'll call them patients here) – once you have made the initial sale, follow-ups are typically much easier.
- Encourage current patients to become more frequent ones by offering them appropriate new services and/or products.
- Generate referrals from current and former patients, and reward them for this effort – it is called “referral-development,” and it is a very powerful marketing and promotion tool.
- Turn your staff into incentivized sales reps, encouraging them to upsell services and branded products.

- Create strategic alliances with other physicians, and also with local businesses that serve (but do not compete for) your target market – large OB/GYN practices are particularly fruitful. Educate their staff, offer them incentives and discounts, and in other ways engage these sources for referrals.
- You can do the same kind of training/socializing motivating with hairdressers and others in the fringes of the beauty business. Remember “what’s in it for me” and find creative and legal ways of incentivizing these people as motivated and happy referral sources.
- Use communications professionals to handle your (ghost) writing and social network postings, PR and advertising – even if you think you have the skills, your time can be used much more effectively and profitably.
- Use regular communication – emails, newsletters, postal mailings and social networking – to stay in touch with patients and former patients, motivating them to participate again, and to refer others – for this, you need to collect all patients’ emails, as well as the emails of prospects.
- Use both “Content” (blogs, white papers, webinars, etc.) as well as “Conversation” (personal-sounding posts) on social networking sites to maintain contact and attract new followers who can be converted into patients.
- Build up “content” over time then edit it into an eBook that can be used as an incentive and will add to your credibility.
- Use press releases to support and enhance social networking to reach new targets – go beyond just reporting on new services in your practice – use your professional expertise to comment on the bad treatments celebrities received right before the Academy Awards (for instance), or in other ways to tie into what is going on in the world around you.
- Use advertising selectively and carefully – keywords on Google can work, but test them – and local advertising should be created by a professional (not by the media) and an ad-placement plan created by that professional (again, not by the media, who have their own incentives, not your best interests).

- Instant Gift Cards allows you to provide immediate access to your services offering ease and functionality from your website, via mobile devices, and on Facebook. No matter where your shoppers are, you can be right there with your perfect, last-minute, long-distance gift solution.
- Be consistent – promotion takes time, intensity and consistency – what advertisers call “reach and frequency” – to be effective, so allow enough time and enough budget to reach success ... every now and then you can catch “lightning in a bottle,” but plan on earning success the hard way then you will be sure of that success.

Follow these steps, using these tools – and the more practical and detailed steps found in this book, and you will find success!

Back to Basics

Introduction

A successful aesthetic Medical Practice must not only exhibit professional skills and expertise, but must also be able to establish and maintain a good rapport with all its colleagues and its patients.

Aesthetic medicine is no longer a trend – it is an industry staple, one that offers physicians a way to create a complimentary and profitable business model.

Today, Managed Care and government mandates about insurance, finds clerks and government bureaucrats are actually telling doctors how they can practice. This is a major reason why aesthetics medicine – which is predominantly self-pay – can work outside such imposing intrusions in your practice of medicine.

This is attracting more professionals from insurance-based practices to cash-based practices – for those, this book can also be remarkably helpful.

The focus in this chapter's section is on taking the necessary steps to cover the basics in establishing, maintaining and growing your retail business and is essential in developing a successful aesthetic Medical Practice or medical spa.

Do you have what it takes?

Staying ahead of the “power curve” and developing a can-do and will-do attitude – staying the course no matter what may try to derail you – is the essential character-defining attribute of the successful aesthetic medical entrepreneur.

Before you branch out into aesthetic medicine ask yourself:

- ❖ Am I ready to expand my Medical Practice service offerings and provide my patients with services they are currently seeking from other sources?

- ❖ Do I have what it takes to be a leader in this ultra-hot market space?

Is now the time for you to branch out into aesthetic medicine?

Conduct a rigorously-honest self-assessment by asking yourself:

- ❖ Do I have funding in place, or has it at least been identified?
- ❖ Do I have the right location?
“Location, Location, Location” has been the tested and trusted slogan for successful real estate for almost a century so ensure you heed it.
- ❖ Do I know if a professional building or retail space is best for me?
Hint: If you are going upscale and self-pay, retail space is probably NOT the way to go.
- ❖ Do I know what marketing efforts will get people through my door?

As consultants, not a day goes by when we don't see a doctor making penny-wise and pound-foolish decisions about the signage and build-out costs being added to their leases as they try to expand into aesthetics medicine. If you're going there, you need experienced professional guidance, and you also need to listen to your savvy marketer.

- ❖ Do I have my concept?

Is there something that sets you apart, something that will attract qualified patients? If so, find it and capitalize on it. If not, reconsider your move into aesthetics. To succeed, you have to stand out.

Do you know your target market?

If you want your business to succeed you have to know who you are going after (target market) and be very clear on what you are offering them.

Your concept – that special something that defines you and your Medical Practice – is, on the bottom line, both who you are, and also what you are offering your patients. Ask yourself:

- ❖ What is one thing I can say I am an expert in?

Your concept cannot just be as an “aesthetic practice.” One of the greatest pitfalls of any business – and especially in aesthetics – is trying to be “all things to all people.”

You need to concentrate in areas that complement your practice. Whenever you offer too many choices, trying to cover too many services, you ultimately succeed in only confusing your patient while reducing your potential profitability.

Create a service menu compatible with your Medical Practice, offering competitive prices – which is essential at the start.

Your ultimate goal is to create – in the public’s mind – a solid concept of who you are and what your aesthetic Medical Practice is – a concept that maintains your integrity while being marketable. With this, you will generate revenue, position yourself for growth and encourage loyalty.

Budget and allocation

Because advertising will likely be the most expensive part of your marketing budget, how much you invest in it, as well as in other marketing initiatives, and also how it is allocated, should be researched carefully. Whenever possible, find the lowest-cost alternative that works.

Think outside the box. Don’t do what your competition is doing. Consider actually going in the other direction by creating new services and packages they don’t offer.

Creating an overlap of services is acceptable, but work hard to create unique solutions to unmet market needs. See what patients are looking for, create surveys and run local focus groups of various ages and ask them what they actually need.

Differentiating yourself from your competition will help you grow your business, increase your revenues, maintain your fair share of the market, attract a loyal patient and beat your competition. Successful marketing tactics involve both internal and external marketing methods, as well as creative and innovative thinking.

Internal

Ensure your office ambience is inviting and comfortable, and it is also a representation of you. If you've not updated your practice in quite a while then it's time to redecorate with new colors and new textures. Include soft lighting, calm music and art to portray your aesthetic interest. Ensure your practice is clean at all times because according to a survey released by RealSelf in Dec of 2017 it is the joint 3rd top reason for choosing a doctor.

Display your credentials, testimonials and photo albums; this is also a good place to show off your work. You don't ever get a second chance to make a first impression.

Ensure your staff is friendly, professional, and also caring to every patient at all times as 'The attitude of the office staff' is the other 3rd top reason for choosing a doctor. The number 2 reason is 'Patient reviews on doctor's own website'. And the number 1 reason for choosing a doctor is 'Online reviews for the doctor on other websites'. Hence the importance of having an up-to-date business website – with up-to-date patient reviews.

In addition, look at your patients' experiences from their point of view. Ensure there is a smooth transition during each step in the patient flow process. It takes training and conscientiousness on everyone's part to make this smooth and effortless.

Finally, "internal marketing" – be it wall-posters or a well-trained and incentivized staff who focus on sales, or even email marketing to existing and former patients – this is often the most cost-effective, and least costly, form of marketing. Begin with this foundation, and then you are well on your way to success.

External

The focus of external marketing is reaching out to your potential patients, so analyze your local market and determine what will connect with your target market most effectively.

To ensure your message is on target, review your current efforts. Ensure it portrays you as the expert in your field and the No. 1 choice for them.

Have your website address printed on everything so people can easily find you on the Internet. All of these tools help and when done properly they'll help the image you are trying to portray. Ensure that they are top quality, positioning you as the industry expert who knows the latest procedures and technology.

Getting involved in your community can give you tremendous exposure. Every community has its "movers and shakers," so get to know them by attending their events and offering to speak. You are already in the caring profession and committed to your patients so extend your arm out of your practice towards involvement in local charities and fundraising events. There is wonderful PR in also being seen as caring and committed to your community too.

In the meantime start with your current patient base. They already know and trust you. Implement some "fast-acting" marketing projects that give you revenue now, such as:

- Direct Mail
- Gift Certificates
- In-House Events
- Internet Marketing
- Newsletter
- VIP Cards
- Word-of-mouth referral program

Tracking results

To measure your marketing success, you must effectively and consistently track your new patients and prospects. You do this to find out how they are finding their way to your office.

The easiest way to track results is a log near the phones at the front desk to remind the receptionist to ask. She can then enter that information into a software program.

You will be able to pull up reports to track trends and marketing results.

Do you have a business plan?

A business plan is the backbone of your project and is a crucial first step in making your business a success. By going through the process of creating a focused business plan you can dramatically increase your odds for success.

However, it is never too late to create a business plan. So whether you are a start-up business, looking to expand or entice an investor, or if you are funding the project yourself, a written plan of action is essential.

Such a plan gives everyone who reads it a thorough understanding of your vision. It is here you will verbalize your theme, concept and business goals.

A good business plan needs to address various important topics, including:

Construction and Setup: Diligent business planning requires careful examination of such items as architecture and design, construction costs, furniture and fixtures, equipment, uniforms, initial retail inventory, linen, training, and marketing.

Be well informed and updated on all your insurance needs, compliance issues and training. Know your state laws, they are changing and getting tougher all the time. Set yourself up from the start with all of this in mind.

Expenses: Determine accurate figures related to expenses for cost of goods, labor, workman's compensation, rent, taxes and benefits, etc. Some Medical Practices report their labor cost alone often exceeds 50% of their total revenue.

Income and Revenue: Think about all the possible income streams from services, procedures, and retail. For instance, the medical spa business is built on small margins so if you are not selling a lot of products then the margins are even smaller.

Profit and Loss Statement: Setting realistic profitability expectations is essential to the success of this project. It is important to set realistic goals and revenue projections in order to complete a break-even analysis.

Do you know your costs?

Direct costs are associated with the delivery of patient care.

Indirect costs, or overhead costs, are not connected with the production of goods or services. However, they're an important component of running your business.

Industry standards suggest that overhead costs should represent between 45% and 60% of your total operating costs, depending on your specialty and the services you provide.

If your overhead costs are outside the recommended range, carefully analyze each overhead item and take corrective action. Not only do you need good financial planning/budgeting, revenue cycle management, and control of your overhead expenses; you also need internal control systems that help you manage the cash in your practice.

Many physicians have become overly complacent with regard to financial oversight. They have relied far too heavily upon others to manage their financial affairs.

The reality of the situation is that no one has a higher interest level in your finances than you. Getting the right information is critical to making better decisions about your business.

Create a budget

Having a plan and a budget with operational and expenditure parameters is essential to successful daily operations. A budget is a financial planning tool that lists all planned expenses and revenues. It is a forecasting tool which enables the management team to apply appropriate intervention in a timely manner.

Ensure that you diligently work within the parameters of your budget. When you exceed it then strive to understand what happened. Have your management team provide the cause, and then avoid going over budget in the future. Holding yourself and your team accountable is essential to the success of budgetary compliance.

Do you have the right team in place?

One of the most important parts of an aesthetic Medical Practice is your staff. Without a strong staff, your day can be a “nightmare”. The smart physicians will surround themselves with exceptionally competent staff that they can “delegate tasks to in order to carry out the practice’s plans.

Most of the procedures found in an aesthetic Medical Practice are perfect for medical aestheticians and nurses to perform.

In most medical offices, you'll find a practice manager who handles the day to day business of running an office thus the physician is free to care for patients. Having a practice manager is especially important for aesthetic physicians who need assistance in not only running an office but also in marketing and advertising.

Aesthetic medicine is a business, and physicians normally don't have the education or the wherewithal to handle both their patient load and the operational issues that most Medical Practices have today. Therefore critical members of your team will include outside professional experts – your accountant, your attorney, and also your practice consultant.

All of these should be integrated into your team – the more they know about your operation and goals, the more likely they are to be able to help.

It is also important to remember that in order to have a successful aesthetic Medical Practice you should **make great service a priority**.

Excellent customer service requires training your staff and constantly reinforcing the message that patient satisfaction comes first.

Ensure your staff are properly trained on your procedures, credentials and patient relations. Hold regular staff meetings so everyone is on the same

page, and offer them complementary procedures so they can relay first-hand experience to your patients.

Of course, don't forget your front desk staff. They are the first contact anyone, especially your patient and prospect, will have with your practice. And as I have already stated but can't stress enough - first impressions are of paramount importance as no one gets a second chance to make one!

Give your patients complete satisfaction with a quality experience then they'll keep coming back for more of the same. Be consistent in providing this to them because if you or any member of your staff drop standards then your patients will drop you and move to your competition.

Do you know your competition?

Knowing your competition inside and out is essential to ensure you do not create an aesthetic Medical Practice that has to rely solely on taking away business from them in order to survive.

Instead, you want to carve out your own unique niche that may attract an untapped market for your special services.

So, be sure to check out the competition thoroughly. How? One way to do this is to first identify them. Then make an appointment to visit each one in order to see what they have to offer.

Visit their websites. Look at staff credentials, number of staff members, services offered, and fees charged. Make extensive phone calls to gather menus of everything offered in the area.

Only after you have checked out the competition and the services and/or products they offer will you will know what the public is currently lacking. To be truly successful, provide what is missing that will fill that void.

Are you up-to-date on all the latest procedures and treatments?

There are several strategies to keep the economics of an aesthetic Medical Practice in balance: you can work more hours; raise fees; see more patients; cut costs; OR offer new, up-to date cash-based services.

You can also sell more large packages and service series in advance.

A RealSelf's Consumer Cosmetic Treatment Survey, conducted by Harris Interactive, reported that, "if money were not an issue," 69% of adults would seek out minimally invasive procedures.

Aside from the physical enhancements that noninvasive/minimally invasive cosmetic procedures can deliver with little or no downtime, they can also deliver confidence. There are an ever-growing number of people who are spending tens of thousands of dollars each to look a little bit better. And these aren't the people going under the knife to achieve those results; instead, these are people who believe that a little work will make a difference in their careers as well as to their perceptions of themselves.

Stay up-to-date on all the latest medical procedures and treatments for a variety of conditions within your area of expertise. Develop your practice to include the newest treatments, and also widen your scope of aesthetic services to include any other areas you may feel comfortable exploring in order to provide good service to as many patients as possible.

Don't forget the importance of providing the services lacking in your area that your competition fails to deliver. Your practice should seem more concerned with the patient than with making money so fulfill their needs.

American Society for Aesthetic Plastic Surgery

For the first time on record, Americans spent more than 15 billion dollars on combined (surgical and nonsurgical) aesthetic procedures in a single calendar year. The total reflects a 1.5 billion dollar increase from 2015. Surgical procedures accounted for 56% of the total expenditures, surpassing 8.4 billion dollars for the first time ever, and nonsurgical procedures accounted for 44% of the total expenditures, surpassing 6.6 billion dollars for the first time ever.

Both men and women are partaking in a variety of aesthetic procedures in steadily increasing numbers. Surgical procedures are up 7% with 1,912,468 performed, nonsurgical procedures are up 22% with 10,879,909 performed.

Top 5 Nonsurgical Procedures in 2016:

1. Botulinum Toxin (4,597,886) – #1 since 2000
2. Hyaluronic Acid (2,494,814)
3. Hair Removal (1,035,783)
4. Photorejuvenation (657,172)
5. Chemical Peel (616,225)

Percent of Total Nonsurgical Procedures by age:

- 18 and under (1.5%)
- 19 – 34 (17.6%)
- 35 – 50 (39.3%)
- 51 – 64 (30%)
- 65 and over (11.5%)

As with the findings of the ASPS, the findings of the ASAPS also show more men are seeking out aesthetic enhancements and refinements, particularly to rid themselves of excess fat and tissue in the form of liposuction and male breast reduction. The number of men undergoing it rose by 28% from 2016-2017.

The ASAPS President, Clyde H. Ishii, MD, stated, *“Our survey findings paint a clear picture of a healthy aesthetic marketplace, with considerable growth among surgical and nonsurgical procedures alike. As techniques and technologies advance, patients have an even wider array of options from non-invasive to invasive, semi-permanent to permanent, and it appears that*

both doctors and patients are getting accustomed to tailoring procedures to individual patient needs with all of the options at their disposal.”

Transparency Market Research

The Global physician dispensed cosmeceuticals market was USD 560 million in 2011 and this market is projected to reach USD 1.8 billion by 2018. The market will grow with the compound annual growth rate of 18.15% from 2011 – 2018.

So just what is driving and will continue to drive the surge in this market?

- Aging population spurs demand for appearance-enhancing and age-defying cosmeceuticals
- Growing number of dispensing physicians
- Growing per capita spends on appearance maintenance product
- Increased adoption of anti-aging skin care products by younger consumers
- Product innovations
- Rise in cosmetic procedures leads to rise in demand for physician dispensed skin-care products

This market is also driven by the failure to meet consumer needs by many non-prescription cosmetic products, resulting in greater confidence in physician-recommended products.

Are you making the most of your “retail business”?

Whether it is a recession, your competition, staff lacking in training and/or motivation, an ill-conceived menu or one of the many other possible reasons for an attack on your bottom line the last thing you should do is do nothing. You must always counter-attack by making the most of what you have, by being the best you can be, while at the same time keeping an eye out for what you haven't got that would help increase your bottom line.

Consumers continue to spend billions of dollars each year on anti-aging skincare products so implementing such products into your practice can increase total revenues by as much as 40%.

Now, that's doing something!

Anti-aging skincare products can achieve great results for your patients' skin as well as for your practice. It is a win-win situation.

So, if you are ready for the adventure, consider launching your own custom skincare line. A well-developed private label skincare line extends your patients' visits by providing personalized products they can use at home. The process of creating a private label skincare line is less complex than you might think and the benefits are plentiful.

A custom skincare product line can be extremely lucrative, adding between 30% and 40% to your total revenue. And the mark-up on private label products can be as much as 300%, depending on the types of products you choose.

Your business consultant who knows the aesthetic business is a vital member of your development team from beginning to end of your project.

A consultant team, like the one at Beautiful Forever, that has decades of business experience will sharpen your concept, create your menus, recommend products and equipment, and also ensure your facility is functional and that your concept is consistent throughout its design.

They will implement your infrastructure, teach you how to recruit, hire and train your staff and help you to open the doors and begin generating revenue.

This will help you avoid costly mistakes and generate real and measurable success.

"A wise man learns from his own mistakes, but a wiser man learns from the mistakes of others."

Unique Digital Marketing Solution- Rejuvenation Networks

With so much confusion and demand on how to generate qualified online leads, Beautiful Forever found the solution. This particular solution attracts the attention of those prospects who are searching for a service you offer; engaging them while they are “surfing” the internet, and then filters through the more qualified leads. It may sound too good to be true, but it is proven to work in several pharmaceutical insurance based procedures with large companies like Medtronic and now launching in the aesthetics industry.

The Rejuvenation Networks accomplishes this through multiple online digital ads and medical based surveys geared to attract, filter; and aggregate patients with specific concerns. These are highly targeted demographic ads within your geographic area. The clincher is that leads are contacted within 5mins of their digital ad request by a HIPPA Certified RN with an average of 20yrs of experience. Each lead is vetted, educated and presented with the applicable solution for their expressed condition. Nurses can be an “extension” of your practice, trained on customized scripts and upsell opportunities. The RN can either initiate a call handoff to the practice, or book treatment ready patients into your appointment system. From initial contact to initial consult, the lead is followed through via emails, text messaging and personal calls.

Research shows 72% of internet users look online for health information. This program delivers qualified, high intent, ready to buy patients. The RN led network creates an efficient pipeline of high value patients who are new to the practice, saving the physician and staff time, energy and money.

Beautiful Forever Rejuvenation Networks currently provides this program for the following channels:

- Body Contouring
- Facial rejuvenation
- Hair Restoration
- Hormones Anti-Aging
- Male Rejuvenation
- Vaginal Rejuvenation

Please see **Appendix Six (pg. 334)** to learn more about this cost efficient method of delivering new patients to your practice or visit beautifulforever.com and select Rejuvenation Networks.

Powered by top industry Geeks with great track records for over \$800m in qualified sales

Section Two: Business Metrics

Measuring a business – and measuring the impact of your marketing, are essential to success.

The following will help to make measuring a bit clearer.

Financial metrics Your balance sheet for success

Don't let your numbers sneak up on you. Businesses that rely on solid numbers and key metrics, rather than subjective measures such as hearsay and intuition, have the edge on financial success. Learn how financial metrics can be used to manage your practice or spa and help determine how your services and products can better grow it and build its financial success.

Discover important measurements to include so you can get a good handle on your numbers and ensure that your dollars are being spent efficiently and effectively. To adequately measure your financial metrics, discuss this with your accountant or business manager and set up a means of screening revenue sources on a regular basis.

Client and consultation metrics Measurements for success

Satisfied patients are the key to the profitability of your practice, therefore measuring their satisfaction on a regular basis is vital. Learn how to identify the measurements you should focus on so you can provide your staff with the information they need to excel, while determining which approaches cause you to fall below your goals and which ones exceed expectations and bear repeating.

Get feedback that provides vital coaching opportunities to help your team build essential skills, increase industry knowledge and enhance customer service skills to encourage patient loyalty and increase patient retention.

Demographic and lead metrics Measurements for success

Want to increase your market share and revenue? Wondering how you can grow beyond your current patient base? Demographic and lead metrics play a key role in determining just how large your target market is.

Learn how these vital measurements can help you to pinpoint growth opportunities, as well as recognize obstacles that can hamper your success.

With the added benefit of best Medical Practices, learn how to identify the prospects you absolutely want to see, as well as a new target market you have not previously recognized. Understanding your data will provide you with a powerful, competitive tool that can help identify the demographics of your target market and determine the best lead generation avenues.

Performance metrics The SMART way to make business Measurements work for you

Performance or business metrics measure what is happening in your practice at any given time. This attention to detail can help turn your mission statement into goals that can be very clearly demonstrated, monitored and evaluated.

Learn how these external measures are connected to outputs, patient needs and business requirements to make it all happen. Build the skills you need in order to gather information and detect trends that will get true measurements of performance for the purpose of overall improvement – something that will benefit your entire practice.

Also, included is the SMART metrics method that will help you to develop measurements that are Specific, Measurable, Actionable, Relevant, and Timely.

Marketing metrics

Getting the most from your marketing dollars

You know you need to market, but how effective are your methods? The goal of marketing metrics is to give you the best information to make the wisest investment decisions.

Learn how to measure the impact of your efforts, to refine and optimize your “marketing mix” to capture more, to use “market basket analysis” for deeper saturation, and also to make the most of your existing patient base and the emerging prospect market. You measure your marketing by tracking where your patients and prospects come from.

If they respond to email then you know that method is working and it’s valuable. If they don’t come from TV ads then you know they were a waste of money and they probably, at the very least, need to be revamped. There are very useful and cost-effective tracking tools available that I work with, and that I refer to my clients.

Discover the information you need to gather to determine how well your marketing dollars are currently working. By regularly taking the pulse of your marketing expenditures and programs, you can better manage the process and isolate inefficiencies as they arise.

Section Three: Business Plans

Creating an Individualized Business Plan

The right tools for the job

A business plan is essential to the success of your Medical Practice or aesthetic Medical Practice. It is the blueprint that will guide your business, as well as define its structure, services, products, staffing, resources, budget, financial management and implementation.

Whether you are seeking start-up or expansion capital, or you're working to keep your investment strong, a solid business plan is a vital element of your financial package. It also has great operational value, especially if it is reviewed and updated quarterly – in this case, it will help to keep your business on track.

A professionally structured plan can help you raise equity, assess liquidity, control debt ratios, and also raise your business and organization to the next level.

The expertise you need

Creating a business plan is not part of a Medical School 101 curriculum but it is crucial as you transition your Medical Practice into something more – a profitable retail business.

To create a successful and effective business plan, use a professional planner who understands the cosmetic and aesthetic business, as well as the fine art of strategic planning. Their sharply honed skills in preparing solid business plans that get results are essential to success. Such experts have helped many clients secure the funding they need, on many occasions within days, by helping them prepare reliable business plans that are bank and investor-ready. They can also help you to use the business plans on an ongoing basis to keep you pointed toward profitability.

Even those of you who do not seek funding can benefit greatly with a

focused strategy to help guide the steady, consistent evolution of your business over the foreseeable future – both in the short and long term.

Look for planners who blend decades of experience with leading-edge software to provide their clients with exceptional business plans.

The next right move

Your marketing blueprint

Following the development of your business plan, you may opt to create a strategic marketing plan that is focused on your target market. This important tool (addressed in the next section in this chapter) could also be used by your advertising or marketing agency to develop a highly targeted campaign. Take this step to ensure that your marketing dollars are wisely spent for a greater return on investment (ROI).

Plan to succeed

Business plans are vital documents, yet most physicians have little experience even evaluating them. The following list of components will help you to ensure that your business plan is complete and professional.

The strategic business plan for your practice will include a combination of elements, such as:

- Budgeting including Payroll
- Company Overview
- Competitor Assessment
- Corporate, Marketing and Implementation Strategies
- Differentiation and Market Segmentation including Target Market
- Differentiation, Pricing and Promotional Strategies
- Executive Summary

- Financial and Profitability Analysis
- Financial Projections - Start-up Capital and Operational Expenditures
- Industry Overview including Data
- Management Team, Medical Directors and Team Staffing
- Market Assessment
- Marketing Blueprint
- Menu of Services
- Mission Statement
- Roll-Out Plan
- Product/Retail Strategy
- Project Feasibility
- Regulatory and Legal Considerations
- Risk Assessment
- Statement of Assumptions
- Working Capital and Break-Even Analysis
- Zip Code Analysis and Mapping

Most business plans are accompanied by a separate set of financial exhibits or spreadsheets delineating:

- Break-even Analysis
- Capital Equipment breakdown
- One year, monthly Pro Forma Profit and Loss (P&L) Statement

- Three to Five year (annual) Pro Forma P&L
- Schedules/Exhibits showing breakdown or assumptions behind specific line items
- Start-up Costs
- Volume assumptions behind financial figures

Section Four: Annual Marketing Plan

Marketing to Budget, Budgeting to Market

I frequently give talks on this critical subject at professional society meetings. This section is distilled from those talks, and from several relevant articles I have published.

Annual marketing plans are useful roadmaps which allow physicians and practice managers to plan ahead, and then work that plan throughout the coming year.

A key element in any sound annual marketing plan involves the marketing budget – and to succeed in the coming year, working to budget is just as important as working to plan.

When the marketing plan and the marketing budget are combined, the budget can be measured in terms of return on marketing investment (ROMI), ensuring that marketing activities are indeed investments in a more profitable operation.

Before looking at the annual marketing budget – which will be used to define and restrain the marketing efforts to ensure a positive ROI – begin by looking at the elements needed in an annual marketing plan, then determine the budget allocation and potential ROI for each element.

Website – your website has become your single most important marketing and promotion tool. It is your “virtual brochure” – it and *patient reviews are the key elements in the decision of prospects to “try out” your practice.

It is not enough to just have a website; you need to have a dynamic one, an ever-evolving representation of the best you and your practice have to offer. Your website also becomes your “virtual yellow pages” ad – the primary means by which people who are looking for the right physician or medical spa find you.

You need to have someone in charge who will regularly and frequently update the photos, update the videos, and also make the site reflect your practice or spa. It is often helpful to have a skilled consultant evaluate your

site from an outside perspective, and help you highlight both opportunities and problems.

**Remember the findings of the RealSelf survey mentioned earlier? It is paramount you display “patient reviews” on your website as these can make the difference between booking you and booking your competition.*

Search Engine Optimization (SEO) – with the Internet having effectively and completely replaced traditional yellow pages – long a stalwart of Medical Practice and medical spa marketing and promotion – it has become essential to rank high in organic searches within your market.

If your website isn't within the first 5 to 10 listings then it likely won't be found by people used to accepting the first-page listings as sufficient to their needs.

Marketing-oriented physicians and practice managers have come to realize that, while they may not understand SEO, they know they can't effectively grow their business without an effective SEO program.

SEO is a constantly-moving target, as Google continually alters its search parameters to prevent “black hat SEO” hustlers from “gaming” the system. The best way to win at SEO without being caught “gaming” the system is to play it straight. Include appropriate keywords in your writing, as well as generate legitimate links to your website.

These can occur in wire-placed press releases, posts on blogging sites – including comments that you post on others' blogs – and also on social networking posts. These should include Facebook, YouTube, Twitter, LinkedIn and Google+.

You can also try to work with other online social networks, though these tend to become trendy – then disappear – at an alarming rate. Current favorites include Pinterest (accessed by 70% of women) and Instagram.

You can also leverage your ranking with integral videos on your sites, and links to and from YouTube postings. If you're going to pursue video social networking on YouTube, set up your own free channel there and start logging subscribers. Finally, on all of your websites, blog sites, YouTube postings and wherever else you can, post links that will allow visitors to easily follow you on at least the major social networking sites.

Keyword Advertising – is critical in order to be successful as a consumer-support business, which is the core of every self-referral business. However, this is a complex, ever-changing practice – therefore to succeed; a Keyword Advertising program requires a professional at the helm.

It is not something amateurs can hope to do on their own.

However, done right, Keyword click-through Advertising will channel interested prospects to your website, and from there, to your practice or spa.

Because Keyword Advertising is so easy to track, it is the single most measurable method of marketing. Unlike many others, you will be able to tell at a glance if your keyword investment is generating a positive return on your marketing investment.

Social Networking – in recent years this marketing promotion approach has evolved from an interesting idea – almost like a hobby for practice managers who like to “play” online – to a very essential and dynamic marketing tool which has proved to be incredibly effective and will attract patients to your website, and, ultimately, to your practice or spa.

Social Networking requires two elements in shared priority – content (reasons for people to come to your Facebook page and your website) and conversation (reasons for people to come and to remain connected).

Content and Conversation – these take time and effort – but social networking will not succeed without a generous measure of both of these. To be successful in Social Networking, you need to place useful content online – making use of White Papers and blogs to present that useful content in easily-accessible formats – and you need to be ready to use the most effective tools:

Facebook Live - See Cheryl Whitman LIVE Wednesday's at 1 p.m. est for Beautiful Forever University FB Live educational weekly trainings. Click Follow Button on Beautiful Forever Facebook page. You can watch anytime.

Facebook (FB) – is the leading online social media community, and has attracted over 1.5 billion users world-wide, including a huge number of U.S. adults, who use it for information exchange, friend-building, entertainment, and also commercial-vendor decision-making.

A presence on FB means not only creating a fan page and attracting followers, but it also means a sustained commitment to ongoing,

regular and frequent outreach on it to your friends and fans via blogs, video blogs and shorter posts, as well as continuing a program of engaging your FB friends in dialog, instead of talking down to them.

Facebook is a complex and ever-changing landscape. Though it seems easy and even obvious, getting the most value out of FB requires state-of-the-art experience and up-to-date knowledge of the faster-than-light changes FB experience, almost weekly. If you don't have the time to invest in becoming an expert and in maintaining that expertise, find a consultant or freelancer who can handle this business-critical function for you.

Facebook is the king of adding new functionality. During 2015, they introduced Instant Articles (a new form of publishing), an in-post search engine (to find articles you're referencing), and videos that play instantly when scrolling. Now, they're developing their own digital assistant (though it's technically a digital/human hybrid assistant).

Note: Other platforms are working similarly, with Twitter, Instagram, and others trying to expand their platforms to a similar degree, preventing users from ever leaving the app. You can expect this trend to continue well into 2016, giving marketers ever more opportunities to engage with their audiences on one platform.

Twitter – what was said about FB applies in equal measure to Twitter – except for one fact: the messages must be kept to 140 characters – generally about 20-to-30 words each.

Twitter success requires regular and frequent posts – optimally several times per day – and again along with a willingness to engage others in conversations, rather than just talking down to them from a position of expertise.

Twitter can be a useful feed to FB, as well as to events held at your practice or spa and has several other useful purposes.

YouTube – remarkably, YouTube is, after Google, the most prolific search site on the Internet. When people look for information on YouTube, you want to make sure you are there to greet them, and to present – in an ongoing series of short (3-5 minute) videos on specific topics of interest – to give them reason to check back with you, to

become FB Friends and Twitter Followers, and to visit your website (and then to visit your practice or spa).

Video blogs are very useful, while video itself allows for compelling testimonials. It also permits you to record and post information about breaking news in your area of specialization – and it can be fun, critiquing celebrity facelifts (for instance) to present your view on what true enhanced beauty should look like.

YouTube does not require high production values – in fact, too high a production value can turn people off, since it seems scripted instead of spontaneous. At the very least, each YouTube post should be promoted on FB and Twitter.

Apps: An increasing number of retail businesses – including aesthetic Medical Practices and medical spas - are creating Apps that link consumers to them via the consumers' own smart phones. There are an abundance of qualified App developers in the U.S., but especially in India, and the costs for development are no longer out of line with their potential for positive marketing impact.

One of the best things about Social Networking is this: unlike advertising or high-end brochure production, it does not require a significant financial investment. However, it does require a significant investment of time.

As a result, frequently, practice managers will retain the services of a ghost writer to produce online content – to be effective, you have to produce useful content on a regular and frequent basis – but beyond that, the costs are nominal.

Events – Special events that bring individuals into your practice or spa environment are exceptionally effective ways of generating new prospects. Events can be tied to calendar themes (In spring - “Spring into action - Get ready for the beach”) or other themes (“Love Yourself” – Look your best for St. Valentine’s Day or “Have a Mommy Makeover” for Mother’s Day).

The importance of an Event is that it connects prospects with (and brings back patients to become reconnected with) you and your staff. Events can also become material for FB and Twitter promotions, and can also provide videos that can be posted on YouTube.

Public Relations (PR) – effective news-media relations programs, when done right, can be remarkably effective in generating awareness and interest, and motivating positive action.

This effectiveness has been compounded by the popularity of the Internet (and Google searches), as well as by the access to the Internet offered by firms such as BusinessWire, and as such ensures that every press release is searchable, as is all media coverage that PR generates.

In order for PR to be effective a professional is required who understands the fast-changing rules of media relations in the social networking and Internet age. But because PR is much more cost-effective than advertising – what you invest in it is more than well worth the outlay.

Because people have been burned by misleading ads at some point in their lives, advertising tends to have a relatively lower credibility than what is read or seen in the news. Advertising is not inexpensive, either – it costs to place ads in the news media, or other locations where prospects will see your message.

However, any story covered by the news media is – according to all the research we’ve seen – far more credible. People tend to believe what they read in the newspaper or watch on TV news, whereas advertising’s message is often dismissed as “just business.” As a result, while gaining favorable press coverage takes work – and often a skilled professional practitioner of public relations – the value is all out of proportion to the cost, especially compared to advertising.

For example, an Atlanta-area hospital, which had been running newspaper ads for a new plastic surgery program, caught the eye of CNN. Within two weeks after the coverage, the hospital had 108 new patients who said they heard about it on CNN. The cost for that coverage was essentially zero, and the benefits ran to the hundreds of thousands of dollars. Their advertising was also effective – that was why CNN covered the program – but it was not achieved at zero-cost.

There is room for both. Ads run when you place them, and they say what you want them to say. You control the timing and the message – and the audience – and that is important. PR has higher base credibility, but it is harder to control the message or the timing. When you get it, the benefits

are specific. However, PR not only can generate new patients but it supports and reinforces all other marketing and promotion activities.

Direct Marketing: What was once considered a critical promotion tool – direct mail marketing – has been almost entirely replaced by direct email marketing. It is far easier to target – all you need is the right list – and far less costly than direct mail marketing.

However, as is often the case whenever a new technology replaces the old, when a new approach gets over-used, as is the case with email, then physical mail – including hand-written thank-you notes – have even greater impact than they once did. This also works for announcements of new products, invitations, and also changes in service mix or location.

The key to successful direct email marketing is an effective list of people who have agreed (opted in) to receive emails from certain sources or on certain topics. Certainly, the list of your own patients should be the core of any email marketing campaign; however, refined and focused lists are also available to enable your practice or spa to reach out beyond current patients and recent prospects.

Advertising: While traditional targeted media advertising (newspapers, magazines, radio and TV) is generally the most costly means of marketing, it remains an effective support tool in the promotion of your practice or spa. The days when it is the most important marketing tool for everything are long past, but for some services or products, nothing is more effective.

As with public relations and social networking, support from skilled professionals can make all the difference between wasting your money and generating a positive marketing/advertising ROI.

Conclusion: Businesses grow based on effective marketing. Although nothing beats word-of-mouth advertising, nothing is harder to deliver (on schedule) than effective word-of-mouth. Your practice or spa can grow by making use of the aforementioned marketing tools.

To be truly successful, create the plan then apply the budget and pare down the plans to those most likely to generate measurable results. Work the plan, work the budget, then – if you do it right – stand back and watch your business grow, generating a positive marketing ROI.

Taking Your Medical Practice to the Next Level Navigation 101

This section is based on a popular talk I give to professional societies and large group Medical Practices, among others ...

Whether you are enjoying busy patient traffic in a well established practice or launching a fledgling enterprise, you need a carefully drawn business and marketing “map” to help you find your way to the next level of success. This valuable tool is something that – like a balance sheet – requires a professional to create, update, and most important, to explain to you. Expanding your practice, adding new products or services, or simply increasing revenues - particularly in today’s economy - requires thoughtful planning and navigation.

Know your starting point

It is surprising how many physicians and business owners are operating without a full awareness of the current state of their actual businesses. Many say they are too busy reacting to day-to-day problems within it or too busy delivering services to stop and apprise what they are doing. This scenario can be risky in volatile economic times.

In many cases, an objective practice assessment from an experienced and skilled professional consultant can provide an objective overview that will spot new revenue sources that have been missed by those too close to the practice to realize what it doesn’t have.

Before you begin, it is essential to conduct a basic business and marketing assessment. This process provides a focused view of all aspects of your practice – costs, revenue, staff compensation, patient scheduling and flow, and much more.

A business assessment helps you to evaluate how well your practice is currently performing – what’s working, what’s not, and how you arrived at your current bottom line. And organizations that rely on solid numbers and key metrics, rather than subjective measures such as hearsay and intuition, very much have the edge on financial success.

Answers to some fundamental questions can be enlightening and provide the point of departure as you take your Medical Practice to the next level.

For instance:

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

These “living documents” are meant to evolve with your practice – not sit in a desk drawer – and they should be revisited regularly. They can provide a treasure map to guide any future growth.

Performing even a basic business assessment can be a daunting task, and many physicians use the services of a consultant to provide them with an objective point of view. If you are conducting the assessment yourself, a detailed checklist can be a helpful tool for ensuring you haven’t missed a key variable or metric.

Visit **www.beautifulforever.com** for a free Medical Practice Assessment Checklist

If you find that the foundation of your Medical Practice is solid then it is probably time to develop a plan to enhance or expand the business.

Explore your surroundings

One of the biggest mistakes that physicians and business owners can make is to embark on an expansion or on a new marketing strategy without examining what the competition is doing. It’s vitally important to study the local market and demographics. Knowing what products and services your

competitors are currently offering, at what prices, and with what unique benefits to patients, is crucial for a successful expansion.

You may want to assign a member of staff to gather information on your competition by calling, checking out their websites, and even visiting them for treatments. Look at staff credentials, number of staff, and also fees. Study the menu. Find out how easy or difficult it is to get an appointment. You can use this information as you develop a plan to create a niche for your practice or to target a specific market segment.

Get your bearings

Based on a synthesis of the information you have gained in your business assessment and competitor analysis, you can begin to investigate strategies to grow or expand.

If you are considering adding new aesthetic services or skincare products, you will need to ask yourself operational questions in order to form your plan. For example:

- ❖ Are my current state licenses and insurance coverage sufficient for the new product/service offerings?
- ❖ How do I choose which vendor to use?
- ❖ How do I establish a pricing structure for my new services?
- ❖ Should I buy or lease the equipment?
- ❖ What equipment do I need for the procedures?
- ❖ What is the level of investment needed to get started?
- ❖ Which product and service offerings are most needed in my service area?
- ❖ Which services will bring the most clients through my door—and keep them coming back?
- ❖ Which will be most profitable to deliver?

- ❖ Will I need to hire new staff or provide training for the new service or product?
- ❖ Will new financing options be needed for my clients?
- ❖ Will staff compensation plans change?

Chart your course

Based on your answers, a direction will begin to take shape and you can create your action plan and budget. The plan that you create should be detailed and somewhat formalized in order to capture the decisions you have made and help you to measure your progress as you move forward.

If your goal is to maximize revenues from your existing practice by ramping up sales and marketing efforts then there are lots of new options for taking it to the next level, even in a tight economy.

Keep moving forward

Management consultant and self-described “social ecologist” Peter Drucker said, *“The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday’s logic.”*

Today’s logic says that the turbulence of a slow moving economy can be endured and even overcome—the key is to keep moving forward.

Section Five: Branding Strategies

Developing and Communicating Your Personal Brand

Properly managed, your brand is likely to be one of the most valuable assets of your practice. A compelling and memorable brand can create the kind of patient loyalty that strongly manifests itself as a preference; strong enough to overcome intense competition and price differences.

It can create that level of brand-driven loyalty among patients that can also generate referrals by not only word-of-mouth but in today's technology world also by "word-of-mouse", which leads to profitable new patients as well as valuable repeat business.

Building and promoting a brand identity – known as "branding" in the trade – is a technique all businesses and individuals can use to effectively market themselves and their services.

As a physician, your personal brand consists of how others perceive you and your practice, as well as the products and services you are offering. Branding is driven not only by how you provide services to your patients, but also by how you communicate all these elements to your target market.

At Beautiful Forever, we have successfully demonstrated with our clients that branding begins with your office – your physical plant, your staff, and your personal "bedside manner" in dealing with patients and prospects. However, branding goes far beyond what you actually deliver.

Branding includes your practice website and your social media web presence, your success in creating positive public and media relations via press coverage, and your advertising. At one time, branding would've also been influenced by your Yellow Pages ad but now due to the pervasiveness of the Internet (and especially your practice website) it is no longer a significant factor in branding.

Finally, your branding is driven by what your patients communicate to others. For example, although he'd innovated a new and now widespread laparoscopic procedure, one successful west coast bariatric surgeon's brand is defined more by the fact that one famous pop singer dedicated her

well-received autobiography to him than by his reputation as a gifted innovator among fellow bariatric surgeons.

In the realm of branding, “perception is reality.” Patients are seldom capable of determining for themselves the objective professional skill and quality of a given physician. Rather, they determine who is right for them based on their perception of that physician’s personal and professional brand.

Regardless of how it is created, as a physician, your personal brand is very powerful because it sends a clear, consistent message about who you are and what you have to offer. A strong, authentic and compelling personal brand helps you become known for what you are good at.

It sets you apart from every other physician in your specialty, and a strong and positive brand can even position you as a niche expert, someone who is sought out by patients and prospects.

In working with our physician clients we have found that one of the quickest ways to jump-start the creation of your personal brand is to have the public identify you with that special factor by which you’d prefer to be known.

So what is that one thing by which you would like to be known?

- ❖ Being a gifted generalist who can “do it all?”
- ❖ Being caring and compassionate?
- ❖ Being the best in your field in a certain procedure?
- ❖ Having a special area of expertise?

Your brand – how your target market perceives you – will either be one you consciously create, or one that is imposed upon you based on how you perform with your patients and how you market yourself. For most physicians, a consciously-created brand is far more powerful, and also far more valuable, than one imposed on them by others.

With all this in mind just how do you go about creating a brand?

First, your brand must be based on measurable reality – it should be based on the kind of patient service that you constantly and faithfully deliver.

However, your brand must also be something that is easily identifiable – a complex, carefully-nuanced “brand” will not be easily communicated or perceived. Instead, your brand should be clear, concise, and an accurate reflection of the physician you are.

Creating your brand

When it comes to creating your brand, you should begin by defining your personal and practice objective – who you are and what service you want to be known for.

Next, create your branding message. Begin, as Shakespeare said, with the idea that *“to thine own self be true”* – your branding message must be authentic. In addition, it must speak directly to your target market – it must be relevant to the people you wish to reach and to serve. Your brand is a promise of an outcome and a commitment to deliver on that promise.

Patients respond when they can place their trust in your brand.

Having identified your desired brand, you should select the branding tools that will both communicate your message and reach your targets where they can best be found. Do your prospective patients:

- ❖ Rely on the Internet for guidance?
- ❖ Respond to favorable press coverage or persuasive testimonials?
- ❖ Respond to word-of-mouth?

Select the right blend of branding tools to convey your message.

This begins with your office – its location (are you on Park Avenue or Main Street?) and with its design and décor. Your staff conveys your brand by the way they interact with patients and prospects, and you set the ultimate tone of your practice branding message. But beyond that, you need to make optimum use of your marketing and communications efforts.

Do you offer discounts to build volume? Or do you present an “it may cost you more, but it’s so worth it” attitude of premium services at premium prices?

Remember, everything that you and your staff say and do, be it positive or negative, impacts on your brand.

Once you've defined your desired brand, you must consistently deliver on its unique promise. Your brand messaging must be consistent, clear and compelling. Inconsistent brand messaging destroys the most important aspect of a brand – delivering a value promise that your patients can trust.

Only by focusing on, and consistently delivering, your brand messaging will you be able to build a positive and lasting brand that earns trust from your target market.

Some steps that my team and I have found that can be counted on to help deliver the brand you want to communicate include:

- Communicate your brand message in your website, in what your staff wears, in how they answer the phone, in your sales and advertising materials, in promotions and special offers – every form of communication should reflect your brand.
- Deliver on your brand promise – make sure you are consistent in every interaction with your patients.
- Develop and use a tagline – a concise statement that captures the essence of your brand.
- Develop a great logo (including a color scheme and a look-and-feel for visual communications) – supported by consistent graphic standards – then display your logo and graphic standards prominently and consistently.
- Put your key brand messages in writing, and make sure that every staff member delivers on your brand attributes.

First impressions

Your website is your introduction to most prospects, so be consistent in the images that you use. Ensure that they reflect and reinforce your brand.

People will immediately get a feel for what you have to offer – you may have as little as 10 seconds to communicate that brand.

To assess your website’s visceral brand message, view your site through the eyes of a new visitor. If it does not immediately “make the case” for your desired brand message, redesign that website so that your message and identity are immediately unmistakable.

Then make sure your practice (and your staff) reflects your website – from your building exterior and geo-location to the design of your lobby, your practice will either reinforce or shatter your developing brand image.

Social media

Building your brand using social media allows you to develop new – and strengthen existing – relationships, leading to brand awareness, reinforced loyalty and word-of-mouth/word-of-mouth marketing.

Your Social Networking efforts will be designed to lead people to your website, which is your front-line branding too. Before you launch a Social Networking outreach effort, make sure your website reflects your brand.

Social Networking is made up of “content” and “conversation,” and each is necessary to an effective campaign.

Content tools include:

- eBooks
- White papers and case studies (i.e., testimonials)
- WordPress or Blogger blogs
- YouTube video blogs

Conversation includes posts on:

- Blogs
- Blogs of others via comments
- Facebook
- Twitter and other discussion-oriented social networking sites

Effective use of both of these tools will generate awareness, build interest and ultimately motivate a desired action – but improper use of these can prove disastrous. If you are not comfortable with Social Networking, find an expert who can help transform you from a gifted professional in the real world of medicine into an online “Subject Matter Expert” or even into a “Thought Leader,” someone who others seek out for information on your areas of expertise.

Once you have your website in order and once you are creating memorable and valuable content, focus your conversation where it can be found by your target market. Your success in Social Networking will depend on providing useful information as well as on developing relationships with members of your target market.

Those who think of Social Networking as another useful self-promotion tool will be sadly disappointed – let others sing your praises, but refrain from blowing your own trumpet.

Rebranding

At Beautiful Forever, one of our most important roles in helping our clients involves rebranding. While some brands are carefully planned, many physician practices have brands that “just happened,” without any conscious planning. The doctor provides services that reflect his or her style, the staff does the best they can (based on their personal skills), but without a lot of direction or leadership.

Too often, the brand reflected by the location and décor of a practice office also “just happened.” Frequently, it seems that the website, the brochures, the ways practices communicate with their clients are based on “I’ve got a brother-in-law who can do your website,” plus what the product reps provide to pass out. Here, success is a matter of luck, more than planning. When such a client retains us, we advise them to start at the beginning and re-invent themselves (with our help and guidance) to become the doctor – and the practice – they always wanted to be. The steps we have identified as the best way to succeed in rebranding include:

- **Identify**, very specifically, the brand you want to project for yourself and your practice – then take steps to start presenting that brand image to patients and “qualified” prospects.

- **Look** at your location – the address, the physical dimensions, and most important, the look-and-feel – of your office. Everything that stands in the way of presenting the right brand must be eliminated, or fixed. If you’re locked into a long-term lease then this means providing an office “face-lift” and “makeover,” just as you would provide to a patient, so that it looks the best it can, based on what you have to work with.
- **Retrain** your staff (and this can mean re-shuffling them, or even replacing people who just cannot fit with the “brand”) so that every staff member, in dealing with every patient or prospect, reflects the brand image you want to project.
- **Start** over with your website – replace somebody’s brother-in-law with a true professional who can make it reflect your brand, both accurately and consistently. Then go a step further and retain an SEO professional to help position it so prospects will find it, and also retain a marketing and promotion professional (*this is a service Beautiful Forever offers, so our clients don’t need to take this step*) to get your website and your practice the required attention to succeed.
- **Start** over with your patient hand-outs – brochures, forms, etc. – and with any proprietary products you sell in your office, so all of them reflect your brand. Only use product brochures provided by reps if they reflect your brand – if they don’t then create your own.
Consistency is vital.
- **Work** with past and current patients to encourage them to refer you prospects – confident that your new brand image will not only generate new business, but that when former patients understand who you really are (remember, your brand reflects reality), they will come back for more services.

Conclusion

If you first identify the brand you want then create actions and images which reflect that brand, you will succeed in branding yourself and your practice and will find this leads to more “qualified” prospects – potential patients who actually want what you have to offer. It is a process – it takes time and consistency – but done properly, it is the most reliable and effective marketing and practice-building tool in your arsenal.

Section Six: Networking

Successful Aesthetic Medical Practice Networking

This section is based on a series of presentations and articles I have given in professional conferences.

Introduction – What is networking?

Networking is one of the more effective marketing tools for your Medical Practice or business, because it is in-your-face personal, and because it creates human bonds that will lead to trust – and thus more business.

By definition, “networking” involves developing contacts and exchanging information with other people. Unlike social interactions intended to develop personal friendships, networking is done solely for purposes of developing business.

To be successful, your networking must be genuine and authentic. It must build trust. At its core, networking builds a reciprocal relationship – it is about how you can help others, as well about as how others can help you.

To be successful, before you go to any networking event or even meet someone casually, you should also have a results-oriented goal in mind, and it should be presented with enthusiasm.

Why should you spend your time networking?

There are a number of excellent reasons for networking, but they all add up to building your business, thereby generating additional profitable revenue.

Some of the specific reasons include:

- Becoming known by “those who count” in target niche markets
- Building profitable relationships

- Building your reputation, leading to favorable word-of-mouth
- Enhancing your brand
- Growing your marketing database
- Increasing number of referrals and prospects
- Increasing product and service sales

Traditionally, networking has involved meeting people face-to-face at chamber of commerce meetings, civic clubs and other social/business events.

Technology has expanded your networking opportunities – today, you can effectively network via LinkedIn, Facebook, Twitter, Google+ and other social networking sites.

Social networking is no longer merely helpful. It has become essential to aesthetic business and Medical Practice and medical spa success.

However, nothing can replace the impact of positive human interactions.

Face-to-face meetings build rapport and connect individuals in ways that social networking simply cannot.

Mastering networking – Where do I begin?

Because of its importance in building your Medical Practice, mastering the networking process is a low-cost and high-impact way of growing your aesthetics business. Create what is known in the trade as an “elevator pitch” – a brief introduction to you and to your Medical Practice or aesthetics business.

In less than 30 seconds, your elevator pitch must make your listener want to learn more about you. Find ways to differentiate yourself from others in your field. Give specifics about what you do. If you provide a niche market with special skills and talents, mention that.

Be memorable.

Because your elevator pitch is your door-opener, practice it on staff, family or friends, and keep working on it until you are comfortable with it.

Physician-to-physician referrals remain among the strongest and most effective ones. Focus on nurturing your relationship with professionals who currently refer to you, and then expand your network by meeting and attracting other professionals into your referral network.

When networking, start with phone calls and professional-to-professional handwritten notes, followed up with emails. Build toward asking for relationship-building face-to-face meetings in times and places convenient for the other professional.

Once you've established your professional referral network, become comfortable asking network members to introduce you to prospects. Done right, asking for these introductions will not be seen as being pushy, over-aggressive or inappropriate. As with the "elevator pitch," practice asking for referrals on staff, family members or friends, and keep practicing until you are comfortable with the process.

This same approach can be followed as you include others in your network of potential referral sources. These should include non-medical health-related professionals (chiropractors, podiatrists, etc.), aesthetics-related business owners, salon and spa owners and others who are in a position to make qualified referrals.

The best places to network are professional society events where you'll meet individuals just like you, people who work in your field and who share common interests and knowledge. These are great places to meet potential collaborators.

However there are other places that also work in reaching out to prospects and referral sources, including:

- Charity wine tastings
- Classical music concerts
- Corporate health fair
- Gallery openings
- Hospital or healthcare fund-raising events

Networking groups

When you are ready to reach out beyond your professional society to connect with other potential members of your network then start locally. Patients will come from a geographic area – generally within 5 to 10 miles of your practice.

Many civic and business groups offer an online member listing with profiles; review this list to see if the organization is a good fit before investing time and resources. Civic, cultural and business groups often meet once a month – generally around a meal – while others hold mixers. Groups will often allow you to attend meetings or events as a guest, at least at first.

In selecting networking groups, ask yourself a few questions about the group's ability to help you network successfully. Does this group:

- ❖ Attract my potential customer?
- ❖ Offer training in new skills that will help me find new business?
- ❖ Put me in contact with strategic partners?

Only focus on groups that fulfill the screening criteria you selected. Then, when you're ready to start networking, visit as many of those groups as possible, and look for other criteria. Ask yourself:

- ❖ Are the members supportive of one another?
- ❖ Do I feel that the group has a comfortable tone and attitude?
- ❖ Do I feel welcome?
- ❖ Do I see myself actually being productive in this group meeting?
- ❖ Does the group seem to have competent leadership?

When evaluating formal networking groups, visit appropriate groups several times before joining. Arrive at the meeting early and stay late. And while there, participate – that's what networking is all about.

Even though you're there to help grow your business, don't come across as someone who is only self-involved. Rather, become known as a helpful as well as a respected resource. Once you commit to the group, if possible, consider hosting a meeting – having prospects or referral sources in your office can be a big plus.

Also consider if you might be able to provide a program yourself, or else sponsor a speaker. And should people give you referrals, ensure you follow through quickly and efficiently, and do so with the utmost respect and professionalism, and keep your referral source in the loop.

Remember that your actions are a reflection on your referral source.

When and how to network

Airport/Airplane – Don't underestimate the value of effectively using "down time" in a plane or at a gate.

Alumni Events – There is a not-unreasonable expectation that alumni will help one another. So, if your alumni association meets locally then you have a ready-made connection.

Blogging – Your goal by networking online is to become seen by your target market as a "Subject Matter Expert" (SME) or "Thought Leader" (TL) – someone who people turn to with confidence in areas of your expertise. This requires a two-phased program – creating and posting "content" (blogs, video blogs, case studies, white papers, white-board videos, webinars, eBooks, etc.), and then using the social media to generate "conversation" that promotes the content while positioning you as an expert. Most professionals find that the time involved makes professional "ghost writers" to create the "content" – and the "conversation" that promotes it effectively to your target market.

Civic organizations – Civic organizations with a purpose you can support are great places to build relationships with others, and also to help the community at the same time.

Corporate Health Fairs – These are excellent places to meet employed women with income and resources – and a sense of competition for the next promotion that might encourage a more youthful appearance. This can apply to both men and women, and this makes these fairs an excellent place to network.

Internet Business Networking Websites – In the 21st Century, this may be the most obvious networking tool of all. Social networking sites are open 24/7, and they make it fairly easy to locate people with similar interests. Online ties can be weaker than in-person relationships, but they are a place to start.

Leisure Time – Networking during leisure activities works well for professionals – office hours have other priorities. Golf, tennis and other activities can create a potential bond that leads to referrals.

PTAs and School Functions – and Kids Sports Leagues – These bring out the proverbial soccer moms, women with an active lifestyle who may want help looking their best. Networking here “hits them where they live.”

Volunteering – Pick a rewarding cause then take a leadership position that will help you stay visible. It’s an example of doing well by doing good.

Women Only Groups – Some women’s networking groups are long-established, while others are fairly new; some are online only, while others hold in-person events or offer one-on-one mentoring.

Social media sites useful in promoting aesthetics Medical Practices and other businesses include:

Facebook and Twitter: These interactive conversational sites are more places to connect with consumers – patients and prospects – than with professional referral sources.

LinkedIn: Whatever your business objectives, LinkedIn will help you to build a network of useful contacts. People are on LinkedIn with the sole purpose of connecting for business reasons. LinkedIn’s subject-matter groups represent an effective way to position yourself as a subject matter expert, and to invite people to view your blogs and other content.

Instagram: Instagram is an online mobile app that focuses on visual marketing by sharing photos and videos. It also enables its users share photos and videos both publicly or privately on the app, as well as through a variety of other social networking platforms, such as Facebook, Twitter, Tumblr, and Flickr.

Pinterest: Pinterest is a social network that allows users to visually share and discover new interests by posting (also known as ‘pinning’) images or videos to their own or others’ boards. It is common for each board to have a common theme for each collection of pins. Pinterest is very much focused on the concept of a person’s lifestyle, allowing users to share tastes and interests with others to discover those of likeminded people. The social network’s goal is to “connect everyone in the world through the ‘things’ they find interesting.” Users can either upload images from their computer or pin things they find on the web using the Pinterest bookmarklet.

Create and nurture network relationships

People are not truly part of your network until you've created a perceived relationship with them. Within 24 hours of meeting someone in person, follow up with them via phone, by email or text, or by some other means of communication. Then continue to nurture this new relationship with information (emails, text), invitations (have them join you on social media sites) and in other ways to help grow that relationship. This is where the conversational side of social media can prove helpful.

Making it personal – Set up a meeting

If a prospective network member seems likely to be able to provide valuable referrals then make that relationship personal by scheduling a follow-up meeting. Pick a neutral meeting location that is convenient for the other party – a restaurant or coffee shop usually works. Don't be late, and be sure to pay the bill – after all, you're the host.

These initial meetings should not be just about work, nor should they be just about you. Focus on interpersonal subjects that will help to build this new relationship, and talk about things you both find interesting. Be sure to pay close attention to their body language. If it seems the other person is losing interest, change the topic.

This first meeting – as well as follow-up meetings – is one of the keys to successful networking. If this person is worth courting for your referral network, you'll have to plan on more meetings.

Remember, networking relationships take time to build.

Conclusion – Networking pays off

With time and effort, networking will materially grow your business. So, plan on growing your business by developing a workable blend of social networking and face-to-face networking. Consider the rewards of a solid new referral source, and be prepared to put in the time and resources necessary to nurture that referral source as a member of your network.

Section Seven: Online Photo Simulation

A New Look at Visualization

Visualization – allowing patients to be able to view a sophisticated computer simulation of the before-and-after of a cosmetic or aesthetic treatment or procedure – is poised to become the new standard for those providing plastic surgery, cosmetic dermatology, anti-aging and other treatments to enhance the patient's natural beauty. It's what is known as a "disruptive technology," meaning it will quickly and decisively transform the current marketplace.

Physicians can embrace the technology, or they can become a victim of change.

Several fairly recent game-changing disruptive technologies include the use of Botox and filler as an early-age alternative to surgical facelifts, the introduction and widespread use of cosmetic lasers which also replaced or augmented surgical procedures, and also the recent rise of radio-frequency technology that is – in many areas – pushing aside lasers in favor of a less-invasive approach to skin tightening and facial modeling.

Cloud-based computer-generated simulations that can allow prospective patients visualize what they will look like post-procedure will – now that technology has moved out of the office and into the cloud – dramatically reduce both up-front and per-procedure costs and is the next disruptive technology.

While no visualization offers results, a truly state-of-the-art system is already proving to be – in the right hands – an exceptional tool to both close more business, and to refine the pre-treatment expectations of patients. In this way, the final outcomes will be more in line with realistic expectations, dramatically increasing patient satisfaction – and also your bottom line.

Until recently, for a physician to offer his or her patients a well-founded visualization of the likely outcome of a treatment plan, the physician had to invest a significant sum into hardware and software technology – costs that could only be amortized if the equipment was used consistently with all prospective patients. For most physicians, the challenges of training operators, and of actually creating patient visualizations using this office-

based technology, proved – at best – unrealistic. The machines gathered dust, the software became dated, and the unrecovered costs impacted the bottom line.

However, a new innovation has occurred, allowing visualization to occur online, “in the cloud,” with no investment in hardware or software, and no chance that the patient will access anything other than the latest upgrade. This drastically reduces the per-use costs, eliminates the need for training operators, and allows the practice closers – be they physicians or skilled sales staff – to significantly increase their closing rate.

There are three components to this approach that work on behalf of the physician and the practice:

1. Accurate information on patient expectations
2. Strong patient conversion and retention program
3. Boldly-effective consumer acquisition program

The first is an interactive engagement tool, a website-based **Patient Interest Questionnaire**. The patient fills this out herself, online, and provides the doctor and staff a keen understanding of what the patient herself believes she wants. This helps to eliminate guesswork by focusing, up front, on the patient’s real expectations.

Knowing this, the doctor and staff will be able to better align expectation, and to upsell treatments to help the patient achieve her goal. Whether it’s a breast augmentation or a rhinoplasty, each patient will have an inner expectation of an optimum result. However, if she asks for a rhinoplasty or a breast augmentation, she may be short-changing herself, by not realizing that – to achieve her goal – more is needed than the primary procedure. Using the Patient Interest Questionnaire, the practice can sell more robust treatment plans, helping to maximize the lifetime value of the patient. This information is also useful in direct, one-on-one marketing in the future.

The second is an effective patient conversion and retention program, based around the use of information and visualizations to close on patients, to enhance patient satisfaction, and to keep patients for the long haul. Our patient conversion and retention program has been endorsed by the American Society of Plastic Surgeons. It is built around our cloud-based technology, permitting you to simulate, for your patient, any type of surgical or nonsurgical treatment.

All the angst of the first-generation practice-based visualization hardware and software has been eliminated. No fancy cameras or other office technology are needed – all you actually need is an internet connection, and a smart phone or iPad. A simple photo is taken and submitted to our cloud-based system, along with a specification of the exact procedure or procedures that are needed. These procedures have been identified, in part, from using the Patient Interest Questionnaire.

Once submitted, our system quickly generates before-and-after simulations, which have proven to have an impressive impact on conversion rates. In our eight-month trial, a pilot program with ASPS, when prospective patients can see what can be accomplished, lead volumes increased, no-shows decreased and conversion rates soared, driving more revenue to the practices.

Practices can run this independently, but practices that affiliate with “New Look Now” can participate in the third component, our **Consumer Acquisition Program**. Prospective patients can – at no cost – access our cloud-based technology themselves, creating their own visualization simulations, determining what they really want, then contacting us for the name of a practice that can deliver on what the simulations promised.

Our consumer acquisition program is comprehensive. Among other things, we qualify the patients, schedule the consultation appointment, and provide practices with the tools needed to close the patients and increase the bottom line. This program is a partnership with private practices – unlike programs such as “Lifestyle Lift,” physicians retain their own brands and operate independently of “New Look Now”. All the physician partners have to do is focus on delivering incredible patient experiences – and results sure to generate patient satisfaction.

In working with physicians, during our pilot program with ASPS and more recently, physicians shared four concerns – concerns that “New Look Now” has long-since addressed and overcome.

First, some doctors expressed concern that visualization will create false expectations among patients. While our state-of-the-art simulations have a remarkable degree of congruity with actual outcomes, without proper explanation, this false expectation is of course possible. We strive to be conservative in our presentations, understating rather than overstating the results of any given procedure. However, our experience has clearly

demonstrated that, when a physician or surgeon discusses the simulation with the prospect during a consult – showing her, specifically, where, by combining treatments, for instance, outcomes are likely to be better than shown.

Experience has shown that visualizations significantly increase closure rates. The key to success here is to only use the simulation to start a dialog. Don't let the patient ever think that the simulation is a guarantee of outcomes, but rather have them see it as yet one more planning tool on the road to their outstanding results.

The second concern was based around the first-generation visualization technology. That was based around in-practice hardware, constantly being updated by new, and frequently expensive, software upgrades. That experience “burned” many physicians’ fingers, making them wary about getting involved with visualizations. However, our system requires no infrastructure, no expertise in operating equipment, and no investment in hardware, software or staff training.

A “marketing” explanation can be, “we use an expert outsourced cloud-based company to provide our visualization service.” By eliminating hardware, software and dedicated staffing, this outsourced technology is great for start-up practices that are capital-limited, but it also makes sense for established practices that are just now venturing into visualization simulation to increase their closure rates.

A third concern occasionally raised was, “we already have this technology.” In almost every case, this means they have invested in the hardware, they have kept investing in upgraded software, and they have also paid the price of training dedicated staff to operate the equipment. Of course, any practice that is satisfied with what they have ought to stick with it. However, for those who resent the ongoing cost of software and hardware upgrades, as well as continued training – and the cost of dedicating a trained technician who could be doing other things – a transition to a cloud-based system still makes bottom-line sense.

A final concern came from doctors who took a “high probability sales” approach. Simply, this means they tried to filter out prospects based on their income, their credit and their ability and desire to move quickly. While this approach can be profitable, it also excludes people who – once they realize what a given procedure can do for them – will find the way to

generate the capital needed to have procedures that will transform their appearances, and their lives.

By allowing prospects to create their own visualization simulations from practice websites – before they come in for a consult – you are giving those prospects the motivational tools they need to figure out some way of affording procedures. Quite simply, the cloud-based visualization simulation technology allows practices to fill the pool of prospects with motivated, pre-sold individuals who will do what it takes to get their new procedure.

Over the past ten to fifteen years, the aesthetics marketplace has moved away from surgery and toward nonsurgical alternatives. This was driven by Botox and fillers, and by lasers. However, one benefit of simulations is their ability to help physicians move their patients back toward surgery.

By showing what can be accomplished nonsurgically – then by showing what can be accomplished surgically – savvy physicians are able to convert prospects into patients – patients with robust treatment plans that include both surgical and nonsurgical treatments. This refocusing of aesthetics into the realm of surgery will drive practice revenue and profitability.

Simulations allowing patients to visualize end results are becoming the next disruptive technology in the cosmetic and aesthetic field. Practices who give this a close look with the intent of incorporating visualizations into their practice as a sales-closure and patient-satisfaction tool will ride the wave of innovation. Others will be left stranded on the sidelines, trying to overcome new competition with old technologies and approaches.

Section Eight:

Showcase Your Expertise with Before & After Photos

The hallmark of an aesthetic practice's selection of high-quality clinical before-and-after images is consistency in:

- Background, lighting, and equipment
- Patient prep
- Framing of the patient
- Positioning of the patient
- Photo consents

Patient Framing

The following descriptions are rather technical, but should be clear to any photographer who understands his or her craft. If these descriptions are not clear, we recommend that the practice's photographer should attend a class in portrait photography; or, that the practice secure the services of a professional photographer.

Because the marketing value of effective, professional before-and-after photo galleries cannot be overstated, it is worth the effort and cost to ensure that all such photos are taken by a competent photographer who clearly understands these sets of instructions.

Close-up Face

Framing: The eyebrows should be placed just below the top edge of the camera's viewfinder frame. The nose should be centered horizontally in all angles. For a basal view, tilt the patient's head back to align the nasal tip with the crease of the upper eyelid.

Five standard face views:

1. Right Profile
2. Right Oblique
3. Front Facing
4. Left Oblique
5. Left profile

Face and Neck

Framing: Center the ears vertically in all angles. For front and oblique views, center the whole head horizontally. In the lateral views, place the front of the face approximately 1/4 from facing edge.

Ears

Framing: Center the ears vertically in all angles. For front and oblique views, center the whole head horizontally. In the lateral views, place the front of the face approximately 1/4 from facing edge. For close-up, center the ears vertically and horizontally.

Breasts

Framing: Place the clavicles at the top of the frame. Center the torso horizontally. For the lateral views, the proximal breast should be centered horizontally.

Abdomen

Framing: Place the inframammary fold at the top of the frame. Center the torso horizontally.

Hips and Thighs

Framing: Place the knees at the bottom of the frame. Center the hips horizontally.

Calves and Feet

Framing: Place the toes just above the bottom of the frame.

Arm

Framing: Place the elbow at the edge of the frame and center forearm vertically.

Hand

Framing: Center the hand vertically and horizontally

Tram

Framing: Place the clavicles at the top of the frame. Center the torso horizontally. For the lateral views, the proximal breast should be centered horizontally.

Be sure to consistently use the same focal distance in the before and the after photos. Focal distance may be colloquially referred to as the zoom.

Always use a tripod.

Always keep the lens parallel with the ground, never tilt the camera. Invest in a good tripod that allows the camera to be raised and lowered vertically without adjusting the legs.

Background, Lighting and Equipment

A light blue is the most common color for backgrounds. A neutral gray background will work well with every skin tone. Do not use white or patterned backgrounds. The background should extend well beyond every side of the patient. Ideally, a background called "seamless" will be used, as it can extend to the floor and under the patient.

Lighting should be accomplished by the use of two positionable lights, placed symmetrically on either side of the camera. The lights can be strobes or continuous-illumination lights. These lights should be diffused. Additional lights pointed at the background may be required to minimize any shadow cast by the main lights. Be sure to use a photographic "gray card" to white-balance your camera before each photo session.

Room Requirements: It is best to have a designated photo or multi-tasking room that can be easily converted when photos are taken.

To achieve the optimal depth of field, the ideal room size is 8x10 feet.

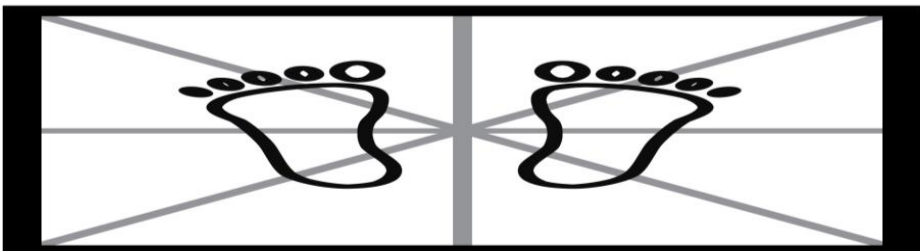
Recommended Equipment: SLR camera Zoom Lens 28-135mm

Patient Preparation

Positioning the Patient

Create positioning guides for the patient directly on the photo room floor, or on a movable mat – see illustration for specifics.

To create it, first mark off a 3x3 square; the "front" edge faces the camera. Mark the center points of the edges. Facing the square, draw a line connect the front-edge center and back-edge center then connect the left-edge center and the right-edge center. Next draw lines connecting the corners. Position the patient so that the line they stand on runs through the middle of their feet.



The patients' feet should be hip-width apart and each foot equidistant from the line that runs between their feet. Rotate the patient to the next position guide and make the next photo, repeating until all photos of all desired angles have been made.

The patient should be free of any facial make up. All jewelry visible within the frame should be removed. The patient should be instructed to disrobe as dictated by what will be visible within the frame. Modesty garments are recommended over the patients' own undergarments. For face and neck images, hair should be gently pulled back and secured, and a black smock should be considered to cover visible clothing. This will enhance the consistency of the photographs.

Patient Consents

Clinical photos can be used for medical records, research, and media/marketing. A consent form should be provided to patients that have agreed to have their photos used for research or marketing. The only exception is for photos that do not contain any identifiable indicators or any portion of the face. All photographs should be treated like PHI and stored in a secure format. Use encryption when sending photographs to external locations/entities.

Summary

One of any aesthetic practice's strongest sales tools is its gallery of before-and-after photographs. For maximum impact, these photos should be professionally made by someone who understands the camera technology, posing and the ultimate use of the photographs. The best before-and-after photos eliminate all distractions, focusing only on the area treated by the physician. Changes in clothes, or selective use of makeup and hair styling (none in the before, a great deal in the after) often prove counter-productive, as viewers can tell the difference.

Poses, framing and technical excellence are all keys to creating positive sales tools that honestly and effectively illustrate the treatment's success.

About Candace Crowe, Author

Candace is CEO and Founder of Candace Crowe Design; she is a valued member of the Beautiful Forever team.

Section Nine: Mystery Shopping

The Best Way to See Yourself as Others See You And to Assess Your Brand

The Scottish poet Robert Burns wrote about the wonderful gift of “seeing yourself as others see you.” For a doctor’s Medical Practice, it is often difficult to accurately and objectively know how your patients and your prospects actually see you. Yet such information is vital for the success of your Medical Practice or medical spa.

One of the most effective ways of determining how patients and prospects see you is through the eyes of a professional “mystery shopper.”

Mystery shopping is a physician or practice manager’s best guarantee that the practice is united in meeting the patient’s expectations. It promotes increased effectiveness in closing new prospects, and thus increases profitability. The basic “mystery shopping” process involves having a trained professional mystery shopper who really understands the process as it applies to a Medical Practice or medical spa pose as a prospect and call, ask questions, and then make an appointment.

Opting for a more extensive and in-depth “mystery shopping” process involves having that same trained professional actually go on-site and experience a preliminary assessment.

Either way, he or she then completes a detailed Mystery Shopping Checklist then follows that up with a detailed report. The real success of a Mystery Shopping program is its acceptance and follow-through by those who run the practice or spa and who then use the results to improve the following; operations, marketing, customer satisfaction, sales-closure rates and profitability.

The goal is to make sure that the physicians’ perceived brand image is in synch with the image they’d like to present to patients and prospects.

To facilitate this process, I have developed and included in the Appendix a Mystery Shopping Checklist which, when completed by a professional mystery shopper, will help you determine if your brand reflects the image you would like to present.

Section Ten: Word-of-Mouth Marketing

The Engine of Your Practice: Patient Referrals

In a successful Medical Practice, patient referrals generally account for up to 80% of the patient volume of the practice. While most of these referrals will result from your practice providing excellent service, please don't rely on spontaneous ones for growth. Every practice needs a professionally-executed patient referral program to produce a steady, reliable flow of referrals into your practice.

This is especially true for practices that focus in aesthetic medicine.

Knowing when – and how – to ask for a referral is critically important for practice marketing success. And it is considered appropriate to ask for a referral anytime a positive service is provided.

Roadmap to success

Word-of-mouth referral programs are designed for two purposes – to generate new referrals and new patients, and to solidify the loyalty of the referring patient, by giving her a “stake” in the practice's success.

The following steps highlight the path to be taken.

The inquiry

In personal communication, prompting referrals through questions may help set the precedence for patients to think about future referrals for your practice. And when a new lead contacts the office, be sure you and your staff promote your expertise and credentials with enthusiasm!

The “Did, Who, What” scenario is one method for prompting referrals.

Ask:

- ❖ Did you tell anyone you were interested in coming here today?
- ❖ Did you tell anyone you had a procedure?
- ❖ Who did you tell?
- ❖ What did they say?

These questions can be the means to prompt the thought of “referrals” in the mind of your patients. Their answers may vary to include spouses or partners, other family members, co-workers – in essence, prospective patients – and also any other person that can impact the buying decision.

When a person is making a buying decision that involves a potential life changing experience, they tell an average of 12 people. That is, 12 possible referrals for your practice derived from one patient alone. So you can see how the “Did”, “Who”, “What” scenario is ideal for a “sales person” to use after providing quality service. Just remember, the rule of thumb is until you provide quality service you can’t ask for a referral. For instance, this might be answers to patients’ questions, a consultation, during a follow-up visit or after a treatment. Realistic expectations and being honest will grow your word-of-mouth marketing.

Be mindful, today’s consumers are savvier about treatments, procedures and products due to internet searches. The average woman now has three consults before making a decision.

Event marketing

There are many opportunities for your practice to be involved in – and benefit from – public speaking engagements. Patient seminars, open houses and other in-house events are very effective for introducing new procedures and generating referrals. Lectures in hospitals can also help generate doctor referrals.

An invitation to an established network of referral doctors can help you educate the doctors about new procedures and may lead to more referrals. Inviting patients by offering an incentive to bring friends such as a girl’s night out to your event is another way to extend the referral arm.

Brochure distribution

Distributing brochures – known as “collateral materials” in marketing circles – at the end of a positive service may also prompt the thought of referrals. In the office, staff members may say, *“If you are interested in learning more about other procedures or sharing this info with friends, please take our practice newsletter or practice brochure.”*

Patients may also like using marketing tools which will help keep the message of the procedure’s benefits at the forefront of their mind in a non-

promotional manner. In print communication that provides educational information, subtly asking for referrals can be appropriate as well. For example, in an emailed newsletter, letting your patients know they can share this new information with friends by forwarding on the email to them is a great way to extend the referral arm.

A regular mailpiece can include options for friends as well. You must ask for a call to action and it might surprise you to know that a fair amount of women will follow your lead and listen.

Social media and blogging

Over the past two decades, social media and blogging have offered a series of revolutionary ways to acquire quality patients. Through these Internet connections, you can obtain referrals and optimize your practice website. Interactive Internet platforms – Facebook, Twitter, YouTube, Instagram, Pinterest and Google+ – offer anywhere/anytime information and they are important for consumers. These interactive platforms allow for content to be viewed 24/7 by people interested in procedures on the Internet via tablet, desktop, phone, and any other device with the inclusion of audio, video and website links.

These technology platforms often allow for easy sharing with friends to stimulate referrals. Educational and promotional content both work well for stimulating referrals through social media. However, for educational information, it's wise to create a blog then link the content to your social media outlet with a link back to your website.

Promotional content works well when accompanied by a pleasing image or video, especially on sites that are visually-focused; Instagram, Pinterest and YouTube. For Facebook, which, like Twitter, is more text-oriented, consider a "Thought for the Week" that includes an inspirational quote to prompt liking, friending, sharing and loyalty. However, be cautious about engaging with personal pictures or quotes.

Patient testimonials are what people really look for.

Strong Communication

When speaking at your practice or during an event, deliver clear and concise statements with fairness and objectivity. When talking about procedures, support statements with examples or statistics. When you are asked a broad or "loaded" question, take a moment to formulate an

answer, restate the objective of the message and support the objective with an example or a statistic that relates to the question.

And when you don't know the answer, say so. However, let your audience know you will do your best to find the answer, and that you will be sure to get back to them. This shows you were listening.

Be certain to stick to your topic.

Then you can ask for a referral. When asked a question that may be negative, don't repeat the question. Turn lemons into lemonade. Do your best to tactfully correct any possible errors. Strong communication can go a long way towards obtaining referrals and building a loyal patient bond.

In the end, dialogue that helps a patient to engage in promoting referrals can be beneficial to a practice. Yet, proof of positive service does not end with a referral. Patient testimonials as well as before-and-after photos are essential in cosmetic medicine. After any communication that provides a positive service to the listener, it is acceptable to subtly ask for a referral when you know you have a happy patient. Understand your patient demographic to select patients of the diversity that you wish to reach for patient acquisition.

For example, according to the most recent study released by The American Society of Plastic Surgeons; ethnic background, economics and age no longer play significant roles in plastic surgery. This means there's a wealth of potential referrals reaching into a previously untapped target market.

In essence, the inquiry, event marketing, collateral and promotional distribution, social media, video marketing and blogging, as well as strong communication offer ways for you to create your own community, enhance patient relationships, help manage your reputation and generate referrals.

Creating a Dynamic Referral Platform for Your Practice

One of the most challenging obstacles in building, maintaining and supporting your business is the somewhat empty appointment calendar. The magnitude of empty time slots is frustrating, stressful and leads to concerns on what to do and how to fill the slots. This is one of the most challenging aspects of any business and is a severe de-motivator to the practice and staff.

Yet there is an opportunity to utilize your own clients, and to build a referral network that allows them to become a great asset for your practice. The level of client service and attention to detail with each and every patient makes this tool a superb way to utilize this important asset to build, growth and develop your practice. Frankly speaking, your patients can do much of the recruitment, word of mouth marketing and attraction to your business.

This works with a brand new business, expansion of business, mature business and, in any stage of maturation of your practice. Realize the importance of each patient and the opportunity to utilize their satisfaction to broadcast out about your practice.

Let's look at the basics and key elements of a successful referral development program.

- Creating Awareness
- Generating Interest
- Motivating Action
- Rewarding Results

These four components are the gateway to building success and in turn building strength through your practice through your patients.

Creating Awareness - The awareness is one of enrolling every patient in the process of engagement. Each individual patient is a potential to marginally expand your number of patients. If you focus on building the awareness that a referral program exists, the return will manifest new patients and new profits.

Generating Interest - Interest in a referral program is two-fold, current patient and potential referral patient. It is valuable to determine the method to generate interest in your current and existing patient and potential patients.

Motivating Action - A referral program is great if it inspires patient action to become your core ambassadors. If the inspiration is not there, the program will be dormant and become a task as opposed to a dynamic, active development tool to build your practice.

Rewarding Results - Through patient referrals, any practice has the tremendous opportunity to gain potential patients through one of the lowest cost methods .Indeed there is a cost and the reward needs to be strong enough, compelling and exciting to your current patients to incentivize them to act.

A well perceived focused dynamic referral platform can add patient strength to your practice. Word of mouth referrals are powerful, impactful and drive like minded patients into your practice. Build the incentive or reward to be strong, impactful and to drive action. This is not a place to be overly stingy in the reward as the prospective patient gained needs to be measured in the lifetime value of the person. Don't miss out on one of the most powerful ways to build and grow your practice and generate cost effective and efficient ROI.

Section Eleven: Online Reputation Management

OK, So You Received a Rotten Review Now, What Do You Do?

Review: “Dr. Smith was arrogant, insensitive, and ran late. The diagnosis he gave was wrong. And for that, I had to dish out \$50 co-pay. Stay away.”

Most doctors go into medicine to help patients. Some doctors provide better care than others. But, most are conscientious and wake up every day intending to do the best possible job for their patients.

The average doctor sees between 1,000 and 3,000 patients each year. Despite their best efforts, it is impossible to make 100% of patients happy. Remember, you can please all of the people some of the time, some of the people all of the time, but will never please all of them all of the time.

Because of the prevalence of the Internet, it is inevitable you will, at some point, receive a bad online review. It could be for any number of reasons or for no reason at all. Still, it’s there. Google will find it. Patients will find it. Prospective patients will find it.

What to do? Below I offer you 5 “take-home points” that, if followed, will help reduce negative reviews and put the ones that remain in context. First, take a deep breath. If it’s an isolated rotten review, amidst a sea of positive reviews, that is a very different situation than having scores of rotten reviews. With a few exceptions, the public generally understands you cannot make everyone happy.

But, the public also expects you will make most patients happy, and everybody holds doctors to a higher standard – after all, you hold their health and even their lives in your hands.

Take-home point #1: Do not sweat an isolated negative review.

Next, do you know who the patient is and can you fix the problem?

Most reviews are anonymous – especially the negative ones – and based on the nature of it and of the site, you may not have specific information to allow you to determine who wrote it.

However, if you can decipher the review and identify the author, consider reaching out to that patient to try to fix the problem.

Sometimes, a negative review can be triggered by something as simple as an escalating misunderstanding over a \$20 bill. At other times, it is the perception that you were rude or did not listen. These are solvable issues. In many instances, merely calling the patient and apologizing for a misunderstanding may be enough. Since most doctors do not call their patients about such matters – when YOU do so, it sets you apart.

This is what top performers in every other industry do. Healthcare should not be an exception.

Take-home point #2: If you can't identify the patient then still do your best to solve the problem.

Sometimes, you are not sure who the patient is. The complaint is general. If it's a systemic complaint about your office, and you can fix it – do so. Then, tell the world you heard the message and took action.

If it's an isolated complaint then consider responding online. However, you'll need to pay attention to HIPAA (Health Insurance Portability and Accountability Act). Even though the patient may not have posted a name, the post may contain enough details in the post to identify the patient.

Be careful.

Take-home point #3: Consider responding online to the post if you can do so in a HIPAA compliant form.

Every review site is its own “ecosystem.” They have their own guiding philosophies and rules. Most have Terms of Use. If you believe the review was unfair, that it violated the terms of use, diplomatically write to the site and ask if it will take a look at the post in the context of its own rules.

They may agree with you and remove the post.

Remember, each site is run by people, just like you. They are more likely to respond to “please” and “thank you” than threats. Couch your note as a request and not a demand.

Take-home point #4: Review sites may remove an unfair post if it violates its Terms of Use.

Patients search websites to find your current reputation status online. Here are some sites to check out and see what people are saying about you and your practice: Google, RealSelf, Vitals, UCompareHealthcare, Yellow Pages, Healthgrades, Wellness, CitySearch, and Insider Pages.

Take-home point #5: Ask your patients proactively for online feedback – this allows high-performing practices to be fairly represented online. This also drives new patient volume and new patient revenue.

If you have a great patient safety record, positive clinical outcomes, and great “customer service”, your online reputation should mirror your actual reputation.

However, to be successful here, you have to be diligent in asking your patients for online feedback. When the inevitable negative review does surface, it will be placed in context of the multitude of positives.

If you practice medicine, you will occasionally receive a bad – indeed even a rotten – review. **The best way to prepare for that day is to actively ask your patients for online feedback each and every day.**

By doing this you will be defined by hundreds of your satisfied patients instead of two noisy patients with megaphones – and the public will have a representative picture of you and your practice.

Thanks to Jeff Segal, MD, JD, FACS, CEO and Founder for helping me to gather up-to-date information.

Section Twelve: Project Management

A Project Approach to Achieving Strategic And Profitable Practice Goals

Introduction

In building and sustaining a successful aesthetics Medical Practice, few skills surpass those which help a practice to grow – to attract new patients or clients, and also to bring back previous patients or clients. One proven way of accomplishing this is through planning and executing successful practice-building projects.

That means the practice has to find ways to develop and implement projects that will attract the attention of – and create interest in – the project (and, through the project, the practice) among both prospects and patients. That may sound easy, but it's not. But it is do-able, and should be a part of your practice's strategic business-building plan.

Planning and executing a successful business-building project isn't as hard as it may seem to the uninitiated – but more important, it is not as easy as some “experts” seem to suggest.

The elements of creating and executing a business-building project include – but are certainly not limited to:

- **Leadership** – The project will stand or fall based on the strengths and weaknesses of the person selected as the project leader, and on the authority given that person by the practice owner.
- **Planning** – From goals and objectives to timeline and budget, detailed and comprehensive planning is essential to any successful project.
- **Team-Building** – In all but the smallest practices, no single project manager can do it all – she can't be expected to develop and execute a successful project single-handed - which means success depends on selecting the right “dream team” for any given project.
- **Team Organization, Communications and Scheduling** – Even the best team has got to have someone in charge. This is why Super

Bowl and World Series winning teams have an in-charge Manager or Head Coach – along with a collection of skilled subordinate coaches – all of whom share responsibility for the team’s success. This approach applies to aesthetics practices, where managing the project team’s daily and weekly progress – in order to ensure that all of the project’s elements as well as the project itself come together – is essential to success.

- **Solving Problems and Making Decisions** – When problems arise or crises hit, the project-manager has to have the skill, and the authority, to solve problems and make decisions. *This combination is the essential glue that holds the team together* – it ensures that timelines and budgets are met, and that success is assured. When the practice owner or chief physician is not also the project manager, “letting go” can be a difficult challenge ... but it not only can be done, it must be done.

Many times, the office manager is the person selected to tackle a new project. If she has the skills necessary – as well as the free time necessary – to get the job done, and done right and on time, then she is an ideal solution. Surely, in some ways, she knows more about the practice – including resources, budgets, staff time allocations and other success factors – than anyone else.

But there can be problems ...

What if you held an event ... and no one came? At one practice in suburban Maryland – not far from the District of Columbia – a practice came up with a bold concept. They wanted to reach out to the staff of area Embassies and Consulates, with special offers and special hours. Their goal was to provide an elite service mix to an elite clientele. This was a brilliant concept, and it could have worked.

However, an already overworked Office Manager was given responsibility for launching this project. She had a good team, but all of them were from within the practice, and all of them depended upon her goodwill for their continued employment – which meant they were afraid to do anything without her permission. That’s not necessarily bad – certainly not if she was available and accessible – but she was already overworked. The event was scheduled and held – thousands of dollars were spent – but no one came. When the outraged practice owner went searching for a reason for

this 100% failure, the answer wasn't hard to find. In the middle of a stack of "action" documents on the office manager's desk was a four-week-old purchase order for engraved invitations – a PO that was never signed.

The savvy practice owner decided to consider this a "dry run." She brought in my Beautiful Forever event-management team, and building on what the Office Manager had done right, we pulled off the event three months later.

Knowing where the bodies were buried – Another practice, this time in the South Beach area of Miami, came up with a project built around their care of local celebrities, including local TV stars, as well as locally-based B-Level celebrities who were on the verge of "breaking out." Once again, the project was assigned to the Office Manager – however, this time with outstanding results. First, she intimately knew the skills and abilities of her staff – and their work-loads, so she effectively assigned as well as managed her in-house resources. Next, she asked *my event-management team* to come in. Our assignment was to fill in the blanks in her own in-house team's skill-sets and available time.

Finally, because she had consistently made a point of getting to know the patients within her practice – not just the TV stars and local celebrities, although she knew them, too – she was able to use that amiable familiarity to encourage them to attend and participate. What could have been a fairly routine series of events became virtual South Beach Red Carpet events. They were well reported by local media, since many of their own on-air personalities were "on the carpet."

The bottom line is that before delegating any new project to the Office Manager, make sure she has the skills, the enthusiasm, the commitment – and also the time to pull it off.

Getting started

Any project will begin with one of two key factors – either the right person to serve as Project Manager, or the right “concept” to provide focus to the project. While “concepts” are so variable as to require an entire in-depth article on their own, in any given project, there are three choices for the “right person.” This person is the practice owner or lead physician (usually the same person); or, the Office Manager or some other hard-driving internal executive; or, an independent third party whose professional expertise includes the entire gamut of project management success.

With the leader in hand, and if it’s a “concept” project, the concept also identified, the next step is the planning. This is something the project manager may either take the lead in, or do herself. Either approach is viable, but in many cases, it makes sense for a single key individual to create the plan. In this way, when the team is selected, the Project Manager will already know what tasks need to be accomplished.

The following is a useful guide for identifying the people needed to make the project work:

- **Leadership** – The first and most essential step involves naming a project leader, one person who is uniquely-responsible for success – then briefing her in to make sure she understands the project, its goals, and her responsibility in making it a success.

If this project manager is not also the practice owner, then the leader must be given full responsibility for success or failure – and full authority to make it happen, and happen right. Divided leadership – for instance, a practice owner who has no time to be involved, but who holds all final decisions in her hands – is far less likely to succeed than the owner who turns over the project to a single individual.

There are three models for leadership success:

1. **A practice owner** who has the time, the skills, as well as the motivation to actually serve as the hands-on Project Manager – relatively few doctors have that time, but if one does, he or she could be very successful.

2. **An office manager** or another senior employee in the practice, who has the time, skills, motivation, as well as the much-needed delegated authority to make it happen - without being so pulled away from her other duties that the practice suffers.
3. **A third-party event-management professional** who, given authority by the practice owner (authority acknowledged by the Office Manager) is then able to marshal the in-house and external resources needed to create success.

Every practice owner should know which of the above three choices best-suits his or her business.

- **Plan for Success** – Once the leader has been named, her first task is to create clear strategic goals and measurable objectives for the project – and then to lay out a realistic timeline, along with a workable budget.

Any project will either focus on an existing product-line or profit-center, or it will be built around a new and newsworthy service line, such as weight loss, radio-frequency tightening, or anti-aging. All things being equal, a “new” service line is more likely to capture attention – but for every rule, there are a host of exceptions. Some exceptions can include a grand opening at a new location, or a grand re-opening at a remodeled existing location. Anniversaries are useful, as are projects tied to the calendar.

Each practice should do what’s best for itself.

There are two key overriding concerns all planners should consider:

1. Each project should be stand-alone, not competing with any of the practice’s other projects, or with the practice’s busy season.
2. Each project should not conflict with a pre-existing calendar event or holiday, unless that “conflict” is built into the project.

Examples here could include pre-Valentine’s Day or pre-Mother’s Day Makeover projects, where the care (not at the event) could be sold via gift certificates. These can be ideal gifts from husbands or lovers to their most special woman. However, such scheduling always has an element of risk. But with risk comes reward ... if the risk is dealt with.

The planning includes setting a timeline for the project – please see below for information on sample project management timelines. Whatever form these timelines take, they should create a simple-to-follow road map from the very start of the project until its successful completion. Budget elements should be tied into the timeline that indicate when purchases or purchase-commitments – from advertising to invitations to catered snacks – will be ordered and paid for.

A note on the budget: The budget should cover all of the costs – including staff costs of those re-assigned from patient-care or other duties and put to work on the project. More important, the budget should reflect a healthy and realistic return-on-investment. While some choose to look at short-term returns – such as how many appointments or procedures are booked at a project event (including bookings within one to two weeks of the event), more strategic planners will look at the long-term return, by calculating the likely potential lifetime value of each new contact.

- **Build a Superb, Focused “Dream Team”** – Create a much focused project management Dream Team for each new project.

Because projects vary, one project’s Dream Team may not be right for other ones. For each project, create your own focused Dream Team. Begin with delegation – which starts at the very top, with the practice owner’s hand-off to the project manager. From the very beginning, the planning stage, make sure that staff members of the Dream Team have enough time to handle this added duty while still performing their office or practice responsibilities.

That is why outside team members – even project managers – make a great deal of sense to practices, especially those whose key employees have little down-time. Another excellent reason to bring in outsiders involves skill-sets – few patient-care or office management personnel know much about public relations, advertising, invitation design, social media networking (as a marketing tool), promotion through strategic allies, patient referral development and other means of creating project success.

Getting to work

Once the project has been identified, the leader named or brought onboard, and the team assembled, it's time to start putting together the project. This is where the project manager's abilities at team management, delegation, motivation and holding team members accountable all come together. This is the "nuts-and-bolts" time, the least glamorous and most essential part of any project. Here are some of those "nuts and bolts."

- **Communicate** – The project manager must ensure Dream Team members clearly understand the project's goals and objectives, the project's timeline and budget, and also understand their own vital-but-narrow role in the project.

Some self-proclaimed project management "experts" encourage project managers to build a team based on "equality" and other such feel-good factors. However, just like the practice itself, when it comes to meeting a specific goal or objective, some people are inherently more important than others.

A hands-on aesthetician may have more one-on-one contact with clients – and therefore provide more client satisfaction – than does the bookkeeper. Yet without the billing and collections carried out by the bookkeeper, the aesthetician would soon be out of a job. Still when measured solely by patient satisfaction, one is clearly more important than the others.

This applies to project teams too. Some people will work 20 hours a week for six weeks to help pull off a project, while someone else may work 10 hours total – but if those ten hours are essential, she's equally important without being equally involved. This is also reflected in the communications, where a clear hierarchy usually works much better than a bland equality.

Communicating project goals, objectives, timelines and budgets – as well as the details related to how those will be achieved, is essential for a good project. Key members of the team will meet regularly – and with increasing frequency as the time of the project approaches – but not all team members need to participate in all the communications

meetings, memos and team-calls. This is where keen human-resources management skills are essential in a team leader.

- **Organize** – The Dream Team’s activity and focus should be organized around the plan.

This means that, while it’s helpful to have each team member have a clear overview of the project, delegation – answering the question “Who’s in charge of what?” is essential. Once that’s accomplished, team activities and even project briefings can be focused based on activities and responsibilities.

When any aspect of the project has been delegated then with that delegation should come the authority to do what is expected, and also the accountability for what’s being done. This starts at the top, when the doctor or practice owner hands over the project – including the authority to carry it out and the accountability to ensure it’s done right – to the project manager. She then has to further delegate ... or resign herself to doing it all, which is never an efficient approach.

- **Schedule Team/Project Progress Meetings** – Project development cannot be done in the dark. While detailed planning and progress reports can be divided up into areas of responsibility, it’s vital to keep the entire team aware of the project’s overall progress. This can most easily be done by scheduling and holding regular real or virtual Dream Team progress meetings – and keep to the schedule. These should be “all hands” affairs, and they also should be brief.

The project manager should plan to get the important details on a task-by-task basis without the entire team’s presence, but the more a team knows then the more likely it will succeed.

Because of the time needed for meetings, this factor should be included in the timeline before the team is formed – it won’t do any good to find that key team members can either meet or serve their patients, but not do both.

Making it happen – Despite obstacles

Every project which has ever succeeded – or failed – has first faced problems that needed to be resolved and faced crises demanding right-now decisions. This is why the project manager must have full delegated authority to go with her responsibility – there will be critical times when she will have to:

- Solve Problems as they arise – Successful project managers don't wait and let these problems fester
- Make Critical Decisions Now – Successful project managers know that a “good-enough answer” to a crisis or critical decision point made immediately is much better than the best-possible-answer when it comes too late.

Conclusion

Project success occurs because of the leader, her team, the plans and how those plans are executed. This is not rocket science, but it remains vital to plan ahead and to execute that plan. The results of a well-executed project will be practice growth, enhanced revenue, and also increased profitability.

This makes “doing it right” well worth the extra effort involved.

Section Thirteen: Human Resources

Top 5 Strategies for HR Success

There is a reason they call it human resources

This section is based on a presentation created for medical spa owners to help them improve both internal operations and external sales.

You have been successfully running a Medical Practice therefore expanding to include a medical spa should be easy considering you already have a great staff in place, right? Not exactly! The secret behind every successful medical spa is “culture-specific” planning.

Take the time to plan for the unique culture of a medical spa by creating a strategic framework within which you will work. Focus on both the retail nature of the medical spa business and the people you will choose to help you run your Medical Practice.

With a clear understanding of the aesthetic culture and a commitment to human resource management, your move to expand into the exciting medical spa industry should be a smooth one.

You are holding the key to medical spa success

Use Key Performance Indicators to unlock business potential

You have a brilliant mission statement and a stellar Medical Practice vision, as well as superbly defined organizational goals. But just how will you measure your progress? Tie your goals to key performance indicators (KPIs) and just watch where they can take you – and your business.

Collecting, analyzing and making use of key performance indicators is what keeps a business moving in the right direction.

By locking key performance indicators into every goal in your business plan then following through by measuring the outcomes, you can adjust or get rid of what isn't working and identify exactly where to put your efforts for even greater success.

It's about time

Managing time to increase medical spa productivity

We all start with the same 24 hours, but it is how we manage those hours that sets the stage for our success. The rewards of developing a time management program within your medical spa, just as with a Medical Practice, include higher productivity and the fulfillment of the goals and objectives you set forth in your business plan.

On a day-to-day basis, time management helps prioritize everyday tasks, eliminate unnecessary activities, and also helps manage personal as well as professional time more efficiently.

Project management

Key to success – no matter how the economy drives demand

In the “good ole’ days,” bottom line meant bottom line. That is, when you asked, “How are we doing?” a simple answer involved looking at the financial outcome. Well, these are certainly not the “good ole’ days,” and you need to know how your practice is performing and how far it can go.

In today’s economic environment, sound project management is no longer just a competitive advantage; it is an essential tool for survival.

With project management protocols in place, you have the keys to meet the goals of your practice on time and on budget.

And that gives you more time to concentrate on keeping your patients happy – and thus coming back for more.

Policies and procedures

The “Why” and “How” of success that will keep you on track

You have firmly established – and internalized – the purpose of your aesthetic Medical Practice; now, you need to develop a very clear and measurable set of policies and procedures with which to run it. Not only does your practice require a written guide, but also requires the training

and incentives to keep your staff on board and ensure your procedures are used.

Further, continuous testing and measuring of your progress is vital so you can take your practice beyond maintenance (acceptable success) and move to the next level.

Section Fourteen: How to Sell & Staff Sales Programs

Setting the Stage for Beautiful Forever Results

This section was developed for a series of published articles on sales in the Medical Practice.

Building a business doesn't just happen; it takes investment, planning, research, branding, marketing, hiring the right staff, and providing what your target market wants and needs. And once you have everything in place you want to ensure you get the maximum return for your investment of both money and time, which takes us to selling.

It's important to know that people first say yes emotionally to buying then defend that decision logically. So you have to believe in what you're doing, you have to be passionate about your service and about your products. You have to be excited about getting people involved in them because at that point they will say yes more to your belief and your conviction than they will to your technical skills. Of course once they have said yes if your technical skills then don't deliver the promised end results they won't be re-booking or providing you with word-of-mouth referrals.

And the same holds true for your staff; they too must be passionate about your services and your products and have the technical skills to deliver the promised end results.

Are you uncomfortable selling?

Believe it or not, this is something a lot of people struggle with when trying to win more business, whatever that business is - but especially in a crossover one like an aesthetic Medical Practice or medical spa.

They hesitate to take action or they feel awkward about selling because they believe that doing so makes them seem pushy and desperate.

Sound familiar?

Is selling pushy and desperate?

Absolutely not! Selling is helping. It is merely a conversation between you and your patient or prospect in which you seek to discover his or her needs so you can fulfill them through your services and products. In fact you are helping them make decisions that are good for them. And as I said, your passion and conviction for what you have to offer them to make them feel good is all part of the helping process.

Conversation to conversion

The best time to discover the needs of your patient or prospect is during the consultation process, or the “discovery conversation” as it is also known. Remember, they wouldn’t be with you in the first place if they didn’t need help and advice regarding a problem area. So, if you want them to buy more of all you have to offer that best serves those needs then improve your consultation!

“You are the best and I will recommend you to everyone!”

These are exactly the words you want to hear from every one of your patients, so it is vital you put the time and effort into making sure each experience is beyond compare from beginning to end. Fine-tuning your consultation process is one way to help ensure the happiness of every patient with the end results – and also help ensure your success.

Every consultation should follow a step-by-step protocol to determine what the patient wants and needs so you and your staff can design an appropriate treatment plan. Every member of your staff should be trained to follow the same procedure for every consultation.

This includes assessing potential issues that might preclude a particular procedure, as well as providing suggestions for additional products and procedures that can enhance the final results.

Most importantly, the consultation allows you to set expectations with the patient – an important step that can help increase a patient’s level of satisfaction with the eventual outcome.

What is your motivation?

Remember that customer service is essential in a business with lots of competitors, so it is important to get into the right mindset before the consultation even begins. Therefore, remove the word “sell” from your vocabulary and replace it with the word “help”.

Also remember that consults are all about your patients and what each one of them desires, and how you can “help” them achieve their desired end results.

Your motivation is “to help” your patients.

So before every consultation, establish the below important points:

1. The consultation room is a place where you really listen
2. This is all about your patient; not about you
3. This is a conversation to explore if and/or how your practice can be of assistance to your patient
4. This is a process you enjoy and feel good about because you are helping your patient
5. You are willing to put yourself in your patient’s skin so you can see things from her or his perspective
6. Your practice is most concerned about what services and products will best serve your patient

By approaching each consultation this way, you and your staff will come across as authentic, caring and committed. Which of course you are!

Staging the consultation room

The consultation is an opportunity for your practice to really shine. Not only will you be able to offer your services and products, but you will also

be able to show that your environment is a nurturing and professional one in which the patient can place the utmost trust.

This means the setting must fit the bill.

Create a comfortable and non-threatening consult room where you can build rapport in a relaxed manner. Once you have greeted the patient (in a timely fashion that is respectful of his or her time), offer a refreshing and healthful beverage. Do not rush the consult.

In fact, you may want to make it a standard practice to book a full hour for consultations even when you may only need 30 minutes.

Don't forget to make use of technology to enhance the process, such as a PowerPoint presentation of a procedure or a slide show of before-and-after photos of your patients.

Also, special pricing for seasonal offers, such as sclerotherapy to get ready for summer, should be prominently displayed.

The script

Not just a series of questions and answers

"Address your first question to yourself: If you could press a magic button and get every piece of information you want, what would you want to know? The answer will immediately help you compose the right questions," says Russell Webster in "Super Communication: The NLP Way."

Approaching every consultation this way, with the motivation that you are helping your patients and with the 6 important points established, will be essential to unlocking the needs, desires and objections of your patient. But remember, a successful consultation isn't just about asking questions, it is about knowing what to ask and when.

Engaged Inquiry is a great way of gaining rapport with your patient during the consultation. The key is to set aside judgments, assumptions, and also reactions as they arise and ask questions so that you are able to gain the information necessary to fully understand what your patient is telling you.

Your goal is to determine the actual needs of each individual patient in an interactive way.

Engaged inquiry is designed to help you find the right service or product fit for each individual patient. Once you uncover his or her wants, needs and values, you will be better prepared to present the best options available. In addition to gathering information, engaged inquiry also helps to:

- Build trust and rapport
- Ensure that your patient feels like part of the solution
- Keep your patient focused
- Personalize the services and products that will best meet the unique needs, wants and values of your patient

Never assume a thing that you can learn by asking. And ask open-ended questions rather than the “yes or no” variety. Ask for clarification, *“Could you be more specific about that?”*

Quiet on the set!

You have your script at hand and you know what to ask and when to ask it. However, successful consultation is also about listening to the answers in order to build a good relationship. It can be tough to do for many of us because we can hear 450-600 words per minute, while the person we are listening to is only speaking about 125 words per minute. That means we have all kinds of time to start formulating a response and we may actually stop listening. Instead of thinking about what you will be saying next, use the time you are silent to really listen.

Marcy Street MD, Medical Director of Doctor’s Approach Dermatology and Laser Center and creator of Doctor’s Approach Skin and Hair Care in Michigan said the following about listening, *“I find that empathetic listening helps me to understand the patient’s thought process as well as their needs; and this helps me give them good advice which usually leads to a sale.”*

The words “silent” and “listen” share the same letters so become a better listener and stay more focused on what your patient or prospect is saying during the consultation with the following steps:

- Be careful about interrupting when your patient or prospect is speaking – generally, it is better to hear them out before refocusing them
- Clarify what has been said by asking follow-up questions or by rephrasing what he or she has said
- Explore the meaning behind conflicting statements
- Listen for solutions
- Maintain eye contact

Listen for:

- Concerns your patient or prospect may have and what is important to him or her
- What is missing
- What your patient values
- What your patient wants and needs in order for you to fill in the gap between what he or she has now and what is desired

(Adapted from Keith Rosen, Executive Sales Coach, Profit Builders)

N.B. Follow the above steps plus your script and engaged inquiry during each consultation, as well as the important points before it, then your aesthetic Medical Practice or medical spa will be exactly the place your patients want to go to for services and products ... again and again.

Because the consultation is also the time and place for your patient or prospect to ask questions, it is essential to know everything there is to know about the services and products your practice provides. If you are counting on your staff to perform consultations, they should be able to show how the service or product will benefit each patient.

When consultants know your services and products inside and out, not only can they explain how they work to patients, but they can also handle any questions or objections a patient may have.

In leading your patient to make a good decision regarding aesthetic services, education is the key. Use the consultation to inform her or him about the options available and their expected benefits, along with the time and any discomfort involved, including potential side effects.

Pre- and post-procedure skin care regimen should also be carefully discussed. This provides an opportunity for post-treatment repeat office visits to purchase skin care products, as well as future aesthetic services.

You are certain to encounter objections, so employ the Feel-Felt-Found technique. With it, you can recognize the objection, sympathize with it and then share a simple solution.

For example, if a patient has answered questions in a way that shows he or she wants the benefits of a particular service, but is concerned about the cost, you could respond with, *“I understand how you feel. In fact, many of our patients felt the same way at first, but they found the results from this procedure were long lasting and actually more cost effective than other options.”*

Engaged inquiry requires asking and listening, both of which may require additional training for you and/or your staff. Some simple role-playing can help you and your staff to better develop – and even master – these skills.

To book or not to book?

Be aware of any telltale signs that a patient is ready to make a final decision and book an appointment – even if you feel you have more to say on the subject. Avoid offering more reasons for a patient to say yes – you then run the risk of either confusing the patient or causing her or him to lose interest and tune you out.

There are some generally accepted booking signals that you can look for, including when a patient:

- Asks about other patients’ experiences or opinions

- Asks about price and/or financing options
- Asks questions about the details
- Spends time looking at one service or product over others that have been offered
- Takes out a date book or wallet
- Uses possession language

There are also signals that tell you a patient is not ready to move forward, including:

- Avoiding eye contact with you
- Casually handling the product or collateral material
- Looking at many different services or products
- Making 'not now' excuses

When a patient is not ready to make a final decision at the end of your consultation, carefully (and quickly) review what may have gone wrong, then take steps to correct it. Have you listened closely enough to what the patient hopes to achieve? Have you offered the right service or product? You may still have time to meet the patient's needs by reviewing what you have already talked about.

Ask your patient to tell you again what it is he or she is hoping to achieve so you can find the right fit. **Then listen.**

People do have different decision making styles and you are sure to see them all. Some purchase based solely on logic. Others wish to fill an emotional need. And still others base their decision on how their choice will look to others. Listen and watch for the cues so that you can further individualize your consultation.

The sales cycle

Also keep in mind that in today's world of technology your patient or prospect will no doubt have done a significant amount of research before engaging with you so you need to be adequately prepared.

Your Sales Cycle is as follows:

Consultation Preparation – follow the 6 important points above. Also remove the word “sell” from your vocabulary and replace with the word “help”.

Establish Relationship – this is done through the consultation so follow the above script and listen carefully to your patient or prospect. Enjoy the process and feel good about helping someone who has a problem.

Needs Analysis– by listening carefully to your patient or prospect during the consultation you will discover his or her needs and in turn discover what services and/or products you have to offer him or her that will best help fulfill those needs and solve the problem. Here you will design a treatment plan; one you are passionate about and that you know will help achieve the desired end results.

Close Sale – once you have formed a good relationship, earned the trust of your patient or prospect and provided a treatment plan that will help him or her feel good, it's time to close the sale.

Service or Product Fulfillment – this is where your technical skills come into play so make sure they are top-notch and can, along with any recommended product on the treatment plan, deliver on the promise you made of achieving desired end results.

Patient Feedback/Reviews – to skip this in your sales cycle or worse still to not include it is a huge mistake. This helps to close it. Through it, patient connection is maintained and strengthened. Your patient feels complimented that his or her opinion is valued, and this along with satisfaction with his or her over-all experience at your practice or spa leads to loyalty thus continued purchase of your services and/or products. These feelings of being valued by you, being satisfied with you and being loyal to you make for referrals to friends and acquaintances. Patient feedback enhances profitability.

The final act

Some patients will tell you they want to set the appointment or purchase the product before you can formulate the question. Everyone else will need to be asked. Remember to maintain eye contact, be polite, sincere, and also respectful.

For example, you may say, *“So, Sue, from what we have discussed, you are most interested in the dermal filler. When would you like to schedule time for these procedures? Is next Tuesday or Wednesday better for you?”* If an appointment must be set in another part of the office, you should either call in the staff member who handles the appointments or walk the patient to that member.

But remember – I can’t stress this enough – everyone wants to buy, but no one wants to feel like they are being sold.

Also remember, every patient and every prospect can review you online – therefore quality interpersonal presentations are important. This touches on reputation management, an entirely different issue, but an important one. Do your best to make sure, whether you sell to them or not, that they are satisfied – happy – with the experience.

If you have properly educated the patient and addressed their needs and concerns, they will naturally be ready to set the date. If they’ll purchase a series of treatments, this is the time to obtain a commitment for the whole series in order to give the “package” price.

For those who say they would like to think about it, be sure to send a personalized follow-up note. Include specifics from the consultation to ensure the patient knows you remember them, their goals and objectives – that you were listening. And then set up a follow-up phone call.

The patient should know you will be calling so they will not feel harassed. Find out the best time and day for the call and be sure to send a marketing package specific to his or her needs.

The follow-up call should be made by the same patient-coordinator who did the consult.

Finally, don't forget why the patient has come to your practice in the first place. If you can provide the finest services and products along with a generous and caring manner, you will continue to build a successful Medical Practice one consultation after another.

So there you have it ... now go help someone buy what you have that will make them feel good.

Turning Your Employees into Sales Agents

You know the value of good word-of-mouth, so you work hard to make sure your patients are treated right. But, even with all that effort, and even against the backdrop of a staff that is passionate about your services and products, unless they are also motivated “sales agents,” your business is still missing out on valuable selling opportunities.

This can translate into thousands of dollars in lost revenue every month.

If your patients are happy with the services and products you provide – if they trust you (and they do) – they want to be sold on what else you have to offer them. That actually adds to their overall satisfaction.

To maximize your profits – while maximizing patient satisfaction – it is imperative that your staff know how to promote your practice. They need to know about your full range of services, and products as they can’t be passionate about something they don’t even know so ensure you have an on-going training program in place to keep your staff up-to-date.

They also need to know how to book current patients and prospects for at least one return visit or consultation. And they need to know how to do that on the spot.

This equates to blending customer service with sales – and it is this blending that makes all the difference.

This section focuses on ways you can train your staff to sell, upsell and cross-sell – and also to convert more leads into consultations. We will show you what your staff needs to be doing EVERY time they interact with a patient or prospect.

Develop customer service skills

Customer Service is the sum total of what an organization does to meet customer expectations, and to produce customer satisfaction.

This is the feeling your patients get when they are happy with the service they have been provided. Patient satisfaction can be a strong differentiator between you and your competition.

Recognize the benefits to your practice which include:

- Patient loyalty
- Patient referral
- Staff loyalty

How is this accomplished? Learn how by choosing the right people to work for you, using proper communication and leading from the top.

Business you are not getting **The best external marketing starts internally**

Even the most successful Medical Practice often concentrates too much on external marketing. As a result, it can lose focus of its most powerful marketing opportunity – over-all total office experience of each patient.

Internal marketing – which includes staff-to-patient selling – is a strong enhancement tool. It can deliver an even more powerful punch than external marketing in your pursuit for loyal patients. Its cost-to-benefit ratio is one that simply cannot be beaten.

Learn how to impact the success of your practice and watch your patient base grow!

Incentivize Towards Sales Success

Your staff may love what they do, may love where they work, may love the interaction with patients and prospects, may know your menu and your products inside out and be passionate about them, may have removed the word “sell” from their vocabulary and replaced it with the word “help” to increase their motivation, and they may also value the importance of customer service and of listening and building a good rapport during a consultation – all of which are vital to the “close” and to the success of your business.

However, there is an old adage in sales: Sales Performance is made up of equal portions of Sales Ability and Sales Motivation. And the often overlooked truth is this: The most skilful sales people on earth won't actually close as many sales as they otherwise could if they aren't further motivated; if the incentivization for success isn't also there.

Therefore, if your practice is interested in further increasing sales and productivity then a staff incentive program can help you achieve this goal.

This is no secret. Department stores that sell cosmetics and beauty aids learned several generations ago that sales reps and product demonstrators who were properly incentivized – with their incentive (usually a sales commission) tied to sales performance – achieved far higher sales success than is achieved with salaried or hourly sales people.

Macy's, Saks, Nordstrom's and other traditionally successful stores which offered premium cosmetics and beauty aids all motivate their sales staffs with commissions, bonuses and other direct-reward means of recognizing superior sales success.

In Medical Practices and spas, compensation packages have to recognize that several staff members may have helped in the sale – including the physician – and, as a result, customized sliding-scale compensation packages should be developed for your specific needs. This is best done by an outside expert who has handled this many times before.

Medical Practices and spas that offer branded or up-scale commercial cosmetics and beauty aids typically achieve much more impressive sales success when their sales reps are financially-motivated by sales. The same

is often true for staff members who are responsible for selling or upselling services such as Botox and other injectables, or laser treatments.

In fact, any service that is sold based on the patient's personal desire (as opposed to those based on medical necessity) are more successfully sold when staff members responsible for sales are incentivized and rewarded for closing deals.

In developing compensation plans, it is important the plans be clear and straightforward, as well as fair to all concerned. While it's possible to create healthy competition among staff members, too much focus on competition among staff members for commissions, bonuses and other compensation can prove counterproductive in terms of staff morale and overall performance. While selling is an important metric, it isn't the only such factor in staff performance. Service quality must be rewarded too.

However, properly structured, competition for staff advancements and success that's based on an incentive plan can create an environment where everyone works harder and strives to do their best. If staff members understand their incentive plan – and if they recognize their performance is being measured for purposes of compensation and advancement – then the benefits outweigh the risks or problems such competition may create.

Incentive programs which tie employee performance to employee rewards – whether it is measured in terms of sales or in client service – can produce a win-win system for spas and cosmetic/aesthetic Medical Practices. As a means of recognition, a carefully thought-out and fairly implemented incentive plan increases employee productivity, loyalty, and also morale.

By combining performance and reward, your Medical Practice attracts and retains motivated and entrepreneurial employees who are goal-driven. This can create a practice or spa that's far more productive – and a far happier place to work – than one where employee rewards are tied to those who just show up to get a paycheck.

As has been demonstrated by both Nordstrom's-like organizations and profitable aesthetic Medical Practices and medical spas, well-established methods of paying commissions – and, in the process – holding employees accountable for their performance can work very effectively in further motivating performance and profitability in a medical aesthetic business.

A key element to this success depends on the quality of the training that is provided to employees, both when they join your practice and on an ongoing basis. For instance, employees who are being incentivized or bonus-rewarded for sales success will require ongoing sales training in order to achieve their personal performance and financial goals.

Equally, employees who are being incentivized for the successful provision of patient care services need to be trained – and re-trained – on what it means to effectively deliver those services. “Performance” should never be a given, nor should the ability to perform be assumed of all new employees.

However, while employees often perform better with incentives, it is important to remember that money doesn’t always have to be the primary objective. There are several ways for employees to know that the harder and more effectively they work then the more they can earn.

- **Cash bonus:** Not surprising, money is the best reward for most salespeople.
- **Experience:** Offering an experience – such as an all-expense paid vacation, a plane trip, or much sought after sports/concert tickets – can create memories that last forever.
- **Merchandise:** Sometimes people are more excited by the hot item of the moment, than by the equivalent amount of money. This can also apply to services provided by your practice or spa. Some employees will want to enhance their own appearance, and so they will work harder in the hope of being rewarded with injectables, laser treatments or other services.
- **Recognition:** Taking the time to recognize a leading performer with an award or a special luncheon or party. In terms of expense, for those practices on a limited budget, this will actually cost less than commission incentives. However, if everyone is recognized, the incentive factor will be minimized – but if some are left out, that too can create morale problems. Rewards are most effective when tied to direct and measurable actions.
- **Workplace privileges:** Give top performers their own room, paid education or any kind of workplace flexibility that they would value.

When it comes to any kind of ongoing incentive program, it is important to make the incentives simple – and the performance that are tied to those incentives should be easy to understand and track. Complex programs – as well as programs that lack fairness or invite favoritism – can de-motivate employees.

To be effective in motivating desired performance, incentives must be clear, fairly administrated and directly tied to measurable performance. Especially when it comes to commissions, how they are earned – and paid out – must be as straightforward as possible. Nothing destroys morale more quickly than an employee thinking she has earned a commission payment that she doesn't receive.

The first step in developing a workable and effective incentive program involves defining the minimum gross profit your Medical Practice must produce in order to maintain its return on your investment – and that investment includes capital investments, as well as the time you put into creating and sustaining your practice. When considering employee compensation, the amount of the incentive should be calculated based on the gross profit generated by the incentivized performance.

For instance:

If a service costs \$100 per procedure in terms of hard costs, including overhead costs; and,

If that service costs \$100 in terms of staff compensation (physician and employee); and,

If the service generates compensation of \$500; then,

A commission of 10% to 20% (\$50 to \$100) is not unrealistic – it will leave you with a gross profit of \$200 to \$250, or 40% to 50%.

However, a commission of 40% would generate a gross profit of 20%, and would reflect a relatively poor return on investment.

Again, a customized practice-specific or spa-specific compensation plan is probably the better way to go. It will help build sales, strengthen loyalty and improve morale.

The way to hold employees accountable is to have a program that rewards good performance and negatively impacts the incentive amount if the performance is below expectations. For example, if an employee maintains production numbers higher than what is established by management, the incentive paid to the employee increases. If the numbers fall short, the incentive is decreased.

Your customized incentive plan should reward all employees based on their specific contributions to the overall success of your practice – the greater the responsibilities/productivity then the greater the reward. This incentive/reward program includes senior positions, aesthetician and administrative personnel, and also clinical employees.

While sales commission may be the basis for the plan, not all employees will be closing sales – but if they are part of the service delivery program then they should also be incentivized.

An example from outside the sales commission world can be found in restaurants where tips – paid to the wait-staff, who have the primary client contact role – are shared with all staff responsible for providing a premium guest experience. In this way, cooks and busboys, as well as waitresses, are rewarded for an overall positive patron experience.

This same concept should be included in the overall Medical Practice incentive program. The nurse or tech who provides quality service should be in line for compensation in the same way the sales clerk who sold the patient on the service should be compensated.

To avoid morale problems or conflicts, rewards should be provided on a consistent basis. This could be on a per-unit basis, or on a time – monthly or quarterly – basis. Consistency and reliability helps to maintain motivation – it also reduces the administrative burden on management.

Many have found that keeping incentives flexible allows the rewards to evolve as your business grows. Rigid rewards can become obsolete or even counterproductive over time. However, changes should be positive and not punitive.

Another primary value of incentive plans can include the retention of your most desirable employees by rewarding them for helping your practice succeed over time.

So if you want your practice to further grow then consider the role of commissions, bonuses or other financial incentives as part of the overall package you are offering. Some of the more common packages are:

- Commission only
- Commission plus bonus
- Commission plus salary
- Commission plus salary plus bonus

Keep in mind that in order to be effective, incentives must be tied to areas employees have control over, and they must also be tied to those activities which promote the profitability of your practice.

Three Quick Tips to a More Successful Business

If you want to be more successful then these three simple tips for turning the business you have into the business you would like to have will help jump-start you on the path to success – as simple as One-Two-Three ...

One: Ask for referrals

There is no marketing tool more powerful than a referral from a satisfied client. Many people who would consider making referrals never even consider it – but if you ask them to tell their friends, or write a testimonial, or even record a brief video, they will gladly help you out.

Two: Reward referrals

Referrals that turn into business will make you money – therefore it isn't unreasonable to “share the wealth” with those who bring you business. Offer discounts on future services, or even free products or services. Give them a reason to spread the word, and those who like you will build your business for you. Can't pay for each lead that you get from a happy patient. You can send them flowers. Give added value to their next service and send a handwritten thank you note.

Three: Find ways of selling clients something new

The hardest buying decision is the first one. After clients have chosen you once, it is much easier for them to choose you again.

Offer them incentives to buy again and again – and again.

Section Fifteen: Legal Advice–Mid-Level Extenders

Maximizing Profit and Minimizing Risk With Mid-Level Extenders

Generating and sustaining profit has become increasingly challenging for private Medical Practices. Insurance companies and the government increasingly interfere in what patients can be charged, and also in what practices can actually collect, regardless of charges. There's a finite limit to the amount of billable time – and billable procedures – available to doctors.

However, there are solutions and workarounds that can enhance profit – legally, ethically and with operational efficiency.

One of those is the use of mid-level extenders.

Using mid-level extenders in your practice may be a great way to increase your bottom line. Done properly, this is a worry-free solution to seeing more patients and performing more billable procedures.

Yet many practices who adopt the use of mid-level extenders unwittingly put themselves at risk. They do this by improperly delegating tasks outside those mid-level extenders' approved scope of practice. This unintended mis-use of these mid-level extenders creates potential risk in two ways:

1. For the physician, this can be seen as aiding and abetting the unlicensed practice of medicine.
2. For the extender, this can be construed as practicing medicine without a license – or other misconduct charges –even though the extender is doing what his or her physician employer has directed.

Unfortunately, there is no state-by-state consensus on what tasks can be delegated as each state has its own rules, and also state medical societies.

Competent medical attorneys should be consulted if those rules are not clearly understood.

However, you can protect yourself and your staff in all 50 states by candidly and honestly answering the questions below:

- Does your state board allow the task to be delegated?
 - **Check your state’s Medical Practice act to determine whether the task can be delegated. Then follow those directives to the letter.**
- To whom are you permitted delegate?
 - **Each state has specific definitions on what can be delegated, and whom specific tasks can be delegated to. Make sure the delegation is not prohibited by the statutes or regulations relating to the mid-level extenders practice act.**
- Is the delegation consistent with the standards of acceptable Medical Practice embraced by the medical doctor community?
 - **Even if it is not spelled out in law or regulation, the wise physician follows “usual and customary” patterns of practice in the community. Standards of local acceptable Medical Practice may be discerned from current peer reviewed medical literature and texts, teaching facility practices and instruction, the practice of expert practitioners in the field and the commonly accepted practice of practitioners in the field.**
- Do you have specific knowledge that the mid-level extender in question has the education, training, experience and continued competency to safely perform the medical service being delegated?
 - **Have you done “due diligence” to confirm that claimed credentials are valid and accurate?**
- Have you personally determined that the delegation to another health care practitioner or technician will not create an undue risk to the particular patient being treated?
 - **The transfer of the patient to the extender should not occur until the physician has determined that this is appropriate for this specific patient.**

- Did you specifically explain the nature of the service and the delegation of the service to the patient? Does the patient agree to the performance by the health care practitioner or technician?
 - **Of course, unless otherwise required by law, an explanation may be provided verbally by the physician or the physician's mid-level extender.**
 - **If the patient does agree to the use of an extender, obtain this permission in writing. In today's litigious environment, this should be the cornerstone of transferring a patient's care to an extender.**
- Are you trained, qualified and competent to perform the task?
 - **A medical doctor may not delegate a medical service that the medical doctor is not him- or herself trained, qualified and competent to perform.**
- Does your local or state medical board have supervision requirements for medical doctors delegating tasks?
 - **Each state is different. Get specific counsel – relative to your state – to determine if you have to be physically present or available by phone.**
 - **In any event, you must be available to the mid-level extender as appropriate to the difficulty of the procedure, the skill of the mid-level extender and risk level to the particular patient.**

Researching and understanding the answers to the above questions will assist you in determining whether – in your state – the particular tasks you want to delegate can indeed be delegated; and if so, under what terms and conditions.

Licensed medical practitioners must always remember they are legally and ethically responsible for the delegated medical service performed, as well as for the proper performance of that service.

Before you delegate, keep this in mind:

You cannot delegate the performance of any medical service if the performance of that specific medical service – or if recognition of the complications or risks associated with the delegated medical service – requires knowledge and skill not ordinarily possessed by mid-level extenders.

However, once you've determined the task can be properly delegated, you can look forward to utilizing that mid-level extender to provide services in your practice. This will free up your time, allowing you to concentrate on higher level procedures, or to simply increase the amount of patients that can be seen in a given day.

Allyson Avila
Attorney at Law
Wilson Elser Moskowitz Edelman & Dicker LLP

Chapter Two: Specializing a Business

While offering a general aesthetic Medical Practice can be an effective way of achieving success, in practical terms, most physicians and surgeons either specialize in a few types of procedures, or specialize in a single or a few related areas of the body. Others specialize in working with ethnic skin, or prefer injectables to surgery.

A key factor here is personal satisfaction – even a generalist will usually prefer performing some procedures more than others.

This all makes a case for specialization – and my team and I have seen many successful examples of specialization, even extreme specialization. Some doctors specialize in hands, or eyes or breasts, or love-handles and so on. Each specialization has supporters, and profitable ones at that.

In the next few sections, I will highlight some useful tips relating to specialization.

Section One: Ethnic and Niche Markets

Effectively Reaching Out

It's not just skin color ... Culture & non-traditional Orientation play their parts

One of the most significant challenges faced by any specialty aesthetics Medical Practice, spa or other business – especially during an extended economic downturn – involves bringing in enough paying customers to keep the doors open, the lights on and the staff paid.

A distinctive answer to this challenge involves reaching out to specialty niche markets – these can be ethnic markets or other niche markets – but what makes them distinctive are a few factors:

- As minorities outside the mainstream, they tend to cluster together, making them easier to reach, and much easier to “ignite” word-of-mouth
- They have their own media, which reach them, but few others
- They tend to extend loyalty to those who reach out to them with respect and cultural sensitivity

In the aesthetics market, there are (typically) two kinds of niche markets. One of them is based on race, as reflected in skin tone and distinctive facial features. The other has to do with non-traditional orientation.

An article appearing in Modern Healthcare Magazine on October 31, 2015, emphasizes the importance of marketing correctly to the rapidly growing LGBT consumer market. It is a well-known fact that consumers feel most comfortable and are more likely to spend money when they can relate to the message and to the imagery used in a company's advertising. This concept of inclusive advertising is predicted to be a game-changer in 2016.

Considering the higher than average buying power contained within the LGBT community, a company must be sensitive to the stance it takes within

its marketplace. The article acknowledges that LGBT-inclusive advertising may alienate certain very conservative segments of the population, but that that prejudiced group is a shrinking percentage of the overall market.

However, there is a rejection beyond bigotry, and it applies to all ethnic and non-traditional orientation marketing efforts. That is the *“do I belong here”* issue. When you market to any ethnic minority, or to LGBTs, you are telling them, *“you belong here – you are welcome here.”*

This is a very good thing. However, for every member of a minority group who receives that message, those not of that minority hear a very different message – *“This isn’t for me, I don’t belong here, I’m not welcome here.”*

This highlights both the strengths and the weaknesses of marketing to various ethnic and minority groups. But as there is a huge opportunity in the aesthetics world for expanding into the “ethnic skin color” and the “non-traditional orientation” markets, it is worth considering in detail.

This leads us to – where does the LGBT community stand among other sought after niche markets? To put it all in perspective, here are the 2014 buying power figures for the top four niche segments:

1. Hispanic population: \$1.3 trillion
2. African American: \$1.1 trillion
3. LGBT American: \$884 billion
4. Asian American: \$770 billion

There are both risks as well as very real opportunities when it comes to marketing to the above niche segments.

The following are some suggestions for successful marketing, tips which can be used effectively in attracting members of the target groups while minimizing the risk of alienating culturally-sensitive members of the mainstream market.

- Be ready to respond to prospects in a culturally-sensitive fashion – or adjust accordingly

- Create distinctive web page and collateral material intended just for members of the targeted ethnic group
- Understand – really understand – what makes up that market
- Use messages that are culturally-sensitized – ask members of that market to review the messages for unseen landmines
- Use the specialized ethnic media; do not go after narrow-cast target niche markets with broadcast marketing messages

Now, let's go through this list point by point:

Culturally-Sensitive Response: Say you are marketing to a Hispanic market, make sure your phone receptionist and patient-care staff can speak Spanish ... or make other arrangements. Some years ago, we helped an Egyptian-born doctor market his Medical Practice into the heavily Arabic market in Dearborn, Michigan. We placed ads in, among other places, an Arabic-language newspaper published in Detroit.

They offered to translate the ad, but we asked them not to – the doctor's receptionist and staff did not speak Arabic, so we had to thread-the-needle and reach this market solely based on his ethnicity. However, the obvious ideal is to have staff members who can "speak the language," even if it's only the slang-language of an American sub-culture.

Create Distinctive Collaterals: If you are going to reach out to an ethnic or cultural minority, we have found in assisting our clients that it helps to create ethnically- or culturally-distinct collateral materials, such as brochures. However, this has to extend onto your website – offer, on the home page, access to a specific web-page section targeting and serving the specific group you are seeking to serve. This must also apply to Social Networking – you are best served with separate social networking outreach sites and pages targeting the specific market niche.

Understand the Ethnic Market: From the outside, all ethnic groups appear to be monolithic, but they are not. For instance, if you wanted to market to Cubans, as we do for our clients in South Florida, you'd need to realize that Cubans are not Mexicans – instead, they are very "European" in both heritage and mind-set. They have a racial mix that ranges from Nordic to Mediterranean Caribbean Indian to African-American – but they

share a common culture which permits you to reach them without addressing ethnic distinctions.

But you'll only know this if you really understand the culture. We have also discovered in working with our clients that this applies even more-so when reaching out to the LGBT community – there are several sub-groups within it (there is no one-size-fits-all non-traditional orientation market).

As the Music Man said, “You’ve Got To Know The Territory.”

Culturally-Sensitive Messages: Consult with members of the targeted ethnic or niche markets to make sure you don’t make an unwelcome mistake in translating your messages (“translating” for cultural nuances even if you’re using English). You can’t afford to seem like an interloper or outsider – your marketing messages (especially those in the increasingly vital social networking field) must be right on-target, or they will ring false and do you no good – they may even hurt.

Use Ethnic or niche-market media: The best and most efficient means of reaching members of a sub-group in our society is through the media which specifically serves that market. Which means, if you’re marketing to Hispanics, as we do often with our Miami and South Florida clients, you will want to use Hispanic-oriented Social Networking pages, along with Hispanic media (such as Univision or el Herald), with both advertising and public/media relations outreach. We’ve found this is especially important when dealing with social media, which can be very finely sliced-and-diced to deliver very specific target markets.

The APAPS 2017 Statistics on Cosmetic Surgery records the ethnic market accounted for 32% of all sales with percentages as follows:

- Hispanics (13.4%)
- African Americans (10.2%)
- Asians (6.4%)
- Other (2.1%)

Bottom line: There is a real opportunity to reach out to patients with certain inherited skin tones, certain orientations, or other factors but to do it effectively you need to take the aforementioned steps.

Remember, always show respect for a patient’s ethnicity or orientation.

Section Two: Building a Medical Spa Into Your Existing Medical Practice

My team and I have advised individual physicians, managers, and investors around the world on opening and operating medical spas. Be advised this isn't easy.

Tips to building a medical spa inside your existing Medical Practice:

All technology is not created equal: Despite what company reps will tell you, choosing the right technology will create big differences at the end of the year. Efficacy, cost per treatment, initial costs, usage, and a long list of other considerations should go into technology decisions. This is where experienced consultants can save you tens or even hundreds of thousands of dollars.

Beware of buying used equipment from unknown sources on sites like eBay. The up-front price may be right, but the warranty may be missing, therefore no repair-and-replacement service. The lost revenue when equipment is down will more than cancel out any up-front savings.

Don't base your pay on commissions: Commissions sound like a great solution. You save on overhead while motivating your staff to grow the business. False! Commissions are used in spas to keep overhead low. But guess what? Staff members working for commission aren't working for you. Commissions lead to overly aggressive staff, constant drama, and high employee turnover that can hurt your reputation.

Don't gild the lily: You may have heard you have to spend a fortune to "build-out" your clinic. Nope. You don't have to start with treatment tables that have your clinic's name embossed on them. If you spend all your money before you open then you won't be able to spend it where you'll really need it... getting patients in the chairs.

Instead, you need a solid and reasonable budget and pro-forma, and you need enough money set aside for marketing – up to 20% of desired revenue for a start-up, and around 7-10% for a well-established business.

This is what you need to drive sufficient patients into your practice to pay for your impressively built-out clinic.

Don't look to day spas to solve your problems: Physicians hear “spa” and immediately think that day spas have the answers they're looking for. Wrong! Most day spas can't run themselves. The average net margins for day spas are circa 8%. The average physician's is circa 60%. Physicians running day spas are entering a business they know nothing about, that doesn't make any money, is highly competitive, has no barriers to entry, and is rife with employee problems and other problems. Don't do it.

However, if you're going there, think about establishing a medical spa which also offers day spa services, rather than just operating a day spa – the margins are higher, and they will also be more effective in generating referrals into your primary business.

Don't use “advanced” or “laser” in your name: The number of “advanced” laser clinics is staggering. Don't do it. It's inane, overused, and bland. I had a physician ask me if changing his name from Advanced Laser Centers to Advanced Laser Group would get him more business. No, no, no!

Find someone more experienced than you: The most important step is good management. Without that, people can, and have, lost everything. If you don't have good management skills, hire someone from outside the medical world. We get calls from interested physicians, investors and businesses around the world and we take the time to talk to them for free. Successful businesses will be happy to talk to you and give you some advice.

Franchise medical spas: “Turnkey solutions.” That's how almost everything is marketed to physicians. However, this is not the way to go, and state boards of physicians generally agree. Instead, find the right consultant, the right business manager, and create your own unique business; one that is tailor-made to integrate with your practice.

Network with successful medical spas: Successful business owners are happy to help newcomers to the industry. We have constant dialogue with physicians and investors who are investigating the marketplace, and have also advised clinics on four continents. Successful medical spas will be happy to build bridges with smart businesses.

Physician - Don't go it alone: This is your business, but you're moving into a new area, one that isn't built around your core expertise. Medical spa consultants can help you set up and run your own medical spa, without you having to learn the hard way.

Rein in your ego: This is business. It's not personal. If you feel you must charge twice as much as your competitors because you "deserve it," you may have to get used to having holes in your appointment book. Know your market, know your competition, and then set your pricing according to what the market will bear, rather than what you think you ought to be able to make.

Because we have gone through a recession, people are more astute than ever before in checking for price, as well as for quality, and they are all looking for added value. They also live in an age where they can check it out at the click of a button. So if you charge more, make sure your patient receives an "added value". Your prospects are likely shopping for the best doctor/patient mix so provide the kind of value they are looking for.

Stay lean: Physicians practice medicine based on science. You don't need to offer pedicures and you don't know anything about them anyway.

Stick to the basics.

Understand the marketplace: Medical spas are a luxury business. For most physicians, it comes as a most unwelcome surprise that their new patients are more demanding. Long waits, poor communication, shabby offices, and also ambivalent staff are all in the past.

If you are touting yourself as a luxury service then you better act like one. Hire top-notch people who are service-oriented, friendly and courteous.

Protocols can be taught easier than attitude can.

Plunging Into Something New

If you plan to add a medical spa component to your Medical Practice, here are some things to consider

Running a successful Medical Practice is no simple task. It takes dedication from you and from your staff to deliver your products or services both effectively and profitably. This article will cover what you should consider if you are planning to open a medical spa alongside your existing Medical Practice.

Assuming you already have an established Medical Practice based on a robust infrastructure that includes an actionable business plan, a solid patient roster, and also have qualified employees - you can now perceive an opportunity to branch out and open a medical spa.

A few of the natural synergies between the two businesses are:

- Additional retail opportunities present themselves through the medical spa
- Medical patients may become a source for new medical spa patients
- Medical spa procedures can be performed by other health care professionals under your supervision (check your particular state's regulations on this). Thus, you are able to obtain more income without actually having to perform the procedures
- The medical spa may become a source for new medical patients

Perhaps there is an extra exam room in your existing practice that may be used for this new venture, or at least for the start-up. Before you know it, a new business is born. Nevertheless, please wait before taking the plunge. Important planning work needs to be done.

Look before you leap

Before embarking on this powerfully exciting opportunity to expand your Medical Practice, use caution. Be sure to ask your current patients if they would be interested in obtaining medical spa services from you and at your location; and if so, which types of services they would want.

Other considerations to be resolved beforehand include developing a separate financial infrastructure. Even if your medical spa will be located in an additional exam room in your Medical Practice, you should have a separate accounting function for that business that properly identifies its expenses as well as tracks its profitability to ensure that adding the new treatments or services is indeed profitable for your Medical Practice. One of the pitfalls of adding new treatments to existing Medical Practices is that most owners never know if they are profitable.

Although your practice and medical spa may have the same owner, they are very different businesses. To realize their full scope of profits and benefits, they should be treated as such from the outset.

If you wish, you could overlap some of your businesses' back-office functions. For example, you can centralize the appointment-setting function and the call center, as well as bookkeeping, accounting, and also purchasing. This way, you'll achieve economies of scale without affecting the way the two businesses appear to the public.

Build that diving board

Once you decide you are primed to launch into the medical spa business, be sure to create the vital step in your road map to success: a business plan. Think of your business plan as your plan for success. It will help you navigate around the potential business barriers, recognize opportunities, and remind you of your organization's strengths and weakness.

I cannot stress this point enough: **Every business – even a medical spa – needs a business plan.** The process of creating a business plan should help you avoid costly mistakes and the loss of time and money. It will also provide a blueprint for management staff to follow.

The first consideration in this venture is your medical spa's location. Ideally, it should be located in a separate office space from your existing Medical Practice to enable your patient feel he or she has entered a "spa." The aesthetic first impression is very important. Your medical spa should have the look and feel of an upscale soothing environment.

Select a location in a more "retail" - like area that has easy access, adequate parking, good lighting at night, and also has good security. An upscale shopping center is a good choice, but a medical building or hospital – which is associated with medical care – is not. Since a medical spa is a wellness and aesthetic business, its location should not conjure up medical or hospital imagery.

The more visibility the better. A busy shopping center with lots of foot traffic will bring many prospects to your door, and also your advertising costs will be less than they might otherwise be.

This new business should also have its own branding, including a different name and logo than your Medical Practice. Your name, of course, should be prominently displayed as medical director, along with your medical credentials. When creating your brand, identify the market niche you want to serve then create a menu of services that reflects it in your style and in the treatments you offer.

One . . . Two . . . Three . . . Jump!

When starting a new venture like this, it is best to begin the marketing and public relations work two to three months before you actually plan to open it. At this time, it is a very good idea to let your community know about you by establishing yourself as an expert in certain medical treatments. Consider hiring a public relations professional to help you leverage your expertise in the minds and "wallets" of your potential patients.

At this time, it is also best to hire the person who will manage the business so that you can focus your time on revenue-building activities like treating patients. This person should research the marketplace by obtaining service menus and prices from your competitors. This information will then help you create your own menu and pricing structure.

Likewise, start developing your private-label product line at this time so it will be ready when you open your medical spa. And since a medical spa is a retail business, selling skin care products will add significant profit potential. Patients may purchase products on a monthly basis whether or not they will be coming in for treatments.

In addition, your particular private-label products cannot be purchased over the Internet in general—but they can be purchased on your own website, which keeps patients looking at your brand. With your menu and skin care lines, you can effectively cross-sell and upsell packages of multiple treatments and products to use at home to enhance their benefits.

The increasing number of medical spas that have opened in recent years has successfully intermingled medical with noninvasive spa procedures. Medical spas may in fact be the most cost-effective referral service for elective medicine. If your medical spa is successful on its own, you should also enjoy the benefits of crossover patients.

With proper planning from the beginning, this venture can bring great rewards in professional satisfaction and profits.

Section Three: Marketing Your Medical Spa

Your Cosmetic Medical Spa Roadmap to Success

It has been said that success is a journey. And, no journey is complete without a roadmap. Just like any road trip, there are some quintessential considerations that must be part of your planning and execution process.

I have logged more than a million miles in working with medical spas around the country. I have helped, and will continue to help, by building a program and creating just the right roadmaps to help aesthetic medical spa entrepreneurs navigate their way to a successful business destination.

This takes entrepreneurs through the important steps necessary to navigate the path to a successful cosmetic medical spa launch, and also through the steps necessary to sustain and grow their business ventures.

Just like with a road trip, how will you know if you have reached your destination if you never outlined one? A strategic plan is just that – a roadmap for what you plan to accomplish, and the various tactics that you will implement to arrive at that destination.

You cannot skip this step and you must spend incredible energy and resources – thought and time – creating your document. You will turn to your strategic plan repeatedly during the implementation and growth stage of your new business venture.

Whether you choose to do this on your own, select one of several great software programs that helps to guide you through writing a business plan, or you hire a consultant, these essential elements must be part of your roadmap to success.

Strategic planning

You will require a Feasibility overview outlining the business potential, if you are seeking financing. You will also require an Executive Summary that captures the key components of your strategic planning document.

Mission and Vision statement

Do not skip this step.

Writing this helps you to determine your unique selling proposition (USP) –what separates you from the perceived competition that provides you with competitive advantage, and also to remind you and your staff of the underlying motivation for your business venture.

Although these two documents differ, together they provide direction for your business by focusing your attention on doing things day-to-day in order to accomplish your mission, while taking steps to pursue your vision of the future – your long-term business intent. A **mission** statement explains why you exist today and/or what you are doing to pursue your **vision** of the future.

- **Your Mission Statement** is a statement of the purpose of your spa – what it wants to accomplish in a larger environment. Writing a clear formal mission statement isn't easy. It acts as an invisible hand that guides your staff so they can work independently and yet collectively towards the overall goal of your medical spa.
- **Your Vision Statement** describes the future: where you are going or where you want to go. A solid vision, documented as the Vision Statement, creates commitment and understanding.

It enables your staff to focus on the future, and it enables others who read it to understand how the head of your medical spa visualizes the future. Initially it is a dream that with the right plan, personnel, commitment, and execution can come to fruition. The words should also reflect the values your medical spa lives by rather than those it believes it “ought to” live by. Some organizations frame the vision statement and display it in an area frequented by their clients.

SWOTT analysis

You can conduct your own SWOTT analysis, a variation on the traditional SWOT analysis that now includes all-important Trends. SWOTT stands for strengths, weaknesses, opportunities, threats, and trends. This is a very

important step to ensure your business is ready to enter the marketplace and to excel in your elected geographic location.

To carry out a SWOTT Analysis, consider the following:

- **Strengths:** Consider your business venture's strengths from your point of view and from that of the people you deal with. Be realistic.
- Are you able to differentiate yourself from the competition based on your strengths? And can you use this to create competitive advantage that can be sustained? This is called sustainable competitive advantage and means it will take significant time for any potential competitors to catch up to the product and/or service offerings you have created.
- **Weaknesses:** These should be viewed from both an internal and external perspective. This may be tough, but do ensure to be realistic so as to uncover any issues that can and should be averted.
- **Opportunities:** Examine what you wrote in your strengths list and look at each for potential opportunities, e.g., you have amazing expertise with a particular laser or procedure. Conversely, examine your weaknesses list to see if there may be some procedures or treatments that should be deleted from your menu of services, and also assess the impact of eliminating them.
- **Threats:** Although this may sound like the worst of the elements, it isn't. It can be a very positive and fruitful endeavor. Consider what threatens your business opportunities from becoming realities. This will help you to understand what needs done to eliminate the threats so as to ensure the opportunities listed have a great chance to thrive!
- **Trends:** Forecasting trends is an essential element to any business venture. Being ready with the solution, treatment, or procedure as it becomes popular will set you up for being the go-to medical spa for the latest and greatest in medical spa care.

Administrative efficiencies

These essential elements create the backbone of daily operations.

They include selecting the right:

- EMR cloud based program to bring your business into the future
- New amazing programs we can tell you more about
- Accounting software
- Patient management software (caution add on fees, training fees and maintenance fees)

A well-designed and efficient EMR system provides the foundation for a well-organized practice. When used correctly, an EMR system can provide operational, clinical, and even financial benefits to the practice. Reduced medical errors, maximized office efficiency, and easily accessible patient data are just a few of the clinical benefits. EMR systems can also be used to gather and analyze patient data and demographics, both important factors when developing marketing initiatives and growing the bottom-line. Practice goals and clinical workflows should be taken into consideration when researching which EMR system will be most beneficial for your practice.

Choose software that includes:

- Cash flow projections
- General menu of services with description
- Inventory and product control solutions
- List of equipment needed with price
- Overview of marketing strategies
- Staff requirements and job descriptions
- Start-up cost projections

Financial projections

Ensure your business venture is well capitalized. Many businesses fail because they are undercapitalized. Take great effort in assessing your financial projections, your Return on Investment (ROI), and also your break even points.

Be sure to have a two-year cash flow projection, both real and stretch targets. And pay very close attention to your metrics and ratios to ensure they are both reasonable. For example, your rent should be approximately 5% of projected gross revenue - and your marketing budget should be calculated at around 15% of revenue.

Establish the proper ownership structure for your business

Because of the potential liability of a medical spa business, you will almost surely want to form a business entity that provides personal liability protection, which shields your personal assets from business debts and claims. Consult with an attorney that specializes in this field to determine what is right for your situation.

Check with your state board of medical examiners to see who can administer what treatments in your state then plan your staff accordingly.

Also, ensure all medical or cosmetology personnel are properly licensed within the state in which they will be practicing.

Determine if the medical director must be onsite, and establish appropriate compensation.

If you own a spa that is transitioning to a medical spa, or if you are an entrepreneur starting a medical spa, you will need to check with your state laws regarding physician involvement in medical spa ownership and management. Consult your attorney, but in most states, the best way to structure the physician's compensation is to establish a management services agreement.

Obtain the proper insurance coverage

It is critical you carry adequate malpractice insurance for the medical director, for the facility, and also for the practitioners. Look for insurance brokerage firms that provide special attention to the needs of medical spa owners, including offering policies for clinical treatments.

They can assist you in making a decision about coverage for your medical spa.

The cost of medical spa liability insurance is determined by the spa's revenue, the number of client visits, the type of procedures, and also the provider.

As the spa's revenues and procedure levels increase, insurance premium rises too.

Premium costs are about \$15,000 to \$25,000 for new companies.

You can search the Internet for your state department of insurance and find authorized malpractice providers in your area.

Hire an architect/designer

Assuming you have already selected the location for your medical spa (My recommendation is a minimum of 1600-2500 sq. ft.), it's critical that you properly plan and decorate your space. Ideally, a medical spa should have a relaxing and luxurious environment. This is a high-end retail business and clients expect to be pampered and serviced properly.

Keep in mind that selecting an architect/designer with industry experience can save you money in the long run. They will already know the specific requirements for your project so you will not need to pay for their learning curve. They can guide you as to the proper number of treatment rooms, non-revenue generating space, and client flow.

Select a reputable contractor/builder

Although many architects have contractors they work with, you may need to hire one to turn your plans into reality. A good general contractor then hires and supervises all subcontractors, including, hydraulics, electrical and mechanical engineers, as well as hires flooring, painting, and carpentry professionals.

Be sure to obtain a contract before any work begins and make sure your builder applies for the appropriate permits required, including building or fire permits. Keep in touch throughout the process and "speak up" loud and clear about any discrepancies with the contract.

Create a winning name

You will need a good name for your medical spa. It should reflect what clients could expect when they walk through the door. A good name should be brandable. Be sure you've selected something distinctive and something people can easily recall. Along with a great name, don't forget to develop a brand tag line. This is a great way to distinguish your unique offerings from those of your competitors.

Once you choose a name, you will need to register it with the appropriate authorities depending on how your business is structured. Check with your attorney for the specific details on this. Also, remember to pick a website domain name and register it on any Internet registration site such as www.register.com.

Choose a graphic designer

Branding your medical spa is critical to its success. A good graphic designer will design a logo and color scheme that includes your name and possibly a logo or symbol to reflect your identity. This logo should be used in all of your marketing collateral including your website, on your entire brand identify, stationary, brochures, and also on your business cards too.

Select your retail product line(s)

Decide whether to go with name brand, private label or both. There are literally hundreds of name brand skin care lines available today and most have excellent marketing literature, packaging, samples, and also collateral materials. You can develop a list of possible candidates by asking other physicians or businesses for recommendations as well as searching the internet, industry, or trade publications, or by going to trade shows.

However, most all of these name brand lines will be available at other businesses in your area or over the internet. Not only will this competition limit your retail product sales, but will impact your repeat client business.

Choosing a private label product line gives you a competitive edge. Using your name and logo on the products enhances your brand and image. Also,

clients perceive they can only get these products at your spa. And because private label products are less costly to you, the profit margins are usually higher. You will have to develop your own collateral materials and training but the impact on your overall business makes it worth it.

Do be careful to identify products that are unique and not generally available at your competitors or on a website. Offering products that are medically based helps create traffic flow to your spa.

Clients will seek out your facility to purchase specific products that are only offered at medically supervised facilities. As a result, you will have a chance to introduce them to your full spectrum of cosmetic medical spa services.

Develop a comprehensive treatment menu - along with signature services

The first step is to select your professional product line. This is sometimes called back bar products because they are products used by professionals, for example, TCA peels.

Once the product lines are selected you can create your detailed menu of services.

Try to give each treatment or service a catchy name and then write a brief description that includes price and time.

An aesthetic medical spa menu should include the following categories:

- Anti-aging medicine
- Body care
- Facial rejuvenation
- Injectables
- Laser and light treatments
- Make-up
- Massage Therapy
- Medical facials
- Microdermabrasion
- Peels
- Microneedle
- RF non invasive devices
- Vaginal Rejuvenation
- PRP
- Hair growth
- Hormone program
- Diet program
- Fitness

Do consider creating package pricing. When your patients elect to take advantage of a series of treatments, they end up with the best results, and you end up with happy patients. It's a win-win situation.

Provide patient financing

Cost remains the number one reason why people do not schedule procedures or even come in for consultation. So providing your patients with a financing option can significantly increase your chance for success by making your services accessible to a wider clientele. Your consultation specialists are able to close more sales by helping clients fit the cost of the procedures into their monthly budget.

You can also sell more large packages and service series in advance.

No one size fits all. Most practices need options for patient financing to close more procedures.

CareCredit currently offers a revolving line of credit with no interest, exclusively for physicians and medical spas. Credit can be applied for at home or in your office, with credit decisions provided in seconds. You receive payment within just a few business days, regardless of how the client pays. Both systems are easy to use and integrate into your existing payment options.

LendingUSA helps your customers get easy and efficient financing – so they can buy more of the goods and services you offer. We offer fast pre-approval decisions right at the point of sale, which means you now can close more transactions than ever before. It's a no-hassle experience that gets your clients or customers what they want, when they need it.

Cheryl Whitman white paper for CareCredit on attracting to patients in the information age available at Beautifulforever.com.

Selecting tile right furniture, fixtures, and equipment for your medical spa

Technology is constantly changing. Don't put the cart before the horse. Know what your needs will be, both spatially and service wise, before

committing to equipment purchases. For this reason, the best time to negotiate your equipment contracts is just a few months before you open for business.

In addition to lasers and microdermabrasion machines, you will need treatment beds, carts, magnifying lamps and more for treatment rooms. You will also need furniture for the waiting room, check-in and checkout area, consultation room and your office. And don't forget cash drawers, receipt printers, a credit card machine, brochure and business card holders and file cabinets.

Be sure to invest in a good software program designed for medical spas. There are many good ones available.

Look for the following key areas:

- Appointment book capacity
- Good management reporting system
- Inventory control system
- Payroll management
- POS system

No doubt, you are well aware of the nationwide movement towards electronic medical record adoption. This will also affect your business.

There are many great companies offering electronic medical record solutions. Use care in identifying the right solution that meets your needs.

You will also need a laundry list of supplies for each treatment room, for example:

- Linens
- Bowls
- Tissues
- Wipes
- Gloves and more

A medical spa consultant can help you with refining the furniture, fixtures, and equipment, and also other supplies specific to your project.

Hire the right Staff – ones with the right stuff

The right staff starts with the right resume search. Begin your search about three to four months before you are set to launch your business. Write job descriptions for each position you intend to hire for. Carefully screen your applicants using this as a tool. Place ads in newspapers and on the Internet. Screen the resumes, interview candidates by phone, and then bring in the top two or three for face-to-face interviews. Bring in your spa director or manager at least two months before the planned opening date.

Design a compensation plan that includes commissions and incentives for meeting targets and goals. Ensure your compensation plan does not represent more than 50% of your total cost of sales.

Have a plan for who will perform each treatment, and then train them accordingly. Also, develop an employee manual outlining your company policies from housekeeping to staff meetings to vacation and sick days allowed ... and everything you wish to see there. You may also want to consider employee and independent contractor agreements so as to outline compensation, grounds for dismissal and non-compete clauses.

Create an actionable marketing plan

A marketing plan starts with identifying the amount of resources you will dedicate to marketing your business. A good start is to estimate 15% of your first year projected gross earnings, and use this as your marketing budget. Do take into consideration the unique circumstances of your organization and adjust your budget accordingly.

For example, if you are in a large city hub where competition is fierce, plan on a more generous marketing budget allocation.

Include strategy and tactics for at least your first year of operation.

Proven marketing tactics for cosmetic medical spas include, marketing brochures, direct mail, electronic and print advertising, public relations, community relations, and also special events. Do not overlook the potential of getting involved in your community through the chamber of commerce, and business networking groups. A great way to jump-start

your business is to affiliate with industry related organizations, such as the International Spa Association.

Create an operating manual

Many cosmetic medical spas tend to skip this step because by the time they get to this point they are either too busy or too exhausted to put it together. This is your guidebook to success. Be sure your operating manual includes the following sections:

- Administrative policies and procedures
- Client flow and etiquette
- Home care prescription forms
- Inventory and retail procedures
- Patient consultation forms
- Staff job descriptions
- Treatment protocols

Ensure your medical spa is OSHA & HIPAA compliant

OSHA stands for Occupational Safety and Health Administration. Its guidelines are enforced for every business nationwide. All employees including new hires must be trained prior to being assigned to any task that could put him or her at any safety or health risk. Additionally, all employees must be aware of your facility's fire and emergency plans. To find out information about the requirements for your business, go to www.osha.gov.

The Health Insurance Portability and Accountability Act (HIPAA) has completely changed the way healthcare businesses handle private customer/client information. For medical spas, this means that you will need HIPAA Compliant procedures in place, even before you open the door to new clients.

There are some gray areas when it comes to HIPAA regulations and cash-based practices. If your practice includes any HIPAA forms and compliance agreements in the intake packets, the practice is obligated to follow all HIPAA rules and regulations. To avoid any potential privacy violations, the best practice is to follow HIPAA guidelines. All devices containing any patient data, including photographs, must be password protected. Any internal communication that discusses any PHI should be done using an encrypted platform, such as an encrypted email. Use extra caution if any PHI is being transferred to an external source. Your office should develop a protocol for when medical records are requested, that complies with HIPAA standards.

For more information please go to <https://www.cms.gov/Regulations-and-Guidance/HIPAA-Administrative-Simplification/HIPAAGenInfo/index.html>

Create a winning advisory team

This is the time to call in all the great experts in their respective fields to provide you with the right advice, at the right time, and in the right place so that you can avoid some potential business pitfalls. Set to work now to build your team of experts that should include a specialized attorney, CPA, and cosmetic medical spa consultant. Why go through all of the effort to set up your business without the benefit of expert wisdom and sage advice.

Now is the time to take a very proactive, strategic, and also very serious approach to creating the business of your dreams. It is possible because you now have the essential elements to create your roadmap to success.

Remember that each step is important and the time you spend carefully executing each part will reward you with the financial and professional dividends that make the journey of success so very great.

Going Medical with Your Spa

You may not realize it, but today, you are sitting on the edge.

With 30% of the nation's population among the Baby Boomers – a group with enormous spending power and the desire to defy age – procedures to help stave off Father Time are in growing demand. But that understates it. These procedures, along with related products and services, are expected to become the next trillion dollar industry. And as the proud owner of a spa, you are on the edge of it all.

But you're not quite sitting inside, which is where the windfall will be. That's because spas tend to offer what I call "related products and services." These are part of the equation, but they're not the whole story, and they're not the basis for the story.

It's true that a spa can offer someone a lot for feeling better and maybe going up against Time in a jabbing match — but it's never going to score a knock-out. And as Baby Boomers age, they're going after the knock-out for one of two reasons:

1. Economic and population realities are going to keep more people working longer, and so a youthful vigor is becoming more critical in a person's later years
2. They have the money to spend, and so the first area of concern will be to hang on to what they have enjoyed so much: their youth

With a spa, you are able to assist in this trend and no doubt have some success. But by converting your spa into a medical spa, you are more likely to help yourself to this windfall – to this new pot of gold.

And it isn't only Baby Boomers who will help you pile the gold into that pot because according to a RealSelf commissioned survey, 91% of younger Millennial women (18–24) and 90% of older ones (25–35) say they're unhappy with at least one aspect of their bodies. And many are willing to look beyond retail to resolve their concerns, with 63% of younger Millennials and 67% of older ones saying they'd be willing to visit a medical spa, medical clinic, or plastic surgeon, in order to resolve those concerns.

Millennials, both women and men, constitute 80 million individuals who are favorably disposed toward cosmetic treatments, less-invasive/non-invasive procedures and even surgery.

So between Baby Boomers and Millennials it makes perfect sense, as it makes you dollars and cents, to go medical with your spa and start filling your pot with gold.

How do you do it? Glad you asked. Here are some of the crucial steps.

Structure is critical

First, it's important to know that every state has different laws regarding how you can run a medical spa. For instance, a number of states have laws against doctors and non-doctors running a business together. If this is the case where you operate your spa, you'll need to structure your business accordingly ... like by renting space to a doctor for in-house procedures. Another option would be to create certain partnerships in which a doctor refers patients to you for pre-and post-operative care and instruction, while you refer patients to this doctor for any medical procedures.

Because every state has its own requirements, it would be invaluable to you to find an appropriate health care spa consultant who will work with your lawyer or will recommend one. Having someone like this on hand will help make sure you consider all the necessary changes then implement them in the right order.

Because of your new structure, you're also going to need a new business plan. This plan should make special note of the differences between a spa and a medical spa. In the case of anything medical, clients are going to expect more quality and more professionalism.

Your décor, your marketing efforts, and every kind of interaction with people should aim at this updated image. All of this may even call for a new or revised name for your business. If you already have strong name recognition, keeping the name and stylization (i.e., store-front lettering, logos, etc.) may be a better bet than changing the name altogether ... but you'll want to modify it to showcase your new medical offerings.

The best possible staff

Going medical means two things for personnel:

1. Hiring new staff
2. Training current staff

The second of these is very important because, in most cases, spa personnel are used to a more casual atmosphere than a medical spa requires. So depending on the way you are already doing things, you may need to train for a new approach to answering phones, greeting clients as they walk in, helping customers to fill in medical forms, etc. You may also need to upgrade the dress code of your staff.

Also, patients and prospects won't just be calling in to ask the front desk about hours anymore. They'll have more concerns and very specific questions about medical procedures they'll be either going through or considering going through. You should plan for more phone time, which means shifting certain responsibilities away from your receptionist or hiring on someone specifically for these calls.

This person needs to be well-educated about the various procedures you offer, and in fact, the more your staff knows about what you provide, the better equipped they are to assist clients. It would be a good idea to offer services at-cost — or even for free, for training purposes — to your staff so they can speak to clients from experience.

New staff will at least include a couple of nurses, for administering injections and helping with other simple procedures, depending on state laws. And ideally you will have a doctor on-site any time there are medically-related procedures being performed, or at least one who is a phone call away if not overseeing the procedure.

This way, if there is any kind of mishap, you have someone immediately available to take over or help with the situation. Whether the doctor is needed on-site or by phone is dictated by state law. It's important to know your state laws and to keep doctors as accessible as possible.

New marketing for a new business

Finally, you can't shift from spa to medical spa without shifting your approach to marketing as well. As I mentioned, you'll want to step everything up in professionalism; if you have sort of a creative or daring slant to your current advertising, it's probably time to begin a new campaign. In print ads, time to start using more traditional fonts; color ads may want a medical green or blue incorporated somehow. You need to build a medical image.

But print ads will only take you so far. One primary thing to remember: the media is your best friend. Get them to love you and your business will thrive. Perhaps invite them to a pre-opening "media day", which includes complimentary gift certificates. Offer your new medical treatments at cost. If you're as good as you'd better be in this business, you can generate some terrific and widespread word-of-mouth this way.

The media can also help you out if you're helping out the public. Offer free seminars that educate; explaining the different ways people can fend off Father Time. You don't want to specifically promote your business in this kind of seminar, but you'll certainly want yourself prominently displayed as the sponsor.

You can also generally get media attention any time you are supporting or giving back to the community in some way, perhaps by holding fund raisers. If you give the media at least three weeks' advance notice, they can give your seminar or events free coverage, bringing more people in and branding your name and logo in their minds.

Finally, you may still offer spa services, but now you are something more – a new business really. This gives you the chance to offer a Grand Re-Opening. Newspaper or radio ads offering substantial discounts on the new medical procedures, or even "bring a friend and get 50% off" coupons (to expand your current clientele) are a great way to start things off with a bang. After all ... you've invested a lot in your new medical spa.

Now it's time to reap the rewards.

Ten Keys to Launching and Maintaining a 'Stand Out From the Competition' Successful Medical spa

The core competency of a super successful next generation aesthetic medical spa owner blends the medical quest for excellence with the newest, best of breed, beauty treatments and services.

Staying ahead of the “power curve” and developing “a can and will do no matter what tries to derail you attitude”, is the essential character-defining attribute of the successful medical spa entrepreneur.

Do you have what it takes to be a leader in this ultra hot market space?

One physician that is happy with her decision is Camille Cash, MD; a Houston based Plastic Surgeon who has expanded her Medical Practice to include medical spa services.

Explaining why she made the transition, Dr. Cash said, *“It's my opinion that patients would prefer to see their plastic surgeon for these non-invasive aesthetic procedures. Medical Grade spa services offer the opportunity to provide additional nonsurgical services to infuse cash into the practice. These are also procedures that provide a lot of patient satisfaction without significant risk.”*

So ...

- ❖ Are you ready to convert your patients into medical spa service clients?
- ❖ Are you ready to expand your Medical Practice service offerings and provide your patients with services they are currently seeking from other sources?

If the answer is “yes”, if you are indeed ready to expand into the world of Aesthetic Medical Spas then the following are some key concepts to help you launch and maintain a “Stand out from the Competition” successful medical spa component to your existing Medical Practice, or standalone facility.

Medical spas are retail businesses, requiring a focused commitment to a robust ROI

Do you understand the myths and realities of medical spa economics? You need to ensure you are ready to commit adequate financial resources to your business endeavor. You need to evaluate all the various areas of financial commitment, and then be certain you have the financial “war chest” to create your medical spa from concept to flourishing business. Ensure you don’t overlook the importance of starting with the basics that all business owners respect, everything from the building or medical spa location to training and staff development.

You will want to have legal and compliance professionals review your business plan specific to your own local and state regulations, and also to your state privacy laws. These laws can affect the set-up of your medical spa and its services and dictate that your staff be trained to use discretion concerning treatments and/or how medical charts are stored or verbally discussed. Consider what professionals you will need on your team to ensure success. For example: business managers, lawyers, and marketing and public relations professionals.

Remember that your marketing and public relations program must be in place and actionable well before you open your medical spa doors!

Environmental scan – Knowing your competition inside out

Just because you’ve a great concept and a well-funded business plan does not guarantee your success. You must first evaluate the demographics of the location you have designated for your medical spa. Honestly, this is frequently the make-or-break research assignment that many business entrepreneurs fail to include in their medical spa development decision-making process. **A word of caution:** Know your potential marketplace to ensure that “if you build it, they will come!”

You can do this by conducting primary research – by using some ad hoc focus groups and by surfing the Internet for secondary research. For example, you can identify the socio-economic make-up of your proposed location by gathering information from the government through the U.S.

Census Bureau (www.census.gov), the city clerk's office, or real estate agencies, and chambers of commerce. If you plan to use professional consultants, they can provide this analysis as part of their services.

Knowing your competition inside and out is essential to make sure you don't create a medical spa that has to take business away from potential competitors. Instead, you want to carve out your own unique niche that may attract an untapped market for your special services. Be sure to check out the competition thoroughly. How? Start by visiting their websites. Look at staff credentials, number of staff members, services offered, and fees charged. Make extensive phone calls to gather menus of everything offered in the area.

Then make personal visits, or have trusted colleagues schedule a variety of treatments. Remember, the nicest website may just be window dressing for a ho-hum operation. Once you have checked out the competition, you will know what services they offer. To be successful, provide alternative services – give the public what it is currently lacking.

You must make your medical spa unique. How? You create a niche market for yourself. Find and fulfill a need that will make you stand out in the crowd, no matter how great the competition. You may decide to specialize – focusing on acne treatments, age management, or anti-aging medicine. Alternatively, you may decide to have a “men-only” facility. Just let your uniqueness and your passion be your guide.

To serve and make beautiful – Your service mantra

Often medical spas miss the mark because they focus solely on the variety and quantity of services. To ensure a successful business result, think first about putting “service” into the services – or adopt the “quality is supreme mantra.” Even though you will create a tailored service menu to meet and exceed the expectations of your customers, be sure the most important part of any service is the “**serve**” part.

Ask tough questions of your staff. Beyond the technical ability and/or treatment services and technology to perform the requested service, they need to be fully empowered to provide the highest level of quality service to each client.

Why is this important? Excellent client experience will primarily create a loyal following, and create the foundation for your much needed Word-of-Mouth Marketing (WOMM) program to gain you additional market share!

Konstantin Vasyukevich, MD a facial plastic surgeon practicing in New York City offers nonsurgical services such as Botox and dermal fillers in his Medical Practice.

Dr. Vasyukevich explains, "My patients are used to receiving the utmost in professional and technically superior surgical services. They expect and we deliver the same very high quality service to our nonsurgical patients as we provide to our plastic surgery patients. This is our mission and we have an unwavering commitment to ensure we deliver on this promise."

Designing the winning menu of services

Any successful restaurateur knows the importance of creating a winning menu that continues to delight, anticipate, and tantalize the taste buds. Take a lesson from your favorite gourmet inspired restaurant to help you formulate the menu of services that will distinguish your medical spa.

How do you jump-start the menu creation process? Think in terms of tried and true services and combine with a dazzling array of up-to-the-minute, must-have-now service offerings. Today's medical spa clients are very well-informed so they proactively seek just the right destination for their beauty enhancement procedures.

They know the result they are looking for and it is up to you and your staff to help guide them to the right treatment options, services, and procedures to help them attain their goals. You can stay up-to-date with trends by subscribing to industry trade publications, joining anti-aging associations, getting on the mail list for various industry companies and associations, and also by exchanging information internally from the spa side to the medical side and vice versa.

You must determine your range of services. Will you provide general services that appeal to a diverse market-driven clientele or will you specialize to appeal to a niche consumer-base?

You must know this before you set out to write your menu of services.

Start with these questions:

- ❖ What is the medical spa specialty that will best meet the needs of my prospective clients and match my professional expertise?
- ❖ Will it be more profitable to serve general needs?
- ❖ Will I create a more substantial medical spa business expansion by specializing in one or two target markets?

Perhaps you will want to specialize in men's services. In this case, you would want to offer laser hair removal for the back and face. On the other hand, perhaps you'll want to specialize in the ethnic market. Do you know what services are most sought after by this sub-group?

Alternatively, do you want to provide a general medical spa service menu that features treatments such as peels, microdermabrasion, lymphatic drainage, or laser hair removal?

Location, Location, Location Inside of your medical spa

We are not talking here about where in the city, state, or nation you decide to build your medical spa. Instead, what is very important to the client is where they are receiving their treatments and services once they have entered your building. You would be surprised at how this plays a large role in your future visits from the client and their desire to provide you with Word-of-Mouth Marketing.

Whether you are revamping current office space, or building the facility from the ground up, two essential location-related areas need immediate attention.

Firstly, creating a spa-like environment is important for the client. It helps them separate the fact this is not an illness visit, but is instead an elective services visit to improve their appearance. To assess your aesthetic medical spa "patient oasis," check to see if you've created a space that's comfortable for the client. With a medical spa service offering, you need to ensure that the spa is not medically or exam room-like in appearance and décor.

This includes ensuring the room is quasi-sound proof. Then, consider the message. What is the level of ambiance and uniqueness that you are trying to convey at your medical spa? Unlike a medical office, your medical spa should not have a medical office feel. Clients coming to your medical spa already feel great. They just want to enhance their appearance and their wellness outlook.

Secondly, when considering your interior location, be sure that all of your rooms are multipurpose. You may not need to add extra space if every treatment room is multi-functional. Your staff also needs to be cross-trained. The receptionist or appointment booker needs to be just as conversant and knowledgeable about your service menu as the physicians themselves. However, that does not mean they dispense medical advice to the caller.

In-house satisfaction assessment surveys about your menu and staff performance are a good way to gauge satisfaction levels. Better to fill your client's needs by adding treatments than to have them look elsewhere.

Prepare your office

You will make your choices about equipment, design, and décor based on your research. You are now in the business of pampering as well as practicing medicine, so you should aim for an environment that is soothing and nonmedical.

Remember, some of the people coming to your new facility will be “clients” as opposed to “patients.” They are coming to de-stress. They are looking for the relaxing “spa” aspect of the medical spa, as opposed to the sterile atmosphere of a doctor's office. Changing your décor and the ambiance of your facility does not have to be dramatic.

Something as subtle as using earth-tone colors on a wall or replacing the Musak with some New Age music goes a long way toward modifying your atmosphere. By the way, that subtle change in environment works wonders for your staff, too – they will be more productive and happier in a more pleasant atmosphere.

Make sure that when clients walk through your door they're immediately impressed and delighted with the environment you have created.

It is like meeting someone for the first time, first impressions really do count! So pay very close attention to everything in the waiting room and at the receptionist's desk. Make sure all your marketing collateral materials are organized, up-to-date, and also create a consistent brand image.

The first impression here sets the stage for your prospective client - from prospect to patient. Make a concerted effort to do this first step right. You may want to seek a professional consultant for tips.

You also want to ensure that "customer service" is an action and not merely a motto. Assess truthfully the public's perception of your cosmetic medical spa. Is your office exceedingly customer service friendly? Analyze such areas as waiting time (should be minimal). It is also helpful to have a separate "holding" or waiting area that is peaceful and relaxing.

Here perhaps you could make healthy teas and water available. Spa goers feel more at ease in a relaxing and private setting, so do what you can to create this environment for your clientele.

Also, most physicians that offer both medical services and cosmetic medical centers are most successful when they can at least create two separate waiting areas so that ill patients are not sitting with the spa service seekers. You may also want to consider what the Miami Institute has found to be a great benefit for their clients.

They have created a VIP waiting room that leads to a separate entrance into a VIP holding room.

Think special, think privacy, think relaxing and tranquil – key elements that will attract and maintain a loyal customer base.

Selecting the right equipment and distributor

Buy, lease or partner programs available? Choosing equipment depends on your menu of services and the specific demographics – what the potential clientele is seeking in their particular neighborhood. What is essential is that you realize this is not an "emotional" buy. You need to do your homework to ensure you make the right purchases, for the right reasons, and for the right service and treatment protocols. For this reason, never make a buying decision at

a trade show, and most importantly, never ever make a purchase decision because you feel under pressure.

Follow the below powerful suggestions to focus on acquiring just the right equipment. You are not ready to identify your equipment needs until you create a financial projection, a demographic review, and a tailored menu of services.

The following is a checklist to get you started on the right course of action:

- ❑ **Decide** if you're going to make an equipment purchase investment, or forestall purchasing in lieu of some fine equipment leasing options. This is one decision that strongly favors going the leasing route since technology is rapidly changing so you have the important option of constantly upgrading your equipment.
- ❑ **Identify** an equipment supplier that has many years of experience in the medical or spa industry. Collaborating with the right distributor will reap great rewards for many years. Beautiful Forever Aesthetic Business Consulting is a great resource for helping guide you to just the right suppliers and vendors
- ❑ **Locate** an equipment supplier that offers a large selection, highly trained staff, outstanding customer service, and competitive pricing – just call their 800 number and see if someone is waiting to assist you. Make sure the company has a good support/service staff that will be able to replace equipment within 24 hours should there be a problem.
- ❑ **Make sure** your supplier has been in business several years and has a highly trained and experienced staff as they make it their business to know equipment, and also take pride in providing the best service.
- ❑ **Partnership** with the supplier you choose can be lifelong one so do your homework, as it's crucial to your decision. The right supplier will become your trusted partner, supporter, and go-to source. Don't make price alone the deciding factor when narrowing the field of potential supply partners. While you may find some distributors have significantly lower prices – they may be carrying overstocks or discontinued products. Moreover, they may not offer a wide range of services and support.

What to expect from the right Distributor Partner checklist:

- **Do you have a question about your account?** That's not a problem. Your Distributor partner should have knowledgeable staff and the infrastructure needed, i.e. data based IT support, to answer your questions.
- **Having Equipment Problems? Need a Replacement Part?** Your Distributor Partner should have technical service reps to help you troubleshoot problems to make sure you're using the equipment properly, and that it has been adequately cleaned and maintained. Frequently, minor problems can be corrected immediately via the phone. If needed, your Distributor Partner should be able to provide you with replacement parts or have the ability to make needed repairs in a timely manner.
- **Information When You Need It:** Your Distributor Partner should be able to provide Warranties and Operating Manuals to you for each piece of equipment you purchase. Lost your information? Or did you accidentally throw out important paperwork that was in the packing box? Your Distributor Partner should have an 800 number where a customer service rep can easily accommodate your requests whether you need information by post, fax, or email.
- **Logistics:** After you have made your choices, your Distributor Partner will make certain you get what you need when you need it. Because different pieces of equipment may have to be shipped from different locations (some even around the world), you want to select a Distributor Partner that has experience in working out the logistics and agreeing on suitable and realistic timelines.
- **Selection:** A professional spa business development organization can help you select equipment that fits your budget and allows you to perform the treatments on your menu. The best distributors offer a large selection to choose from, saving you time and effort. You don't have to do exhaustive research or make calls to several different companies. Utilize the expertise and knowledge of the distributor. It is their business to offer innovative solutions that meet your needs. You need to focus on providing your patients with a truly unique experience!

- **Specs and Installation Information:** Accurate installation information, which your Distributor Partner can provide, is one of the most important components in setting up treatment rooms and a medical spa. Obtain all required information in advance for architects and designers. Because this information often goes through several hands during the design/planning phase and can get lost, an electronic format for documents is great – they can be stored and printed as needed.

Select the right staff

This is the time to take heed and study some retail success stories.

Nordstrom's for example has made its mark on a fine tradition of customer service. Think carefully about your staff to ensure that each staff member is able to create a customer-centric approach to meeting and exceeding client expectations. This is a far different set of services you are providing in your Medical Practice where mostly the patients' services are covered in part or full by medical healthcare insurance coverage.

Since most of your clients in the medical spa component will be cash paying clientele, they can afford to be very discriminating about where and from whom they receive their aesthetic enhancement services. Do what you can right from the start to create a staff culture of extraordinary customer service. Doing it right the first time is essential.

Selecting the right staff is a make or break step in the successful launch of your cosmetic medical center. Do consider using professional help. You can use an agency or consulting company for assistance in interviewing and finding the right professional staff member.

It is paramount that when you decide to become a medical spa, or you add aesthetic services to an existing Medical Practice, you need to take a hard look at your staff. I cannot say it enough – customer service is central to success, and your staff can be your best marketing tool – they can make you or break you. Keep this in mind during the interviewing process – you may find yourself looking for different qualities in future hires than you did in past hires.

Both existing and new staff must have the right professional look and convey the desired feeling that matches the atmosphere you want to provide. They must be trained in customer service and understand the principles of pampering.

There can be no compromising on this since the medical spa business is a very service oriented business venture.

Train your staff

Make sure you allow at least two months prior to your opening or your re-opening to hire new staff or give your current staff the additional training they may need. Ensure they have a chance to sample one or more of the services offered by your cosmetic medical spa.

They are your best PR ambassadors, ready and willing to tell anyone who will listen just how extremely amazing your services are and why they can't wait a minute longer to become a client. Then, to keep morale high, do offer your staff one free noninvasive treatment per quarter so as to perpetuate their eagerness to be your cosmetic medical spa's calling card.

After they receive this "first person" training, you will be ready to embark on a comprehensive training program. It is not as daunting as it may seem. Most companies that sell products or equipment will provide training on-site, or may provide it off-site. Alternatively, you can hire a professional consultant to provide it.

Start with training days as a kind of preview before the public opening. Then, budget for continued training, which is critical to keep all staff abreast of current and evolving trends. Continuing education is crucial. New and improved equipment using cutting-edge technology is always on the horizon, so training needs to keep apace.

Every few months or so, upgrade your staff's expertise with in-house training, or, better still, send them to a trade show, which not only educates them, but motivates them.

Patient financing options

Unlike your medical patients that rely on health care coverage to pay in part or full for their medically oriented appointments, your medical spa service seekers will most likely pay for their services and treatments on a cash basis. While some services and treatments may be relatively low priced offerings, a majority of the services may require a bit of a cash investment. For this reason, just like shopping for a car or a home mortgage, a host of innovative patient financing options has popularized patients' ability to receive aesthetic services without breaking into their savings.

In a recent survey conducted by Inquire Market Research, it was found that 78% of patients are more likely to book procedures whenever a patient financing option is offered.

Patient financing is taking the economic barrier out of the equation through innovative, 12 to 18 month no interest or extended payment plans to comfortably fit the cosmetic procedures into everyone's budget. For example, a \$3,000 treatment on an extended 48-month plan, it would cost the patient \$79 per month (with a fixed APR).

Patient financing makes the process simple and affordable, and you would be able to offer multiple procedures and services to the same client.

Ralph Waldo Emerson said it best when he coined this quote: "An ounce of image is worth a pound of performance."

Before you open the doors to receive your first medical spa client, ask yourself if you can deliver that important ounce of image as well as the pound of performance to create the most sought after medical spa practice in your neighborhood. In fact, if you do all of this correctly, WOMM will spark a revolving door of clientele for your medical spa services.

Remember that all new ventures take time to grow. The beauty of the medical spa business is that in its short history, it has proven to be a quick-return business. It is not unheard of to have a good handle on your success after just six months. However, be prepared to work hard.

If you are a physician, you must be aware that you now have more than a Medical Practice – you have a retail business.

You must change your thinking. You may be staying open longer hours (or different ones) than you would in a normal Medical Practice. The key to success is recognizing the importance of client feedback.

Listen carefully and then continue tailoring your services to meet clients' expressed needs and wants. Make the decision to expand into medical spa services and back up that decision with careful planning and execution.

The rewards will be amazing – both personally and financially.

Section Four: Private Label Skin Care

Opportunities and Pitfalls

Private Labeling involves the creation of new products – or the relabeling of existing products – to be marketed out of a physician’s Medical Practice or a medical spa. It represents both opportunities and pitfalls.

It is important to consider that private labeling is valuable when it supports your practice or spa’s overall positioning. The role of private labeling is more than generating revenue, which can be obtained from selling high-end commercially-available precuts, and it’s more than an ego trip. It should reinforce what your spa or Medical Practice stands for.

You have your name on the products because you, the practitioner, has (presumably) added value to the products.

Merely putting your name on a product may actually work against you in some situations. For instance, if the customer realizes that it’s a product she can obtain elsewhere – usually at a discounted price – she may lose respect for you. And of course, with your name on the label, you’ll be held to account for any perceived reactions to the compounded product.

To create a private label product, you need both a product compounding lab to create and manufacture it, and you need a professional product-marketing consultant to help you price it, position it, market it and profit from it.

Here are some critical roles your consultant will play in the process:

- **Choosing Name:** You do not necessarily and automatically want to use the spa’s name or the doctor’s name on your private label product. Rather, it may make more of an impact to create a brand name that is “exclusive” to your spa or Medical Practice – in some cases, perceived value may rise. It is hard for someone – manager or owner of a Medical Practice or spa – to effectively evaluate this.
- **Choosing Package:** Packaging involves many factors, from box-shape to the choice of labeling vs. silk screening. There are too many factors for amateurs to risk making ill-informed mistakes.

- **Education:** Staff training – to help them both understand and sell the private label products – is essential to success. The staff’s motivation (covered elsewhere in the book) will, in this case, be tied to positioning the product collection as a breakthrough, having superior benefits. This will serve as a source of pride to your staff, and will help to guarantee that your staff members support the brand, ensuring financial success.
- **Marketing support:** Your branding consultant will help you prepare collateral material – that’s marketing jargon for sales brochures and other sales tools – as well as point-of-purchase sales aids. All of these will help to promote your brand, as well as your products and services, effectively. When clients are buying branded products, the marketing support comes from the manufacturer. However, when they are considering private label products, you are the source of the marketing material. There is an advantage to this – your practice’s or spa’s marketing materials will integrate with the private label’s branding message, creating and reinforcing the image you wish to project.
- **Product Grouping:** Products typically come in natural groupings – anti-aging, pigmentation, acne/clear skin, rosacea, etc. Grouping products into focused collections that can be marketed as a group, and that support your spa’s or practice’s menu – and that are linked to specific patient benefits – are important marketing considerations.

It's Your Line

Private label products are a natural fit for physicians who want to expand their brand

Branding and marketing are key components to building a successful medical aesthetics practice. An investment in a private label, physician-branded skincare line that carries your logo is a logical extension of your practice's offerings. You can choose the products and ingredients that you feel are most effective. Patients will need to purchase the products directly from your Medical Practice, which helps to build loyalty and provides more opportunities to cross-sell services.

Additionally, private label products can offer a more attractive profit margin than branded lines.

Regardless of the type of product line you choose to private label, the mark-up is entirely up to you, based on your wholesale, development and marketing costs (For example, your physician-branded eye cream may cost \$15 per item from production line to shelf. If you mark it up to \$90 and give a 10% commission to your staff, you still net \$66). The mark-up on these products can be 300% or more, depending on what the market will support.

Many brand name products that are sold in a physician's office are also available directly through the Internet, or they can be purchased from any other physician carrying the brand. This can result in price wars, which is a problem that is avoided by private label products that are only available at your office. And there is no risk of losing of sales to Internet-based discount retailers.

Types of private label

There are three different levels of private label from which to choose. Finding the right fit for your Medical Practice depends on your projected volume, budget and desired level of involvement in the development process.

Basic private label companies offer existing products and lines that can be labeled with your logo. The manufacturer does not alter the formula, but simply places your name and logo onto the packaging. This is the most affordable option, allowing you to launch a physician-branded line for less than \$5,000, and can include a full line of products or SKUs.

Custom skincare lines allow you to work with a company's research and development team to tweak existing products by incorporating specific ingredients into the formulations. In addition, you can further customize your products with designer packaging, which costs about \$2 and upwards per jar or bottle. Rates for this option typically start at \$10,000 and go up based on the number of products created and the minimum packaging orders required. If you are required to purchase 5,000 jars, keep in mind that they do not need to be filled all at once and they can be labeled for different products.

Proprietary skincare lines ensure that you have unique products and/or ingredients that no other Medical Practice offers. You work directly with a chemist to create your products from scratch. Because this requires testing, proprietary formulation is the most expensive option starting at around \$20,000 and increasing based on the number of products you want to create and the type of testing required.

For example, fees can range from \$2,500 to \$10,000 per product for development and extensive testing.

NOTE: Co-branding with an established skincare company may be offered to Medical Practices or medical spas with distinguished aesthetic services and retail success. This category of physician-branded products would link your name with the company's on the label of every product in the line.

Choosing the products

Before embarking on a private label or custom line, you will need to decide upon the number of cosmeceutical products you will carry under your own brand. You may choose to offer one specialty product targeting a specific condition or expand to a full retail line of up to 20 skin and body products.

Reviewing your existing retail sales can help you hone in on products that will be most successful in your Medical Practice. Look at your top-selling

retail products as well as back bar products used in your treatment rooms to identify categories that are most popular with your patient base. Also consider the types of products your patients are requesting. Using a questionnaire at check-in can be a valuable way to identify your patients' wants and needs.

Other options to consider include choosing products with highly touted ingredients, such as collagen-stimulating peptides, growth factors, acids or cutting-edge product delivery systems.

Launching just one standalone "Hero" product can start to make you a skincare authority. This is also a good way to get your feet wet, especially if it is a specialty product that can retail in the top end of what your market will bear.

Offering kits or sets of products for specific skin types, such as acneic skin or mature skin, and for follow-up care after skin resurfacing procedures, is another effective way to enter the arena of physician-branded skin care.

Marketing your brand

Launching a private label line is a powerful way to build your brand, but it does involve much more than choosing the products and designing a label. You will also be responsible for marketing the new line and training your employees on active ingredients and benefits.

With a customized line of products, you become your own skincare company. Skincare manufacturers spend a lot each year on marketing their brands and training on how to retail said lines.

With private label, your Medical Practice will need to take on many of these duties. Private label and custom skincare manufacturers offer varying levels of support. Most offer graphic designers that can help you create your logo and product labels. Others offer in-office staff training on ingredients and product benefits as well as sales sheets that can be used to create marketing brochures and campaigns.

Following are some of the steps you will need to take to successfully launch a private label line.

- **Complete** research to identify and procure an effective physician-grade product line.
- **Create** a business and marketing plan, with financial projections to gauge capital and cash flow needs for labeling – hot stamping or silk screening – packaging, marketing and advertising, and the development of collateral materials, such as brochures.
- **Create** a name and logo design for the products.
- **Create** a timeline to determine how long it will take to move from inception to implementation. Generally, you can expect the process to take a minimum of two months. For those opting to create proprietary lines, it can take up to nine months to complete testing, choose packaging, design labels and develop collateral materials.

One way to ease patients into the new line is to offer a mix of well-known branded products and private label products. Branded product lines can help get new clients walking in the door, and then walking out with your product. This is what happens when a customer goes to Walgreens for an Olay product and walks out with a Walgreen-branded product. It's all about positioning and marketing.

Building your brand

Successfully launching a private label line starts with staff training and attractive merchandising. Create a Sephora-like “retail zone” near your reception desk with testers and informative materials. Make sure your products are visually appealing by keeping them clean and fully stocked. Don't be afraid to turn to an expert to give you the goods on how to display your products in an eye-catching way since half the “sell” is in the “seeing.” Depending on your budget and taste, your display space can be elaborate or tastefully simple. Place small displays of product in every room.

Lucite boxes can be used throughout your practice to highlight products. This allows patients to start conversations about what types of skincare products they are currently using at home.

Your staff should be capable of discussing all of your product lines with patients. Take advantage of technology today and video your product

training to create a sales training library that can be utilized by new hires. And don't forget to send patients home with samples and brochures.

You are in the perfect position to take full advantage of the benefits that private label has to offer, including increased revenue and a stronger relationship with your patients. Most are more than willing to spend their skincare money with the aesthetic Medical Practice that can provide the rest of their cosmetic services.

Private Label Skin Care

Put your name where the money is

It isn't just your profit margin that benefits (from adding a Private Label line). Physicians report that their clients express a new level of trust for their knowledge of the industry, which includes aesthetic treatments as well as home maintenance cosmeceuticals.

The future of Private Label skin care lines in aesthetic Medical Practices is growing not only because savvy owners recognize a burgeoning as well as lucrative market, but also because they want to offer specialty products that meet the unique needs of both women and men seeking cosmetic procedures.

Market research shows that the annual average revenue of a medical spa tops \$1.5 million. Of that, the annual gross sales account for up to \$120,000, 15% of which is accounted for in retail sales. That's significant – but it can be even higher if you offer a Private Line.

Carrying existing retail lines is indeed profitable to your medical spa business, but adding a Private Label offers an even bigger return on investment. And it isn't just your profit margin that benefits. Physicians report that their clients express a new level of trust for their knowledge of the industry, which includes aesthetic treatments as well as home maintenance cosmeceuticals.

Clients can actually enhance the treatments they receive in your offices with your Private Label. They will have the benefit of higher grade, more potent products with a higher percentage of active ingredients than they can find in a drug store or department store. This includes over-the-counter products that are selling for up to \$600.

Set the stage

Whether you choose to begin the process of developing a Private Label on your own or with the assistance of a consultant who specializes in this market, you need to:

- Acquire thorough assessments of the market, competition and demographics
- Complete research, identifying and procuring a physician-grade product line, and naming and trade marking your products
- Develop a business and marketing plan, with financial projections to gauge capital and cash flow needs for labeling (hot stamping or silk screening), packaging, marketing and advertising, and collateral materials, such as brochures
- Review reports on products currently sold in your medical spa and used in your treatment rooms to identify categories that are most popular, as well as the types of products your clients are requesting

You will also need to create a timeline to determine how long it will take to move from inception to implementation. Generally, you can expect the process to take about two months. For those opting to create proprietary lines, it can take up to nine months to complete testing, choose packaging, design labels and develop collateral materials.

Recipe for success

According to case studies, entering the Private Label venue isn't just about profits. Physicians and medical spa owners are determined to provide FDA-approved products that perform at the highest level and deliver above and beyond the results their patients expect. They report being more than pleased to have found exactly that. Further, they are impressed by the amount of research, testing and regulated studies that go into developing the products they choose for their Medical Practices.

However, not all Private Label contenders are equal. It is vital to evaluate the vendors in the market, choosing one that not only meets your needs, but also is regulated and performs the necessary testing for FDA-approval. You have three different levels to choose from, depending on your projected volume and budget:

- **Basic** Private Label companies offer existing lines that allow you to choose from a variety of products that meet your specifications. The manufacturer does not alter the formula, but simply places your name

and logo onto the packaging. This is the most affordable Private Label option at under \$5,000, and can include a full line of products (approximately 20 stock keeping units, or SKUs).

- **Custom** line allows you to work with a designer to incorporate specific ingredients into the formulation of, or tweak an existing line. In addition, you may further customize your products with designer packaging, which costs approximately \$2 and upwards per jar/bottle.
- Rates for this option will run from \$5,000 and up, depending on the packaging minimum required. If you are required to purchase 5,000 jars, keep in mind that they do not need to be filled all at once and can be labeled for different products.
- **Proprietary** line ensures you have unique products that no other medical spa can carry. You work directly with a chemist through research and development to create your products from scratch.
- Because this requires testing and FDA-approval, proprietary formulation is the most expensive option, starting around \$20,000, depending on the number of products and the amount and type of testing required. For example, fees can range from \$2,500 to \$10,000 per product for development and testing.

NOTE: Co-branding with an established skin care company may be offered to medical spas with distinguished aesthetic services and retail success. This category of Private Label products would link your name with the company's on the label of every product in the line.

You will need to decide upon the number of products you will carry. You may choose to offer one specialty product targeting a specific condition or expand to full retail line of up to 20 cosmeceuticals. Other options to consider include highly touted ingredients, such as growth factors and antioxidants, or cutting-edge product delivery systems.

Regardless of the type of product line you choose, the mark-up is entirely up to you, based on your wholesale, development and marketing costs. For example, your Private Label eye cream may cost \$15 per item from production line to shelf. If you mark it up to \$90 and then give a 10% commission to your staff, you still net \$66.

The markup on Private Label products can be 300% or more, depending on what the market will support.

Make private labeling work for you

Create a “retail zone” near your reception desk with informative materials and testers. Don’t be afraid to turn to an expert to give you the goods on how to display your product in an eye-catching way since half the “sell” is in the “seeing.” Depending on your budget and taste, your display space can be quite elaborate or tastefully simple.

In addition, your staff should be fully trained to educate patients about the right products for their needs, as well as the proper application and the best regimen to follow. By offering kits or sets for specific skin types, such as acneic skin, and treatment packages for follow-up care after procedures, such as laser treatment or microdermabrasion, your staff need only assess a client’s unique needs to finalize the product grouping.

Remember, your products will only be available at your office or through your website. Your patients won’t be able to purchase your line through any discount sites, such as lovelyskinadngreatskin.com or mystore.com. Patient visits to purchase refills give you and your staff the opportunity to promote additional services.

Investing in your name

As an established specialist, your name has become your brand. An investment in Private Labeling is a logical extension of your practice’s offerings – and one of the hottest and most obvious revenue sources in the business.

According to the American Academy of Dermatology, at-home skin care products – including Private Labels – are responsible for up to a billion dollars in sales per year.

You are in the perfect position to take advantage of the benefits this industry has to offer, which includes increased revenue and a stronger relationship of trust with your clients.

The bottom line is that most clients are more than willing to spend their skin care money where they get the rest of their cosmetic services.

A Private Label product line and a well-trained, well-informed staff proficient in selling it can add 30% - 40% to your total revenues.

So, what are you waiting for?

Resources

Below are two Private Label resources, but the market offers a wide range of choices. Talk to your consultant about the options that best suit your needs.

- MacRAE's Blue Book Industrial Directory of Manufacturers allows you to browse through a wide variety of products that you may need.
- Trade shows provide an excellent opportunity to get ideas when you are in the research phase, as well as a resource for the different pieces that go into developing your line.

Section Five:

Breakthrough Amniotic Fluid Treatment Profitably Transforming Patients' Lives Using a Breakthrough Amniotic Fluid Treatment

While research continues to find new therapeutic uses for stem cells, these remarkable cells have already been shown to promote healing in the brain, the spine, the musculoskeletal system, and throughout the body. When confronted with an injury or bodily damage, these stem cells can differentiate or transform themselves into the required cell line. In this way, they replenish and replace damaged cells, thus accelerating the healing process.

When a stem cell divides, it has the potential to either remain a stem cell or to become another type of cell with a more specialized function, this is what we call differentiation. Certain stem cells are pluripotent and have the potential to become any cell type or multiple different cell types depending on the needs of body. Pluripotent is also referred to as mesenchymal stem cells.

This remarkable process of using stem cells to promote healing is now referred to as “regenerative medicine.” Therapeutic intervention using this approach has endless applications.

Studies in regenerative medicine where stem cells have been injected into injured areas of the body have shown that stem cells significantly accelerate the healing process for many types of injuries. This has become more popular in recent years because of its use in treating orthopedic and musculoskeletal problems in elite athletes looking for nonsurgical approaches to repair their injuries. Now ordinary people can share the same benefits by using fat derived mesenchymal cells and PRP to treat their joints, connective tissue and nerve injuries. This is a simple, safe and revolutionary approach that has encountered skepticism and legal scrutiny by the FDA. Nonetheless, its safety, efficacy, and patient acceptability can no longer be denied.

It is no coincidence that wounds in an early gestation fetus have the ability to heal without scar formation. This potential for healing and regeneration is not limited to the fetus itself, and can be harvested clinically in amniotic fluid, a liquid that protects the fetus and provides a supportive environment

for fetal growth. Amniotic fluid contains various proteins that support cell proliferation, movement, and differentiation so your body can fix what needs to be healed. Amniotic fluid also contains collagen substrates, growth factors, amino acids, polyamines, lipids, carbohydrates, cytokines, extracellular matrix molecules such as hyaluronic acid and fibronectin, cells, and other chemical compounds that are needed for tissue protection and repair. All of these factors present in amniotic fluid allow your body to activate its own natural healing response, just as a fetus protects and heals.

Those health care providers interested in exploring new frontiers in regenerative medicine will continue to explore new applications of this incomparable self-healing therapy.

Unquestionably, the plethora of undeniable potential use of both autologous and allogenic stem cells is confusing to many. Let's explore the root of the misinformation. In Europe and Russia where scientists have more liberty in developing and utilizing alternative forms of treatments, stem cell therapies are no longer questioned but are rather becoming acceptable options. Both political and religious objections have been raised against stem cell therapy across the board if the source of the cells is from aborted fetuses. The research has continued, and we now appreciate the fact that stem cells sourced in this manner are not necessary. Placental, amniotic harvested tissue and growth factors are in fact ideal. These harvesting techniques take place following birth, capturing the power of these growth factors while respecting prolife guidelines. These growth factors and cytokines naturally recruit the body's own stem cells to the site of inflammation for natural regenerative healing.

Furthermore, the initial concerns of the FDA about manipulating the harvested cells can be eliminated and still result in an excellent product with incredible healing potential. Currently in the US, and worldwide, an indirect route for obtaining stem cells is through the use of Platelet Rich Plasma, commonly referred to as PRP, or in the aesthetic world, as "vampire procedures" (which are trademark names for specific techniques in applying PRP for facial and genitalia enhancement).

This approach using PRP has many benefits. First, the patient's own blood is the source of the autologous growth factors. Second, the therapy is relatively inexpensive and easy to access for the majority of patients. However, there is risk from a multitude of variables that significantly impact its efficacy: such as the age and overall well-being of the patient; the method by which the blood is obtained and most importantly, how it is processed. Currently, there are two commercially available PRP kits.

The main variabilities are: #1 - the degree of sterility (closed vs open system) maintained throughout the entire process from blood draw to end product. This is critical if the intended application is orthopedic or internal organ application. #2 – the assurance that the centrifuged product where platelets and plasma are separated from red/white cells can be indeed segregated into Platelet Rich Plasma (PRP) and the more dilute platelet poor plasma (PPP). There is supportive evidence that the highest concentration of PRP is more reliably achieved using a double-spin system.

In some clinics, the injectable product is processed in such a way that there is no assurance that indeed you have true platelet rich plasma. The magic of the PRP is encapsulated in the innate response of its platelets to body and soft tissue trauma, that causes leakage of the blood from the circulatory system. When this occurs in the body from injury, or by removing the blood from the circulatory system, the platelets degranulate to release growth factors.

This is a similar response to what we see in mast cells in an allergic event. A patient would demonstrate swollen eyes, pruritus, edema, and a multitude of other symptoms when the mast cells are activated by an allergen. So in fact, it is not the mast cells that cause the allergic symptoms, it's the histamine that is released when the mast cells are activated that signals the cascade of chemical responses leading to the allergic symptoms. Similarly, the platelets trigger the ultimate response of tissue healing when they are activated to release the alpha granules containing the growth factors. In addition, this PRP activation response behaves like a bell, calling to action the dormant stem cells in the body to be recruited to the site of injury or area wanting to be regenerated. In summary, when PRP is applied, for aesthetics or regenerative medicine there is a local effect brought on by the growth factors that is augmented by the migration of the stem cells to the treated site.

No doubt PRP procedures are effective. Nonetheless, there are factors that influence its effectiveness such as the platelet count in the initial blood draw, the patient's age, overall health, lifestyle, and the techniques used in processing the blood sample. We have now perfected an alternative that is not affected by the recipient's profile. This technology combats the ravaging effects of physiologic enemies such as age, environmental factors, and other tissue challenges brought on by overuse or trauma. This option uses growth factors derived from placental tissue that can be utilized by the donor later in life for healing, or given to another person with equal efficacy and safety.

***Another important question: “Will in-office regenerative treatments prove to be a profitable addition to my practice service mix?”**

The answer to this is a resounding - Yes! The specifics are addressed below, after reviewing the current state of the art in regenerative therapy in the US today.

Regenerative healing treatments are fast evolving profit centers that rejuvenate the face, body, organs and increase the feeling of well-being. This will become an alternative to many surgical approaches and anti-aging treatments.

What kinds of regenerative treatments are available?

Broadly, there are two kinds of regenerative treatments - those using autologous stem cells and those using allogeneic stem cells and growth factors.

Autologous stem cells are derived from the patient – the patient is both cell donor and cell recipient. Benefits include no fear of rejection and few legal barriers to the re-injection of a patient’s own cells. There are different kinds of autologous stem cell therapies:

- **Adipose:** This involves the removal of fat cells from the body – generally using a liposuction technique to obtain stromal vascular aspirate which is rich in stem cells. These fat cells are then centrifuged to separate out unwanted lipids and to concentrate cell counts. Through this procedure we can obtain what are also known as mesenchymal stem cells. It is this end product that is injected into the area of the body being regenerated. The aspirate can be cryogenically preserved for decades, and then can be reintroduced into the patient as a therapeutic modality. Currently, many physicians performing traditional liposuction procedures are collecting the fat and sending it to a tissue bank to be reserved for potential use in the future. Another use of liposuction aspirate that is very popular is reinjecting it into the face, breast and buttocks for augmentation and aesthetic purposes.
- **BMAC:** In this procedure the patient undergoes bone marrow aspiration and the collected product is centrifuged and processed to separate the stem cells. This is a painful procedure that often requires IV sedation, analgesics, and is performed in an operating room environment, It is

expensive and more invasive but this process yields stem cells that are remarkably powerful. Stem cells from the bone marrow are most commonly used in hematologic and orthopedic conditions.

- **PRP:** In this process, Platelet Rich Plasma is obtained by drawing a patient's whole blood and centrifuging it to separate the cells from the platelets. This is a widely used approach because it is the least invasive. Nonetheless it has its inherent drawbacks. The overall response of PRP induced stem cell migration to the site of the injection is somewhat dependent on many factors. Physiologically the patient who is advanced in age, medically challenged, affected by chronic illness, or involved in destructive habits such as smoking, drug use, or poor nutrition does not demonstrate the same results as a healthier, younger patient does. In addition, the final count of the platelets suspended in the plasma that is injected is dependent on the patient's platelet count and the method used to create the concentrate. Therefore, this technique, although very effective, has both intrinsic and operator dependent outcomes.

In general, allogeneic cells and tissue are derived from living or deceased tissue donors. Benefits include a plentiful supply and more consistency in the quality and makeup of the tissue being provided. The most common allogeneic regenerative therapy is the administration of amniotic fluid injections.

- **Amniotic Fluid:** The newest approach to injecting a regenerative product is using amniotic and placental derived growth factors. Unquestionably, this approach eliminates many of the variables of autologous injections of similar growth factors. This method has encountered the highest scrutiny and vigilance from the FDA. Needless to say, the processing and manufacturing of this product must be done under strict conditions. Unlike autologous sources that can be easily prepared at a doctor's office, biologics, (i.e., amniotic and placental sources) need to come from a laboratory with the highest clearance such as tissue banks or similarly highly supervised laboratories. Amniotic fluid products are regulated by the FDA as human cell, tissue, and cellular and tissue-based products (HCT/P) under 21 CFR Part 1271 and Section 361 of the Public Health Service Act. It is important to understand that this biologic product is sourced from scheduled cesarean section delivery. This is NOT a product of abortion. On the autologous front, in recent years it has become increasingly more popular to bank cord blood and cord tissue so that later in life, the donor can benefit from these precious growth factors. These perinatal stem cells seem to be more viable and more potent than those found in the

body as it ages. In summary, this source of growth factors and stem cells can be autologous or allogeneic.

Among the most common source for injectable allogeneic growth factors is through amniotic fluid processed at accredited tissue banks. Another advantage of this technology is that unlike the variability of PRP, the growth factor content and regenerative potential can be made consistently higher. It is interesting to note that allogeneic amniotic fluid injections used in the US and abroad have no report of rejection by the recipient. It is of utmost importance for the provider to verify that the source is not embryonic and the injectable product is minimally manipulated to be compliant with the FDA Section 361 regulating HCT/P products.

What medical problems does regenerative therapy treat?

PRP and amniotic fluid therapy have been in use in the dental field for decades with extraordinary outcomes. It's applications in dentistry have involved both bone and soft tissue healing such as decreasing post extraction complications and reversing bone loss. It is also helpful in preparing patients for dental implants. More recently, it has been helpful in decreasing pain and degeneration of the temporomandibular joint (TMJ) and other chronic dental conditions such as gum recession.

Another common medical area that has received much attention is orthopedic applications. Extreme and professional athletes have been able to avoid surgery after trauma or overuse syndromes from injected PRP, BMAC, and amniotic fluid. The entire musculoskeletal system, (i.e., bones, cartilage, tendons, ligaments, muscle), respond to this treatment. Knowing the regenerative potential of these products, it is not surprising to see reports of successful treatments of conditions that until now have only been surgically treated such as rotator cuff, spinal stenosis, Plantar Fasciitis, joint pain, and carpal tunnel syndrome. A growing number of patients have avoided knee replacement, with alternative treatment using PRP, stem cell rich products, and amniotic fluid products

Another concern in the field of anti-aging and sexual medicine is the growing incidents of erectile dysfunction and orgasmic dissatisfaction. The first human study in America showed efficacy and safety in using amniotic fluid to treat erectile dysfunction.

“It is clear Biologics are the future of Medicine, and it is up to us as clinicians to educate the public and provide the necessary research to advance this

field,” says Dr. Zahalsky. “I have been treating patients with Biologics for approximately 4 years, and none of them have gone on to have a penile prosthesis.” Dr. Steixner adds, “The use of these agents is the future in providing a cure for men struggling with a multitude of issues in sexual medicine is a game changer.” In our pharmacologic armory in treating men with sexual dysfunction we can improve erection but currently available drugs that increase penile engorgement do not address the core morbidity experienced in older men such as lack of sensitivity and difficulty with climax. These particular neurologic deficiencies, decreased penile sensitivity, and inability to reach orgasm are alleviated and often times resolved using PRP and biologics. In patients that are not good candidates for “male enhancement” prescriptions, these alternative therapies can reestablish normal blood flow, improved tissue innervation, and regain normal climax ability without any negative side effects or dose related undesired symptoms.

While there have been drugs developed to aid the male patient with erectile dysfunction and other sexual concerns, there have been few prescription options available to treat female sexual dysfunction. The recent advances in stem cell and growth factors have changed that. In the field of urogynecology and female sexual health, PRP and biologics have drastically improved female sexual satisfaction, comfort, and urinary incontinence. Now, post-menopausal women and breast cancer survivors on anti-estrogen treatment can be helped. The contribution of these treatments in the field of female sexuality and genital health are extraordinary.

Sadly, until very recently, this remarkable medical breakthrough has been out of reach to most patients, either technologically, financially, or from lack of knowledge. A major breakthrough in disseminating this information came from Dr. Charles Runels who coined the term “vampire facial-facelift” and the social media reporting of this by reality television celebrity, Kim Kardashian. Patients looking at regenerative facial options and facial rejuvenation procedures and seeing Kim Kardashian’s endorsement opened the door for ordinary folks to be open minded to hear and come to believe that PRP and stem cells are truly amazing. Information on aesthetic applications of these technologies have expanded to people sharing their experiences in other fields of medicine through social media. Thankfully, this emerging healing therapy is quickly becoming general knowledge and patients are asking for PRP and stem cell alternative treatments when they are confronted with the need for surgical intervention in orthopedic conditions as well as dental and aesthetic applications.

Twenty-first century therapy

Regenerative stem cell and amniotic fluid treatments are now legal and available in the US. Now, patients dealing with joint and connective tissue problems – usually so painful as to be crippling – can be effectively treated by the injection of amniotic fluid, adipose tissue, autologous stem cells or PRP directly into the joint.

What are the benefits?

In addition to its ability to treat a wide and growing range of orthopedic, neurologic and medical conditions and injuries, regenerative therapy offers a wide range of benefits. Some of these include:

- o Improves joint, tendon and ligament functions, Healing tears, sports and traumatic injuries
- o Offers no risk of rejection, allergic reaction or any other adverse effect if produced in an FDA compliant facility
- o Promotes new tissue growth and regeneration in any treated area where it is deposited
- o Releases anti-inflammatory substances that dramatically speed the healing process
- o Renews, repairs and promotes growth factors used in overcoming pain and injuries
- o Requires little to no downtime – patients experience safe and fast recovery
- o Shortens recovery after surgery when applied to the incision and even if applied topically after aesthetic resurfacing procedures.

For most therapeutic stem cell and amniotic fluid treatments, recovery is quick and relatively simple. Patients are encouraged to resume activity at their own pace.

The pain from the actual treatment process – the injections – generally lasts for just a few days. Some patients have more severe or sporadic pain than others, but there have been no long-term adverse reactions.

Stem cell and amniotic fluid therapy dramatically enhances the body's natural healing and regenerative processes. These treatments help restore the tissue faster, by increasing normal vascularity, collagen, extra cellular matrix, and by preventing a prolonged or chronic inflammatory state after an injury.

Medically effective... and financially profitable

The key to success involves the effective marketing and promotion of PRP, stem cell therapy, or amniotic fluid therapy. The finances are clear – the mark-up of regenerative treatments ranges from 250% to 500%, and these treatments are cash-based, not subject to insurance-mandated discounts or pre-approval authorization.

Doctors can obtain these injections for an average per-dose cost of from \$1,000 to \$1,200 – but nationally, patients pay from \$3,000 to \$5,000 for these treatments. One study found that 80% of the patients achieved an 80% improvement in pain; another study found that 85% of the patients surveyed achieved at least a 50% improvement in their pain.

Asked if they were satisfied with their investment across several studies, 80% to 85% of patients were satisfied with the value they received from their treatment.

What does this mean for a practice's bottom line?

The stem cells and amniotic fluid used for treatments cost \$1,000 to \$1,200 per dose. Patients nationally are charged \$3,000 to \$5,000 – with an average of about \$3,500. This treatment is not covered by insurance, but this does not have to be a barrier to patient access.

Many leaders in this emerging field offer the stem cells or amniotic fluid in individual doses as well as patient financing to allow practitioners to serve a wide audience. As a “closing tool,” many physician practices also absorb the interest costs, allowing patients to have a “zero interest 12-month loan.”

However, by requiring pre-payment (with or without financing) the cash-pay basis of this treatment eliminates collection costs and cash flow issues.

How is stem cell and amniotic fluid therapy marketed?

Whenever an established practice begins to offer a new therapy or treatment, the question of marketing comes into play. Obviously, a comprehensive program that involves the therapeutic treatment, financing and a proven marketing program is the safest – and most profitable – way to go.

Many practices have found that Facebook advertising works in generating patients. In these practices, in communities ranging from Bentonville, Arkansas to Dallas, Texas, from Boca Raton to Tampa, Florida, the average results are stunning.

If your practice has a strong Internet presence, Facebook advertising with a budget of \$5,000 per month reliably generates \$40,000 in revenue. That level of advertising generates roughly 50 phone calls per month, calls that lead to attendance at a physician-led informational seminar about amniotic therapy. On average, these 50 attendees convert to 20 office visits, which in turn lead to 10 procedures. At \$4,000 per procedure, this generates \$40,000 from a \$5,000 advertising budget.

- o Experience shows that this Facebook advertising approach is upwardly-scalable – for instance, a \$10,000 monthly ad rate has been shown to double the activity and revenue.
- o This approach is also downwardly-scalable, as long as the Facebook advertising stays at or above \$3,000 per month – below that, results fall off as a percentage of marketing costs.
- o A series of newspaper ads using a comparable advertising budget of \$5,000 has been shown to generate from 15 to 30 people attending the seminar. Newspaper ads and Facebook ads can be combined – they will reach different people.
- o Email has also been shown to be effective – but only if the Medical Practice has a strong mailing list, or can obtain one from third-party commercial sources.

The bottom line is your bottom line

Amniotic fluid therapy is becoming more well-known every day. The news media is playing a big part in the marketing effort by reporting on this medical breakthrough. Every time a new medical condition is found to respond well to amniotic fluid or stem cell treatment, the media once again becomes a megaphone that will help drive inquiries and patients to your practice.

Note – in preparation of this chapter about an exciting, emerging trend in profitable patient treatment, several of the area's leading experts were interviewed. Their insights, coupled with our own, helped to make this perhaps the most comprehensive marketing overview of PRP, stem cell therapy, and amniotic fluid therapy available to date.

Chapter Three: Lights - Camera - Action: Staging and Hosting Events

Events Management - Think “Wedding”

Everybody has experienced a wedding – their own, in most cases, along with the weddings of brothers or sisters, daughters or sons – but even if you’ve only experienced a “Hollywood Wedding,” you’ve got an idea of what one is like.

And if you can imagine putting together a wedding – a big wedding, with all the bells and whistles – you’ll know everything you need in order to put together a successful Aesthetics Medical Practice or Spa special event or other business-building project.

The key to success is planning, whether it’s for a wedding or for a practice-building event. Except for elopements, visits to the Justice of the Peace, or spur-of-the-moment “quick, before we sober up” Vegas weddings, all really impressive weddings begin with planning. And planning begins by making a master checklist. With just a few exceptions, the lists are the same.

Wedding	Business Event
1. Wedding Planner & Timetable	1. Event Planner & Timetable
2. Theme	2. Theme
3. Date and Time	3. Date and Time
4. Location or Venue	4. Location or Venue
5. Priest, Preacher or Rabbi	5. Master of Ceremonies
6. Guest List & Invitations	6. Guest List & Invitations
7. Caterer & Flowers	7. Caterer & Flowers
8. Entertainment	8. Entertainment
9. Wedding Favors	9. Gifts and Hand-Outs
10. Rehearsal & Rehearsal Dinner	10. Pre-Event Run-Through

Let's run through them -

Event Planner & Timetable: Whether this is something you do yourself, something that you assign to your practice manager, or something you hire out, this is essential. Someone has to be in charge. If “everyone’s in charge” (i.e., everyone instinctively knows what they’re supposed to do) then, in fact, no one is in charge.

Success happens by intention, not by accident. Recommendation: Hire an event planner for a grand opening party – this frees up you and your staff for what you all do best – take care of patients and business. Then, ask the event planner to create a time table for the events – indicating who does what, and when, in order that it all comes together on event day. Your event ambassador should also be able to prepare a briefing book. The briefing book should contain a sales kit, a press kit, before-and-after photos that relate to the event theme, a sample Q and A session sheet about the topic of the event, third party endorsements (i.e, quotes from patients and the technology representative), supportive statistics, and also reprints of past press appearances).

Theme: This is a central element to the event. Weddings usually have themes – from “back to nature” to “traditional church” – and this defines everything from the location and date/time to the design of the invitations and the flavor of the edible decorations. So create a theme that focuses on the event – and focuses the event in ways that will generate business.

Sometimes traditional is best, but sometimes thinking out of the box works. Traditional means having a patient-education component (“this is what Botox is and how it works”) or announcing a new product, service or facility. Demonstrations of procedures also falls under the realm of traditional, and these can pack the house if you have got an interesting procedure to demonstrate.

These traditional programs often work – but sometimes, it helps to go beyond traditional, to think out of the box, to make this more than an Amway-like sales pitch.

For example:

You wouldn't hold an event right before Valentine's Day – unless you're offering free makeovers, in which case it could be standing room only.

“Gal’s night out” kind of events can really be effective, especially one that includes free delivery pizza and wings, sent home to the husbands or partners of any woman who actually show up, making it “ok” for them to be away from home at supper time. That may seem a bit pricey, but it could provide a huge pay-off in new clients and new products sold. They’ll even come home to a happy and well-fed family.

Think out of the box. Come up with a theme that works for not just the guests but also for their spouses/partners and families – and one that also works for building new clients and new business.

Date and Time: You need a date that doesn’t conflict with local charitable events, including area hospital events; you need a time that won’t require you to close your office for too long. You also want a date and time that will allow your target market to turn out in force. And tie your schedule to something that works for you, or find a way to make it work. Most events should not be held during office hours – unless you can come up with a workable exception that makes sense.

Location or Venue: The ideal location in most cases is your office, as it allows you to show it off. But there could be a case made for having it off-site (at an affiliated spa, for instance) if you make spa treatments part of the program – they are a great draw, but not always possible in a Medical Practice setting. The location should be tied to the theme of the event.

Master of Ceremonies: You don’t need a priest, preacher or rabbi to “officiate” the way you do at a wedding, but it often makes good sense to have a third party as your MC – this allows you to more effectively circulate with your guests and not have the pressure of being “on” every instant.

The MC can do double-duty if he or she also represents the themes in some way. For instance, if your theme is “get ready for the beach,” a well-known local TV weatherman could be a natural – he or she could predict “beach weather real soon” which would tie into getting ready for bikini season. A local workout coach and fitness guru from your strategic ally, the local up-scale gym, could make the same pitch. Almost any time of year would work for the fitness guru, or with a makeover expert from the local Nordstrom’s or a major local spa.

Having an MC can be especially beneficial if your event involves you making a presentation to your guests, as he or she can hold their attention until you are ready, and then can introduce you.

Whomever you choose, you want someone who creates confidence and who is glib on his or her feet.

Even better if he or she adds a little local celebrity buzz to the event. Do not underestimate the importance and impact of local “celebrity,” and make use of it in attracting the guests you want – the ones who will become patients or clients.

Guest lists and invitations: These perhaps should be two distinct categories, so let’s start with Guest Lists.

- a. **Guest List** - Your invitation list should include:
 - i. Clients and Former Clients
 - ii. Friends of Clients and Former Clients (ask them to nominate potential guests)
 - iii. Prospects – including people you advertise for it
 - iv. Civic and community leaders (especially those who might someday become clients)
 - v. Non-Professional event planners (women who might want to secure your services for “event” makeovers or “event” Botoxins – for sororities, wedding parties, pre-milestone anniversaries, etc.
- b. **Invitations and Promotions** - Your “invitations” should include mailed and emailed invitations that would be professionally designed and written, then mailed or emailed (or both). This is important, and a professional should be called in.

However, the idea of “invitations” should include other approaches too; here again, professionals (PR, Social Networking, Advertising, etc.) should be involved as well.

- i. Press releases posted via wire services (BusinessWire, etc.) announcing the event and giving a call-in or social network contact account by which people can RSVP (and give you their contact information). The title of such a press release would be called a PRESS EVENT. Visit Appendix 6 to learn how to draft a press release.
- ii. Social networking “invitations” posted on Facebook, Twitter, LinkedIn, etc., and supported by blogs, photo spreads and other “content” that will make people interested in attending
- iii. Advertising in local fashion/beauty media, both online and print/broadcast
- iv. Posters at strategic allies – beauty salons, spas, fitness centers, department store makeover departments, Fredrick’s of Hollywood – any business that shares a common target demographic audience but doesn’t compete head-to-head with you for their business

Caterers and Flowers: This means event decorations – there may be catered food (or not) and you might involve flowers (or not) – but whatever you do, you will want to decorate the location – and offering snacks and beverages is almost always an excellent idea. Rely on your professional event planner here – she’ll have established business arrangements that should (if you picked the right event planner) get you premium services and discounts.

However, do check to make sure that the event planner isn’t getting kickbacks from vendors – that kind of business arrangement does not generate superior quality (vendors providing kick-backs have to cut corners or lose money), and it sure doesn’t get you the best prices, since if at all possible, the kick-back will be passed on to the client – you.

Entertainment: In many events, you – the doctor or practice manager – are the “entertainment,” making a presentation about what you do, or about a new procedure or product. But think beyond the box. A soft/light jazz combo could add to the event. The MC might be a budding stand-up comedian who will lighten the event.

On-the-spot makeovers are a form of entertainment, as are character-sketch portrait artists and even palm readers. You can be serious or light,

but you want the entire night to be memorable, and great food, great drinks and great entertainment can add to any event.

Gifts and Hand-Outs: This reminds your guests that this is ultimately about business. It might include samples of custom/branded make-up and makeover products you offer, or it might include a “gift bag” with free-service coupons. These coupons should not merely offer discounts, not unless the coupons offer at least a 25% greater discount than the vendors offer on their ads – it’s got to be special or it’s not worth the paper it’s printed on. Include coupons for free services you can offer to your prospects – the goal, ultimately, is to convert guests into paying customers.

Pre-Event Run-Through: This is where most events run by physicians or spas falls flat. Practice. No wedding goes forward without a rehearsal, as well as a rehearsal dinner. They are part of what makes them special, and also part of why amateurs (grooms) so seldom mess up on the big day. They rehearsed. And then, and only then, they partied.

Make your event special. Do a run-through the day before, a “dress rehearsal” of the entire event. Make sure everyone on your staff, and every hired gun, is ready. Then reward them by having an event “rehearsal dinner,” at a nice place, and pick up the tab. That will put everyone in a confident and positive mind-set when they’re ready to move forward.

Bottom line: A wedding is the beginning of the rest of their lives for the participants. It’s a big deal, and people who care do the planning, subdivide the responsibilities and make sure everything is done right.

Your event should also be a “big deal”.

Step-by-Step Guide to Successful Event Planning On Any Budget

Building your Medical Practice via face-to-face events

A well run event can bring a significant number of new patients to your aesthetic Medical Practice – or the event can bring together new customers for your proprietary product. However, running an event, whether it attracts 5 or 500 people, can be a daunting task. The skills needed to stage and promote a successful event are far different from the skills needed to effectively treat patients one-on-one – so to prepare for success, check out this guide to successful events.

Before you schedule your event, first stop and think about the purpose of this event.

- ❖ Are you hosting the event to thank your existing patients, or 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?

Identify your goal for the event before you host it as this will help guide your decisions in planning it.

Working with your brand and budget, as well as the desired outcome, you should create an experience that your attendees will remember. The event should also positively differentiate your Medical Practice from those of your competition.

If you are unsure of where to start, our consultants at Beautiful Forever offer you our **key points** as your guide to success:

1. **Decide on the purpose of your event** (education/new procedures, new staff member, patient appreciation, grand re-opening), and make sure that every part of the event – from promotion to hand-outs – reflect that purpose. (see sidebar for our suggestions on calendar of events)

2. **Identify a person in your office to take ownership of your event** - This person must be organized and excellent in following up and following through. Designate this person to work with your marketing team.
3. **Venue** – How large an event are you planning? Is your office able to accommodate the amount of guests you are expecting? If you are thinking a larger crowd, or perhaps more of a social event, a stylish, upscale hotel or restaurant may be more suitable, you may also consider if space and weather permits, erecting a marquee to allow for overflow or to hold the entire event.
4. **Sixty days prior to the event** - In order to put down a marker and to get on potential guests' calendars before conflicts arise send out "Save the Date" pre-invitations.
5. **Forty-five days prior to the event** - Develop a detailed invitation for your event. Paper invitations are more expensive – but more effective. Digital (email, Facebook and Twitter posts, etc.) are less costly - but also less effective too. The best solution is often a combination of print/mail and email invitations, each reaching the same individuals to reinforce the message.
6. **The invitation should include the date, time and place**, along with a motivating and intriguing topic. It should be created with your "brand identity" and contact information. Always include a "call to action" such as 'Space is limited and many have already secured their place, **so call now!**'
7. **Two weeks later** - Forward the detailed invitation again with a personalized note. Still have unanswered invites? Call guests and extend a personal invitation.
8. **Network your event** and create a version of your invitation to be displayed at your strategically-allied businesses- health clubs, health food stores, salons, etc. Give these strategic allies these flyers, along with additional invitations, 30 days in advance of your event.

Offer them incentives... bring 3 guests get discounts on products and/or services. You can also consider offering them space at your event. Provided they are not in competition with any of your services

have them set up tables and distribute information on topics such as nutrition/diet/wellness.

9. **It's often best to encourage response** through your website so that prospective attendees will view it and thus learn more about your Medical Practice. You should also be able to add their email addresses to your list, enhancing your database for marketing purposes.
10. **Attendance at this event** should only be by invitation or by pre-registration. Create an incentive for "bring a friend" (e.g. each guest receives 5 raffle tickets, receives additional 5 for each friend brought along too). Please be sure to ask them to pre-register.
11. **Favorably leverage your relationships with vendors** – Get them to underwrite as much of the cost as possible. Encourage vendors to attend and display info or be part of your educational program (e.g. Allergan, information and specials on Botox and/or Latisse).

Free samples that are distributed at the seminar are great for prospects who may not come in for treatments but who could still become clients for skin care products.

12. **To effectively promote each event** - Thirty days in advance of your event, take advantage of free marketing by issuing a press release to your entire media contact list and chamber of commerce list. Community service sections of your local cable TV and newspapers are always looking for educational programs for the community.
13. **Plan on door prizes** - Be sure to ask vendors to contribute gifts. Gift certificates, gift baskets or a specific highlighted treatment are examples of good door prizes.
14. **Most of your guests will anticipate refreshments** - So consider your budget and what type of catering you want. Quality food trays, hors d'oeuvres, water, juice and coffee usually work well.

You may consider something a bit more upscale with wine and cheese platters, but if you do, be sure to monitor your guests' alcohol consumption. Custom desserts beautifully displayed also make a great impression!

15. **Be sure to have a designated** person in charge of check-in.

16. **Upon check out all attendees get a “goodie bag”** - Something packaged nicely with samples and information from your product line works well.
17. Offer a **‘this night only discount’** for attendees who book at the event. It will help them decide that night to come in for treatments. Also offer discounts on products purchased that evening. Be sure to mention you have discounts gift certificates available. Explain finance options so your services are affordable to everybody.
18. **If you are holding your event in your office** - Schedule patients in the morning so you will have time to prepare and set up. Create a to-do list, the week before and day of event.
19. **Have soft, mood music playing** - Decorate office with fresh flowers. Obviously, it should be spotless clean. All displays should be in place and organized. All valuable display items should be put away; don't leave anything to chance.
20. **Have staff dressed appropriately** - Depending on location they should be in proper “dinner attire” or if in office, dressed nicely under lab coats, with logo, looks neat and put together.
21. **Prep each room with relevant brochures**, as well as before-and-after pictures – your own (preferably) or company stock photos. Keep displays of product.
22. **Patient flow should be directed by a concierge** or greeter (with name tag)- you can use your practice manager – having patients go from room to room seeing each procedure, then given the chance to hear about it and ask questions, enhances their experiences.
23. **The area within the office** where members of staff are taking money for products, gift-certificates, etc., should have a price list available for all the procedures with special prices being offered that night and discounts on gift certificates.
24. **To handle visitor flow**, depending on the amount of people attending ... (40-60 makes sense) you will need two people taking money and giving clients instructions and two people making appointments.

25. Doctor and key staff should be available to speak with guests ... explanation of services, answering questions etc.

Advertising and promotion

Start with internal marketing – with signage, and “working” your database – this is your least expensive and most effective form of event marketing.

Do you need to advertise your event? This may depend on the goal of the event and the intended audience. If so, create an advertising budget and goals. You should identify advertising methods – email and the web, TV and radio, magazines and newspapers.

The correct medium for you will depend on the type of guests you’re trying to recruit. Consider using new social media tools and events websites, especially geo-targeted ones, to promote your event.

Examples include LinkedIn, Facebook, and Twitter. Make sure to design and distribute your ads, emails or letters with ample time to receive responses.

We have found that in our market, a mix of media seems to work most effectively. Each of our socials has a different theme, with a different audience, and a variety of advertising has proved to be the best way of reaching our target market.

Follow up on each event

Now that you’ve created an amazing event and provided everyone with a memorable experience ... what next? Follow up! This can be a simple strategy if someone is in place to follow up. If you need help then my Beautiful Forever team will design a follow up system for you that will make your facility even more unforgettable.

Start at the beginning by creating an attendee list which requires complete contact information: name, address, phone and e-mail. Add this new

information to your existing software-based database, and be sure to include in the information, the event they attended.

The next step should involve sending a follow up note telling each visitor how great it was to meet them – then invite each of them to call with any questions. Add another event date or a reminder of an event incentive that is still available or attach a card with a discount on their next service.

Be sure to include your list of attendees as part of your e-mail blasts and direct mail campaigns, (ex. My Emma, Constant Contact, Vertical Response are good examples). Create groups for future events on different topics.

Don't forget to follow up for people that didn't show... they should be called right after your event and offered something such as a free consultation to get them to come through your door.

"We hoped to reach out to the community and re-introduce ourselves with our "Grand Re-Opening". We believe we accomplished this and much more! We acquired new patients and expanded the breadth of purchases of our existing clients. It was a great event; we are still booking appointments from it even two weeks after the celebration".

Conclusion

With proper planning and implementation your events will always reflect your image, provide you with valuable exposure to prospective patients and will provide attendees with a very memorable experience that will have people talking and anticipating your next event.

Continually build your brand and create a buzz in your local market! The Beautiful Forever team can assess your brand and marketing material... contact us for a complimentary assessment.

Check the Appendix for event planning tools.

Social Media Best Practices for the Aesthetics Industry

Facebook

How to Reach Fans

- Post 4-6 times a week
- Facebook controls how many of your Fans will see each post with a complex and evolving set of algorithms
- Build and engage your audience with local and popular #hashtags
- Higher engagement results in your post being shown to more people
- Use targeted and promoted posts for special offers or announcements

Facebook Live - See Cheryl Whitman LIVE Wednesday's at 1 p.m. est for Beautiful Forever University FB Live educational weekly trainings. Like Beautiful Forever on Facebook. You can watch anytime on Facebook.

What to Post

- Photo albums, pictures, and videos get 180%, 120%, and 100% more engagement, respectively
- Experiment with a variety of post types and use Page Insights to emulate posts that were unsuccessful in the past
- Posts between 100 and 250 characters get about 60% more likes, comments, and shares
- Always include creative calls to action to encourage engagement and click-throughs
 - Ask for opinions or facts, then respond or provide the answer in the comments
 - Ask Fans to click "Like" if...
- When in doubt, ask yourself. "Would I want to see this in my NewsFeed?"

What Not to Post

- Avoid images with nudity or misleading images, such as stocks photos without the “MODEL” overlay
- Content that belongs to someone else, unless you are using the Share feature

Quality Over Quantity

- Invite patients, friends, and family to like your Page because they are more likely to engage and their friends are more likely to become Fans
- Focus on attracting Fans with a genuine interest in your practice –they’re more likely to become patients
- Never purchase Fans-it’s against Facebook’s Terms and will hurt your page

Managing & Monitoring Your Page

- Engage with and @tag other business Pages to expand your reach
- Key staff members can be admins on Your Page, but reserve “manager” access for executive-level staff
- Reply to all comments and messages promptly, addressing any negative feedback to show transparency

Fun Facts

- 40% of FaceBook users say they “Like” a business to receive discounts and promotions
- Customers who are Fans on Facebook spend 83% more than customers who are not Fans
- Facebook has a Visit-to-Lead conversion rate of .77%
- 70% of US adults trust brand or product recommendations from friends and family while only 10% trust an online ad. Using Facebook to leverage

Fans to advocates for your practice to their family and friends is the best kind of marketing there is

- There are over 1 billion people on Facebook who like and comment an average of 3.2 billion times per day

Instagram

Name and username

- Use the business name and make it consistent with other social media channels
- This is the only searchable criteria, choose wisely
- It must be under 30 characters

Profile Photo

- Use a branded image consistent with your other social media platforms

Descriptions

- Tell who you are and what you do. Keep it fun.
- Description must be under 150 characters

Website URL

- This is the most important area to format to drive traffic to your website
- It is the Only clickable link

Privacy Settings

- Set to Public

What to Post

- Image should tell a consistent story and give people a reason to follow you
- Photos with faces receive 38% more likes and 32% more comments
- Videos receive 2x the engagement of photos

- Text overlays work best for eye-catching images
- Keep captions between 200-300 characters to be more effective.
- Have a clear Call to Action (CTA)
- Images/videos should not be in your face “salesy.”
- Suggested content includes
 - Content submitted by clients
 - Employees, events and behind-the-scenes
 - New products/new services offered

When to Post

- Post often enough to keep users engaged (1x daily)
- Quality is more important than quantity
- The best time of day to post: outside of normal work hours
 - During work hours, an average of 22.5 per 1000 Instagram followers interacted with videos posted by Fortune 500 companies.
 - During off hours, 33.4 per 1,000 followers interacted with the content

How to Connect

- Encourage users to hashtag photos at your events and tag your business
- Tag other users in your photo or add the “@” symbol before another username to mention them in a caption
- Respond to comments with the “@” symbol to ensure they see your response
- If questions and/or customer service issues require a personalized approach, alert the user that you will send a private message to resolve
- Follow and interact with others, especially brands and groups with which you are affiliated

Hashtags

- Add the “#” symbol before a word or phrase that’s popular on Instagram to significantly increase the reach of posts
- Use relevant, industry-related hashtags
- Only use as many hashtags as you need—at least 5 hashtags, typically no more than 10
- Combine popular and less common hashtags
- Create your own hashtag to start a conversation or promote an event/special offer, but be sure to stick with it throughout your posts

Fun Facts

- There are more than 75 million daily Instagram users
- 57% of Instagram users access the site daily
- 68% of Instagram users are Female
- Instagram engagement is 15x higher than Facebook engagement and 20x higher than Twitter

Google+

What to Share

- Optimized posts that attach links to your website or blog
- Focus on educational information, product or service information updates, awards and blog posts
- Share posts from reputable societies, associations and news channels on your page or profile

Who to Circle

- o Circles are a way to segment contacts for targeting sharing and promotions to increase engagements. Types of Circles: patients, team members, medical news, plastic surgery associations, local businesses

- Encourage others to add you to their circle as a way to follow your posts

How to Engage

- Posting on communities is a great way to increase followers with related pages
- Always include a post and call to action when sharing content from an article, blog or website
- Add popular, relevant #hashtags into posts for extra exposure in search results
- Respond to posts by others; alternating between using the Google+ brand page and Google + profile
- Share frequently asked questions with your answer and encourage followers to ask additional questions in the comment field

Where to Share

- Share all content related to your business on the Google+ Brand page and cross-promote this content by sharing it from the brand page with your Google+ profile for maximum exposure
- Share posts publicly as much as possible
- Reserve using Circles until you have built enough segmented followers; then plan to share posts that are targeted accordingly
- Use circles when you plan to email a post directly to that segmented group
- Reserve sending posts via email for timely information to avoid being seen as spam
- Share anything relevant to a Community group as often as possible

Quick Facts

- Google+ users have an average annual income spread evenly across the spectrum with a small majority around \$60,000
- Google's current algorithm (Humming bird) often displays Google+ posts in search results above webpage results
- Google+ offers link equity to site links shared on the platform
- Sharing and engaging on Google+ is similar to FB but Google+ offers advanced targeting to provide better virality, and has a strong correlation to Google search results
- Google+ has between 350-500 million active users and the integration it offers with search, maps, YouTube, and other products surpasses the abilities of all other social media platforms

You Tube

What to Upload

- YouTube is used as a search engine, upload videos that offer information, answer a question, or demonstrate a product
- Create a face for your brand to increase engagement
- High-quality videos demonstrate professionalism
- Request permission to upload videos from every interview you participate in

How to Optimize

- Keep your videos public and enable the Browse view for maximum visibility
- Set new discussions (comments) to require approval to prevent spam on your channel

- Titles work best at a maximum of 66 characters, anything longer is truncated
- Descriptions are best kept under 1,000 characters with one URL within the first 65 characters and at least one other URL further down in the body of the description with a call to action to visit your website or subscribe to your channel
- In the tag field, use every combination of your keywords up to 450 characters
 - For “City Plastic Surgeon,” also use “Plastic Surgeon City,” and the YouTube pop-up suggestions of “Plastic Surgery (Medical Specialty)”
- Include the word “video” in titles and descriptions regularly

When to Interact

- YouTube has traffic 24/7, with peaks between 5:00 PM and 10:00 PM
- Check your channel for messages, comments, and questions every few days to approve comments and respond as quickly as possible

Where to Drive Traffic

- URLs must be written in full http:// form but URL’s longer than 27 characters may be truncated by YouTube, making it best to focus on driving people to short URL pages like your homepage
- YouTube’s click-through rate is less than 1%, even on large brand channels, but by creating and sharing video playlists, you can keep viewers within your content longer by driving them from one video to the next
- Calls to action can be a part of the video, too, by asking viewers to visit your website or call for a free

consultations after watching, this helps converts viewers who may not read your description

Quick Facts

- YouTube users have an average annual income of \$25,000-\$49,000
- 58% of Internet users, or approximately 128.2 million people, visit YouTube each month
- While the majority of YouTube users are 18-34 years of age, other age demographics still capture around 50% of all users on the Internet
- YouTube has more than 1 billion users and is the world's 2nd largest search engine
- YouTube is owned by Google and is now fully integrated with Google+ accounts, but it continues to function as a stand-alone search platform popular with people who want fast, easy-to-digest content

LinkedIn

What to Update

- Updates should be professional and less “social”
- Updates about you as an individual –your education and awards-go on your education and awards-go to Personal Profile, reserve branding services and news/events for the Company page
- According to LinkedIn, status updates with an inside look at your business and/or an interview are the most desirable
- On your company page, post job openings, new hires, and employee promotions, included quotes from staff about why they like working for you to both attract qualified professionals and demonstrate your practice environment to discerning patients.

Stay LinkedIn with Cheryl Whitman

When to Update

- Many LinkedIn users subscribe to a weekly digest email; posting 1-2x/week is sufficient
- Only post status updates during business hours
- LinkedIn sees peaks in traffic between 7-9 AM and 12-1 PM

Where to Update

- Post brand updates to the Company Page, then share from that page to your personal profile
- New products and services go on the Company Page under “Products” as individual pages

How to Leverage Your Network

Connect with contacts

- Only connect with other users you have interacted with professionally or personally
- Encourage staff to connect with you on LinkedIn and follow the Company page

Join Groups

- Seek relevant groups where you might find patient leads, such as a local small business networking group; join other groups for professional development
- Post discussions to the group with a question to create engagement
- Share new blogs and articles with all relevant groups to which you belong

Endorse & Recommend

- Endorsing skills and giving recommendations to colleagues encourages reciprocation
- It is appropriate for your staff to endorse your skills and recommend you, and vice-versa

Profile

- Make sure your profile is 100% complete
- Connect with everyone
- Add an interesting story in your summary, have a video recommendation pop up in the first few seconds, or at the least tell people who you are, who you help, and how you help them so there is some direction for people when they land on your profile.
- Recommend Others
 - The more you give, the more you will receive. Recommending others without them asking you to is a great way to help increase the social proof on their profile, which could be the difference between an OK year, and a great year for them.
- Join Targeted Groups
 - LinkedIn groups, LinkedIn groups, LinkedIn groups! It doesn't matter what industry or business you are in, this the part of LinkedIn you should be focusing the most. There are benefits to both joining and being a part of niche-related groups, and also being the owner of them.
- Connect to Twitter
 - The updates (even when synced from Twitter) seem to "stay on top" longer than they would in your Twitter stream. The more interaction you get, the more others see it as well (it's similar to Facebook in this regard).
- Add Company Profile
 - LinkedIn is constantly enhancing its platform and one of the things that has been lagging, until recently, was the company page section. Now, it allows you to add a video, share more information about your products and services,

and give more insights about your company and the people working there.

- Optimize Your Search Ranking
 - Optimize your profile to help you be found and contacted by more people looking for what you specialize in.
- Add Advanced Applications
 - There is an application for everyone that can help you get your message across better, and improve the overall experience of your LinkedIn profile. Go to the applications section on your profile to see which ones you could start using today, and make the most out of the new ones that come out in the future.
- Optimize search ranking

Fun Facts

Why LinkedIn Is #1

- With the average household income per user hitting \$109,000, which is much higher than Twitter, Facebook, and the other social networking power houses, you know you are dealing with people who mean business.
- Being that it is the largest business networking site in the world, there is a mindset shift when users log on to LinkedIn compared to logging on their cousin sites, Twitter or Facebook.
- People use LinkedIn to discover brand information from the over 3 million company pages
- LinkedIn has a Visit-to-Lead conversion rate of 2.74%-that's higher than Facebook and Twitter combined
- Research shows status updates about company branding receive the most engagement, which is the complete opposite of Facebook.

- LinkedIn is meant for professionals, keep your status updates at a high level and you'll find LinkedIn advantageous for B2B and B2C communications.

Twitter

What to Tweet

- Tweets should be exciting, useful, positive, timely, conversational
- People tend to share positive Tweets that solve a problem, answer a question, entertain or inspire
- The most retweeted content tends to contain links, photos, video or quotes
- Tweets with images drive double the engagement
- Keep Tweets short-They have a maximum- of 140 characters with spaces and a recent report by Buddy Media revealed that Tweets shorter than 100 characters get a 17% higher engagement rate

When to Tweet

- Twitter is fast-paced, so Tweet often (3x/daily)
- Tweets get lost as they age, Tweeting within 1-3 hours of your last Tweet is acceptable
- Twitter sees peaks in traffic between 7-9 AM and 1-3 PM

How to Connect

- Add the "@" symbol before another username to mention them in a Tweet
- Reply to all mentions as soon as possible, a simple thank you will do
- Follow and interact with others, especially brands and groups with which you are affiliated
- 'Favorite' content you enjoy, especially when it mentions you

- Quote relevant content with a Retweet, Use “RT” and the originators’s username at the beginning of a Tweet, then paste in their content and add your own thoughts before the RT, space permitting

#Hashtags

- Add the “#” symbol before a word or phrase that’s popular on Twitter for extra exposure in searches
- Use 1-2 hashtags per Tweet, but never more than 2
- Search on Twitter for the hashtag first to make sure it’s used in a positive way
- Create your own hashtag to start a conversation or promote an event/special offer, but be sure to stick with it as adoption of a hashtag takes time
- Join live hashtag conversations that use repeat days/times by Tweeting at that time, like #bcsm, #meded, or #gno

Fun Facts

- Twitter users have an average income of \$52,000
- More interactions appear to be B2B, research into major retail brands showed the average Tweet generated an extra \$25.62 in revenue
- Twitter has a Visit-to-Lead conversion rate of .69%
- Twitter requires volume. It is ok to Tweet the same blog post or promotion multiple times, just do it spread out over different times over a few days
- There are 200 million users on Twitter who send out an average of 400 million Tweets every day

Blogging

General

- Publish a new, high quality blog at least one every 1 to 2 weeks to keep content fresh in search engines

- Be consistent, post on the same day each week
- Schedule blogs for post future dates to increase efficiency
- Publish between 8 and 11 AM
- Share posts of FB in the morning and twitter in afternoon to stimulate social sharing
- Monday posting is good for page views
- Saturday is best for engagement
- Friday is best for Facebook and Twitter activity
- Optimize each blog post for 1 to 2 relevant keywords

Blog Title

- Include keyword
- Be unique, ultra-specific, useful or urgent
- Words with emotional value help readers connect
- Use numbers and adjectives to generate interest
- Be concise, list important words first
- Title must match content (no misleading headlines)

Body

- Reader should finish the blog in 5 minutes (200-400 words)
- Body should contain at least 1 link to your website
- It should have a link to a reputable outside source
- The Link to your website should come first
- Link to older blog posts to drive traffic to them

Image

- Use an image at the top to catch the readers eye
- Image should be wide enough to take up the max space in posts on social media
- Use 2:1 width to height ration

SEO Pack

Title

- Use maximum 60 characters including spaces
- Include keyword

Description

- Concise description for the post that is displayed on search engine
- Include keyword

Keywords

- Identify your most important keywords for this page
- Include 1 to 2 per post

Categories and Tags

- Categories are like a table of contents and tags as the index
- Less is more when it comes to categories and tags

Quick Facts

- Small business that blog generate 126% more leads
- 81% of US consumers trust advice and information from blogs
- 61% of US consumers have made a purchase based on a blog post

Social Media Strategy

- Create a social media content calendar

Goals

- Bring traffic
- Spark engagement
- Don't do it just to do it

Google Analytics

- Identify your conversion rates from the various social media platforms so you know where your customer base spends time and what drives them to your website.

Competition

- How does your competition use social media?
- What seems to be working for them?
- Do you have a similar audience?
- Gather insights into engaging content

Ask

- “What value is your company adding to your customers through social media today? Vs. “What is the value you want to be adding?”

Setting Strategic Goals

- Set SMART objectives and associated Key Performance Indicators, and prepare key supporting messages
- Define a brand voice/persona/tone to be used in all business-related social media interactions

Goals

SMART

- S - Specific: precise area of improvement
- M- Measureable: can you set targets for goals. Can you tell when goal is complete?
- A- Attainable: Consider historical context
- R- Realistic: Evaluate resources, is the goal realistic?
- T-Time-Bound: Put time-frame and measure goals & benchmarking progress

Key Messages

- What you want the public to know about your business
- Sync with marketing department

- Your message should be holistic and reflective of the larger business goals – consistency in message is key
- Sync with your business development and marketing departments

Specifying Social Media Voice

- Define brand voice and personality
- Always stay consistent
- Friendly or provocative?
- Fun or serious?
- Formal or casual?
- Document your personality
- What adjectives describe your brand?
- What adjectives do you want people to use to describe your brand?

Social Media Strategy

Paid: Social ad strategy

- Boost FaceBook post
- Promote tweets
- Boost messages that were popular organically to broaden exposure
- This will increase engagement (likes, comments and shares)

Owned: branded properties you own and leverage strategically

- Website
- Blog
- Social Media
- Create content strategy for all forums.

Earned: Refers to exposure through public acceptance and emotional connection with the business (most credible)

- Word of mouth
- Positive conversion about service and products
- Endorsements through media outlets
- Incorporate multiple elements of paid, owned and earned to achieve goals

Strategic Goals

- Factor in timing and identify keys dates in the year
 - Essential when planning social media activities
- Consider holidays and seasons that are key to industry
- Specify periods of time when you will be developing content
- Plan release dates
- Overall duration of campaign
 - Keep in mind constraints such as staffing, training and technology
- Determine who will monitor your social feeds and who will answer questions/concerns
- Identify Reporting Intervals
 - Monthly
 - Quarterly
 - Semi-annual

Content Game Plan

High quality and relevant content

- Keep close relationship with your audience
- Establish authority in your industry niche
- Contribute to overarching business objectives

Key Elements

- Target audience
- Goals
- Brand voice

- Distribution channel
- Tactics

Determine

- Who communicates with you and how
- What you want to achieve with content
- Repurpose and-divide content to multi-purpose the same content with consistent messaging
- Who creates content
- Which channel should be used and how often
- Keep content calendar organized and visual representative of what you have coming up

Beautiful Forever digital specialists offer customized social media content and SEO packages to increase brand awareness and social media engagement. Social media content should fit into a global marketing strategy. Our social media content calendar allows your practice to plan and organize marketing concepts to align your social media with your overall goals.

Chapter Four: The Write Stuff

Written communications remain at the heart of marketing and promotion for Medical Practices and medical spas.

This begins with branding the message – part of the overall branding process, but critical to include in each message – then involves public and media relations, printed (including Internet) advertising, social networking in all its myriad ways, as well as books and eBooks.

No doctor should be without a book that he or she has “written,” one that positions the Medical Practice or spa to potential clients in a positive and impressive fashion.

Section One: Branding and Communicating Your Message

Properly managed, a practice's brand is typically its most valuable asset. A compelling brand can create patient loyalty and preferences strong enough to overcome intense competition and price differences.

Branding is a technique that all businesses and individuals can use to effectively market themselves and their services. Your personal brand consists of your ultimate vision or mission, the products and services you're offering and how you communicate all of these elements to your target market.

Personal branding is very powerful because it sends a clear, consistent message about who you are and what you've to offer. A strong, authentic personal brand helps you become known for what you're good at, sets you apart from everyone else, and also can position you as a niche expert.

One of the quickest ways to jump-start your personal brand is to identify your highest value touchstone.

What is the one thing you can be known for that you excel at?

Your touchstone must be something you constantly and faithfully over-deliver. This is the key to gaining patients and giving it that recurrent push. It must also be something that is easily identifiable. Clear, concise, and also recognizable is what you are going for.

You should begin by defining your objective. Determine what you are trying to accomplish, who you are and who your target market is. Define your best prospect and get into their wants and needs.

Next, define your message. Your messaging must be authentic. It must speak directly to the heart of your target market. Keep in mind that your prospective patient doesn't typically want what you are selling; they want the result of what you are selling.

Remember that your brand is a promise of quality and value and a commitment to provide consistent performance and a reliable level of

service. Patients will value and pay more for that level of service because they can place their trust in the brand.

You must be able to deliver what your brand idea says you are going to deliver.

There are an overwhelming number of tools at your disposal to begin to brand yourself. One thing to keep in mind when choosing tools is to ask yourself if this is where your target market can be found. Does your prospective patient interact in this network or with this tool? Find the right places that get right to the heart of the market you are targeting.

Now that you have defined your objective, messaging and tools, it is time to implement.

Reflect your brand in everything you do, including your appearance, your personal network and your use of technology, your office staff and your surroundings, your volunteer activities, etc.

You must ensure the brand consistently delivers on its unique promises and that the brand messaging is clear, consistent, and compelling. The brand character must be defined and socialized to everyone in your office so they can support, sell and market the product in a manner consistent with the essence of your brand. Inconsistent branding and messaging destroys the most important aspect of a brand – delivering a promise of value that patients can trust.

Only by focusing on, and delivering, your brand messaging in a consistent manner will you be able to build a positive and lasting impression in the mind of your patients. All visual and verbal brand identity must be “On Brand” because each time that your brand is and it delivers a compelling message then it earns trust.

Here are some tips to stay “On Brand:”

- Always deliver on your brand promise. Once you develop your key messages and benefits – make sure you’re consistent in every interaction with your patients.
- Create brand standards for your website, logo, your print or e-mail materials (use the same color scheme, look and feel).

- Develop a great logo – display it everywhere.
- Develop a tagline – a concise statement that captures the essence of your brand.
- Make sure that everything you do communicates your brand message (your website, what your staff wears, how they answer the phone, your sales and advertising materials, promotions and special offers, etc.).
- Put your key brand messages in writing – every staff member should be aware of your brand attributes.

First impressions

From the domain name, template, design, and images that you use, people instinctively scrutinize these points to identify if the site would satisfy what they're looking for. With just one look at your brand through your blog or website, people immediately get a feel of what you have to offer.

For example, when visitors arrive at your website, immediately let them know what you do and why they should care.

View your website through the eyes of a new visitor. It should spell out exactly what your brand stands for and it should influence their decision regarding you being the best choice and not make them think of you as just another option. And if the latter is the case then redesign your website so that your message and your identity are unmistakable.

Blogs and social media

Addressed in greater depth in the next section of the book, blogs and social media networking play a critical role in business building. Building your brand using blogs and social media allows you to form and develop new relationships (strengthen existing ones), which often leads to everything from brand awareness to loyalty and word-of-mouth marketing.

Consider using popular, free options like blogs, Twitter, Facebook, LinkedIn, YouTube, and so on. For smaller-businesses without the manpower to efficiently manage too many destinations, you should consider testing each of these to determine which sites will work best for you. This will become your central destination. All your other online destinations should link back to specific relevant locations on your website.

The goal is to publish useful information that people will want to talk about -- and then share with their own audiences. This creates additional ways for people to find your branded destinations and it can lead to higher rankings from search engines like Google.

Determine where your target market already spends its time because that is where you should also spend your time. Engage in the conversations happening there.

You can also retain expert beauty bloggers to help promote a product, create a unique event, or to turn their followers into useful and valuable prospects.

Join relevant online forums and/or blogs, and write posts, publish comments and answer questions. By offering useful information you can start leading them to your own branded destinations – particularly your core branded online destination.

Success in blogging and social media marketing depends on being useful and developing relationships. If you spend all of your time promoting then no one will want to listen to you.

A good rule for your social media marketing efforts is to spend a small percentage of your time in self-promotion mode, and the majority of your time on non-self-promotional activities and conversations. In time, you will see your business grow from your efforts.

Section Two: Patient Communication

The Make-or-Break Key to Generating Patient Loyalty and Referrals

One area most often overlooked by Medical Practices involves consistently delivering effective patient communication and engagement. This chapter addresses the problem, as well as provides proven-in-practices solutions.

It is far less expensive to keep a patient than it is to generate a new one. With this in mind, patient retention is a key and consistent focus for any vibrant, profitable and growing practice. The revolving door of “patients in and patients out” doesn’t make a lot of business sense. And by ending the hope of continuity of care – it is not the best Medical Practice.

However, that’s exactly what is happening in too many Medical Practices. Significant marketing dollars are expended to attract new patients, but little is done to make sure they return after that first experience. One of the terms that is sometimes used to describe this situation is “One and Done.” That works fine for urgent care-oriented Medical Practices, but for physicians in the cosmetic and aesthetic fields, this is clearly not a desired approach to building and maintaining a practice.

If this is something you deal with in your practice then you might want to explore some options to make a difference.

Harvard Medical School Professor Ted Kaptchuk, conducted a study a few years ago on the effect of “caring and communication” with regard to patient outcomes. Using a group of gastroenterological patients, all of whom presented with the same symptoms, the Professor set up a randomized controlled trial.

The two groups in the study received identical care, but the method of delivery was different. In the control group, little time was spent with the

patients – by intent, there wasn't a lot of interaction between patient and physician. The second group received the same medical care, but also got personalized attention. The visits were longer, with the caregiver exhibiting a high degree of interest and empathy.

The results went way beyond the placebo effect. The second group had measurably improved outcomes. Professor Kaptchuk concluded that an increased level of caring equated to an increased level of healing.

Surprised? Well you shouldn't be. What you do “with” your patients is as important as what you do “for” them.

In July of 2014, the NORC Center for Public Affairs Research at the University of Chicago published a report on their findings with regard to patient opinions of caregivers.

They asked 1,000 study participants their opinion regarding what makes a “high quality” doctor. They weren't asked what made the patients like their doctor, or what made them want to keep going back to the same medical office. The question focused on qualities that make a “high quality” doctor.

Many physicians assume that training, expertise, recognition – such as board certification – along with years of experience would be at the top of the list. However, that wasn't the case.

“Communication” was the factor most cited by the respondents. Physician communication was as much as 40% more important to the study participants than the second factor, accurate diagnosis. Patients prefer clear communications over accurate diagnosis – that is what the study showed. This is not that patients didn't care about accuracy or medical competence – it's just that those factors are “givens,” whereas those who value communications likely don't have a very good give-and-take with their doctors. They want what they don't have.

Of all the responses, 63% of the patients' answers had to do with communication and caring, while only 25% had to do with training,

education, and expertise. Patients want to be heard, and they want to know that their practitioners are listening, and that their doctors really care about them.

This is far from the only study indicating that lack of communication equates to a lack of confidence or patient loyalty. A study conducted by a large county medical society in Florida found that – of more than 3,500 in-county patients who had been treated by the same doctor for more than 11 years, a clear majority said they'd willingly change doctors just to save \$25 off their co-pay, or to cut 15 minutes off their wait-time in doctors' offices. This shocked the physicians who'd sponsored the study and had expected their patients to swear undying loyalty. It was also a wake-up call.

Both of these studies, plus many others, confirm that as a physician you need to listen to and communicate with your patients. And some of this communication must be face-to-face. However, there are a number of ways you can maintain a dialog with your patients when they aren't in your office.

Will your patients notice, and will it make a difference to them? Look at the following example and draw your own conclusion.

Gloria is a mother in Texas. She has a 5-year-old daughter who has a number of medical challenges. These keep the daughter in and out of hospitals and doctor's offices on a weekly basis. Recently Gloria shared the following comment on Facebook then gave permission for its inclusion in this book.

Her sentiments are very reflective of the feelings shared by many of your patients. Here's what she said:

“Every so often, you reach out to your child's physician's office and someone ACTUALLY listens to you, cares what you have to say, addresses your concerns, and actively works to solve your issue.

It's sad that I'm so impressed when this happens; but, when it does... I want to send that person flowers and chocolate, and a day at the spa. THAT's how important it is, and how much it means to me."

It can't be said better than that. Effective communication really does make a difference to your patients' satisfaction, to their loyalty to you and your practice, and to their willingness to spontaneously refer you to friends, neighbors, relatives and co-workers. If you're effective in your patient communication then they will have even more reason to stay with you.

We live in an era where communication can take place in a multitude of ways. Some is face-to-face, while some is through the Internet or via other technologies. You can – and should – make effective use of the latest tools that will keep you connected with your patients and give them every reason to stay loyal to the practice.

Smartphones are the new black!

Do you get the implication of this statement? It seems that everywhere you look, people are on their smartphones, and statistics bear it out.

- 80% of internet users own a smartphone
- Apps account for 89% of mobile media time
- 68% of companies have integrated mobile marketing into their overall marketing strategy
- 48% of consumers start mobile research with a search engine
- Tablet devices account for the highest add-to-cart rates on e-commerce websites at 8.58%
- 57% of users say they won't recommend a business with a poorly designed mobile site
- 83% of mobile users say that a seamless experience across all devices is very important
- Mobile email opens have grown by 180% in the last three years

Making phone calls is now actually a secondary use of most peoples' cell phones. Today's smartphones are more of a "communication" device, ones that lean toward texting, email, and search as the primary communications uses – but they are also popular for gaming and watching videos as well. Every day you can see people walking down the street, or sitting in a restaurant, or riding the bus with their fingers darting across their indispensable communication device. Relatively rarely is the smartphone held up to their ear.

A 2014 Bank of America study showed that almost 50% of Americans believe they couldn't go more than 24 hours without their smartphone. These people are your patients, and you might as well reach them on the device that has become a lifeline for them.

There is one proviso about using smartphones. You do not want to allow or encourage patients to ask for medical advice over their phones, for the simple reason that you cannot always be available. If patients reasonably believe that you are available (and from there, that you should be) "right now" – whenever right now is – you could generate patient dissatisfaction. Any time you fail to meet expectations, you risk alienating the people you are in practice to help. There might also be legal obligations which come with the perception that you're always there for your patients.

Still, there are myriad ways that you can use today's cutting-edge phone technology to help build your practice and encourage loyalty.

Here is a list of things that an efficient practice can do with the help of automated tools to make patient communications easy and effortless.

In my opinion, every practice should be aware of, and should be tracking their efforts in, these areas. Look at the below list and see if anything here is on your own list:

- Acquire and manage online reviews
- Educate your patients with timely and relevant information
- Effectively re-engage overdue or lost patients
- Maintain a full schedule with a low no-show rate
- Maintain a strong social media presence
- Market your products and services to your patients
- Send personalized messages (such as birthday greetings)
- Solicit feedback on the patient experience

If any of these goals are a priority for you in strengthening your practice, there are tools out there that can make life a lot easier for you and your staff. A number of companies offer these services, but my team and I at Beautiful Forever believe that Solutionreach stands out. They have been assisting physicians – including many of our own clients – to use technology to strengthen patient loyalty and to increase business – successfully – for over 15 years. There are many effective service providers, but Solutionreach has earned a stellar reputation in the dental and medical fields.

If your Medical Practice is like most, you have someone in the back office making 20 or 30 or 40 calls every afternoon, each call to remind the next day's patients about their appointments. The result is typically a very, very, frustrated staff member who has left a lot of voice mails, with no clear idea that the patient will actually arrive on time – or arrive at all.

Many people just don't answer their phone. Often, it's because they are working, or in a meeting – and can't take "personal calls" on "business time." Others are occupied in a project, a luncheon or "personal time," and they don't want to be interrupted.

The most effective answer – one offered by Solutionreach and other engagement companies involves an automated text, email or voice reminder – one that the patient can easily respond to. Electronically, this lets your office know whether or not each individual patient plans to be there. These reminders are totally customizable, down to the patient level. The best solution is never a "one size fits all" approach. The result of this electronic reminder system is a full schedule and a less frustrated staff.

It's normal for any practice to have patients who have become "distant" – another term for less active and less engaged with your practice.

There are a number of factors that contribute to this, but often it's as simple as the patient being busy and not having the practice as a top-of-mind priority. Rather than having a staff member sift through medical records to identify and contact these inactive patients, an efficient software

program can automatically reach out to them as soon as they hit a practice-specific timing threshold.

For example, if a patient hasn't made or kept an appointment in the past 12 months then the system will be triggered to send out a notification by text or email. This message will include a gentle invitation for the patient to re-engage.

This automated feature has proven to be a huge revenue generator for most practices which effectively implement this solution. It resulted in long-lost patients returning for appointments.

Patient education is an effective way to keep the lines of communication open. Assuming that the patient-education information is both timely and relevant to the patient then the odds are strong that she or he will welcome it. The key is to send diabetic information to diabetics (or their significant others – with their prior permission) and heart disease information to those who've been diagnosed with heart problems. Or, in an esthetic practice, new information about fillers should be sent to patients who have used fillers or neuromodulators, and not sent to others who have different medical concerns.

Although there are a number of platforms that provide this service, Solutionreach is unique. They not only set up customized templates for each of our client practices, but they also have a huge online library of patient-education content that can be drawn on at will.

It's important to use a service that provides clear metrics on the open rate, the click through rate, etc. This is the only way you can effectively track the effectiveness of the campaign – asking patients when they check in is frequently unreliable. Another way is to use your practice newsletters for marketing purposes. Let's say you have a new procedure or you've hired a new staff member then an article in your regular (and frequent) newsletter is a great way to inform all of your patients – this also serves to invite them back.

Every practice has their own idea of how they are perceived by their patients, and sometimes they are even right. However, a practice that is really interested in providing a first-class patient experience – and not just first-class medical care – will plan improvements based, at least in part, on patient input. One of the best ways to gather that information is through the use of automated post appointment surveys.

Find an online subscription survey service, such as Solutionreach or Survey Monkey, one that allow you to customize your patients' survey questions, then track the responses with a detailed report.

In addition, the last question on the survey should be a “long-form” response. This long-form allows the patient to leave a review. Services such as Solutionreach will post those reviews on a microsite, then push the 4-star and 5-star reviews out to your website and Facebook page. Real comments from real people are positive and effective deal-closers.

Because of the cost and time it takes, most practices have discontinued the practice of sending out birthday cards. That's too bad, because everyone likes to be recognized on their birthday.

However, Solutionreach makes delivering birthday greetings simple by sending out a customized email birthday greeting at noon on the patient's birthday. Why at noon? Many people are with family or friends at noon on their birthday, therefore when they get this nice greeting from you on their smartphone then they might just mention your name, saying something nice about you to the people they are with. In this way, a customized and automated birthday greeting ends up being a marketing opportunity.

And by inserting a call-to-action incentive, this email greeting can also be a revenue generator too.

If your patients are impressed by the sincere engagement of your practice then they will have no desire to go anywhere else. In addition to your, and your staff's, personal attention when they are in your office, an automated communication system that runs non-stop in the background will serve to

help sustain positive impressions. The best of these regularly send out communications – and in doing so, they become an essential tool for any thriving and vibrant practice.

It's like having a part-time employee who never takes a break and doesn't ask for a raise. The cost savings and revenue generation are enormous, and once you get started you will experience a lot of benefits, including:

- Better patient outcomes
- Happier patients
- Improved office efficiency
- Increased patient satisfaction and loyalty
- More dedicated staff
- New revenues and an improved bottom line

If any of this resonates with you, do some research and find a provider that is a fit for your needs.

If you have additional questions, reach out to Cheryl Whitman and she will happily give you her own experience-based recommendations.

Optimizing RealSelf For the Aesthetics Industry

RealSelf Facts

- 8M unique users per month
- Each month viewers watch over 700,000 minutes of video on the RealSelf platform.
- Video consumption is increasing at a steady rate, especially from mobile devices.
- Video will be integrated into RealSelf Apple app and feeds, which means video will continue to be a key way for doctors to reach patients.

RealSelf TV is our video platform within RealSelf. Here is a little more information about it:

As of Mid-2016, an average of 103,752 videos have been viewed per week on RealSelf. This equates to over 174,965 impression per week on RealSelf alone. With additional impressions from viewing on YouTube and other social media channels. On average, Real Self doctors upload over 65 videos per week.

Highlights of RealSelf consumers interest in videos:

- Viewers of doctor videos were primarily interested in (1) the doctor's personality; and (2) learning more about the procedure. They also evaluated how "real" the video appeared.
- 40% said that a video had helped influence their decision to have a procedure in the last year.
- The top content potential patients researched when considering a possible procedure were: (1) the "worth-in" rating and (2) the photos. Approximately one third of respondents indicated they would watch doctor posted videos.

8 Ways to Grow Your RealSelf Profile

1. Q&A's
2. PRO Upgrade & Spotlight Feature
3. Post Before & After Photos
4. Earn Positive Reviews
5. Gain Followers
6. Achieve Top Doctor Ranking
7. Integrate Website
8. Understand the Multi-Factor Algorithm

Answer Q&A's

- Answer Q&A's regularly. (minimum of every 90 days)
- Answer 70 of the most popular questions for your top 10 procedures.
- Answer 70 of the most popular questions for all of your "Spotlight" procedures Answer most recent questions of the on a regular basis.

Q&A Best Practices

- Answers should be given as "opinions" and not "advice."
- Answer each question as if you are the only doctor who is posting an answer.
- Save time with your social media strategy by automatically posting your answers on Twitter.
- Leverage the Web Traffic Boost on every answer you post with the PRO upgrade and drive targeted traffic from RealSelf to your website.

PRO Upgrade

- 1.8 million patients visit doctor websites from RealSelf each year.

- 400,000 consult inquiries are sent to RealSelf doctors annually.
- 91% of consult inquiries went to sponsored doctors.
- Upgrading to PRO status unlocks features that showcase your expertise.

PRO Upgrade Features

- Enhance your profile with cover photos, your personal statement and awards, and an expanded photo gallery.
- Block competitor ads from your profile — while getting promoted on the profiles of nearby doctors.
- Boost your website traffic with links on your profile and Q&As that direct RealSelf consumers to your website.
- Promote your special offers to the RealSelf community in your area.

Doctor Spotlight Feature

- Get noticed via promotion of your profile, photos, and Q&As on hundreds of pages across the site, targeting local consumers seeking doctors with your expertise.
- Stake your claim with guaranteed visibility as a Sponsored Doctor, ensuring you get seen by prospective patients in your area.
- Attract more motivated contacts. 2 out of 3 consumers surveyed booked a consultation or procedure within 28 days of contacting a doctor via RealSelf.

Before & After Best Practices

- Upload photos you would show to prospective patients. Good lighting and photos of a uniform size will enhance the quality of your photo gallery.
- Include photos of patients in all shapes, sizes and skin tones.

- Do NOT include any unnecessary nudity (for instance, bare breasts on tummy tuck photos) unless it is relevant to the procedure performed.

Before & After Captions

- Particular techniques, settings, products, and devices used.
- Area(s) or problem(s) treated.
- Relevant patient info (e.g. age, weight, desired outcome).
- Time elapsed between procedure and after photo.
- Factual info about procedure or treatment vs. conjecture about patient satisfaction or 'happiness' with results (i.e. 'the patient loved her results' is subjective and unverifiable).

Best Practices for Patient Reviews

- Include patient reviews as a step in your follow up appointments.
- Aim to get four 5 star reviews a month. The goal is to have an overall 5 star rating.
- Have a minimum of ten 5 star reviews for your top 10 procedures.
- Respond appropriately to any negative review.

Responding to Negative Reviews

- Don't stress too much
- Leverage the feedback
- Be Proactive
- Respond to the review

Common FAQ's on Following

- What does following mean?

- What/Who can patients follow?
- How do I get more followers?
- Can I follow my reviews, community members or other doctors?

Achieving “Top Doctor” Status

- Share RealSelf’s mission to empower patients with reliable information.
- Have demonstrated commitment to answering consumer questions.
- Are transparent about their level of service by encouraging their patients to post unbiased reviews and ratings.
- Are less than 10% of the RealSelf doctor community.
- Reap countless benefits including improved exposure, increased inquiries and enhanced positioning.

“Top Doctor” Status Criteria

- 75 + answers to patient questions.
- 10 new answers every 90 days.
- 3+ favorable (3- 5 star) patient reviews.
- Net positive votes on answered questions.

How to Utilize “Top Doctor” Badge

- Post Top Doctor badge on website page(Awards, About us, homepage).
- Add to resume with a description of the significance.
- Utilize top doctor badge on all eblasts.
- Announce your Top Doctor status on social media.
- Add to any marketing materials to increase your credentials.
- Create PR article and promote through social media.

Website Integration

- Add Q&A widget to FAQ website page (all RS questions)
- Add RS procedure specific Q&A's to your coordinating procedure page
- Add Q&A widget to website
- Add review widget
- Only transfers 5 star reviews onto website

Understand the Multi-Factor Algorithm

- Doctor activity in the last 90 days (# of answers, # of photos, # of inquiries)
- Doctor reputation (as measured by a doctor's average rating & # of reviews)
- The ranking model is applied the same way to every doctor for every search
- A patient's chosen inputs (location and doctor specialty or treatment) will help to match them with doctors in their area who specialize in the treatments they're researching
- By factoring in patient satisfaction levels and weighing the recency and relevancy of multiple on-site activities, the algorithm generates a ranking order that accurately reflects a doctor's total contribution to the community and proficiency as a practitioner.

Section Three: Public and Media Relations

Public Relations and Lead Generation

Public relations (PR)– working with the news media to receive free and favorable coverage in newspapers, on TV, on the Radio or on an Internet News site – can and should be part of an effective lead-generation business-building program that brings qualified potential patients into a company’s sphere of influence – leading, ultimately, to direct negotiations and closed business deals. PR cannot close – but, with proper handling, PR can lay the groundwork for the effective closing of important business contracts and sales.

First, you must understand the difference between marketing and PR. Marketing is also known as propaganda. Advertisements fall into the category of marketing. Advertisements work well when promoted through a multi-pronged strategy involving repeat advertising. Repeat reminders of what an individual has already determined to be valuable based on third party endorsements are required to secure results from advertising. Third party endorsements may come in the form of word-of-mouth referrals; a before-and-after photo book; social media likes and shares from friends; and the like. PR is another form of third-party endorsements. It is founded on facts; not propaganda. And it can be as powerful as a word-of-mouth referral when a credible media outlet selects your story for publishing in print or for airing on T.V.

The newspaper is the medium that provides us with the most in-depth information. Newspapers expand on the short stories presented on TV and Radio. They allow for more complete reporting. Furthermore, newspapers are easily accessible, reaching wide audiences. Exposure on a local or regional publication can have a ripple effect by receiving the endorsement of national press. Print media can be an effective patient acquisition tool or used as a testimonial of your practice’s services. The right broadcast press can produce remarkable results in patient acquisition. The main criteria for a newscast is the inevitable consideration: “Is the event newsworthy?” Because most news broadcasts tend to focus on “unhappy” events such as the war, stations are often looking for a positive story to equalize negative segments. Human-interest segments such as a patient story that includes a fully accredited doctor can fulfill this void.

A strong public relations presence can provide many benefits. Public relations can be a beneficial patient acquisition tool and help increase patient satisfaction levels by providing critical information so that patients are equipped to make better educated decisions. Public relations may also help to plan the future destination of the career of the spokesperson (the doctor). Many news stories are viewed by policy makers and organization leaders. Published stories may broaden career options in final years, should the spokesperson choose to turn to education, focus in a specific specialty area, or decide to participate in other opportunities as a key opinion leader. Whether a practice decides to conduct in-house public relations or out-source public relations, a public relations presence is an essential component today of any Medical Practice in elective medicine.

Challenges associated with the press

Working with reporters can be difficult at best. As reporters field through the burgeoning number of press inquiries each day, it is easy for your practice to get caught behind other press inquiries fighting for visibility. Often times, there is a low probability of a media person finding your story. A strong public relations management solution can help to bridge this information gap. The following fundamentals are vital to understand when conducting any public relations campaign that involves the press.

Press needs and deadlines

It is extremely important to understand that the media chooses what is considered news and how the news ultimately appears in the press - not a public relations representative or spokesperson. Knowing the ideology behind news, including how reporters establish what is newsworthy, is important in order to receive the right exposure for your practice. Equally important, there is no guarantee that public relations efforts will result in aired or printed press. However, the contribution of your practice's good will through PR can be very appealing for your practice in the long term.

The journalist perspective

Journalists all have the same goal- to get a story in a short time frame.

Deadlines are extremely important to the press. If you fall short of this deadline then the story will be created without your contribution.

Prepared materials such as Doctor Biography (short paragraph noting credentials and topics you can comment on), scripts, before-and-after photos, patient testimonials (in the form of video or written quotes), and statistics are very appealing to reporters. These tools help reporters quickly establish credibility to support your point of view. In fact, knowing how the press likes to receive information (in the forms press releases, press kits, video news releases, letters to the editor, opinion editorial articles and letters of endorsement) is very important for a successful campaign. Bear in mind, by disregarding an editor's deadline you can risk the relationship between your office and the media should they contact your office with a question about a specific medical topic.

The spokesperson perspective

Whether you choose to outsource public relations or conduct public relations in-house, a staff member or public relations firm has to be selected that can be available anytime to answer questions from the media, monitor the progress and manage the public relations results. Often times, a Medical Practice has a dedicated staff member that can act as a liaison for the media and/or an external public relations firm. The key spokesperson for the press in medicine will typically be a doctor who is skilled and ready to meet the press with prepared standard responses to all possible press inquiries. Strong communication is key when it comes to public relations in medicine. Reporters cannot be authorities in every subject matter. And since they operate on tight deadlines, they need to quickly and efficiently pool resources to validate their facts before writing a story. In these cases, they usually contact a public relations firm to locate one or more "experts" (authorities) in the specific field that they are reporting on. If they have an established relationship with a reliable source for information, such as a PR representative or internal staff member at your practice, they may also contact the experts (authorities) directly. In fact, in order to produce a story, reporters will typically require interviews with at least two or more credible individuals in order to complete a story. A media source is a person who is skilled and knowledgeable in a certain field of specialty - an

authority or expert. Whenever reporters are covering stories that deal with a particular topic, they will contact an appropriate media source(s) to confirm the knowledge that the reporter has acquired, ask advice and request other relevant information. Reporters in medicine find media sources very helpful. With the large number of medical procedures available, new technology, and forward thinking legislation, it is very difficult for reporters to do their job without the help of medical media sources, specifically those who have substantiated themselves as credible sources of information on specific subject matters. Establish yourself as an expert that leads the press to you as the go-to person.

More than ever before, Medical Practices today have the opportunity to become media sources for the press. And while media needs require the ability to reach credible doctors for information (as media sources), doctors cannot manage public relations without the assistance of the right hand- able to meet press requirements with great internal coordination. Most importantly, appearances in the press lend credibility to your practice, helping to get your name, mission and philosophy in front of public audiences.

Selecting the right staff

Working with print and broadcast media means knowing how each company works. Press relations are personal relationships with media representatives. Meetings between yourself and media representatives can be informal as you discuss healthcare issues of mutual interest or new innovations. It is more important for the carrier of the message and the message itself to come from a credible party when compared to a person with a sales or a marketing background who knows how to craft and deliver marketing messages. In essence, the qualities of the right PR person are much different than the person who handles advertising.

This individual must complete the following tasks to support successful PR missions, as follows.

Selecting the contacts: Newspapers, local bloggers, radio and TV

For starters, you will want to select media outlets that align with your mission, such as health bloggers or health magazines. Certain community outlets can also be valuable since you are connected to your local area. To do so, review the editorial calendars for the upcoming year to identify those that would be most receptive to your message.

- Determine which stories would be appropriate to reach your target market, including any special features or issues
- Examine guidelines and deadlines
- Include all gathered information in a Contact List

The contact list

It's also important to know the roles in print and broadcast media. Title and responsibilities of staff members at outlets vary. Generally, the Managing Editor is responsible for the overall performance and nature of the publication or broadcasting company. The Editor generally assigns specific assignments to reporters for news stories. The Reporter is responsible for collecting all necessary material, including the completion of interviews and preparation of stories. Certain editors will accept your story ideas (in the form of a press release) and submit them to the Editor or direct you to other personnel that might be interested in your point of view. Yet, you must be prepared to deliver all necessary information to the outlet before sending your message off.

Your contact list should include the following.

- Names, Addresses, Phone Numbers, Faxes, Email Addresses.
- Publications' and broadcasting company deadline times and dates, format requirements, story preferences and all other pertinent information. It is also important to note that every reporter, editor

and media outlet has their own preference for receiving materials. It is important to understand what each preference is: regular mail, fax, email, or hand delivery.

- Category including, Trade, Newspaper – Daily & Weekly, Wire News Services, Columnists, Radio and Television

Making contact

The communication begins with a phone call, fax, email or snail mail (depending upon the reporter's preference) that discloses the message (press release information) that you wish to communicate. This press release or press kit includes patient testimonials (in the form of quotes within the press release), before-and-after photos, third party support (i.e. letters of endorsement) and possibly reprints of relevant press.

The information may include a letter to the editor, opinion editorial article or a video news release as well.

- **Create a Sample Q and A Script:** Interviews with the press can be taxing without a prepared script. A well-prepared script also helps to ensure that an accurate message will appear and not be cut by the publication or broadcasting company editing department. Pre-recorded tapes may run from 10 to 60 seconds, containing 25 words for 10 seconds and 140 words for 60 seconds. Publications and/or broadcasting companies may print or have an announcer read a well-edited press release, providing that the press release contains the critical components to make it newsworthy.
- **Prepare a Briefing Book:** The preparation of a briefing book that provides the speaker with key information offers the potential to improve communication and streamline the message for the audience. The briefing book typically includes information about the topic, relevant and supporting statistics, background information, and key messages that the physician wishes to communicate about

the topic. The briefing book should also include sample questions to expect during the interview, as well as, answers to such questions. Special contact info such as a special website for PR campaigns and a special phone number is helpful to have in order to track results from campaigns. This information and the sample Q and A may also be given to the reporter to help them keep on track with the message. Other pertinent components to a briefing book would include the location, time and date of the interview. A notepad and recorder are also recommended.

- **Seek Out Resources for Assistance:** In-house time requirements can be reduced and the results may be optimized with the aid of a professional PR representative.

The Materials

Public relations campaigns require in-house coordination weather an external firm is assisting or not. In order to present information to the press, it is important to be prepared with the following materials:

- **About the Doctor Biography:** A short biography denoting credentials, training, education, membership affiliation and practice focus (outlining specific areas that the doctor is qualified to comment on) is important to have on hand for press reference.
- **Before-and-After Photos:** For any press relating to an aesthetic medical procedure, standard before-and-after photos is important.
- **Hold Harmless Agreement:** Patients must sign a photo release and hold harmless agreement in order to use the quotes or pictures in any form of non-confidential exposure.
- **Information Forms:** Press likes to receive information in a specific format. Formats for materials include press releases, press kits, letters to the editor, opinion editorial articles and letters of endorsement, and video news releases.

- **Patient Testimonials:** Patients testimonials in the form of quotes are crucial for consumer stories relating to elective medical procedures.
- **Reprints:** Reprints of published articles that relate to your specialty can be beneficial to include in press submissions.
- **Third Party Support:** Securing the support of an Industry Analyst or Leader (in the form of a quote or letter of endorsement that supports the practice's position), a pharmaceutical representative or equipment representative quotes, patient quote, and/or statistics demonstrating the problem and solution that you are commenting on, all go a long way in receiving the support of a publication or broadcasting company.

Know the components

There are three components that are crucial to successful PR campaigns. The first involves becoming a Media Source, a practice that lets the press know every time something newsworthy occurs in the practice on an ongoing basis. This is accomplished in the form on ongoing press releases approximately once a month in the right format- component two. The third component involves what you do with a clip – to effectively and comprehensively leverage its impact AFTER you get it – that counts.

Becoming a media source with your press releases

The content in your press releases plays a role in how you message is perceived by the media outlets. Your content should be a short, one page synopsis that paints a picture of your story. Since reporters are usually working on deadlines, they must be able to swiftly denote the WHO, WHAT, WHERE, WHEN, and WHY of your information in the first sentence.

See Appendix Four for a sample Press Release.

Press release distribution

Decide who should receive your press release- all media outlets or just one. While sending your release to many media outlets increases your chances that one of them will pick up your story, a specific and exclusive story that is published by a specific reporter has a much better chance of going to print or airing. Most media staff members think twice before disregarding a story that is an exclusive. There are two opportunities for follow up after a story prints:

1. **After a story that you submitted appears:** Call the reporter or send a personal thank-you note to not only thank them, but to inform them about the results the story produced. Examples include--- new patients, interest in other procedures (which may prompt another story).
2. **After a story that relates to your specialty appears:** If you have a comment, a different angle, and/or a different media channel to contact about a story that was produced by a specific media channel, let reporters know about your point of view in the form of a second press release. A perfect time to have your story angle appear is when the press corps are airing or printing other relevant stories.

Other PR Forms: Four formal means for capturing the attention of an editor and reaching a targeted market about your angle are:

1. Letter to the editor
2. Opinion editorial article
3. Press kit
4. Video marketing

Lights, Camera, Action! You're Not Finished Yet! Video Marketing Is In

You are the proud new owner of expensive equipment. Congratulations! It's now time to capture the external market. You may choose to create a video about the mission of your practice. You may opt to video an event you've planned. You may select to make video testimonials of your happy patients. You may also elect to make educational videos about procedures or how-to information that is both motivating and useful to consumers.

Once you select your best video, your web company needs to highlight your winning video on your website - front and center. You will need to create a YouTube channel and post all of your videos there. You'll also need to link this channel from your website and vice versa. And then, you have to find a way to tell potential patients you are the best person to perform their procedure. How? Through video marketing!

Video marketing is the modern way to share your story via your website, social media and in your own words (or those of your fantastic success story patients).

Don't just take my word for it. The following are some staggering statistics about video marketing:

- Social video generates 1200% more shares than text and images combined. – Brightcove
- Companies using video enjoy 41% more web traffic from search than non-video users. – Aberdeen
- 62% of consumers are more likely to have a negative perception of a brand that published a poor quality video. – Brightcove
- Video on a landing page can increase conversions by 80% or more. – Visually
- Homepage videos increase conversions by 20% or more. – Visually
- Businesses using video grow company revenue 49% faster year-over-year than organizations without video. – Aberdeen

According to the number counters at YouTube, 100 million Internet users watch video online every day. Of course, some people are tuning into watch a viral video of a goofy dog...but many others are looking for advice on how to do something or how to make something work better. And more and more are looking to buy a service or product to improve themselves. This means a success story about a fantastic new procedure is the perfect way to sell you and your services, without directly selling. You are selling success and the promise of a youthful result.

So why do you - an accomplished physician/business owner - need to embrace video? It's because people are visual learners. Even 59% of senior executives prefer to watch video than read text, if both are available on the same page. You need to get in there and introduce yourself. Once they love you - and they will - then show them the reason you are the right person to perform their procedure/s.

Video allows you to clarify your key points of differentiation from your competition. And in a crowded cosmetic field, this is vital. With a well-structured, targeted video marketing plan, you can:

- Build a personal connection with potential patients before the consultation
- Build web traffic
- Enhance credibility, trustworthiness, likeability

In some cases having your video professionally produced is worth the investment of some of your marketing dollars. It is just that - an investment. Anytime you or your work is captured on video then presented to the public, you want to put your best face forward.

In hiring a professional crew, look for one that has extensive experience to coach you to bring out your best. These experts will also be able to advise you where to post your video for optimum performance (your website, social media sites, etc.). They can work in tandem with your web team to make sure you get the biggest *“bang for your marketing buck.”*

Professional polish on a video, with an appropriate budget, is often the best way to go. The costs will easily be covered by booked procedures. As the saying goes, “you get what you pay for.”

There are exceptions to this suggestion, however. In this ever changing climate of social media advertising, it is important to realize that not all videos must be produced by a professional. In the right placement, quick videos by phone or by tablet can be very powerful and effective. Facebook Live or Periscope streaming videos of procedures, etc. can be very successful for your business. These videos require no edits; simply stream live! It is now very possible to grow a large following on social media and drive patients into your practice.

Bottom line - If you're not using video marketing, you're missing out on a huge opportunity to sell your points of differentiation in this competitive cosmetic market. The video sells you, before the first call or consultation.

We offer coaching and scripting. You can send us your home video and we can polish it up for you. Learn key facts before you post a video. Once it's posted on the Internet, there is no editing it.

Letters to the Editor

One of the most read sections in publications is the Letters to the Editor column. Consequently, a letter to the editor is an advantageous location to have your message printed. This section of the newspaper is devoted to discussing opinions about current social issues and events.

When a relevant article appears about your specialty that you feel you can comment on, write a letter to the editor. This letter may either endorse the printed point of view or dispute it, whichever is appropriate. The following factors are important when considering a letter to the editor.

Special considerations: Letters to the Editor

- Be brief - Edit, edit, edit
- Be timely. Your Letter to the Editor must be received within one week after a related story appears
- Check and double-check any fact you refer to in your letter. Be as accurate and fair as possible
- Letters to the Editor are about your point of view. Make on a small reference to your practice. The information in a comprehensive CV about the doctor is all that is required to provide reference to the author or the practice
- Letters to the Editor must be signed
- Pay attention to the readers. Consider that hundreds will read the finished letter

Opinion editorial articles

Op-ed is short for an **opinion editorial** article. There are publications that like receiving a well-written, well-edited article from an independent credible individual. The op-ed article provides a perfect opportunity to present your practice's ideas, objectives and goals. After the op-ed is published, reprints can be used for mailing to patients, and also for referring doctors and specialty related key organization members.

Op-eds are an excellent means for raising the public awareness about all medical news. They also have the potential to educate policy makers.

Op-ed Tips

- **Easy to Read:** Firstly, op-eds should state what the problem is. Secondly, the article should show how your idea will or has solved the problem. And finally, the focus should be of general appeal to the audience.

- **Edit**, edit, edit
- **Exclusivity**: Always send an op-ed article to one newspaper.
- **Pay attention** to the Readers: Consider that at least hundreds will read the finished article.
- **Spacing and Margins**: Most newspapers like op-eds to be 750- 800 words, double-spaced with wide margins. The Sunday edition may have different spacing and margin requirements.
- **Submission**: Direct your article to the Editorial Editor or the Op-Ed Page Editor. Use the person's name and title, spelled correctly!
- **Timing is everything**: Op-eds should be timely, talk about today's problems/solutions, not those of last week.

Building your press kit

Press kits are invaluable to build on. A press kit should include the "About the Doctor Biography", at least three upcoming press releases, reprints of past press appearances, letters of endorsement (i.e. patient testimonials, third party endorsements from industry analyst and technology representative, sample Q and A's that accompany press releases. An information sheet about how your practice works can also set your practice apart from the competition. The press kit may be made available in your office waiting room and during events. The press kit may be used to mail to press contacts when established as a full kit to solicit more press appearances and/or medical advisory board capacity in the media outlet.

Maximizing your impact

A Letter to the Editor, Op-Ed Article, Press Kit, Video or Press Kit may be a follow-up to a press release. Here are some things that can and should be done to maximize the impact of each PR success:

Upload each favorable press item – as soon as it comes out –onto your website press room page

- Best bet: Use a screen-capture
- Do NOT link to these items – The media often “retires” articles after a period of time, whereas their use to you is timeless
- Second-best bet: Post with media’s logo graphic to show where it came from **The New York Times** **WALL STREET JOURNAL**

Send out each press appearance screen capture, via email (with an appropriate cover note and a link back to your website so they can see the press appearance).

Send to:

- All of your patients, for referral-development purposes
- All of your referral sources and “influencer”
- All of your hot prospects
- All of your longer-term prospects
- Media - through your PR firm or inside counsel. This includes reporters, editors, producers and bookers who cover you or your market space. Attach an appropriate note that makes the press appearance a validator, rather than something that has “used up” the media’s interest.

Priority mail copies to internal (sales), referring physician and external (prospects, patients who need reinforcement or who could become referral sources).

- Send them hard-copy clips (reprints, available from most media outlets, usually at reasonable prices) along with appropriate, personal (and personally-signed) letters

- Send them less formally with post-it notes and brief hand-written messages attached to the press appearance.

Put the press appearances in the media kit or press kit – the virtual kit online and any hand-out kits you may have.

- If the kit is electronic, provide a link to the press appearance screen capture.
- If the kit is printed, include a reprint of the press appearance with other sales-promotion and sales-support materials.

Quote from the press appearances in future sales tools and press releases.

Once sufficient press releases are in hand, create a sales tool (web page, for instance, or a brochure) that is little more than a string of quotes from press appearances that are linked-together, all singing your praises.

There are other specific uses that can be made of effective press appearances – for instance, trade shows permit press appearances to be turned into creative hand-outs (like printed on coffee mugs or in some other permanent way). These solutions are “generic” and universal in their application – anybody can use them, and everybody should use them.

Section Four: Three Crucial Steps To Building Media Relations

For a Medical Practice that is intent on growing, PR is the practice of managing the effective dissemination of information between you and the public. To do this, you need to work with the local news media to help keep you and your practice top of mind for both your current patients – as well as for potential patients.

Favorable media coverage is priceless, but to achieve it, you need a strong working relationship with the news media – talk radio, news and talking-head broadcast and local cable TV, newspapers and magazines, and also the internet. Building relationships with media sources and attracting the appropriate media outlets in effect casts your net broadly over your target groups.

This section focuses on three different areas for creating effective media relations, and each of these offer a distinctive three step approach to tuning up your media relations.

To begin, understand that successful and effective Media Public Relations is based around a well-proven three-step process:

1. Activate awareness
2. Create interest
3. Motivate action

Firstly, to be successful, you must ensure your media targets, such as editors, reporters, or talk show producers, are aware of what you are promoting: yourself, your practice, a blog, even your new book. If they don't know you exist, they can't write about you, or even interview you.

Secondly, once they're aware of who you are and what you've to offer, you must get them interested in you or your promotable product or service. They have to care about what you are trying to tell the public before they will climb aboard your bandwagon.

Finally, with them aware of you and interested in what you have to say, you are ready to motivate action. This could mean getting a listing about an upcoming event published on their calendar page – or it might even mean a front-page interview about a breakthrough medical technique you’ve just had patented.

The good news about this is that roughly 40% of news coverage touches on healthcare issues. Of course this ranges from national health insurance to the latest fad diet, but between these extremes many doctors manage to successfully present themselves to the public. They do this by making themselves valuable, interesting – and available when needed (not just when it’s convenient to you) by news media decision makers.

The less than good news is there are a great many healthcare professionals who would also like to see their name in print, their voice on radio or their face on TV. You will have competition. But this competition is really very little different from your competition for patients. And if you can attract patients – and win their loyalty – you can do the same for members of the news media.

You may not become Dr. Phil or Dr. Oz, but you could become a “regular” on a morning talk show on TV or radio, or the “go-to expert” editors’ call when breaking healthcare news needs to be explained to their audience.

Once you understand about the three-step process – awareness, interest and action – and have integrated it into your media PR plan, it’s now time to go to work and make this happen. There are three steps to doing this:

1. **Develop a strategy** – you need a plan that will get you in front of media decision-makers so they can start becoming aware, getting interested, and then scheduling you for coverage
2. **Build a media list of targeted media decision-makers** – you need to be able to identify and reach reporters, editors, hosts, producers – people who decide what the public hear, see or read
3. **Get on the targeted media’s radar** – this will mean the local media, of course, but it could perhaps be even the regional and national news media decision-makers

Accomplishing these three steps lays a solid foundation for working with the various news media sources. And once you have a strong working

relationship built on trust, the media will help you to legitimately “get the word out” to your targeted consumer audiences – your target market.

You want to keep your name and message in front of potential clients – this is what the PR pros call “making your unique Brand Identity top of mind.”

All that this jargon-laden buzz-word means is you’ll work with the media to reach targeted individuals with helpful information about you and your practice. This type of exposure is facilitated by relationships you’ve built with the media – if they know who you are and are interested in what you’ve got to say, a pitch is more likely to be successful. It’s still got to be newsworthy – not “puff” or “fluff” – but if you’ve got news, someone who’s already interested in you is more likely to green-light your media outreach efforts.

Step 1: Develop a strategy

When planning your PR activities for the coming twelve months, you’ll want a long-range strategy, a mid-range tactical plan and a short-range action plan. For twelve months, you want a strategy that ties into the growth plans for your practice. When planning for the next six months, consider how you would like the year to end, and take positive steps to get there. Finally, for the short-term – the next three months – have a detailed action plans. These could include:

- Blogs you will write, and video blogs you’ll record, supporting these products or services
- Events to promote each month related to these products or services
- Monitoring the news media for “breaking news” related to your professional specialty, using Google Alerts to let you know when keywords are picked up by the news media. Of course, you can’t plan for specific ones of these, but if you grab hold of the keywords when they become newsworthy, you can become the media’s “go-to expert” on the breaking news topic.
- However, to do that, the media must already know who you are – and they must already have some interest in what you do. Once they

do then you are ready for action.

- Press releases announcing your blogs and your events
- Three products or services to be promoted (one per month)

Like most marketing activities, Media PR requires flexibility, as well as a recognition that things will change over time.

Business objectives

First, consider your overall business objectives for the next 12 months. Then use these objectives as the focus for developing your key media PR strategies, from courting the media to pushing out specific messages. Ensure you align your media outreach to your goals – don't seek coverage for coverage's sake, but require each media outreach effort to promote one or more specific practice business goals.

Assess & plan

Next, review the past year in terms of successful and unsuccessful media PR activities. Learn from your mistakes, and then plan to reinforce your successes. Specifically, determine the topics and pitches that worked well – and those that failed abysmally. Take note of which journalists reported in your favor and which didn't. Then plan to reinforce your “fans” and win over, or step aside from, your media adversaries. Be guided by experience but don't be a slave to it. Reporters and editors change jobs, often do so frequently, so don't put too much attention on your track record with specific individuals.

Plan of attack

Finally, develop a plan of attack based on your larger practice goals and your specific media PR targets.

- Identify potential media opportunities, such as new product or service launches, calendar-based events, expansion plans – this defines your timetable
- Organize newsworthy events to create the most buzz – this frames your PR efforts
- Review your plans through the eyes of potential patients – what

interests them – this defines your messages as well as your media choices

Put your goals and objectives in writing, and then refer to them at least quarterly throughout the year. As you go forward, evaluate your successes and failures then adjust your plans as needed.

Step 2: Building your media list

Essential to any media PR effort is an effective, up-to-date media list of journalists, editors, radio/TV program producers and topical bloggers or ezines.

To build an effective media list, you've got to know your audience – and also that of each media. You'll waste your time reaching people who aren't potential patients, and you'll waste your time if you target media whose editorial bias slants against what you're doing. For instance, this often occurs in practices offering high-end elective services out of reach to the "middle class" or those on public assistance.

How to put together a media list

Create your media list only after you have identified your objectives and your target audience. Depending on your news, you can use an online media directory to target your list by media type, geographical coverage and subjects covered. You will find the people you're targeting by actually reading, listening to or watching the media. Once you see who's writing about topics that matter to you, or who host radio or TV programming related to your topics, get their names. Then look at the media's website for contact information. If that doesn't work, call the switchboard and ask.

Aim to collect the following information:

- Contact information: email, phone number, FB page, Twitter ID
- Figure out how the journalist prefers to be contacted
- For each contact, evaluate what story angles would be interesting to them

- Name, Title and Media Outlet name
- What materials does the contact usually prefer (video, photos?)?
- What's the best time to connect – or do they prefer impersonal contact (such as email) vs. a phone call or visit?

Use social media to help build your media list!

- **Build Your List Twice** - Once you've spent time building a brilliant, targeted list – go build it again using social media. Don't simply add Twitter handles to your list. Track down each key reporter's entire social media presence to find out where the opportunities and conversations are happening for them as an individual.
- **Take Advantage of Twitter Lists** – For a simple, FREE way to find journalists looking for story resources, Twitter is one of the most powerful pitching resources available today, you don't need to be following a Twitter user to add them to a list, and your list can be completely private – making it an invaluable research and monitoring tool.
- **Understanding Social Media** – Doing this requires a real keen understanding of Social Media – if you don't have that (few physicians do), identify either someone on staff who's truly gifted in dealing with Social Media (this is not the job for a draftee), or retain an outside expert.

Step 3: Getting on the radar of Local – and perhaps even regional or national media

Now that you have a media list, how do you get the media to listen? This goes back to the three steps – create awareness, generate interest, motivate coverage. Don't try to ask for coverage until you've made the targets aware of who you are, and also interested in what you have to offer.

“Do I Call or Email?”

Most journalists prefer email pitches to phone calls. Snowed by calls and

deadlines, some journalists don't answer their phones.

Targeting Your Pitches

Avoid a mass email to your target group – shotgun pitches almost never work. Instead, research your targets – determine who you want to reach specifically.

Customize the Pitch

Customize your pitch to each targeted journalist. Sell the journalists on why your story idea could work for them – but don't hard-sell. This is like trout fishing – cast the lure out there, and see who bites.

“Why should I Care?”

Place yourself in the journalist's shoes. Your pitch has to interest them or you're wasting both your time and theirs.

Get to the Point

To get your message across, be succinct. Journalists are busy and have notoriously short attention spans – which is another reason why most prefer an email pitch to a phone call. Be compelling.

Be Available

Provide an after-hours phone number and email address – journalists seldom work nine to five, and they reward those who are available at odd hours.

Be an Expert

It's vital that you actually have in-depth knowledge about what's being pitched. If you're working with a PR pro, make sure you are ready to respond to what they are pitching on your behalf.

Listen ... and Build the Relationships

Listen to what the journalists you reach have to say – find out more about their needs and what interests them – then meet those needs and address those interests. Become someone they can trust. Get on their radar as a trusted source. But keep the relationship professional. They're not looking for a new best friend – they are looking for reliable and credible news sources. Be what they're looking for.

Putting together a top notch press release:

Journalists all have the same goal – to put out a compelling story – one sure to interest the media’s audience – and to do so in a short time frame. Deadlines are extremely important to the press, and to help reporters, editors and producers meet their deadlines, smart Medical Practices make use of press releases that are written in “media style.” This means that the release reads like a newspaper or magazine article, rather than an ad for the doctor’s practice. A press release offers a snapshot of the story with all credible information necessary to complete the story.

The release should also include a live link to the practice website’s “press page” – which takes the place of the press kits used prior to the Internet. It has to include all pertinent information.

This includes:

- At least two quotes; one from a third party – generally a patient – along with at least one quote attributed to the physician
- Before-and-after photos
- Biography of physician
- Patient testimonials
- Reprints of published articles that relate to your specialty can be beneficial to include in press submissions
- Statistics – where applicable, these are very appealing to reporters

These tools help reporters quickly establish credibility to support your practice and your point of view on the issue under discussion. In fact, knowing how the press likes to receive information (in the form of press releases) is very important for a successful campaign.

Whether you choose to outsource public relations or conduct public relations in-house, a staff member or public relations firm has to be selected who can be available at anytime to answer questions from the media, monitor the progress and manage the public relations results.

In Conclusion

Once you understand the importance of **awareness, interest & action**, you can start formulating your media PR Strategy then develop the tools you need – in this case, a solid media contact list – and then you can start pitching to the media to make them aware of you, generate some interest in what you've got to say, then sit back and start giving interviews, writing guest editorials, or presenting new knowledge to the media's audiences.

Compared to surgery, it's really not hard to do. It takes time, focus and commitment – or someone on your staff or under retainer – who will give your media PR the time, focus and commitment it needs to succeed.

Section Five: Social Media Marketing

Blogs and Social Networking Tools

Using effective, professional, patient-oriented social media marketing to build your practice

If you want to be successful in the real world, it helps to be successful in the virtual world of Social Media Marketing. This requires both 'content' and 'conversation' – and while the latter should come naturally, 'content' is something you have to work at.

However, before you launch into Social Media Marketing, consider why most physicians fail. The reason for failure is actually quite simple: on social media, doctors treat their patients like customers.

On social media, people do not see themselves as customers. They go to Facebook or Twitter or one of the others to read news about their friends and family - to exchange information and gossip – to be entertained. **They do not go there to be sold.**

Therefore, doctors who buck the trends and are successful with Social Media embrace this very important aspect.

As a case study, consider the heavily-advertised Progressive Insurance. This firm has 355,970 followers. However, Flo, the fictional face on the Progressive Insurance ads, has 5.1 million followers.

Understand that potential and current patients who use social media do so to connect with people, not businesses.

So to succeed where others fail, we recommend building layer on layer, repackaging the same information – presenting it in different ways for different people. Some people like to read. Some like to view – which explains why, after Google, YouTube is the most used online search engine, and why Pinterest and Instagram are skyrocketing in popularity. Some prefer formal and scholarly information – suggesting white papers. Some would rather receive their information in a more casual and conversational format – hence the popularity of blogs and video blogs.

Fortunately, you can give everybody the same information, presented to them in the format they prefer. Here's how.

- Develop a list of related topics which could be chapters in a book – the eBook you're going to write.
- Then, for each topic, write a series of blogs – conversational discussions of the topic – around 750 words each. And then discuss the same information on a video camera and post them as video blogs on YouTube.
- Then, in a more formal and scholarly way, write the material from several blogs into a white paper or case study that covers the topics in more depth.
- Finally, weave the blogs and white papers into chapters, pull them together, and you've got an eBook.
- Now, you're an author - and an expert!

This is how to create valuable content for your website.

Topics may include:

- How to create that content (either yourself or with the help of a staff member, PR person or outside agency)
- How to come up with ideas
- Types of content (i.e., blog posts, articles, Q & As about specific procedures)
- Types of information of value to patients and prospective patients

If you don't see yourself as a writer, there are professional ghost writers in the market to help – Beautiful Forever offers this service, and our writers have a special focus on aesthetics. Others can also be found – professionals who'll write in your voice, using information you provide, to demonstrate your professionalism and expertise to patients as well as to prospects.

Building on blogs

Creating valuable web content

While blogging is a useful part of a comprehensive Social Media Marketing program, it is now – thanks to recent changes made by Google – far more important than before. This is because of how blogs improve SEO ranking, as well as their ability to rank on the first page of important key word searches.

There is a simple three-step process for developing outstanding and compelling content for your website by using short blogs to build longer content around compelling topics. This holds true whether you (or a staff member) writes them, or whether you retain a ghost writer to create these for you.

A good blog can run from 250 to 750 words – some are much longer, but they don't need to be. However, useful and topical web content often runs longer than 750 words, so, what do you do? We have developed a simple means of creating useful web content by writing short, topical blogs that are planned, in advance, to be the building-blocks for longer content. Here's what you do ...

First, come up with an important topic, such as

“Deciding if cosmetic surgery is right for me ...”

Note that this is just a hypothetical topic, used only for illustration purposes in demonstrating how to create a blog, based on an outline formed by a series of questions.

Start by coming up with a broad topic statement – such as is illustrated below. Then, take this broad topic and break it down into major and minor sub-topics – in effect, creating an outline that will look like this:

Deciding if cosmetic surgery is right for me ...

- Do I feel less than happy about my current appearance?

- Is my unhappiness about something specific in my appearance (a facial feature, for instance)?
- Is my unhappiness more general, relating to my overall appearance?
- Is this unhappiness something that can be addressed by simple and safe cosmetic surgery (a facial feature, for instance)?
- Is my unhappiness inherent in who I am (height, weight, skin coloring, unwanted tattoos, etc.)?
- To achieve the self-image enhancement I'm looking for, could simple and safe image-enhancing cosmetic surgery be part of the solution?
 - Do I need a single procedure?
 - Do I need a series of smaller building-blocks procedures?
- Can I see myself having this surgery – does it fit into my self-image, or the self-image I'd like to have?
 - Can I afford the simple and safe cosmetic surgery that would help me change that appearance feature?
 - Will those closest to me support me in my decision to have a simple and safe image-enhancing cosmetic surgery procedure?

Remember, this outline is just a **“for-example”** illustration of how the process works. It's not intended to be the outline you should use in writing your own blogs that will reach your patients.

For your blogs, you will want to choose subjects that will address the concerns of both your patients' and your prospects, as well as addressing subjects that will help you to attract the kinds of prospects you want, then serve to keep the loyalty of those desired patients.

In reaching your audience, “psychological” or “poignant” blogs can be as important as how-to blogs. These can be best addressed as “case study” blogs which tell the heart-rending and ultimately successful story of one patient.

Avoid asking (and answering) “how” or “why” questions. Instead, ask (and answer) questions like “is cosmetic surgery right for me?” or “is a specific procedure or treatment right for me?” Answer by offering reasons, with pro’s and con’s, rather than getting into the emotional “how” or “why.”

Each of these sub-topics can be addressed in a relatively short blog, each of which will find a receptive audience. Then, when they are all completed, they can be strung together, following the outline, into a longer document that will also prove to be useful.

A major goal of blog writing should be a casual, conversational style – imagine you are talking to one individual who trusts and respects you, who has a real question (the subject of the blog) and who is looking to you for a clear, understandable answer.

There are several ways of writing these kinds of personal, casual-style blogs, all of which work, even (or perhaps especially) for those who are not particularly comfortable with writing.

In one workable approach, you can sit in a room with a tape recorder (or a stenographer), then have someone “play the role” of the patient to ask you the question you’ve identified for the blog topic. And then you answer this person, just as you would answer a patient or prospect. Have your answer typed, edited for style and content then – voila! – you have a blog.

Alternatively, you can retain a professional ghost-writer, a PR professional who is skilled in writing consumer-oriented content. This pro will ask you the questions – in person, by phone or via Skype, and take notes on your answers, then write them up in a clear, concise conversational style.

At Beautiful Forever, we help many of our clients to become “writers” without requiring them to actually write anything.

Once you have your short blogs written, post them in the blog-section of your website. Not long ago, free-standing blogs actually performed better in the SEO role, but not anymore. Include your blogs, video blogs, case studies and white papers on your website, accessible from and linked to your home page.

Then, when all of them on a given subject are completed, you can pull them together (or have your ghost-writer pull them) into a single, integrated

document, which can be published on your website, distributed via PDF or even published in brochure format.

The key is simple: Get the most use out of each piece of writing, reaching the widest number of members of your target market.

There are a couple other uses for this material that can be overlooked. Next to Google, YouTube is the most widely used search engine. So therefore, you can capitalize on this by creating video blogs on each of the sub-topics you've written (above), then create yet another video – what is known as a “white board” presentation, and discuss the entire topic covered in the series of video blogs. When you create a video blog, Hollywood-like slick production values are actually a negative – people want to see something that is more “real.” Sit in front of an uncluttered professional background, such as a bookcase, and speak about the key points covered in each blog. Do not read from a script – use bullet-points on a white board behind the camera to keep you on target, but speak to your patients and prospects from the heart. It might help to have someone right off camera to whom you are talking – this keeps it personal. Video blogs can run from 90 seconds to 3-5 minutes, but not longer. However, a summary white board video can easily run 10-15 minutes, though never longer than 15 minutes. If it runs longer, break it up.

Podcasts are another great opportunity to market through social media. Simple audio broadcasts, podcasts can take the shape of interviews or of you giving information to your patients and audience to put out quick info on the internet. You are able to edit as needed, and you can add standard intro and exit messages to the beginning and end. I suggest having the intro and exit messages done professionally, as it is a very low budget item. You can hire voice overs on the Fivver website for as little as \$5.00. An excellent example of this is the Nip/Tuck radio talk show hosted by Michelle Garber.

And that's all there is to it...now get blogging.

Using In-Depth Social Media Marketing in Building Professional Medical Practices

Introduction – The way it has always been ...

Having worked with private practice medical and aesthetics professionals for more than two decades, we have learned a few key facts:

- **No** matter what firm they work with or work for – at their core, the men and women who operate at a professional level are ultimately self-employed. Their careers – helping themselves move ahead or stay ahead in their medical specialty – are their number one clients. This is also true, even for those who are members of large Medical Practice groups. Regardless of the name on the door, ultimately, their success – if any – rests with their own efforts.
- **Successful** professionals are constantly looking for new prospects, and also constantly working to convert these prospects into new clients. They know that to sit still is to lose ground to those with a bit more energy and drive – they live by Abraham Lincoln’s famous observation:

**“Things may come to those who wait ...
but only the things left by those who hustle ...”**

- **With** the exception of telephones replacing telegraphs, and email replacing snail mail, nothing has really changed in the way that professionals have sought new clients since the first stock exchange was set up, on May 17, 1792. On that day, 24 stock brokers met under a buttonwood tree in lower Manhattan to create what has become the New York Stock Exchange. Regardless of the nature of the profession, personal and professional reputation is at the heart of their success.
- **Successful** professionals also know there’s got to be a better way – they’re constantly looking for a new approach to finding prospects to convert into clients.

This brings us to the point:

If you're a private-practice professional reading this book, you know the value of hustling for prospects and clients. You know if you don't do it or see that it gets done, no one is going to do it for you. You also know that your professional reputation – and all too often, your personal reputation – is your most valuable asset.

If you're known and trusted, half the job's already done. However, if you're relatively unknown, mere hustling may not be enough. To bridge that gap, you must know how to network. You know how to man the phones, but you must also know that networking and cold calling are inherently retail. Traditional networking is an approach that's as time-consuming and costly as it is ultimately, reliably effective.

As skilled as you are with traditional business-building networking approaches, you want something more efficient, more cost-effective and – over time – even more reliable than this reliably old-fashioned approach to sales. And this can be achieved via Social Media networking – applying these self-promotion skills to the wider world of the Internet.

Traditionally, this old-fashioned approach has meant burning a lot of shoe leather and burning up a lot of phone lines, attending Rotary and other civic club meetings, buying a lot of meals, and also playing a lot of golf – all in the hope of networking yourself into yet another client, another referral arrangement or a business deal.

If you know how to make this time-honored networking drill work, this does remain an effective way of attracting prospects (as noted earlier in the book) but it is hardly efficient or cost-effective. Besides, it is what everyone does – and when you're doing what everyone else does then it's hard to stand apart as someone special.

Social Media Marketing – The new technology alternative

Thanks to the Internet – including websites, blogs and Social Media sites such as Facebook, YouTube, Twitter, Pinterest, Instagram, Google+, Snapchat and LinkedIn – it is now possible to set yourself apart from the pack, and to do

so without leaving your office. Social Media Marketing makes possible a relatively new kind of networking – one called Social Networking. This is remarkably like face-to-face networking – one-on-one rather than in groups – but the communication is done online. If you do it right, Social Networking – as an important part of your overall Social Media Marketing, can help to set you apart as a “**Subject Matter Expert**” (SME) – someone who others turn to for answers – or even as a “**Thought Leader**,” (TL) – someone people turn to for leadership.

So by providing content and communications, you can become someone who, in a relatively narrow area of expertise, is seen by others as being a step ahead of the pack; someone worth listening to.

Before delving into the details of Social Media Marketing, first, here’s a brief introduction to the five secrets of Social Media Marketing success that – when applied properly, create certain success:

Content: Create and present new and readily-accessible free information, “content,” that is different enough to be engaging. This will set you apart. However, make sure your content is frequently refreshed – you need to create enough ongoing and useful content to be sure that the people who ought to be interested in what you have to say keep coming back for more.

When creating content, include tips, as well as great photos that illustrate how you want people to see you. Also include informative articles; ones that help readers understand issues and opportunities. These articles are not a forum for self-promotion – they should address the interest of the readers, not the writer’s abilities. Promotion is important, but in Social Media Marketing, it must be segregated away from content, or the content will seem commercial and not entirely credible. Content is not “all about you,” it’s “all about your audience, your network, and what they want to hear.” You can slip specials in, of course, but don’t push them all the time. Focus primarily on being a credible source for useful information. In this forum, show end-results, not the process.

And don’t focus on showing 20-somethings who are too beautiful to need work. Rather, illustrate women who look beautiful at their age – which should be the age of your primary target market. Also, focusing on a series of before-and-after shots does not work, except in an album that people can access for that purpose. Many people don’t want to see the “before,” nor do they really want to contemplate the process. Except in a controlled

environment, before-and-after is not a useful marketing tool in the realm of social media. Remember, “Social Media was created for people to be social, not to be sold.”

If a doctor wants to show before-and-after, have a gallery.

Conversation: Unlike a speech you gave at the Rotary – or even a book you wrote as an acknowledged expert – Social Media Marketing is not all about a top-down preaching effort. Rather, when done right, Social Media Marketing is more akin to a virtual peer-to-peer dialog ... on steroids. To succeed, you need to not just create and present content – you must monitor this for responses from others then answer those responses you generate. In time, you’ll find yourself at the center of a conversation.

Visualize it – it should look like the expanding rings you create when you chuck a rock into a still pond – and these echoes, as they expand, bring you to the attention of people who may have missed your initial content.

Consistency: To be successful in Social Media Marketing, you need to make a commitment to post both regularly and frequently. Occasional posts issued at odd intervals are insufficient for the creation of “followers” (see below) – and those followers are essential.

Each tool (see below for details) needs its own frequency. Though more often is better, major White Paper can be issued just six times per year and still be effective; however, blogs should be issued at least a couple of times per week, and Tweets should be published several times per day. Two-to-three is the minimum daily Tweet rate, but five-to-ten is optimum. On the other hand, Facebook posts should be published no more (and no less) than three to five times per week.

Recent changes in Facebook have dramatically lessened the commercial value of posts – this was done to create an instant market for their “boosting service.” Unlike so much on Facebook – at least when it comes to business – “boosting” really works. Ignore the quoted prices – you can negotiate here, and of your five Facebook posts per week, boost the two best posts – for instance, the post about the blog, and the post about the promotional special.

When posting to Twitter and other social media channel sites that use them, take advantage of what are called hashtags. These are merely the “#

“hash-mark symbol, inserted directly before a key search term (i.e., #hashtag). If you are writing about Botox, write it as “#Botox “... this is the term hashtagged. This allows others to search the hashtagged key word and find your post – just as it also allows you to search for hashtagged keywords. Names of products, procedures and manufacturers are likely to be useful hashtag terms. Use the hashtag words that are “trending” – and if you don’t know how to do so, poll your staff. At least one is likely to be an active social networker, and will be able to guide you – or do it for you. Once you know what terms are “trending” in your field, include them in your Tweets or other hashtag-enabled social media sites.

On Pinterest, you post images and captions or conversation to a board. To be effective, you need a minimum of ten-to-fifteen boards, with at least 15 pictures per board. Here, you can offer a before-and-after board, since only those interested in those photos will check it out. Boards on different equipment, different procedures, different kinds of treatments (such as lips or anti-aging) – those are all legitimate uses. If this seems daunting, again, poll your staff to see if a Pinterest user is among them. If not, spread a wider net. It’s not hard to learn, but it is hard to start without guidance.

For all social media marketing, it is important to set a pace that is both comfortable and sustainable – if you find that even this is a challenge, look for a “ghost-writer” who can help you sustain the consistent frequency – as well as the quality – needed to grab and hold the position of “SME” or “TL”.

Followers: These are people who, having become interested in your content contributions, will formally identify themselves as subscribers (blogs) or friends (Facebook), followers (Twitter, LinkedIn, Pinterest, Instagram), or subscribers (YouTube). Followers will become part of your virtual, online network – your personal Social Network – if you offer both useful content and vibrant two-way conversation.

These followers – at least those who are the right people (i.e., potential prospects or referral sources) – will become engaged with you, even if only in their own minds, and then they’ll network out to their own friends and followers and spread the word, the word about you – “SME” or “TL” – and your useful, fresh and original content.

Transformation: This is the inevitable process inherent in effective Social Media Marketing – the process of turning followers and friends into prospects, lead-sources or clients. To be ultimately effective in Social

Media Marketing – unless this is just an ego trip (which it often is, but not for people who become financially successful because of their online efforts) – you’ve got to monetize your followers, based on the content and the conversation, in a way that makes the creation of free content worth it.

When you’ve embraced **these five secrets of Social Media Marketing success**, you’ll have created for yourself a persona as a “SME” or as a “TL”. You will have transformed yourself, in your online persona – in your own area of expertise – into someone who people look to for answers, advice, insight, and also for business support.

This is the initial, primary goal of your Social Media Marketing efforts. Once you’re seen as a “SME” or as a “TL” - a “content expert” or “guru,” - then you should have no trouble turning followers into prospects, and then turning those prospects into new clients.

Keep this in mind – no one will become a follower unless they have a personal interest in your area of specialization. Some followers will be colleagues, for sure, but most will be potential clients who are looking for reliable answers to very specific questions.

If you answer these questions, you’ll earn their trust. They will then turn – as prospects always do – to someone they can trust to provide the services they are looking for.

Getting Practical

Tools for Social Media Marketing transformation

To become a “Thought Leader”, even before you start producing the content that will lead people to find you, you’ll need to create several essential Social Media Marketing **infrastructure tools**. These include:

- **Apps** - an increasing number of retail businesses – including physician Medical Practices and med-spas, are creating Apps that link consumers to them via the consumers’ own smart phones. There are an abundance of qualified App developers in the US and especially in India, and the costs for development are no longer out of line with their potential for positive marketing impact.

- **Blog-site** on Blogger or WordPress – each has benefits as well as shortcomings – however, Blogger (www.blogger.com) is both easier to use and linked to Google (the parent company) ensuring that it will be easily “searched.”
- **Email address** linked to the URL – so you can communicate in the persona to be created by the website.
- **Facebook BUSINESS account** (which is different from the personal account) – When you create the Business Account, make sure your personal account – assuming you have one – isn’t sharply at odds with the business one. Too many people sabotage their business image by portraying a playboy image on their Facebook personal account. Also, don’t ever say anything “personal” on a business page. The business site is strictly for business – it is not for personal networking, bragging (not even about that gorgeous new grandchild you’re so very proud of). And as you keep it strictly business, avoid words such as “I” or “me” or “my” – always use “we” – but not the “royal we.” In this case, “we” means your team. Remember, if you put it online, they will find it.

In addition, you can use Facebook to create competitions that bring interested parties to your site, and ultimately to your practice. As the saying goes, “don’t try this at home.” Engage an expert in this field, which changes at the speed of light, to ensure you’ve the very best chance for success.

- **Google +** - this is a growing social network that some are beginning to find useful. As noted, other up-and-comers include Pinterest and Instagram. While Google+ lacks in the same noticeable popularity as Facebook or Instagram, it is actually one of the most used social media platforms. When a practice has setup their Google+ page properly, this listing provides the phone number, directions and a link to a mobile device website.

The Google Maps feature is intricately tied into your Google+ page. Google reviews are also part of Google+. These reviews, as well as having a complete profile on Google+ with consistent posts, have a direct impact on organic search rankings. When conducting a search, it is common to see letters A to G on the Google Maps listings. This is part of your Google+ listing. Again, don’t compare Google+ to

Facebook because they are very different in usage but both are still critical to enhancing the visibility of your practice.

- **Google searches** related to your parallel topics to keep posted on breaking news, blog posts, etc. You will want to seek out others who blog on your subjects – then periodically add thoughtful and respectful comments (respectful especially if you disagree) to their own blogs. This is part of the “conversation” noted above.
- **Instagram** – this is an alternative or an add-on to Facebook that is growing in popularity because at this moment it is more business-friendly than Facebook. And as with Pinterest, Instagram is also hugely popular with women 35-55 making \$75,000 per year or more. Instagram – known widely for its use by the younger crowd – is also a great way of reaching moms, especially younger moms just starting to worry about their post-baby appearance. Social media has caused all of us to be far more concerned about our appearances. It also promotes the idea of – and value of – cosmetic and aesthetic procedures, and no other sites are better for this than Instagram and Pinterest.
- **LinkedIn** account – LinkedIn is more business-oriented than is Facebook – though not as popular or widely used. It is an excellent place to network, and it is also ideal as a means of establishing your “TL” position.
- **Pinterest** – this is a highly visual site that is well-positioned for something as glamorous and beauty-oriented as cosmetic and aesthetic Medical Practices or medical spas. Pinterest is hugely popular with women 35-55 making \$75,000 per year or more. Age-appropriate health and beauty tips will bring back those in this target audience – but that means you must keep updating your presence here – if they see the same thing twice, there won’t be a third time. Give people a real reason to come back.
- **Twitter** account, linked to the Facebook BUSINESS account –Using a Facebook app, you can link the two accounts together, so Tweets to your Twitter Followers will also reach your Facebook friends. As noted above, the “conversation” is critical to Social Media Marketing success, and both Twitter and Facebook are ideal forums for engaging in the “conversation.”

- **Website** – pick a URL that reflects you, your business and your proposed “TL” position (such as www.c-level-exec-pro.com or www.professional-practice-expert.com), then create the site in your persona as “TL”, then populate it with initial copy reflecting this expertise. See ahead for an outline of such a website.
- **YouTube** channel set up to host videos, should you choose to venture into the realm of video blogs (highly recommended IF you can present yourself well on camera). If you have stage fright, or are uncomfortable reading your blog on camera, don’t go the YouTube route – but if you’re comfortable in front of others – perhaps as a platform speaker – then YouTube is a “must.”

The aforementioned infrastructure tools should be sufficient to begin the process. There may well be others you’ll need later on.

For instance, once you’ve created a strong pool of committed followers, you may want to look at installing a “BuddyPress” captive social network within the website. This is a useful free tool created by the WordPress folks that allows you to create a virtual affinity group (i.e., a business “fan club”) on your website – but that is definitely a “down the road” addition useful only to those who are truly committed to an aggressive implementation of Social Media Marketing methods and tactics.

Implementing and Improving Your Social Media Marketing Tools

Social Media Marketing is time-consuming, but it is essential. It has now entered the market of cosmetics, aesthetics and spas, as it moves into younger demographics who want to fix things a bit – to look as young as or a bit younger than they are. And for business women who want to remain competitive – despite “PC” standards that say women should be judged by their minds – age-defying “beauty” still proves to increase sales, salary and job security. “Work” is now the major driver towards having anti-aging procedures. In addition, in an economy where “retirement” is just a pipe dream, working men and women strive to remain looking younger so as to stay viable in the job market.

With the Internet replacing the Yellow Pages, you've got to be there, and prominently, if you want to succeed. With such a priority, and with so much time involved, it is often better to turn your Social Media Marketing over to an expert than to try to do it, half-heartedly, on your own and in your meager spare time.

To put these foundational tools into place, here are the steps you'll need to follow:

Create a plan of action – including the topics you'll cover, the frequency of your various posts, the signposts you'll look for on the road to success, etc. This does not need to be detailed, but it will prove useful in keeping you focused.

Create the aforementioned foundational tools then begin creating basic content for the sites as needed.

White Papers and Case Studies (and video versions):

- On a schedule identified in the Plan, write periodic White Papers or Case Study of from five to twenty-five pages, each focused on a specific portion of the expertise that will, collectively, elevate you into thought leadership. If you're not entirely clear on what, exactly, constitutes a Case Study or a White Paper, consider that what you're reading right now was originally published as a White Paper.

Note the style, the outline (major sections, sub-sections), and the pacing. Note how this takes you from broad concept to specific details – then adapt the outline and approach to your own subject matter.

- Use graphic layout and letterhead to give some formality to the White Paper or Case Study. Don't be shy about including graphics if these are appropriate. Include your contact information and hot-link URLs to your website and blog site. Once, blogs worked best when they were separate from your website; now, especially with the widespread adoption of WordPress, blogs are more effective – and stronger as SEO generators – when they are part of your core website.

- Produce the White Papers and Case Studies as PDF documents (to make them less likely to be modified and “borrowed” without permission) and note on them that they can be reprinted or used (without change) with permission, to encourage others to share them widely.
- Offer them as free downloads from your website – and include a link to them in your blogs, especially blogs based on the White Papers and Case Studies.

eBooks: Publishing and distributing eBooks will help position you as an “author” in a way that blogs and White Papers can never do.

Both prospects/clients and even the news media will see you as inherently more credible for having published books so do the following:

- Pull together a collection of White Papers (minimum 36-50 pages when paginated, with lengths up to 250 pages possible) into a thematic eBook that will then be offered as free downloaded content.
- Lay the text out in book format (pagination, illustrations, cover, etc.) – and don’t be shy about using graphs, used-with-permission photos and other illustrations to dress up the eBook.
- Post eBooks for free downloads – these become the ultimate in free content, as well as a great credibility builder.
- Down the road, you can pull together a set of from three to five eBooks into the manuscript for a full-length to-be-published printed book. This book would be offered as both a not-free printed and eBook published book.
- When they fill in your online website form you now have Captured that new lead. Follow up immediately is critical to the buyer. Create a funnel system of 7 emails to capture the lead to book a consult. Automate the system with a CRM program to make it easier.

But only do this if you believe the printed book will either be a useful sales tool or if you whole-heartedly believe it would sell in quantities sufficient to justify the printing costs.

PR and press releases

- Create under-400-word press releases to announce your White Papers – this will help attract readers whilst also building your reputation.
- Online free press release sites to get your message out its not always as effective as paid services but definitely worth it! Distribute your press release for free: free -press – release.com; PR.com; Newswire.com; Prlog.org; 24–7press release.com and local communities have online placement free community news
- Set up a free account for BusinessWire, then use this fee-based service for distributing press releases promoting your White Papers – and, down the road, your eBooks. Do not use a “national” distribution – ask them for the most local (and most inexpensive) geographic distribution for your release.
- If you have no experience in placing press releases then ask your BusinessWire account representative to walk you through the process – they are unfailingly helpful and willing to work with you.
- PR – use professional Public Relations techniques to help generate followers and online “buzz” for your thought leadership White Papers, eBooks and Blogs. Here are some PR techniques you can use.
 - If you use video blogs as well as written blogs, create video blogs related to breaking news and post them on YouTube and your website.
 - Monitor breaking news in your thought leadership niche-market news space.
 - Seek out others’ blogs writing in your thought leadership niche market space (use Google Search to find them) and comment on them as appropriate.
 - Write and post short, pithy blogs related to breaking news you find.

Blogs: These blogs will be the core of your ongoing communications with your followers and friends, as well as with those who might become followers down the road. White Papers and eBooks are ‘bigger’ and more ‘impressive’ but blogs are your most important thought-leadership communications tools. Where blogs once were more effective when found on stand-alone blog-sites, they are now more effective when integrated into your core website.

In these, you'll take elements of White Papers, or breaking news, or some "issue" and articulate your views in chunks of 250-to-750 words – short enough to be easily read, yet long enough to make an important point, one worth reading and remembering. Here's how to proceed:

- Write a set of blogs, based on each Case Study or White Paper, and then break it down into bite-sized thought-chunks. Typically, a ten-page White Paper will yield half a dozen useful blogs, each visiting in a more conversational tone one of the important points within the White Paper. Sometimes, a White Paper might yield as many as 25 blogs – but for that, you'll need a longer and more detailed one.
- When we write blogs for our clients based on White Papers, we typically write all of the appropriate blogs, based on the White Papers, as soon as the White Paper has its final edit, and before we post it. We also generally write two or three promotional tweets to go with each blog at the time we write these clients' blogs, and then we load the Tweets into Hootsuite to be issued at a later date.
- Write blogs based on breaking news and other relevant topics not linked to the White Papers. Because business and professions are heavily-regulated and intimately linked to national economic recovery initiatives, you might be tempted to write politically-themed blogs. Remember, some clients may not share your political beliefs so venture into this realm cautiously, with your eyes open.

Video Blogs: As noted above, you should not venture into video blogs unless you're comfortable in front of a camera. In video blogs, or white board presentation or other video, style is as important as substance (something you won't face in printed blogs). So only use this if you can create a good, straightforward and technically-competent video, and only if you are comfortable and effective on camera. Any video blog is infinitely preferable to none at all.

- If you go the video route, in addition to posting them to your website, create a YouTube channel to house your growing collection of videos.
- Create video blogs based on written blogs – including both White Paper-linked blogs and breaking-news blogs.
- Key to creating a video is good lighting and lens to filter along with a good microphone.

- Invite satisfied clients to create video testimonial blogs – these are far more powerful than printed testimonials, and also far more believable too. Upload them onto your YouTube channel and post them on your website.
- Online video technology - Skype offers potential for video consults and small-group presentations.

Blog Comments: Commenting on others' blogs, as noted above, is an important and effective way of attracting new friends-and-followers online, by showcasing your insights in front of audiences others have already created for their blogs. Only comment on blogs that are in the same basic niche-market that you are embracing as a fledgling thought leader – don't shotgun this approach.

First, use Google Search and Twitter to find others who are blogging on your niche-market topic. When you find them then do the following:

- Monitor their blogs – looking for opportunities to offer intelligent comments.
- Comment on their blogs, whenever appropriate – see below for how to comment.
- Monitor your comments on their blogs for further comments from others, and remain engaged – if someone answers you, reply to that comment with one of your own.
- Remain professional in all comments – don't be drawn into an emotional debate.
- Advance the discussion in every comment. Either agree with the host blog then add a useful additional point or two, or respectfully disagree and make one to three brief points. Show insight; back up your statements and remain conversational. But don't ramble, don't filibuster, and also don't pontificate. Always show respect.

Ongoing Twitter Activity: As noted above, post Tweets and comments on Facebook and LinkedIn. This should be a daily – ideally a several-times-daily – process. Remember, you are part of a conversation.

These should cover the following:

- Post at least one Tweet (though preferably more) and other posts (per day) offering brief insights into your primary topic, based on your professionalism.
- Post at least one Tweet and other posts per day with a link to a third-party source offering information you'd like to share.
- Post at least one “personal” (i.e., not professional) account per day. This doesn't have to be “intimately personal” – in fact, it shouldn't be. However, the point is to show your humanity. Some recent effective personal Tweets I've posted include the note that Las Vegas had freezing rain and snow-covered mountains in all directions, and another was a link to a particularly funny Dilbert cartoon.

Your goal here is to humanize yourself to your followers.

- Retweet (with comment) at least one useful post a day – five would be better, as it keeps you engaged, but once is the minimum.
- Tweet at least once a day – and as often as justified – a “respond-all comment” to one of the people you follow. This helps advance the idea that Social Media Marketing is all about the conversation.

And speaking of conversation: - Always reply to everyone who replies to you. This is common courtesy, and also is the best way of keeping the conversation moving forward.

More on Twitter: There are tools available – some excellent ones with truly nominal fees, such as HootSuite – which allow you to manage your tweeting to control the time it takes. Here are a few hints:

- We use Hootsuite to Tweet ongoing professional-tips (we post three-per-day during weekdays and once mid-day Saturdays).

- We load them a month in advance, freeing up our staff to concentrate on the more timely Tweets and reducing my overall time on them.
- We have client Twitter accounts linked to our smart phones, which allows us monitor, post and reply to Tweets even when we're away from our office and computer.
- We have our client Twitter accounts linked to their Facebook accounts, so all their Tweets populate their FB accounts as well. Of course, we post other items on their FB pages which aren't Tweeted, but in this way we generate more content on FB (which reaches a different audience) without additional effort.

Utilize LinkedIn forums/discussions related to your primary “Thought Leader” market-niche topic focus, adding comments, starting threads, and also engaging in the conversation there.

Create an email database of followers who opt-in by contacting you on your website (as well as those who give you business cards at real-world networking events).

- Issue special breaking-news alerts (keep your followers apprised via email as well as Social Media Marketing of what's happening in your market-niche “Thought Leader” space)
- Periodically encourage them to follow you on various Social Media Marketing
- Send them links to White Papers, blogs and other content products (including video blogs)

Website: Although it's listed last – because it's not a new “Social Media Marketing” concept – your website must be at the heart of your online (and off-line) marketing and promotional efforts.

You should already have a website as your business should be able to reach far and wide at the click of a button. Take a moment to review the content recommended below and ensure your existing website includes it. And if you don't have one then use this as a conceptual template for

creating one at FatCow or GoDaddy or one of the other improbably-named hosting sites that provides easy-to-use, plug-and-play website templates.

- **Home Page** – all too often doctors make their websites – and thus the first impression with prospects – all about them, their credentials and their equipment. But the messaging should be addressed towards the potential patient, answering the critical question, “What’s in it for me?”

Prospective patients are looking for someone who can help them so the website should speak to them about how great their experience will be. Once this has been established then show your great credentials.

On the home page, you present basic information about you and your services, along with links to the major sub-pages (which tie into your Social Media Marketing efforts) – but only after you focus on the “What’s in it for me” factor. When you get to your bio, the home page should briefly cover:

- **Who** you are
 - **What** you do
 - **What** you offer
 - **Who** you serve
- **Page Link Menu** (on your home page) will link visitors to all of the other pages noted below:
 - **About** you and your vision (your position) – this defines who you are as a business person – it is the essence of who you are in the eyes of your clients and prospects.
 - **Product Page** – Samples of What You Provide (downloadable as PDFs or links), of the services you offer as a medical professional.
 - **Social Media Marketing Communications Tools** - Here you link to or provide downloads for your Social Media Marketing tools:
 - **Blogs**
 - **Blog Comments**
 - **Case Studies**

- **Contact** – how to get hold of you
- **E-Commerce** Page – Buy now! – this would apply if you have something to sell online (unlikely, but possible)
- **Testimonial** Page – Kudos and endorsements
- **Twitter**, Facebook and LinkedIn (encourage visitors to follow you on these various sites)
- **Video** blogs
- **White** Papers (PDF downloads) and eBooks (when available)

Template Websites: There are many low cost solutions to developing websites – WordPress has become the de facto standard for effective, low-cost design. Doctors are already busy enough. I would recommend you find a company that specializes in websites for the medical space. I can honestly say that most websites we redo (not all) are because a local company, friend, etc., tried to do a website when they didn't understand the landscape of aesthetic marketing.

Photo Galleries: There should be a link to these on your home page. A sound photo gallery is important, and should have as many before-and-after photos as possible. Patients are looking for someone who looks like themselves, so photos should be carefully labeled to include details about the patient and procedure, including Age, Weight, and other visible factors.

According to RealSelf, photos can create stronger connections than text. Plus, with modern technology, they are easier to consume and distribute. This is why people love sharing them and viewing them on social network sites like Facebook, Google+, Instagram, Pinterest, etc. This concept carries over to the practice of aesthetics. For prospects, photos are not just nice to have—they are a necessity. Their survey found that 83% of consumers researching cosmetic surgery said they would not consider a practice that doesn't have Before & After photos. Need I say more?

Conclusion – Getting it right

Social Media Marketing is not hard if you are used to writing, networking, and selling yourself – and also used to educating the lay public on your areas of specialization. It is all about content and communication. If you want to become a “Subject Matter Expert” or a “Thought Leader”, you already have the intellectual tools to do either.

What you need now is the commitment.

Unless you hand off the actual creation of the content and the placement of the posts to a “virtual ghost-writer” – either someone in your employ or an outside consultant – you’ve to commit to creating content according to the previously mentioned schedule. This means you’ve to commit to spending time each day on Twitter, Facebook and LinkedIn. Rather than this being a chore, you may soon find it’s a pleasure – potentially even an addictive one (and at that point, the challenge will be to control and limit your time online, rather than finding time to post and monitor your posts).

However, the payoff is remarkable. You can be seen as a “Thought Leader” within a matter of weeks (depends on how regular and frequent you create posts), and from there, it is a very short step to creating fans, advocates, referral sources, prospects and clients –thus more business. Remember, this is a business venture, rather than a game or play-time. It is far less costly than traditional advertising – or even public relations – and the results can be all out of proportion with your cost and time investment.

Success in Social Media Marketing - more than in any other kind of marketing except for face-to-face networking –depends on your interest and your commitment.

So, if you are not interested and committed to marketing by social media then you need to find someone, internally or externally, who is and let him or her get started.

Section Six: Benefits of Medical Ghost Writing - Become a “Subject Matter Expert”

Ghost Writing and Social Networking

One of the most immediate and effective ways of turning a physician into a “Subject Matter Expert” or “Thought Leader” within his or her area of professional expertise is to create and publish a book or an eBook. For a variety of reasons, members of both the news media and the public at large are eager to grant enhanced credibility to the authors of non-fiction books or eBooks.

Hiring a ghost writer will use the written word to position you as an online guru. You’ll be seen as a “Subject Matter Expert,” someone who others will turn to, when considering aesthetic medical or spa services.

Ghost writer’s help physicians not only become published book authors, but they also develop those books in a way that attracts patients as well as generates online buzz long before the books are published.

We recommend the exclusive “Pyramid Approach” to writing published books and eBooks – and in fact, we followed a modified version of that process in creating this book:

- **First**, you need to work with a writer to create a book concept and title that will attract patients or patients, and then break this concept down into a detailed chapter outline. Before you start writing, you know exactly what will be in your book.
- **Next**, the writer will conduct a series of interviews to identify your perspective on each section and chapter of the book. While the writer will write your book, it will be based on your ideas, insights and expertise.
- **Next**, the writer will begin writing, publishing and promoting a series of blogs, based on those interviews. These blogs will begin to position you as an expert, as well as the author of your forthcoming book. By publishing and promoting these blogs, you will attract a following and start to generate leads, referrals and new business.

- **Then**, using the material from several blogs, the writer will write, publish and promote a series of white papers and case studies. They will present the same information, but in a different format, one that appeals to a different audience. These will also position you as both an expert and as the author of your forthcoming book. This will also extend your following and increase your leads, referrals and new business.
- **Next**, the writer will take the material they've previously written in your blogs, white papers and case studies and repurpose that material, turning it into chapters for your soon-to-be-published book or eBook.
- **Finally**, they will effectively promote your new book – and, in the process, solidify your position as a subject matter expert and online guru. You'll use both social networking and public relations tools to make sure your book or eBook reaches the proper audience.

This process will also position you as an expert with the news media, helping to generate more coverage and more target-audience awareness, all leading to leads, referrals and to new business.

This book will be yours, representing your expertise, your personality and your goals for your Medical Practice or business. However, instead of having to write your book yourself, the ghost writer will take that burden off of you. You'll receive all the benefits, but without all the work.

Ghost Writing Solutions for eBooks, White Papers and Research Studies

Using Professional Writers to Grow Your Aesthetic Medical Practice ...

Introduction – the New Yellow Pages

Google searches have replaced the Yellow Pages as the primary way in which consumers find the goods and services they need. This fact-of-life now includes cosmetic surgery, aesthetics-oriented medical spas, cosmetic dermatology, anti-aging services, wellness programs, and also other professionals who provide appearance-enhancing services to consumers.

Websites remain critical for business development, but they are no longer enough. To go along with websites, successful practitioners must provide “content” – white papers, research studies and even eBooks – as potential patients delve into the realm of online communications.

Online marketing communications sites form the channel between a business or professional practice and a potential client or patient. However, this is not about Tweets or Facebook posts. It’s about serious, informative content – eBooks, white papers, research study write-ups, blogs and video blogs, and also other in-depth consumer-oriented information – which gives confidence to the patient or the prospect.

Along with blogs and video blogs, white papers, case studies – and yes, even eBooks – are the route-markers on your road-map to aesthetic business success in the digital age.

Specifically, to succeed here, you must create sufficient well-written content to not only attract attention one time, but to motivate people to keep coming back to your content sites for new insights into topics that interest your prospective new patients. However, even for the more gifted writers among aesthetic medical practitioners and medical spa managers, creating this kind of regular and frequent – and high-quality – content is a time-consuming challenge.

Such content is necessary, but creating that content may also take more time than can be spared from running your business or Medical Practice and treating patients.

Fortunately, as we have discovered at Beautiful Forever on behalf of our busy professional clients, there is a useful and effective alternative to writing this material – and that alternative is the professional content-development ghost writer. An effective ghost writer can produce white papers, research study findings, case studies, testimonials and even eBooks, freeing business owners and medical professionals to do what they do best, while still creating the content they need to attract new business clients and patients.

Online “positioning”

One of the most immediate and effective ways of becoming a “Subject Matter Expert” or “Thought Leader” within a given area of professional expertise involves creating valuable, consumer-or patient-oriented content.

This is built around creating and publishing insightful in-depth white papers and case studies, and also research findings. Taken to its logical conclusion, this content development often includes writing and publishing books or eBooks. All of this should be written to reach consumers and potential patients, rather than professional colleagues, and that can become a challenge for individuals used to writing only for their peers.

Medical aesthetic consumers are increasingly fascinated by and attracted to content, which includes – but goes far beyond – well-written blogs and well-presented video blogs. For a variety of reasons, members of both the news media and the public at large are eager to grant enhanced credibility to the authors of books or eBooks.

Despite the potential intimidation factor of putting words on a page, these online content tools are not hard to create. Any aesthetic physician or medical spa manager knows more about the subject than even the most knowledgeable reporters, editors or consumers. If aesthetics professionals don’t have time to write – or sufficient interest in the process of writing lucidly for target market consumers – they still know more than their

potential readers to be able to work with a professional ghost writer to create what is needed.

In marketing-oriented content production, it is possible to use the same basic material in several platforms. Each eBook, white paper or research study, for instance, should lead to the creation of a series of blogs. Each blog should also become the basis for one or more video blogs, allowing the same information to reach multiple targets. Some people prefer to read, while others prefer the video approach – by blending the two, you get the best of both worlds.

In addition, each white paper or case study can become material for a series of shorter and more informal (in style) blogs and video blogs. And then the material developed in blogs, white papers, case studies and other online content can be repackaged and enhanced then used as the basis for books or eBooks.

In this way, your blogs and other content are providing a trial run for key concepts, before they become the basis of a book. In addition, you'll get feedback and input that will strengthen the final product. By building one on the other, you cut down on research efforts, while still getting maximum utility out of the material you create.

Each of these content items – blog, video blog, white paper, case study and eBook – should also be promoted to the world via media relations/press releases and via Medical Practice or business marketing posts on well-traveled online sites and information platforms. In this way, maximum exposure for core concepts is achieved.

This process of content creation and promotion will also position the named author with the news media, helping to generate even more coverage and more target-audience awareness, all leading to leads, referrals and new business.

The key to that success, unless you have the time and inclination to be your own writer, is to secure the services of your very own Boswell, someone who will put your thoughts and insights into writing, in ways that can and will enhance your global effort toward marketing, promotion and Medical Practice/business building.

The mechanics of ghost writing

Before you start looking for a ghost writer, you need to determine if you need a ghost writer – and if so, why. This will help in the selection process. There are two basic reasons for using a ghost writer:

1. You don't feel confident in your own writing ability – your specialty is cosmetic surgery, not wordsmithing.
2. You don't have the time to write – there are only 24 hours in a day, and between Medical Practice demands, family and a social life, you don't have time to write what needs to be written.

Once you've determined that you need a ghost writer, decide exactly what that ghost writer is supposed to do for you. A professional ghost is your stand-in, they are writing your thoughts, in your voice, and in your name. This is different from a public relations or advertising copywriter. Ghost writing is personal.

Tasks for which you need a ghost writer include blogs, books, bylined magazine articles and speeches. The key is that the words and ideas are yours, and the pro-ghost is merely putting them into written words for you.

Once you have decided you need a ghost writer – and know what that ghost is going to write for you – it's time to find the best writer for you. The key here is a personal one – the writer is going to be your voice to the world – he or she needs to be able to write in your voice, to be able to capture your ideas and put them into words that sound like you.

It helps if the writer has done this before, and can show you samples of blogs, or a chapter from a book, or a speech that was written for someone like you.

Reviewing these clips will help you see that the writer has been able to capture your voice and ideas, and put them into words.

Now it gets personal. It's time to find out if you can work with this person – and that's all about chemistry, not about technical ability. Ask the writer how he goes about capturing his client's voice, and spirit, and ideas. Get them to demonstrate, in a brief interview of you, how they work in the interview process.

You might even ask the writer to craft a single sample blog – 250 to 750 words – on a topic, to demonstrate his ability to capture your thoughts and your voice.

But remember, this person is a professional, just like you – and that means that if you ask for a demonstration that goes beyond showing past clip-samples, he should be compensated for that personalized sample of his interview-to-writing process. This sample is obviously more important if you're looking at a long-term project, such as a book.

If you just need a single blog, the sample will be the work product, and should be paid for.

Finally, if you're ready to work together, comes the big question – what is it going to cost? There is no one-size-fits-all pricing for professional ghost writers. Some write by the hour, and have an hourly rate card based on the amount of work you'll be asking for.

Some writers do this to incentivize patients to keep their edits concise and to the point, to keep the process efficient.

Others work by the project, and they have a rate card based on the nature of the project.

Charges range from the very low – for amateurs who are doing this on the side – to the high-end for pro-ghosts who've done this a lot and know what they're doing. In many cases, price-shopping is counterproductive – low rates buy you inexperienced writers, some still using “training wheels” – while high rates may buy you a level of professionalism that exceeds your needs.

The writer who ghost-wrote Lee Iacocca's best-selling book is exceedingly good, but exceedingly expensive – you can probably make do with a professional who has experience, but not that much experience.

On the other side of the coin, you've got the stay-at-home-mom who always wanted to write, but who's never done this before. She may be a diamond in the rough, but do you want to be the one who teaches her the ropes.

It is likely best to find someone who has ghost written for doctors and healthcare professionals – preferably in the aesthetics field. Some PR and ad copywriters can do ghost work, but many cannot – so seek out someone who's done this before, and who understands how to make it happen. This person will have a work schedule planned out – they will know what your time commitment will be, whether he or she is writing a series of short blogs, or an entire book.

Bottom line: If you want a ghost writer then you want someone who's been there and done that – a professional. You'll want someone skilled in writing in your voice, and in capturing your ideas and putting them into words. You'll want someone you're comfortable working with, and someone who respects the restrictions on your time, and who can work within those restrictions.

Section Seven: Creating Published Books and eBooks

The following is an adaptation of an eBook we developed on how to write books and eBooks –presented here for the first time in published form.

Creating Published Books and eBooks to Cost-Effectively Promote Your Medical Practice

Introduction

Over the past decade, effective Social Networking – making professional use of Social Media, from Facebook and Twitter to YouTube, LinkedIn and Pinterest – has emerged as both one of the lowest cost and most effective ways of marketing a professional aesthetics Medical Practice, spa or other related business.

The keys to this success focus around positioning the leading practice professional as an internet guru, a recognized “Subject Matter Expert” or even a “Thought Leader” within the Social Networking realm. And then – once that positioning has been accomplished – using Social Networking techniques to translate that positioning and recognition into marketing goals.

These include goals such as attracting new clients, or increasing the use of the practice’s products and services among existing patients.

One of the most immediate and effective ways of turning a physician or aesthetician into a “Subject Matter Expert” or “Thought Leader” within their areas of professional expertise is to create and publish a book or eBook.

For a variety of reasons, both members of the news media and members of the public at large are eager to grant enhanced credibility to the authors of non-fiction books or eBooks.

However, the idea of writing a book – or even a published book or eBook – seems daunting to many otherwise competent professionals.

Unlike the thought of writing a blog, a guest editorial – or even a white paper or case study – the sheer challenge of writing an entire book often seems intimidating. However, it does not need to be.

The following step-by-step guide illustrates a simple, yet comprehensive process that we have created, one that will help them become both published book authors and highly-regarded Social Media subject-matter experts.

We refer to this as our exclusive “Social Networking Foundation Approach” to creating published books or eBooks. This is because of the way we guide you to build the chapters of your book out of a carefully-planned series of blogs, white papers and case studies.

Using our “Social Networking Foundation Approach,” you’ll be presenting different audiences the same basic information, but in different formats that meet different audiences’ information needs.

There are a remarkable number of benefits to our “Social Networking Foundation Approach,” which we will also present in this guide.

However, this is not a quick-and-dirty “Cliff’s Notes” overview of our customized process.

Instead, you will find that we have created for you an in-depth description of a foolproof approach for significantly growing your professional practice or aesthetics business.

In developing this approach, we have written more than a dozen published books on healthcare and aesthetics marketing, public relations, advertising and promotion – including the book you’re reading now – as well as ghost written books for clients, many of them physicians or surgeons. We have given dozens of webinars and state-of-the-art presentations at professional society meetings.

And, most important, we have successfully marketed and promoted literally scores of aesthetics Medical Practices, products and product lines, spas and other related aesthetics businesses, and we’ve been doing so for nearly three decades.

All of that successful experience has been distilled into this practical, in-depth guide.

Once you've read and digested this step-by-step guide, you will have at your fingertips everything that you need to know in order to create Social Networking success on your own.

In the following pages, we will first lay out the basics of Social Networking – then we will guide you on a logical and easy-to-implement process that will transform you into a “Subject Matter Expert” and “Thought Leader”, one who will attract both new patients and repeat business, and one who will earn referrals from clients, patients and business associates.

About Social Networking: Social Networking communications are comprised of two elements: “**content**” and “**conversation.**”

“**Content**” includes:

- Blogs,
- Blog Comments
- Case Studies
- Video Blogs,
- Webinars
- White Papers

These as well as other forms of information bring readers (or viewers) to your Social Media pages. More important, if the “content” adds real value to your audience then it brings them back.

“**Conversation**” includes:

- Facebook
- LinkedIn posts
- Tweets

These as well as other forms of “conversation” are what humanizes Social Networking. More important, if conversation posts are effective, they turn your readers or viewers into followers and fans.

The effective combination of “Content” and “Conversation” is what turns a Social Networker into a “Subject Matter Expert” or “Thought Leader,”

someone who is cited, referred to, respected and called on for information and insight.

While “conversation” is what humanizes your presence in the world of Social Media, what you produce as content is the basis of your Social Networking success.

To gather followers, before you can dazzle them with your “conversation,” you must first have something worth saying – content. And to impress potential followers with your content, you must create effective ways of communicating what you have to say.

Content Platforms: Blogs and video blogs, white papers and case studies – even webinars and YouTube videos – all have the potential to succeed as means of presenting content. This is because the huge number of people who use the Internet as their primary source of information are not, in fact, a group.

Rather, they are individuals, people who have very personal preferences for how they receive “content” – as well as their very different preferences for receiving different kinds of content.

For instance, many tens of millions of Americans prefer to read a brief and relatively casual blog, while hundreds of thousands of others actually prefer the more in-depth (and occasionally more scholarly-seeming) approach that typifies white papers.

Still hundreds of thousands of other content readers would rather receive the facts-and-figures – as well as the stated or implied testimonials – that can be found in case studies.

However, a completely different group, made up of tens of millions of social networkers, prefer to obtain their information in a more audio-visual format.

For instance, they prefer watching video blogs to reading printed blogs. In addition, they prefer more in-depth YouTube videos to published white papers, and choose webinars over case studies. This helps to explain why, after Google, the most widely-used search engine is YouTube.

Integrating Content Presentation: The truly successful content communicator makes use of more than one format. Successful bloggers

should, for instance, also create parallel video blogs. These should be short on slick and expensive “production values” but long on content.

Though it may seem counter-intuitive, video blogs which feature too “professional” an appearance actually reduces their effectiveness.

These YouTube video blogs, white board videos and webinars also serve a “conversational” function by highlighting the presenters’ personalities. The most successful social networkers will make use of both printed and video content formats, the better to reach the broadest possible audience. By offering choices, you are allowing your audience to select the format which they themselves prefer.

This multi-format approach to content presentation is also inherent in our “Social Networking Foundation Approach” to successful Medical Practice-building social networking.

Properly done, this approach can also lead to the successful creation of the ultimate and most credible form of “content” – a published book or eBook.

The very thought of creating published books or eBooks has often proved daunting to otherwise successful content creators, in part because the very idea of writing an effective and coherent book-length document seems intimidating. This is especially true for those content creators who are accustomed to writing and presenting complete and cogent thoughts in 750-word (or less) blogs.

However, as the author of more than a dozen published books – and as the ghost-writer of at least that many other books – several years ago, we began to explore ways that bloggers could turn their brief and insightful content into viable and effective published books or eBooks.

Using our “Social Networking Foundation Approach”, a content creator can easily and painlessly write the blogs, white papers, case studies and other short social networking “content” that will become the basis of a successful published book or eBook – and, as will be shown, this process will also create reader demand for that published book or eBook, even as it’s being written in early-draft form.

With this system, by first planning a focused book or eBook – then by creating an outline of that book’s eventual chapter-by-chapter (and sub-

section by sub-section) content – the actual book content will be created in a series of blogs, white papers, case studies and other, shorter Social Networking documents.

By focusing on individual (and shorter) formats that are already familiar to – and within the comfort zone of – the Social Networker, the stress and anxiety that are often the nemesis of successful first-time book authors becomes irrelevant.

However, our “Social Networking Foundation Approach” goes several steps further.

First, by publishing these carefully planned-out blogs, white papers and case studies in social media’s various “content” platforms, the ideas themselves begin to appear online, and – if they’re sound and well-written – to develop an online following of readers and fans.

Then, by promoting each of these blogs, case studies and white papers through the social media’s “conversation” platforms – including Facebook, LinkedIn, Pinterest and Twitter – awareness of, and later, demand for these online building blocks that will lead to the book or eBook itself will build interest and demand long before the book or eBook itself is completed and published.

Though elements of this approach have been used by others in the past, the careful and planned integration of these various approaches represent something new to the Social Networking world – we’re only exaggerating a little when we say that we’d patent this approach if we could ...

Our innovative and integrated “Social Networking Foundation Approach” allows content creators to develop, over time, the building blocks of a book. These include a few topical blogs, several focused white papers and a number of on-target case studies. Once these are created, the author – perhaps with our help – strings them together into a book or eBook.

As noted earlier, our distinctive “Social Networking Foundation Approach” process can, and should, be supported by video blogs, YouTube videos and webinars. These are the audio-visual equivalent of blogs, white papers and case studies, and will further build demand for the book or eBook, long before it’s completed and published.

Perhaps most important, our highly-customized “Social Networking Foundation Approach” has the potential to turn anyone who has specific expertise – as well as the ability to either write effective blogs, or to work with ghost writers or co-writers – into a published book or eBook author. With that book will come all the credibility and respect that being a published author generates.

The value and impact of a published book or eBook

Whether a published book or eBook has been sold or – as is often the case with eBooks and promotional books – given away, a published book or eBook created using our “Social Networking Foundation Approach” presented here makes the person who wrote the book or eBook a published author.

For a variety of reasons, both the Social Networking world and the news media respect the named writers of published books. Both groups accord published book authors a level of credibility hard to obtain in other ways.

Even better, as soon as an individual decides to write a published book or eBook, then comes up with at least a provisional title, that person is legitimately “the author of the forthcoming book, ***Title***.” With that credibility, the writer can begin immediately to experience at least some of the benefits of being a published author.

In addition, each blog, white paper, case study or audio-visual equivalent can legitimately be presented as “based on the forthcoming book, ***Title***,” giving that shorter-form content added credibility as well. However, the book or eBook can go a lot farther than that in creating both credibility and success.

An excellent example – and one of the role models we used in creating our “Social Networking Foundation Approach” – is author and PR expert David Meerman Scott. In building his reputation as “the” subject matter expert in the realm of online public relations, Scott first created a free eBook on the emerging subject of “*PR 2.0*.”

In this free-download eBook, Scott presented his new “take” on public relations, an approach that freely and effectively integrates social networking into more traditional public relations. That remarkable and

trend-setting eBook was downloaded for free more than 250,000 times, making it something of an eBook sensation.

However, after writing that eBook, Scott expanded and converted the free eBook into a conventionally-published book which, in 2006, became a New York Times business bestseller. Even more remarkable, because of the rapid changes in social networking in the latter half of the last decade, Scott found the need to produce a second and significantly updated second edition – and, remarkably, that second edition also became a New York Times business bestseller.

It's now in its fourth edition, and still selling like the proverbial hotcakes, because it remains the class act in the field (as is Mr. Scott himself).

While Scott has written other marketing and communications books which have also been successful, we believe that it was his 250,000-copy free eBook, followed by his four editions of his New York Times bestseller, which firmly positioned him as a “Subject Matter Expert”.

He is, arguably, the most recognized “Thought Leading” innovator in the emerging field which integrates social networking and public relations.

Scott has been able to transform that widespread recognition and respect into a remarkable career as a consultant and worldwide public speaker – as well as a continually successful author and innovator.

David Meerman Scott's example is obviously the “best case scenario,” a publishing phenomenon that also became a dynamic career-builder. However, Scott's roadway to success is also, arguably, an effective model for any aspiring book or eBook author.

For instance, in addition to his free-download eBook, *The New Rules of PR – How To Create A Press Release Strategy for Reaching Buyers Directly* – which is still available – he has also converted sections and sub-sections of his books into blogs and other short-form “content.”

This abundant online information is easily searchable by topic, and anyone who finds useful information from one of these blogs becomes an instant candidate for purchasing the published version of Scott's *New Rules PR 2.0*. book, along with his other published books.

We have built on the process used by Scott and other online publishing successes to create our “Social Networking Foundation Approach”. Using this approach – either on your own or with our professional help – you can use your personal and professional knowledge, as well as your writing skill, to become a published book or eBook author.

Even better, you can create your book or eBook quickly and painlessly – and you’ll find that the process can be more fun than you’d believe possible.

Our “Social Networking Foundation Approach” will also help you become seen by your followers as guru in your area of professional expertise – a social networking subject-matter expert or thought leader, as well as a published author.

However, don’t expect – if you follow our “Social Networking Foundation Approach” – that you will soon be giving talks all over the world like David Meerman Scott. As we said, that was the ultimate best case scenario. But whether you write your own book or you work together with co-writers or even ghost-writers, you will quickly become a reputable and well-known – in your field – published author, with all the respect and credibility that status generates.

A publishing secret

Most people assume that eBooks are roughly the same length as regularly published books. While this is often the case, a **publishing secret is this**: published eBooks don’t have to be anywhere near as long as traditionally-published books to be successful.

For instance, David Meerman Scott’s seminal and career-building eBook on public relations is just 22 pages long, yet he turned that into a one-man publishing, consulting and public speaking empire.

While there are successful eBooks that run 250 pages – and these are not at all uncommon – there are many successful and well-received business eBooks that run from 25 to 50 pages.

This length is measured in “typeset pages,” rather than manuscript pages, but eBooks that run less than 100 manuscript pages are routinely

considered “real books” and – if the topic and the writing are on-target – they will be accepted by their readers.

Creating an eBook success isn’t dependent on producing Tom Clancy-length books – and that is one of publishing’s best-kept secrets. The proper length of an eBook is whatever it takes for you – the author – to make your case on the subject you’ve selected to address.

The Social Networking Foundation Approach Process

The process itself is simple, and it comes with two variations.

The first approach – you can do it all yourself. As a physician or aesthetics business owner:

- **You** already have clear ideas of what you want to say – as well as to whom you want to say it.
- **You** already have the basic writing and communications skills needed to develop blogs that both attract and satisfy the information needs of your readers.
- **You** already know how to organize your thoughts.
- **You** are, as a successful physician or aesthetics business owner, already self-motivated.

In this case, you have the passion and drive to do all of this work yourself. And when you do – assuming you have that passion and drive – you’ll be surprised at how easy it is to accomplish all of the steps involved.

The second approach – the collaborative approach – is often adopted by already over-stretched doctors and aesthetics business owners. In this case, instead of doing the work yourself, you collaborate with a professional writing coach, a co-writer or ghost-writer who will help to get your book or eBook written.

This professional communicator will help you take your ideas and experience, then translate that into the blogs, white papers and case studies that will become the basis for the book or eBook.

These professional communicators will also help you with creating Social Networking's audio-visual parallels – video blogs, YouTube videos and webinars), all focused on ultimately converting that same information into the chapters, sections and sub-sections of your published book or eBook.

You can work with a co-writer or ghost-writer; however, if you're an effective and self-motivated writer, you can certainly take these steps and execute them yourself. If you do, you'll create your own published book or eBook in far less time than you expect it to take.

Having decided to proceed with creating a published book or eBook by using our "Social Networking Foundation Approach", here are the steps you'll take.

- **Begin** your book with a concept, a topic, a theme, a central idea. This is the message which you passionately want to share with your patients or clients. This becomes the spine or the "core" of your entire social networking/book/eBook process. Also come up with a title for your book.

An example of a "theme" can be found in a ghost-written book "***New Hope for Breast Cancer***" that we produced for and with a gifted breast cancer researcher –

This book was written to help this academic surgeon move from a New York Medical University into a Palm Beach private Medical Practice that focused not only on treating breast cancer, but also on post-treatment aesthetic breast restoration. Its nine chapters included an introduction and a conclusion – as well as seven chapters on seven pending or just-over-the-horizon breakthroughs.

Written for the patient and her family, this book was produced in a readable "layman's" style, but with all the authority of this gifted professor and researcher.

So the first thing we do is to come up with a focused topic that will help to meet your Medical Practice-building goals, along with a dynamic and attention-getting title. This should be catchy – but it should also define the information you want to share. The title should also help to define the market and audience you want to reach.

Once we have nailed down a useful and informative focused topic, along with an eye-catching title, we next create a very detailed table of contents. Experience has shown that for a straightforward topic, a minimum of seven to nine chapters is often sufficient to present the material. However, that length is remarkably flexible.

Regardless of the ultimate length of the eBook, the first chapter will be a summary – it will tell the readers what you’re going to cover in the book. Then the middle chapters will actually present the real in-depth content. Finally, wrap it all up in a tight and informative summary that comprises the final chapter.

A note for budding authors who would like to create a series of follow-on books, know that – if you plan the book properly at the outset – each of the chapters can be expanded into its own book or eBook.

Think of how John Gray turned “*Men are from Mars, Women are from Venus*” into a dozen or so books, each describing how this one basic relationship concept can be made to work in the board room, in the marriage bed, when dating again and in many other interpersonal arenas.

Just as John Gray did with his series of books (and just as the Chicken Soup guys did the same thing by creating more than 175 spin-off books), you can expand your initial book’s chapters into a series of useful in-depth published books or eBooks on more narrow topics.

But that’s down-the-road, for the future. Let’s continue to look at how we can create your first book.

First, as noted, the subject and the title.

- **Then** an in-depth, detailed outline of what will be covered in each of the chapters.
- **Then**, before you start writing, break down each of the chapters into a more detailed outline that covers the content in each chapter’s sections and sub-sections.

That's actually a pretty standard approach used by many writers for creating almost any kind of non-fiction book.

However, we're talking about creating a published book or eBook using our "Social Networking Foundation Approach" and that means we'll be using a host of social media tools to present the book's information far and wide over the Internet, long before the book itself is completed.

The heart of our "Social Networking Foundation Approach" is -

- **Publishing the information several times in several different formats, then stitching together what we've already written into the final book.**

This approach will result in building your reputation among future book readers, even as you write your book.

As we create the book's content, blog by blog, white paper by white paper, we'll be laying the groundwork for your publishing success, which will occur once the book or eBook is completed and ready to either sell or give away.

This leads us to one of the *true secrets* of our "Social Networking Foundation Approach"-

As we develop your book's content – writing and posting the blogs, case studies, the white papers and other material with information you have provided that will ultimately be used as the building blocks of the book's chapters, sections and sub-sections – we keep writing and presenting that same very useful (to the readers) material, over and over again.

The content material first presented in a series of blogs becomes the basis of the case studies and white papers, as well as their video equivalents. Then, all of these published social networking content become the core material for the book's various chapters and sections and sub-sections.

In short, we use social networking content like building blocks, and build each content level on the previous ones, in the process creating a "Social Networking Foundation" of content.

For instance, five blogs become a white paper or case study, then three white papers and case studies become one of the book's chapters.

Using our "Social Networking Foundation Approach", there is a remarkable economy of creative thought and effort here. The basic ideas we work together to develop will be presented several times, in several different formats.

As noted, each of these formats will appeal to a certain kind of content consumer. Some prefer the relatively casual approach of blogs, others like the nuts-and-bolts of case studies, while still others prefer to see their content information visually – as a video – rather than having to read it in print format. Yet in each instance, the core information remains the same.

Here's how we do it

After having created the concept, title and detailed outline for the book, we proceed as follows. For each section or sub-section of your book, we first interview you – our client/author – for anywhere between 45 minutes and two hours at a sitting. In these interviews, we obtain the background information we need in order to write the blogs, white papers and case studies that then become sections of the book.

Each interview becomes a collaborative brainstorming session. As professional interviewers, we "challenge" our authors to think beyond the basics of the outline, perhaps unearthing ideas or information not anticipated in the outline.

This is always valuable, and usually winds up enhancing the depth and value of the building blocks that lead to the Book.

To make sure we didn't misunderstand this information, we then write up the interview and share it with you to confirm that we understood the information presented. Once you clear our notes, we take that interview material and write it down in a series of several different content formats – blogs, white papers and case studies, which we publish and promote in a variety of Social Media.

We also work with you to create the video equivalents of that content. Finally, we then convert that material into book chapters.

That's the "secret sauce" of our "Social Networking Foundation Approach" to writing a published book or eBook. We repurpose the basic information in a variety of formats, publishing and promoting it online by making use of the most popular Social Media platforms.

Doing this, we build an audience – and receive valuable input from the target audience – before converting it into a book that already has an eagerly-waiting audience.

By the time we get around to writing the Book, we have a thorough grasp of the content, and have "experimented" with presenting it in several formats. In our experience, this has always enriched the final material, helping to ensure that the book is as good as the subject matter and the writer's communications skills can make it.

To move the development of the material leading to the book forward, we tend to schedule these interviews at a regular time, generally once every week or two – but certainly at least once a month. Even the busiest professionals or business owners – if they're serious about creating a published book or eBook – will adjust their schedule to permit these interviews.

Some interviews are conducted over lunch, that being a time when even the busiest individuals generally take a break. While doing this during business hours has obvious advantages, some interviews are scheduled in the evenings or on weekends.

Recognizing that it's more important to maintain a regular schedule than it is to find a convenient time during the business day, we flex our schedule – sometimes doing interviews at night or on weekends.

For most of our clients, we do the writing for them, serving as their co- or ghost-writer. We do this, first, because we're experienced writers. However, we also do this so our clients – especially if they're not comfortable serving as writers – don't get bogged down in the process of writing.

Our clients are busy medical professionals or aesthetics business owners, and while they are motivated to create a published book or eBook – or even a series of related published books or eBooks – they find that day-to-

day priorities of their professional Medical Practices or businesses tend to push the book into the “priority backwater.”

That’s a value we add to the process – we keep it moving forward on a schedule that ensures the book gets written and published.

When we work with our clients, generally their roles involve reviewing and editing what we write – the blogs, white papers, case studies and their video equivalents – as well, ultimately, the book. Obviously, our clients have to take a more “visible” role (pun intended) in producing their video blogs, YouTube white-board videos and webinars. Still, they rely on us to create the scripts, the talking points and outlines for their audio-visual presentations, and to oversee the production as well.

To enhance our clients’ blogging “reach” – and to help them attract new readers – we also search out other blogs, by other writers, covering the same material to be included their books.

We then add respectful comments to these “competitive” blogs. In these comments, we either agree with the blogger, then add a new point or two – or, we very respectfully disagree, then explain that disagreement briefly and concisely. In this way, we can “borrow” other bloggers’ audiences without violating the unofficial – but very real – code of ethics that dictates successful Social Networking.

There are three keys to this process:

1. Be respectful to the blogger we comment on
2. Add value with our comments
3. Include a link back to our own blog-site or website

Whether we agree or disagree, this is an effective and legitimate way of leveraging other blog-writers’ followers. We’ll be persuading them to check us out – not by any sales pitch, but by virtue of the quality of our comments. These comments demonstrate that our clients are also worth following.

Cutting to the chase, this is legitimized poaching, one of the few ways of co-opting others' followers that is both accepted and approved of by the Social Networking community.

Re-purposing content

Having conducted the interviews, we first write up the material in blogs and their video offshoots.

Then we convert that material – generally from several blogs – into white papers and case studies, as well as their video offshoots. Let us emphasize that: in the Social Networking Foundation Approach, these white papers and case studies cover the same basic material as is found in the blogs.

However, that information is presented in different formats to meet the information needs of a largely different set of readers. The same information is given to them from a different perspective and in a different writing style.

But at the bottom line, it's still the same material, presented in different formats, and therefore attracting the widest audience.

Take a moment to absorb this. It's critical to this whole "Social Networking Foundation Approach" to writing and disseminating published books or eBooks. We keep re-using the same material, presenting it in different formats, the better to suit the information needs of different people.

Each time we rework the same core information, you gain additional followers and further enhance your reputation in your own market niche.

Formats: As a rule of thumb, blogs – along with video blogs and comments on other writers' blogs – tend to be conversational and relatively informal. However, white papers tend to be a bit more formal, and, with links to sources and even a list of "further reading," they can have an almost academic tone and feel. Case studies tend to be practical and pragmatic, with nuts-and-bolts information, as well as – frequently – either direct or indirect testimonials.

As noted, this same approach translates well into the audio-visual format. White board presentations can effectively cover the material found in white papers, while webinars tend to be effective in presenting case study and testimonial information.

These video formats are flexible and will vary from topic to topic, as well as from author to author. The key is to translate the information from blogs, white papers and case studies into video presentations that work for your audiences.

Promoting content PR and social networking conversation

Having used and re-used the information in varied formats, let's now look promoting this content.

Each time we publish a blog or post a video blog (or submit a blog comment) for one of our clients, and each time we post a white paper or case study for downloading from your website, we then promote this new content. We do this first online, via conversational posts on Facebook and LinkedIn, as well as through Twitter tweets (making use of hashtags when appropriate) – or, if you're material is visual, Pinterest.

We also use professional PR techniques to build audiences and awareness for this content, but let's focus first on Social Networking promotion.

Social Networking Promotion: To promote each new piece of content, we use these various more conversationally-oriented social media sites. We've found that you can get by with something no more complicated than a "check out our new blog" posts on these social networks, though we also provide more in-depth and "motivating" posts as well.

Right from the start, in advance of creating these posts – especially for LinkedIn and Facebook – we first have our clients join discussion groups that cover the topics related to their forthcoming books. We don't just join on behalf of our clients – we create posts that contribute to these online Social Media groups.

This is a critical part of the “Conversation” element of Social Networking, and will give you credibility – as well as some advanced visibility for your book – when we then post an invitation to check out your new content.

This pre-established credibility is critical to building a following in the social networking world.

And it works.

We find that, for each new published piece of content, when we post several different promotions/invitations on Facebook and LinkedIn, we generate followers.

To further the process, we then create up to seven different Tweets promoting each new piece of client content, each tweet targeting a different element of the content, and each tweet also focusing on a different segment of the likely audience.

What this amounts to is a steady and reliable volume of conversational communications – what advertisers call ‘reach and frequency’ – that, taken together, help generate audience interest for your Social Networking content, and ultimately, for your book.

For a single piece of content information, we have already created:

- Three to five narrowly focused blogs – each of which also has a companion video blog – which leads to ...
- One white paper, along with a YouTube video, perhaps a white-board presentation – which leads to ...
- One case study and a related webinar, and, finally ...
- A chapter or sub-chapter in your book

Then, we’ll also create and post on your behalf, for each piece of content:

- Three to five different Facebook invitation posts, shared among a number of groups; and,
- Three to five different LinkedIn invitation posts; again shared among a number of groups; and finally
- Five to seven different Tweets promoting the content for different reasons and to different audiences.

If you're into numbers, this approach means that each chapter of the book will be based on up to 14 distinct content posts, each of which will then be promoted online 13 different times.

This creates a total of 182 “conversation” promotion posts for each chapter, even before the book is written.

Do the math – before we ever write a single chapter of your book, the “word” on that particular chapter will be out in the Social Networking universe – the “blogosphere” – 196 discrete times.

That's a lot of pre-promotion for your book.

PR Promotion: However, we have learned that, to significantly further enhance the impact of any really meaningful or “seminal” content you create, we also use conventional media public relations to further get the word out. Using wire-service press releases, for instance, we'll be reaching audiences you're sure to miss with your online promotions.

We'll also be reaching the news media which covers your market, building awareness among them that you are an expert with a book in the works.

This PR process begins when we write and issue a press release on your behalf, promoting one of the new pieces of content. We typically send these out via BusinessWire, which is – for what we intend to accomplish in boosting your online following and media awareness – still the best release distribution service in the business.

BusinessWire puts your information out in an entirely new venue – Google-searchable news.

One not-well-known reason for using BusinessWire – it has contracts with roughly 300 news aggregator sites, including Yahoo Finance and MSN.

This means that every press release is guaranteed to be posted to at least that many name-recognizable news websites.

That also does your SEO efforts a lot of good, but the primary purpose is to attract new first-time readers who'd otherwise never have heard of you, and to put you out there where interested media will become aware of you.

While many bloggers use social networking to promote a new content posting – and we'll do that for you, too – relatively few bloggers ever consider using PR.

Properly executed, professional media-oriented Public Relations has a huge potential for attracting new followers who would otherwise never find your content. This is achieved by creating and issuing provocative press releases to support each of those new content posts.

In every promotion post on any social network, and especially in every press release – we will be sure to mention that this material is from your forthcoming book, "***Title.***"

That will get your book's name out, and add credibility to whatever content you have created, published and promoted.

In addition, the media is always looking for new and fresh "experts" who can put the news into context for their audiences.

Taking advantage of that media need, whenever your topics touch on breaking news topics, we will use our media contact lists to pitch local and national talk radio and talk television producers and hosts, offering you as a published expert in the topic. Here's an example of how this works:

In 2008, testing this as a new concept, on behalf of a client who was interested in politics as well as medicine, we first developed five specific controversial and informative business-related topics that were tied to that year's Presidential election.

Next, on behalf of that client, we wrote up each of these topics as articles or blogs and secured their publication in a prestigious online news-and-commentary "e-zines." We then contacted the producers at

several media outlets and pitched our expert on the topic of the day – including a link to our published write-up on that topic.

Five for five, we secured for our client interviews on Neil Cavuto’s program on Fox Business, as well as five interviews with Imus.

Our client also broadcast on 56 other radio talk programs across the country. Finally, one article was read in its entirety by Rush Limbaugh on his high-rated national talk radio program, one that had 20 million listeners per week.

In short, by leveraging an online blog or article covering an intriguing and newsworthy topic, we were able to create for our client “air time” on a significant number of national and regional radio and television programs.

This same approach can work for almost any author.

For example, through effective public relations, we were able to take something we wrote for our client on a breaking-news topic and based on that write-up, land our client with interviews on CNN and MSNBC, as well as a guest editorial in USA Today.

This then generated write-ups in the editorial page of the New York Times and more than 75 other daily newspapers.

What made this significant is that, just the week before, the client had published a new book, with a press run of 5,000. Within a week after these media appearances, the client had sold out the entire press run of the book, which then went into a second printing.

Since this was a self-published book, this phenomenal sales level generated more than \$125,000 in profits for our client, the executive director of an Atlanta-based healthcare-related not-for-profit.

There are no guarantees, but this kind of PR process is certainly worth the effort – especially when you have something newsworthy and – perhaps – a bit controversial to say. Success is easier to come by especially when the media perceives you as published author.

The bottom line – we use all these various avenues available to you to legitimately promote each new content posting. Each promotion will

ultimately help you, in large ways or small, to promote your book or eBook, as well as to help build your Medical Practice or business.

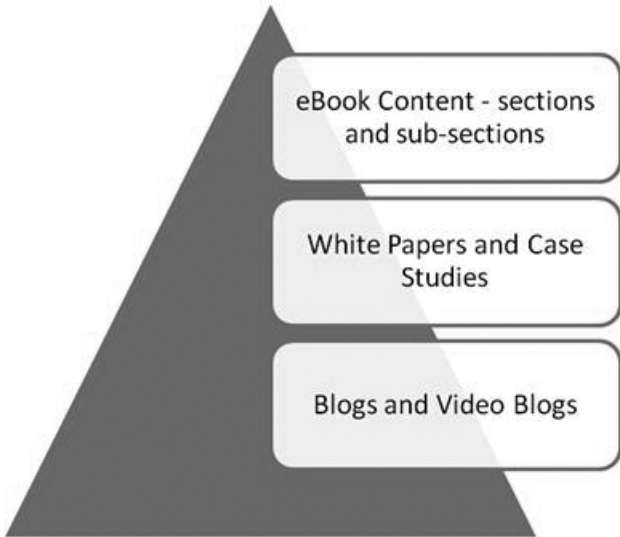
The Social Networking Foundation Revealed

Our “Social Networking Foundation Approach” is really very simple and logical. However, when we first developed this concept, we were frankly amazed to find how often these steps are overlooked by other bloggers, and even by successful authors.

Once again, here is how it works: after each interview, we use the information generated, not once, but over and over again.

In the process, we create a content Social Networking Foundation that focuses on building an audience while creating an impact – in essence, making the maximum use of each chapter and sub-section in the forthcoming published book or eBook.

The chart below may help you visualize how it works:



Two key elements of our “Social Networking Foundation Approach” that this graphic doesn’t show are the way we re-use content (up to 14 times

for any given book or eBook chapter), as well as the ways we promote each new published piece of content (up to 196 times online, along with aggressive and effective media-oriented PR activity).

That creates a great deal of useful online activity, all focused directly or indirectly on your forthcoming book or eBook. However, because we'll keep re-working and re-packaging the same basic material in different formats for different audiences, we'll accomplish a great deal of useful and ultimately profitable activity with only a relatively little bit of actual "new" creative work.

Taken together, our "Social Networking Foundation Approach" ensures that you have both the "content" that is one half of the Social Networking experience, along with the "conversation" part of the equation.

When combined, and when based on truly useful and informative content, we will position you as an online guru, a true "Subject Matter Expert" who will attract respect, recognition and new patients or clients.

This new approach to leveraging both "content" and "conversation" to build an audience in the Social Networking field – all designed to turn you into a "Subject Matter Expert" and "Thought Leader" – will help you focus on your own eBook success. If you have all the information you need to create the content and handle the conversation, go for it.

However, if you'd like help in turning yourself into a published author – and a powerhouse in your specialty area – then find an experienced and prolific writer who is ready to help you, as coach and interviewer, or as co-writer or ghost-writer.

When you're ready, as Star Trek's Captain Picard said, we're ready to work with you to "make it so."



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Aesthetic Business Consulting

Appendix

Attached are a number of tools useful to Medical Practice-builders.



Appendix One: Successful Practice Events

Before you schedule an event – before you start planning an event – review this checklist to make sure you’ve got everything ready that you need, including all of the decisions that need to be made. Then keep this checklist handy and review it often to make sure you’re still on-target for a successful event.

Defining your event

- Decide on the purpose of your event; make sure that every part of the event – from pre-event promotion to at-the-event hand-outs to after-the-event follow-up – reflects that purpose.
- Identify one key person in your office who will take ownership of your event – not to do it all, but to make sure that it all gets done, and done right and on-time.
- Identify Your Venue – factors to evaluate:
 - How large an event are you planning?
 - Note: Larger events requiring off-site facilities will often require a 3-4 month lead time on a venue.
 - On-site or off-site?
- Develop a detailed invitation for your event.
 - Email and Print Invitations
 - The invitation should include the date, time and place, along with a motivating and intriguing topic.

- The invitation should be created to reflect your “brand identity.”
- Create a VIP list of patients, a local referral list, and media list
- The invitation should include follow-up contact information – RSVPs aren’t required.
- Develop a mail-to guest list. Test the list for “bounces” or returned mail.

Large event guest contact timetable

- Sixty days prior: send a “Save the Date” pre-invitation to potential guests. If budget permits, send both an emailed notice and a surface-mail postcard notice.
- Forty-five days prior: Mail formal invitations to your guest lists. Also send out an email reminder the day you drop the invitation in the mail, “look for our invitation to our event.”
- Two weeks later (i.e. 30 days before the event), for those who haven’t already returned an RSVP, re-send the detailed invitation again, this time with a personalized note. Once again, send out an email reminder the day you drop the invitation in the mail, “look for our invitation to our event.”
- Two weeks pre-event, if you still have unanswered invitations, call the guests and extend a personal invitation. The day before you start the calls, send them a “head’s up” email.

Small event guest timetable

- Three to four weeks prior: Post a notice of the event in office and on social media – and begin taking reservations.
- Two weeks prior: Distribute invitations via email blast.

- One week prior: Repeat the email blast.

Soliciting vendor support

- Favorably leverage your relationships with your own vendors – get them to underwrite as much of the cost as possible.
- Network your event among your vendors.
- Create a version of your invitation to be displayed at your strategically-allied businesses.
- Forty-five to sixty days pre-event: Send your vendors an email inviting their participation and support.
- Ask specifically for door prizes and other add-value support from your vendors.

Getting the word out

- Use your social media sites to announce the event and invite/encourage participation. Example: Facebook Event Page
- Encourage responses through your website. Your website should have an event link.
- If seats are limited then attendance at this event should be by invitation or pre-registration only – encourage RSVPs.
- Create an incentive for guests to “bring a friend.” Example: Door prizes valued at \$2,000.
- To effectively promote each event, and beginning thirty days in advance of your event, take advantage of free marketing:
 - Send out a press release to your entire media contact list (If assistance needed with it, please contact Beautiful Forever)

- Send out a notice to your chamber of commerce list.
- Plan on door prizes; gift certificates, gift baskets or a specific highlighted treatment are examples of good door prizes.
- Swag Bag. Everyone leaves with a gift bag and practice goodies.
- Most of your guests will anticipate refreshments; so, while considering your budget – and your event theme – plan on appropriate refreshments.

Getting your office and staff ready: Two weeks till event time!

- Hold a Staff Education Meeting to review and focus on procedures you may want to promote at your event.
- If you are holding your event in your office, on the day of the event, schedule patients in the morning – but not the afternoon or not at all. Office staff must be prepared and ready.
- Off-site Events: Two weeks before the event, confirm facility, product vendors, caterer, rentals, etc. All arrangements should be complete and confirmed 10-14 days prior to event day.
- Create a to-do list that covers both the week before and the day of the event – and include day-after follow-up:
 - Thank you notes for attendee.
 - Confirmation of booked appointments.
 - Perhaps an extension of the “night-of” discounts for people who wanted to “sleep on it” before deciding to have a procedure.
- Designate a person/s in charge of check in and registration, and make sure they completely understand their role, including gleaning contact information from walk-in guests.

- Menu of Services and Event Night Special Prices to hand out.

Day of event

- Review with staff the event flow, event goals, and special offers. Make sure they understand their role at the event.
- Upon check-out, all attendees should receive a “swag bag”.
- Offer ‘this **night only discounts**’ for attendees who book at the event. It will help them decide – that night – to come in later for specific treatments.
- Have Menu of Services and Event Night Specials sheet available to promote and sell at event.
- However, as noted above, be prepared to extend the offer in your follow-up email, for those who need to “sleep on it”. Example: 25% off procedures night of event. Extend 15% discount if booked within four weeks of event.
- In Office Event: have soft, mood music playing. Decorate with fresh flowers. Obviously, the office should be spotlessly clean. All displays should be in place and organized.
- Off Site Event: Plan to arrive at venue at least 4 hours prior to event to setup displays, confirm that everything is ready, handle last-minute glitches (there are always last-minute glitches – plan on them and don’t let them fluster you).
- Have your staff dressed appropriately for the event, and consider the theme of the event when determining what is “appropriate.”
- Display relevant brochures, as well as before-and-after pictures – your own (preferably) or stock photos provided by allied vendors.
- Patient flow should be directed by a concierge or greeter (with name tag).

- Office tour of your facility

You can use your practice manager for this, or even bring in a professional, such as someone from the cosmetics department at an upscale department store.

- Have models and rooms setup with demos to perk interest and promote more guests
- The area where staff members are taking money for products, gift-certificates, etc., should have a price list available for all the procedures – with special prices being offered that night and discounts on gift certificates both prominently displayed on the price sheet.
- To handle visitor flow, depending on the amount of people attending (40-60 makes sense), you will need two people taking money and giving clients instructions and two people making appointments.
- Doctor and key staff should be available to speak with guests, providing explanation of services, answering questions, etc.
- Optional educational power point or presentation 10-20 minutes. Leave time for questions and answers. Photos of before and after sell all procedures.

After the event

- Be sure to include your list of attendees as part of your e-mail blasts and direct mail campaigns
- Send “thank you” messages to attendees
- Follow up with people who had sent in an RSVP, but who didn’t show and offer a free consultation.

Now all you have to do is do it again ... and again ... and again.



Planning

Preliminary planning for your event will assist in determining your event goals, timeframe and budget. Complete the questionnaire below

Defining Your Event

- Purpose (Goals and Objectives) of Event:
- Event Financial Goals:
- Event New-Patient Goals:
- Brief Description:
- Target Date or Dates:
- Number of Attendees Desired:
- Venue Rental Required? (yes or no)
- Event Coordinator and Contact Info:
- Participating Vendors:
- Event Budget:
- Have you or a staff member planned an event of this type? (yes or no)
- Have you considered a staff appreciation bonus for a thank you? (yes or no)
- Have you contacted an Event Planner? (yes or no)

Contact Beautiful Forever if you need coaching for your event

Sample Event Calendar

MONTH	THEME	DESCRIPTION	GOAL
January	New Year/New You Girls Night Out	Homecare discounts; Packages and Series type offerings; BOTOX and Filler discounts.	Advertise broadly to attract NEW patients and mine your patient database to capture clients who have not visited you in the past 3 to 4 months
February	Love the Skin You Are In Men's Night Out	Play on Valentine's Day. Utilize patient database and website to advertise event and promote new procedures.	Utilize patient database and website to advertise event.
March	Seminar: Non-Invasive Skin Rejuvenation Time to promote Laser Resurfacing	Create a presentation that ties together your complete offering for Skin Rejuvenation: Homecare, injectables, laser treatments, aesthetician treatments. Offer packages that combine these offerings	Education: Educate current and new patients on your practice treatments and protocols for young looking/healthy skin. Offer discounts to book packages at the time of the event.
April	Summer Ramp Up Beach Party	Focus on treatments for the body: Hair removal; Waxing; Body Wraps, etc	New Patients: Hand distribute event flier to businesses with complimentary services/products. Invite their VIP's and offer special discounts
May	Mother's Day Event	Remember Mom's by offering buy one get one 1/2 off skincare treatments for all who schedule to come in with their mothers	Mind current patient base - email blast. Offer Gift Certificates and Package Specials
June	Introduce a new procedure	Repackage current offerings or introduce a new product/service	Education: Patients and Potential patients LOVE something new. Educate them on your new treatment and offer discounts to book at the time of the event.

July	TAKE THIS MONTH OFF: Evaluate Events to date; Regroup and make sure you have followed up!		
August	Back to School/Teacher Appreciation	Catch educators before they go back to work and Moms who will now have a bit of spare time	Advertise broadly to attract NEW patients and mind your patient database to capture clients who have not visited you in the past 3 to 4 months
September	Sponsorship of Local Charity Event	Reach out to the community by sponsoring a charity event. Have a presence at the event!	Name recognition of your practice in the community
October	Partner with a local business to put on a joint seminar	Target patient lists from both businesses to double the reach of attendees.	Current and New Patients - introduce your patients to a local business who offers a complimentary service or products.
November	Head to Toe for the Holidays OR Christmas in November	Holiday "spruce up" packages including BOTOX and fillers, skin brightening microderm and peels, décolletage treatments, manicure/pedicure combos	Advertise broadly to attract NEW patients and mine your patient database to capture clients who have not visited you in the past 3 to 4 months. To sell more gifts/gift certificates.
December	Patient Appreciation	Kick off the holidays with an early in the month event to thank your core patient base. Invite only!	Invite Only! Top clients are invited to attend and bring a friend for special discounts and raffles.



Appendix Two: Mystery Shopping Checklist

Website

- What core message does the website project?
- Does the website answer your questions?
- Is the website easy to navigate? Could you easily find the information you wanted?
- Does the website “invite you” to call for an appointment?
- Overall impression

Call for appointment

- Was the call answered within three rings?
- Did the phone receptionist sound like she was glad to hear from you?
- Did she seem knowledgeable?
- Did she answer your questions professionally?
- Did she make you want to make an appointment?
- Overall impressions

Location

- What kind of impression does the office location present?
- What does the lobby tell you about the Medical Practice?
- Was the lobby crowded or comfortable? Quiet or noisy? A good place to fill out forms, or lacking in privacy?
- What does the Medical Practice signage say to you about the Medical Practice?
- Overall impressions

Reception staff

- Were you greeted right away, or did you have to wait?
- Did the receptionist act like she was glad to see you? Or did you feel that you were an interruption in her busy day?
- Did the receptionist seem knowledgeable?
- Did the receptionist answer each of your questions professionally?
- Did the receptionist make you glad you made an appointment?
- Overall impressions

Registration forms

- Did the forms include the practice's graphic logos and the practice's name? Were these forms professionally designed?
- Did the questions the forms asked make sense? Were you asked to repeatedly answer the same information questions more than once?

- Did any questions make you uncomfortable? For instance, were you asked if you'd ever sued a doctor?
- Did these forms ask why you'd come – specifically, what you wanted?
- Did these forms ask how you'd heard about the doctor or the Medical Practice?
- Overall impressions

Information hand-outs

- Were you provided with hand-outs with useful take-home information?
- Did this information look professional?
- Were the hand-outs made for the Medical Practice, or did it seem generic?
- Were the hand-outs “branded” for this doctor’s Medical Practice with the practice’s name and graphic logo?
- Overall impressions?

The office consult

- Did the doctor create rapport?
- Did the doctor seem to care about you and your specific needs?
- Did you feel welcome, or did you feel like you were an intrusion on the doctor’s busy schedule?
- Did you feel rushed, or did the doctor take all the time you needed to have your questions answered?

- Did the doctor seem to listen and to respond to your comments, questions and concerns, or did the doctor have a standard approach?
- Did the doctor review your needs and desires within the context of the doctor's services?
- Did the doctor ask why you wanted these procedures and what outcomes you hoped for?
- Were the solutions the doctor offered responsive to your needs? Or did those solutions seem to be "one-size-fits-all"?
- Did the doctor explain the procedures you might be having, including the risks you'll be taking, as well as the expected results?
- Did the doctor make you feel confident about his or her skill and ability?
- Overall observations or impressions

The sales "close"

- Did the doctor handle setting up the treatment procedure appointments and other arrangements, or did a staff member handle the review of the procedures, the cost and the terms?
- Did the doctor or staff member seem focused on your needs, or on selling you a package?
- Did the doctor or staff member ask about your timetable?
- Did the doctor or staff member ask about your financial situation?
- Did the doctor or staff member try to "close you" on the spot (i.e., sign you up for a procedure on the spot) or did he or she just provide you with information?
- Overall impressions

Consult “follow-ups”

- Did you receive a follow-up call, email or letter from the doctor or a staff member?
- Was this follow-up professional?
- Did this follow-up make you want to schedule a procedure? Did it seem “commercial” or did it seem “caring?”
- Overall impressions

Overall impressions

- Did the visit to the doctor improve your perception of the doctor?
- What was your overall impression of the doctor?
- If you were going to have a procedure, would you use this doctor?
- Would you refer this doctor to others?
- Overall impressions – sum up your experience.



Appendix Three: Mystery Shopper Call Questions

Date:

Time of call:

Name of Person (answering telephone):

Office:

Beautiful Forever Consultant:

Did the person who answered the phone call identify the Medical Practice and provide her name?

- | | |
|--|-----------|
| <input type="checkbox"/> No | Poor |
| <input type="checkbox"/> Partly | Average |
| <input type="checkbox"/> Yes | Good |
| <input type="checkbox"/> Yes, with enthusiasm! | Excellent |

Did the person who answered the phone ask for your name or any contact information?

- | | |
|--|-----------|
| <input type="checkbox"/> No | Poor |
| <input type="checkbox"/> Only Half | Average |
| <input type="checkbox"/> Yes all of it, but when almost done with the call | Good |
| <input type="checkbox"/> Yes, at the beginning of the call | Excellent |

Did the person who answered the phone ask where you heard about them?

- | | |
|---|-----------|
| <input type="checkbox"/> No | Poor |
| <input type="checkbox"/> Kind of | Average |
| <input type="checkbox"/> Yes | Good |
| <input type="checkbox"/> Yes, and asked specifics (which TV show, magazine, etc.) | Excellent |

Did the person who answered the phone address the following question: Why would I use this particular doctor? I have 2 other doctors that were recommended to me.

- | | |
|---|-----------|
| <input type="checkbox"/> No/Ignored | Poor |
| <input type="checkbox"/> Answered but did not provide much info | Average |
| <input type="checkbox"/> Answered explaining basic reason | Good |
| <input type="checkbox"/> Yes, very supportive of Medical Practice and gave very specific reasons why I should come to this Dr vs. another | Excellent |

Did the person who answered the phone ask you your areas of concern (what areas you are looking to get treated)?

- | | |
|---|-----------|
| <input type="checkbox"/> No | Poor |
| <input type="checkbox"/> Made assumptions | Average |
| <input type="checkbox"/> Yes & asked more specifics | Good |
| <input type="checkbox"/> Yes & affirmed it was a popular (great) treatment area | Excellent |

Did the person who answered the phone ask you if you knew about how the procedure works?

- | | |
|--|-----------|
| <input type="checkbox"/> No | Poor |
| <input type="checkbox"/> Asked but did not provide much info | Average |
| <input type="checkbox"/> Yes & asked more specifics, explaining basics | Good |
| <input type="checkbox"/> Yes & explained basics, common tx areas, and affirmed | Excellent |

Did the person who answered the phone ask you to come in for a consultation?

- | | |
|--|-----------|
| <input type="checkbox"/> No | Poor |
| <input type="checkbox"/> Yes, but asked a closed ended question (yes or no answer) | Average |
| <input type="checkbox"/> Yes & gave suggestions for open days/times for consult | Good |
| <input type="checkbox"/> Yes & asked best time of day for you, following up two options for dates & times that are within 72 hours | Excellent |

Consultant comments:



Appendix Four: Press Release, New Procedure at Existing Practice

PRESS RELEASE

FOR IMMEDIATE RELEASE

Press Contact: (press contact name)

Phone: (press contact phone number)

Email: (press contact email)

Plastic Surgeon Dr. Bob Robert Opens an Advanced Skin-Tightening Procedure at his New Rochelle Practice

New Rochelle, New York, January 23, 2018: Board Certified Plastic and Reconstructive Surgeon Dr. Bob Robert has introduced a breakthrough technology-based non-invasive procedure for tightening skin and rolling back the clock on premature aging.

Dr. Bob Robert explains, “Feet and ankles are areas of the body where unwanted, premature aging begins to show years ahead of aging showing up on the hands, the neck – or especially the décolletage.

“During my Residency at California’s Stanford University, I realized that men and women who enjoy an outdoor lifestyle are putting their feet and ankles on display. Until then, few doctors – and fewer patients – had considered premature aging beginning with the feet.

“This radical new procedure uses penetrating heat to tighten the kind of skin found on the top and side of feet, along with the ankles – a kind of skin found nowhere else,” Dr. Robert pointed out. “Once we’d successfully concluded our clinical trials, I was proud to become one of just a dozen physicians nationwide who are offering this new procedure.”

The radiant heat is developed by using “black light” ultraviolet lamps. “It turns out that “black light” has a superior ability to reach the tissue just under the skin,” Dr. Robert explained.

Dr. Robert, whose medical training specialized in the new, minimally-invasive approach to aesthetic medical care, plans to bring this high-tech approach to his new practice. “While surgery remains an important option, there are now many minimally-invasive alternatives. New approaches and new technologies allow patients to subtly or dramatically improve their appearance with little or no pain, and with brief down-times,” Dr. Robert explained.

Dr. Robert will present a series of seminars, on the first Tuesday of each month, at 7:00 p.m. at his office, located in Suite 110 at the Rochelle Medical Building, 234 Turner Road next to the New Rochelle Medical Center. These seminars, beginning February 7th, will demonstrate how black-light can tighten delicate skin on the tops and side of feet, as well as the ankles, without any pain or any downtime. To register, call the practice during office hours at 555-555-1212.

For more information about Dr. Robert, his new state-of-the-art aesthetic medical procedure or his New Rochelle medical practice, visit Dr. Robert’ website – <https://drRobert.com/>, or contact Dr. Robert at mediainquiry@droRobert.com, or call 555-555-1212.

Press Release, New Practice

FOR IMMEDIATE RELEASE

Press Contact: (press contact name)

Phone: (press contact phone number)

Email: (press contact email)

Plastic Surgeon Dr. Bob Robert Opens a New Aesthetic Medicine Practice in Upscale New Rochelle

New Rochelle, New York, January 23, 2018: Board Certified Plastic and Reconstructive Surgeon Dr. Bob Robert – a native of New Rochelle – has returned home to open an aesthetic medical practice in his home town.

“When I entered medical school, I never dreamed that the public would embrace aesthetic medicine to the tune of 16 million procedures last year,” Dr. Bob Robert explained. “That remarkable number demonstrates how Americans need additional, highly-qualified aesthetic physicians and surgeons.

“I did my medical training at Harvard, Stanford and Baylor – three of the world’s most prestigious medical colleges. However, it was always my intent to return home to set up my professional practice. We have always dreamed of raising our family where our parents raised us. Many doctors talk about “giving back,” but

few actually return home to provide superior medical care to their family, friends and neighbors.”

Dr. Robert, whose medical training specialized in the new, minimally-invasive approach to aesthetic medical care, plans to bring this high-tech approach to his new practice. “While surgery remains an important option, especially for some procedures – such as breast augmentation or liposuction, which requires surgical techniques – new approaches and new technologies allow patients to subtly or dramatically improve their appearance with little or no pain, and with brief down-times,” Dr. Robert explained. “All of these new procedures and technologies have been developed while I was undergoing my advanced training and Board certification, allowing me to be able to choose the very best new approach for each of my patients.

Because his practice focuses on bringing breakthrough procedures and technologies to New Rochelle, Dr. Robert plans to host monthly informational seminars at his practice. These will take place on the first Tuesday of each month, beginning at 7 p.m., and will be hosted at Dr. Robert’ new practice, located in Suite 110 at the Rochelle Medical Building, 234 Turner Road next to the New Rochelle Medical Center. The first seminar, on February 7th at 7 p.m., will demonstrate how radio frequency-based procedures – a new and minimally-invasive technology – can tighten delicate facial, neck or décolletage skin without pain or downtime.

For more information about Dr. Robert, his new medical practice, new state-of-the-art aesthetic medical procedures or his monthly free seminars, contact Dr. Robert at mediainquiry@droRobert.com or call 555-555-1212.



Beautiful Forever Consulting Firm List of Professional Services 2018

- Full Day Practice Assessment and Comprehensive Evaluation: Performed on-site by a senior Beautiful Forever Consultant determining project direction and implementation including a comprehensive report with findings and Return on Investment recommendations. Utilize updated data to your competitive advantage.
- Half Day Practice Assessment: Similar to above for more modified objectives.
- Project Management: Creation and management of project timeline.
- Brand Discovery Session: A two-day in-depth assessment of your company and/or practice fully evaluated and conducted by our senior executive marketing team. A proven process uncovering the key differentiating points and business objectives to effectively produce a strategic marketing, PR and branding plan.
- Competitive Analysis: Locally and regionally focused.
- Complete SWOT analysis and develop marketing plan to achieve goals.
- Menu of Services Branding & Analysis: Review current menu of services and recommend modifications to increase profits and to position your practice as a leader in the aesthetic industry.
 - Custom treatments by combining existing services to boost results and obtain a higher profit.
 - Create custom names for services that are unique to your practice.
 - Recommend new profit centers that grow your new patient database and help you to obtain patients from untapped markets in your region.
- Culture Change Facilitation: How to implement changes and achieve staff buy in.
- General on-site visit to review and interview staff members: An opportunity to fully educate and enhance their potential to maximize your practice or business potential.
- Custom Conference Call Session(s): Our complete needs – evaluation process identifies a wide range of aesthetic business issues including Pricing: Please contact Beautiful Forever for further details.

marketing, financial, employee incentives, and various other aesthetic business needs.

- Comprehensive Business Plan Review (Investment structured):
 - Competitive Analysis – Locally and regionally focused
 - Feasibility Study
 - Demographic Analysis
 - Industry Overview
 - Business Description
 - Market Analysis
 - Financial Projections
 - Strategic Marketing Plan Overview – Preparing for change
 - Financial Analysis and Forecast
 - Federal and State law compliance – In accordance for Med Spas
- Pro-Forma Analysis: Including P&L projected investment costs and cash flow projections – (one year, three years, etc.).

MARKETING & BUSINESS DEVELOPMENT SERVICES

Fully Assisted Operations Review: Including business expenses, inventory control and equipment analysis

- Develop Marketing Materials: Determine what marketing materials would best educate your patients and showcase your results.
- Private Label Product Development: This is a large incremental growth opportunity affecting both the physician’s office and Medi-Spa industry. We are experts at helping you develop a personal and highly profitable personal skin care line from concept to finished product.
- Marketing & Communications Support: Strategic to tactical marketing planning including budgeting and timeline.
- Brand Identity Awareness & Modeling:
 - Public & Media Relations – Coordinating media events and writing professional press releases. Insuring your “brand” achieves maximum penetration and unique identity.

Pricing: Please contact Beautiful Forever for further details.

- Hands-on participation with soft and grand opening preparations. Beautiful Forever professional staffing to enhance event attendance.
- Create/re-create logo and tagline: BF can assist new practices just starting or revive the brand of existing practices.
- Provide a checklist of how to implement your new brand globally in all aspects of the business.
- Enhance Patient Experience: Analyze and improve the patient experience from start to finish.
- Maximize Your Phone Calls with Consistent Customer Service:
 - Answering services using customized scripting to help convert calls to revenue.
 - Consistency.
 - Gather information and book appointments.
 - Knowledgeable in medical aesthetics.
 - Messages are delivered real time to any device.
 - No contract upgrade or downgrade at any time.
 - Take message lunch time, busy times, after hours and holidays.
- Design, Print & Mail Services:
 - Invitations*
 - Flyers*
 - Postcards*
 - Brochures
 - Before and After Books
 - Custom magazines with personalized cover, interior ad space and two-page professionally written feature article; available in print and digital editions.

*Denotes 24-hour turnaround.
- Digital Services:
 - Data driven marketing
 - Search engine optimization
 - Display advertising
 - Increase ROI
 - Qualifying leads

Pricing: Please contact Beautiful Forever for further details.

- o Word of Mouth Marketing:
 - o Experts at building tools that let you capture contact information on your web site and then initiate the email driven conversations that create new customers. We will also give you other tools that help you collect contact information in your business or on the road.
 - o Experts at building and testing promotions and rewards and integrating them into websites and landing pages.
 - o Get the most out of word of mouth by using a sophisticated combination of email and promotional marketing to draw in prospects that will be converted to new sales.
 - o Provides an in-dept Business Analysis, a proprietary consulting process that uncovers the drivers in your business.
- o Increase Leads with Live Chat Services on your Website:
 - o Custom Scripts.
 - o Capture valid contact information: name, email address, phone and a description of the desired product or service.
 - o Get 40% more leads from your website.
 - o Online access to activity reports.
 - o Service is 24/7.
 - o Visitors to your website can initiate a live chat session.
 - o You are billed only for sales leads.
- o RealSelf Optimization
 - o Draft answers for Q&A on RealSelf and link to website.
 - o Increase number of before and after photos and recommend how to effectively use photos to boost your online presence.
 - o Create internal processes to capture more RealSelf patient testimonials.
 - o Utilize your RealSelf reviews, photos, and Q&A's to tie into your social media and website for a cohesive brand.

Pricing: Please contact Beautiful Forever for further details.

EDUCATION AND TRAINING SERVICES

- Assist with Staffing: Appointments to pre-screen, interview and recruit employees for your professional practice and business service.
- Training: Including operations, sales, service, and management.
 - Front desk training and script supervision – first point of contact.
 - Coaching Practice Coordinator (s).
- Employee Manual and Contracts: A full evaluation to establish up to date procedures and legal guidelines for all staff members.
- SOP Manual Review and Customization: A review to determine if your Standard Operations Manual is current and “industry customized” for all procedures and policies; and update if necessary.
- Job Descriptions and Compensation Plan Reviews: A full evaluation with a comparison to industry compensation ranges and the always changing responsibilities for all staff members.
- Retention/Loyalty Programs: Create programs and clubs that retain patients long-term.
- Mystery Shopping: A full report card evaluating first point of contact (reception), your website effectiveness, patient/customer information material, follow-up, etc. Results will supply a full written report of key findings.
- Online Store/eCommerce Development: BF can you guide you through the best practices of creating an online store to increase product sales and brand awareness.
- Evaluating and researching purchase of new equipment and investment supplies.
- Assist Architect/Designer with floor plans and custom design element: Maximizing current space and avoiding costly design errors.
- Concept Design & Floor Plan Review.
- Legal and Insurance Assistance.

Pricing: Please contact Beautiful Forever for further details.

- Website Evaluation: Determining if your website provides both “educational value” and unique “incentive value” reflective of your practice and business core.
 - Assist with composite website design.
 - Coordinate the process of launching a new website or the rebranding of a current website:
 - Write original copy for website pages to increase SEO and website traffic.
 - Create landing pages.
 - Build list of SEO and website keywords to optimize website traffic.
- Mobile Application: Create mobile app that services as an education tool for patients and creates a strong call to action to schedule a consultation.
 - On-site hands-on operations turnarounds.
 - Develop and create a customized, informative script for your office on-hold message. Insure both educational and “call to action” value
- Presentation Skills:
 - How to get the audience on your side. Create a captivating presentation.

Beautiful Forever consulting time is offered in packages of five (5) hour increments: We consult and advise on several business development and marketing issues and help answer a multitude of Return on Investment questions.

NEW BUSINESS OPPORTUNITIES

- Track Your Leads, Retain Patients, and Revive Former Patients:
 - Appointment reminders.
 - Capture 100% of leads
 - Create automatic email campaigns to turn prospects into new patients.

Pricing: Please contact Beautiful Forever for further details.

- Birthday greetings.
- Eliminate no show.
- Get more reviews on line.
- Improve staff performance.
- Integrates into your software.
- Manage and educate current and future patients.
- Powerful call tracking.
- Reduced response time
- Track Advertising ROI.
- Track each staff members conversion rate.
- Post Assessment appointments.
- Marketing Strategy to Market Positive Online Reviews:
 - Increase testimonials and positive reviews.
 - Online reputation monitoring.
- Allow Patients to “Try -On Treatments” :
 - Patients can “Try-On Treatments” with before and “visualizer” photos. Patients can see what they will look like if they have the procedure.
 - “Try-On Treatments” during consultations, appointments, events, on website, and in outbound email marketing. Use to upsell.
 - Over 50% of patient visualizers book treatments.
- eBook Lead Generation System:
 - Can be part of your existing site or a micro site.
 - Create landing and thank you page.
 - Includes 7 automated follow ups.
 - Integrates analytics for tracking.
 - Integrates with other broadcast systems i.e. Constant Contact, MailChimp, etc.
 - Set up word campaign (Pay Per Click)
 - Specifically targeting one treatment area or type of treatment i.e. Vaginal Rejuvenation, Hair Restoration, CoolSculpting.
 - Test social media ads on the campaign.
 - Writing of your eBook, Guide or Report.
 - 4 weeks delivery to write and set up.

Pricing: Please contact Beautiful Forever for further details.

Vanity Phone Numbers

- Great for marketing and advertising.
- Help patients remember your number.
- Stay above the competition.
- Messaging and Engagement Platform
 - Allows B2C businesses to notify their customers about promotions during off-peak times with built-in landing pages and 2-way chat to complete the sale.
 - Digital referrals allow customers to share the promotion with friends and family to drive new customer acquisitions.
- Patient Financing:
 - Specifically designed for medical providers such as Aesthetic Practices and Med Spas.
 - Enable you to give your patients the financing options so that services and be more affordable.
 - Competitive interest rates for patients.
 - Highest approval rates with prime and subprime credit approvals.
- Equipment Financing:
 - Leasing and renting. Rates starting at 4.9% and 24-72-month terms available. \$0 due upfront, followed by no payments for 6 months.

SOCIAL MEDIA

- Value Priced Websites:
 - Brand Practice.
 - Gain market share.
 - Generates additional leads.
 - Great for start-up
- Create 3 social posts each week.
- SEO:
 - Must include blog articles.
 - Prioritizes 3 key words at a time (until key word is optimized)
 - Review of your key words list

Pricing: Please contact Beautiful Forever for further details.

- Social Networking:
 - Social Media Analysis: BF can advise what platforms would be most effective for your practice.
 - Social Media Conversion: Analyze and report what social media platforms are converting traffic to your website.
 - Content Calendar: Create a 3-month social media content calendar for all platforms.
 - Social Media Identity: Determine your social media personality and voice to tie in with your brand.
 - New landing pages.
 - Best practices: BF always has access to the most current best practices for social media in the aesthetics industry. These guidelines will increase your brand awareness and patient engagement.
 - White Papers & Case Studies- Both respected opinion and documented research authored.
 - Blog writing- BF understands the most effective proprietary tips unique to the aesthetics industry.
 - Producing Video Blogs – Customized for website and/or office usage. Proven as a dramatic difference in selling your unique professional services.

Pricing: Please contact Beautiful Forever for further details.

Appendix Six: iRejuvenation.us

HIPAA Cloud Medical Records Designed Specifically for Aesthetic Practitioners

Made by professionals for professionals, iRejuvenation efficiently reports facial rejuvenation procedures. An innovative compare tool allows the analysis of the evolution of patients' facial features throughout the rejuvenation process. Data encryption and a traceability tool insures optimal safety and security for practitioners and patients.

Run Your Practice from Your Phone or Tablet

iRejuvenation handles the entire cosmetic workflow to save significant time on a daily basis by simplifying key tasks such as patient consent, medical pictures, injection procedures, reporting and export of files. Everything is bundled into one simple App that allows accurate aesthetic procedures reporting within a few minutes. The camera tool has been fine-tuned with face guides in order to always take the same pictures at every step of the rejuvenation process.

Report Your Injections, Threads And Skin Enhancement Procedures

In a flawless interface, record you patient follow-up for of Botulinum Toxin, Fillers, and Fat injections. We have a dedicated interface for Threads and Skin Enhancement procedures. A “double tap” adds an injection or a treatment, draw on the wrinkles that have been filled or treated. It's that simple. You can easily record the products used, their placement and quantities.

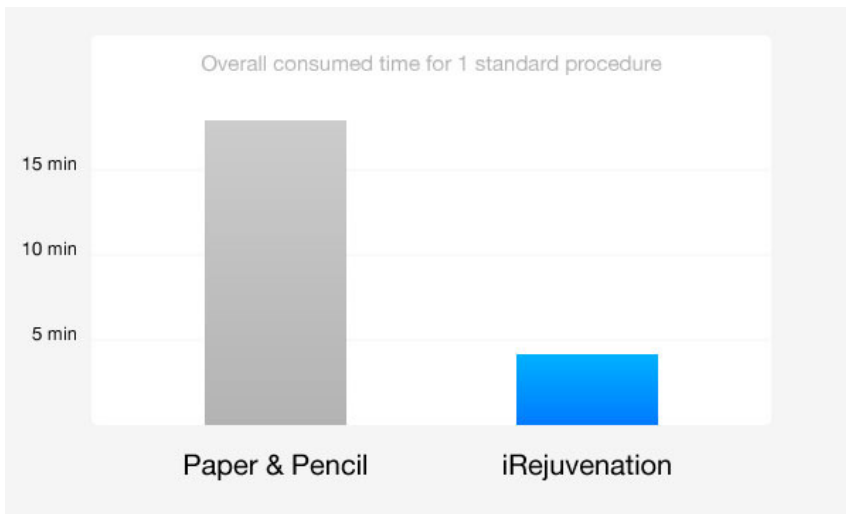
Export your reports in PDF Automatically imbeded with your professional data, these files can also be sent by e-mail to the patient or to his/her general practitioner. The patients images can be exported with or without the injections marks.

Time is Money

Organize your work with a business driven aesthetics record solution, stop waiting time on repetitive administrative constraints.

iRejuvenation is:

- Smooth and fast
- Cost driven
- Secure
- HIPAA/GDPR compliant



iRejuvenation handles the entire cosmetic injections work environment. Patient consent, patients' medical pictures and injections procedures reporting and export are all integrated into iRejuvenation's workflow. iRejuvenation allows accurate aesthetic procedures reporting within a few minutes. The time-saving is estimated up to 20% for standardized procedures.

Beautiful Forever proudly offers:



Beautiful Forever University: A Beautiful forever University is an educational platform being developed and expanding specifically for the MedSpa, aesthetic industry and fee for service profit centers. A unique, fully functional online university offering several ongoing professional development education programs. Operated in conjunction with many top businesses in the Aesthetics and Medi-Spa industry. All eager to better enable physician Medical Practices and Medical Spas to succeed, BFU offers a range of hands on learning courses designed to be put immediately into practice.

Beautiful forever programs and books being updated and created from 30 years experience in the industry. Many ways to get involved Stay Tuned. Bringing in industry experts and behind the scenes ongoing educational programs. Beautiful forever University educational membership program will be launching in 2018.

To receive up to date news, please go to the Beautiful Forever website (www.beautifulforever.com) and review the link for "Beautiful Forever University" for more information and to register for the best practical education available in our field today.

Be sure to get on our VIP email list for educational updates.

Aesthetic Medical Success System: An updated version of my groundbreaking book on aesthetics marketing and business practices. The success system is a bible for any level of practice or medspa from start up to expansion. Want to grow an existing practice or have new staff that need to learn the industry.

A complete A-Z educational guide focused upon building, managing and marketing a successful cosmetic Medical

Practice or Medical Spa. This comprehensive 500+ page “how to” manual guides you through:

- Concept Creation
- Step by step guide to opening or expanding your practice
- Creating a Business Plan (Template)
- Selecting Your Market Niche
- Architectural Designs and Floor Plan
- Creating a Menu
- Equipment Selection
- Computer Software EMR Details
- Creating a Marketing Plan
- Branding
- Retail Products
- Private Label Branded Products
- Retail Displays and Merchandising
- Gift Card and Rewards Programs
- Gift card programs online section
- Event Planning
- Practice Management
- Operating Efficiently
- Legal and Insurance Issues
- And Much More



