The 9 Secrets to Success for Physiotherapy Business Owners

More money, more time, better lifestyle

By John Davie

Professional Performance Specialists Pty Ltd
The Physiotherapy Business Consultants Specialists
The 3 C’s of Success in Physiotherapy Business

This e-book will introduce you to the 3 C’s of successful business (Clinical expertise, Commercial skills and Customer service) and inspire you to take action in building towards a greater level of financial and business success.

If you have a physiotherapy practice of any size and you want to do more than just survive in business, you need to develop compulsory business skills and customer service capabilities. Physiotherapist training is completely focused on necessary clinical aspects in preparation for the many possible roles available to you. For the physiotherapy business owner, this heavily weighted clinical focus is only a small part of the complete equation for successful private practice operation. Without all three essential components, you’ll be ill-equipped to effectively deal with the dynamic business environment in which you operate.

Professional Performance Specialists deliver the cutting edge strategies and skills needed by physiotherapy business owners to help you develop commercial capabilities and customer service excellence needed for business success.

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Success Secret #1

Make sure what you do can get you to where you want to go.

Too often Physiotherapy business owners start out with great aspirations and a belief they can achieve all their heart’s desires with their business. As time progresses and they find themselves hitting unexpected roadblocks or hurdles, they start to erode their initial aspirations by reducing them to the size their business is producing. After a time they even come to the point where they concede defeat and settle for what they have.

This must stop if you are to achieve your potential! John Wooden, labeled by Time Magazine as the coach of the century, defined success as: “Success is peace of mind which is a direct result of self satisfaction in knowing you did your best to become the best you can become.” Combine this with Vince Lombardi’s statement that, “Winning isn’t everything, but trying to win is” and you’ll put yourself back in the game. Rather than shrink your dreams and aspirations to your business’s size, focus on expanding your business to meet your dreams and aspirations. Don’t think, “if only” and start to dream big, think of a world full of abundance and not scarcity.

The science of neural mapping, which identifies where different areas of the brain become activated with different activities, has become very precise. When you focus on an activity or desire, an area of your brain known as the Reticular Activating System (RAS) becomes active and helps you become hypersensitive to all things in your environment, which are associated with this desire. All of sudden, opportunities you were unaware of open up and become clear. You may have experienced this when you have thought of a car you would like to buy. Once you become focused on that particular car you’ll see everywhere.
Another area of the brain, which is very active during key emotional and decision-making activities, is the Limbic system. This area recognises pictures rather than written responses and so it is important to be able to paint a picture in your mind of what success looks like to you. **The concept here is known as defining your WHY rather than the HOW.** If you know WHY you want to achieve what it is you are focused on and can paint a picture of it in your head (or see it as a movie), then you’ll trigger your Limbic System, which is the decision area of your brain, which will move you to take action.

Let your creative juices flow, activate the RAS and paint the picture of your success or create a movie in your mind of reaching your goals and overcoming the current hurdles in your life (be a Limbic System thinker.) Start the journey to success, your success, knowing that “if it is to be, it is up to me” and not my next-door neighbor or my staff to make me successful.

From a research perspective, let’s consider the **Yale University study of MBA graduates**, which was conducted with the class of 1953. They were asked who had a definite set of goals for their life on completion of this prestigious degree.

- 87% had no definite goals in mind, other than finish their degree.
- 14% could verbalize the goals they wanted to achieve.
- Only 3% had a set of written goals they wished to achieve.

Ten years later this class was followed through with significant differences discovered between the three different groups. The 14% with verbal goals were on average achieving twice that of those with no definite goals, yet the 3% with written goals were on average achieving twice the amount of the other 97% combined and were more content with life!

The National Hockey League (NHL) conducted a study of over 300 research papers where goal setting was conducted and found that writing your goals down produced a physical improvement in skills between 8-16% (which is huge in the sporting arena).

**In essence, the subjective, objective and Neuro-scientific evidence all points to the dramatic effect of writing your goals down (in your own**
hand-writing). Therefore, you should make this a key priority in your business quest, which can help you create the lifestyle of your dreams.

Don’t hold back on this essential step. There are no prizes for thinking small or being conservative. How big would you dream if you knew you couldn’t fail?

One of the challenges many people have with this task is that they attempt too much in the short-term, wanting dramatic changes immediately and therefore underestimating what they can achieve long-term.

If you expect the best but are prepared for the worst, you can put yourself in a position where you can identify possible pitfalls and put in place plans to overcome potential challenges before they become a hurdle. They then are no longer a hurdle, but just an expected business process which needs to be overcome in your pursuit of your ideal business.

Find out how well your business is operating, contact PPS for your **Business Performance Diagnostic**
Find out what is working well, what is not and what needs changing. **Drive your business to create sustainable growth and expanding profitability.**

info@pps-global.com
**Success Secret #2**

*If it is to be, it is up to me.*

Don’t abdicate your success to someone else; take personal responsibility. Too many people abdicate their success to the great strategy of hope. This is not a strategy of strength and at best places you in the same category as a person who purchases a Lotto ticket every week as their only hope of financial abundance. When people spend a lot of time justifying their position there is usually a lack of accountability and a game plan that lacks teeth. I’ve unfortunately heard the same old justifications for lack of business success many times over: I just can’t get good staff; all the new graduates are not equipped for private practice and so I’m forever training them – only for them to leave once I have them in shape; if only the local doctors knew how good I am; marketing doesn’t work, but no-one taught me about the commercial skills of running a great business; ...etc....etc....

*In the dictionary ‘A’ always comes before ‘J’. It’s the same with your business success – Accountability always comes before Justification.*

Creating a sustainable growing successful business requires a combination of three things according to author Jim Collins: “**Passionate people, a financially sustainable profession which is in demand and being world class at something.**”

Passionate people make things happen. Give me a passionate person over a room full of luke-warm people anytime and we’ll make history. A room full of luke-warm people at best will create mediocrity. You need to be passionate about what you do. I am sure you are passionate about helping change people’s lives for the better. It is hard to remain a long-term physiotherapist unless you are passionate about helping people, but being passionate and making a successful business out of it are two different things altogether. If you are good or even great at providing physiotherapy solutions for people, but your business isn’t making any money then you’ll quickly lose that passion and start to question yourself. Being in business just isn’t enough, you need to tell people about how good you are; in fact, you need to be as good at doing this as you are at providing your service.
There are 3 C’s you need to conquer in your business to create a booming, financially stable, sustainable, growing and profitable enterprise. You need to be excellent in at least one of these and very competent in the other two:

1. Clinical expertise
2. Commercial skills
3. Customer service

As physiotherapists, we are generally very competent clinically, and if you feel you are not then go on some courses in an area you are passionate about and become so, or even better, hire staff that are.

When it comes to the other two areas of commercial skills and customer service, we often fall way short. Our training as such, is predominantly clinical and very rarely has any training or exposure to commercial and customer service techniques and skills. This is why we at Professional Performance Specialists (PPS) exist. We are passionate about the private practice physiotherapy profession and making them financially successful. Let us help you if you need assistance in these areas.

You need to learn about marketing and be great at it. Now I know that some of you will be saying, “Yeah, but that’s just not me”, or “but I don’t know how to market”. Remember Success Secret #2 “If it is to be, it is up to me. Don’t abdicate your success to someone else.” It may well be time to take charge and CHARGE!

Being commercially confident means that you are secure in your ability to sell and market your services. If you aren’t then you probably aren’t confident in your clinical abilities either. That’s OK. Go now and become a better clinician through continuing educational programmes, or alternatively associate yourself with others who are world class. It is for that reason we suggest you align yourself with world-class providers in a particular area and gain some runs from their existing profile.

The bestselling author and one of the all time great motivational speakers, Dennis Waitley said, “you can determine where you will be in five years
based on the books you read and the people you associate with.” Therefore, if you want a successful business, start associating with people who can help you create it and who have already attained success. Stop moaning and being involved in self-defeating conversations with others who are struggling to make it happen. If you can’t always surround yourself with those who have the success you desire, saturate yourself with good reading material about people who have been through the journey to success. Today you can take this to another level by listening to audio books, podcasts or watching video clips of successful people educating you in many aspects that are important for you.

If you are already a great clinician then there is no reason for you to feel bad about selling. Start looking on it as essential to your success and start associating selling your service with attaining your goal: then you’ll feel a whole lot better about it – although it may take some practice, but let me assure you, it is worth the effort.

**Answer this question: Can you help change people’s lives with your services?**

**If the answer is ‘yes’, then you owe it to the world to let other people know about you. It’s selfish not to.**

One of the worst things you can do for your business is to be the ‘best kept secret’. That means you are broke and you aren’t helping as many people as you can. There is no dignity in keeping your business hidden in a shoebox in the back of your wardrobe, especially if you have the ability to impact people’s lives by changing, for the better, the way they function often with remarkable life impacting results.

If you are looking to make a change to your business, contact PPS today to find out more at info@pps-global.com.
Success Secret #3
Think like a business owner not a job owner

The reason why you are in business is to make a profit and your income is in direct proportion to how well you can sell. Often physiotherapists don’t like to think of themselves as having to sell. In fact, they often pride themselves as not having to sell. This amounts to suicide in the world of business. You have to sell yourself and the better you are at doing this, the more successful you will be as a business owner.

The majority of physiotherapy business owners all started out as an employee for someone else who owned a private practice and then during a moment of entrepreneurial, ‘seizure’ thought “I can do this just as well for myself, keep all the profit, have better hours, take more time off and be in control of my own destiny”. Does this sound like you? If it does then you are in the majority.

The only challenge is that you now move out of the employee category, where you have little responsibility or financial accountability, into the self employed category where you still need to exchange hours for money. If you
don’t work you don’t get paid yet you still have significant overheads to cover before you can earn any money. Plus most physio business owners have no marketing awareness and learn from watching others who also have little or no marketing knowledge and so the circle goes on.

Author Michael Gerber defines it this way – “If your business depends on you, you don't own a business-you have a job. And it's the worst job in the world because you're working for a lunatic... You can't close it when you want to, because if it's closed you don't get paid. You can't leave it when you want to, because if you leave there's nobody there to do the work. You can't sell it when you want to, because who wants to buy a job?”

We all got into this industry because we love what we do and helping people live better. What we do is a very noble profession. What is not noble; is being poor because being poor does not help anyone.

You didn’t start in this business to make money. You’re here for a higher purpose. You’re passionate about helping people achieve their goals.

If you didn’t get started in this business to make money, that doesn’t mean you can’t make money while you achieve your goals of helping people. If you can potentially make $250,000 but only make $30,000, does that make you a better person?

On the other side of that, if you charge $250 for your services and your services suck, you are a crook. You want a fair exchange of value. If you are afraid to make more money, it could also be a confidence or self-esteem issue. If you don’t think you’re worth more money, then this needs to change. An economist once described a person’s income as being in direct proportion to the contribution made to society. Therefore, get good at making that contribution and value yourself for it. There is no dignity in under-selling yourself in this great profession. Most physiotherapists have an aversion to talking about money and sales. For you to be successful this needs to change. To start on this journey I suggest you put your prices up a minimum of 10% immediately and if you are competent clinician then the only people who will complain are your staff. That’s right your staff! Not your patients, they know the real value you are creating in their life and are prepared to honour that.
It is important to note that only 15% of people buy a health service based purely on price and that is only when there is no other means of differentiating it.

If you are a good clinician and your in-services are effective at creating staff who are the same, then I am going to be the first person to tell you this; it’s okay to make money. It’s actually your responsibility to make money.

For some reason, physios get bitter when they hear that others are making more money than them. Don’t be that person. Instead of getting bitter get better. Let’s take your passion and create profits.

Start the journey to your success by thinking like a businessperson rather than a self-employed lunatic. Business owners are all about building a systematized operation which functions successfully without them; one which can scale into multiple locations and truly support your life in a way that self-employment can't.

Have an honest look at your business’ health and performance

- What is great about my business?
- What do I need to change?
- What is stopping me from changing?

To be a professional running a truly successful business you will need to consistently appraise and refine your business model using the following 5 C’s along the way:
- Clarity
- Competence
- Concentration
- Commitment
- Courage

At PPS we can help you with the first 3, but you need to take charge of the last 2!

Making the transition from self-employment to that of a business owner will require a change in how you use your time. This is a challenge to many who
consider taking time away from the revenue-generating component of treating patients as a negative. **It is important to understand that how you use your time that is more important than how much time you put in. It takes as much time to be average as it does to be excellent.**

You will need to transition from spending the majority of your time working “In” the business (treating patients) to periods where you work “On” the business creating systems, processes and strategies to grow as well as taking time “Out”, where you enjoy life without being involved with your business.

These three areas; “In, On and Out” of the business are essential if you want to achieve a sustainable profitable business with longevity. If you don’t get this mix correct you’ll end up burnt out, fatigued and sometimes even resentful of the time you put in and the rewards you get. You should be aiming to transition initially into working 2 days “In” the business, 2 days “On” the business and 3 days “Out” of the business each week within a 3-6 month period (depending on your business).

I know immediately many of you will be saying “I can’t do that!” Well why not? Others with much larger businesses than yours are doing exactly that and I want you to consider this: can they afford to do that because they have much larger businesses or do they have much larger businesses because they do that?
Success Secret #4

Keep your friends close and your enemies closer.

Most health professionals hate the business side of things and look at the ‘business numbers’ as their enemy. Often the financial statements and the statistical analysis are not fully understood, as this is an area in which many private practice owners have no training. This often leads to a head-in-the-sand mentality or abdicating the financial aspects to an employee (practice manager) or your accountant. To create a thriving sustainable and ever growing business, this needs to change so your Key Performance Indicators (KPI’s) become your best friend and not your enemy. You must know what is going on in your business, what is producing the desired effects, what needs to change, what needs improving as well as knowing what is going well; know when to celebrate and when to change what you are doing.

Believe me, your KPI’s are not your enemy, just because you don’t understand them. It actually gets fun knowing your numbers once you realize why they are so important and what they can do for you. Part of thinking like a business owner is actually knowing how your business is doing and taking the guess work out of the equation.

And it all starts with your goals. What do you want to achieve statistically? This involves knowing what is occurring each day in your business and measuring that against what is, “best-in-class performance,” and whether your current results are helping you achieve your short and long-term dreams. Your KPI’s can determine what your future results will look like.
Therefore, use them as a pro-active means of ensuring customer service and business effectiveness are at the level you desire.

You need to know where you want to go before you can create a plan on how to get there. Therefore, know what the desired KPIs should look like and then drive your business development towards those numbers. Think about it the same way an elite sports coach would approach the development of their team, leading into a major event.

I’ve recently been to the world junior water polo championships and know that the best coaches would have studied their team many months prior to the event. They would have analysed their strengths and weaknesses as a team and those of the individuals making up the team. They would have then created a training programme around those statistics, improving those which were not up to scratch and further enhancing those areas which would help them form into an effective weapon when it comes to tournament crunch time.

You wouldn’t expect a coach at this level to pull the team together and say “well boys here we are, how do you want to play it today? Who wants to play a left hand attack, who wants to play a right hand attack and who wants to set up a mainly defensive team pattern? I’ll let you decide where you play and how you go about it and if and when you want, you can substitute yourself.” Doesn’t that sound ridiculous? Yet this is how some practice owners are running their business. They are abdicating their success to their staff who work to a level they want, performing customer service and putting in the effort, as they please. I’m hoping that you are not in that camp, abdicating your success to luck.

We know that this would never happen in sport and should take a leaf out of their experience to carefully plan and implement a strategy to create the ultimate performing team. Your team.

Let’s consider the water polo coach. They would identify the swimming strength and speed of each player and then create individual swimming programmes for each team member to complete along with the team training schedules to ensure each player is at their peak speed and endurance at the time of the tournament.
The coach would then analyse overall individual skills of each player and ensure these are considered in the team workouts and player programmes are put in place to raise the skills required for individual performance.

Then the coaching team will have identified the strengths and weakness of their opposition and created winning strategies. This all occurs at the beginning of the programme, then the real work starts as the coach continues to monitor that each individual is training with the programme they have been given and that the team is gelling together to consistently push the boundaries of their potential. If the statistics are falling short in any area then the coach steps up the performance training in that area, and when there are successes along the way they are celebrated. Everyone is in tune with what they are expected to do, what levels of performance should be achieved along the way, and what are unacceptable levels.

Unfortunately, many private practice business owners have no idea what their goal is, what is a good level, and what is a poor level.

**Ask yourself:**
- What is your 12-month goal?
- Your 3-year goal?
- Your 5-year goal?

Those are the easy numbers to start with and they need to be recorded and focused on as a goal, but it is even more important to focus on specific activity numbers.

Now, what is that number you need to hit each month? E.g. if you want to hit $100,000 this year, you need to hit $8,334 per month. This is normally where people stop.

**But you have to dig deeper:**
- Where are you now and how far away from your monthly goal number are you?
• What specific business numbers are needed to hit this target each week and each day?
• How much do you spend on advertising?
• What is the ROI on each campaign?

You need to know the activity KPI’s that are being produced each day in your business, just as an elite coach needs to know what each of his team are doing for training to reach their potential on competition day.
• How many treatments are being done each day?
• How many new patients have walked in the door?
• How many phone calls came in because of your advertising?
• How many of those phone calls came in for their appointment?
• How many of those appointments were converted to clients?
• What is the average number of treatments per patient?
• What is the average transactional value?
• Do any of your patients refer their friends and family and what is this number?

Your Key Performance Indicators (KPIs) should reflect the heartbeat of your business. They are the most effective measurement of your success and are a true actual reflection of your success, removing guesswork.

How to calculate the ‘lifetime value’ of your patients (LTV)

One of the important KPI’s is the Lifetime Value (LTV) of your patients.

You calculate the lifetime value of a patient by knowing:
1. Your average transactional value (ATV), which is calculated by dividing the total revenue generated over a time period by the total number of treatments over that time period.
2. Your retention rate, which is the average number of treatments per patient.
3. The average number of years a patient stays active with you.
4. The referral ratio, which is the average number of referrals you get from each customer/patient.
When calculating the referral ratio, the figure is best worked out based on the number of referrals you receive on average from your patients.

- If you have zero referrals the number you would use for this calculation would be 1.0.
- If you receive 2 referrals per 10 customers (a 20% ratio) this figure would be 1.2.
- If you only get 1 referral per 20 patients (5% ratio) then this figure would be 1.05 and so on.

The Lifetime Value of your patients would be:

Your ATV: $____. ____
The average retention rate: __________
Number of years a patient stays active on your database: __________
Referral ratio: __________

\[
\text{LTV } \$ = (\text{ATV}) \times (\text{Av. visits p.a.}) \times (\text{Av. No. Years}) \times (\text{Referral ratio})
\]

\[
\text{LTV } \$ = _____ \times _____ \times _____ \times _____
\]

Knowing the lifetime value per patient allows you to calculate how many new patients you need per marketing campaign to break even. This makes any investment decision much easier. For example:
A practice averages 12 visits per year per patient, ATV is $80,
Each patient stays active on average for only 3 years
Referral ratio is 1.3.
This creates a LTV of $3,744.

Therefore, running a marketing campaign which costs $2,000 and creates 12 new customers may appear to the uninitiated as only bringing in 12 patients paying $80 per treatment equating to only $960 in revenue from a $2,000 campaign. But from a ‘Return on Investment’ (ROI) perspective this should be considered as creating a lifetime revenue stream of 12 x $3,744, generating $44,928. Considering the cost of the campaign; the overall results are a revenue stream of $42,928.
If you run this campaign 6 times a year it produces $257,568 over the lifetime of those patients.

**It’s critical to nurture your customers and it is essential to know your numbers!**

If you know the lifetime value of your clients, you can find out how many new clients you need in order to hit your goal numbers and how much marketing you need to do.

**Know your KPI’s and** focus on consistently shifting those numbers and then embedding them into your business.

Once you know your numbers with certainty you can then answer this very important question: Do you need more patients through the door or do you need to give better service to those you already have?

The retail industry is the pinnacle of the sales profession and we can learn from them in many respects. The world’s best retailers know their numbers and have a saying; “Retail is detail, and the detail is in the statistics. What gets measured gets managed.”

There are more activity-based daily key performance indicators you should monitor and be constantly checking. If you don’t know those numbers, you need to find out immediately or you are just guessing, and guessing leads to failure. This is not how you survive in business.

A major area where business’ **fail** is they do not track their Critical KPI’s and if they do they are unable to **improve** the deficient statistic once they identify it.

**The goose that lays the golden egg.** Sadly some physiotherapy business owners spend more time ensuring their car is operating well than they do knowing about their key business statistics. Some spend more time mowing their lawns and growing their garden than growing their business.

Yet, if truth be known, the biggest asset most medium sized business owners have is their business, not only as an income-producing and lifestyle-
producing mechanism but also as a sellable asset. It is important to know the value of your business. When you do, you may well get excited about how you can increase this asset remarkably by putting in place some simple strategies that can significantly multiply your net worth. There are some formulas you can use to estimate your business’ value which are not expensive and in fact quite easy to get a self-estimation. To find out more about the key numbers that matter most in driving your business to success, contact PPS today at info@pps-global.com.

Go to www.pps-global.com and sign up for the white paper on “15 Strategies to drive physio traffic into your business.” Learn how to use high-tech and low-tech strategies to increase your marketing effectiveness.
Success Secret #5
Know thyself and tell everyone else about it.
Always market your business and then market it some more. When it comes to working on your business, the marketing component is one of the most important aspects where you should become an expert. Don’t leave this aspect to luck, but drive your performance in this area and know what works and what doesn’t. Always be in the process of testing and measuring the response to your marketing strategies. If your campaign is successful then how often do you duplicate it. If it isn’t then do you reject it or do you make some changes and test and measure it again?

Answer this question: Are you a Physiotherapist that happens to make sales or a professional marketing and sales organisation that happens to be in Physiotherapy?

Marketing is the foundation heart-beat of growth. In essence obtain as many new referrals and patients as you can, supersede their expectations, increase your retention rates, increase the ATV and then get those you service to market for you and refer their friends and family.

Your marketing has two distinct categories.
1. External marketing
2. Internal marketing

External is anything you do to get people to know about your business and to bring them in. This is a term known as driving traffic.

Internal marketing is promotions or marketing to your current customers. It’s known as in-house marketing.

Consider this: Do you need more customers to reach your sales potential? Or better service and sell to the customers you currently have?
Consider the marketing cycle above, your business objective is to drive the optimal amount of new referrals and patients into your business, then supersede their expectations, increase their retention rate, improve your Average Transactional Value (ATV) and get those who use your service to recommend your business to others they know.

What is the area that requires the maximum concentration in your business at the moment to make a difference to your bottom line profit?

How do these figures fit into your marketing mix?
- It takes on average 7x more of a marketing spend to obtain a new customer than it does to keep an existing one.
- It costs you on average 30x more to obtain a new customer from traditional marketing campaigns than it does to have an existing customer refer someone to you.

How are you spending your marketing mix based on these figures? The objective is always to obtain a new client, supersede their expectations and have a marketing programme in place, which will then focus on them.
When the economy gets bad, a huge mistake practices make is to cut down on their marketing expenses. Big companies spend a large amount of their income on advertising. This amount tends to be a consistent proportion of their overall income. Consider this: do they spend this amount of money because they are big, or did they become big because they did this?

Never cut back on marketing; it’s cumulative. When it comes to health services it often takes an individual seven positive affirmations before they take action and purchase. If you stop at the 1st or even 3rd marketing campaign then you will have missed a large proportion of this market. Study the “Laws of Diffusion” when it comes to marketing, or contact PPS for guidance.

Only stop marketing efforts that are not working. This means you have to track the results of every marketing piece you do. If you find something isn’t working, either stop or adjust it. Don’t stop marketing.

• Do you have a documented marketing strategy?
• How effective is it?
• Do you track each marketing activity and measure its performance?
• Do you have a marketing initiatives budget?
• What is your ROI on marketing activity?
• Do you know what delivers you the best results from marketing?
• How many people walk-in off the street as a result of your location?
• Do you conduct customer surveys?
• What do you do with the survey information?
• Do you have a strategy for increasing your Average Sales Value?
• Do you have a system for measuring marketing initiative to response to appointment to sale to value of sale?

Internal marketing is about creating customer loyalty and then getting them to become your next marketing campaign.
Here are 10 things to create customer loyalty.

1. **Go the extra mile.** Offering something extra is often more appreciated than price and it can generate more goodwill, with minimum costs.

2. **Boost staff motivation.** *Raving Fans* come from Raving Staff.

3. **Keep it fresh... but familiar.** Make it FRESH, make it APPLICABLE, inspire and engage patients with something a little different.

4. **Invite complaints.** If your patients are unhappy you need to know about it before they take their business elsewhere.

5. **Remind patients that you’re there.** Patients feel unloved if you don’t remind them that you are there every 3 months at a minimum. This can be done by e-mail, flyer, text or advertising - don’t think that you are overdoing it. If you don’t remind your patients you value them, somebody else will.

6. **Maintain a human touch.** Customer service is a discrete business function. Always think WIIFM (what’s in it for me) and what is their main interest or desire (FORM – notes)

7. **Lock in clients for longer.** Encourage customer retention through consultative educational sales. Be performance focussed.

8. **Monitor feedback.** Take customer questionnaires seriously and ensure that your staff do too. *Follow up* specifics directly and address negative feedback immediately.

9. **Offer good after-sales support.** The sale is not over when somebody leaves the practice – your next sale is just beginning. Offer that extra support after sales to delight your patients.

10. **Be your own competitor.** Your patients will often want to try something new – but there’s no reason why you can’t be the one to offer it.

In the end, it all comes down to marketing.
Success Secret #6: The Law of Diffusion

When building a marketing strategy it is important to understand the psychology of the market and how people react to various market stimuli. When you consider the population base with a bell curve distribution you have a population split based on their thinking and how they act in various circumstances.

On the far left of the distribution curve sit the 2.15% of the population known as the Innovators. This group of people are the inventors and entrepreneurs who lead the market. They are big picture thinkers and quick to adapt and adopt new ideas.

The next group are known as the ‘Early Adoptors’ who are quick to take up new ideas and innovations. It is these people who are first to adopt new technologies and changes in the market. Those that make sense and which they believe will be beneficial. In essence they lead the adaptations and changes in the market. There are 13.6% of the population that fit into this category.

The next group are the ‘Early Majority’ comprising of 34.1% of the market. They are next to take on changes as they can see that a part of the market has adopted this change and will not get involved until they know it is safe. They are not slow on the uptake of these changes but neither do they lead. Once these three subgroups are combined, they take up 50% of the market population.

The ‘Tipping Point’ is that line that sits between the early adoptors and early majority and sits at 16%. When 16% of the population accept and adopt to a new idea or technology, it tips the early majority into action as they accept this as an acceptable and safe idea.

After the 50% target sits the ‘Late Majority.’ They become involved because everyone else is and they accept this as just a change that needs to be adopted. They often get involved because they are, ‘fraid of missing out’ (FOMO).
The last group is the ‘Laggards’ or what I like to think of as the modern day Luddites who like it the way it use to be and don’t like or accept change until they are forced.

Why are these groups important in considering your marketing message? Because each sub-group will require a different number of marketing exposures to accept or act on a good idea, even when they are in the market for that service. The innovators may only take one exposure to an idea or service that they know will be beneficial for them. Note this is only 2.15% of the population.

The ‘Early Adopters’ can take up to seven positive exposures to an idea or service, before they will act on it. Many people can identify with this if they have ever wanted to lose some weight and go on a diet. They say to themselves over and over, “I need to lose some weight and go on a diet,” but it takes a number of these decisions before they actually take action and do something about it.

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[Image: Law of Diffusion and Innovation]

Marketing Penetration

- **Tipping Point**:
  - Up to 7
  - 2.15%
  - Early Adopters (beliefs)

- **Early Majority**
  - Up to 12
  - 13.6%
  - Early Adopters (Safety)

- **Late Majority (FOMO)**
  - 12 +
  - 34.1%

- **Laggards (Luddites)**
  - 2.15%

The ‘Early Majority’ may take up to twelve positive exposures before they take action and those in the ‘Late Majority’ can take well beyond twelve exposures.

Many marketing campaigns stop only after one exposure and if they don’t get the response they want, they stop any more activity regarding the one effort as a failure. Yet, if you understand this process, this one off type of marketing will only get to the innovators in society who only occupy 2.15% of the population. Sure, it is important to test each marketing activity to see if it is successful or not, but it is also essential to have a consistent marketing campaign to ensure that your target market is exposed to your business and its services multiple times so as to reach the greater majority of the population.

Think about your intended market’s perspective when getting your message out. Ensure that you are always considering, ‘what’s in it for me,’ (WIIFM). It’s not what you are offering that should be exposed to your market, but more about the benefits that the service will provide to your target market. Always be focused on, ‘Features and Benefits,’ and explain the benefits that your market will receive due to the specific features of your service.

Consider the numerous number of abdominal exercise machines on television commercials. They all focus on creating a 6-pack and they don’t focus on the process – numerous abdominal exercises and the pain that often goes with that, over and over again. No one wants to purchase pain, but many people want the 6-pack, therefore the marketers know that the key is to focus on the benefits of the machine and not the process or the machines features.

Multi-faceted marketing means you expose yourself to your target market via multiple means so that you are in their forethoughts when they decide they need to use a service such as yours. It is for this reason that you see advertisements for Coke-a-cola all over the place. So that when you are thirsty and about to reach for a drink out of the soft drink cabinet you reach for the product which is in your forethought.
Success Secret #7
Invest In Yourself and Your Education

…but all education is not created equal. As dedicated clinicians we spend an enormous amount of time training in clinical aspects that will directly help our ability to better serve and improve our patient’s health. Yet, to be a successful physiotherapy business owner you need to excel at the 3 BIG C’s of physiotherapy business; Clinical skills, Commercial wisdom and Customer service.

We have no training in these last 2 areas in our training to become physiotherapists and yet they are essential to creating a successful, growing, profitable and sustainable business. PPS are passionate about educating our profession in these 2 key areas of business.

The Physiotherapy educational system is not set up for physiotherapy business owners to succeed in business. Think of how many physiology, anatomy, pathology, biomechanics and science classes you took while you were at university. All great classes, but how many business classes did you take?

Vanity or Sanity: certification accumulations, we all love having the initials after our name and plaques hanging on our walls to show off our clinical skills. But guess how many of those courses actually have business advice and systems on how to run a booming, profitable facility?

I even contacted the numerous physiotherapy professional organisations to check out the ratio of clinical to commercial and customer service courses and the majority have a “many to zero ratio.”

It’s not your fault that you aren’t learning the best ways to grow your business because our profession, as a whole, isn’t addressing it at all.
PPS has developed a number of programmes to fit the different scenarios that various private practice-owners find themselves in. These vary from online programmes, seminars and workshops through to individualised business building programmes. Contact PPS today to find out more at info@pps-global.com.

Find out how to drive new numbers into your business. Download your free white paper on

“15 Strategies to drive physiotherapy traffic into your business”

info@pps-global.com
Success Secret #8

**Invest in your business and your future success and get an outsider’s view on your business**

Why is it that even the best athletes in the world have coaches? Because they know there is always room for improvement. They know that at times they let their performance slip and they need someone there to help correct them. They know there are aspects of their game that they can’t truly analyse themselves to get an effective means to improve. **So, why do elite professional athletes have a coach, because they want to remain at the top!**

If this is true for the world’s best professional athletes then don’t you think this could also apply to you as a health professional? Just when you think we have finally got things together in your business, the goal posts suddenly change, or there is a slight shift with consequences that affect your efficiencies in an area. The only constant is change and it is for that reason that elite athletes and business leaders around the world have coaches who are constantly reviewing performance and deliverables. There is a saying, which is very applicable in this situation: ‘if you don’t address the issues, then they’ll address you’. There is also the mainstream population who say “But I like it the way it is” which is the same thing as sticking your head in the sand and hoping that when you pull it out that the situation has gone back to the way you hoped. From a business point of view, hope this is not a brilliant strategy.

**What got you to here may not get you there.** You may need to refine your business model and operations. This may require a complete overhaul or just some refinements to ensure you are on the cutting edge and this will vary for different businesses. For this reason PPS suggest that you undergo
a full Business Performance Diagnostic. This is the same process as when you treat one of your patients, the first objective would be to get a full individual diagnostic on your patient’s condition so you can create a treatment programme specific to their needs. This is what a PPS diagnostic does for your business. It reviews your business as a whole to determine what barriers have been preventing greater success. By taking a holistic view of your business operations and financials, PPS are able to bring the two together and determine the key factors that will drive sustainable, long-term improvement.

**What can a PPS analysis do for your business?**
The Professional Performance Diagnostic will give you a clear understanding of your current situation and show you how much more money you should be making. All the research is analysed and presented to you as an executive report; this includes clear recommendations and metrics that will lead to greater revenue when implemented. Whether it is a business health check or phase one in a significant growth plan, learning and applying the PPS diagnostic recommendations has proven invaluable to every PPS client.

**How It Works**
By conducting a diagnosis along international benchmarks, it is possible to identify the different positions, opinions and perceptions of each business category. This process identifies the underlying issues that may hinder the delivery of successful outcomes allowing your healthcare practice to operate at its optimal potential. The business diagnosis focuses on functional priorities to identify definite growth options, which if implemented, will allow you to reach clearly defined business outcomes.

Einstein commented, *“You can’t solve a problem with the same thinking and behaviours that created it; new thinking and actions are required.”* That’s why athletes use coaches, that is why top performing business executives use coaches and that is why you should consider the same.

The greatest basketball coach and inspiration to
coaches in numerous sports was John Wooden, the renowned UCLA basketball guru. He said that “It’s what you learn after you know it all that counts.” While the American Gridiron coach, Vince Lombardi, who created significant success with teams that were previously mediocre at best, said, “What you can become is more important than what you have already achieved.”

When considering whether or not to use a coach, two American psychologists, Joseph Luft and Harry Ingham in 1955, devised a model, which best explained the need for creating a greater understanding of performance models for dynamic groups and individuals.

They called this model the Johari Window.

The window is split into 4 quadrants. A vertical divider separates the windowpane between things you know about yourself and things you don’t know about yourself. The horizontal divider splits the pane between things other people know about you and things other people don’t know about you.

This creates the 4 quadrants which can be classified into Public Knowledge (things you know about yourself and other people also know about you), Secrets (this is what you know about yourself but others don’t know), Blind Spots (things other people know about you but you don’t) and your Potential (things you don’t know about you and others also don’t know).
The area which most people don’t like to think about is their blind spots, but this an area that elite athletes and performance focused people desire to know. What is it that they need to change, what are they not seeing that others can see which will improve their performance? It is for this reason that those in elite positions use coaches to review their actual performance. When you consider the line continuum between social sports players at one end of the scale and elite professionals at the other; social players don’t have coaches and all elite sports professionals do.

**The best athletes have coaches for a reason!**

![Coach](image)

While is considered an essential component for an elite sports players to have a coach, and often by artists to have a mentor, it is something that most small and medium sized business owners do not have. Yet, if you ask the most successful business people in society whether they have ever had a mentor guide them or inspire them to reach the heights, most will tell you they have and many will tell you they still do.

PPS suggest you seriously consider the use of a PPS mentoring programme or online mentoring resource specifically targeted at Physiotherapy Business Owners.

“A smart person learns not only from their own mistakes, but also from those who have gone before them as to what works and what doesn’t.”
To create a greater business impact you will need specific wisdom in specific areas. **We call this your wisdom circle.** The size of your wisdom circle determines the size of your effectiveness. Wisdom is not just pure knowledge but a combination of knowledge and executing it into your particular field. I’m sure you know someone is very well educated but is not making a significant impact in their particular profession. To increase your effectiveness, the first barrier you need to break is to make changes that you know you need where something has been holding you back.

Go to [www.pps-global](http://www.pps-global.com) to find out how we can help you prosper to your levels you always knew were possible, but just didn’t know how to get there.
Success Secret #9
Your Business Growth Partner: The PPS Solution:

Let me describe how PPS can help you build your business to heights that you’ve always wanted but not known how to reach.
We work with individual business owners who want to expand their business. We recognise the fact that most Small and Medium Business owners (SME’s) in the physio profession are so busy that they just don’t get the time to analyse their business and adopt effective practices for business growth.

They are stuck “In” the business and don’t get any time to work “On” the business. For a business to reach its absolute potential, a business owner needs to take a positive and focused action toward making that business a true high performer.

Professional Performance Specialists are the world’s foremost performance improvement consultancy for physiotherapists. Our focus and proven experience with delivering significant and sustainable increases in performance and revenue have helped businesses navigate the rocky and sometimes treacherous path to sustainable success and effective growth.

Picture us as your Physiotherapy Business Growth Partner. We focus on helping you make your business perform more effectively so that it:
• Delivers a better return on your investment than it is doing right now.
• Gives you more time to enjoy life.
• Delivers a more consistent and better quality service to your clients.
• Runs more effectively and in so doing, reduces your stress.
• Efficiently manages the wants and needs of your staff.

Operations Analysis
This diagnostic process covers all aspects of your business including the careful analysis of specific areas concerning overall operations such as:
• Generating new clients
• Providing outstanding service
• Client retention
• Up and cross-selling
• Converting clients to other programmes
• Obtaining internal referrals from clients.

The operational systems and processes built around these fundamentals allow PPS to identify what mechanisms are used to record the following:

• Critical KPIs
• Quality control
• Performance coaching
• Barriers to success

Health Professionals ‘Best in Class’ Performance Model:
The diagnostic identifies the success and effectiveness of your current business processes. **It then identifies real and workable opportunities for creating and increasing value and driving sales.**

PPS will measure your business performance against a matrix of ‘Best-in-class’ benchmarks. Each benchmark will measure as a comparison against services, systems and processes ranked by customers and industry-experts to be among the ‘best of the best’.
Take control of your business today: PPS will show you the value of your business today, and give you a clear path to increased revenue and real business success.

We are so confident of our ability to deliver that we offer a **100% MONEY BACK GUARANTEE.** We’ll take all the risk out of your equation.

**Take action now.**
Give us a call or send me us email. If you want to better your business performance and improve your lifestyle, it will be the best phone call you’ve ever made.

**Professional Performance Specialists Pty Ltd**  
49 Evelyn St, Sylvania, NSW 2224, Australia  
Ph: (Aus) 1300 978 082  Phone outside of Australia: (+61 2) 9531 8106  
E-mail: info@pps-global.com  Web: www.pps-global.com

**WEALTH WARNING:** PPS can seriously improve your business performance.