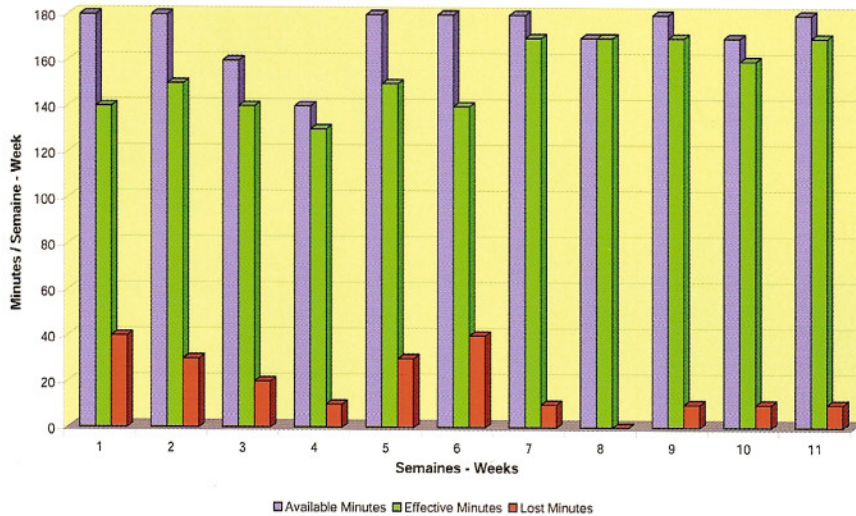


MINUTE MANAGEMENT



- Offer express treatments during busy hours.

The first step is to identify the structural and functional order of the spa: the total number of available places for the clients, in the treatment rooms and overall spa, or the number of posts occupied by practitioners, the unitary cost of each treatment (personnel costs plus product costs) the number of clients over a specific time period (week, month...) and their distribution over the week and by time slot.

How to manage the treatment room occupancy

To better manage the treatment room occupancy rate, the second step helps to create a scheduling assessment: « Minute Management ». This entails counting the total minutes actually available (Available Minutes) based on the places available for treatments during business hours, the number of minutes that were actually used (Effective Minutes) and by inference, the number of lost minutes (Lost Minutes).

This data, placed on a graph, gives an instant visual representation of the spa's occupation rate and the urgency needed, or not to adjust. In the example below, the analysis takes place over several weeks but can also be taken over the day or for each hour.

The third phase consists of collecting certain sales information and to make calculations that will allow for further information used to balance the marketing activity of the spa. The analysis should take place over a fixed period of time (week, month, trimester,

year) as well as during a reference period in order to measure the changes in different settings. This analysis also may be done over several different spas in order to compare their performances.

Find the appropriate measure

This compilation should include, for each individual treatment analyzed, the strike rate (the number of times the product is sold every 100 transactions) the unit price, the unit profit, the sales generated by the treatment, the RevPAM (Revenue Per Available Minute) or treatment revenue per minute to calculate generated profit. You should choose the most appropriate measure in regards to what information you are looking for: sales revenue or profit, globally or expressed in minutes, and that help to determine the graphic visualization you desire.

In the above example, the feedback is instantaneous: the graph varies depending on if the treatment progression or regression is moderate or strong, and the diameter shows the financial value (RevPAM, revenue or profit). The four graphic segments indicate whether a product should be discontinued, put forward, or kept in place.

This method tends to lean toward management revenue that, when applied to a spa, is not limited to a price strategy designed to raise only the occupation rate, but to also raise revenue (and profit) with management over an array of treatments and products. ■

des différents paramètres. Elle peut également se faire sur différents spas afin de comparer leurs performances.

Déterminer le bon indicateur

La compilation doit comprendre, pour chaque soin analysé individuellement, le taux de prise (quantités vendues pour 100 clients) le prix de vente unitaire, le profit unitaire, la part de Chiffre d'Affaires généré par le soin, le RevPAM (Revenu Per Available Minute) ou revenu du soin rapporté à la minute comme unité de temps et le profit généré. Vous devrez choisir quel indicateur est le plus approprié au regard de l'information que vous recherchez: revenu ou profit, en globalité ou exprimé en minute, ce qui sera déterminant pour la visualisation des soins dans le graphique qui sera réalisé.

Dans l'exemple ci-dessus, la lecture est instantanée: la couleur des bulles varie selon que la progression ou la régression du soin est modérée ou forte, le diamètre exprime sa valeur financière (RevPAM, revenu ou profit) et l'emplacement des bulles dans le graphique segmenté en quatre zones indique si un produit doit être supprimé, mis en avant, ou maintenu sans soutien particulier.

Cette méthode tend à faire un pas vers le revenu management qui, appliqué au spa, ne se limite pas à une stratégie de prix destinée à augmenter le seul taux d'occupation, mais consiste également à accroître les revenus (et le profit) par le management du portefeuille de soins et de produits. ■