

EXAMPLE OF A CLINIC 'NICE SILHOUETTE'.

Let's take a look at an example of how to compose a napkin. This is the case of a clinic that sells comprehensive weight-loss treatments, including nutritional, kinesiological, and psychological support. The treatments are expensive and are paid for in part by health insurance. It currently makes 100 treatments a month, but the company has not managed to increase sales beyond that, so it is on a precarious financial footing. It needs to reach 140.

The initial idea was for this to be a hard-selling *call centre* business. The first strategy was to hire more salespeople, but as the number of *leads* was the same, sales did not increase. Then more *leads* were obtained, but the salespeople complained that they were of poor quality, and it was difficult to convert them into sales. A specialist agency was hired to target the digital campaigns with greater precision and to increase quality, but this did not work either, because the *leads that* were really useful were people who had had some kind of relationship with the clinic: they had been patients, had visited the facilities, or someone had recommended the treatment.

In the end, the sale was not a *spot*; you had to maintain contact with the potential patient for a long time until at some point they had the money and some circumstance in their life made them more receptive to the service. But this also required a higher rate of results. The average weight loss rate was 5 kg for most patients and only 20% achieved 10 or more kilos. This resulted in people neither recommending nor returning at the end of the treatment.

Based on this, we are going to write a strategic plan in STORI format.

START

- Strengths: high patient appreciation of having a multidisciplinary and comprehensive team focused on their situation.

- Weaknesses: low sales conversion, problems in marketing management. Low post-treatment effectiveness,
- Core Resources and Capabilities: highly trained team of therapists.
- Critical Processes: lead management, telephone sales, patient follow-up.
- Competitors: private clinics with higher visibility.

Insight Statement: ‘**Based on** customer follow-up analysis, **what’s really going on** is that this is a telemarketing business that depends on getting quality *leads*, marketing with long-term follow-up, and having a product with sufficient results to get recommendations. **In that context, our situation is** that we only sell 100 treatments/month, we are not incorporating high-quality *leads*, and the success rates of the treatments are low.’

TARGET

Identity:

- Vision: To be the leading clinic in comprehensive weight loss programmes in the region.
- Value Proposition: We offer a comprehensive and personalised approach that combines nutrition, psychology, physical development, and massage therapy to deliver results.

Target Statement: ‘**The expected results will be** 70% over 10 kilos, selling 140 monthly plans with a profitability of 15%. **The future situation, where these results will be achieved, will be implemented** within 8 to 12 months; **and it will be**: We will have a powerful (internal or external) digital marketing unit that will achieve a higher quantity and quality of *leads*. These will be managed by a reinforced sales team under new leadership. We will have a medical director who specialises in international leading practices, with strict monitoring of weight loss

results and psychological wellbeing. **The reason to get there** is to be consistent with our vision, value proposition, and profitability of the business’.

OBSTACLE

Obstacle Statement: ‘**The key challenge we have to face is** having the medical team achieve results that significantly increase the recommendation rate and powerfully support the sales pitch.’

ROAD

Road Statement: **The road ahead is defined by the following decisions:**

- New commercial director. Their role will include managing lead acquisition and restructuring the sales team. The alternative would be to keep the current leadership, but a different, much more technical culture is needed.
- Outsource online marketing services for advertising, lead acquisition, and database management. It’s possible to build the structure internally, but developing all the required capabilities is too costly.
- Revise medical procedures. The current culture of ‘befriending’ patients could be maintained, but the goal is not to ‘entertain patients,’ it’s achieving results.

Specifically to face the obstacle we have chosen:

- Keep the medical director instead of replacing them, and establish a partnership with a European clinic to import their methodology.

IMPLEMENTATION

...Pending. Paragraphs written by the new commercial director will be attached once hired, and another by the medical director in due time.