



Why We Charge What We Charge





Why We Charge What We Charge

A Primer on Price, Mark up, and Margin



Bashore Halow

- Partner at Halow Tassava Consulting
- Certified Veterinary Practice Manager and Licensed Veterinary Technician
- Editorial Advisory Board Member to Firstline and DVM 360 magazines
- 2013 PVMA President's Award for Vet Management Education



Thank you!



and Chris Weisner and
Robert Perry!



Why are you
here?



What We'll Cover



What We'll Cover

- Things Pricing Can Accomplish

What We'll Cover

- Things Pricing Can Accomplish
- The Basics of Pricing

What We'll Cover

- Things Pricing Can Accomplish
- The Basics of Pricing
- Pricing Tips

What We'll Cover

- Things Pricing Can Accomplish
- The Basics of Pricing
- Pricing Tips
- The Importance of Team Buy-in to Your Pricing



What Pricing Accomplishes

What Pricing Accomplishes

- Covers our costs

What Pricing Accomplishes

- Covers our costs
- Provides profit

What Pricing Accomplishes

- Covers our costs
- Provides profit
- May serve as a loss leader

What Pricing Accomplishes



What Pricing Accomplishes

- Covers our costs
- Provides profit
- May serve as a loss leader
- May be part of your identity

What Pricing Accomplishes



HTC

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What Pricing Accomplishes

- Covers our costs
- Provides profit
- May serve as a loss leader
- May be part of your identity
- Can be used for short term cash flow

What Pricing Accomplishes



What Pricing Accomplishes

- Covers our costs
- Provides profit
- May serve as a loss leader
- May be part of your identity
- Can be used for short term cash flow
- Can be used to capture market share

What Pricing Accomplishes

Optimum Wellness Plans Prevention is the Best Medicine

Optimum Wellness Plans® are a more proactive approach to pet health care designed to promote everyday wellness and prevent future illness.

[Inquire Online](#)



Every Optimum Wellness Plan® includes:

- ✓ Unlimited free office visits
- ✓ Routinely recommended vaccinations
- ✓ The choice to personalize your plan with custom plan options
- ✓ Comprehensive physical exams
- ✓ Diagnostic testing
- ✓ And more...

Basics of Pricing

Basics of Pricing

Markup versus Margin

Basics of Pricing

Markup versus Margin

Markup % =

Basics of Pricing

Markup versus Margin

Markup % = Price - Cost

Basics of Pricing

Markup versus Margin

$$\text{Markup \%} = \frac{\text{Price} - \text{Cost}}{\text{Cost}}$$

Basics of Pricing

Markup versus Margin

Markup % = $\frac{\text{Price} - \text{Cost}}{\text{Cost}}$

Margin % =

Basics of Pricing

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Basics of Pricing

Markup versus Margin

Markup % = $\frac{\text{Price} - \text{Cost}}{\text{Cost}}$

Example:

Basics of Pricing

Markup versus Margin

Markup % = $\frac{\text{Price} - \text{Cost}}{\text{Cost}}$

Example: \$100-\$50

Basics of Pricing

Markup versus Margin

Markup % = $\frac{\text{Price} - \text{Cost}}{\text{Cost}}$

Example: $\frac{\$100 - \$50}{\$50}$

Basics of Pricing

Markup versus Margin

Markup % = Price - Cost / Cost

Example: \$100 - \$50 / \$50
 = \$50 / \$50

Basics of Pricing

Markup versus Margin

Markup % = Price - Cost / Cost

Example: $\$100 - \$50 / \$50$
 $= \$50 / \$50 = 1 (100\%)$

Basics of Pricing

Basics of Pricing

Margin % = Price-Cost / Price

Basics of Pricing

Margin % = Price-Cost / Price

Example

Basics of Pricing

Margin % = Price-Cost / Price

Example \$100-\$50

Basics of Pricing

Margin % = Price-Cost / Price

Example \$100-\$50 / \$100

Basics of Pricing

Margin % = Price-Cost / Price

Example \$100-\$50 / \$100

=\$50 / \$100

Basics of Pricing

Margin % = Price-Cost / Price

Example \$100-\$50 / \$100

= \$50 / \$100 = 0.50 or
(50%)

Margin in the Profit Loss

Margin in the Profit Loss

Gross Revenue \$100



Margin in the Profit Loss

Gross Revenue \$100

- COGS \$15

Margin in the Profit Loss

Gross Revenue	\$100
- COGS	\$15
=Gross Profit	\$85

Margin in the Profit Loss

Gross Revenue	\$100
- COGS	\$15
=Gross Profit	\$85
-Fixed Expenses	\$70

Margin in the Profit Loss

Gross Revenue	\$100
- COGS	\$15
=Gross Profit	\$85
-Fixed Expenses	\$70
=Net Income	\$15

Margin in the Profit Loss

Gross Revenue	\$100
- COGS	\$15
=Gross Profit	\$85
-Fixed Expenses	\$70
=Net Income	\$15
% Margin	15%

Margin in the Profit Loss

Gross Revenue	\$100
- COGS	\$15
=Gross Profit	\$85
-Fixed Expenses	\$70
=Net Income	\$15
% Margin	15%

% Markup is 17.65%

Margin in the Profit Loss

Margin is
where we are
going.

Markup is
how we get
there

Determining Price

Determining Price

A MARGIN Problem

Determining Price

A MARGIN Problem

$$\text{Margin \%} = \frac{\text{Price} - \text{Cost}}{\text{Price}}$$

Determining Price

A MARGIN Problem

$$\text{Margin \%} = \frac{\text{Price} - \text{Cost}}{\text{Price}}$$

Solve for Price

Example

Example

A fecal costs \$6 dollars (lab) and 4 dollars in fixed expenses. We want a 15% margin on the PRICE

Example

A fecal costs \$6 dollars (lab) and 4 dollars in fixed expenses. We want a 15% margin on the PRICE

\$11.50

Example

A fecal costs \$6 dollars (lab) and 4 dollars in fixed expenses. We want a 15% margin on the PRICE

~~\$11.50~~

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Example

A fecal costs \$6 dollars (lab) and 4 dollars in fixed expenses. We want a 15% margin on the PRICE

$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

Example

A fecal costs \$6 dollars (lab) and 4 dollars in fixed expenses. We want a 15% margin on the PRICE

$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

$$0.15 =$$

Example

A fecal costs \$6 dollars (lab) and 4 dollars in fixed expenses. We want a 15% margin on the PRICE

$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

$$0.15 = (P - (\$6 + \$4))$$

Example

A fecal costs \$6 dollars (lab) and 4 dollars in fixed expenses. We want a 15% margin on the PRICE

$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

$$0.15 = (P - (\$6 + \$4)) / P$$

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$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

$$0.15 = (P - (\$6 + \$4)) / P$$

$$0.15 = (P - \$10)$$

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$$0.15P = (P - \$10)$$

$$0.15P - P =$$

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$$0.15P = (P - \$10)$$

$$0.15P - P = -\$10$$

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$$0.15 = (P - \$10) / P$$

$$0.15P = (P - \$10) \quad -0.85P =$$

$$0.15P - P = -\$10$$

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$$P =$$

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$$P = -\$-10 / -0.85$$

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$$P =$$

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$$0.15 = (P - \$10) / P$$

$$0.15P = (P - \$10)$$

$$0.15P - P = -\$10$$

$$-0.85P = -\$10$$

$$P = -\$-10 / -0.85$$

$$P = \$11.76$$

Check your math

Check your math

$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

Check your math

Margin % = Price-Cost/Price

Margin % =

Check your math

Margin % = Price-Cost/Price

Margin % = \$11.76-\$10.00

Check your math

Margin % = Price-Cost/Price

Margin % = \$11.76-\$10.00/\$11.76

Check your math

Margin % = Price-Cost/Price

Margin % = \$11.76-\$10.00/\$11.76

Margin % =

Check your math

$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

$$\text{Margin \%} = \$11.76 - \$10.00 / \$11.76$$

$$\text{Margin \%} = \$1.76 / 11.76$$

Check your math

$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

$$\text{Margin \%} = \$11.76 - \$10.00 / \$11.76$$

$$\text{Margin \%} = \$1.76 / 11.76$$

$$\text{Margin \%} =$$

Check your math

$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

$$\text{Margin \%} = \$11.76 - \$10.00 / \$11.76$$

$$\text{Margin \%} = \$1.76 / 11.76$$

$$\text{Margin \%} = 0.149 \text{ or } 15\%$$

Check your math

Margin % = Price-Cost/Price

Margin % = \$11.76-\$10.00/\$11.76

Margin % = \$1.76/11.76

Margin % = 0.149 or 15%

MarkUP % =

Check your math

$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

$$\text{Margin \%} = \$11.76 - \$10.00 / \$11.76$$

$$\text{Margin \%} = \$1.76 / 11.76$$

$$\text{Margin \%} = 0.149 \text{ or } 15\%$$

$$\text{MarkUP \%} = \text{Price} - \text{Cost}$$

Check your math

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Check your math

Margin % = Price-Cost/Price

Margin % = \$11.76-\$10.00/\$11.76

Margin % = \$1.76/11.76

Margin % = 0.149 or 15%

MarkUP % = Price-Cost/Cost

MarkUP % =

Check your math

$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

$$\text{Margin \%} = \$11.76 - \$10.00 / \$11.76$$

$$\text{Margin \%} = \$1.76 / 11.76$$

$$\text{Margin \%} = 0.149 \text{ or } 15\%$$

$$\text{MarkUP \%} = \text{Price} - \text{Cost} / \text{Cost}$$

$$\text{MarkUP \%} = 11.76 - 10.00$$

Check your math

Margin % = Price-Cost/Price

Margin % = \$11.76-\$10.00/\$11.76

Margin % = \$1.76/11.76

Margin % = 0.149 or 15%

MarkUP % = Price-Cost/Cost

MarkUP % = 11.76-10.00/10.00

Check your math

$$\text{Margin \%} = \text{Price} - \text{Cost} / \text{Price}$$

$$\text{Margin \%} = \$11.76 - \$10.00 / \$11.76$$

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$$\text{Margin \%} = 0.149 \text{ or } 15\%$$

$$\text{MarkUP \%} = \text{Price} - \text{Cost} / \text{Cost}$$

$$\text{MarkUP \%} = 11.76 - 10.00 / 10.00$$

$$\text{MarkUP \%} =$$

Check your math

Margin % = Price-Cost/Price

Margin % = \$11.76-\$10.00/\$11.76

Margin % = \$1.76/11.76

Margin % = 0.149 or 15%

MarkUP % = Price-Cost/Cost

MarkUP % = 11.76-10.00/10.00

MarkUP % = 1.76/10.00 = 17.6%

How Much Margin?

After everything is paid
(including your salary), how
much should you have left
over?

How Much Margin?

\$0 dollars
or Break
Even ?

How Much Margin?

5%?

\$0 dollars
or Break
Even ?

How Much Margin?

5%?

\$0 dollars
or Break
Even ?

10%?



How Much Margin?

\$0 dollars
or Break
Even ?

5%?

33%?

10%?

How Much Margin?

How Much Margin?

Gross Revenue \$100

How Much Margin?

Gross Revenue \$100

- COGS \$15

How Much Margin?

Gross Revenue	\$100
- COGS	\$15
=Gross Profit	\$85

How Much Margin?

Gross Revenue	\$100
- COGS	\$15
=Gross Profit	\$85
-Fixed Expenses	\$85

How Much Margin?

Gross Revenue	\$100
- COGS	\$15
=Gross Profit	\$85
-Fixed Expenses	\$85
=Net Income	\$0

How Much Margin?

Gross Revenue	\$100
- COGS	\$15
=Gross Profit	\$85
-Fixed Expenses	\$85
=Net Income	\$0
% Margin	0%

How Much Margin?

Gross Revenue	\$100
- COGS	\$15
=Gross Profit	\$85
-Fixed Expenses	\$85
=Net Income	\$0
% Margin	0%

What
about the
cost of
Inflation?

How Much Margin?

Gross Revenue	\$100
- COGS	\$15
=Gross Profit	\$85
-Fixed Expenses	\$85
=Net Income	\$0
% Margin	0%

What
about the
cost of
Inflation?

2.6%

How Much Margin?

What about Loan Repayment ?

Gross Revenue	\$100
- COGS	\$15
Gross Profit	\$85
Fixed Expenses	\$85
=Net Income	\$0
% Margin	0%

What about the cost of Inflation?

2.6%

How Much Margin?

What about Loan Repayment ?

6%

Gross Revenue \$100

- COGS \$15

Gross Profit \$85

Fixed Expenses \$85

=Net Income \$0

% Margin 0%

What about the cost of Inflation?

2.6%

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How Much Margin?

What about Loan Repayment ?

6%

Gross Revenue \$100

- COGS \$15

Gross Profit \$85

Fixed Expenses \$85

=Net Income \$0

% Margin 0%

What about the cost of Inflation?

2.6%

What about Revenue to grow the business?

How Much Margin?

What about Loan Repayment ?

6%

Gross Revenue \$100

- COGS \$15

Gross Profit \$85

Fixed Expenses \$85

=Net Income \$0

% Margin 0%

What about the cost of Inflation?

2.6%

What about Revenue to grow the business? 4%

How Much Margin?

What about Loan Repayment ?

6%

Gross Revenue \$100

- COGS \$15

Gross Profit \$85

Fixed Expenses \$85

=Net Income \$0

% Margin 0%

What about the cost of Inflation?

2.6%

What about Revenue to grow the business? 4%

-12.6%!

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How Much Margin?

How Much Margin?

Healthy Margin = Inflation +
Interest + Changes to Operating
Capital

How Much Margin?

Healthy Margin = Inflation +
Interest + Changes to Operating
Capital

This does **NOT** Opportunity Costs/
Risk

How Much Margin?

Healthy Margin = Inflation +
Interest + Changes to Operating
Capital

This does **NOT** Opportunity Costs/
Risk

Industry Standard?

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How Much Margin?

Healthy Margin = Inflation +
Interest + Changes to Operating
Capital

This does **NOT** Opportunity Costs/
Risk

Industry Standard?
18% and higher



Computing Costs

Computing Costs

COGS % +

Computing Costs

COGS % + Fixed Costs+

Computing Costs

COGS % + Fixed Costs +
Shrinkage/giveaways/discounts/
bad debt

Computing Costs

COGS % + Fixed Costs +
Shrinkage/giveaways/discounts/
bad debt
PER UNIT

Computing Costs

COGS % + Fixed Costs +
Shrinkage/giveaways/discounts/
bad debt
PER UNIT
/ 1 - Margin = Price

Computing Costs

COGS % + Fixed Costs +
Shrinkage/giveaways/discounts/
bad debt

PER UNIT

/ 1 - Margin = Price

$$M = (P - C) / P, \quad MP = P - C, \quad MP - P = -C,$$
$$P(M - 1) = -C, \quad P = -C / (M - 1)$$

Computing Costs

Not As Easy As
It Looks

Tools

Tools

profit\$olver™

Pricing Tips

Pricing Tips

- Standard of Care helps

Trying to Account for Loss Leaders



Must have a minimum of 1 in this column.

Bash Halow:
Try a chart audit for a week or month and then extend it out for a year. You can also run reportage called 'Standard Fee Exemption' and Discount reportage to help you determine this

Service or Item	Fixed costs	Overall wage cost per minute	Number of Exams/procedures happening simultaneously	Number of minutes for job	Material costs	Laboratory Costs	Shrinkage, discounts, giveaways and other Costs	Desired profit	Target Price	Desired Profit	Target price
	\$2.50	\$3.75	1.2				\$0.07	15%	\$0.00	20.00%	\$0.00
	\$2.50	\$3.75	1.2				\$0.07	15%	\$0.00	20.00%	\$0.00
	\$2.50	\$3.75	1.2				\$0.07	15%	\$0.00	20.00%	\$0.00
	\$2.50	\$3.75	1.2				\$0.07	15%	\$0.00	20.00%	\$0.00
	\$2.50	\$3.75	1.2				\$0.07	15%	\$0.00	20.00%	\$0.00
				0	\$0.00	\$0.00			\$0.00		\$0.00

ScreenCast-O-Matic.com

Pricing Tips

Pricing Tips

- Standard of Care helps

Pricing Tips

- Standard of Care helps
- Price by product or service/not by category

Pricing Tips

- Standard of Care helps
- Price by product or service/not by category
- Avoid discounts

Pricing Tips (cont'd.)

Discounts

Pricing Tips (cont'd.)

Discounts

- Rethink discount fliers or at least track

Pricing Tips (cont'd.)

Discounts

- Rethink discount fliers or at least track
- Dental Month

Pricing Tips (cont'd.)

Discounts

- Rethink discount fliers or at least track
- Dental Month
- Discounts for Referrals

Pricing Tips (cont'd.)

Discounts

- Rethink discount fliers or at least track
- Dental Month
- Discounts for Referrals
- If you discount, use the discount to close the deal, not to sell

PROACTIVELY address
client concerns about
money

PROACTIVELY address client concerns about money

- Recommend Pet Insurance

PROACTIVELY address client concerns about money

- Recommend Pet Insurance
- Recommend Preventative Medicine

PROACTIVELY address client concerns about money

- Recommend Pet Insurance
- Recommend Preventative Medicine
- Prepare clients for expenses

PROACTIVELY address client concerns about money

- Recommend Pet Insurance
- Recommend Preventative Medicine
- Prepare clients for expenses
- Offer payment solutions

Successful Pricing Means
Believing In the Value of
What you Do

Successful Pricing Means Believing In the Value of What you Do

- Regularly discuss how the entire team brings value to clients and patients

Successful Pricing Means Believing In the Value of What you Do

- Regularly discuss how the entire team brings value to clients and patients
- Talk about how to talk about money

Connect with HTC!

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- bash@halowtassava.com
- Blogs: www.halowtassava.com





Are Our Employees Really a Team?





Are Our Employees Really a Team?

Healthcare Professionals that Knock It
Out of the Park



Bashore Halow

- Partner at Halow Tassava Consulting
- Certified Veterinary Practice Manager and Licensed Veterinary Technician
- Editorial Advisory Board Member to Firstline and DVM 360 magazines
- 2013 PVMA President's Award for Vet Management Education



Thank you!



and Chris Weisner and
Robert Perry!



Are you part of a team?



Are you part of a team?

- Recruit Players



Are you part of a team?

- Recruit Players
- Know the goals of the game



Are you part of a team?

- Recruit Players
- Know the goals of the game
- Know what position they are playing



Are you part of a team?

- Recruit Players
- Know the goals of the game
- Know what position they are playing
- Listen and trust their coach



Are you part of a team?

- Recruit Players
- Know the goals of the game
- Know what position they are playing
- Listen and trust their coach
- Practice



Are you part of a team?

- Recruit Players
- Know the goals of the game
- Know what position they are playing
- Listen and trust their coach
- Practice
- Want to win and celebrate winning



At Our Practice We...



At Our Practice We...

- Recruit Players



At Our Practice We...

- Recruit Players
- Chase someone already playing the game



At Our Practice We...

- Recruit Players
- Chase someone already playing the game
- Are shown the exceptions to the rule



At Our Practice We...

- Recruit Players
- Chase someone already playing the game
- Are shown the exceptions to the rule
- Sit with our coach at 30, 60 and 90 days ?



At Our Practice We...

- Recruit Players
- Chase someone already playing the game
- Are shown the exceptions to the rule
- Sit with our coach at 30, 60 and 90 days ?
- And win...what's a win?



Fundamental Elements of a Team

Fundamental Elements of a Team

- Shared Vision

Fundamental Elements of a Team

- Shared Vision
- Goals

Fundamental Elements of a Team

- Shared Vision
- Goals
- Clear Expectations

Fundamental Elements of a Team

- Shared Vision
- Goals
- Clear Expectations
- Training

Fundamental Elements of a Team

- Shared Vision
- Goals
- Clear Expectations
- Training
- Great Coaching

Shared Vision: A fresh look at your practice's Mission



Goals: Function in the Context of Shared Aspirations



Goals: Function in the Context of Shared Aspirations



Goals: Function in the Context of Shared Aspirations



Clear Expectations: The Importance of Job Descriptions



Clear Expectations: The Importance of Job Descriptions



Top 5 Reasons Why Job Descriptions Matter

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- It DESCRIBES the job

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- Reduces payroll

Top 5 Reasons Why Job Descriptions Matter

- It DESCRIBES the job
- Improves recruiting, interviewing, hiring and training success
- Informs your team member of expectations
- Reduces payroll
- Gives the coaching process context

Training



Training: Use Technology

Training: Use Technology

- Asana

Training: Use Technology

- Asana
- Video tape!!!

Training: Use Technology

- Asana
- Video tape!!!
- Build training onto a blog page

Training: Use Technology

The screenshot shows a web browser window displaying a WordPress dashboard. The address bar shows the URL www.htccareerconnect.com/demo/. The dashboard header includes navigation links such as "My Sites", "Demo", "New", "Edit Page", "Genesis", and "Events". The main content area features a large orange banner with the word "Demo". Below this, there is a section titled "Memo's" with a circular icon. At the bottom, the logo for "HTC Halow Tassava CONSULTING" is displayed, along with the text "Easily provide your team with quick updates!". A watermark "Screencast-O-Matic.com" is visible in the bottom left corner.

Training (Cont'd)

Training (Cont'd)

- Use AAHA Accreditation standards as a jumping off point for a training manual

Training (Cont'd)

- Use AAHA Accreditation standards as a jumping off point for a training manual
- Get the entire team involved in training

Training (Cont'd)

- Use AAHA Accreditation standards as a jumping off point for a training manual
- Get the entire team involved in training
- Make third party training sites YOUR training

Training (Cont'd)

- Use AAHA Accreditation standards as a jumping off point for a training manual
- Get the entire team involved in training
- Make third party training sites YOUR training
- Build wall calendars that help keep the group on course



Positive Coaching With Team Members

Talk to me about performance reviews



Coaching Responsibilities

Coaching Responsibilities

- Care

Coaching Responsibilities

- Care
- Invest

Coaching Responsibilities

- Care
- Invest
- Stay focused on Mission and Goals

Coaching Responsibilities

- Care
- Invest
- Stay focused on Mission and Goals
- Try to help the individual 'see' what you mean

Coaching Responsibilities

- Care
- Invest
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- Try to help the individual 'see' what you mean
- Change has to be meaningful to them

Coaching Responsibilities

- Care
- Invest
- Stay focused on Mission and Goals
- Try to help the individual 'see' what you mean
- Change has to be meaningful to them
- Follow through and stay strong

Use 360 Review Tools

Use 360 Review Tools

- Build questions from Job Descriptions.
Allow team to participate

Use 360 Review Tools

- Build questions from Job Descriptions.
Allow team to participate
- Ensure that team members can weigh in
anonymously

Use 360 Review Tools

- Build questions from Job Descriptions.
Allow team to participate
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anonymously
- Determine how results will be reviewed
BEFORE you begin

Use 360 Review Tools

- Build questions from Job Descriptions.
Allow team to participate
- Ensure that team members can weigh in
anonymously
- Determine how results will be reviewed
BEFORE you begin
- Don't use them as a basis for wage
increases

Connect with HTC!

- facebook.com/HalowTassavaConsulting
- twitter.com/HalowTassava
- www.halowtassava.com
- bash@halowtassava.com
- Blogs: www.halowtassava.com





Teaching Our Employees to Effectively Communicate



Bashore Halow

- Partner at Halow Tassava Consulting
- Certified Veterinary Practice Manager and Licensed Veterinary Technician
- Editorial Advisory Board Member to Firstline and DVM 360 magazines
- 2013 PVMA President's Award for Vet Management Education



Thank you!



and Chris Weisner and
Robert Perry!



Think about it...

HTC

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CONSULTING

Think about it...

- Made it through veterinary school

Think about it...

- Made it through veterinary school
- 'Paid our dues' working for others

Think about it...

- Made it through veterinary school
- ‘Paid our dues’ working for others
- Invested 750K (or more!) in purchasing a practice

Think about it...

- Made it through veterinary school
- ‘Paid our dues’ working for others
- Invested 750K (or more!) in purchasing a practice
- Held education classes for our team

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- Invested 750K (or more!) in purchasing a practice
- Held education classes for our team
- Suffered through innumerable stressful business situations

Think about it...

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Think about it...

- Made it through veterinary school
- ‘Paid our dues’ working for others
- Invested 750K (or more!) in purchasing a practice
- Held education classes for our team
- Suffered through innumerable stressful business situations
- Fretted about payroll, practice value, growth
- Then the phone rings and you hear someone yell...

HTC

Halow Tassava

CONSULTING

GET THE PHONE!!!!!!



That phone...



That phone...

- Can be the start of a relationship

That phone...

- Can be the start of a relationship
- Is very likely someone who is concerned and needs your help

That phone...

- Can be the start of a relationship
- Is very likely someone who is concerned and needs your help
- It is the first REAL glimpse of who you are

The Battle for Visibility

veterinarian rockville, md – Google Search

https://www.google.com/search?q=veterinarian+rockville,+md

HTC webmail Login – Pet...etwork™ Pro Animal Medic...ity > Log In HTC Career Connect bradford marcellus link Can you exp...d mark up? Experience J... – PolicyMic

veterinarian rockville, md – Google Search

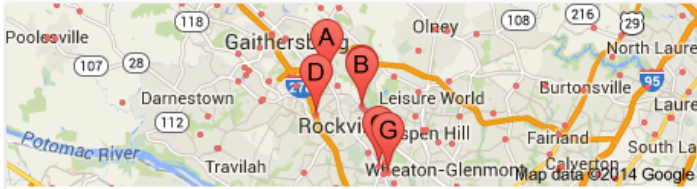
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+Bash

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Pet Dominion www.petdominion.com 4.6 ★★★★★ 65 Google reviews · Google+ page	A 15820 Redland Rd Rockville, MD (301) 258-0333
VCA North Rockville Animal Hospital www.vcahospitals.com 1 Google review · Google+ page	B 1390 E Gude Dr Rockville, MD (301) 340-9292
Montgomery Animal Hospital montgomeryanimal.com 3.7 ★★★★★ 17 Google reviews · Google+ page	C 12200 Rockville Pike Rockville, MD (301) 881-6447
Woodley Gardens Veterinary Care www.woodleygardensvetcare.com 2 Google reviews · Google+ page	D 1123 Nelson St Rockville, MD (240) 403-8387
Petvacx www.petvacx.com 4.2 ★★★★★ 5 Google reviews · Google+ page	E 14636 Rothgeb Dr Rockville, MD (301) 838-9506
Nebel St Animal Hospital plus.google.com 3.6 ★★★★★ 13 Google reviews	F 12100 Nebel St Rockville, MD (301) 230-6595
Metropolitan Emergency Animal Clinic www.metrovet.com	G 12106 Nebel St Rockville, MD



Map for veterinarian rockville, md

Ads ⓘ

Veterinarians Near You
www.localvets.com/
Enter Zip for Local Veterinarians.
Find the Best Vet in Your Area.
📍 1390 East Gude Drive, Rockville
(301) 971-4415

Pet Hospital Rockville
www.petdominion.com/
50% Discount For New Clients Vet Exam Or Boarding Stay. Call Now.
📍 15820 Redland Road, Rockville, MD
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Low Cost Spay And Neuter - TheSpaySpot.org

Ad www.thespayspot.org/ (301) 254-8151

Safe, inexpensive and convenient! call for an appointment today

Low Cost Spay/Neuter - Montgomery County Humane Society

www.mchumane.org/spayneuter.shtml

Jan 4, 2014 - **Spay/Neuter** ... MCHS will no longer be able to provide low cost **spay/neuter** ... 14645 Rothgeb Drive | **Rockville, MD 20850** | Main Number: ...

Low-Cost Spay/Neuter Sources

www.paw-rescue.org/sn.php

Jul 9, 2014 - PAW Home · How To Adopt · Shows · **Dogs** · **Cats** · Contacts ... **Spaying** and **neutering** your pets will help reverse the tragedy of pet ... of groups that offer low-cost **spay** and **neuter** services in the Maryland, ... **Rockville, MD**

Low Cost Spay/Neuter Veterinarians « Homeward Trails ...

www.homewardtrails.org/resources/pets/low-cost-spay-neuter-vets/

Offers discounts on **spay/neuter** at many veterinary clinics in the area. ... Maryland. Montgomery County Humane Society (CATS & **DOGS**) **Rockville, MD**

Low Cost Spay and Neuter Programs

www.petrescueofmd.org/info/display?PageID=1613

Pet Rescue of Maryland Web Site at RescueGroups. ... **My Rescue** · Login · Register ·



rabies shot for my dog, rockville, md



+Bash



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Rockville, MD - Official Website - Rabies Clinic Information

www.rockvillemd.gov/index.aspx?nid=615 Rockville

Rabies Clinic Information. Dog and Cat Rabies Vaccinations and Licenses The City of Rockville requires all dogs and cats older than four months to be ...

Rabies Clinic - Montgomery County Humane Society

www.mchumane.org/rabiesclinics.shtml

Aug 19, 2013 - Rockville and Gaithersburg City Residents: ... Can I get rabies by handling or touch my dog or cat that has been in a fight with a raccoon?

Nebel St Animal Hospital - Rockville, MD | Yelp

www.yelp.com > Pets > Veterinarians > Yelp

★★★★★ Rating: 4.5 - 16 reviews

I originally lived in Rockville, MD when I started taking my first pup and then second ... So for my dogs second rabies shot at Nebel St. I was expecting the same ...

Luv My Pet - Laurel, MD | Yelp

www.yelp.com > Pets > Veterinarians > Yelp

★★★☆☆ Rating: 2.5 - 9 reviews

I took my 13 year old dog to the Rockville MD Petco, on 4/21/2013 for the ... The vet did not look at my dog and I am sure my pet did not get his rabies shot.

Licensing - Montgomery County, Maryland

www.montgomerycountymd.gov/animalservices/asd/licensing.html

Ads

Rabies Shots For Dogs

www.target.com/

4.4 ★★★★★ rating for target.com

Get \$4 Generics, Supplies & More For Your Pets. Visit Target PetRx!

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Local Dog Vaccinations

www.localvets.com/DogVaccinations

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1 Taft CT, Rockville, Maryland (301) 798-4942

Dogs Vaccination Rockville

www.petdominion.com/

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15820 Redland Road, Rockville, MD (301) 637-0967

Rabies Shot For Dog

www.banfield.com/

Aggressive Corporate Marketing

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local.vcahospitals.com/main/free-pet-exam/form/market/reading/g39740?utm_content=market&kshid=p.1045.32be3c38-3b2c-efa

Media Colors Fonts
Shadow Reflection

12 Tips for ...Yahoo Shine Halow Tassav...ng > Log In gmat prep Can you exp...d mark up? Dashboard <... WordPress weho Host a Meeting >> +

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3 VCA Animal Hospitals Conveniently Located Near You in Greater Reading
Experience the quality veterinary care and service the VCA team provides pets and their people.



FREE First Exam for Your Pet!

1. Complete this form (or call **1-855-326-1982**).
2. Print out your Free First Exam coupon on the next page.
3. Schedule an exam appointment at your local VCA Hospital.

*First Name:

*Last Name:

*Phone:

*Zip Code:

*Email:

Get Your Free Exam Coupon!

Get a **FREE First Exam** at Your Neighborhood VCA Animal Hospital

It's a risk-free way to experience the exceptional veterinary care and special attention we give each pet at VCA Animal Hospitals. Free first exam includes:

ScreenCast-O-Matic.com & general health

We respect your privacy and will not share your information with other parties. For more information, see the [VCA Privacy Policy](#).

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Enter ZIP Code To Find Your Local Pharmacy

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Transfer Your Prescriptions Today. It's Easy.

Pet Medications

It's easy to fill your pet's prescription at a Walmart Pharmacy. Just find your pet's medication, then order online, in-store or by phone.*

*Valid veterinary prescription required.

Keep your pets healthy and heartworm-free

Trust PetTrust – available at your Walmart Pharmacy with a veterinary prescription.

Common Pet Medications

Name	Description
Clindamycin	Tablets or capsules, prices may vary*
Dexamethasone	Tablets, \$4/30 day or \$10/90 day supply
Furosemide	Syrup, \$4/30 day or \$10/90 day supply
Heartguard Plus	For dogs, tablets, prices may vary*
Interceptor	For dogs, tablets, prices may vary*
PetTrust Plus	For dogs, tablets, prices may vary*

3 Ways to Order

Order Online

Already a Pharmacy customer? Refill online, set up auto-refills or get FREE Home Delivery† and track your order status.

Refill your prescription now.

Pick Up In-Store

Aggressive Corporate Marketing (cont'd.)

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[See All Departments](#) Search My Store: **Mansfield**

Pets Center : Dog Care In Stores Now | Free Samples & Savings | Free Events | New In Stores | Site Map

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WORK!

Where is your side of the story?













Are your clients better off here?



Or
here?



What we'll cover today:

What we'll cover today:

- What we mean when we say 'effective communication'

What we'll cover today:

- What we mean when we say 'effective communication'
- A review of calls made to practices in the US

What we'll cover today:

- What we mean when we say 'effective communication'
- A review of calls made to practices in the US
- Your thoughts on successful client interaction

What we'll cover today:

- What we mean when we say 'effective communication'
- A review of calls made to practices in the US
- Your thoughts on successful client interaction
- Review the steps necessary to create a positive impression on your clients on the phone and inside the practice

Phone Calls Made to Practices in the US

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Effective Client Communication Essentials

Effective Client Communication Essentials

- Acknowledge that you UNDERSTAND

Effective Client Communication Essentials

- Acknowledge that you UNDERSTAND
- Acknowledge that you CARE

Effective Client Communication Essentials

- Acknowledge that you UNDERSTAND
- Acknowledge that you CARE
- Demonstrate that your practice has services that answer client's concerns

Effective Client Communication Essentials

- Acknowledge that you UNDERSTAND
- Acknowledge that you CARE
- Demonstrate that your practice has services that answer client's concerns
- Invite the client to participate in the solution

Make sure team members
can succeed at client service

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- **Hone systems:** Regularly invite a discussion on how service can come first!

Make sure team members can succeed at client service


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- **Teach priorities** to team members: safety, then service...everything else comes after

Make sure team members can succeed at client service

- **Hone systems:** Regularly invite a discussion on how service can come first!
- **Teach priorities** to team members: safety, then service...everything else comes after
- **\$how it matters:** consider a higher pay scale for client care reps

Talk About the Cycle of Service

Talk About the Cycle of Service



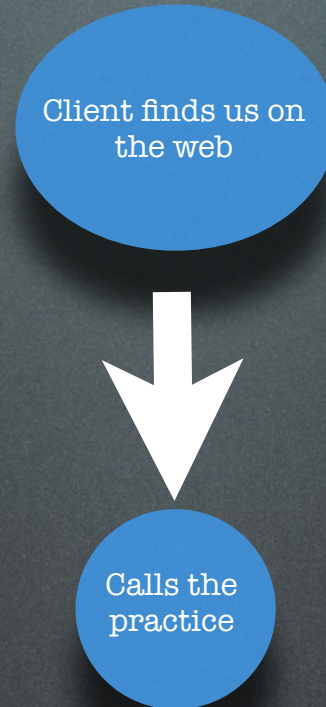
Client finds us on
the web

Talk About the Cycle of Service

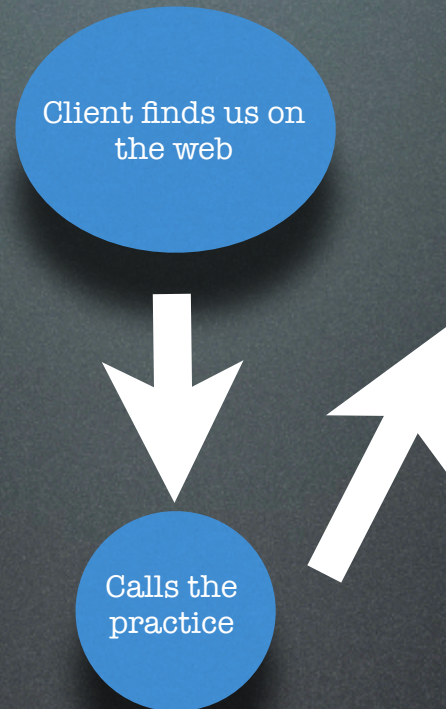
Client finds us on
the web



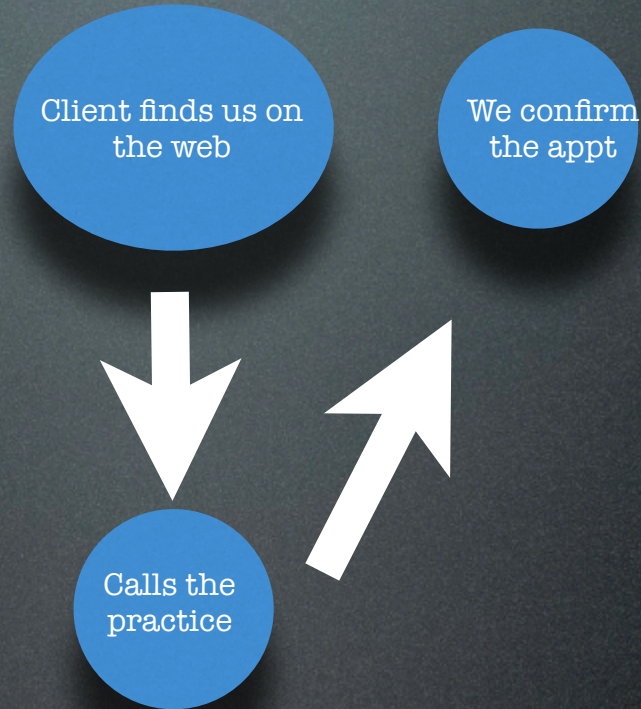
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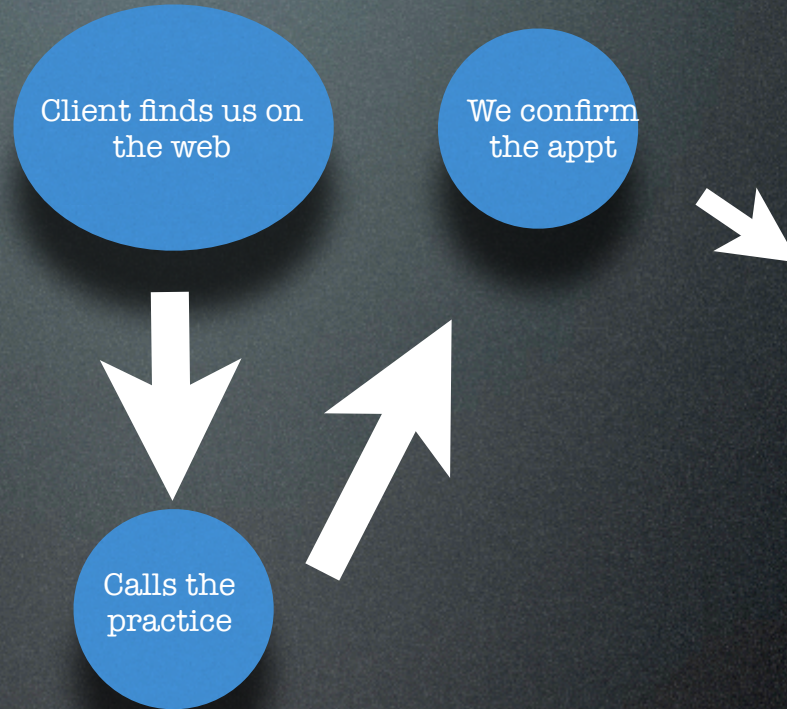
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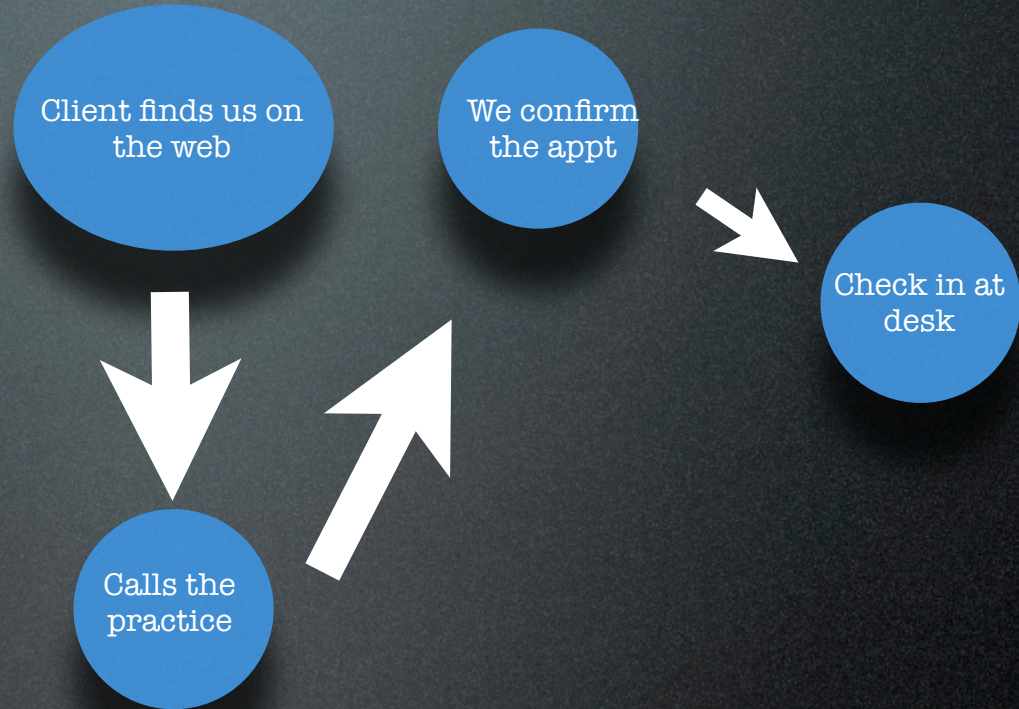
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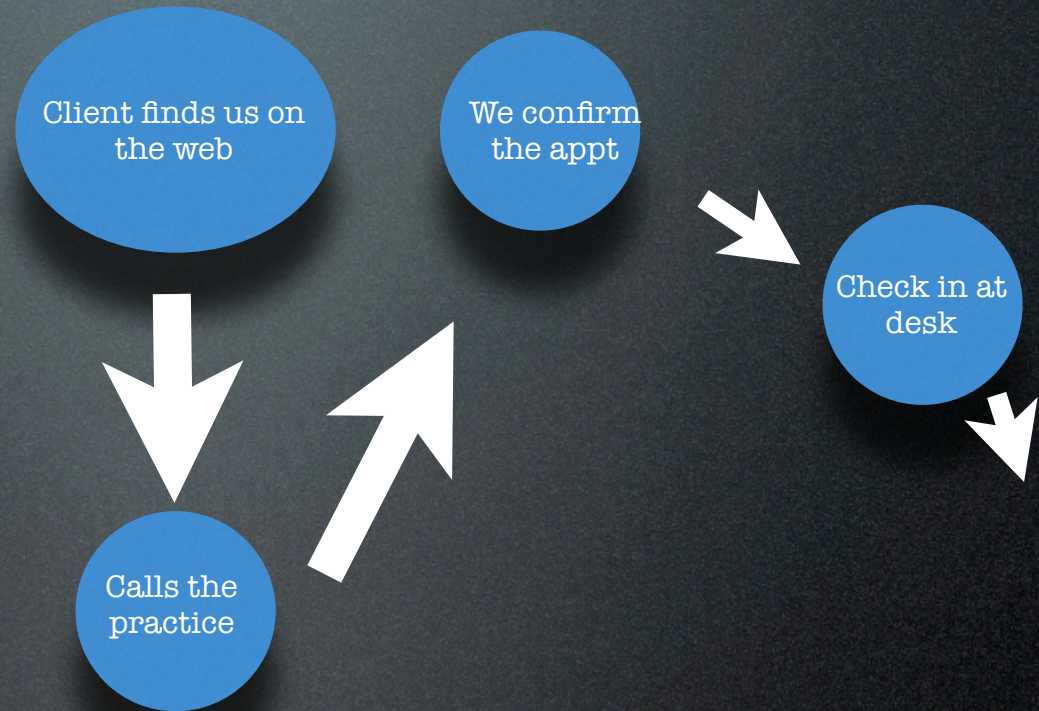
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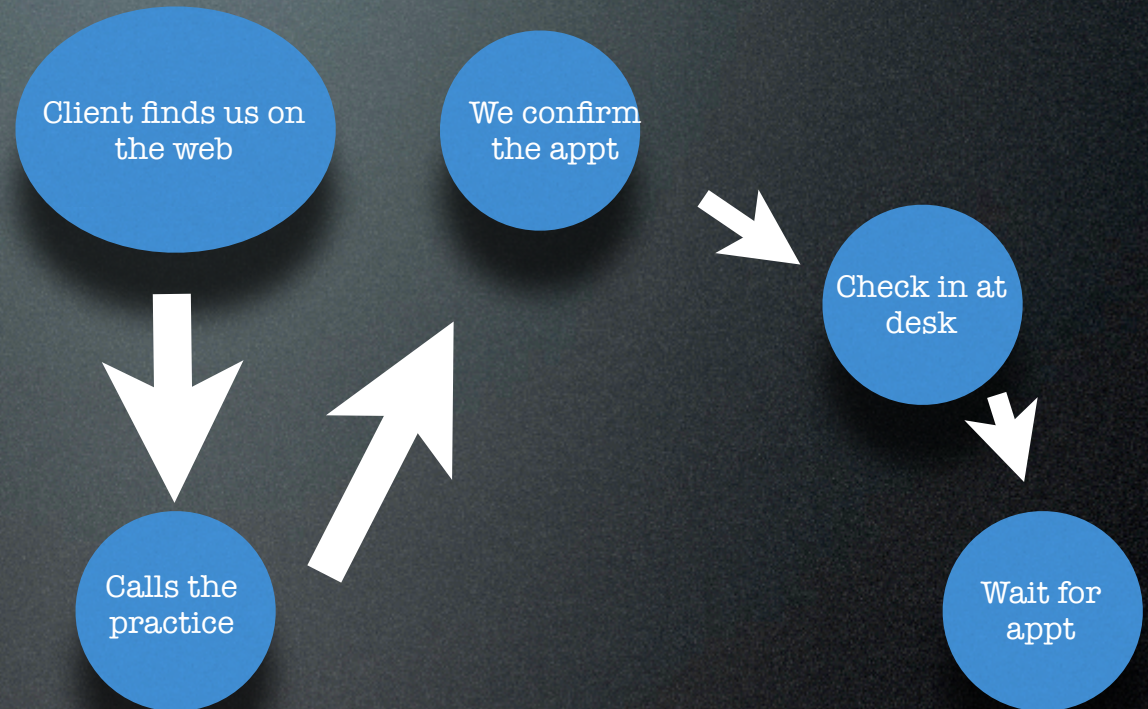
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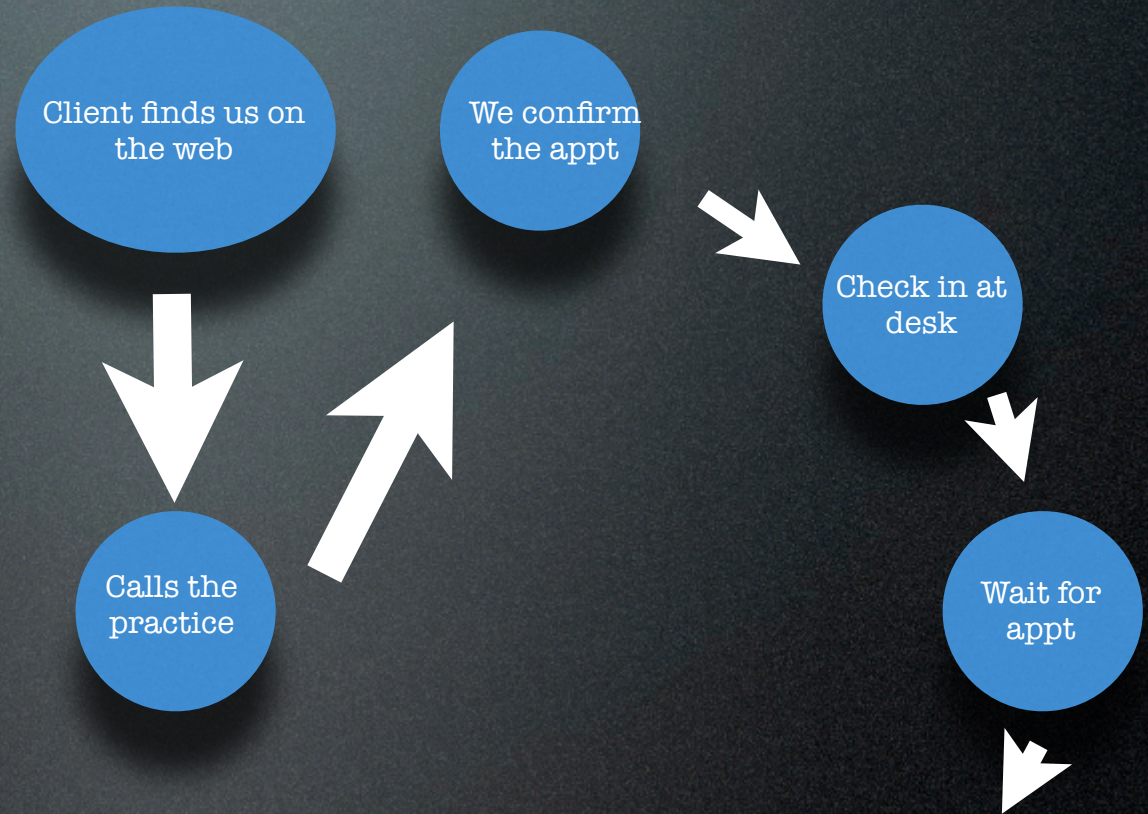
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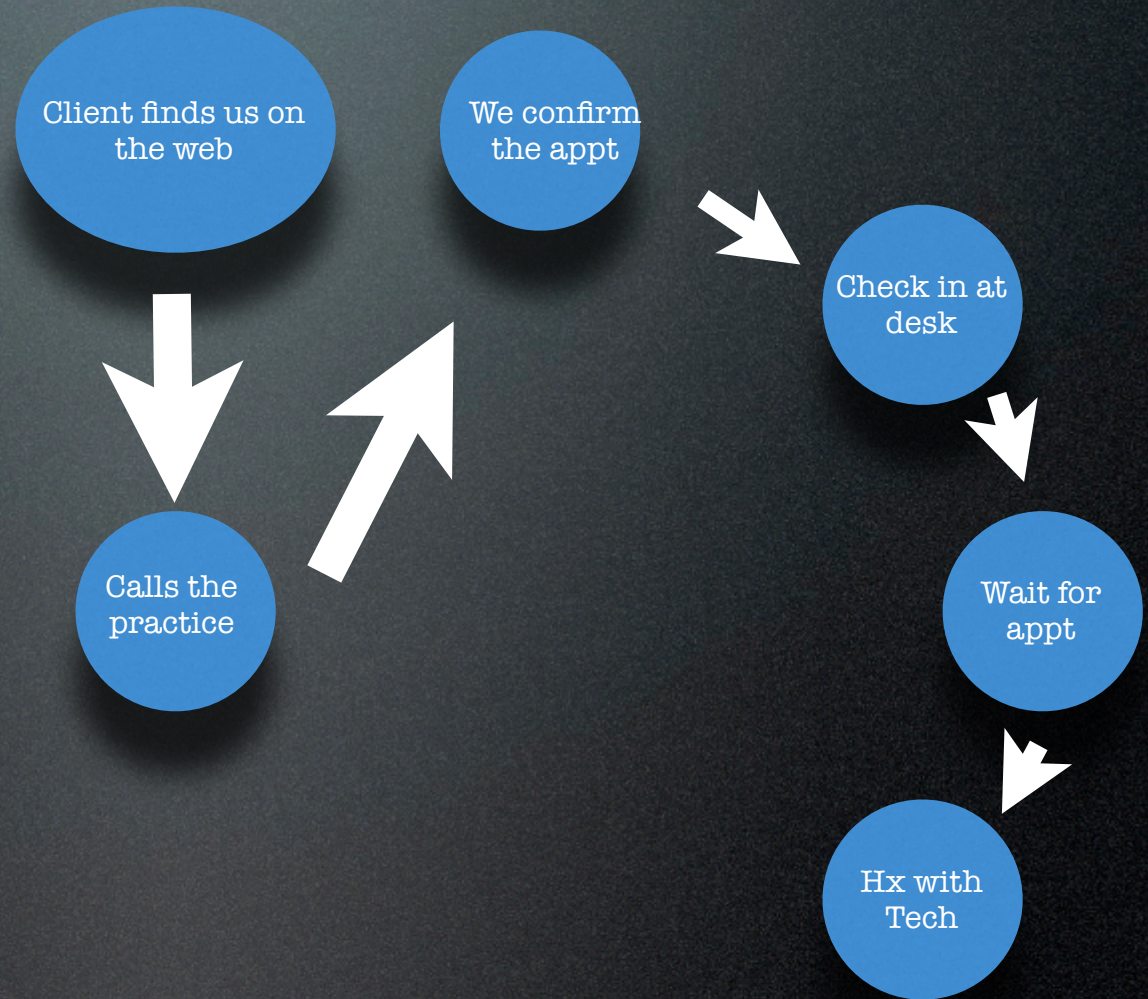
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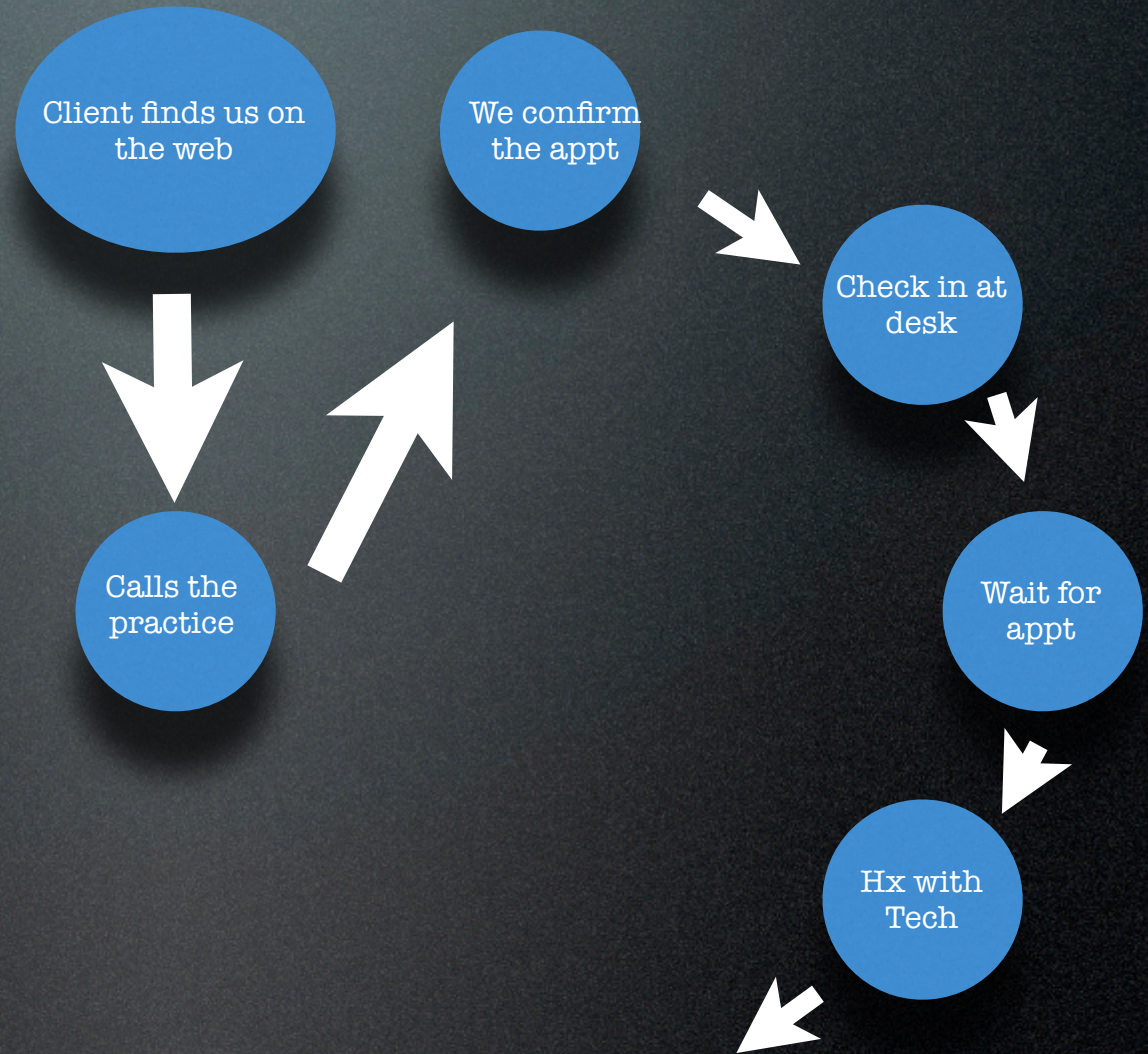
Talk About the Cycle of Service



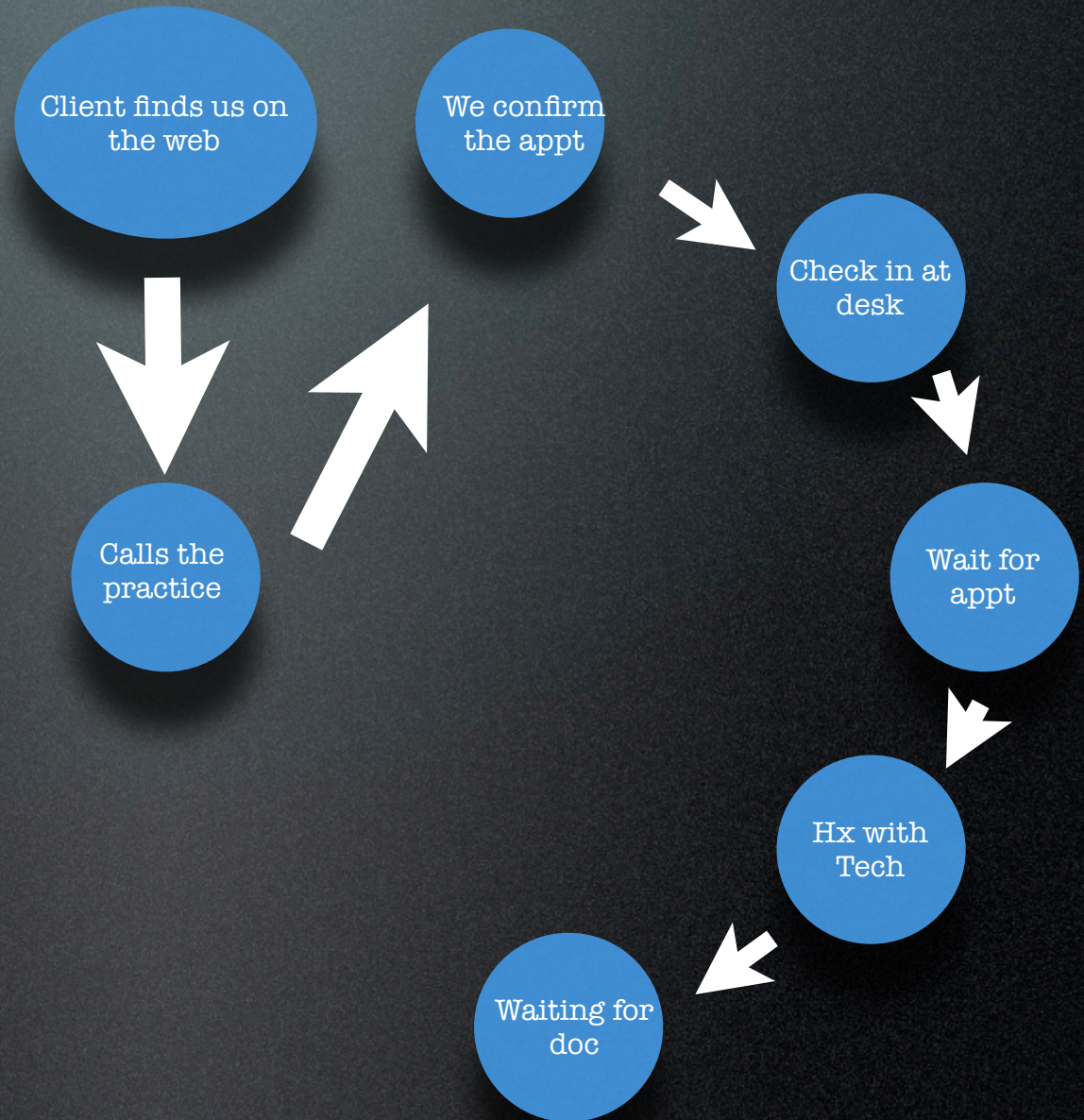
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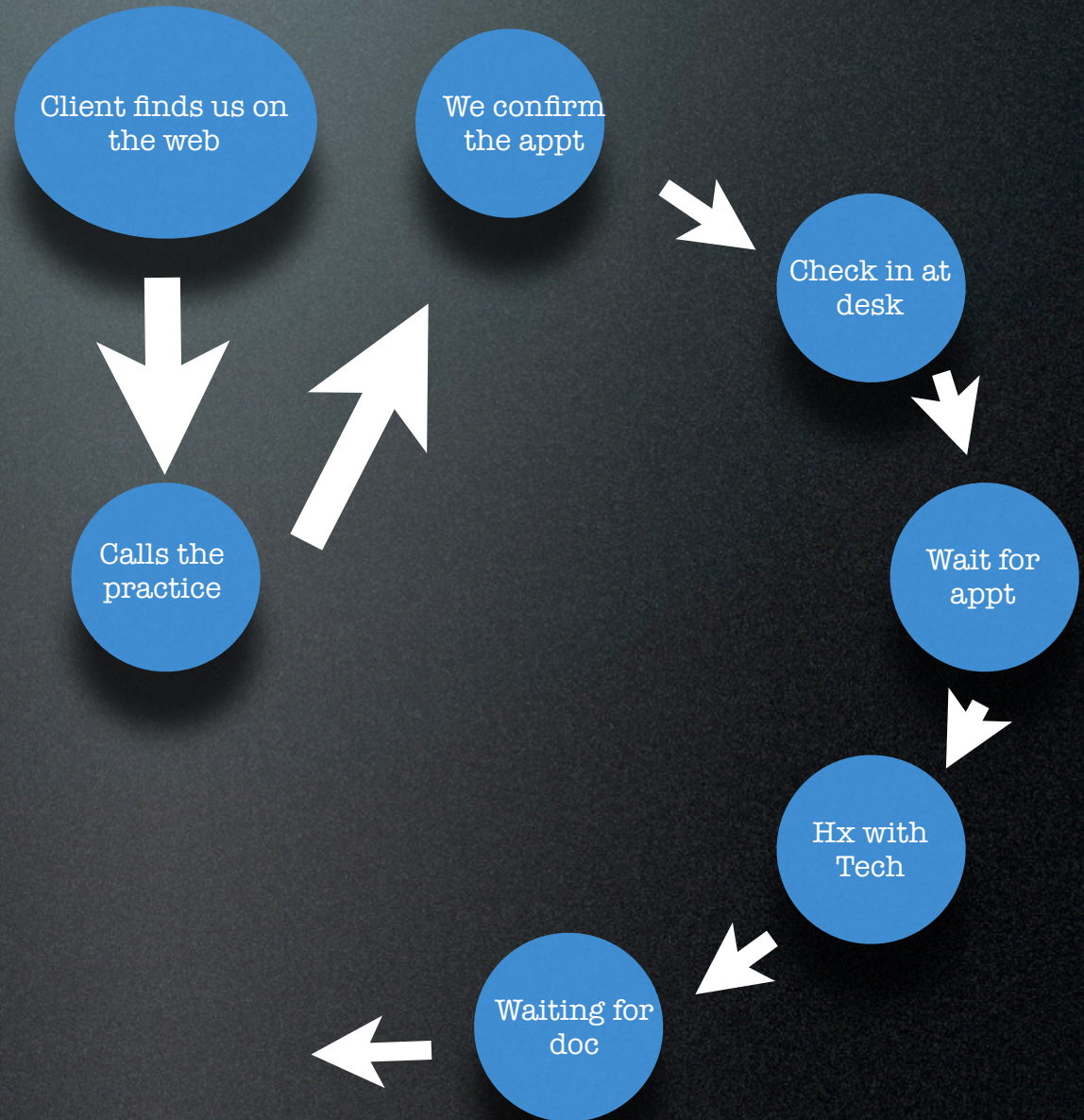
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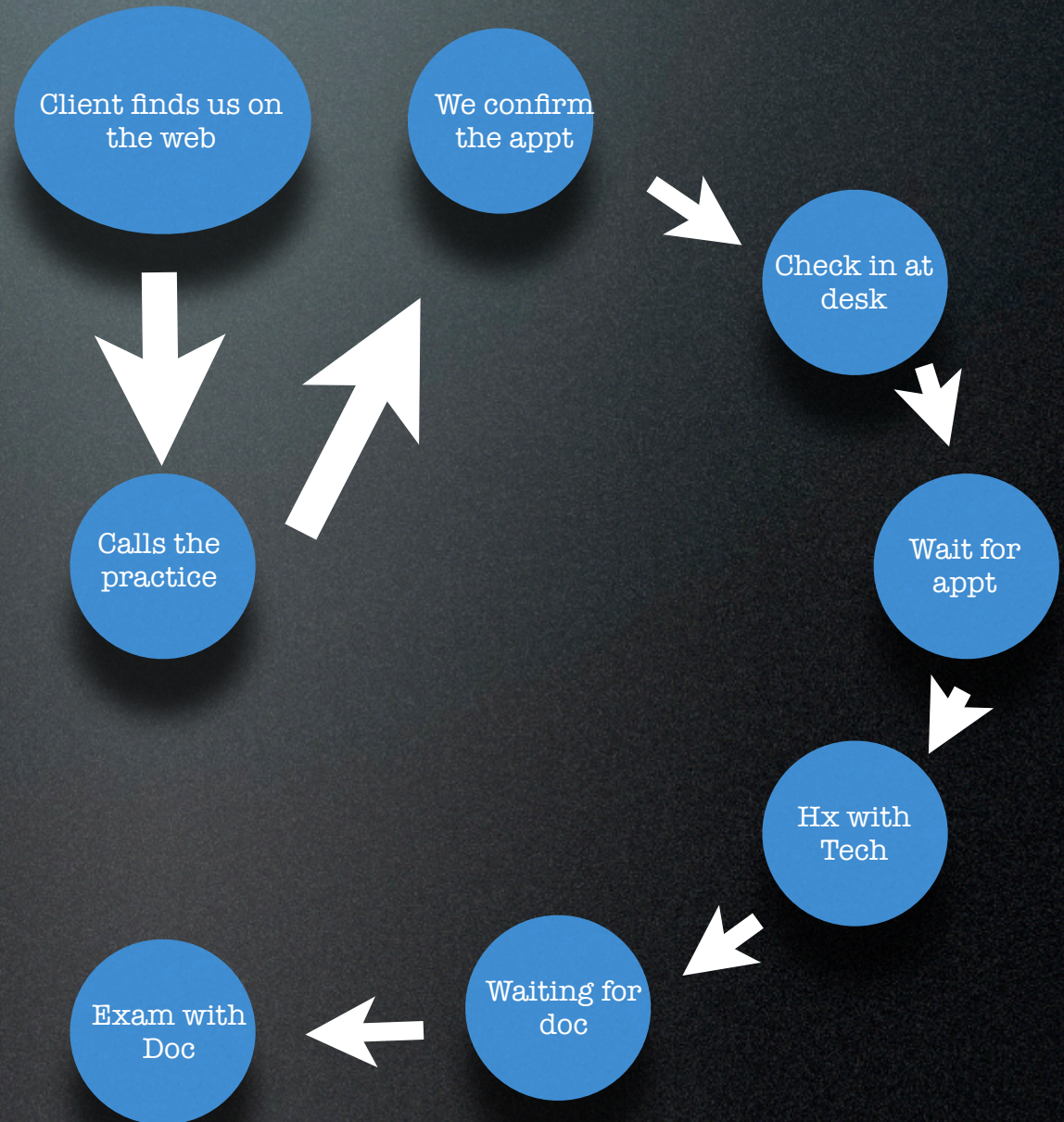
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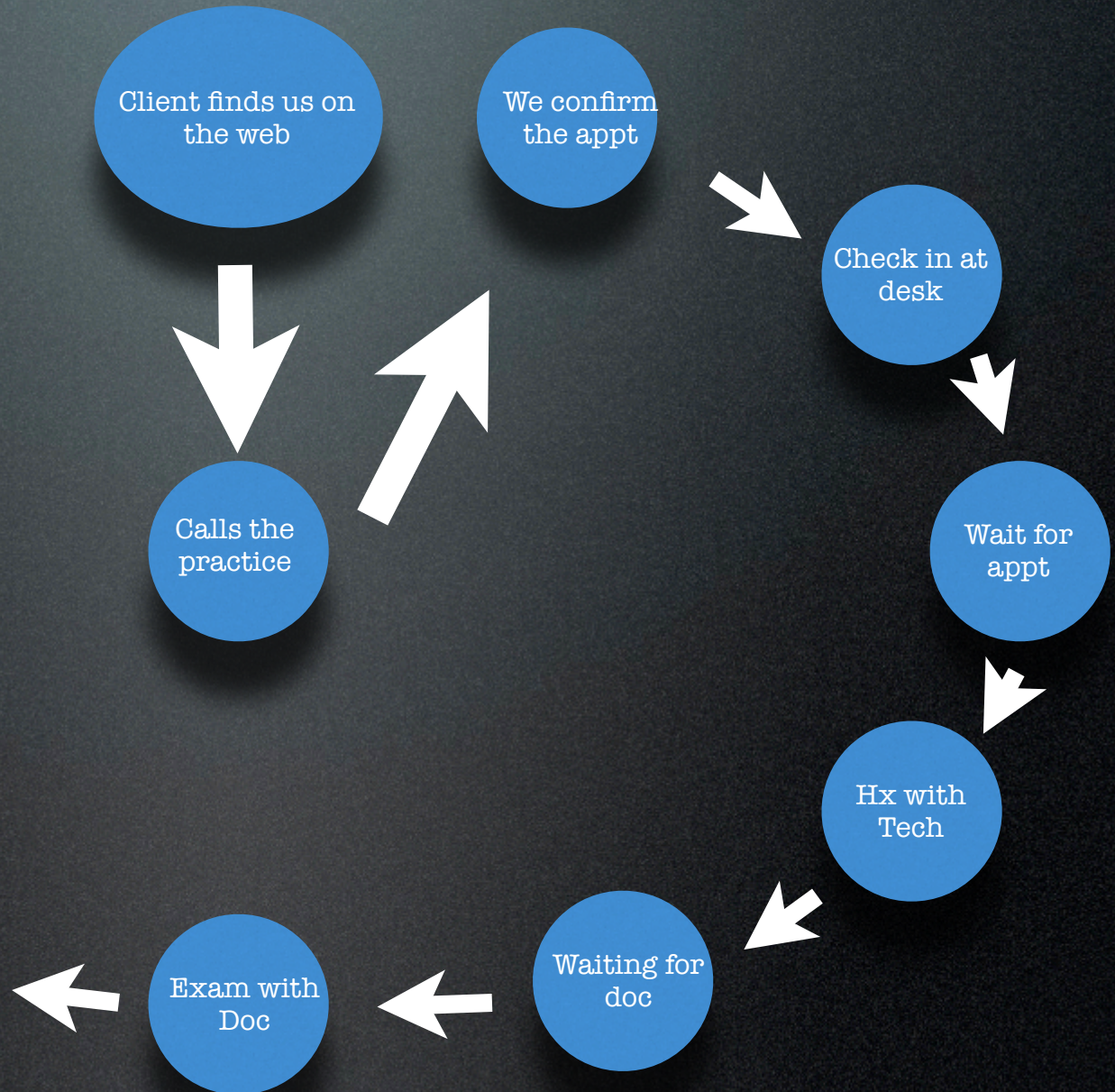
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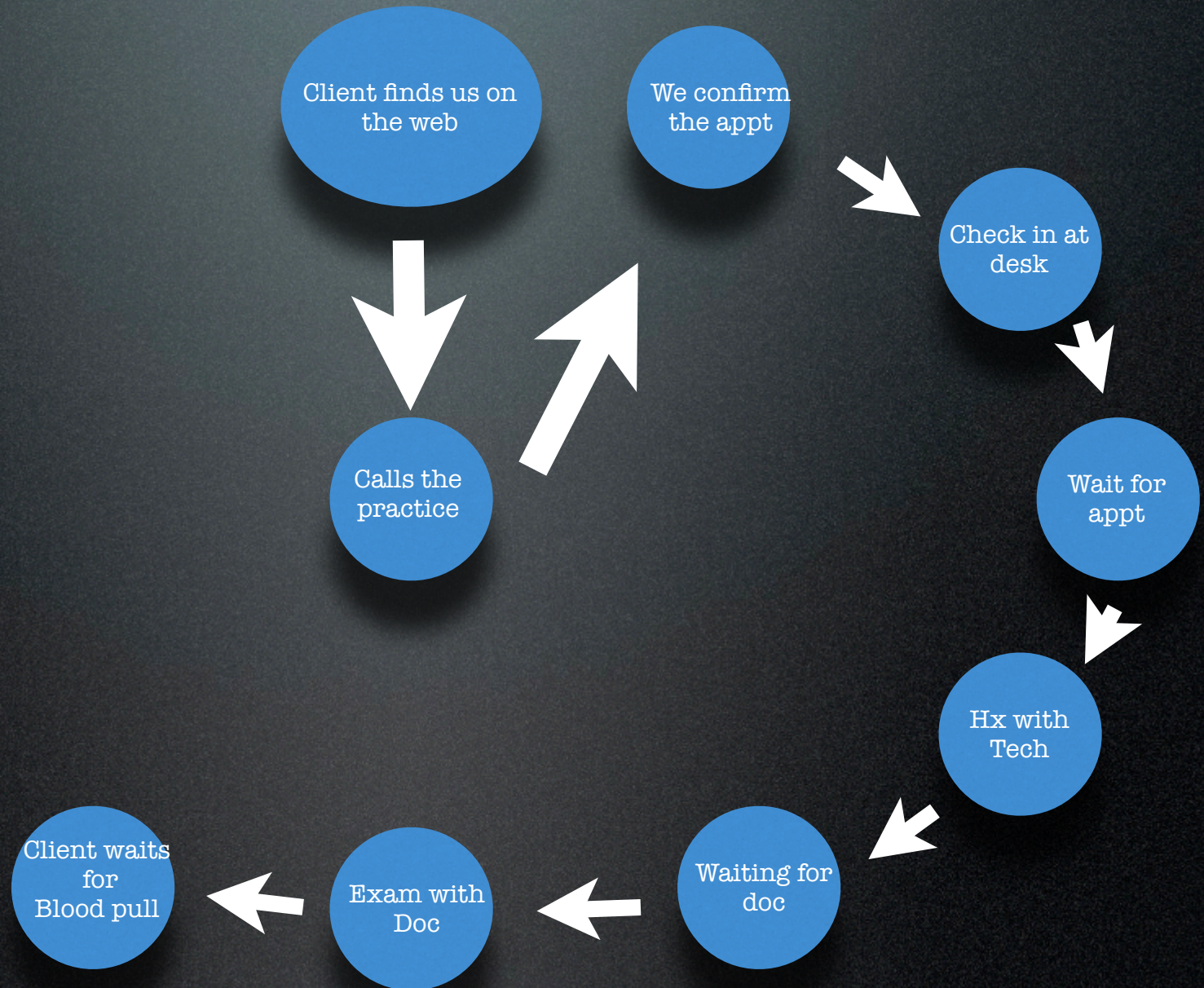
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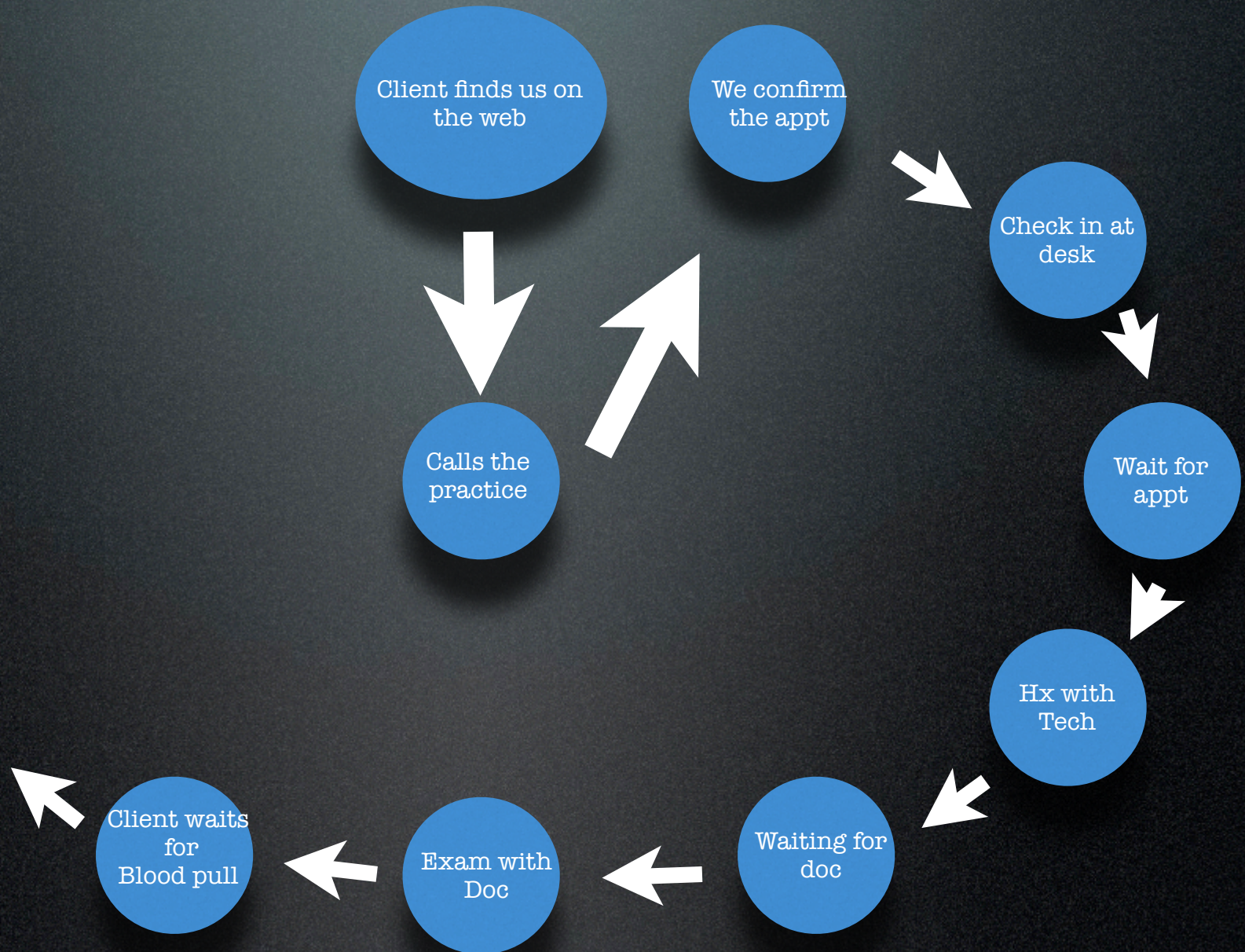
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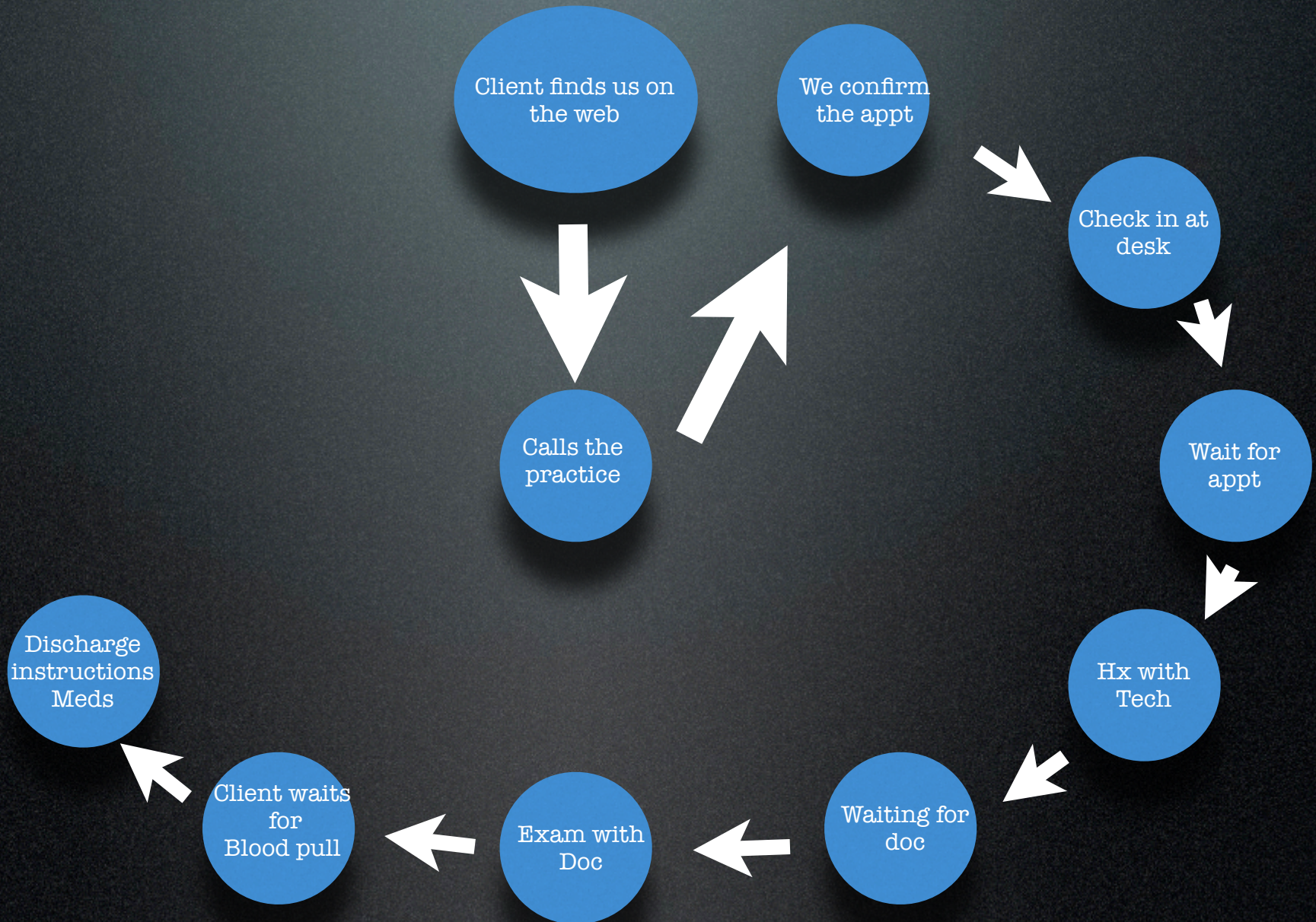
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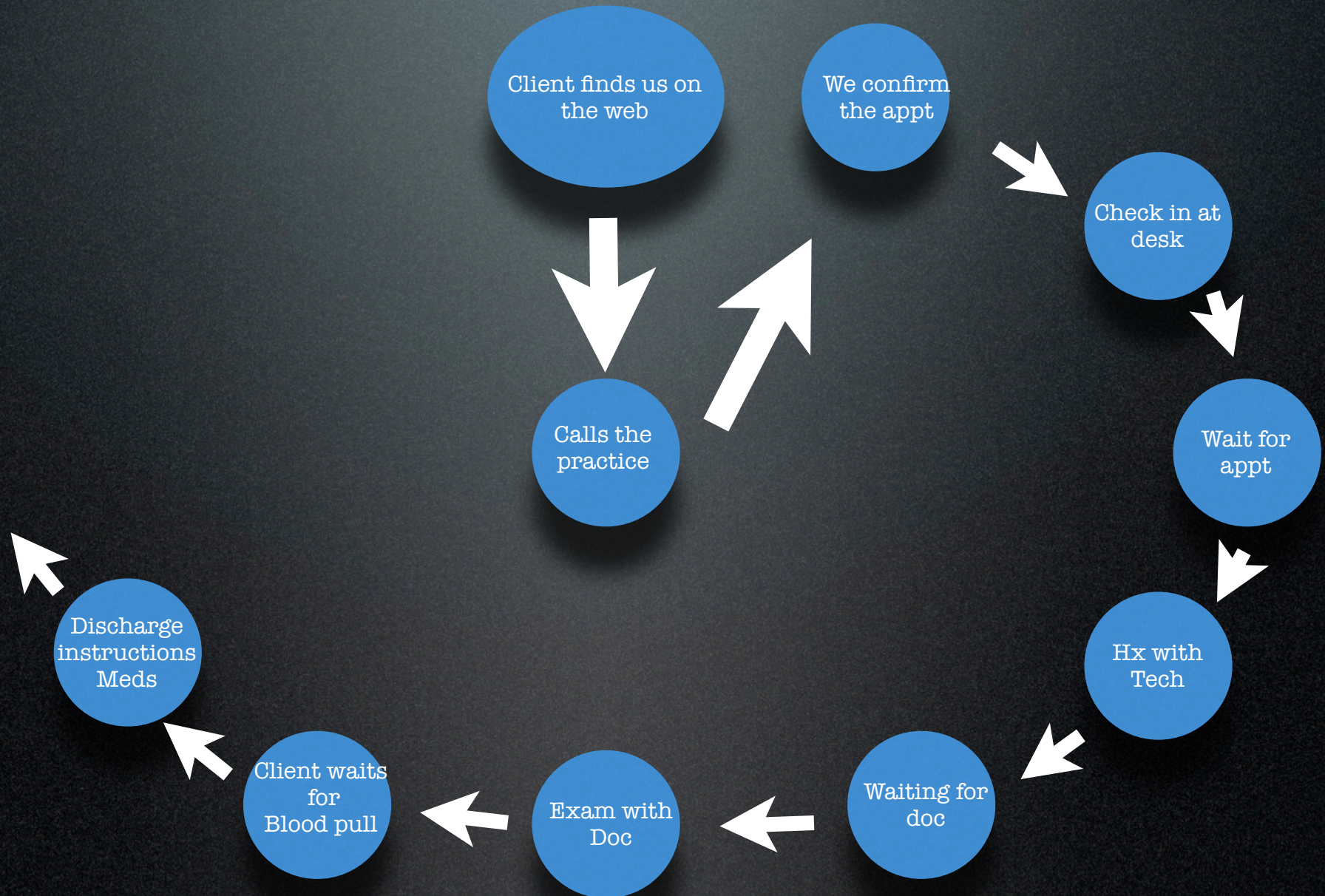
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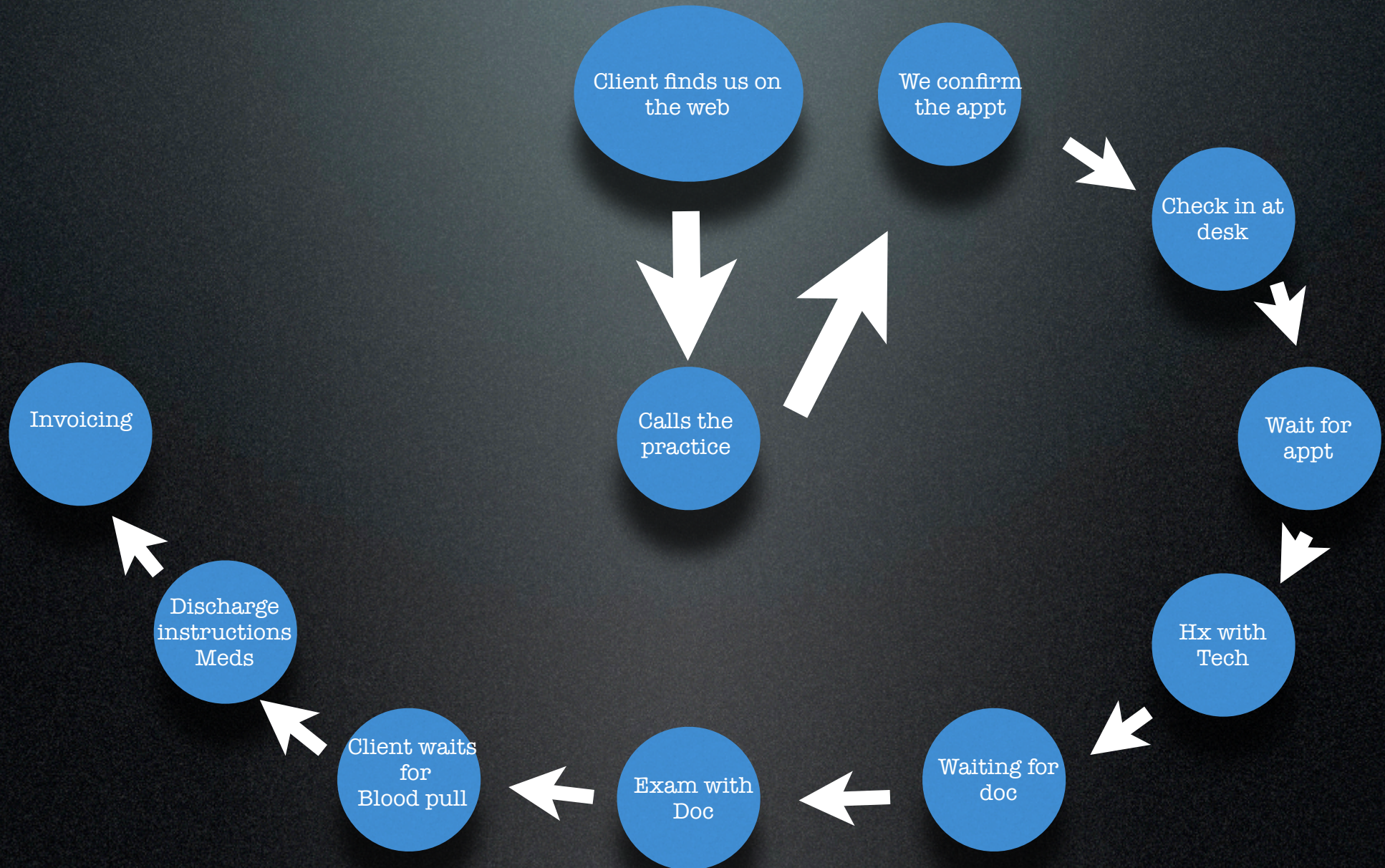
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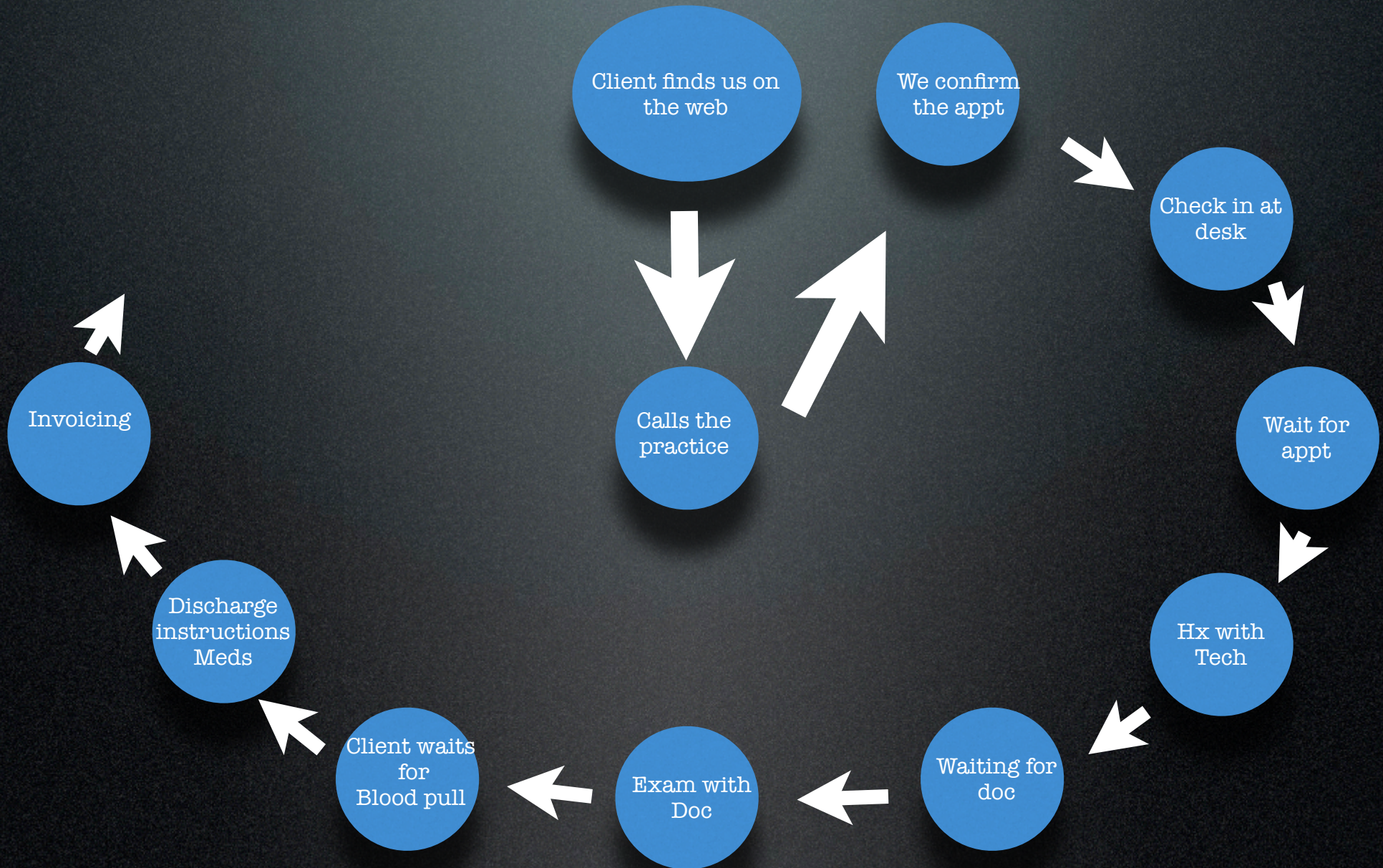
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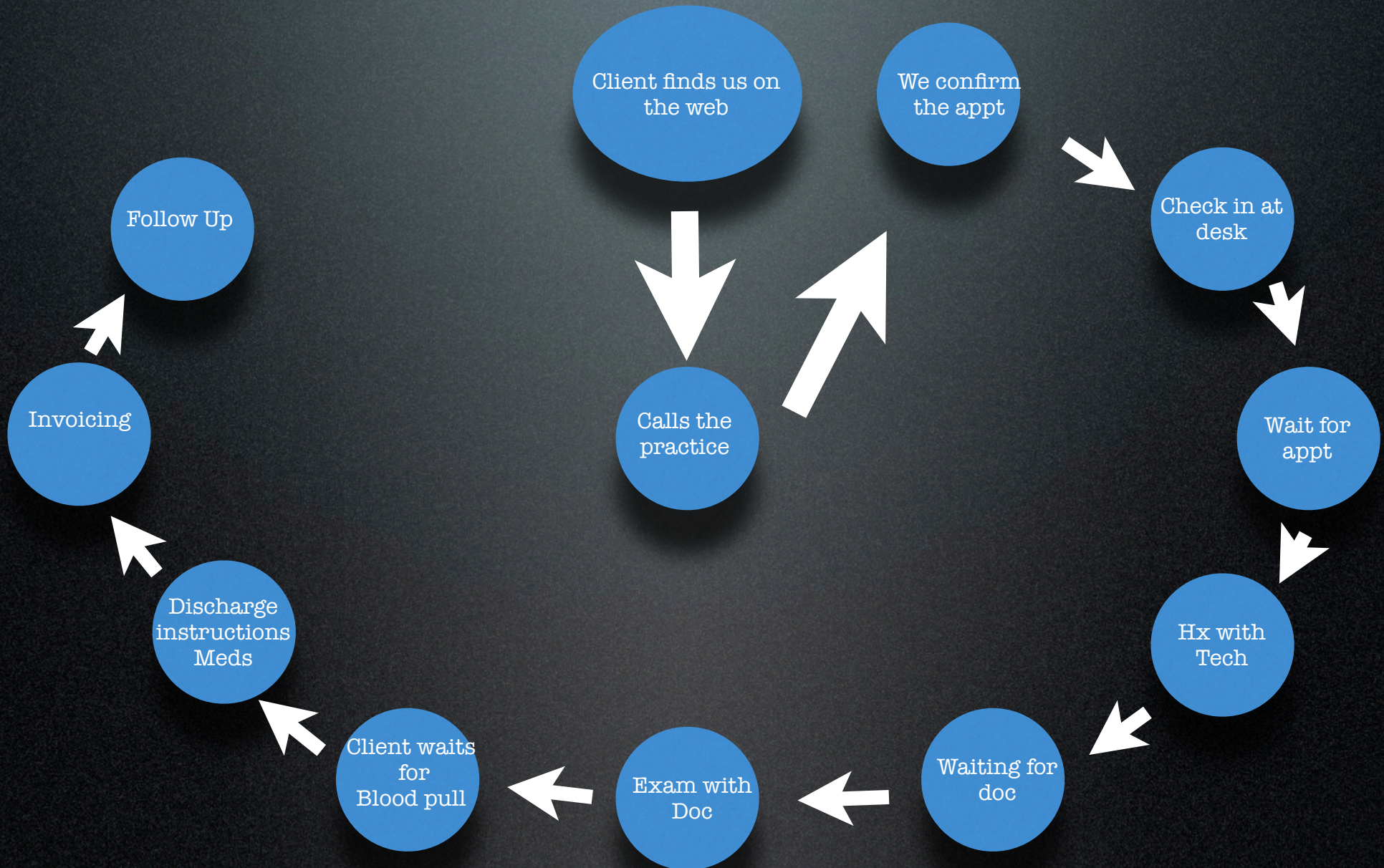
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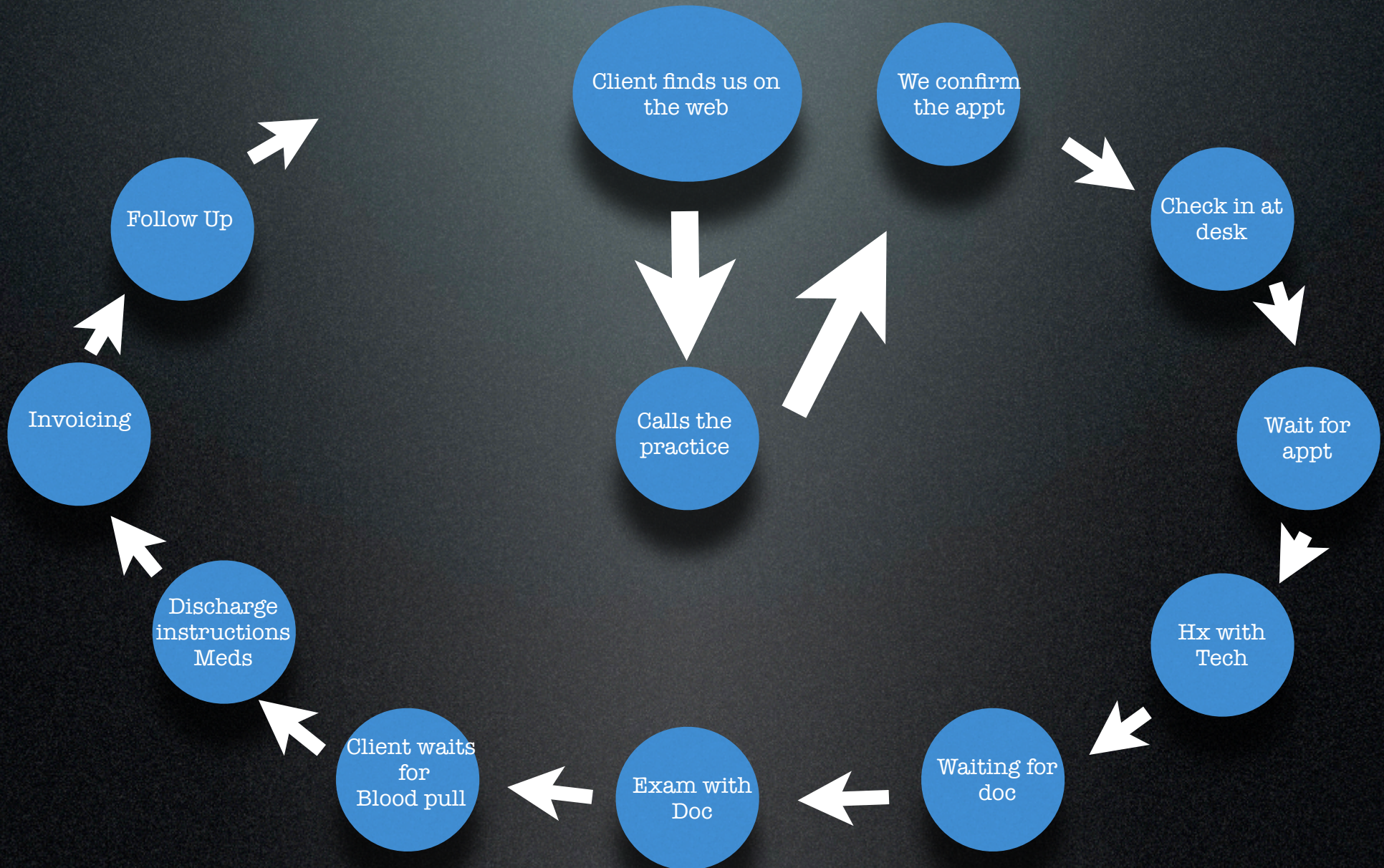
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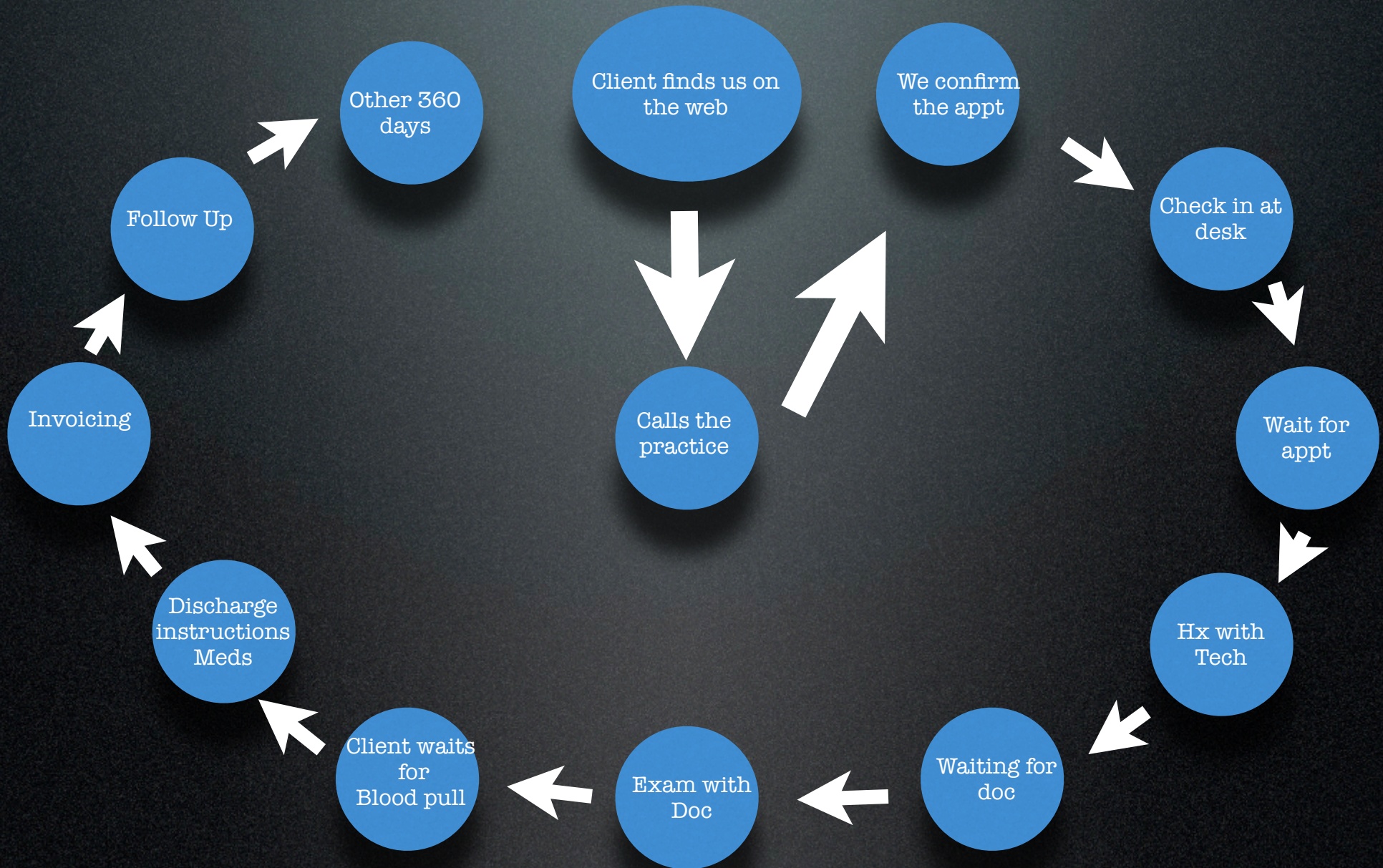
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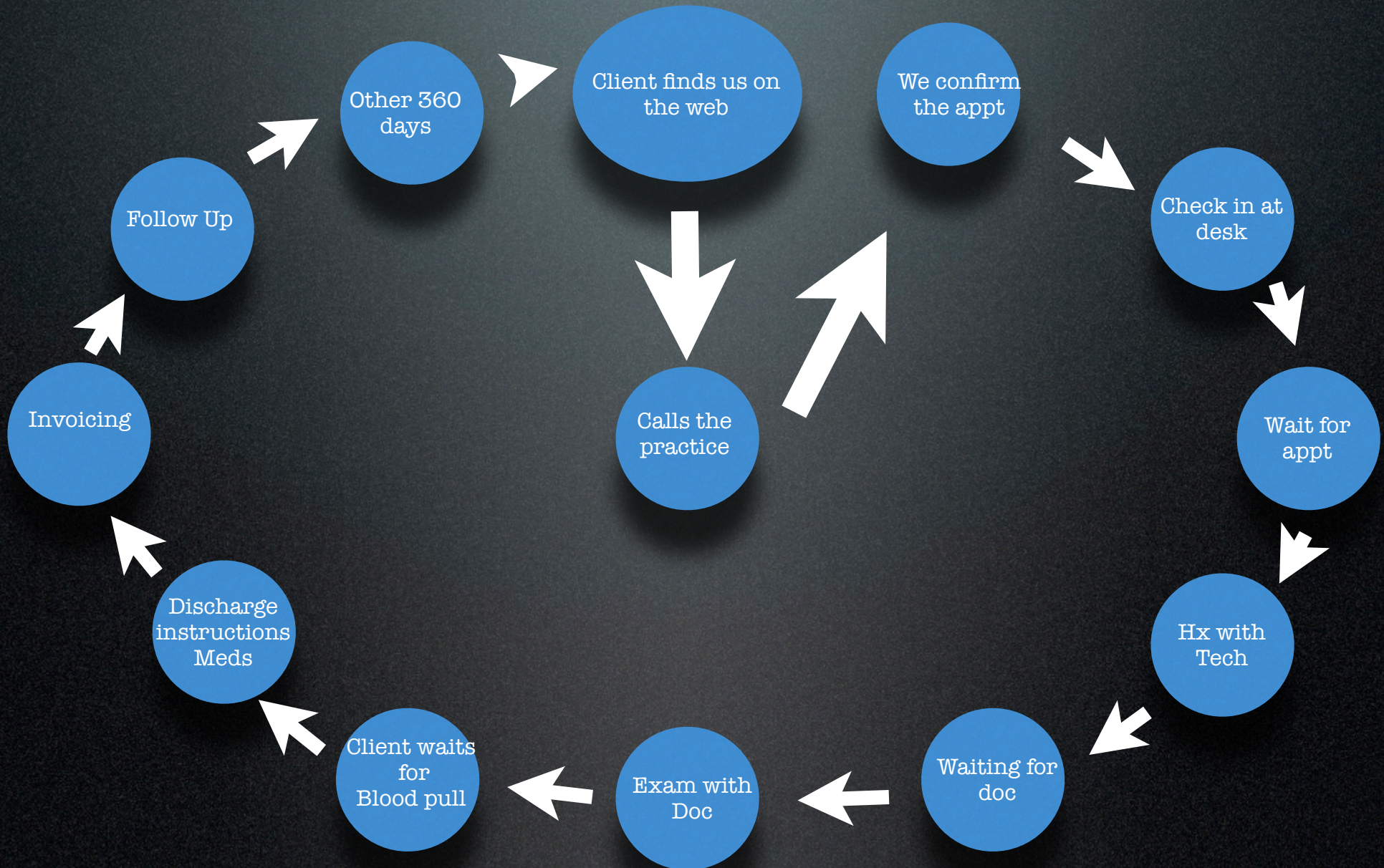
Talk About the Cycle of Service



Talk About the Cycle of Service



Talk About the Cycle of Service



Create scripts for commonly asked topics

Important of Exams	Fleas
All non-core vax	Ticks
Dentistry	Why buy from us?
Diarrhea	Microchips
Sneezing	Ears
Coughing	Skin Issues
Vomiting	Inappropriate urination and defecation
Itching	Phone Shoppers/ New Clients

Create scripts for commonly asked topics

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Create scripts for commonly asked topics

Important of Exams

Fleas

All non-core vax

Ticks

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Coughing

Skin Issues

Vomiting

Inappropriate urination
and defecation

Itching

Phone Shoppers/ New Clients

Effective Communication is not Intuitive

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This is not 'common sense'. Don't expect team members to know how to communicate specials, bargains, pricing, etc.

Marketing and Salesmanship
(Just cause you 'feel' it, doesn't
mean people 'get' it)

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Marketing and Salesmanship (Just cause you 'feel' it, doesn't mean people 'get' it)

- Demonstrate who you ARE
- Are you saying what you MEAN?
- Are communications skills a requirement of employment?
- Should you be hiring, training and reviewing for communication?

Remember these Client Communication Essentials

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- Acknowledge that you UNDERSTAND

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- Acknowledge that you CARE
- Demonstrate that your practice has services that answer client's concerns
- Invite the client to participate in the solution

Ten Disastrous Leadership Habits (and what happened when I tried them)

Bash Halow, CVPM, LVT



Bashore Halow

- Partner at Halow Tassava Consulting
- Certified Veterinary Practice Manager and Licensed Veterinary Technician
- Editorial Advisory Board Member to Firstline and DVM 360 magazines
- 2013 PVMA President's Award for Vet Management Education



Thank you!

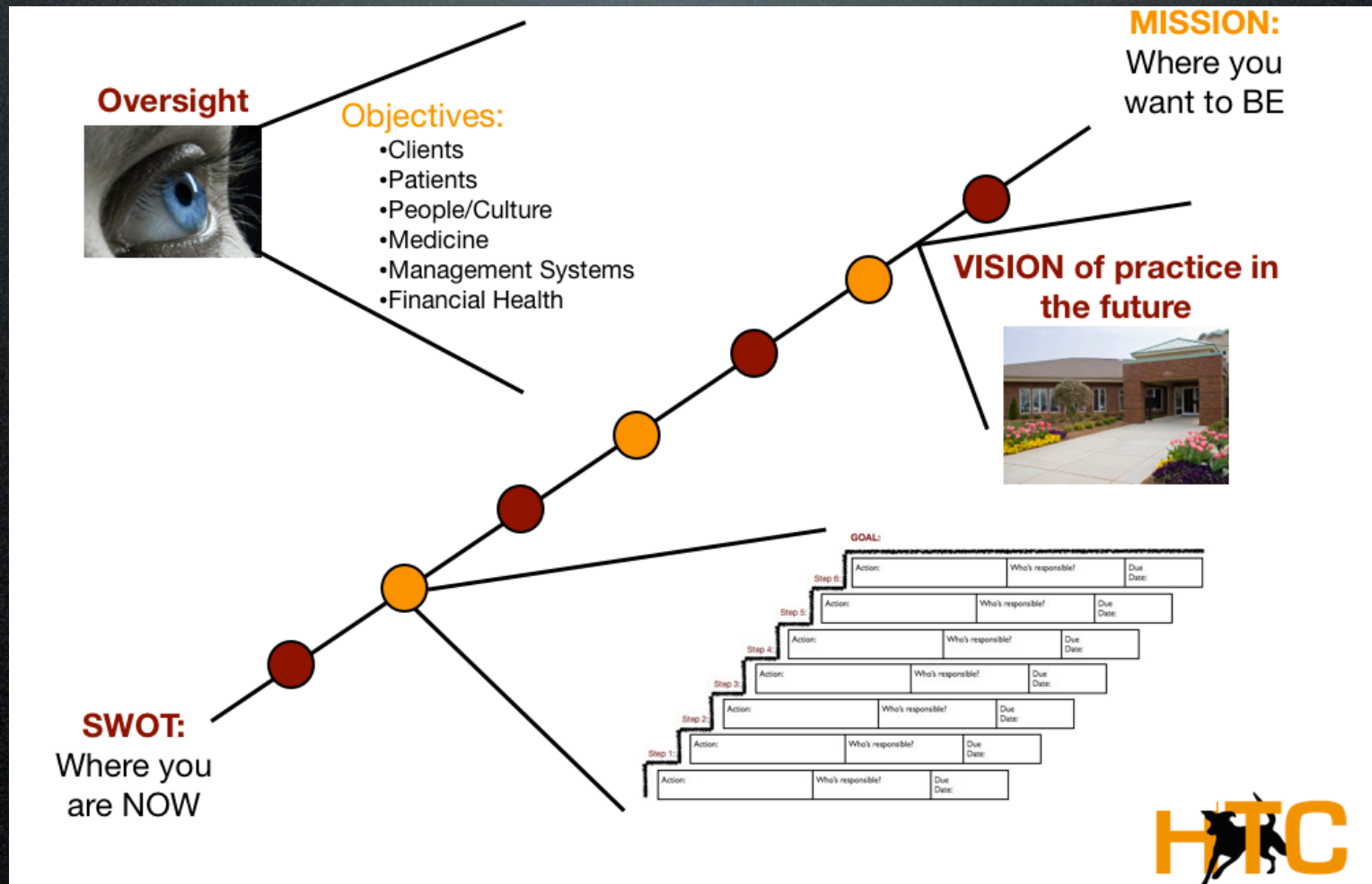


and Chris Weisner and
Robert Perry!



No Clear Goals

No Mission Statement, Vision Goals and/
or Strategic Plan



Mission Statements

Mission Statements

- Should inspire you, your team, and your clients

Mission Statements

- Should inspire you, your team, and your clients
- Need to be of manageable length

Mission Statements

- Should inspire you, your team, and your clients
- Need to be of manageable length
- The secret isn't having one, it's LIVING one.

Neither rain, nor sleet,
nor gloom of night stays
these couriers from the
swift completion of
their appointed rounds.



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Halow Tassava

CONSULTING

Vision Goals and a Strategic Plan



Strategic Plan in Action

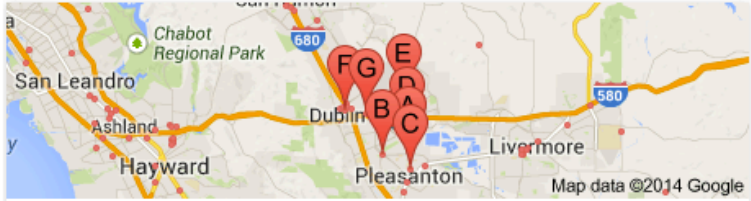
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Ace Animal Hospital. 114 reviews. 3750 Mowry Ave Fremont, CA 94538.
2. Pleasanton ... 23 reviews. 3059 Hopyard Rd Pleasanton, CA 94588.
- Pleasanton Veterinary Hospital - Pleasanton, CA | Yelp**
www.yelp.com > Pets > Veterinarians > Yelp, Inc. 4.5 - 23 reviews
23 Reviews of Pleasanton Veterinary Hospital "My first encounter with this clinic was under the worst conditions imaginable, my new puppy had died suddenly."
- Amador Valley Veterinary Hospital Pleasanton, California**
amadorvalleyvet.com/
Our Veterinary Hospital in Pleasanton, California is pleased to provide a wide variety of veterinary services for animals in Pleasanton & Surrounding Area.
- Amador Valley Veterinary Hospital**
amadorvalleyvet.com
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Map for veterinarian, pleasanton, ca



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Why Dental Care Matters →

Healthy Pet Essentials

Optimum Wellness Plans® →

Request Appointment →




Hospital Locator

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What is
Virginia's
state of pet health?

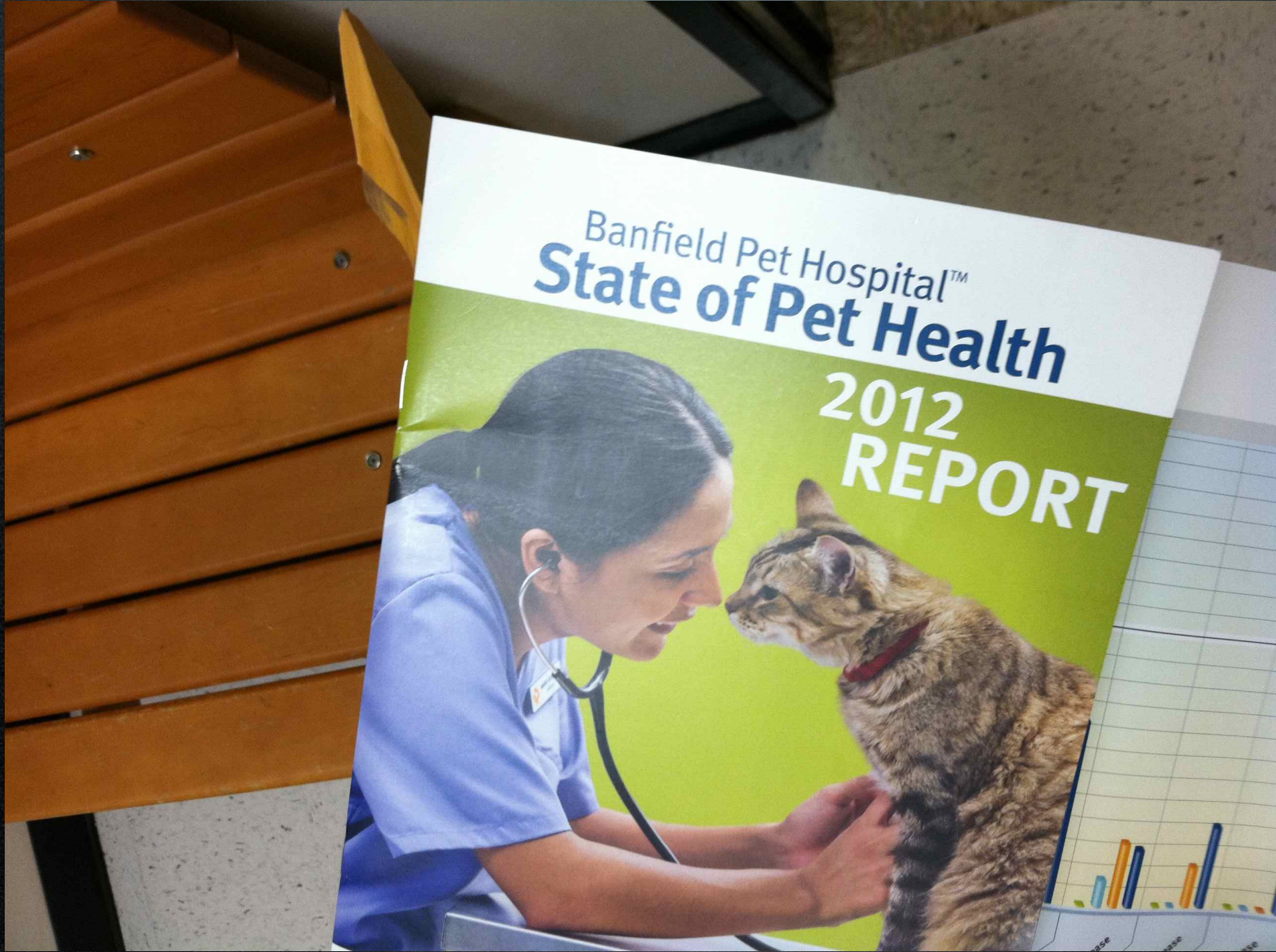


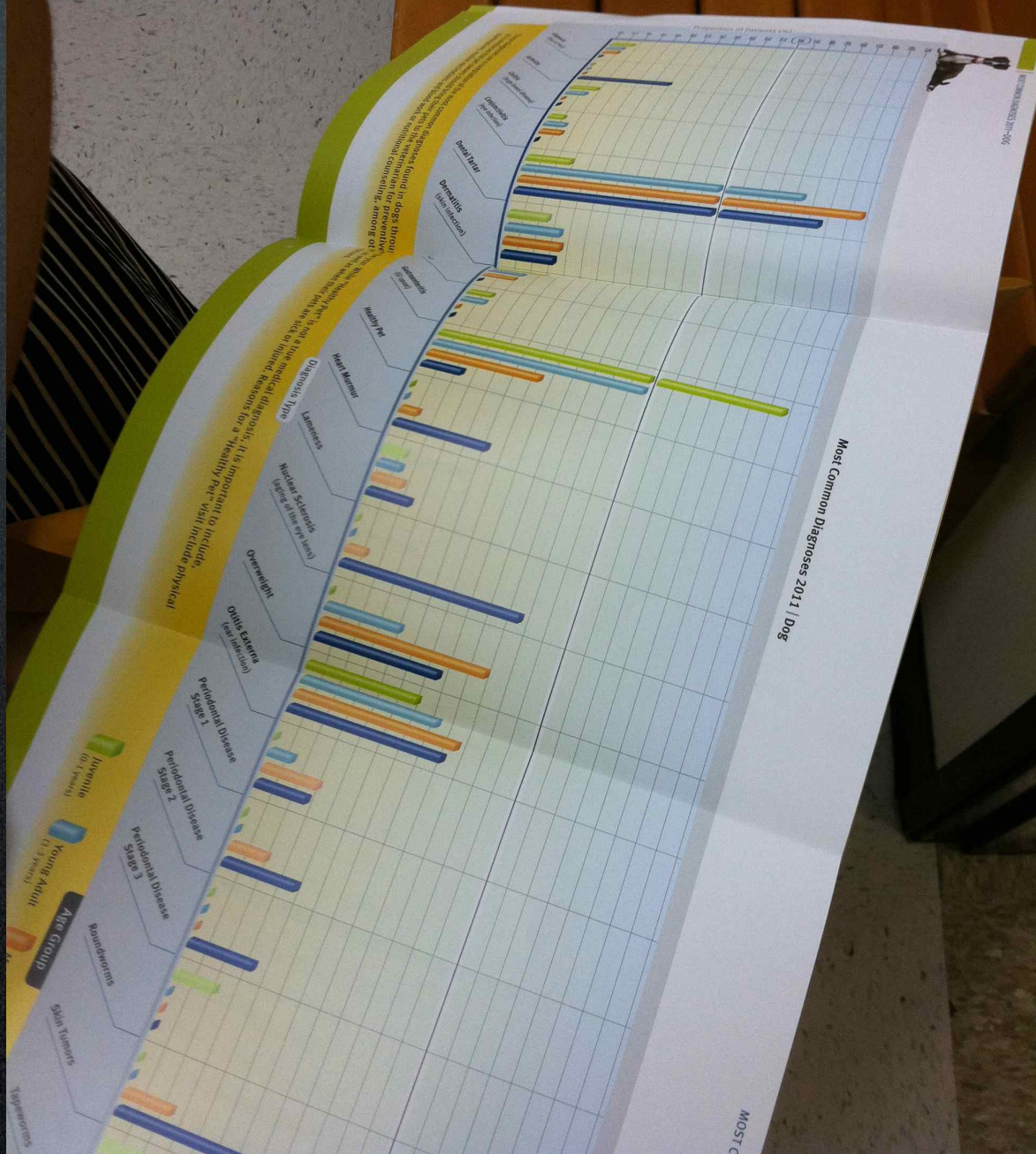
State of
Pet Health
Report

Sendout@StateofPetHealth.com

 Vetfield

The image shows a promotional banner for the 'State of Pet Health Report' placed on a wooden slat. The banner features a blue background with an orange horizontal stripe. On the left, the text 'What is Virginia's state of pet health?' is written in white and blue. To the right of the text is a map of the United States where the state of Virginia is highlighted in white. Further right, the text 'State of Pet Health Report' is displayed in white on a dark blue background, with the 'Vetfield' logo below it. At the bottom left of the banner, the email address 'Sendout@StateofPetHealth.com' is printed in small orange text.





Neutering Your Manager



'Relatively' Working Bringing family into the business



Mixing Business with Pleasure



Micromanagement



Losing Your Temper at Work



Losing Your Temper in the Workplace

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- 31.6% admit to yelling at employees in public

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- Another 17% admitted yelling at employees behind closed doors

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- 31.6% admit to yelling at employees in public
- Another 17% admitted yelling at employees behind closed doors
- 44% of the people considered it okay
- 53% admitted that the fall out occupied a 'noteworthy' amt of time

Don't do as I do,
Do as I say







Not standing up to the mean girl

No Boots on the Ground



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