

One Client at a Time

was in the salon. That relationship is still a big part of one-to-one but now we need to take it a step further."

Technological Applications

"You have to wow the customer, and technology lets us," says Fredericks, who has been collecting and using customers' information in his salon's database to customize a one-to-one marketing campaign.

Fredericks' marketing approach focuses on two key areas—building business in his spa and building retail sales. He uses the information in his database on his customers' previous buying habits to customize his mailings and promotions.

"For instance, if we want to retail a new candle, we will pull up information on anyone who has ever bought a candle with us and send a mailing to them," says Fredericks. "Or in promoting the spa, we may target clients who get hair services and have spent at least \$600, but who have never had a spa service. A lot of times with mailings we go after the customers who are the big spenders."

John DiJulius, owner of John Robert's Hair Studio and Spa in Mayfield Heights, Ohio, has taken a similar one-to-one marketing approach.

"One-to-one is pretty much the only kind of marketing we do," says DiJulius. "The billboards and newspaper and radio ads are becoming a thing of the past. We no longer worry about getting new clients because our existing clients bring us more new clients than ads ever could. And they produce the right kinds of new clients."

One of the most effective one-to-one promotions at DiJulius' salon is a holiday mailing sent to the salon's top 500 clients.

"For our best clients, we'll pull up services they've never gotten and give them a gift certificate to try what they

haven't yet experienced," says DiJulius. "As an example, we have a phenomenal client who was number 224 on our list of top clients, but she had never gotten her hair done with us. She gets her nails and pedicures and makeup and massages. For Christmas we gave her a gift certificate for hair services. This past year she was our number two client raising her spending from \$2,400 to \$6,000.

"One-to-one is really about going deeper with existing clients and getting that one more visit per year."

Also at the holidays, DiJulius sends his best clients an additional gift certificate to give to a friend who has never been to his salon.

"We get more thank-yous for that than anything," says DiJulius. "It allows our clients to cross someone off their shopping lists and brings us a new client who likely has the same spending habits as one of our top clients."

E-Mail Route

Beyond utilizing his database, another technological avenue that DiJulius has begun to explore is e-mail; his salon currently allows clients to book appointments online.

DiJulius' clients who book an appointment through e-mail receive special promotions.

"If we aren't fully booked for a certain day, we may send out an e-mail that tells certain clients what times and services we have available for the next day and offer them a 10 percent discount if they book before 3 p.m.," says DiJulius. "This can be convenient for clients who may happen to have some time the next day and allows us to fill appointments that we can't book. We've seen a pretty good response from this."

Although at this time DiJulius has a staff member who is responsible for monitoring and sending out such e-mails, a number of **Continued**



One to One—UP CLOSE

For information on how one-to-one marketing might impact the salon industry specifically, SALON TODAY went straight to the source—Martha Rogers, PH.D., (above) co-author of *The One to One Future*, the premier book on the topic of one-to-one marketing.

SALON TODAY: What is the gist of one-to-one marketing?

Martha Rogers: "Rather than gaining a greater share of the market, one-to-one is essentially about getting a greater share of business from your most loyal customers."

ST: How has technology contributed to this marketing approach?

MR: "Technological capabilities have mandated that we do things differently. With the Internet and computer software, we have the capability to use interactivity and inexpensive data to easily target and customize marketing to valuable customers."

ST: How does one-to-one marketing fit into the salon environment specifically?

MR: "In many ways, smaller companies like salons are more poised to adopt one-to-one immediately. They can make decisions on a dime. It strikes me that salon owners and stylists have probably practiced one-to-one for a long time, but they've done it the old-fashioned way, through human interaction.

"A really good stylist has always practiced one-to-one by remembering things that are important to clients and customizing future visits based on what she knows about them."

ST: How should salon owners begin to incorporate more one-to-one marketing techniques?

MR: "Be more proactive. Get information like e-mail addresses from clients. If a client has thinning hair and the salon gets in a new line of products, you can contact the client and suggest it or send an e-mail. Spend a **Continued**

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software companies are in the process of adding features which would automatically target certain clients with one-to-one promotions.

Culver's Salon123 will soon offer a system that gathers information about clients through an online profile, filled out by the client, as well as information that can be entered by a stylist, and then automatically targets future promotions based on their needs.

Culver explains that with the new tool, there will be multiple times during the online communication that one-to-one can effectively be used to target the client.

"After they book an appointment online, they will automatically receive an e-mail to confirm the appointment. Then 24 hours before the appointment they will also receive a reminder," says Culver. "You have the perfect opportunity to send along with the e-mails a promotional message like, 'remember you have an appointment tomorrow and when you're in the salon, why not ask about MOP's new volumizing shampoo' or whatever the product, related to the client's needs, may be."

Keeping It Personal

Yet even with all of the new avenues available due to technology, old-fashioned, face-to-face communication is still the backbone of one-to-one marketing in the salon.

"There's nothing like being able to use technology to store a reminder note that a client has just gotten married or had a new baby, but the key to making it work is remembering them when they come in," says Fredericks.

"I encourage my hairdressers to not just keep formulas and addresses in the database, but personal information that they can use to initiate a conversation when the client comes in. That's some of the best one-to-one there is."

In DiJulius' salon, this is called "the Norm factor," in reference to the character from Cheers.

"It's the concept that 'everybody knows your name.' That's what the consumer wants today," says DiJulius. "We have a class that we teach our staff on the Norm factor. We teach staff to try to say each client's name four times on the phone when they call, four times when they check in and four times during their appointment. It makes each client feel like we know them and they're our best customer."

Adds Bergeron: "In order to sell to your current customers more often, you must have a relationship with them. You need to be able to pull up their information and know that this particular client loves peppermint herb tea and to have the tea ready for her when she comes in. Or bring a certain client the latest travel and leisure magazine if they love to relax and travel instead of giving them a high-powered success magazine."

Max Factor

Keeping in mind that the basis of one-to-one marketing is getting the most business you can from each of your most loyal customers, some salons are taking the approach one step further by offering one-stop shopping, of a sort.

"We're recommending that some salons offer things like workshops in the art of balance or nutrition or wellness or stress management. By gathering data on the consumer you can find out what they want to know about and then host workshops and invite those people with a special interest," says Bergeron. "Some salons are also offering teeth whitening and chiropractors on site.

"The salon is the place for people to fulfill all their beauty needs. That's taking one-to-one to its fullest extent." **ST**

portion of every day doing proactive outbound kinds of suggestions."

ST: Are there basic steps a salon owner should consider in building a one-to-one marketing focus?

MR: "Yes. First, know the names and e-mail addresses of your customers. Every time they come in for an appointment, make a note in their file and add to what you know about them. Run a promotion or drawing that will elicit individual customer names and contact information."

"Second, differentiate your customers. Keep track of their specific preferences and needs like whether they like more chat or less chat; a certain hair color; or whether they are a risk-taker or not. And realize that loyal customers should be treated differently than other customers. If a client comes in every other week and gives a good tip, she should be treated differently. If you have a valued client, it makes sense to spend more time and energy.

"Third, interact with your customers. This is where salons have a huge edge compared to some more impersonal businesses. But don't limit interactions to when the client is in the chair. Know when a client hasn't returned to the salon and follow up with them. Figure out a way to interact with people on purpose. Maybe the owner should contact clients every now and then—not to try to sell something but just to solicit feedback.

"Fourth, take the information you have on your clients and use it. This consists of everything from mass customizing mailings to simply remembering what you know about the client—she likes a certain hair color formula or a certain technique—and applying it without her having to remind you."

ST: Any final considerations for owners?

MR: "In order to capture a greater share of each client's business, salons need to think of themselves as complete image consultants. Besides hair services they might also offer nails, spa, retail, cosmetics and maybe even have trunk showings or consultations for eye glasses, addressing image needs from head to toe. If I don't capture those shares of business, I'm sending my loyal clients, who would probably welcome the convenience of doing additional business with my salon, out the door to go somewhere else."