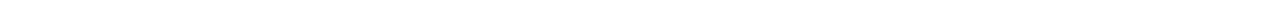


# **TRAINING GUIDE**

## **Increasing Your Retail Selling: An Online Training Class for Spa Managers**



# **Training Guide**

## **Increasing Your Retail Selling:**

### **An Online Training Class for Spa Managers**

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# Training Guide

## Increasing Your Retail Selling: An Online Training Class for Spa Managers

### Module 1– Identifying What is Getting in the Way of Selling

Activities	Goal	Key Instructions	MATERIALS & SETUP	TIME	
				PROJECTED	ACTUAL
<b>Identifying What is Getting in the Way of Selling</b>	To identify road blocks in actions, thoughts or processes that inhibit customer sales.	<ul style="list-style-type: none"> <li>-Designate a team leader.</li> <li>-For open conversation among staff, the manager should leave the room.</li> </ul>	<ul style="list-style-type: none"> <li>-A quiet space large enough for your team to sit comfortably in a semi-circle.</li> <li>-Easel with flip chart</li> <li>-Markers</li> <li>-Pencil and paper for each attendee</li> </ul>	1-1 ½ hours	

Before beginning this session designate a team leader, someone positive who the other members feel comfortable with. Instruct the team leader that their job will be to record the responses of their team members on the easel.

Bring your team together in a quiet space. Arrange them in a semi-circle. Place an easel with flip chart in front of them.

1. Instruct your team including the team leader that they will be given 10 minutes to think about and list out on paper, everything that gets in the way of their ability to sell.

There must be no discussion with their team mates.

If they finish early, sit quietly until the 10 minutes are up.

**Inform them that you will not be in the room when their lists are read** because you want them to be very candid.

You will not return until the team leader notifies you that everyone's concerns have been charted.

2. Once the 10 minutes have concluded, the team leader will begin to go around the circle and ask each member to read his/her concerns. For duplicate items place a stroke count next to it.
3. Once completed the team leader should notify you and you will begin to review the list with your team.

Below are the most common issues. Review each issue with its originator to ensure total clarity on why it was said. You must be address each problem fully. If problem resolution is not possible be certain to address this issue with your team with-in 48 hours. Provide them with a status. This will ensure that the team feels supported by you and will help to improve morale and the willingness to sell more product and services.

You will then begin to address each item. Here is a list of the most common issues:

<b>Most Common Issues</b>
1. Guest makes them nervous
2. Lack of confidence
3. Don't want to bother client
4. Lack of product knowledge
5. Don't like the products
6. Poor language skills
7. Don't have time to sell
8. Products are not consistently stocked
9. Products are too expensive

When responding to each issue you may begin to “drill down” to deeper issues. Let your team talk and bring these out. You must address the true root cause if you want to resolve the problems.

On the chart below are some possible responses to the most common issues.

Most Common Issues	Managers Responses
1. Guest makes them nervous	Why? What is it that makes you nervous? Let's discuss this further. Does the guest make anyone else nervous? Why do you think this is?
2. Lack of confidence	Same response as above
3. Don't want to bother client	You are not bothering the client. Recommendations are a continuation of good service
4. Lack of product knowledge	For short term, I will review the products with you. I will check on the dates of our last education meeting and schedule another one asap.
5. Don't like the products	Which products in particular. You must be more specific. Let's see if we can uncover some products which you do like.
6. Poor language skills	Practice makes perfect. Language is a skill set that can be learned.
7. Products are not consistently stocked	This is an area that management must handle. I will look into this.
8. Products are too expensive	Why do you say that? Let's look at the value of the product against the cost.

Once the issues are addressed, thank your team for their candor.

Inform them that now that they have helped to clear the path they will begin the next phase which is presentation of products. Tell that you look forward to your next session with them.

**Conclusion of Module 1**  
**Identifying What is Getting in the Way of Selling**  
**Next Module- Setting the Baseline**

# Training Guide

## Increasing Your Retail Selling: An Online Training Class for Spa Managers

### Module 2– Setting the Baseline

Activities	Goal	Key Instructions	MATERIALS & SETUP	TIME	
				PROJECTED	ACTUAL
<p><b>Product Presentation -Setting the Baseline</b></p>	<p>-Identify and measure the comfort level of each therapist while making a presentation.</p> <p>-To enable you to provide support in the necessary areas of development</p>	<p>Team members will select their favorite <b>person place or thing</b>.</p> <p>They are allowed 10 minutes to prepare. Their presentation must be at least 2 minutes long</p>	<p>-A quiet space large enough for your team to sit comfortably in a small groups of three or four in a circle.</p> <p>-1 Notepad and Pencil or Pen.</p> <p>-a timer or watch.</p>	1-1 ½ hours	

In this session you will instruct your therapists to arrange themselves in groups of three. (Have them count off by number to ensure they are sitting with a random group of co-workers).

They will select a person place or thing that is important or holds special significance for them.

They are allotted ten minutes of time to prepare and may gain the assistance of the team members within their group if necessary.

Allow them to speak in their native language if it is more comfortable for them to do.

During presentation you will request absolute silence from the rest of the team.

Each team member must talk about their topic for a minimum of 2 minutes. You will take notes on each therapist noting the following;

Presentation Style
Body Language
Confidence
Engagement with topic
Animation
Voice Volume
Length of Presentation
Facial Expression
Beginning and Ending

This presentation will give you your baseline for the overall style of your therapists. The therapists are speaking about topics which they are familiar and comfortable with. Therefore they are more inclined to reveal their personality and natural style of speaking.



Body Language	What Should be Projected
Body Language	Body should be open with arms and legs uncrossed. Therapist should be comfortable standing or seated, but not slouching. They should not need to reference any written material as this should come from their personal experience.
Confidence	Eye contact should be made at some point with someone. Voice should be clear and definite about the topic.
Engagement with topic	Therapist should convince you that they have a fondness for this topic. It should reflect in their eyes and you should feel that you can relate to what they are expressing or you want to have a similar experience.
Animation	You should see a sparkle or liveliness in their eyes and voice. Hands and arms should not be held stiffly at their sides.
Voice Volume	Voice and language must be coherent. If they are naturally reserved and you instruct them to speak louder their voice should not drop to incoherence again.
Length of Presentation	If presentation is too short, the therapist may need ways to be more expansive.
Facial Expression	Expression should be relaxed open and relatively free of stress. Therapist should not look as though they are struggling to communicate.
Beginning and Ending	Both should feel natural with a natural flow. Ending should not be abrupt.

Once everyone has made their presentation, inform that the next step is to select their favorite products which they will make a presentation on.

Tell that you look forward to your next session with them.

**Conclusion of Module 2-**

**Setting the Baseline**

**Next Module**

**In-House Retail Selection - Preparation**

# Training Guide

## Increasing Your Retail Selling: An Online Training Class for Spa Managers

### Module 3– In-House Retail Selection - Preparation

Activities	Goal	Key Instructions	Materials & Setup	TIME	
				Projected	Actual
<b>In-House Retail Selection- Preparation</b>	For therapists to develop a level of expertise and comfort when describing the retail products	-This is an overnight project. -Emphasize the importance that all therapists participate in this exercise. -Everyone will select their favorite retail product and collateral information from brochures or on-line	-Any collateral & necessary information  Note; If a team member does not prepare, this does not absolve them from making a presentation.	1-1 ½ hours	

**Note:** *If a team member does not prepare, this does not absolve them from making a product presentation.*

In this session you will instruct your therapists to select a product from your retail area. Do not allow them to select a product which requires little to no interaction with your customer i.e. a lip moisturizer. Selection must consist of products which require a deep product knowledge which can be used to educate the customer. They must have knowledge of key ingredients, benefits, applicable skin type, usage and price.

They need to gather any collateral material available at the spa in order to prepare for their presentation. If necessary they may also go online for information gathering.

Explain to your therapists that the next day's presentation will be enacted as though they are describing the product to a customer. Each team member must also describe their product mentioning the texture or feel, aroma and specific benefit for that customer.

Let them know that you will take notes on each therapist for the following areas:

Description
Benefits to customer
Consistency or texture
Aroma
Presentation Style
Confidence
Engagement with topic
Animation
Voice Volume
Length of Presentation
Facial Expression
Beginning and Ending

Use the baseline established in Module 2 as a guide to the presentation style of your therapists. You will also measure their level of confidence level against that.

If the therapists are comfortable and familiar they should display the same level of confidence as displayed before with their personal selections. You should see the same display of personality and natural style of speaking. They should not sound stilted or unsure. If they do, have them practice until they feel more comfortable with their selection.

Body Language	What Should be Projected
Body Language	<ul style="list-style-type: none"> <li>-Body should be open with arms and legs uncrossed.</li> <li>-Therapist should be comfortable standing or seated, but not slouching.</li> <li>-They should not need to reference written material as this should come from their personal experience.</li> </ul>
Confidence	<ul style="list-style-type: none"> <li>-Eye contact should be made with someone.</li> <li>-Voice should be clear and definite about the topic.</li> </ul>
Engagement with topic	<p>Therapist should convince you that they have a fondness for this topic.</p> <ul style="list-style-type: none"> <li>-It should reflect in their eyes and you should feel that you can relate to what they are expressing or you want to have a similar experience.</li> </ul>
Animation	<ul style="list-style-type: none"> <li>-You should see a sparkle or liveliness in their eyes and voice.</li> <li>-Hands and arms should not be held stiffly at their sides.</li> </ul>
Voice Volume	<ul style="list-style-type: none"> <li>-Voice and language must be coherent.</li> <li>-If naturally reserved their voice must remain audible especially when corrected.</li> </ul>
Length of Presentation	<ul style="list-style-type: none"> <li>-If presentation is too short, the therapist may need ways to be more expansive.</li> </ul>
Facial Expression	<ul style="list-style-type: none"> <li>-Expression should be relaxed open and relatively free of stress.</li> <li>-Therapist should not look as though they are struggling to communicate.</li> </ul>

Conclusion of Module 3

**In-House Retail Selection - Preparation**

**Next Module**

**In-House Retail Selection - Presentation 1**

# Training Guide

## Increasing Your Retail Selling: An Online Training Class for Spa Managers

### Module 4 – In-House Retail Selection - Presentation 1

Activities	Goal	Key Instructions	Materials & Setup	TIME	
				Projected	Actual
<b>In-House Retail Selection- Presentation 1</b>	For the therapists to develop confidence & expertise in presentation of retail products	<ul style="list-style-type: none"> <li>-Therapists will present their product to their team members.</li> <li>-All other teams will listen.</li> <li>-Note taking is not allowed.</li> <li>-At the end of the presentation, the team members may ask questions which pertain to the product and offer constructive criticism.</li> <li>- After they have finished the manager will allow other therapists to offer constructive criticism barring duplication of comments.</li> </ul>	<ul style="list-style-type: none"> <li>-A quiet space large enough for your team to sit comfortably in a small groups of three or four in a circle.</li> <li>- Notepad for manager with every therapists name for your comments and ranking of presentation.</li> <li>-Pencil or Pen (manager)</li> </ul>	1-1 ½ hours	

**Note:** *If a team member does not prepare, this does not absolve them from making a product presentation.*



For this module, you will rank your therapists. In module two, you developed your baseline for the overall style of your therapists. This was done to provide you with a template to measure their talking style and confidence level against.

If the therapists are comfortable and familiar with the product which they have selected, they should display the same level of confidence as displayed in module 2 with their personal selections. You should see the same display of personality and natural style of speaking. They should not sound stilted or unsure.

At the end of the entire session when all of your therapists have presented, you will privately give them their presentation ranking. The ranking will be a number from 3-10 with 10 being the highest in proficiency.

Inform them that they will perform their presentation on the next day as well to develop a greater comfort level.

### Observation of Presentation

You will need to position yourself closely enough to the presenter to hear everything that they are saying. They do not have to speak loudly, as in a real life situation they only need to be heard by the customer. However you must ensure that they are speaking clearly and distinctly.

You'll want to take note on the following items:

Body Language	What Should be Projected
Body Language	<p>Therapist should hold the product which is being presented.</p> <ul style="list-style-type: none"> <li>-Body should be open with arms and legs uncrossed.</li> <li>-Therapist should be comfortable standing or seated, but not slouching.</li> <li>- They may reference written material but should not recite from directly from written information.</li> </ul>
Confidence	<ul style="list-style-type: none"> <li>-Eye contact should be made with someone.</li> <li>-Voice should be clear and definite about the topic.</li> </ul>
Engagement with topic	<p>Therapist should convince you that they have a fondness for this product based upon personal use</p> <ul style="list-style-type: none"> <li>- They should be able to convincingly cite their experience with the product.</li> </ul>
Product Knowledge	<ul style="list-style-type: none"> <li>-Therapist should be aware of the most active ingredients and benefits to the customer. They should be able to explain product usage.</li> </ul>
Voice Volume	<ul style="list-style-type: none"> <li>-Voice and language must be coherent.</li> <li>-If naturally reserved their voice must remain audible especially when corrected.</li> </ul>
Facial Expression	<ul style="list-style-type: none"> <li>-Expression should be relaxed open and relatively free of stress.</li> <li>-Therapist should not look as though they are struggling to communicate.</li> </ul>
Q & A	<p>Questions should be those which a customer would normally ask. Therapist should be able to answer questions or gracefully defer to another source of information.</p>

Conclusion of Module 4

**In-House Retail Selection - Presentation 1**

**Next Module**

**In-House Retail Selection - Presentation 2**

# Training Guide

## Increasing Your Retail Selling: An Online Training Class for Spa Managers

### Module 5– In-House Retail Selection - Presentation 2

Activities	Goal	Key Instructions	Materials & Setup	TIME	
				Projected	Actual
<b>In-House Retail Selection- Presentation  2</b>	For the therapists to develop confidence & expertise in presentation of retail products	<ul style="list-style-type: none"> <li>-Therapists will present their product to their original team members.</li> <li>-All other teams will listen with no note taking.</li> <li>- At the end of the presentation, two team members may ask product related questions and offer constructive criticism.</li> <li>- Other therapists may then offer constructive criticism barring duplication of comments.</li> <li>-The manager will then comment.</li> </ul>	<ul style="list-style-type: none"> <li>-A quiet space large enough for your team to sit comfortably in a small groups of three or four in a circle.</li> <li>- Notepad for manager with every therapists name for your comments and ranking of presentation.</li> <li>-Pencil or Pen (manager)</li> </ul>	1-1 ½ hours	

**Note:** *If a team member does not prepare, this does not absolve them from making a product presentation.*

For this module, you will and your therapists will again offer constructive criticism and you again will give them their score in private at the end of the last presentation. In module four they were ranked based upon a list of criteria. Today you should see an improvement in each area of their presentation. Please revisit the chart with the areas upon which they were ranked during the last session.

Body Language	What Should be Projected
Body Language	<ul style="list-style-type: none"> <li>-Therapist should hold the product which is being presented.</li> <li>-Body should be open with arms and legs uncrossed.</li> <li>-Therapist should be comfortable standing or seated, but not slouching.</li> <li>-They may reference written material but should not recite from directly from written information.</li> </ul>
Confidence	<ul style="list-style-type: none"> <li>-Eye contact should be made with someone.</li> <li>-Voice should be clear and definite about the topic.</li> </ul>
Engagement with topic	<p>Therapist should convince you that they have a fondness for this product based upon personal use.</p> <ul style="list-style-type: none"> <li>- They should be able to convincingly cite their experience with the product.</li> </ul>
Product Knowledge	<ul style="list-style-type: none"> <li>-Therapist should be aware of the most active ingredients and benefits to the customer. They should be able to explain product usage.</li> </ul>
Voice Volume	<ul style="list-style-type: none"> <li>-Voice and language must be coherent.</li> <li>-If naturally reserved their voice must remain audible especially when corrected.</li> </ul>
Facial Expression	<ul style="list-style-type: none"> <li>-Expression should be relaxed open and relatively free of stress.</li> <li>-Therapist should not look as though they are struggling to communicate.</li> </ul>
Q & A	<p>Questions should be those which a customer would normally ask. Therapist should be able to answer questions or gracefully defer to another source of information.</p>

## Conclusion of Module 5

**In-House Retail Selection - Presentation 2**

**Next Module**

**Retail Selection - 1<sup>st</sup> Role-Play**

# Training Guide

## Increasing Your Retail Selling: An Online Training Class for Spa Managers

### Module 6 – Retail Selection 1<sup>st</sup> Role-Play Presentation

Activities	Goal	Key Instructions	Materials & Setup	TIME	
				Projected	Actual
<p style="text-align: center;"><b>Retail Selection</b></p> <p style="text-align: center;"><b>1<sup>st</sup> Role-Play Presentation</b></p>	For the therapists to incorporate the techniques from the past three modules to make a presentation in a simulated setting.	<p>In this exercise therapists will pair off in twos with team members they have not worked with before. Do not allow therapists with the same product to work with each other.</p> <p>Expectation is that they are able to perform a polished presentation hitting all of the key points from the last three presentations.</p>	<p>-A quiet space large enough for your team to observe presentations from Every team member</p> <p>-Manager’s Note Pad, Pencil</p>	1-1 ½ hours	

Have your therapists count off from 1-5. Each like number will team up to make their presentations. Therapists should not work with anyone from their former group. Based upon a group of ten therapists, you will observe a total of 10 presentations with each therapist as customer and then product presenter.

Because you have changed the parameters you may have some therapists become very nervous. It may seem that all of their training from the past several days has been forgotten. Allow them a



moment to get their bearings. Once they relax, they will perform as expected. They might surprise not only you but themselves as well.

They should behave as they would as if they were presenting their product to an actual client. The therapist who is playing the role of the customer should feel free to ask any questions which would occur in a real life situation.

### **Role-Play Scenario**

**The customer is Mrs. Jones. She has had spa treatments all over the world and generally likes to purchase products for home use. Her skin and body are both normal to occasionally dry.**

**Depending upon the product the therapist has selected for presentation, the appropriate service will be a facial, body scrub, massage or body wrap.**

**She has a twin sister at home who has the same skin type as hers.**

**Mrs. Jones has an intention of purchasing at least one product for herself and possibly for her sister as well. She will ask;**

- 1. How often she should use it?**
- 2. If it's irritating to the skin?**
- 3. If the therapist thinks that her sister will like it?**

**Note:** *These are open ended questions. The therapist should use this time to further engage with the client and ask questions as well to determine the most accurate answer.*

Position yourself comfortably in an area of the room where you can observe the response of the “client” as well as the therapist. Allow them to work through their roles several times.

You should be listening and watching carefully. Compare your notes with their past performances **after** their presentation, not during.

Note: See who takes the opportunity of the twin sister to sell additional products.

Before the therapists present in front of the entire team, share the following information with them. Advise them to take notes for the next day's role play.

<b>Treatment Room Therapist Behavior</b>	<b>Treatment Room Customer Response</b>
<ul style="list-style-type: none"> <li>-Therapist should be as close to eye level as possible when discussing product.</li> <li>-Product should be held in the hand and easy to demonstrate.</li> <li>-Therapist should emphasize their own personal experience and how it made them feel.</li> <li>-They should display the same presentation skills learned in the past few days.</li> </ul>	<ul style="list-style-type: none"> <li>-Customer will listen carefully and ask questions as they relate to their own skin issues</li> </ul>
<b>Retail Area Therapist Behavior</b>	<b>Retail Area Customer Response</b>
<ul style="list-style-type: none"> <li>-Therapist will approach the customer and ask if they have any questions about what was used on their skin.</li> <li>-They will basically make the same presentation as in the last few days.</li> <li>-Therapist should also check for related products within the same brand. They are not expected to do a presentation however they can recommend the product to the customer.</li> </ul>	<ul style="list-style-type: none"> <li>-Customer will stand in the retail area perusing the various products.</li> <li>-They will ask questions related to home use, i.e. application amount and frequency.</li> </ul>

At this point each team will come to the front of the room to perform their presentation in front of the entire team.

**To replicate a treatment room scenario, therapists will sit in chairs facing each other.**

**To replicate a retail area scenario, participants will be standing with one therapist approaching the other first**

At the conclusion of each role play allow no more than three team members and yourself to provide only *positive* feedback. In this module you will not provide a private feedback session unless requested by the therapist.

Inform therapists that module 7 will be the “big reveal’ and final product presentation. It will be performed in the treatment room and retail area.

## Conclusion of Module 6

### **Retail Selection 1<sup>st</sup> Role-Play Presentation**

**Next Module  
The Big Reveal**

# Training Guide

## Increasing Your Retail Selling: An Online Training Class for Spa Managers

### Module 7– The Big Reveal

Activities	Goal	Key Instructions	Materials & Setup	TIME	
				Projected	Actual
<b>The Big Reveal</b>	For the therapists to employ all of the skills learned in the past three modules to make a complete product presentation to simulated customer.	<p>-In this exercise therapists will pair off in twos with team members from the day's previous module.</p> <p>-Expectation is that they are able to perform a polished presentation hitting all of the key points from the last three presentations.</p>	<p>-2 Treatment Rooms</p> <p>-Retail area will be used</p> <p>Managers note pad and pencil</p>	1-1 ½ hours	

In this module the therapists will make their post treatment presentation to their customer in the treatment room, and retail area.

Therapists will work with their team member from module 6. If their previous partner is not available try to place them with someone who is presenting the same product as their previous partner.

Based upon a group of ten therapists, you will observe a total of 10 presentations. Each duo will make one presentation in an actual treatment room first and then in the retail area. Each therapist must perform a presentation.

Allow the teams 10 minutes to acclimate themselves to their surroundings. Based upon the role play information provided the night before, they should have prepared no less than four questions to ask their partner.

The therapists should assume the role and demeanor as if they were presenting their product to an actual client. Anything outside of that behavior is unacceptable and should will not be tolerated. The therapist who is playing the role of the customer should feel free to ask any questions which would occur in a real life situation.

### **Role Play Scenario**

**The customer is Mrs. Jones. She has had spa treatments all over the world and generally likes to purchase products for home use. Her skin and body are both normal to occasionally dry.**

**Depending upon the product the therapist has selected for presentation she has had a facial, body scrub, massage or body wrap.**

**She has a twin sister who has the same skin type as hers. Mrs. Jones has an intention of purchasing at least one product for herself and possibly for her sister as well. She will ask among other questions;**

- 1. How often she should use it**
- 2. If it's irritating to the skin**
- 3. If the therapist thinks that her sister will like it.**

Position yourself comfortably in an area of the treatment room or retail area where you can observe the response of the “client” as well as the therapist. You should be listening carefully and determining if this performance is acceptable in a real life situation.

Take any brief notes necessary immediately *after* they have presented and assign a rating immediately before preceding to the next presentation. You will have a private feedback session with each of them at the completion of this final presentation module.

**Note:** During this module allow as many therapists to observe as the room will accommodate. They will not provide feedback or any type however. The remaining therapists should use this time to practice their presentations in the other treatment room or retail area.

<b>Treatment Room Therapist Behavior</b>	<b>Treatment Room Customer Response</b>
<ul style="list-style-type: none"> <li>-Therapist should be as close to eye level as possible when discussing product.</li> <li>-Product should be held in the hand and easy to demonstrate.</li> <li>-Therapist will want to emphasize their own personal experience and how it made them feel.</li> <li>-They should display the same presentation skills learned in the past few days.</li> </ul>	<ul style="list-style-type: none"> <li>-Customer will listen carefully and ask questions as they relate to their own skin issues</li> </ul>
<b>Retail Area Therapist Behavior</b>	<b>Retail Area Customer Response</b>
<ul style="list-style-type: none"> <li>-Therapist will approach the customer and ask if they have any questions about what was used on their skin.</li> <li>-Therapist should also check for and recommend related products within the same brand.</li> <li>-They are not expected to do a full presentation however they can recommend the product to the customer.</li> </ul>	<ul style="list-style-type: none"> <li>-Customer will stand in the retail area perusing the various products.</li> <li>-They will ask questions related to home use, i.e. application amount and frequency.</li> </ul>

During your final feedback session, allow the therapists to think about their presentations, and to then critique themselves.

You will present your therapists with an overall final score based upon where they began and their improvement. Focus on their strong points. Recognize that shortcomings can and will be addressed.

What is most important at this point is the recognition of their growth and ability to actually deliver a retail presentation to their client.

In your managers workbook you have been provided with **Bonus Role-Play** scenarios that your therapists may use to practice their presentation skills.

It is important that you implement a mandatory schedule to follow up training until they reach a level of proficiency that you feel is acceptable.

## **Conclusion Module 7**

### **The Big Reveal**

### **Next: Bonus Modules**

### **BONUS Module 1: Engagement: Initiating a Customer Conversation**

### **BONUS Module 2: How to Close a Product Sale**