

## B. Business Practices and Professional Ethics

Massage Therapy will enrich your life in every way. The business practice classes will give you the tools you need to make your particular dreams come true.

The Business Segment of the program is to give you the basic knowledge and skills needed to start, run, and grow a massage business. While your individual practices will differ the basics stay the same.

Like any skill business is something that should be part of your continuing education throughout your career to help you anticipate changes in business trends and laws. For those of you who have prior business training some of the information may seem rudimentary nonetheless important to the career you are embarking on.

**All Assignments will be completed and turned in through ClassMarker or email. Please check with your business instructor if you are unsure. All late assignments will need to be forwarded to [cristelm@tlcschool.com](mailto:cristelm@tlcschool.com) once completed.**

**IMPORTANT:** Try not to miss a Business class as most assignments are done in class!

We recommend that you bring a laptop or tablet for a few of your business classes, particularly to facilitate the final copy of your resume and cover letter.

Remember to leave and or return all your business assignments IN YOUR PACKET.

You will want to refer to them later for your Executive Summary.

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## 9b Business: Introduction

### Introduction to Business

The purpose of the Business Segment is to give you the knowledge and skills needed to start, run, and grow a massage business. We will build a plan of action throughout the course that will help you achieve your goals. While your individual practices will differ the basics stay the same.

Our model assumes that you may be keeping your current job while you build your practice. As with any new business it takes time to develop and build the relationships that will provide you with a practice.

At this time in the field of massage therapy there are more options for employment, and private practice than ever before. There are a few things, that will in part, determine the success of your practice.

- Your motivation and dedication for building your practice in a realistic way.
- The thoroughness with which you plan how your business will start and grow.
- How well you take care of your-self physically, mentally and emotionally.

Our business classes are structured to give you a realistic impression of what to expect when you start out. We cover how to estimate start up costs and taxes, marketing and business practices involved in a massage business and what you can expect when you start out.

As with anything, you get out of it what you put into it. You are encouraged to ask questions and share ideas.

TLC has resources to help you start out, such as the job fair and job postings in the student lounge. Most importantly TLC is the only school to have a career consultant that will meet with you individually.

Please bring your Business Mastery book to every Business class as most assignments will be completed in class. All assignments count toward the final Business grade.

**TLC does not encourage you to quit your current job before you have an established practice or a paying massage job.**

## 9b Business: Introduction

### Grading Standards for Business Assignments

- 90-100% clear, neat and thorough
- 80-89% if the assignment is not as clear, neat or thorough as we believe you are capable of.
- 70-79% if the assignment is obviously not thorough, neat or clear
- 69 or lower if the assignment is not done well and/or is incomplete

### Business Assignments

The number and letter indicate the class in which an assignment is due.

#### **4a Autobiography and Photo**

**This is due before class 4a starts. All Assignments will be completed and turned in through ClassMarker or email. Please check with your business instructor if you are unsure. All late assignments will need to be forwarded to [cristelm@tlcschool.com](mailto:cristelm@tlcschool.com) once completed.**

Both parts of this assignment must be submitted at the same time or it will not be accepted. Submission of a partially completed assignment will be returned to you until it can be submitted with both the autobiography and the photo.

Autobiography- 250 words (1-2 neatly hand written or typed pages) with a current photo that we can keep (please write your name on the back of it). This is to help us get to know you better and will be kept confidential.

#### Example:

Parents, brothers, sisters, etc., education, interests/ hobbies, current job, your travels, what brought you to massage? See BM p. 5 for more ideas. Use this assignment as a way to help yourself (and us) understand better where you've come from, where you are at, and where you want to go in the future, especially re your work life.

## 9b Business: Introduction

### Business Assignments, continued

#### **9b Business: Introduction (Completed in ClassMarker)**

**Reading** Business Mastery: Chapters 1-3 and Packet B: 1-30.

**In class** Assignment **9b Purpose, Priorities and Goals** will be done in this class, assessed, and graded. Packet B: 6-7.

Write a purpose statement for your business. This is a statement of what you will focus your practice on. It is essentially your mission statement. It may also be something you might share with potential and actual clients. Make it something easy to remember so when you are asked by a potential client, you can have something to tell them with confidence.

For the Priorities & Goals worksheet:

1. Include at least 4 priorities and 3 goals for each priority.
2. This will be done for the first year of your practice.
3. Follow the model described in BM pp. 19-28.
4. Make the priorities and goals particularly for your massage business.

Include at least one priority on the following:

1. Financial success
2. Becoming a better therapist
3. Maintaining your health and energy levels

For each area of priority, come up with 3 specific goals.

- Make your goals specific with deadline dates wherever possible. Goals need to be something that, at the end of the given time period you can say either "I did that" or "I didn't!"
- If you wonder whether what you've written as a goal is truly a goal as we are defining it for this assignment, check it in light of the anagram **S.M.A.R.T.E.R.** (BM p. 15). Is it **Specific, Measurable, Attainable, Realistic, Time-lined, Enthusiastic and Rewarding?**

**Example:** Purpose, 1 Priority, and 3 Goals for a one year plan:

**Purpose:** I make the world a better place through Massage Therapy.

- **Priority:** I continue to expand my knowledge and skills.
  - **Goal:** I subscribe to and read each issue of Massage Magazine and Massage Therapy Journal within a month of receiving them.
  - **Goal:** I take at least one continuing education course every year.
  - **Goal:** I receive one session at least every two months from someone with 10 or more years experience.

## 9b Business: Introduction

### 9b Purpose, Priorities, and Goals Assignment

Name \_\_\_\_\_ Group \_\_\_\_\_ Date \_\_\_\_\_

**Purpose:** make this a sentence or two stating the overall purpose or mission for your work in massage.

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### **Priorities and Goals – Year 1**

Write down your priorities and goals to apply to the first year of your practice.

Include at least 4 priorities and 3 goals each. Priorities are things, realms of value, that are important for you to be a successful therapist.

Priority: (Financial Success) \_\_\_\_\_

Goal: \_\_\_\_\_

Goal: \_\_\_\_\_

Goal: \_\_\_\_\_

Priority: (Becoming a better therapist) \_\_\_\_\_

Goal: \_\_\_\_\_

Goal: \_\_\_\_\_

Goal: \_\_\_\_\_

Priority: (Maintaining health and energy levels) \_\_\_\_\_

Goal: \_\_\_\_\_

Goal: \_\_\_\_\_

Goal: \_\_\_\_\_

9b Business: Introduction  
9b Purpose, Priorities, and Goals Assignment

Priority: \_\_\_\_\_  
Goal: \_\_\_\_\_  
Goal: \_\_\_\_\_  
Goal: \_\_\_\_\_

Additional Priorities and Goals

Priority: \_\_\_\_\_  
Goal: \_\_\_\_\_  
Goal: \_\_\_\_\_  
Goal: \_\_\_\_\_

Priority: \_\_\_\_\_  
Goal: \_\_\_\_\_  
Goal: \_\_\_\_\_  
Goal: \_\_\_\_\_

Priority: \_\_\_\_\_  
Goal: \_\_\_\_\_  
Goal: \_\_\_\_\_  
Goal: \_\_\_\_\_

Priority: \_\_\_\_\_  
Goal: \_\_\_\_\_  
Goal: \_\_\_\_\_  
Goal: \_\_\_\_\_

## 36b Business: Professional Ethics

### Business Assignments, continued

- Reading** Read the State laws and rules at
- [www.tdlr.texas.gov/procrules.htm](http://www.tdlr.texas.gov/procrules.htm)
  - [www.tdlr.texas.gov/mas/masrules.htm](http://www.tdlr.texas.gov/mas/masrules.htm)

**ClassMarker** Assignment **36b State Law Review Questions** is due before the start of class 36b. Packet A: 159-164.

## 37b Business: State Massage Law and Find a Job

- Reading** Business Mastery: Chapters 7-11, and Packet B: 33-36.



## 41b Business: Get a Job

### Business Assignments, continued

**Reading** Business Mastery: Chapters 12, 13, and 14 & Pages 204-205, 274-276.

**In class** Assignment **41b Resume** is a resume that will be done in class 41b through ClassMarker.

- Resume should be in the chronological format with bullet points for job description, instead of paragraphs. Prepare this resume as if you were applying for a job as a Licensed Massage Therapist, and you were a recent graduate (see BM pp. 174-182 for examples).

Please keep your resume to one page (or two pages max) and include the following in the order listed below:

1. **Heading**
2. **Education**
3. **Work Experience**

You will also begin to work on assignment **45b Typed Cover Letter** in this class through ClassMarker and turn it in before the start of class 45b.

- Cover letter should be a short paragraph on your strongest abilities and/or accomplishments, why you want to work there, and what you can bring to that organization.

## 45b Business: Self-employment and Marketing

### Business Assignments, continued

**Reading** Business Mastery: Chapters 15 and 30, & skim Chapter 16

**ClassMarker** Assignment **45b Typed Cover Letter** is due before the start of class 45b. This was begun in class 41b. Packet B-9.

**In class** Assignment **45b Target Market Analysis** will be done, assessed, and graded in class 45b through ClassMarker. B: 11-14 (you must use the forms provided to get credit for this assignment).

- Define your future client base that you want to have.
- Be as narrow and specific as possible so as to help you clarify the needs of that market and plan to meet those needs.
- Example, instead of "Athletes" choose "College Baseball Players" or "Weekend Marathon Runners".
- Start by completing a target market analysis by answering each question on BM p. 364 in depth.
- Include any other information that you think is pertinent in reaching this market and meeting their needs or goals.
- Interview someone from this market or do your own research to help answer some of these questions.
- It may help you to select a Target Market that you are a part of in some way or that you are already exposed to.
- If you would like to make your target market a potential employer, your analysis would include information about their business culture as well as the clients that they target.
- Consider how long they have been in business, where they are located, what their location is like, what their rooms are like, and what their mission is.

## 45b Target Market Analysis Assignment

Name\_\_\_\_\_ Group\_\_\_\_\_ Date\_\_\_\_\_

Target market group title:

- Applicable Demographics
  - Age
  - Income level
  - Occupation
  - Gender
  - Geographic location
  - Educational level
  - Other
  
- Target's physical, emotional and personal needs and goals
  
- Features your practice offers
  
- Benefits your services provide

## 45b Target Market Analysis Assignment

- Places to find members of this market
  - Stores where they shop
  - Places where they socialize
  - Online newsgroups
  - Other
- Publications they read
  - Local and national magazines
  - Print newsletters
  - Online newsletters
- Groups they belong to
  - Support groups
  - Civic organizations
  - Professional associations
  - Social clubs
- Special events and important dates
  - Specific awareness days
  - Races (for athletes)
  - Seasonal stresses (e.g., January - April for accountants)
- Companies and wellness providers who service this market

## 45b Target Market Analysis Assignment

- Trends that will most likely affect this market
  
  
  
  
  
  
  
  
  
  
- Where they look for help
  - Online resources
  - Telephone book
  - Bulletin boards
  - Friends
  - Organizations
  - Other
  
  
  
  
  
  
  
  
  
  
- Needs that aren't being met by traditional services and products (this could range from physical relief from current condition to emotional components such as compassion and understanding)

## 45b Target Market Analysis Assignment

- Target's philosophical beliefs about wellness
- Target's perceived value of your services
- Primary reasons the target does or would use your services
- Average number of sessions per client per year
- Session intervals
  - Daily
  - Weekly
  - Biweekly
  - Monthly
  - Bimonthly
  - Occasionally
- **Whenever possible, match these to the Needs and Goals**

## 50b Business: Marketing

### Business Assignments, continued

**Reading** Business Mastery: Chapters 24, 26, 27, and 31, and Packet B: 53-60.

**In class** Assignment **50b Strategies and Tactics** will be done, assessed, and graded in this class through ClassMarker.

- Explore at least 5 Strategies and 2 Tactics for each Strategy.
- Some of these may be specific to your Target Markets, but they will also include general promotional activities.
- You may utilize the strategies listed or you may come up with your own.
- Strategies will describe general marketing ideas, whereas your tactics, like your goals.
- You should follow the S.M.A.R.T. anagram, being **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**ime-lined. Refer to BM pp. 487-490 to help generate ideas.

You may also have time to begin working on assignment **64b Executive Summary**. It is due before the start of class 64b. Packet B: 21-22

### **Examples of Strategies and Tactics:**

- **Strategy:** Show Support for Local Businesses.
  - **Tactic 1:** I exclusively use and sell Austin People's products for my sessions.
  - **Tactic 2:** I join a networking group such as Choose Austin First and attend monthly meetings to seek out other local businesses to partner with.

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## 50b Strategies and Tactics Assignment

Name\_\_\_\_\_ Group\_\_\_\_\_ Date\_\_\_\_\_

### **Do in class 50b Business: Marketing through ClassMarker**

Write down your plan for your strategies and tactics in promoting your practice.

Strategies will describe a general marketing philosophy whereas your tactics, like your goals should follow the S.M.A.R.T. anagram (Specific, Measurable, Attainable, Realistic and Time-Based).

Strategy #1 \_\_\_\_\_

Tactic: \_\_\_\_\_

\_\_\_\_\_

Tactic: \_\_\_\_\_

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Strategy #2 \_\_\_\_\_

Tactic: \_\_\_\_\_

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Tactic: \_\_\_\_\_

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Strategy #3 \_\_\_\_\_

Tactic: \_\_\_\_\_

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Tactic: \_\_\_\_\_

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Strategy #4 \_\_\_\_\_

Tactic: \_\_\_\_\_

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Tactic: \_\_\_\_\_

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Strategy #5 \_\_\_\_\_

Tactic: \_\_\_\_\_

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Tactic: \_\_\_\_\_

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## 64b Business: Taxes and Bookkeeping

### Business Assignments, continued

**ClassMarker** Assignment **64b Executive Summary**. Packet B: 21-22.

**Reading** Read: Business Mastery: Chapter 20, and Packet B: 23-24.

**In class** Assignment **64b Cash Flow Forecast** will be done, assessed, and graded in this class through ClassMarker. Packet B: 23-24.

- Together we explore your anticipated expenses including marketing and begin a Cash Flow Forecast for your first six months of business.
- Plan your cash flow as though you are employed full or part time – not doing massage - for the first three months out of school. But you should assume that even if you are employed in a non-massage context, you will be doing a certain number of sessions outside of your non-massage employment.
- Because an employer will be paying your taxes at your non-massage job, you do not want to co-mingle this income with income from your massage business that you will have to pay taxes on. If you plan to be a contractor, you will record all income and expenses as though you are self-employed.
- Refer to the illustration on BM p. 293. We have included the forms for you to complete at the end of this syllabus for your first year of estimated income and expenses. Use appropriate information from BM p. 280-298.
- Many new businesses do not make a profit in the first year, so if you budget only a modest profit, that's great. Please remember that this cash-flow is only for your Massage Business, not income from another job.
- If you plan to be employed full-time as a therapist by someone else; for the sake of this exercise, assume by the sixth month that you will also be maintaining self-employment and seeing at least three clients a week in your private practice and reflect those sessions' income and expenses related to your practice also in your cash-flow forecast.

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## 64b Executive Summary Assignment

Name\_\_\_\_\_ Group\_\_\_\_\_ Date\_\_\_\_\_

### Executive Summary (Complete in ClassMarker)

I. One paragraph summarizing your purpose, priorities and goals (ideally, revised since the initial assignment.)

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II. The location(s) where you plan to work during the first year of your massage business. Where you want to work. Include more than one location or context if that is your plan. Do you plan to be an employee or independent contractor or both? Do you plan a variety of contexts or just one (e.g. doing house-calls, working for one employer, doing some session in a home office or one you rent/ share with others, etc.)

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## 64b Executive Summary Assignment

### Executive Summary, continued

III. Who your main three target markets are. Tactics for how you plan to market yourself (including your website address, if you've created one of your own or through ABMP).

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IV. This segment of the executive summary will be done in this class.

Write down for each of your first six month in business:

Anticipated profit – Months	1._____	2._____	3._____	4._____	5._____	6. _____
Estimated tax	1._____	2._____	3._____	4._____	5._____	6. _____
Net income	1._____	2._____	3._____	4._____	5._____	6. _____

## 64b Cash-Flow Forecast

Name \_\_\_\_\_ Group \_\_\_\_\_ Date \_\_\_\_\_

Month: \_\_\_\_\_

### I. Monthly Income:

Massage Income : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Expected Tips: \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Product Sales : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Other Income : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

**Total Income:** \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

### II. Expenses:

Rent: \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Utilities : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Telephone : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Bank Fees : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Professional Fees : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Insurance & Dues : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

**Marketing :** \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Massage Supplies : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Office Supplies : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Auto (0.50 / mi): \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Staff Salaries: \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Equipment : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Furniture/Decorations : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Inventory Purchase : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Continuing Education : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Laundry : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Entertainment : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Other Expenses : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

**Total Expenses:**

**III. Profit:** \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

**(Income – Expenses)**

**IV. Estimated Self-employment** \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

**Tax (about 15.3 % of Profit)**

**Note:** After paying self-employment tax each person will also, in any case, pay federal income tax. The percentage depends on your total income. Consult with a CPA or IRS.

## 64b Cash-Flow Forecast

Name \_\_\_\_\_ Group \_\_\_\_\_ Date \_\_\_\_\_

Month: \_\_\_\_\_

### I. Monthly Income:

Massage Income : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Expected Tips: \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Product Sales : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Other Income : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

**Total Income:** \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

### II. Expenses:

Rent: \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Utilities : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Telephone : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Bank Fees : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Professional Fees : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Insurance & Dues : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

**Marketing :** \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Massage Supplies : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Office Supplies : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Auto (0.50 / mi): \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Staff Salaries: \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Equipment : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Furniture/Decorations : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Inventory Purchase : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Continuing Education : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Laundry : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Entertainment : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

Other Expenses : \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

**Total Expenses:** \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

**III. Profit:** \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_  
**(Income – Expenses)**

**IV. Estimated Self-employment Tax (about 15.3 % of Profit)** \$ \_\_\_\_\_ \$ \_\_\_\_\_ \$ \_\_\_\_\_

**Note:** After paying self-employment tax each person will also, in any case, pay federal income tax. The percentage depends on your total income. Consult with a CPA or IRS.



## 65b Business: Meet Employers and Self-employed Therapists

### Business Assignments, continued

**Preparation** Have ready **10 Questions that you will ask the Panelists** (either from the lists below or from ones you have thought of to ask). This class is to give you an idea of what employers are looking for as well as to give you an idea of what it is really like to be in private practice. You are encouraged to ask questions.

**Below is a list of questions concerning various aspects of being employed in the field of massage therapy. Class 65b Business: Meet Employers and Self-Employed Therapists is a chance for you to ask questions of employers about what they offer and expect from you.**

1. What is the pay rate?
2. Do you offer health insurance?
3. Do you offer paid time off?
4. How much of the job is not about doing massage?
5. Are the employees expected to sell products or massage packages?
6. Do you offer retirement programs?
7. Do you offer job training?
8. What is considered full time / part time?
9. As an employee does the therapist need to provide their own liability insurance?
10. As an employee is there room for advancement?

**Below is a list of questions that relate to private practice - as with the above you are encouraged to come up with your own questions as well.**

1. What do you consider full time practice?
2. How much of your time is spent on non-massage activities that relate your practice?
3. What kinds of services/ techniques do you offer?
4. Do you sell massage related products to supplement your massage income?
5. How do you market your-self?
6. How long did it take to get your practice up and running?
7. What is your experience with out-calls, home based practice, office based practice or working for someone else?
8. What kinds of continuing education have benefited you the most?
9. What kind of advice would you give to the new therapist starting out?
10. How has your view of massaged change since you began your practice?

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## 9b Business: Introduction

Business Mastery: Chapters 1-2

### Learning outcomes and objectives

Through lecture, discussions, and homework students will learn what it takes to succeed in the business of massage in line with their own values.

Students will know the process of how to get licensed in Texas and elsewhere.

Demonstrate knowledge of:

- Values-based planning
- Texas State law and rules
- How to get your license
- Finding the Job You Want
- Getting the Job You Want
- How to Be Successfully Self-employed
- Fundamentals of Marketing
- How to Create Your Massage Website
- How to do your Taxes, Bookkeeping, and Financial Management

### Assessment of Past Employment

What jobs have you had in the past?

What did you like the most in those jobs?

What was most frustrating in those jobs?

“Positivize” the negatives.

### Professionalism

What does Professionalism mean to you?

Dress/Cleanliness

Philosophy

Expertise

Punctuality

Location

Literature

### Being an Employee

#### Pros

Greater possibilities of getting lots of clients quickly

Part of team

Easier re paperwork, marketing, supplies needed, taxes, bookkeeping, scheduling.

## 9b Business: Introduction

Business Mastery: Chapters 1-2

### Being an Employee, continued

Ability to focus on hands on work.

Possible benefits in addition to salary.

#### Cons

Lack of control

Poor management, lack of freedom re dress, choice of session design,

Difficult co-workers, less money, possibly unclear boundaries

### Self-employment

#### Pros –

more control over work atmosphere

more control over session design,

more repeat clients

more control over environment

more autonomy

more money (if you do business well)

#### Cons –

more isolated

more risks

more responsibility,

more non-massage work required.

### Values-Based Planning

Why do you want to be a massage therapist?

**Purpose:** What is the purpose of your life?

Mission statement

**Priorities** – Areas of Concern / Your Most Important Realms of Value

**Goals** – “S M A R T E R”

Specific

Measurable

Attainable

Realistic

Time lined

Enthusiastic

Rewarding

## 9b Business: Introduction

Business Mastery: Chapters 1-2

### Values-Based Planning, continued

1 example –

**Purpose** - I fulfill my highest potential and make the world a better place.

**Priority 1**    *My work environment is professional and nurturing.*

#### **Goals for Priority 1**

*I paint my office by July 1.*

*I have a wonderful music system in my office by August 15.*

*I clean my office every week.*

### Have a planner / calendar

### Time Management

Pareto 80/20 Rule

Prioritize!

Don't procrastinate

Avoid interruptions (but take breaks)

Distinguish what's vital from what's urgent

Don't take on too much!

### Driving Forces

Examples:

Desires for

Meaningful work – that makes you healthier and happy

Helping others

Work that empowers your body, mind and spirit

A skill you can use to support yourself anywhere in the world

A skill that ultimately allows you to be happily self-employed

Self-fulfillment

### Restraining Forces

Examples:

Natural Aversion to What You Don't Like

Passivity

Negative Predictions

Mismanaged Anger

## 9b Business: Introduction

Business Mastery: Chapters 1-2

### Legal Requirements to Practice in Texas as Licensed Massage Therapist (LMT)

500-hour course mandated by the Texas Department of Licensing and Registration with official transcript.

Complete and pay application fee \$100. Provide supporting documents (if you answered “yes” to #14 or #15).

Get fingerprinted \$38.

Read the Massage Therapy Act and take and provide proof of completed jurisprudence exam \$34.

The Exam recognized by the Texas Department of Licensing and Registration: Massage & Bodywork Licensing Exam (MBLEx, \$265), recognized by 44 of 48 regulated states, the District of Columbia as well as the territories of Puerto Rico and the US Virgin Islands. Pass **MBLEx**.

### Other requirements & Options

- Texas LMT License Renewal every 2 years (\$75)
- Minimum of 12 CE hours every 2 years
- Liability Insurance (not required but important) – ABMP or AMTA
- Advanced Certifications - trademarked - Zero Balancing, Trager, Feldenkrais, Rolfing, etc.
- non-trademarked – depends on training and self-estimation – sports massage, shiatsu, deep tissue, deep massage, structural bodywork, cranio-sacral therapy, orthopedic massage, etc.
- Board Certification – 750 hrs. education, 250 hours work, Board certification exam

“There are moments when things go well and one feels encouraged. There are difficult moments and one feels overwhelmed. But it’s senseless to speak of optimism or pessimism. The only important thing is to know that if one works well in a potato field, the potatoes will grow -- that’s reality. The rest is smoke. It’s important to know that words don’t move mountains. Work, exacting work, moves mountains.”

- Danilo Dolci

## 36b Business: Professional Ethics

### Introduction

- **Values** Qualities considered \_\_\_\_\_ worthwhile or desirable.
- **Morals** Values of a \_\_\_\_\_, based on ideas of right and wrong.
- **Ethics** Rules governing the behavior of members of a \_\_\_\_\_.
- **Laws** Rules governing the affairs of a \_\_\_\_\_ community.

### List the values that are most important to you

- |    |     |
|----|-----|
| 1. | 6.  |
| 2. | 7.  |
| 3. | 8.  |
| 4. | 9.  |
| 5. | 10. |

### If you were the client, describe how you would like your massage therapist to behave

### DETAILING THE POLICIES OF ETHICAL THERAPIST BEHAVIOR

1. Put yourself in the role of a client receiving massage.
2. Write all the do's and don'ts you can think of, but don't worry if you missed some, your classmates will double-check your work.
3. Use a clean sheet of paper with your names on the top.
4. Write legibly and trade with another group when you are done.

## 36b Business: Professional Ethics

Texas Massage Therapy Code of Ethics (summarized)

<https://www.tdlr.texas.gov/mas/masrules.htm>

### General Considerations

- Be honest, upfront, fair, sanitary, and competent
- Charge them according to your agreement
- Keep records for 2 years (date, type, payment)
- Written consent of parent if client under 17
- Upon request, give written explanation of the bill
- Don't let drugs or alcohol affect your work
- Therapists and establishments need licenses
- Follow our rules
- Don't let anybody else break our rules
- Change of name, address, phone, job? Tell us.
- Give clients our address and phone number

### Consultation Document Requirements

- Type of massage
- Areas to avoid and for focus work
- Indications and contraindications
- No breast massage without written consent
- Client may end session at any time for any reason
- Signatures of client and therapist
- Update the above information as it changes

### Sexual Misconduct

- Don't arouse or gratify anybody sexually by way of contact, clothing, offers, gestures, or comments
- Terminate session if client tries it on you
- Don't massage (paid or unpaid) at sex-businesses
- No sexual contact where massage is performed

### Advertising

- Use the word "massage" only if you are licensed
- Be truthful, forthright, and clear
- If you can't prove it, don't say it
- Use license number with assumed names



## 37b Business: State Massage Law and Find a Job

Business Mastery: Chapters 7-11

- 1984 – 250 hours - first massage law & rules  
included state test - written and practical
- 1990 – 300 hours (w/ 50 hr. internship)
- 2007 – 500 hours  
MBLEx  
~ btw - TLC offered 750 hours from 1989 on ~

For State Law & Rules -

- google - *massage therapy Texas*

### Finding a Job You Will Want

### Spas – Day, Destination, Cruise Ship, Dental, and Medical

Just from 2007-2008!

• Revenue	\$10.9 billion to \$12..8	17.8%+
• Spa visits	\$138 million to \$160 million	15.8%+
• Locations	\$17,900 to \$21,300	18.8%+
• Employees	\$303,700 to \$340,600	12.2%+

### Community – Corporate Culture

Important:

Treating employees and customers with respect

Discouraging gossip

Good team work/mutual support

May have dress and conduct code;

Required duties other than massage?

Training for those? Pay for those?

Training – CE provided?

Scheduling – recommended never more than 3 sessions

back to back (better 2)

Not more than 6 hours of massaging in a day

## 37b Business: State Massage Law and Find a Job

Business Mastery: Chapters 7-11

### Some Ethical Concerns

- Addressing sexual misconduct
- Working outside scope of practice
- Not detailed intake form (to screen for contraindications/ effective session planning)
- Compensation inequities/ dishonesty/ pay too low – min. acceptable \$20/hr up to \$70 plus tips in any case
- Benefits – health insurance, paid vacation, paid sick days, pension plans, profit-sharing, 401(k), reimbursement for CE's
- Confidentiality
- Seniority – how do they assign customers to therapists?

### Planning for spa employment

- Study brochures, website, talk with former and current employee, visit (incognito)
- What is spa's vision?
- How long is a shift?
- What kind of turnover do you have?
- Strong team environment?
- Methods of communication/ structure for mutual feedback? Compensation.
- How is seniority handled?
- What are the treatment rooms and general environment like?
- What do you bring to the table – advanced trainings?
- Review policy and procedures manuals
- Set your boundaries with care and some acceptance of the realities
- Support their marketing of you and others
- Support their optimizing their income as much as possible (within appropriate boundaries)
- Keep good records
- Practice good self-care

### Cruise Ship

- 12-hour workday? including spa treatments?
- Lots of experience!
- Save some money
- Travel (albeit most while working a lot!)
- Captive environment
- Sea-sickness
- Privacy issues
- Little time off

## 37b Business: State Massage Law and Find a Job

Business Mastery: Chapters 7-11

### Destination, Resort and Luxury hotel spas

- Affluent clientele
- Little repeat business
- Often fully booked
- Often very pretty work environment
- Do your research – decide FOR SURE where you want to be. Show them through repeated contacts that you have chosen them as **the** place you want to work in

### Dental/Medical spas

- Research reputations on-line and with employees.
- In medical setting – demonstrate:
  - Good training re medical terminology; record-keeping
  - Clinical bodywork
  - Knowledge of contraindications/indications

### Medical Settings for Complementary and Alternative Medicine

Hospitals, clinics, medical centers, sports medicine clinics, orthopedic offices

- Knowledge of clinical techniques
- Assessment skills
- Short and long-term treatment plans/goals
- Medical terminology & record-keeping
- Dress and hygiene code
- Be a great employee – know the structure and hierarchy of where you are

### Wellness Centers

Combining alternative & allopathic therapies, massage, yoga, chiropractors, osteopaths, medical doctors, nurse practitioners, physical therapists, psychotherapists, acupuncturist, athletic trainers, Pilates instructors, etc.

- Talk with employees and clients if possible.

## 37b Business: State Massage Law and Find a Job

Business Mastery: Chapters 7-11

### Massage Centers

- Lots of experience (of all varieties)
- Pay can be low
- Be careful, checking re policies in general esp. scheduling policies - *before taking the job*
- Self-care super-important

## 41b Business: Get a Job

Business Mastery: Chapters 12, 13, 14, and Pages 204-205 and 274-276

### Research

- Help wanted sections
- Trade journals
- Online job postings
- School alumni/listings
- Place ads
- Posting resumes on-line

### Create list of potential employers

- See Potential Employer Checklist – Business Mastery, Page 168

Company name

Address

Phone

email

Fax

website

Owner / Manager / Director

Who does the hiring?

Years in business    Years in present location

Other locations?

Types of wellness services offered

Types of products sold

Number of practitioners currently employed

Desired number of practitioners

Company's target market

“                    mission statement

“                    image and standing

“                    differential advantage

“                    reputation

Organizational structure

Major competitors

Type of employment status

Compensation package (wage range, insurance, vacation pay, continuing education)

Job Description

Unique skills or attributes you can bring to this business

## 41b Business: Get a Job

Business Mastery: Chapters 12, 13, 14, and Pages 204-205 and 274-276

### **Informational interview - Business Mastery, Page 167-168**

Send letter or email of proposal for visit. See who may be available when. If no response, follow-up each week until they see you or until you feel they are unwilling to respond responsibly (which tells you about them).

Visit potential employers.

Informational interviews –

Some attributes of practitioners who have been most successful in this environment?

Strong team environment?

Most challenging part of this work / environment?

What do you like best about working here?

How would you describe communication between management and staff? Regular staff meetings?

Seniority – how did you deal with slow days in the beginning?

What advice do you have for doing the best job possible and developing a career in this type of setting?

What advice for adjusting to this environment and management?

How does the hiring work here?

What do you suggest I do while in school to increase my odds of getting hired by this spa/wellness/medical center?

### **Network. Ask for leads**

**SCORE** - For any business advice you may want to look into SCORE – Service Corps of Retired Executives – resource partner with the SBA, Small Business Administration.

### **Employment Contracts (Business Mastery, Pages 274-276)**

•Employer often won't have it but it is a useful guide in your interviewing and clarifying important points:

- Services expected
- Duties required
- Work hours - expectations
- What employer agrees to provide – re supplies, physical environment and administrative/marketing services
- Clarity concerning outside of employer work
- Fees, Terms of Payment, Benefits

## 41b Business: Get a Job

Business Mastery: Chapters 12, 13, 14, and Pages 204-205 and 274-276

### Employee vs. Independent Contractor Status

You are likely to legally be an employee if you:

- Must comply with company rules concerning when, where and how to work
- Are paid in regular intervals
- Use tools and materials furnished by employer

You are likely to be an independent contractor if:

- Determine type of work done, how it's performed, when and where, you determine fee structure, you receive the money from clients, you provide the equipment and supplies, you pay for client-related expenses, you generate the clientele

### Legal Status

Sole Proprietorship – if not incorporating, creating partnership or LLC, your business is automatically a sole proprietorship.

- Benefits – easy to form, possession of profits, control of decisions, simple financial record keeping.
- Drawbacks – responsible for all business aspects, difficult to get financing, unlimited liability.

Not an employee, you pay self-employment taxes and income taxes. You just file a Schedule C with your 1040 form and pay personal income taxes on the profit.

Partnerships – can be tricky -“jointly owned”, but you’re still personally responsible for all liabilities. There are no particular advantages to a partnership.

Better if you are joining with one or more persons:

Corporation – legal entity separate from owner(s).

You must consult with a lawyer before setting up a corporation and you will likely need to pay them as the liaison to set that up.

Drawbacks – more expensive and involved to start and maintain

- Must adopt and file articles of incorporation
- Develop corporate bylaws
- Hold board of directors meeting and prepare meeting minutes
- File for IRS employer i.d. #
- Etc.

## 41b Business: Get a Job

Business Mastery: Chapters 12, 13, 14, and Pages 204-205 and 274-276

### Benefits

- Limits liability – in most cases incorporation protects your personal assets from being taken by creditors; but it doesn't shelter you from lawsuits
- Ease of business transfer
- Ability to raise capital by selling stock shares
- Possibly lower health and life insurance premiums, tax-sheltered retirement plans

C corp – you pay tax on the profits of the corporation; then if you pay yourself dividends on the profit you pay tax on those too.

S corp – you pay only for the profit you take from the corporation (not also taxes on the corporation).

LLC – Limited Liability Company - Sole owners of an LLC are taxed as if they are self-employed. This is usually not the best tax position for a business owner. Higher administrative costs to setup and run than partnerships and sole proprietorships

### **Business name – Business Mastery, Pages 204-205 - Sound it out.**

If not including your legal name – you'll need a dba.

Cost: should be \$25 or less.

- Visit your county clerk's office to see if there is another business in your county that's already using your proposed name.
- Call your county clerk or visit their website to obtain the Texas Assumed Name Certificate application.
- Complete the application. Provide basic contact information for your business. The address you provide should be the one where your business primarily operates. Declare how your business is structured. For example, does it operate as a proprietorship, general partnership, sole practitioner, limited partnership or other type of legal structure? Fill in the name and contact information of all business owners.
- Take your completed assumed name form to a notary public. Ask your county clerk if they will notarize your form in their office. Many will perform this service during business hours for a small fee.



## 41b Business: Get a Job

Business Mastery: Chapters 12, 13, 14, and Pages 204-205 and 274-276

- Use a cashier's check or money order to cover the cost of applying for your Texas assumed name. Texas county clerks will also accept cash when paid at their location. Fees are based on the number of applicants listed on the form. Ask the county clerk if there is an additional charge to have a copy of the approved form returned to you. Most counties charge extra for this service.
- Give the DBA form to the county clerk's office. You can scan or photocopy the assumed name form and mail with payment or leave it in person at their location.

### Interviewing Tips

- Be professional - punctual, polite, enthusiastic, confident, centered, relaxed, dress appropriately
- Be prepared - have appointment book, show resume, 3 references, prepared to discuss everything on resume, have about 3 questions to ask interviewer, prepare response to "Tell me about yourself". Have list of unique skills, education & attributes you can bring to this business (usually in resume).
- Be present - good eye contact, listen carefully, know what sets you apart, have list of unique skills, education or attributes you can bring to this business, know your strengths/weaknesses & how to compensate for them.
- May or may not discuss salary/benefits in first interview. May or may not be asked to give sample message in first interview.
- Look for closing signals.
- Thank interviewer. Send thank you note afterwards.

See "Interview Questions You Pose" (Business Mastery, Page 168)

See "Common Questions Employers Ask" (Business Mastery, Page 171)

## 45b Business: Self-Employment and Marketing

Business Mastery: Chapters 15 and 30, and skim Chapter 16

### Targeting Markets (Business Mastery: Pages 360-364)

*Who do you love?*  
-- Bo Diddley

Make your practice more enjoyable

Simplify your marketing

Economize your energy

Increase success of your promotional efforts

Reduces your competition

These are at the bull's eye of your target –  
that doesn't limit who you will work with.

So cultivate one or two major target markets and couple of minor ones.

### Marketing Foundation Exercise

How would you describe the people who use the kind of services you want to provide?

What types of people do you want to reach?

Which groups do you most relate to or already have clients in?

What types of services would be most fulfilling for you to offer?

What qualities do you want your services to exclude?

What problems, conditions, and issues do you want to address in your work?

What type of environment do you want to work in?

Given your responses, who would be most easily attracted to working with you?

## 45b Business: Self-Employment and Marketing

Business Mastery: Chapters 15 and 30, and skim Chapter 16

### **Demographics and Psychographics**

Demographics (categorical statistics) – age, income, occupation, gender, geographic location, education level

Psychographics (lifestyle factors) – special interests and activities, leisure activities, hobbies philosophical beliefs, social factors, cultural involvements, wellness needs, wellness goals

Consider the needs and benefits for example of:

Pregnant women, infants, seniors, athletes, entrepreneurs, wellness providers, people involved in personal growth

### **Target Market Profiles & Analysis**

Research on-line.

Talk with members of your potential target markets. Take folks out to lunch. Consider trading a massage for a Q & A session.

## 45b Business: Self-Employment and Marketing

Business Mastery: Chapters 15 and 30, and skim Chapter 16

### Target Market Analysis

Group title

Demographics

Psychographics

Features your practice provides

Benefits of your practice

Places to find them – where they shop, socialize, on-line groups

Publications they may read – local newsletters in print or on-line

Groups they belong to – support groups, civic organizations, professional associations, social clubs

Special events and important dates for them: race days, seasonal stresses, certain holidays

Other companies and wellness providers who service them

Trends most likely to affect this market

Where they look for help – on-line resources, friends, organizations

Needs not being met by traditional services and products

Target's philosophical beliefs about wellness

“ perceived value of your services

Primary reason target would use your services

Average number of anticipated sessions per year

Session intervals

## 45b Business: Self-Employment and Marketing

Business Mastery: Chapters 15 and 30, and skim Chapter 16

### Positioning

There is only “room” for one or two “brands” in potential client’s brain. It is your job to get in position number one or two, when he or she thinks “massage therapist.”

Positioning statements – statements that stick (like a “hook” in a song)

Creating a brand that appeals to your target market

Differential advantage

Create a Position Statement that might illustrate your differential advantage to a target market.

Does it convey a true benefit?

Does it differentiate you from your competition?

Is it unique?

**Word of Mouth** – the best source for referrals – the best mouth - yours

### Practice Settings (Business Mastery: Pages 167-184)

#### Private Practice

- Home office
- Stand-alone office in professional building
- Room in another’s practice (e.g. DC)
- On-site or Outcall Settings
- Corporate wellness program
- Salon, Day Spa, Dental Spa
- Fitness Center, Gym, Health Club
- Hospice
- Personal practitioner for celebrity or athlete

## 45b Business: Self-Employment and Marketing

Business Mastery: Chapters 15 and 30, and skim Chapter 16

### **Practice Settings, continued**

#### Group Practice

- Holistic healthcare clinic or wellness center
- Specialty clinic or center (e.g. only massage)
- Medical clinic

### **General Success Tips for Private Practice**

Minimize professional isolation by establishing support system of colleagues and advisors. No one succeeds alone – you are part of many teams.

Find mentors and advisors with whom you can consult.

#### Network!

Transition from other work, by starting part-time, until you have strong client base.

Hire someone to do things you are not good with or tend to procrastinate (bookkeeping, taxes, marketing, writing, etc.) – but don't use that as an excuse to be uninformed or irresponsible.

Take safety precautions re screening new clients – possibly call a friend before and after session.

Don't hesitate to end session immediately if state law or rules are violated – you are required to do that.

Have savings for bigger purchases that may be necessary.

Keep good records – of time and money.

Allot time each week for marketing.

Research health and disability insurance. Purchase at least health ASAP if you don't have it.

## 45b Business: Self-Employment and Marketing

Business Mastery: Chapters 15 and 30, and skim Chapter 16

### **General Success Tips for Private Practice, continued**

See if your auto insurance can be amended to cover lost income in case of accident.

Develop and hold people to clear policies re late cancellations and no-shows. Put that on your client agreement and website.

Schedule efficiently – plan for breaks and not more than X number of sessions per day/per week. Take off at least one day per week.

Be determined, consistent and enthusiastic in your self-care.

Take time to write and amend your business plan – look at best and worst case scenarios.

Take continuing education with respect to both business and therapy. Lifelong learning.

As much as possible, if not in your own office, find a place for your business cards, brochures, signage, give free demos, referral incentives, educational meetings for people you work with, explain benefits of your work, show self-care tips.

### **beyond general tips...**

**Salon and Day Spa Environments** - Arrange location of treatment room to avoid noise and chemicals as much as possible.

Have clarity re your scheduling.

**Fitness Centers and Health Clubs** - Attend classes yourself.

## 45b Business: Self-Employment and Marketing

Business Mastery: Chapters 9, 10, 12, and 15

### **Private Practice with celebrity, group, athlete or team**

Clarify legal agreement and personal agreements re:

Scheduling (time of day, number of sessions, time off)

When and how you're paid; overtime

How do they handle reimbursement or payment up front for travel, lodging, food, laundry?

Solid agreements and practice of good communication skills and good boundaries are critical in this context.

### **Corporate Wellness Programs**

Do your research.

Contact all places that look very promising.

Send contact letter and email.

Follow up with email and phone.

Offer to meet, interview and give demonstration.

Work first for on-site company.

Be clear if the company pays what they guarantee per shift. Do they pay by hour or by massage?

If employees are paying, try to get payment in advance and have very clear cancellation and no-show policy.

### **Hospice**

Keep very clear SOAP notes.

Be very clear re contraindications (have nurse or doctor you can consult with).

Prepare to be flexible as course of treatment and illness can change.



## 45b Business: Self-Employment and Marketing

Business Mastery: Chapters 15 and 30, and skim Chapter 16

### **Outcalls**

For safety, call friend before and after each session in case of outcall.

Work only with solid referral.

Clarify the scope of your services.

Clarify what you need to do the work well – amount of space, minimized interruptions from animals, kids, phone, etc.

This is, in some sense, your office away from home. Take what charge you can of creating the best environment – you may choose to bring your own music, supplies, aromas, etc. Arrive as a professional who takes charge of the situation, like a doctor making a house call.

Avoid unfamiliar neighborhoods at night.

If woman with man, think 2-3x whether you trust this situation. In any case, better if spouse/partner is present.

With repeat clients, see if you can sell or get them to buy a table.

Set up price that gets you reimbursed for travel, set-up and tear down (often 2x regular fee (unless you are working on more than one person at that location)).

### **Working in Primary Care Provider's Office (beyond general guidelines)**

Cultivate fluency in medical terminology.

Fit in with respect to the professionalism of your dress.

Keep good SOAP notes.

## 45b Business: Self-Employment and Marketing

Business Mastery: Chapters 15 and 30, and skim Chapter 16

### Group Practice

Self-assessment – reasons roles, goals, expectations

What are essential qualities you need in associates?

Develop detailed agreement defining roles, expectations and policies and procedures.

Include section on image.

Interviews – hint: it's like getting married, don't commit lightly and don't accept light commitment. What are the issues you might encounter? Don't assume they will change?

Don't hurry.

Structured meetings with agendas – covering marketing, communications.

Have courage to confront any issues well and early.

Legal status.

Financial obligations – what are you sharing? What are you agreeing to do independently? Ongoing cash flow forecast for yourself and group.

How is rent being handled? – get that in writing.

Parameters for working with clients outside of clinic.

### Business Start-Up

Competition Analysis (often others are more *cooperative* than competitive)

All contact info (name, address, phone, email, website)

Length of time in business

Description of services offered

Manner in which services are provided

Office hours

Fee structure

Clientele description

Business strengths and limitations

Differential advantage and market position

## 45b Business: Self-Employment and Marketing

Business Mastery: Chapters 15 and 30, and skim Chapter 16

### **Business Start-Up, continued**

Methods of Promotion

How do you compare?

What strengths do you have?

What challenges do you have?

What steps can you take to meet those challenges?

How can you take your competitors' weaknesses and make them benefits for your practice?

Feasibility – (Business Mastery: Pages 195-197)

Start-Up Financing – (Business Mastery: Pages 198-200)

Location (Business Mastery: Pages 217-225)

### **HOME OCCUPATIONS (from Austin City Code, Section 252-900)**

(A) A home occupation is a commercial use that is accessory to a residential use. A home occupation must comply with the requirements of this section.

(B) A home occupation must be conducted entirely within the dwelling unit or one accessory garage.

(C) Participation in a home occupation is limited to occupants of the dwelling unit, except that one person who is not an occupant may participate in a medical, professional, administrative, or business office if off-street parking is provided for that person.

(D) The residential character of the lot and dwelling must be maintained. A home occupation that requires a structural alteration of the dwelling to comply with a nonresidential construction code is prohibited. This prohibition does not apply to modifications to comply with accessibility requirements.

## 45b Business: Self-Employment and Marketing

Business Mastery: Chapters 15 and 30, and skim Chapter 16

### HOME OCCUPATIONS, continued

(E) A home occupation may not generate more than three vehicle trips each day of customer-related vehicular traffic.

(F) The sale of merchandise directly to a customer on the premises is prohibited.

(G) Equipment or materials associated with the home occupation must not be visible from locations off the premises.

(H) A home occupation may not produce noise, vibration, smoke, dust, odor, heat, glare, fumes, electrical interference, or waste run-off outside the dwelling unit or garage.

(I) Parking a commercial vehicle on the premises or on a street adjacent to residentially zoned property is prohibited.

(J) Advertising a home occupation by a sign on the premises is prohibited, except as provided under Section [25-10-156](#) (*Home Occupation Signs*). Advertising the street address of a home occupation through signs, billboards, television, radio, or newspapers is prohibited.

Licenses/Permits/Insurance Coverage (Business Mastery: Pages 206-207)

Setting fees (Business Mastery: Pages 208-210)

Technology needs (Business Mastery: Pages 253-266)

## 50b Business: Marketing

Business Mastery: Chapters 24, 26, 27, and 31

### Overview of Marketing (Business Mastery: Pages 350-378)

#### Strategy – samples

- Risk reversal
- Interrupt, Engage, Educate, Offer
- Importance of Calls to Action
- Develop consistent look, feel and message throughout your practice and promotion.
- Incorporate your USP (unique selling proposition) into every marketing piece and interaction.
- Give Great Experiences
- Add Value to Every Transaction
- Never Stop Educating
- Give Road Maps
- Ethical Bribes
- Observe what people do before and after purchasing your service. Consider providing those things or additional services, or cross-promoting with those that do.
- Cross-promote with other businesses.
- Borrow success practices from other businesses.
- Experiment small scale before you commit to large scale.
- Request referrals, repeat the request, repeat the request, reward the referral, reciprocate (if appropriate).

## 50b Business: Marketing

Business Mastery: Chapters 24, 26, 27, and 31

### **Strategy** – samples, continued

- Explore how to optimize every step of your interaction:
  - How do you contact potential clients?
  - How do you facilitate them calling/contacting you?
  - How do you respond to their contact? How could you do that better?
  - Selling / converting better - how do you help them transition from potential to actual clients?
  - Keeping them longer - how do you develop the relationship over time?
  - Offering more services and goods more often - how do you add value to what you offer them?

**Tactics** - How might you accomplish any one of these strategies? Tactics here are smarter goals for successfully promoting yourself to your target markets. They need to be specific, measurable, attainable, realistic, time-lined, enthusiastic and rewarding.

\* \* \*

See Ben Benjamin's "Formulating a Client Information Brochure", Packet B: 56.  
Great to have detailed agreements up front in writing with both of you signing off on them.

Business cards (have next appointment and cancellation policy on back)

Gift certificates – important marketing tool as well as income source

Consider one of your target markets and choose five strategies and come up two tactics for each of those strategies that you think would be successful with your target market.

## 50b Business: Marketing

Business Mastery: Chapters 24, 26, 27, and 31

Website: [abmp.com/members/marketing-center](http://abmp.com/members/marketing-center)

Click on: "Website Builder"

Enter your "Site Name" (usually your name, but this can be changed later)

Choose a "Domain" (ABMP.com or massagetherapy.com)

Click on "Manage Pages"

Click on any "Page" to see the content

**SEO** – search engine optimization. You want to make sure you show up to the people searching the web who you want as clients. SEO will be a function of your website's clarity and content.

**Page name** – appears as the page name in your navigation and is used to generate the page url as seen in the address bar. Should be very short – 1-3 word description of the page and its content.

**Title** - This text shows as the large bold heading appearing above the page content.

**Keyword tags** – short phrases or key words specific to a given page on one's site to enable search engines to find and list it.

**Description** – the sentence that will appear on search engine results under your listing

50b Business: Marketing  
Business Mastery: Chapters 24, 26, 27, and 31

**Choosing a Massage Therapist/Bodyworker  
Formulating a Client Information Brochure  
by Ben Benjamin**

This article begins with a series of questions which a prospective client might want to ask before choosing a massage therapist or bodyworker, but which might not readily come to mind or be easily verbalized. I wrote it in response to a need recognized by the AMTA Council of Schools Professional and Sexual Ethics Task Force for a brochure which would empower clients with the knowledge of ground rules and appropriate boundaries in a therapeutic relationship involving touch. (The Council of Schools is a voluntary group representing AMATA Schools with accredited / approved programs.) This article was inspired by a thought-provoking article by David Palmer in The Bodywork Entrepreneur. It was entitled “ Self Discloser” and suggested ways to improve the therapeutic relationship. It clearly articulated ideas that were rumbling around in my head for quite awhile. I decided to formulate this idea into a brochure in the hope that it would be used in some form by all health care practitioners to inform clients of their right to know about what to expect when choosing a health care practitioner. I felt the best place to start was with my own profession so I adapted this brochure for use by massage therapists and bodyworkers. My second hope was that practitioners of every sort would be inspired to examine the manner in which they interact with clients of self-disclosure in their own practices.

In my opinion the American Massage Therapy Association is a professional organization dedicated to high standards of practice. The association’s commitment to the consumer is reflected in the publication of this article and other efforts to educate the public about massage and other forms of bodywork.

One of the ways of meeting our responsibility to the public is to offer guidelines for selecting appropriate massage services.

Our members come from rich, diverse educational backgrounds. Because of the diversity available in massage and bodywork, and because of the range of physical problems presented by clients, we would like to help clients choose their practitioner in a thoughtful manner.

To make this information more concrete, following this brochure, I have written an imaginary sample policy statement that a practitioner might use to inform clients about his/her policies, boundaries, background, and so forth. My hope is that as you read this article you will ask yourself if you know the answers to the questions posed here as they apply to your business? Do you clearly communicate this information to all your clients? Feel free to use anything here in forming a set of policies for a brochure that reflects your beliefs and your work.



## 50b Business: Marketing

Business Mastery: Chapters 24, 26, 27, and 31

### **A Brochure On Choosing Massage Therapist/Bodyworker**

This brochure is about your rights as a consumer when interacting with a massage therapist or bodywork practitioner. Its purpose is to help you obtain the information necessary to make an informed decision about the kind of practitioner and services best suited to your individual needs. The brochure provides you with a list of questions to think about when seeking services from a massage therapist or bodywork practitioner. Ask the selection of questions that you decide will give you the information you would like. If you get the answers to those questions you should be able to make a more informed decision when choosing a practitioner.

It is our hope that this information helps you to set realistic expectations with your practitioner. Clarity in the client-practitioner relationship can prevent misunderstandings or disappointments, and insure a more successful outcome from the services provided.

### **Type of Services**

Find out what kinds of work the practitioner provides. Ask questions until you are satisfied and ask for literature if it is available. Some questions to ask are:

- What style of bodywork do you practice?
- What is this particular style good for?
- What are its limits?
- Do you work with pain and other medical problems or do you provide a stress reduction relaxation massage?
- Do you specialize in working with any particular group, for instance the elderly or athletes; or specific problems like headaches and back pain?
- Are there certain people that you don't work with such as pregnant women or people with certain medical conditions?
- Do you have a referral network of related professionals that you utilize?

### **Training and Experience**

Don't be afraid to ask what you want to know. It is your right, as a consumer, to be assured of the competence of your practitioner. Find out what the practitioner's background is. The minimum standard in massage therapy is 500 hours of training over 6 to 12 months.

- Are you licensed in your town or state?
- How long have you been practicing?
- Did you attend a school to learn your profession?
- What school did you go to?
- How long was your training?

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- How many classroom hours did that entail?
- Were there additional courses or internships that you did?
- Is the school you went to approved by any professional organization or government accrediting agency?
- What other educational background do you have?
- Have you had any additional training since you began practicing? If so, in what areas?
- Do you belong to any professional associations?
- Have you been an active member in any way?

### **Appointment Policies**

If you understand the practitioner's policies with regard to appointments then you can avoid disappointment or surprise. If the practitioner is clear about what these policies are you will have a basis for a good working relationship.

- How long is each session?
- What is your work schedule? Which days and hours?
- Do you do house calls?
- Is the first appointment longer than others?
- How do you deal with emergency appointments?
- How often do you suggest that clients come for a massage session?
- What is your cancellation policy?
- What happens if a client is late for an appointment?
- What happens if you are late for an appointment?
- Can I eat before I come for an appointment?
- Should I restrict or alter physical activity before or after a session?
- Do clients generally get a phone machine when calling?
- How soon do you usually return calls?
- Can you be reached at home or only at the office?
- If it's at home is there any time you would rather not be called?

### **Client/Practitioner Expectations**

What can you as the client expect? Since there is generally some anxiety about a stranger touching your body for the first time ask in detail about what happens in a bodywork session. Remember that these are only suggested questions to ask. Ask as little or as much as you like.

- Does the first session start with an interview or medical history?
- Will there be papers to fill out?

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- How long will the session last and does that vary?
- Does the client get fully undressed or partially undressed for the session?
- Is the client covered and draped during the session?
- Do you start with the client face up or face down?
- What parts of the body do you work on and in what order?
- Do you use oils?
- Do you clean the oil off of the client?
- Can clients shower before or after?
- Does the client do anything special during the massage session, i.e. certain breathing, eyes closed, etc?
- Is there much talking during the session?
- What happens if something feels uncomfortable during the session?
- Will there be low light or music?
- Do you have a sauna or whirlpool?
- Are there any reactions I should expect during or after a session?
- What professional standards do you ascribe to?
- Does your profession have a code of ethics and behavior? Can I get a copy?
- What is your policy on confidentiality?
- Do you have a supervisory relationship with a psychotherapist or a person in your profession?
- Can a friend or relative accompany me during the session?

### **Fees**

Money is an emotional issue for most people. Be sure you understand the practitioner's fee policies before you begin your therapeutic relationship.

- What is your fee structure?
- How often do you raise your fees?
- Do you have a sliding scale for any particular group?
- Do you take cash, checks and/or credit cards?
- Do you bill?
- Do you take insurance?
- How often does insurance cover your services?
- Can clients get longer or short sessions for a different fee?
- Can clients purchase a series of sessions for a discount?
- Do you pay any referral fees for new clients?

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### **Sexual Appropriateness**

Sexual behavior on the part of the therapist toward the clients is always unethical and inappropriate. It is always the responsibility of the therapist or health professional to see that sexual misconduct does not occur.

- How do you feel about practitioners who date their clients?
- What is your opinion of client/practitioner friendships and intimate relationships?

### **Recourse Policy\***

What happens if you are not satisfied with your session? Is there anything you can agree on or should know about that you can do if that happens?

- If I am unhappy or not satisfied with the session I receive do you offer me my money back or part of it?
- Do you offer a free session?
- If I am not satisfied with the way you handle the situation is there a professional organization or licensing board with whom I can register my complaint?

\*(Inspired by an article in David Palmer's The Bodywork Entrepreneur; edited and prepared by Ben Benjamin.)

## 64b Business: Taxes and Bookkeeping

Business Mastery: Chapter 20

### Financial Management

Record-keeping – usually a minimum of 7 years

- General correspondence
- Bank statements
- Cash receipts
- Records of cancelled checks

Indefinitely – year-end financial statements, employee and vendor contracts, licenses and permits, insurance claims, tax returns

Create a separate identity for your massage business – business charge account. Avoid paying business bills with cash.

SAVE ALL RECEIPTS.

Pay bills on time.

Keep list of inventory equipment and furniture.

Maintain thorough and professional client files and maintain files for potential clients or referral sources.

Make cash flow projections.

Keep mileage logs: appointment book, cash expense record.

Do monthly bank reconciliations.

Keep track of gift certificates.

### **Basic Accounting Definitions**

- Assets
- Liabilities
- Capital
- Accounts Receivable
- Accounts Payable

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### **Business deductions**

Bank Service Charges

Business Books and Trade Publications

Business Insurance

Credit Card Fees

Dues

Education

Furnishings, Decorations  
& Equipment

Interest on Business Debt

Insurance

Inventory Cost of Goods

Linen Service

Maintenance and Repairs

Marketing

Office Supplies

Online Fees

Postage

Printing and Copying

Professional Fees

Rent

Sales and Excise Tax

Samples

Telephone & Utilities

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### **Common Estimated Initial Business Expenses**

Opening business checking account  
Telephone purchase (if separate from personal)  
Equipment  
First and last month's rent and security deposit  
Business cards  
Stationary and envelopes  
Brochure  
Logo  
Opening promo package  
Decorations  
Office supplies  
Furniture, music system, clothes

### **Common Annual Expenses**

Property insurance  
Business license  
Liability insurance  
Professional society membership  
Legal and accounting fees

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### **Common Monthly Expenses**

Rent

Utilities

Telephone

Bank fees

Supplies

Networking club dues

Education (Advanced Program, seminars, books, journals)

Medical insurance

Auto

Promotion

Postage

Entertainment

Repairs and maintenance

Travel expenses

Inventory

Business loan payments

Staff salaries

Personal draw

**Tracking Income & Expense** – ledger sheets or Quick Books, etc.

Do weekly and review monthly.

Do **personal budget**.

Do **Cash Flow Projections** for next 12 months (and review “actual” cash flow every month).



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### TAXES

If you are an employee, you will receive W-2 and need to file Form 1040 – individual income tax return.

If you are self-employed, you will need to file:

Schedule SE – Self-Employment Tax

Schedule C – Profit or loss statement (for sole proprietor)

Form 1040

Form 1040 ES – Estimated tax for individuals – quarterly if you will owe taxes.

## 65b Business: Meet Employers and Self-Employed Therapists

Here is a list of some of the questions you may want to ask.

To ask employers –

1. What is the pay rate?
2. Do you offer health insurance?
3. Do you offer paid time off/vacation?
4. How much of the job is not about doing massage?
5. Are the employees expected to sell products or massage packages?
6. Do you offer retirement programs?
7. Do you offer job training? Or reimbursement for continuing education?
8. What is considered full-time / part-time?
9. As an employee does the therapist need to provide their own liability insurance?
10. Who handles the taxes?
11. What is the turn-over rate of therapists for the business?
12. What are the hiring requirements (e.g. liability insurance, specific licensing exam, amount of experience?)
13. What is the policy concerning clients. If you leave can you take them with you?
14. What is this employer looking for in a therapist?
15. As an employee is there room for advancement?

## 65b Business: Meet Employers and Self-Employed Therapists

To ask self-employed people –

1. What do you consider full-time practice?
2. How much of your time is spent on non-massage activities that relate to your practice?
3. What kinds of services/ techniques do you offer?
4. Do you sell massage-related products to supplement your massage income?
5. How do you market yourself?
6. How long did it take you to get your practice up and running?
7. What is your experience with out-calls, home-based practice, office-based practice or working for someone else?
8. What kinds of continuing education have benefited you the most?
9. What kind of advice would you give to the new therapist starting out?
10. How has your view of massage changed since you began your practice?

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