BUILD A SUCCESSFUL MASSAGE PRACTICE

VOLUME I: GET MORE CLIENTS NOW

A free e-book from MASSAGE Magazine



MassageMag.com

Practice - Volume 1: Get More Patients Now, a free e-book from MASSAGE Magazine.

We know how dedicated you are to improving your clients' health and providing the best massage possible. That's why we created this e-book that makes running a business easier and more fun, and will help you build the clientele you deserve.

Staying on top of new marketing techniques can feel overwhelming, especially combined with running a business and massaging clients—so we've done the work for you. In this e-book, MASSAGE Magazine's editors share a selection of articles from top business and marketing experts, tailored to massage professionals like you.

You don't have to build your marketing efforts from the ground up: Today, many companies provide affordable services to help you automate duties such as reception and scheduling. Online tools can actually help you enjoy more person-to-person connection in your practice, by freeing you up from daily business tasks.

MASSAGE Magazine wants you to succeed in providing the healing benefits of massage therapy to many clients, for many years to come—in a way that is easy and fulfilling for you. Incorporating marketing techniques like those in this e-book will help create health and harmony in your massage practice, allowing you to focus on your clients.

Let me know how this e-book helped you. I'm at edit@massagemag.com.

Karen Menehan Editor in Chief

Karen Menchan



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4 ONLINE TOOLS YOU NEED TO USE NOW



by Darren Taylor

Growing your massage therapy business can be exciting—and a lot of work. Your ability to acquire and retain clients will make or break the success of your massage therapy business. You can connect with past, current and future clients via your online presence, in the form of websites, directory listings, correct use of search engines, online scheduling and your social media presence.

Many services exist to assist you with creating and maintaining your professional image online. If your online prowess leaves much to be desired, turn to professionals who can help you build, maintain and grow your business.

1. A website. There are various opinions on the role a website plays in helping a potential client locate your massage therapy business, and in driving traffic to your door. It is a commonly held belief that all business models today need a custom website, one uniquely designed to meet your specific needs in content, imagery and function. I am here to say this is

not necessarily true. What is true is people need to be able to find you online and easily navigate your online presence to do the two things they came online to do: Find an excellent massage therapist in their preferred area and make an appointment.

The most important aspect of your marketing is, hands down, your Web presence. The first time any potential client has an interaction with you will most likely be through your website. Sadly, I see so many massage websites that don't offer a professional

The most important aspect of your marketing is, hands down, your Web presence. The first time any potential client has an interaction with you will most likely be through your website.

image. This is because the site either contains many errors or unfinished areas, doesn't function or link properly, or is simply not userfriendly and looks tossed together. **2. Directory listings.** Long gone are the days of Yellow Pages advertising. Directory listings can still be a key element of successful marketing—but your paper phone book is best used as a doorstop. Your new directory is online.

If paying for ads is not an option for you, align yourself with a group of massage therapists using the same directory service to gain viewers. This is different from your landing page, as it serves as an online version of Yellow Pages. Your combined efforts will pay off in the long run.

Many directories offer free introductory, or base, listings. Use these to your benefit and search for a few high-quality sites to invest in and receive optimal visibility. (Examples of categorically listed directory sites include angieslist.com, sampsonslist.com, yelp.com, urbanspoon.com and massageadvantage.com.)

3. Search engines. Another thing to keep in mind is the importance of adding keywords that connect with the terms people use when searching. When people search for massage, most websites are invisible or buried in search results. If the website you have created doesn't have good keywords, it won't be picked up by search engines such as Google, and people won't be able to find your page. Instead, it will be buried among thousands of other miscellaneous listings.

To make your business accessible online, invest in optimal search engine optimization (SEO) by paying someone to handle this task or by researching what keywords people use when searching for your service and then handling SEO yourself. Develop a user-friendly website or landing page—one that is compatible with a mobile device, because an increasing number of people use smartphones or tablets as a primary vehicle for searching the Internet.

4. Online scheduling. In today's busy world, being able to schedule massage appointments online is becoming more of a competitive

If your website doesn't have good keywords, it won't be picked up by search engines such as Google, and people won't be able to find your page.



edge—so unless you or staff members are available every hour of every day and willing to make appointments at 2 a.m. when a client has a kink in her neck, you need an online scheduling service or software. Online scheduling allows clients to easily browse your available options and choose the appointment that best fits their schedule.

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Darren Taylor has more than 13 years of experience in the massage therapy industry and is founder of Massage Advantage (massageadvantage.com), a national marketing company that specializes in getting massage therapists new clients. Massage Advantage utilizes the latest marketing trends, including well-organized campaigns, organic searches, direct marketing, email marketing and social networking.

MARKET YOUR BUSINESS ON FACEBOOK

by Daniel Ruscigno



As a massage practice owner, you simply cannot ignore the fact that Facebook is the most powerful social network site in existence. Below are some tips on how to market your massage practice on Facebook and keep clients interested in your content.

- Offer first-time visitors an incentive. Clients need a reason to become fans. Allowing them to receive incentives, such as coupons, or special information will encourage them to "like" your page. Check out "Static HTML" on Facebook for a relatively easy way to do this. Note: You'll want someone with some basic programming skills to help you set this up.
- Write what you know. Focus on massage therapy and massage practices. People will follow your updates because they know you're an expert in the field. Keep your content based on your profession—write about current events, share a funny video, ask them to post a question or repost an interesting article. Remember to be careful about privacy and confidentiality by avoiding personal comments.
- A picture says a thousand words. People are more visual

- than ever. Adding images to your text will add life to your stories. Feature pictures of any staff you may have with a small write-up about them. Creating this personal connection is important for developing your relationship with your clients.
- Ask easy questions. Everyone values their own opinions, and by asking easy questions, clients will jump into the conversation.
 Participation is the key. Use the Facebook Questions feature to create a simple poll.
- The contest. Everyone loves winning. Give your clients a little excitement by hosting a contest where they have a chance to win something they are interested in.

Daniel Ruscigno is the cofounder of ClinicSense (clinicsense.com), which offers clinic management software to help with scheduling, intake forms, SOAP notes, billing and growing your business.

MASTER THE MARKETPLACE WITH **MOBILE MANAGEMENT**

by Stephanie Jennings

n today's digital world, optimizing your massage therapy practice for the mobile marketplace is increasingly important for keeping your business competitive.

According to a report by Pew Research Center, U.S. Smartphone Use in 2015, 64 percent of American adults now own a smartphone of some kind, up from 35 percent in the spring of 2011, and this number continues to grow.

How can you make the most of it all? Start by assuming your clients live on their mobile devices.

GET TEXTING

Mobile texts can be a powerful means of communicating with your clients more effectively. According to the Forrester Research Mobile Media Application Spending Forecast, 2012-2017, U.S. text messaging is the most widely used smartphone feature—and 4.1 billion text messages are sent daily in the U.S. alone.

Why is texting effective? It allows you to be targeted with your communications, it's permission based, meaning clients have opted in, and it's instant. These three factors contribute to a higher response rate when compared with email marketing.

According to a study by Radicati Group, Email Statistics Report, 2014-2018, short message service (SMS) text messages have an off-

the-charts open rate of 98 percent, compared with 22 percent for email. Over time, these quick, more intimate messages can do wonders for reducing no-shows, helping to fill canceled appointments, saving massage therapists time by avoiding phone tag, and lowering lost revenue due to missed appointments. Texts can support your massage practice in the

areas of appointment confirmations, reminders and cancellations: discounts and coupons: last-minute offerings on slow days; notifications of new products and services; thank-you messages; we-miss-you messages; and links to clientsatisfaction surveys.

Ways in which you can grow your mobile client list include adding a mobile sign-up form to your website; sending an



email to your list, asking clients to join your mobile list; adding a mobile sign-up option in your client newsletter; and inviting social media friends and followers to join your mobile list to receive special discounts.

Make sure it's easy for clients to opt out of your list, and notify clients of any potential text message costs.

MANAGE ON THE GO

Having freedom and flexibility to manage your practice on the go is one of the luxuries of the emerging mobile marketplace. Consider downloading a management app, and encourage your therapists to do the same.

A management app allows massage

therapists to check schedules from anywhere, at any time. Along with keeping an eye on appointments, you and your staff can access and manage client profiles.

This will allow them to check their schedules from anywhere, at any time. Along with keeping an eye on appointments, you and your staff can access and manage client profiles, fostering improved client-therapist interactions. You and your therapists can view clients' profiles in advance to read notes or reminders; maybe your client has a bad neck, prefers a specific oil or has a membership that's up for renewal.

Along with client profiles, you can manage appointment check-ins, cancellations and confirmations, all from the app. Enhanced access is a great benefit, too: When Internet connectivity fails, you'll still be able to view your appointments and client data, and continue to run business as usual.

Encouraging the adoption of mobile management will help move your practice into a mobile mindset, and improve the overall flow of your practice in the process.

MOBILE CARD SWIPING

A great perk of the mobile marketplace is having the ability to swipe a credit card anywhere, anytime. With mobile payment technologies, there's little need for a front desk these days. Take advantage of the flexibility mobile swiping provides by selling clients products—or booking their next appointment with you—from any location.

You can book clients when you participate as a vendor at events, during house calls, and at off-site excursions and retreats. You're no longer confined to your physical practice or telephone to bring in revenue. Most mobile processing systems offer strong encryption and security features, and many link to existing merchant accounts and booking software systems.

OPTIMIZE ONLINE PRESENCE

Today's massage clients expect to be able to find you online, on relevant listings, review sites and social media—all from their mobile devices. Remember, your website is your front door—so developing mobile-friendly Web pages and opt-in client communications for

text messaging and newsletters, and optimizing your language for mobile search by using simple, searchable keywords are all ways to maximize your mobile influence.

Making your services easily accessible for purchase online is critical. According to a 2014 white paper by comScore, Marketing to Millennials: 5 Things Every Marketer Should Know, millennials—or people ages 18 to 34—are the biggest mobile spenders, with 39 percent of their demographic purchasing more than \$50 a month in services or goods via their smartphones. Creating a clear call-to-action button such as "Book Now" and eliminating distracting imagery and text can all work to optimize your homepage for the mobile browser.

MOBILE SOCIAL MARKETING

Keep in mind that mobile users are social users. According to comScore's 2014 U.S. Digital Future in Focus report, Pinterest users are 92 percent mobile; Twitter users are 86 percent mobile; and Facebook is 68 percent mobile. Building your brand on social platforms and registering on mobile maps, review sites and listings can help build your reputation and establish credibility amongst the increasingly social and mobile world. Listening to what clients are saying about you by monitoring comments and questions on these social platforms can go a long way in establishing client loyalty and connection. According to the Social Media Update 2014, released by the Pew Research Center, as of 2014, 52 percent of online adults used two or more social media sites, the most popular being Facebook. In Pew Research Center's infographic, "The Internet and Health," 30 percent of Internet users have consulted online

reviews or rankings of health care services or treatments.

Ways you can engage with mobile users on Facebook include building your audience by encouraging your

Millennials—or people ages 18 to 34—
are the biggest mobile spenders,
with 39 percent of their demographic
purchasing more than \$50 a month in
services or goods via their smartphones.

current customers and supporters to like your Facebook page; posting valuable, authentic content that reflects your brand (consider sharing news related to your unique business and staff, health and wellness tips and advice that tie into your services, and an assortment of offerings, videos, photos or promotions to engage your followers); running a contest, sweepstakes or promotion; and posting strategically. Facebook's Insights feature, for example, includes a tab called "When Your Fans Are Online."

More and more, the mobile device serves as the first point of engagement between a client and a new brand or service. You can shoot your massage practice to the top of the line by embracing mobilemarketing trends now.

Stephanie Jennings drives MINDBODY's (mindbodyonline.com) worldwide sales operations and strategies. She is a licensed massage therapist, group fitness instructor, personal trainer and former manager of a full-service Aveda concepts salon. With her stellar sales instinct, she knows how to keep your business growing and your clients coming back for more.

NO EXCUSES:

Presentations Overcome Obstacles to Massage

by Nancy Toner Weinberger

ne of the easiest and least expensive ways to build a successful private practice is by giving presentations about massage therapy to groups in your community.

Most Americans have not received massage. In fact, according to the American Massage Therapy Association's 2014 consumer survey, just 29 percent of Americans received massage in the past five years. Why? The list of excuses that answers the question "why" is largely what you will respond to in your presentation:

"I don't know anything about massage." With numerous articles in magazines



Tell audience members that by giving up just one TV program a month, they will have an hour available for massage.

and newspapers, and online, your first reaction to this excuse may be incredulity; however, reading about massage is very different from having an actual experience of massage. In your presentation, you can give your audience a chance to see and feel massage.

"I don't have time." Tell audience members that by giving up just one TV program a month, they will have an hour available for massage.

"I can't afford it." Most people can afford massage, but feel guilty spending money on what they consider a luxury. If they are in pain, they are OK with spending the money, but when it comes to preventive health—in spite of the overwhelming number of articles published daily on the negative effects of stress on our life and health—they persist in a mindset that tells them feeling good is something extra, not something they deserve.

You probably will not convince a person to change lifelong beliefs in just one presentation, but by offering an alternate way of looking at life, you can open the door for later reflection. To get audience members thinking in a different way, have them make a list of who, other than themselves, is affected by their stress—and how. Ask them what the cost of stress-related exhaustion is for their family members and coworkers.

"I am embarrassed because ..." The number-one embarrassment that keeps potential female clients off your table is being overweight. Number one for male clients is the fear that they might become sexually aroused. When you behave in a completely professional and kind manner, you can help people get past these issues.

During your presentation, emphasize privacy (undressing in private) and modesty (draping); be open to questions; maintain a nonjudgmental attitude; and demonstrate a lightness, a no-big-deal approach, in your interactions with the members of the group.

"How do I know it is safe?" This is the most important aspect of your presentation. Safe in this context means many things: safe in that they will not be talked down to; safe in that they will not be sexually accosted: safe in that their wishes will be respected, and that they can say "stop" or "too much" and the massage therapist will respond; safe in that the massage therapist is competent to deal with health problems; safe in that the therapist won't overstep any boundaries; safe in that the massage therapist won't disclose any private information to people in the community; safe in that the therapist won't hurt the client. You want your audience to leave knowing you are safe to talk to, and safe to receive a massage from. W

Nancy Toner Weinberger (dynamicequilibrium .com) has been a licensed massage therapist for 40 years, and a certified Trager® Practitioner for 30 years. She has a part-time private practice in Raleigh, North Carolina, writes and teaches. Teaching skills for massage professionals is one of her CE teaching specialties.



CONQUER YOUR FEAR OF PUBLIC SPEAKING

by Irene Diamond, R.T.

Public speaking is the number-one fear of most people. Fear of dying comes in second, and fear of spiders comes in third.

If you are afraid of speaking in public, I respectfully suggest you do everything in your power to *get over it* so you can use presenting as a way to get more exposure as a massage therapist, attain more authority in your community, and gain respect as an expert in your field.

3 ELEMENTS OF A GOOD SPEAKER:

1. POSTURE. Not to scare you, but from the first moment you step in front of the audience, people will judge you. According to Carol Kinsey Goman, author of *The Nonverbal Advantage:*Secrets and Science of Body Language at Work, studies have found nonverbal cues have more than four times the impact on the impression you make than anything you say. That should put you at ease, since nonverbal cues can often be fixed quite easily.

The way you carry yourself is the first thing your audience will notice, so it is critical you stand tall and upright, yet without looking rigid. Hold your head up; let your arms hang naturally at your sides or rest them on the lectern, but do not fold them across your chest, cross them behind your

back, or rest one hand on your hip, as none of these postures inspire confidence.

2. VOICE. The way you speak indicates many things; people form opinions on your education, cultural background and financial level based on it. Speak clearly with appropriate volume, diction and intonation. No one wants to listen to someone stumble

No one wants to listen to someone stumble to use industry jargon over words, mumble into the microphone or use words the audience doesn't know.

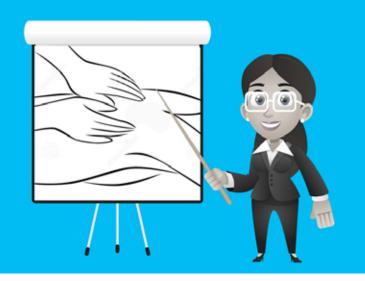
over words, mumble into the microphone or use words the audience doesn't know. Be careful not or purposefully big words. If you are trying to impress the audience with your knowledge, you may come across as a know-it-all and alienate it.

A big mistake new speakers make is speaking too fast, at too high a pitch. It is actually a good

practice to drop your voice slightly to be a little deeper than usual, so if you are nervous, you don't come out squeaking.

3. EYES. Make eye contact with as many audience members as possible. Continuously scan the room. In smaller venues, you will be able to see people's eyes. Don't stare, but do make eye contact. Novice speakers often favor their dominanthand side, so be sure to share vourself with both sides of the room.

Irene Diamond, R.T. (thediamondmethod.com), is a rehabilitation therapist and creator of The Successful Massage Therapist online resource center. She is founder of Active Myofascial Therapy—The Diamond Method, and a Massage Therapy Hall of Fame inductee. She is dedicated to helping thera-preneurs double and triple their income, their client base and their happiness.



USE VISUAL AIDS FOR BETTER PRESENTATIONS

by Irene Diamond. R.T.

randing onstage alone, without props, can be difficult. Luckily, there are many options for visual aids to support your message.

If you like the idea of creating a snazzy presentation to go along with your talk, there are software options such as Microsoft PowerPoint. Prezi.com or Apple's Keynote. You can go oldschool and use

a paper easel or whiteboard; however, using technology gives your talk a more polished image.

You can go old-school

and use a paper easel or whiteboard.

It can also serve as a prompt to help you remember key components of your presentation, since you can keep notes on your computer visible only to you, rather than hold notecards.

If you use software, your slides can be printed as handouts to give your audience. Slides can also be used as a non-salesy way to gather attendants' email addresses. Simply announce that you will send audience members a copy of your presentation if they email you a request. By gathering emails, you will have the ability to stay in contact with attendees to continue the relationship, hopefully turning many of them into clients. W

IS GROUPON RIGHT FOR YOU?

Discounts Bring Clients to Massage



by Karen Menehan

Massage therapist Christine Ecklesdafer of Grand Blanc, Michigan, has found a marketing tool that brings clients into her session room: daily deals.

"I am getting tons of new people that did not know about me before," she said. "I find this is a great opportunity to use excellent customer service skills, invite them back, get them to try other services, offer add-ons, sell gift certificates and get my name out there."

Daily-deal sites are popular among consumers looking to save money on products and services—and trends experts say use of them is going to grow. Along with dining, mini golf, spray tans, teeth whitening, horseback rides and virtually any other type of experience, massage and spa sessions are frequently featured on the daily-deal sites that have cropped up since Groupon launched in 2008 and was quickly followed by the second-largest daily-deal site, Living Social.

Consumers sign up to receive an email message containing daily deals for their city or region, and have a set amount of time, ranging from a few hours to a few days, to purchase a product or service discounted 25 percent, 50 percent or more.

A massage therapist might imagine that if she advertises a deeply discounted massage session and promotes it throughout her region, she'll be inundated by a thundering herd of coupon-clipping clients bursting into her session room—and the reality of daily deals can be kind of like that.

Those massage therapists who feel working with a daily-deal site was successful say they earned little on each discounted session—going as low as \$15 for a 60-minute massage after the daily-deal site took its cut—but that the new clientele created by this promotion was well worth it and they would invest in a daily-deal promotion again.

"You get your face and name out in the community without having to spend upfront money [by offering a daily deal], and so in that way it's a good thing," said massage therapist Leslie Hitchcock of Lancaster,

You get your face and name out in the community without having to spend upfront money.

Pennsylvania. "But discounting your services that much is definitely risky, and you will draw in clients that are deal seekers."

Hitchcock offered a deal through Groupon where 98 people purchased a 60-minute massage session for \$35. (She normally charges \$70.) Groupon kept half, meaning Hitchcock was paid \$17.50 per session.

About 30 percent of those people scheduled a second session, Hitchcock said.

As with any marketing venture, there are both positive and potentially negative items to be aware of, along with details to check off your list and insider secrets to turning those deal-happy clients into full-price paying, repeat clientele.

SITES ABOUND

Living Social (livingsocial.com) and Groupon (groupon.com) have received the most media buzz, but massage therapists interested in offering a daily deal can look at smaller deal sites as well. These include Local Flavor (localflavor.com), Dealery (dealery.com), Homerun (homerun.com), N Crowd (ncrowd.com) and Seize the Deal (seizethedeal.com).

KEEP THEM COMING BACK

Once a massage therapist has provided a discounted massage session to a daily-deal client, there are ways to get that person to come back for higher-priced sessions.

Hitchcock gives her Living Social customers a \$10 coupon to use on their next massage. "That is the deal with these client deals—client retention and giving them a reason to choose you over the next practice down the street that's offering a special," she explained.

She also increases the amount of money she makes from discounted sessions by marketing add-on services to daily-deal clients. They can spend an additional \$10 and upgrade to a deep-tissue massage, or for \$15 they can have a hot-stone massage.

Massage therapists who spoke about their daily-deal experiences and who accept gratuities say daily-deal clients tend to be big tippers.

And, importantly for massage therapists who find their clientele has dropped off due to the economy, daily-deal sites simply get people in the door, filling in the hours of a therapist's appointment book that might otherwise sit empty.

"My schedule is full. I have big checks coming and continual money flow from tips, gifts and repeat business," Ecklesdafer said. "I had a lot of idle hours when I charged \$60 an hour, and I do not have any idle hours now.

"I did not lower my base price, and I still get people at that price," she added. "I just get 10 times more people at deal rates now."

THE FUTURE OF DEALS

Although daily deals are traditionally offered at a 50-percent discount, there are signs that could change.

"There is a theory that consumers must be offered deep discounts—50 percent or more—to be interested in daily deals," said Utpal Dholakia, co-author of a Rice-Cornell

Consumers will continue to buy the deals even if the discounts are slightly smaller.

study on this topic. "Our research shows that a significant number of consumers will continue to buy the deals even if the discounts are slightly smaller."

This is important, he added, because some businesses find large discounts to be unsustainable.

Still, many massage therapists plan to use daily-deal sites as they are.

"With really no initial investment from me, just offering a discount, I get hundreds of people that I did not have before, and hundreds of dollars," Ecklesdafer said. "Each new client is a new opportunity. I will do this regularly and keep the money and the clients coming in—and the clients who really like my massage will come back no matter what."

Karen Menehan is MASSAGE Magazine's editor in chief (massagemag.com). She has edited and written for additional publications and organizations, including Imagine Magazine, the Sacramento Bee newspaper and the LIVESTRONG Foundation.

THE TOP 8 TIPS FOR LAUNCHING YOUR PRACTICE

nce you've graduated from massage school and gotten your license, launching your own practice may seem like a natural next step—but taking the leap into entrepreneurship means more than just handing out business cards and waiting for clients to call. Here, experts in the massage field share advice for launching a practice.

1. Consider working for an employer first.

Many new massage therapists expect to start their own practices and be self-employed, which is an attainable goal. However, working for an employer can offer many benefits, such as the opportunity to work on many clients and gain an understanding of the massage industry, and be a great starting point.

Managing a private practice requires business and marketing experience to ensure success and secure regular clientele.

2. Pay attention to how you will use technology to your advantage. As you prepare the budget and marketing plan for your new massage business, be sure to think about creating a professional website with engaging content; utilizing business management software, as well as smartphone and tablet applications to provide convenience for clients; getting set up with mobile credit card swiping; and developing your social media brand as a platform to market yourself.



3. Jump-start your practice with clients you worked with in school. Shortly before you open your practice, send thank-you letters to your practicum clients, letting them know about your status as a credentialed massage therapist and inviting them to keep receiving your services. It can be a shock for clients to make the transition from paying nothing or a nominal fee to your standard rate, so offer them a lower rate that gradually increases over time.

4. Offer products for retail sale in your practice, but ease your way into retailing.

If you funnel excessive funds into a large inventory right away, it may set you up for too big a challenge. Get a feel for upselling and promoting products with massage services to build your confidence, and in turn build your inventory.

- **5. Don't be shy.** If you are timid or afraid to speak with people, you will have fewer opportunities to build your clientele. The phone doesn't just start ringing the day you get your license. If you are not comfortable speaking to people, take a public speaking class. Ask your instructor to include face-to-face exercises in the training, if she does not already. Do these exercises, even if the scenarios feel fake—they *will* help.
- **6. Consider a uniform.** When building a business, it's best to keep your clothing simple, comfortable, professional and recognizable within the field. The monochromatic dress code typically adopted at spas is universally recognizable as worn by someone who is about to take care of you. White looks fresh and crisp, but is easy to stain with massage oil or lotion; a darker color like black is a more flattering hue and better camouflages stains.
- 7. Make your practice stand out from the competition. One way to do this is to expand your bodywork menu and make sessions more special—and profitable—by adding spa services, such as wraps and scrubs. Wraps tighten and tone skin, and improve circulation; scrubs cleanse, tone and exfoliate skin. When used in combination, wraps and scrubs help keep skin fresh, hydrated and supple.
- 8. Take care of yourself. In the first five years of their careers, massage therapists tend to have high rates of musculoskeletal symptoms, including backaches, sore wrists and shoulders, and neck pain. High-quality selfcare is a necessity. In addition to practicing good body mechanics while you work, develop a conditioning regimen, focusing on building strength and endurance in the hands, arms, shoulders, chest, hips, legs and core. Receiving massage should also be part of your self-care plan. •

Keep your clothing simple, comfortable, professional and recognizable within the field.

(1) Amanda Mittan, L.M.P., C.P.T., P.E.S., massage therapy program director at Carrington College (carrington.edu/schools/spokane-washington).
(2) Jill Shah, senior vice president at MINDBODY (mindbodyonline.com). (3) Cherie Sohnen-Moe, author of Business Mastery, coach and educator (sohnen-moe.com). (4) Jane Irving, creator of My Learning Library (myllnow.com). (5) Gloria Coppola,

L.M.B.T., N.C.B.T.M.B.-approved provider for continuing education (gloriacoppola.com). (6) Trisha Brown Leweke, massage therapist, Harrisonburg, Virginia. (7) Jean Shea, founder and president of BIOTONE (biotone.com). (8) Rick Goggins, C.P.E., L.M.P., coauthor of Save Your Hands! The Complete Guide to Injury Prevention and Ergonomics for Manual Therapists (saveyourhands.com).



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