

London School of Massage

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UNIT 385 ITEC Business Plan Reference Manual



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Mission Statement

What it is

A mission or vision statement is a statement that provides a signpost of where your business aims to be in the future.

Your mission or vision statement has to do two things:

- a. It should explain to customers what business you are in
- b. It should be motivational and provide a shared sense of purpose.

This helps to create a focus for the efforts of all your employees and managers

Mission or vision statements have become common in large organisations, although some are not as effective as they might be. They can also help the smaller businesses by providing a direction for its growth and development plans. Here is an example of a mission statement which has not changed since the company, Newport News Shipbuilding, was founded in 1886:

'We shall build good ships here – at a profit if we can – at a loss if we must – but always good ships'. (Quoted in Drummond, G and Ensor, J (1999). Strategic Marketing: Planning & Control. Oxford: Butterworth-Heinemann)

What makes a successful mission statement?

A good statement should:

- a. Provide future direction
- b. Be realistic, and therefore believable by both customers and employees
- c. Be outward looking and contain a clear customer benefit
- d. Be motivational, by embodying the challenge and rewards

What you need to do

The creation of a mission statement comes as the start of the process of defining where your business is going and how you are going to get there.

To create a mission statement, you need to answer four questions:

- 1. What business are you in?**
- 2. What are your business aspirations?**
- 3. What key words describe how the product or service will be delivered?**
- 4. What is the best way to express our mission?**

1. What business are you in?

The first step is to be clear about what business you are in. This may seem obvious but is actually one of the most difficult questions that you are likely to encounter. For example, is a hotel in the business of:

- Providing food and accommodation?
- Providing holidays?
- Providing leisure breaks?
- Providing facilities for training events?
- Enhancing personal well-being?

Many firms initially define their business in terms of the products or services that they provide, for example a butcher (seller of meat), a baker (produces bread) or a candlestick maker (makes candlesticks). However, in defining the business domain in which you operate, it is better to focus upon the customer's need that you are fulfilling. This will ensure you remain focussed because* You are in business to solve a specific customer problem by meeting a need.

* The ways in which that problem or need can be fulfilled could change over time. If you do not recognise these changes, your customers will be attracted to the other alternatives.

The table below shows the differences between product/service and customer based definitions.

Business	Type of business Product/service offered	Type of business Example of customer need met
Garden centre	Sells plants & accessories	Sells beautiful gardens
Courier	Sells transportation	Meets delivery requirements
Drill manufacturer	Makes drills	Sells the means to make holes
Tourist	Provides tourist information	Sells a hassle free visit to local information centre leisure and entertainment facilities

When you are defining what customer needs you are meeting, it is important not to be too narrow or too broad in your definition. If you are too narrow, you may reduce the size or shape of the playing field on which you will compete in the future. Equally, if you are too broad, you may suffer from lack of clarity. Your definition must take on board the business. ability (resources and skill) required to deliver and compete in meeting these needs.

Continuing with the example of an hotel, the mission statement could be:

„We will provide all our guests with high quality accommodation, superb food and excellent service“

This explains what the owners want to deliver. But what does it say about the customer benefits the hotel is providing for? _Quality accommodation, superb food and excellent services' are all what the hotel is providing rather than the customer benefit. So, this version of the mission statement could be improved by defining it in terms of one or more customer benefits.

2. What are your business aspirations?

You can define your aspirations for the business:

- In financial terms – for example, ‘the business will double profits every five years’
- In market terms for example, ‘the business will become the market leader’

However, neither of these is really customer-driven or motivational. They are less likely to motivate employees or fill them with a collective sense of purpose. It is better for these aspirations to be written in terms of the customer groups you will serve, the needs that you will address, or the method by which you will achieve this.

Using the hotel as an example again, we could say that the services on offer are geared specifically towards guests looking for a relaxing break: ‘We will provide such a relaxing stay that our guests will want to return’.

This defines the customer benefit (relaxation) and, by implication, the target customer group. It would distinguish the hotel from another that is targeting, say, guests looking for a family holiday or a fully equipped venue for a business activity weekend.

3. What key words describe how the product or service will be delivered?

The words you use in your mission statement should relate to the customer in a language they would recognise, understand and value. In the example above, we have used the words ‘relaxing’ (recognisable as a benefit) and ‘guests’ (rather than customers or clients).

In developing your mission statement, consider how such words will add vitality and meaning to your vision of the future.

Market Research

Introduction

All successful businesses need to have a close understanding of potential and existing customers and the marketplace they work in.

This understanding allows you to target customers, sell effectively, compete with other suppliers and spot new opportunities. Performing market research on potential customers and your competitors will help you to gain this vital knowledge.

You can build a picture of general trends using published market information - from free government statistics and data to paid-for market reports from commercial providers. Your own contacts and sales records can also be a great resource.

Far too often, we think we know what our customers think and want because - well, we just know, that's all. Wrong! Businesses can't be successful if they don't continue to meet the needs of their customers. There should be few activities as important as finding out what your customers want for products and services and finding out what they think of yours. Fortunately, there are a variety of practical methods that businesses can use to feedback from customers.

The methods you choose and how you use them depend on what the type of feedback that you want from customers, for example, to find out their needs in products and services, what they think about your products and services, etc.

Examples of Some Methods Employees

Your employees are usually the people who interact the most with your customers. Ask them about products and services that customers are asking for. Ask employees about what the customers complain about.

Comment Cards

Provide brief, half-page comment cards on which they can answer basic questions such as: Were you satisfied with our services? How could we provide the perfect services? Are there any services you'd like to see that don't exist yet?

Competition

What is your competition selling? Ask people who shop there. Many people don't notice sales or major items in stores. Start coaching those around you to notice what's going on with your competition.

Customers

One of the best ways to find out what customers want is to ask them. Talk to them when they visit your facility or you visit theirs.

Documentation and Records

Notice what customers are buying and not buying from you. If you already know what customers are buying, etc., then is this written down somewhere? It should be so that you don't forget, particularly during times of stress or when trying to train personnel to help you out.

Focus Groups

Focus groups are usually 8-10 people that you gather to get their impressions of a product or service or an idea.

Surveys by Mail

You might hate answering these things, but plenty of people don't -- and will fill our surveys especially if they get something in return. Promise them a discount if they return the completed form to your facility.

Telephone Surveys

Hire summer students or part-time people for a few days every six months to do telephone surveys.

The Basics of Quantitative & Qualitative Field Research

Published market information and your own data can tell you a lot about your customers and your market - but it's unlikely to tell you everything.

Field research can be **quantitative** or **qualitative**:

- **quantitative** research provides statistical information - for example, how many potential customers there are and what their average incomes are
- **qualitative** research examines people's feelings and attitudes towards your product or service, and what motivates them

You'll probably need to carry out some of your own quantitative and qualitative field research - talking, observing or carrying out product tests with customers and potential customers. This can help you to:

- test customers' reactions to a new product, and adapt it if necessary
 - investigate attitudes of customers and potential customers
 - find information specific to your business or a local market, rather than the market as a whole
- ### Planning Field Research

Good planning is essential if you're to get the right results from field research.

First you need to decide how to collect the information you want. Popular methods include:

- A **survey**, using a fixed set of questions - the most effective way of carrying out a survey is typically with face-to-face interviews, but phone interviews, online questionnaires and postal surveys are also possibilities.
- A **discussion** - discussions are good for qualitative research as they allow you to explore people's attitudes in more detail. Discussions are often held in small focus groups.

- **Observation** - investigate what people do rather than what they say. For example, look at how shoppers react when they pass a particular point-of-sale display.
- An **experiment** - you might, for instance, run a blind taste test of your soft drink against your competitors' products. Alternatively, you could lend your new product to a customer and ask for feedback.

Once you have decided how you'll gather the information, you'll need to work out how to make it happen. **Budget** how much time and money will be needed - the time involved will normally be significant.

You'll need to **design** your research. For example, drawing up a questionnaire or deciding how you'll run a focus group.

Then there are the **logistics**. If you want to carry out street interviews, make sure your researchers have the required local authority licence and identity card. If you want to run a focus group or conduct face-to-face interviews or product tests, where will you hold them? Where will you find the participants? And who'll run the session?

Consider carefully whether you have got the **skills** in-house to do this. If not, it's probably a good idea to get a market research agency to do your research for you.

Tips for Successful Field Research

The way that you conduct your field research will have a significant impact on the quality of the results. Below are the key points to remember when conducting your research and interpreting your results.

Ask the Right Questions

Badly phrased questions produce misleading results. Avoid closed questions which encourage the answer "yes" or "no". A stationery shop that asks customers if they intend to buy pens in the next year will find out just that - but they won't discover what type of pens, eg specially engraved pens or cheap biros.

Talk to the right people

A survey at a railway station, for example, will get answers from commuters, but if you're targeting people who stay at home with young children, this won't be representative of your market.

Talk to enough people

A survey, for example, of two people won't get you enough information. Some market research professionals suggest asking at least 150 people in order to get a complete picture.

Keep research impartial

It's easy to encourage people to give the answer you want. For example, by asking leading questions or smiling at the 'right' answer. Discussions, where you're not working from a list of set questions, are particularly easy to distort. And in a focus group, individuals with strong opinions may influence the views of others.

Interpret Results with Care

You need to make sure you draw the right conclusions from your research. Bear in mind that people may distort answers in the hope of affecting what you do. For example, they might say they would be

interested in a product "if the price was lower". Qualitative research - where you're investigating feelings and attitudes - can be particularly difficult to interpret.

Be Realistic

It can be tempting to pick out results that confirm what you want to hear, and ignore the rest. But ignoring negative results could damage your business. Be prepared to modify your plans if necessary.

If you don't have the time or skills to carry out research yourself, consider using a market research agency. See the page in this guide: should I use a market research agency?

Competitor Analysis

Marketing, in its purest form, is based on a thorough understanding of the field in which your brand competes. That understanding enables you, as a marketer, to successfully promote and sell. Successful marketers understand their markets, competitors and customer wants and needs. That understanding gives those marketers an opportunity to be competitive.

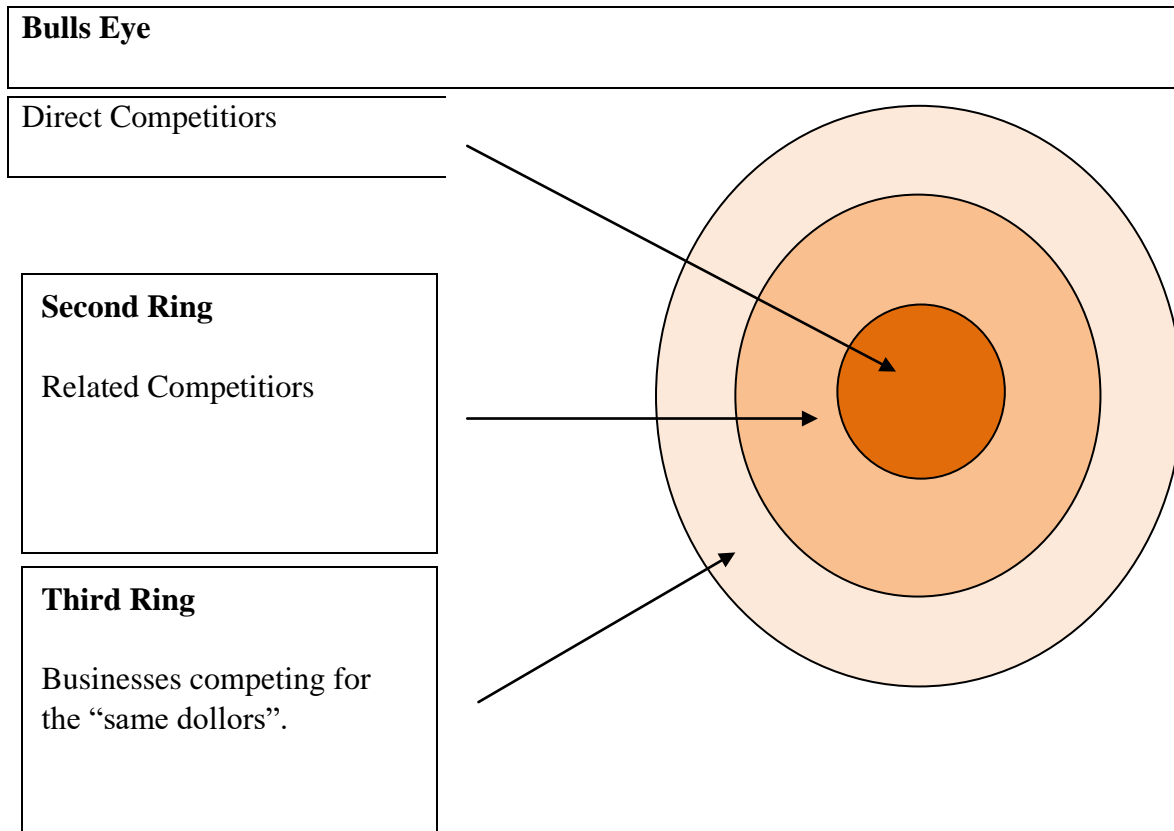
Identifying and analyzing your direct competition is an important first step prior to making a decision about your marketing strategy. It's vital to the success of a brand because it reduces risk, time required, resources and expenses.

Picture your competition as a series of concentric circles, like a target with a bulls-eye in the middle. The bulls-eye represents your direct competitors and moving outward from the centre the competition grows less direct.

Bull's eye, centre of target—the specific businesses in your marketing category that offer products interchangeable with your brand in the customer's view. For example, if you offer massage therapy, you may compete against the other massage therapists within a 5 mile radius.

Second ring—competitors offering similar products in a different category or who have achieved less significant distribution. Continuing with the above example, this would be businesses like Reflexologists, Reiki etc.

Third ring—competitors who compete for "same-purpose" dollars. This would equate to businesses who are competing in the —pamperll market or health. Examples would be Spa's, Health Farms, Osteopath, Physiotherapists etc.



Carefully consider, from the customer's point of view, all the alternatives there are to buying your brand. Knowing that, you can assure your brand provides real or perceived advantages over your competitors, beginning with those who market brands that most directly compete with yours.

In fact, you can even borrow tactics from second- or third-level competitors to compete more effectively against your first-tier competitors!

It's to your advantage to know as much as you can about the details of your competitors' businesses. Study their advertising, promotions and brochures. Analyze their pricing strategies and distribution methods.

Talk to their end users to determine what your competitors are doing well that you can imitate and what they do poorly upon which you can capitalize.

Premises

Introduction

Choosing the right premises is a key business decision. You want premises that help you operate effectively without excessive costs. At the same time, you want to avoid being tied to premises that might not suit you in the future.

Different options suit different businesses. Working from home is a good option if all you need is a small office space. You can also rent premises or buy a property outright

Drawing up a list of what you need from your premises is a good way to start your search. This list might include the following points:

- size and layout of the premises structure and appearance, both internally and externally any
- special structural requirements, such as high ceilings facilities and comfort for employees and visitors - including lighting, toilets and kitchen facilities utilities, such as power and drainage,
- and any special requirements - for example, sink and washing facilities permission, including planning permission, to use the premises for your type of business access and parking space - for deliveries or customers, including disabled customers whether you need the flexibility to alter or expand the premises whether the premises are suitable for your long-term needs
- where do you want the premises to be located?
-
- After drawing up your list of requirements, you may decide that working from home could suit you. However, there are important legal and practical issues you need to take into account.

Your choice of premises will also depend on your budget. Whether you rent or buy, costs can include:

- initial purchase costs, including legal costs such as solicitor's fees and professional fees for surveyors

- initial alterations, fitting out and decoration
- any alterations required to meet building, health and safety and fire regulations
- ongoing rent, service and utility charges, including water, electricity and gas
- business rates - see our guide on business rates continuing maintenance and repairs
- building and contents insurance

Choose the right location for your business premises

Choosing the right location can be something of a balancing act. Ideally, the location should be convenient for your customers, employees and suppliers - without being too expensive.

For shops and other retail businesses, location is of critical importance. Your location must attract **customers**.

If you rely on passing trade, you want to be in an area where enough people who want your product or service can see you. For example, newsagents are often located in or around train stations. You could also benefit from customers who are attracted by other shops in a shopping centre.

Decide whether to rent your business premises

Renting premises suits many businesses and there are a wide range of commercial premises available.

The advantages of renting depend on exactly what you have agreed with the landlord. With a typical **lease**, you agree to occupy the premises for a fixed number of years and pay an agreed rent, though the lease may allow the rent to be reviewed periodically. Upfront costs for leasing premises are often relatively low, though you may pay a **premium** to purchase the lease. Sometimes you may also have to provide a refundable deposit. You should also take into account legal and other professional fees. However, there are disadvantages. You may have significant maintenance and repair obligations. The lease may include other obligations and restrictions. You may also have difficulties if your needs change and you want to move before the lease ends.

Decide whether to buy your business premises

Most small businesses do not have the capital available to purchase their premises outright. Even if you can borrow to finance the purchase, you may feel that you have better uses for your capital.

If you do choose to buy, it can have several advantages:

- you control your own premises and can stay there as long as you like you can choose to
- occupy the premises yourself, rent them to someone else, or sell them your costs are
- relatively fixed, particularly if you have a fixed-rate mortgage, whereas rents can increase significantly over time
- you can alter the premises to suit yourself - subject to legal restrictions
- over the long term, the value of the property may rise

Against this, you have to weigh the disadvantages. Buying property is an expensive and often timeconsuming process, involving significant professional fees and stamp duty. You'll also be responsible for all the maintenance and repairs. If your needs change, selling the property can be difficult and expensive, and you might find that the value has fallen.

You may be able to claim capital allowances towards the cost of renovating or converting your business premises. Since 11 April 2007, businesses in designated disadvantaged areas have been able to claim 100 per cent capital allowances on the costs of renovating or converting business properties that have been vacant for more than one year.

Decide whether you could work from home

If you have the choice, working from home may be a much better option than renting or buying business premises. It's a common choice for people who just need a small office, or who spend most of their time working on client premises.

However, working from home may not be an option if it significantly changes the use of the building, or affects your local area, for example if you have lots of visitors. Also, if you rent your home, your licence or lease may carry restrictions on using it for business purposes.

Drawing up a list of what you need can help you decide whether working from home is a possibility.

Planning the home office

Practical issues you need to think about include properly equipping your workspace. If you work at a desk you need a comfortable workstation. Consider any potential hazards to yourself, workers,

visitors and other members of your household and how to reduce the risk of accidental damage to your work or equipment.

You also need to think about how to separate your work and home life. It helps if you can avoid being disturbed when you are working. You also want to be able to relax during your time off without being interrupted by work.

Financial and legal issues

Working from home can have important consequences for your mortgage, insurance and tax position. For example, your mortgage might not allow you to use your home for working, and your insurance might be invalidated if you do. There are also legal considerations, you might need planning permission, or you may become liable to business rates.

Even if you just have a small home office, or work on client premises, you'll need to think about health and safety. You must carry out a health and safety risk assessment, taking into account the kind of work you do and the risks to other people.

Corporate Image & Design

A company image is the combination of the thoughts, feelings, beliefs, opinions and visions people have about you, your products and services, or your company.

Note, it is what others think and feel about your business, not what you think or what your sales literature and sales staff says. Your image might precede your actual contact with a prospect but it will certainly follow all customer contacts and set the stage for future interactions. Consequently, even the smallest of companies should be aware of and do whatever is appropriate to promote its image.

Your company image is also your identity in the marketplace. Your identity is not exclusive to you. A competitor may have the same image as you. For example, think about two grocery store chains that operate in your region. Both may have an image of offering quality products at reasonable prices. You might feel equally comfortable in stores of both chains, think they hire competent and friendly people and appreciate each enterprise's contribution to your community.

Your company image, however, may differentiate you from your competition. Using the grocery chain example again, two chains may offer quality products at reasonable prices. However, one chain might not be as clean or brightly lit as another. Its employees might not be as helpful and friendly.

You may choose the clean, brightly lit, friendly store because of those image attributes alone. Interestingly, your company has an image even if you do not undertake any activities to try to build one. If you're successful, you have customers. And, your customers have thoughts, feelings, beliefs and opinions about you and your products and services.

Even if you do not advertise, distribute flyers, pass out brochures or issue press releases, it might surprise you that the following items will quietly, yet actively, create a company image. (Your image is created by more than this list of items, but reviewing this list will give you an idea of how the simplest of things may leave an indelible impression.)

- Your company logo. Does it evoke the desired thoughts and feelings in your target audience?
- Your web site. Is it zany and full of wild colours or conservative and designed with muted colours?
- Product packaging. Do products from the same line look like they came from the same company?
- The look of your business cards, letterhead and invoices. A look is created with colour, paper quality and type style.
- How your clinic looks, even how it smells. Your window displays are essentially advertisements for people passing by.
- The location and hours of operation of your store.
- How employees interact with customers in person and on the phone.

- How your phone is answered.
- How you and your employees are dressed.

Products, Services & Prices

Once you are in business it will be important to consider all of the above factors.

What are your:

- **Services**

What services are you going to offer?

Body massage is more than likely to be the main service which you are going to offer, but it would be worth considering other services such as Deep Tissue Massage, Sports Massage, Aromatherapy, etc. These would add to a repertoire, potentially attract more clients as well as increase the services you offer.

Consider the possibility of working with other therapists in a different field as that as a business you can widen your client base.

- **Products**

Remember offering products will increase your profits, help improve the well-being of your clients as well as being in a position to offer something additional to your client. Examples could be massage oils for home use, self help books, etc.

- **Prices**

What are you going to charge for your services and products? Remember to cross reference with your market research.

Fixed & Variable Costs

Cash is the oxygen that enables a business to survive and prosper and is the primary indicator of business health. While a business can survive for a short time without sales or profits, without cash it will die. For this reason the inflow and outflow of cash need careful monitoring and management.

Cash inflows and cash outflows

Ideally, during the business cycle, you will have more money flowing in than flowing out. This will allow you to build up **cash balances** with which to plug cash flow gaps, seek expansion and reassure lenders and investors about the health of your business.

You should note that income and expenditure cash flows rarely occur together, with inflows often lagging behind. Your aim must be to speed up the inflows and slow down the outflows.

Cash inflows

- Payment for goods or services from your customers.
- Receipt of a bank loan.
- Interest on savings and investments.
- Shareholder investments.
- Increased bank overdrafts or loans.

Cash outflows

- Purchase of stock, raw materials or tools.
- Wages, rents and daily operating expenses.
- Purchase of fixed assets - PCs, machinery, office furniture, etc.
- Loan repayments.
- Dividend payments.
- Income tax, corporation tax, VAT and other taxes.
- Reduced overdraft facilities.

Many of your regular cash outflows, such as salaries, loan repayments and tax, have to be made on fixed dates. You must always be in a position to meet these payments in order to avoid large fines or a disgruntled workforce.

Fixed and variable costs are really outflows of cash.

Examples of Fixed costs are: Rent, rates, business council tax, regular wages to staff, etc.

Examples of variable costs are: Electricity, postage, occasional staff, advertising, postage etc.

Staffing Requirements & Employment Opportunities

Introduction

If you're running a business and you want to expand, you'll need to consider the best options for meeting your new needs - these could include outsourcing or training existing staff or taking on new staff.

Taking on people - whichever way you choose to do it - will always mean some form of **investment** for your business. But it's equally important to remember that taking this investment seriously can make it more valuable.

If you decide to take on new staff, or replace someone who has left, this guide will help you understand the different ways of taking on people to work for you - and how to choose the ones that best meet your needs.

The best ways to take on extra people

You have to consider the type of worker you wish to employ, depending on factors such as:

- how constant the work is how
- long the work will last
- the number of hours of work each week

You have a number of options:

- **Permanent employees** can be full-time or part-time. They have an open-ended employment contract with you. You have obligations to them but they will be an investment in your business.
- **Fixed-term contract** employees have an employment contract with you but it is for a predetermined time or until a specific task has been completed. See our guide on employment status. You'll still have employer obligations but only for the duration of the contract. See our guide on the employment contract or use our interactive tool to create a written statement of employment.
- **Employment agency - temporary staff** are engaged by the agency and supplied to you. Your contract is with an employment agency to supply you with staff, but you still have certain legal responsibilities towards the agency worker. See our guide on recruiting and interviewing.
- Using self-employed **freelancers, consultants** and **contractors** gives you the minimum of employer obligations. But you need to be sure that the people are legally defined as selfemployed. See our guide on employment status.
- **Zero-hours contracts** allow you to have people **on-call** to work whenever necessary and mutually convenient. Generally, you are not obliged to offer work, nor is there a responsibility

for the worker to accept any work. Look at the terms of any zero-hours contract carefully as it may affect the employment status of the worker and your responsibility towards them.

You will also have to make tax arrangements for permanent and fixed-term employees. Read our guide on how to set yourself up as an employer. See our guide on employment status.

Consider if you will require additional staff for the business you have in mind such as a receptionist. If so have you considered times of work and wages.

SWOT Analysis

A scan of the internal and external environment is an important part of the strategic planning process.

Environmental factors internal to the firm usually can be classified as: **strengths (S)** or **weaknesses (W)**,

Factors external to the firm can be classified as **opportunities (O)** or **threats (T)**.

Such an analysis of the strategic environment is referred to as a **SWOT** analysis.

The SWOT analysis provides information that is helpful in matching the firm's resources and capabilities to the competitive environment in which it operates. As such, it is instrumental in strategy formulation and selection. The following diagram shows how a SWOT analysis fits into an environmental scan:

Strengths

A firm's strengths are its resources and capabilities that can be used as a basis for developing a competitive advantage. Examples of such strengths include:

- patents strong
- brand names
- good reputation among customers cost
- advantages from proprietary know-how
- exclusive access to high grade natural
- resources favorable access to distribution networks

Weaknesses

The absence of certain strengths may be viewed as a weakness. For example, each of the following may be considered weaknesses:

- lack of patent protection
- a weak brand name
- poor reputation among customers
- high cost structure lack of access to the
- best natural resources lack of access to
- key distribution channels

Opportunities

The external environmental analysis may reveal certain new opportunities for profit and growth.

Some examples of such opportunities include:

- an unfulfilled customer need
- arrival of new technologies
- loosening of regulations
- removal of international trade barriers

Threats

Changes in the external environmental also may present threats to the firm. Some examples of such threats include:

- shifts in consumer tastes away from the firm's
- products emergence of substitute products new
- regulations increased trade barriers
-

Risk Analysis

Introduction

Risk analysis is a technique to identify and assess factors that may jeopardize the success of a project or achieving a goal. This technique also helps to define preventive measures to reduce the probability of these factors from occurring and identify countermeasures to successfully deal with these constraints when they develop to avert possible negative effects on the competitiveness of the company.

Unforeseen events can have a crippling effect on a business, from fire and stock damage, to illness and IT systems failure. How you respond to these events is key to the continued success of your business. Your best method of protection against these crises is good planning.

Evaluating and Managing the Risks You Face

Almost everything we do in today's business world involves a risk of some kind: customer habits change, new competitors appear, factors outside your control could delay your project. But formal risk analysis and risk management can help you to assess these risks and decide what actions to take to minimize disruptions to your plans. They will also help you to decide whether the strategies you could use to control risk are cost-effective.

Different people will have different views of the impact of a particular risk – what may be a small risk for one person may destroy the livelihood of someone else.

To carry out a risk analysis, follow these steps:

1. Identify Threats:

The first stage of a risk analysis is to identify threats facing you. Threats may be:

- **Human** - from individuals or organizations, illness, death, etc.
- **Operational** - from disruption to supplies and operations, loss of access to essential assets, failures in distribution, etc.
- **Reputational** - from loss of business partner or employee confidence, or damage to reputation in the market.
- **Procedural** - from failures of accountability, internal systems and controls, organization, fraud, etc.
- **Financial** - from business failure, interest rates, unemployment, etc.
- **Technical** - from PC failure, loss of data, etc.
- **Natural** - threats from weather, natural disaster, accident, disease, etc.
- **Political** - from changes in tax regimes, public opinion, government policy, etc.

This analysis of threat is important because it is so easy to overlook important threats. One way of trying to capture them all is to use a number of different approaches:

- Firstly, run through a list such as the one above, to see if any apply
- Secondly, think through the systems, organizations or structures you operate, and analyze risks to any part of those
- See if you can see any vulnerabilities within these systems or structures •

Ask other people, who might have different perspectives.

2. Estimate Risk:

Once you have identified the threats you face, the next step is to work out the likelihood of the threat being realised and to assess its impact. Is it high, medium or low.

3. Managing Risk:

Once you have worked out the level of risks you face, you can start to look at ways of managing them. When you are doing this, it is important to choose cost effective approaches - in most cases, there is no point in spending more to eliminating a risk than the cost of the event if it occurs. Often, it may be better to accept the risk than to use excessive resources to eliminate it. Risk may be managed in a number of ways:

- *By using existing assets:*
Here existing resources can be used to counter risk. This may involve improvements to existing methods and systems, changes in responsibilities, improvements to accountability and internal controls, etc.
- *By contingency planning:*
You may decide to accept a risk, but choose to develop a plan to minimize its effects if it happens. A good contingency plan will allow you to take action immediately, with the minimum of project control if you find yourself in a crisis management situation. Contingency plans also form a key part of Business Continuity Planning (BCP) or Business Continuity management (BCM).
- *By investing in new resources:*
Your risk analysis should give you the basis for deciding whether to bring in additional resources to counter the risk. This can also include insuring the risk: Here you pay someone else to carry part of the risk - this is particularly important where the risk is so great as to threaten your or your organization's solvency.

4. Reviews:

Once you have carried out a risk analysis and management exercise, it may be worth carrying out regular reviews. These might involve formal reviews of the risk analysis, or may involve testing systems and plans appropriately.

Key points:

Risk analysis allows you to examine the risks that you or your organization face. It is based on a structured approach to thinking through threats, followed by an evaluation of the probability and cost of events occurring.

As such, it forms the basis for risk management and crisis prevention. Here the emphasis is on cost effectiveness. Risk management involves adapting the use of existing resources, contingency planning and good use of new resources.

Marketing & Publicity

Marketing is: —The management process which identifies anticipates and supplies customers requirements efficiently and profitably.

Chartered Institute of Marketing

There are many ways of marketing your business, and it is important to look at how effective it will be. Consider whether there will be a return on the investment which you make initially and make sure that you monitor the efficiency of your campaign by recording how many new patients have been attracted to your clinic.

Practical ways of marketing your business are:

- Flyers – An example of one is given below.
- Talks – give talks and demonstration about your services. This is only good if you are good at communication and confident in public speaking.
- Website – you may need to get this designed by a professional. It is worth having some idea as to what you want as well as possibly having a domain name which you already own. Buy
- 5 get 6th free (offers)
- Vouchers
- —Word of mouth – clients recommending you for your good service.

Advertisement Flyer

Below is an outline of information which you may want to include in a flyer. It is not definitive and you may decide to include some parts and not others.

Consider:

- Who your target audience is
- How many you are going to print
- How it will be distributed and cost implications
- Theme colours for the flyer
- Type and size of paper

Clinic Name & Logo	
Entice people to pick up the leaflet “Do You want to be free of Muscular Aches & Tension ”	
Info about massage and what happens on a visit	
<p>List Benefits:</p> <ul style="list-style-type: none"> • <i>Reduce Muscle Tension</i> • <i>Improve Circulation</i> • <i>Feel Relaxed</i> • <i>Etc.</i> 	<p>Consider a picture of the clinic or better still one which shows a person being massaged.</p> <p>Remember: “A picture is worth a thousand words” so choose one which shows the treatment is clinical and not “shady”</p>
<p>Your Name & Qualifications Contact Details Web details</p>	<p>Voucher / Offer. E.g.</p> <p>£5.00 pounds off with this voucher or</p> <p>6 treatments for the price of 5</p> <p>Etc.</p>

Finance - Start Up & Running Costs

Starting a new business is both exciting and rewarding, but it is also full of challenges. The level of commitment that you will need should not be underestimated.

The success of your business will partly depend on your attitude and skills. This means being honest about a range of issues - your knowledge, your financial status and the personal qualities that you can bring to your new business.

Commitment, drive, perseverance and support from family and friends will go a long way towards transforming your business idea into reality and will be especially important during the early days.

Financial Commitment

Every new business needs money when starting up. The majority of businesses will need to buy equipment, establish the workplace and meet marketing costs - all before the first sale is made. Then once you're trading, you'll need cash to pay the bills and keep the business going.

There are a range of financing options when starting up and choosing the right ones for your needs is essential. You can use your own money, borrow from banks, family and friends or attract outside investors. Grants and government support may also be available.

Most businesses use a combination of these alternatives, according to their specific needs and circumstances.

How much will you need - and when?

It's essential to have an accurate idea of your financial needs. Once you have calculated the amount you'll need to cover your initial start-up costs, you'll also need to factor in your running expenses. Customers may not pay you immediately - but you will still need to pay all your bills to keep trading. It's sensible to have sufficient capital to cover projected expenses for at least six months.

Consider your own needs

At the same time, you need to make sure that you have taken into account how much money you need to live on. In the early stages, a new business is unlikely to produce spare cash that you can spend on yourself.

Choose the best financial option

The type of finance you choose will depend on what kind of business you are starting, how much money you need and what you will use it for.

- Many people use their own **savings** or personal borrowings to fund the business. This may be the only choice if you can't convince anyone else to lend you money or invest in the business.
- **Family or friends** might back you. However you should carefully consider the risk that they could lose their money if your business fails
- If you have a credible business plan, you may be able to **borrow from a bank**. Many businesses use overdrafts for day-to-day borrowing and loans to finance large purchases such as equipment. If your business is likely to have peaks and troughs in its cash flow, it's essential to be able to clearly illustrate these to your bank so you can plan an overdraft.
- A larger business with good prospects might attract **outside investors**. For example, 'business angels' typically invest £10,000 or more in exchange for a share in the business.
- You might qualify for a **grant** - for example, if you are setting up a business in a deprived area. Contact your local Business Centre.
- If your business is setting up in a deprived area, or in a sector that is not normally catered for by mainstream lenders, you might be able to attract finance from a **community development finance institution**. Alternatively you might be able to attract support from other businesses in your peer group.

Most businesses use a mixture of finance sources. For example, you might invest your own money in market research, bring in outside investors to share the risk and borrow from the bank to purchase clinic equipment.

Additional Professional Services

If you want to keep a healthy business, it is worth considering providing additional services to your main type of business.

Below is a list of considerations for providing additional services:

- Additional services such as Aromatherapy, Sports Massage etc.
- Selling massage oils
- Working in offices
- Working at pamper parties
- Bringing in other professional practitioners into the business

Legal Requirements

There are many legal requirements which an individual and a business has to fulfil and this starts from the outset.

Own Self

- Obtain a valid diploma – certain qualifications are not recognised by insurance companies as well as local authorities should you wish to work in that particular borough. ITEC diploma's are widely accepted and you should have no problems in obtaining either.
- Obtain Malpractice Insurance – This will protect against claims made by individuals who may indicate that through your treatment you gave them back pain, or even assault.
- Registration with local Borough – certain boroughs will require individuals to register with them e.g. City of Westminster.

Business

- Register your business with the Inland Revenue. This is usually done by your accountant and done when you first submit accounts for taxation.
- Obtain Planning Permission for the premises to trade as a Complimentary Clinic.
- Obtain Public Liability Insurance – this will protect the business against injuries sustained by a customer as a result of faulty / poorly maintained business environment e.g. fall and hurting their back when sitting on a faulty chair in the waiting area.

The following are some laws which relate to all businesses as they should be considered carefully:

HEALTH & SAFETY EXECUTIVE (HSE)

Is the Government body responsible for ensuring compliance with health and safety at work law and regulations

THE HEALTH AND SAFETY AT WORK ACT 1974

Protects the self-employed employees (except domestic staff in private households) and the general public against dangers from adverse working conditions. The Act places a duty on employers to ensure the health and safety of their workforce.

THE MANAGEMENT OF HEALTH & SAFETY AT WORK REGULATIONS

This act lays out the specific duties of the employer according to the work regulations. These duties mean that the employer must consider the risks to health and safety for employees and members of the public and make a written assessment of any risks that may be present.

THE WORKPLACE (Health, Safety & Welfare) REGULATIONS 1992

These regulations are to ensure that the workplace is a safe and healthy place for every employee and visitor.

The workplace should be:

Clean and tidy, well ventilated, well-lit, reasonable temperature, free from waste material, clean toilets with hot & cold running water etc.

THE CONTROL OF SUBSTANCES HAZARDOUS TO HEALTH ACT (COSHH) 1989

This law protects the individual from the exposure of hazardous substances in the workplace. Both employer and employee must be aware of the potential hazard of some substances and the necessary safety precautions that must be taken.

REPORTING OF INJURIES, DISEASES AND DANGEROUS OCCURRENCES REG. (RIDDOR)

These regulations protect employees and members of the public who may suffer workplace injury and deal with the correct reporting of the incident in an Accident Book and if necessary to the Enforcing Authority. Details should be kept for a minimum of 3 years.

GENERAL DATA PROTECTION REGULATION (2018 UK)

The General Data Protection Regulation 2016/679 is a regulation in EU law on data protection and privacy for all individuals within the European Union and the European Economic Area. It also addresses the export of personal data outside the EU and EEA areas. This came into effect in 2018, before it was the Data Protection Act.

SALE & SUPPLY OF GOODS ACT 1994

This Act replaced the Sale of Goods and Services Act 1982 and deals with the consumer's rights and traders obligations in relation to goods and services.

THE CONSUMER PROTECTION ACT 1987

Aims to safeguard the consumer from products that do not reach a reasonable level of safety. It makes providers of products for private use liable for injury or damage to the consumer by reasons of a defect in the product.

THE TRADE DESCRIPTIONS ACT 1968/72

Makes it illegal to apply a false description to a product or service, which is likely to mislead potential customers.

THE MANUAL HANDLING OPERATIONS REGULATIONS 1992

Relate to how employees lift, lower, pull, carry, etc items / clients whilst at work.

Customer Service & Communication

Service

The better a business can manage the relationships it has with its customers the more successful it will become.

Customer management is a strategy which is used to learn more about customers' needs and behaviours in order to develop stronger relationships with them. As such it is more of a business philosophy than a technical solution to assist in dealing with customers effectively and efficiently.

The provision of additional services can assist in retaining customer numbers as well as providing more benefits than what the client came in for.

As a physical therapist it is worth considering all the services which you can provide for your customers. Some examples are listed below:

- Massage
- Massage at work
- Advice for general well

being

Your existing customers are among the most important assets of your business - they have already chosen you instead of your competitors. Keeping their custom costs far less than attracting new business, so it's worth taking steps to make sure that they're satisfied with the service they receive.

There are a number of techniques you can employ, including:

- providing a free customer helpline
- answering frequently asked questions on your website
- following up sales with a courtesy call
- providing free products that will help customers look after or make the most of their purchases
- sending reminders when services or check-ups are due offering preferential discounts to
- existing customers on further purchases

Existing customer relationships are opportunities to increase sales because your customers will already have a degree of trust in your recommendations.

Cross-selling and up-selling are ways of increasing either the range or the value of what you sell by pointing out new purchase possibilities to these customers. Alerting customers when new, upgraded or complimentary products become available – perhaps through regular emails or newsletters - is one way of increasing sales.

To retain your customers' trust, however, never try to sell them something that clearly doesn't meet their needs. Remember, your aim is to build a solid long-term relationship with your customers rather than to make quick one-off profits.

Satisfied customers will contribute to your business for years, through their purchases and through recommendations and referrals of your business.

Communication

Good communication is vital to the success of any business. This can't be truer then in the field of complimentary therapies where the focus is on the client as an individual. Communication will therefore commence with either the first contact over the telephone or when you first meet your client for a treatment.

Direct communication will therefore be either:

- Verbal
- Non –verbal (body language)

Other ways in which to maintain contact with your client will be:

- Postal – promo and event flyers, birthday cards, Christmas cards etc
- Email – formal communication, offers, events etc.
- Telephone – formal communication, offers, events etc.
- Web based – Info through downloadable pages, etc.

Ten things you need to know about your customers

If you know who your clients are, what they think and what they want, a large part of your business is sorted out. The following is worth looking and will form a bases upon which your business can succeed.

1. Who they are

If you sell directly to individuals, find out your customers' gender, age and occupation. If you sell to other businesses, find out what size and kind of business they are. For example, are they a small private company or a big multinational?

2. What they do

If you sell directly to individuals, it's worth knowing their occupations and interests. If you sell to other businesses, it helps to have an understanding of what their business is trying to achieve.

3. Why they buy

If you know why customers buy a product or service, it's easier to match their needs to the benefits your business can offer.

4. When they buy

If you approach a customer just at the time they want to buy, you will massively increase your chances of success.

5. How they buy

For example, some people prefer to buy from a website, while others prefer a face-to-face meeting. **6.**

How much money they have

You'll be more successful if you can match what you're offering to what you know your customer can afford.

7. What makes them feel good about buying

If you know what makes them tick, you can serve them in the way they prefer.

8. What they expect of you

For example, if your customers expect reliable delivery and you don't disappoint them, you stand to gain repeat business.

9. What they think about you

If your customers enjoy dealing with you, they're likely to buy more. And you can only tackle problems that customers have if you know what they are.

10. What they think about your competitors

If you know how your customers view your competition, you stand a much better chance of staying ahead of your rivals

All About Taxes

HM Revenue & Customs collects tax to pay for public services. Each year the Chancellor's Budget sets out how much it'll cost to provide these services and how much tax is needed to pay for them. Key taxes that individuals may have to pay include: Income Tax, Capital Gains Tax, Inheritance Tax, Stamp Duty, Value Added Tax and certain other duties.

The Different Types of Tax

Income Tax on earnings, pensions and benefits

You pay Income Tax on:

- your wages if you're employed the profits from your business if you're self-employed
- your State Pension and any company or private pensions some benefits like
- Jobseeker's Allowance, Carer's Allowance and Incapacity Benefit
-

As well as paying Income Tax on your wages and on income from self-employment, you also have to pay National Insurance contributions (NICs).

If you're an employee, your employer operates PAYE (Pay As You Earn) and deducts tax and NICs from your wages. If you're self-employed you'll be responsible for paying your own tax and NICs and filling in your Self Assessment tax return

Income Tax - The Basics

Income Tax is a tax on income. Not all income is taxable and you're only taxed on 'taxable income' above a certain level. Even then, there are other reliefs and allowances that can reduce your Income Tax bill - and in some cases mean you've no tax to pay.

What counts as taxable income?

Taxable income includes:

- earnings from employment earnings
- from self-employment
- most pensions income (State, company and personal
- pensions) interest on most savings income from shares
- (dividends) rental income income paid to you from a trust
-
- **Non-Taxable Income**

There are certain sorts of income that you never pay tax on. These include certain benefits, income from tax exempt accounts, Working Tax Credit (WTC) and premium bond wins. These income sources are ignored altogether when working out how much Income Tax you may need to pay.

How much Income Tax you pay

After your **allowable expenses** and any **tax-free allowances** (this includes your personal allowance) have been taken into account i.e. your **net profit**, the amount of tax you pay is calculated using different tax rates and a series of tax bands.

Income Tax band	Income Tax rate on non savings income	Income Tax rate on savings	Income Tax rate on dividends
£0 to £2,440 Starting rate for savings:	Not available	10%	n/a - see basic rate band
£0 to £37,400 Basic rate:	20%	20%	10%
£37,401 and above Higher rate:	40%	40%	32.5%

Because the rate of Income Tax you pay on savings is worked out after any non-savings income has been taken into account, if your non-savings income is less than the starting rate for savings limit (£2,440) - or if savings and investments are your only source of income - your savings income will be taxed at the 10 per cent starting rate up to the limit. But if you already have non-savings income which takes you above the starting rate, all of your savings will be taxed at the 20 per cent basic rate.

Remember, the tax band applies to your income after your tax allowances and any reliefs have been taken into account - you're not taxed on all of your income.

'Non savings income' includes income from employment or self-employment, most pension income and rental income.

'Dividends' means income from shares in UK companies. Savings and dividend income is added to your other taxable income and taxed last. This means you pay tax on these sorts of income based on your highest Income Tax band.

How you pay Income Tax

Income Tax is collected in different ways depending on the type of income and whether you're employed, self-employed or not working. The different ways Income Tax is collected include:

- PAYE (Pay As You Earn)
- Self Assessment
- tax deducted 'at source' whereby tax is deducted from bank/building society interest before the interest is paid to you
- in some cases, one-off payments

If you're an employee or you receive a company or private pension, your employer or pension provider will deduct tax through PAYE. If you're self-employed, you'll be responsible for filling in a Self Assessment tax return and paying your own tax.

National Insurance Contributions (NIC's)

As well as paying Income Tax on your income, you'll also have to pay National Insurance contributions. National Insurance contributions build up your entitlement to certain social security benefits, including the State Pension. The amount of National Insurance you pay depends on how much you earn and whether you're employed or self-employed. You stop paying National Insurance contributions when you reach retirement age.

Who pays National Insurance?

You pay NICs if you are an employee or self-employed and you are aged 16 and over, providing your earnings are more than a certain level. You stop paying NICs at State Retirement age. This is currently 65 for men and 60 for women but will gradually increase to 65 for women over the period 2010 to 2020.

Who uses your NI number?

The only people you should ever give your NI number to are:

- HM Revenue & Customs (HMRC)
- your employer
- Jobcentre Plus, if you claim Jobseeker's Allowance
- your local council, if you claim Housing Benefit

Entitlement to many benefits depends on your National Insurance contribution record (see 'Benefits that depend on NICs' below) so it's very important not to give your number to anyone else.

You will also be required to provide your NI number if you open an Individual Savings Account (ISA)

Benefits that depend on NIC contributions

Your entitlement to the following benefits and/or the amount you can get will depend on your (or in some cases your spouse or civil partner's) NICs:

- Contribution based Jobseeker's Allowance (Class 1 NICs only)
- Incapacity Benefit (if you can't work for long periods due to illness or injury)
- Contribution based Employment and Support Allowance (ESA)
- State Pension
- additional State Pension (Class 1 NICs only)
- Widowed Parents' Allowance
- Bereavement Allowance
- Bereavement Payment

There are 4 classes of National Insurance.

Type	Who is it for	Who pays it	
Class 1	Employed	Employer & Employee both contribute	Deduction from employees wages as well as a contribution by the employer
Class 2	Self Employed	Self Employed	Flat rate payment and is lower than Class 1, but entitles you to fewer benefits
Class 3	Voluntary		Payable at a flat rate by those who have not paid enough NICs to qualify for certain benefits, such as a state pension.
Class 4	Self Employed	Self Employed	Paid as a percentage of taxable profits earned

Value Added Tax (VAT) AT is a tax that you pay when you buy goods and services in the European Union (EU), including the United Kingdom. Where VAT is payable it's normally included in the price of the goods or service you buy. Some goods don't attract VAT.

When do you pay VAT and how much?

Each EU country has its own rates of VAT. In the UK there are three rates.

Type	Goods	Rate
Standard rate	You pay VAT on most goods and services in the UK at the standard rate	Is currently 15%. The standard rate will increase to 17.5% on 1 January 2010
Reduced rate	In some cases, for example children's car seats and domestic fuel or power	You pay a reduced rate of 5%
Zero rate	There are some goods on which you don't pay any VAT, like: <ul style="list-style-type: none"> • food • books, newspapers and magazines • children's clothes • special exempt items for example equipment for disabled people 	0%

How VAT is worked out

When someone charges you VAT they multiply the original ('net') price of the item or service by the VAT rate to calculate the amount of VAT to charge. They then add the VAT amount to the net price to give the 'gross' price - the price you pay.

VAT on bills and receipts

Most retail prices on bills and receipts include VAT - it is not shown separately. However some may have a line under which they show the VAT element. This doesn't mean you're being charged extra - it just shows how much of the price is made up of tax.

Non-retail invoices from VAT-registered suppliers (for example from builders or painters and decorators who are VAT registered) must show a separate amount for VAT. They must also show the 9-digit VAT registration number of the business.

Businesses that may not charge VAT

Businesses with annual sales below £68,000 (2009-10) don't have to register for (and therefore charge) VAT, but they may choose to do so voluntarily. If they don't, the price you pay for their goods or services may be cheaper than if you bought the same goods or services from a VAT-registered supplier.

How to calculate VAT

VAT paid to **SUPPLIERS** on your purchases = **INPUT VAT**

VAT charged to **CUSTOMERS / CLIENTS** for goods and services = **OUTPUT VAT**

Output Tax - Input Tax = amount owed to Customs & Excise

Your VAT payments are usually made each every 3 months (**QUARTER**) to H M Customs and Excise. It's only necessary to register if business activities through your sales are taxable, and you must register for VAT if your turnover is over £68,000 (Sep 2009).

Consider voluntary registration when you start up, because the VAT paid on purchases can be reclaimed although you will have to charge your customers more and this will increase your process without any major benefit to you. You can also reclaim VAT on capital equipment, materials, and stocks bought before registration, provided the business still owns them.

If VAT registered, you are expected to show your registration number on your invoices, etc.

Professionalism

When carrying out a body massage treatment it is important that professionalism is adhered to at all times. It is vital for the practitioner; the profession and the success of body massage treatments. It is not possible to teach anybody how to be professional. It is a skill that is acquired during training and continues throughout the career. Professionalism comes with experience. However there are certain guidelines that can assist the process.

Appearance

- Clothes - A uniform shows a sign of professionalism. It presents a good image. The clothes chosen should be easily cared for, loose fitting and cool. Whites are usually worn, because these usually demonstrate a state of hygiene and cleanliness.
- Shoes - comfortable shoes are vital when doing massage treatments.
- Hair - should always be in a suitable style, tied up if it falls onto the face, or touches the collar, otherwise clean and tidy.
- Jewellery - should not be worn (wedding ring accepted).
- Nails - should be short, clean, free from varnish and well manicure

Basically the appearance should be well groomed and cared for.

Massage Area

A body massage can be carried out in many situations providing that there is ample room for you to move around the couch and that the area is warm, clean, tidy and relaxing. There should be adequate clean laundry available and a private area for changing. Gowns or large towels must be to hand for transfer to the couch. The room should be undisturbed during the duration of the consultation and treatment.

Qualifications

Local authorities will not grant a licence for massage without proof of a recognised qualification. The certificate should always be clearly displayed and the qualifications explained to the clients.

Hygiene

When carrying out a massage treatment it is vital for the safety of the clients that strict hygiene measures are adhered to. These include personal hygiene, clinic hygiene and client hygiene. All aspects of clean practice should be demonstrated in front of the client, in order to provide a professional treatment and prevent cross infection.

Clients Modesty

Clients must always be provided with robes, towels, screens etc. to protect their modesty. Only expose the area that is being worked on and keep the rest of the body well covered. Good draping technique is essential.

Continuing Professional Development (CPD)

This is a process whereby you keep up-to-date with subject matter by undertaking further study and courses. It demonstrates that there is not stagnation in your knowledge and that you are keeping in touch with and furthering your skills.

Ethics

Ethics are a set of moral principles/rules of conduct that must be followed at all times. They are usually set by the governing body and are known as “code of ethics”.

Upon qualification, the therapist's membership to a given organisation will depend on him/her abiding by the rules of the given body.

Here are a few examples of a code of ethics for the massage profession:

1. The practitioner must never discuss clients with other clients.
2. The practitioner must never discuss other massage establishments.
3. Only carry out treatments that are within the professional qualification.
4. Medical diagnosis or treatment must not be made or recommended.
5. Only make honest recommendations about treatments.
6. Respect the work of other members of the profession and the medical profession
7. Honour client's confidentiality (Data Protection Act)
8. Do not treat clients that are already receiving treatment from another practitioner.

Clients come for a body massage for many different reasons. It may be they are very lonely and 'need' someone to talk to, or it may be their life is so hectic that they want to escape. It is part of the professionalism to be able to assess this and react accordingly.

It is important that the conversation is 'client led'. So if the client wants to chat because they are lonely, then suitable responses must be made. However if, on the other hand, the client wants to 'escape' and have an hours peace - then this must be respected. The masseur would only issue instructions and speak when necessary - checking pressure, comfort etc. With experience it will

become clear and conversation will be freer flowing. However, as a useful guide it is important to avoid certain topics.

Examples of topics to avoid

1. Religion
2. Politics
3. Money
4. Marriage problems
5. Controversial topics e.g. blood sports, birth control, and abortion.

Client Care

Client care is not something that can be taught. It comes more with experience. There are however certain criteria that should be born in mind. These are:

1. The client must always come first
2. Always listen to the client
3. Ensure that the client is warm and comfortable throughout the treatment
4. Respect the modesty of a client, providing changing areas, screens, robes or towels as appropriate.
5. Respect client's confidentiality.
6. Happy, relaxed clients are satisfied customers!

Consultations

Prior to a body treatment, it is important to carry out a consultation. There are many reasons for this exercise.

1. It gives a good introduction and impression to the client and develops a practitioner/client relationship.
2. You get to know the type of person/lifestyle your client leads
3. To establish if there are any contraindications to massage treatment.
4. Allows the therapist time to explain what benefits can be derived from the treatment.
5. To find out what is expected by the client from the treatment and if they have any worries.
6. To then formulate the best type of treatment that can be suited to your patient.

Surroundings

The consultation should be carried out in a quiet and private place, and in a safe and comfortable environment. The area should be devoid of any interruptions so that the client can feel he/she is getting 100% of the therapist's attention.