



ITEC Level 3 Diploma in Complementary Therapies
Project Guidance Form
Unit 385 Business Practice for Complementary Therapies

Plan and prepare an appropriate business plan for a potential complementary therapy practice

This must include the following:

- Mission statement
- Market research
- Competitor analysis
- Premises/location
- Corporate image and design-marketing and publicity material, business stationary
- Products, services and prices
- Fixed and variable costs
- Staffing requirements and employment opportunities
- SWOT analysis
- Risk analysis
- Marketing and publicity
- Finance – start up and running costs
- Additional professional services
- Legal requirements
- Security and Data Protection
- Customer Service and communication

Analysis of findings may be presented in any of the following formats and must include some ICT:

- Written report
- Written survey
- **Chart** (Pie, Bar, Spider or other)
- Graph
- **Image or Photo**
- Screenshot
- 3D-model

The acceptable minimum is 1 x Chart and 2 x Images

Business Practice for Complementary Therapies – Unit 385

Student Name:

You may or may not be taking this course to run your own massage practice. You may just want to be employed by a Salon or Spa. We want you to understand the process and implications of setting up a small massage business. It may help you greatly in setting up your own, or it may give you a glimpse of what your employers faced when they did it and indeed what they are still doing.

We're not asking for a huge business plan ready to present to a bank. We do want you to consider every aspect of setting up a business and we want it to be fun as well as practical.

Important Notes

1. ***KEEPING THE HEADINGS*** please use the template on the following pages
2. You must write a ***minimum of 90 words per each section / question.***
3. Include some pictures or diagrams to help decorate and demonstrate your business. You should add at least 1 x Chart and 2 x Images or Screen shots
4. ***Do not Copy and Paste*** directly from the Internet or copy from books. It is important that you write your own words to demonstrate your understanding of each section.
5. You must complete ALL sections, empty/missing sections means your Business Plan will be rejected

Mission Statement

Write your mission statement

“My massages always provide a relaxing and therapeutic contribution to every client's holistic health.”

Briefly describe how you came to this and what it means.

The service my business provides is stated upfront – **massage**.

I wanted this to be as clear as possible. I also want to ensure that every massage we provide benefits a client's health - either physically, emotionally or both.

I want the mission statement to be short, practical and memorable for staff. I have worded the mission statement in a way that makes the goal applicable and seem achievable for every massage. A client should know that we are focused on contributing to their health in a relaxing and therapeutic manner - these are the benefits they receive.

Market Research

What are the aims of the research?

The general aims of market research are to understand my business's potential and existing customers and the surrounding marketplace. This is in order to target customers directly, sell appropriate products and services, compete with other competitors and see the opportunities to grow. Ongoing customer research will help to improve my service and ultimately my profit.

My market research aims to understand the surrounding market place - the potential client base and the massage businesses already established in Nelson (my potential competitors). I wish to understand:

1. The potential client base
2. The market place (how saturated it is with massage services) The target markets these businesses sell to
3. What they are selling
4. How much they are selling their services for
5. How businesses are marketing and promoting their services.

I will do this in order to understand how my business can differ and operate within a viable, but niche market.

How are you going to achieve this?

I will conduct a mix of quantitative and qualitative research. To gather information I will try some of the following ideas:

1. Research New Zealand's census information to understand Nelson's population and general demographic. What are the people of Nelson like? Do they work, do they have disposable income, is it an affluent area?
2. Google to understand how many massage service businesses there are in Nelson visit competitors stores
3. Visit my competitor's websites and gather their marketing information and prices lists
4. Perform a case study on advertising effectiveness - observe potential client behaviour passing a competitor's store on the street
5. Visit or arrange a local store to arrange a massage and witness the footfall of client's they have
6. Arrange for a mobile massage therapist to visit my home or workplace, to find out how they work and take mental notes.

What are your results?

Of the methods I tried, these are the results;

Potential Client Population

Nelson city is home to 43,000 people with a median age of 39.4 years and an income of \$NZD23,100 (2006 census figures). There are 28,000 people of working age. This broad group is a potential customer group for my business.

Massage Businesses in Nelson

There are around 40 businesses in Nelson city offering massage services. These range from pure massage-only services, to beauticians and salons, gyms and spas. The next section of this report profiles some of these businesses in more detail. The actual number of businesses offering massage in Nelson can be categorised as follows:

- Pure massage businesses ((including sole-practicing) therapeutic and relaxing, sports, deep tissue, trigger point, etc) – 16
- Training and corporate institutes (offering student performed massages or on-site chair massages) – 3
- Beauticians and salons – 14
- Gyms and sport-oriented businesses, such as Yoga businesses – 5
- Spas – 4

Target Markets

Results from exploring a number of business websites, their marketing collateral and conducting store visits show that most businesses target women. About 75% of the pure massage businesses have a female-appealing image and offerings. All of the spas, beauticians and salons are female focused.

Most businesses seem to be aiming at the middle to upper classes of society. This group has disposable income, possibly stressful, corporate jobs, value pampering and time out, and/or are seeking services to improve their health.

I notice a gap in the market catering for men - the stressed corporate worker or family man. I also noticed that there was a lack of New Zealand nature themed collateral.

Price

Prices for a full body, 60 minute massage ranged from \$50 to \$99. Spas and salons seemed to charge the most, while some of the sole practicing businesses charged the least.

Case Study – Street Advertising

Using Massage Works in Hardy Street Nelson as a case study business, I wanted to understand whether street advertising pulls attention. How many potential customers notice the store and its services, how many stop for inspection, and how many enter the business?

My observation took place during a typical working day lunch hour 12:30pm - 1:30pm. 213 people passed the store during this time. *See chart for a visual graph of my findings.

Massage Works had a street sign, a plaque on the wall advertising their services and the name of their store in large letters above the front window. The street sign listed contact details and stated that appointments were available that day. There was a q-code directing people to more information on their website. There were no brochures available to take away.

Conclusion

Research Conclusions

There are 28,000 people of working age group in Nelson city. This is my broad potential client group.

There are around 40 businesses offering massage services in Nelson. These range from pure massage-only services, to beauticians and salons, gyms and spas. The majority of businesses are solo-practiced massage services, as well as beauticians and salons. I will be entering a fairly saturated market place and will need to ensure I differentiate it in some way.

Most stores seem to aim to attract women as their key clientele. This was evidenced by the descriptive words used in the massage and other service offerings, as well as the style of décor and advertising collateral. There was a distinct lack of male-focused business appeal.

Prices for services were quite similar across the businesses. Spas and salons seemed to charge more, while solo-practicing massage therapists were the most similar in pricing structures.

Street advertising is a useful tool to gain awareness of your business and encourage sales.

My Business Conclusions

My business will target both men and women of working age – particularly corporate people and busy parents. I will begin working as a solo-practice offering full body massage therapy services. My branding style will reflect New Zealand nature and will appeal to both men and women. I will price my full body, 60 minute massage at \$70, situating my price mid-range within the current market offering. I will set up a user-friendly website and list my business in the business directory amongst other marketing strategies. I will include street advertising where possible - advertising contact details, website, and massages that are available that day. I will also have brochures available for people to take away.

Further Research

Once my massage business is established I would conduct further research. I would test my services on a number of clients - asking them their attitudes to massage for health and/or relaxation and how frequently they would use a massage therapy service. I would also ask for feedback on my massage service, the environment, the price, etc.

Once the business is operating, gathering client feedback will help improve the business. Offering client comment cards at reception, recording what services are the most popular and having online surveys available where clients can win a complimentary massage will help gather information.

Competitor Analysis

What type of businesses are you competing with?

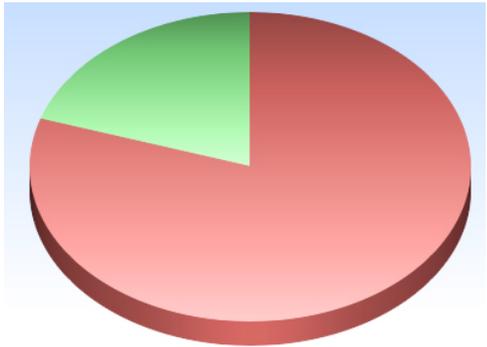
I have listed some examples of the businesses in Nelson city offering massage services. Some are direct competitors – **solo practicing** massage focused business, while others are related competitors offering additional services to massage, such as sports and reiki, while others are wider still – the spas and salons offering beautician and hair services.

All however, offer massage services.

List of Competitors

Name	Their Services	Operating Hours	Prices	Are they busy?
Inspiring Beauty & Massage	Waxing, facials, eyebrow/eyelash tinting, massage, teeth whitening	9am – 6pm Mon – Fri 9am – 1pm Sat	Full body massage \$50 60 mins Back, neck & shoulder massage \$30 30 mins \$50 60 mins	They had appointments available the same week. There were clients waiting while I visited.
Woman Beauty Day Spa	Massage, saunas and baths, facials, waxing, skin analysis, hands & feet, make up, spray tan Robe, slippers & lockers provided	9am – 6pm Mon – Wed, Fri Thurs 9am – 8pm Sat 9:30 – 12pm	Full body massage \$99 60 mins Back, neck & shoulder massage \$50 30 mins Aromastone \$160 75 mins Preg body \$140 90 mins	They only had a few appointments available that week. One particular therapist was busier. They had a hens night booking the whole Sat.
Ultimate Massage Therapy	Massage, reflexology, sports and deep tissue massage	9am – 6:30pm Mon & Wed 9am – 12pm Fri	Relaxing massage: \$45 30mins \$65 60 mins Back, neck & shoulder \$90 50 mins Sports/deep tissue \$85 60 mins	The online booking system showed the next two weeks were fairly full, but afterwards there was a lot of space
Massage Works	Sports, deep tissue, trigger point, pregnancy, reflexology, therapeutic, sinus & lymphatic drainage, workplace	By appointment. One therapist is on per day. Hours are usually 9:30am to 6pm Mon – Fri and 9am – 12pm Sat.	\$45 30 mins \$65 45 mins \$90 60 mins \$120 90 mins Concession rates available	They didn't have a lot of appointments left, but it looks like they block out days.
Stressless	Corporate Massage – on site chair massage 10, 15, 20 or 30 min chair sessions or 60 – 90 min table massages	Office open Mon – Fri 9am to 5pm. Appointments for client functions, expos, etc can be made during weekends too	\$18 per person for 15 minute chair sessions \$50 60 min table massages	There were not taking on any new staff, but seemed like they had regular business clients.

Below are some of the competitor's screen-grabs from their websites and premise photos:



Premises or Work Place

My business will operate from Nelson, New Zealand. The business will be run from my own home within a residential zone. We have a separate downstairs apartment with external access. There is an entrance space for a reception and waiting area, a room for massage and a separate toilet. There is parking available in the driveway.

The premises are very convenient for me as our home is above it. This will make it easy to schedule last minute appointments. For clients from the inner city, it is a 10 minute drive.

The benefit of being just out of the city is that my business is set on a sunny hillside with a sea view. This setting offers the serenity similar to a health or wellness-retreat. The negative aspect is that there won't be many drive-bys or passing foot traffic to take advantage of street advertising.

The room will need to be redecorated and furnished in keeping with my New Zealand nature theme. A native garden will be planted outside and a speaker system installed to play music.

The building has potential to extend by building another massage room; however building permissions would need to be sought from the council.

We own the premises, so initial costs are paid. Water and household rates will be included in the house's rates. I have full control of the building.

I will ensure I have my own indemnity insurance and other insurances as well as home and contents insurance. There will be a fire hydrant available and an evacuation plan within the waiting room vicinity. A risk assessment will be done to comply with health and safety requirements.

My business name: Massage for Health and Wellbeing

The name of the business combines both the service offered and the mission statement (Our massages always provide a relaxing and therapeutic contribution to every client's holistic health).

The logo will incorporate a nature theme - New Zealand's natural bush and rivers. This will reflect the premises location and will inspire feelings of relaxing, tranquillity, cleansing and peace. The colours will be natural greens, browns and blues.



MASSAGE FOR HEALTH & WELLBEING

The business premises will be painted a calming natural oat colour within. Desks and furnishings will be mostly white. Towels used will be navy blue, and there will be green plants displayed in the waiting area.

All company stationary such as business cards, customer comment cards and letterheads will be made on thick, white paper and feature the coloured logo. The website will be image heavy (massage being performed, nature images and relaxing images such as candles and water) and designed in a simple layout. Tabs will have 'treatments', 'pricing', 'about us', 'shop', and 'contact us'. Brochures will reflect the look of the website.

To facilitate a professional image, staff will wear a white uniform with name badges. Hair will be tied up if on the shoulders or longer, nails will be short and clean, no jewellery will interfere, and flat shoes will be worn. Personal (and clinic) hygiene will be highly important to maintain.

To facilitate a client focused, professional business greetings will be polite and efficient when answering the phone. All enquiries will be answered within 24hours and all products from our shop will be shipped within two days. There will be scented candles in the massage room and fresh flowers in reception. The business will open from 10am - 6pm Tuesdays to Fridays, and 9am to 12pm Saturdays, or by appointment.

Services, Products & Prices

Services	Price
Neck, back and shoulder - 30 mins	\$40
Full body massage	
- 30 mins	\$45
- 60 mins	\$70
Hot Stone Massage – 45 mins	\$60

Just offering services may not generate enough revenue, or you may want to sell additional products, such as skin care, essential oils, books. List any additional products and their prices here.

Products	Price
Massage oils	\$20 for \$50ml
Solid massage bars	\$10
Massage books:	\$20 - \$40
- history or massage, types of massage, the benefits of	
massage, etc	
Wheat bags	
Ice packs Scented candles Towels	
Towel sets	\$10
Gift vouchers	\$10

I have focused on providing products that will add to a client's experience of my service. They are also a good way to increase profit turnover.

My massage service offerings are reflective of my Massage Therapy qualification. I have priced my massages using research gathered on the market rates.

I will ensure I undertake professional development courses over the coming years to enhance my service offerings. This would include Indian head massage, deep tissue and trigger point massage as well as on-site chair massage. I would also like to study nutrition to provide an additional service to my clients.

In the future, I would consider enhancing my product offering and employing a beautician to carry out services such as facials, waxing, eye lash and eyebrow tinting, spray tanning, manicures and pedicures and skin analysis.

Fixed & Variable Costs

Fixed Monthly Costs / Expenses		Variable Monthly Costs / Expenses	
Description	Cost	Description	Cost
Mortgage percentage on the apartment and insurance	£1200	Stock and raw materials (oils, new towels, disposable covers, candles, etc)	\$30
Water rates – percentage on the apartment	\$32	Electricity	\$25
		Occasional staff (therapists, or accountants)	\$50 - 70
		Postage of brochures, or products	\$10
		Advertising and brochure print re- runs	\$50
		Stationary	\$25

Treatments per Month				
No of Treatments	Treatment Cost	Monthly Income	Monthly Expense	Profit ?
21 per week	\$70		.	
40 per month	\$70	\$2800.00	\$1417.00 approx	\$1383.00 approx

Staff Requirements

Business Requirements at Start Up

During the initial phase of running my business from home, I would not employ any additional therapists, or receptionists. I would run the business solely.

To manage reception, I would have an answer phone to take messages. I would respond to these messages and enquiries when I am able throughout the day. I would also have a small sign situated on the desk asking clients to take their seat when they are arriving for an appointment. I would have brochures and client comment/feedback forms visibly available as well as a coffee table with reading material and water.

Once a year I would employ the services of an accountant to manage my business tax obligations.

Future expansion

As it will take a while to build up my client base, I will look to take on additional therapists when client demand exceeds what I can offer. I would advertise the vacancy on New Zealand's Trade Me website. I would employ a massage therapist based on a 'zero-hours' contract so that initially I could employ them on call. This could develop into part-time permanent hours once bookings become consistent. By having another massage therapist, it would allow cover for occasional sick days, holidays and continuing professional development courses to take place.

I would need to ensure my staff was set up correctly as an employee of my business, covered by the necessary practicing insurances and paying on the appropriate NZ tax code. My business accountant will initially help with setting this up.

In the future I will also look to diversify by adding beauty therapy services once I have been in business for a while and building an additional room to accommodate a therapist is feasible. I would require a trained and experienced beauty therapist to work part-time permanent hours initially. My printed and online business collateral will then need to change to reflect the additional service offerings.

S.W.O.T Analysis

Strengths	Weaknesses	Opportunities	Threats
Location – view and proximity to the city	Location – not being within the central CBD to capitalise on foot traffic	The lack of male-friendly service offerings by competitors	Over supply of massage therapists in Nelson and the wider area
Personalised feel to the service	Lack of an established, well-known brand name	Multiple ways to advertise and promote my business	Emergence of large spas and other massage suppliers
Strong New Zealand branding	High initial costs – setting up the business, as well as ongoing costs which will need to be met	– Nelson festivals and health expos, online,	Growth of substitute offerings such as physiotherapists, osteopaths, etc.
Discrete location	Lack of diversification initially, as I will be providing only massage services	B&B's, cafes, etc	
Good connections to local potential clients		No barriers to operate my business from home	
Good connections to large corporate businesses to enable advertising of my services		The growth and appeal of the natural health therapies and wellness industry	
My business experience and qualifications, including marketing, website development and communicating with customers		The growth of the working age population in Nelson	
		Affluent visitors are attracted to the Nelson area for tourism	

Comments

I must monitor my SWOT each year, possibly twice per year, to see if the areas I've identified are valid. I must also remember that what starts out as a Strength, could become a Weakness, also what is a Threat could become an opportunity.

Risk Analysis

Identify Threat	Estimate Risk High, Medium or Low	Manage Risk	Review
Human: Sickness, OOS, etc	Medium	<p>I eat well, maintain an exercise routine, get enough sleep and get yearly check ups with the doctor and dentist. I will schedule appointments with 15 minutes break in between to manage OOS.</p> <p>A contingency plan in the case of illness would be to arrange for an on-call therapist. They would be called in to take booked appointments. Clients would need to be informed of the change in therapist.</p>	<p>I already maintain a healthy lifestyle.</p> <p>Once my business is in operation I will seek an on-call therapist.</p>
Operational Lack of access to products and stock	Low	This risk is low as I would stockpile my requirements (oils, towels, disposable covers, candles, etc) in advance.	Regular stock takes will take place
Reputational Service offering	Low	<p>My service offerings will be made as clear as possible on all collateral as well as face to face so clients know what to expect. If a client is unhappy with the service, I will offer a full refund. If/when I have staff, I will ensure they are happy in their work by holding monthly staff meetings and bi-annual business planning days.</p>	Full refund clause and satisfaction statement to be made on advertising collateral.
Procedural Systems	Low	<p>Ensure outsourced services such as an accountant are from a reputable company.</p> <p>I will have every new client fill out a form with their contact details and health history upon arrival.</p>	Ensure client's data is entered into the PC system and a back up saved each week.
Financial	Medium	<p>Full financial planning will need to be reviewed before starting the business to help reduce business failure. I have enough savings to avoid taking out a loan to fund the business. I have invested money in a term deposit with a high interest rate. In the case of business failure, I can work in Nelson in marketing, management or communications.</p>	<p>Annually review the business' books.</p> <p>Review term deposits when appropriate</p>

Technical	Low - medium	I will ensure I have an IT consultant on hand for emergencies – if the website fails or the computer crashes. I also have a back up computer I can use. I will back-up the PC operating system containing client's data, and my online website. I will state that I will only be able to accept cash for payment to avoid card machine rates and failures.	My husband will be able to manage the regular back up of the PC and can fix IT issues in the case of failure.
Natural	Low	The premise has passed a building inspection. I have ensured house and contents insurance covers floods, earthquake and fire damage to the business.	Keep up to date with any changes from the insurance company.
Political and Legal	Low	Keep up to date with tax changes etc by using a book keeping system such as 'Mind Your Own Business' so support is available. Ensure all staff has practicing and indemnity insurances. Keep improving my services through continuing professional development and by taking extra complimentary therapy courses. I will also register with national massage bodies to ensure legal practicing.	Sign up to available training institutes for updates on courses and law changes. Keep registered with the NZ body for Massage Therapists.
Any other threats...			

Comments

As I monitor my SWOT I will also make sure that I update my Risk Analysis. I should consider that any Threat added to my SWOT requires immediate thought and potential solutions providing.

Marketing & Publicity

I will promote my business in the following ways: business card, website, facebook page, flyers, street signage, listing my business in the business directory, new customer offers, selling tactics such as direct marketing and cold-selling, and word of mouth.



Website

I will buy a domain name and have my sister and husband help in designing a straight-forward, graphic-heavy website. Tabs will feature 'treatments', 'pricing', 'about us', 'shop', and 'contact us'. I have budgeted \$150 for development of the site.

Facebook Page

I will set up a facebook page to help promote the business within my network, and the local business network.

Flyers

My sister will design the flyers free of charge as she is a graphic designer. I will need to pay for printing costs. The flyer will be sized 'DL' (210mm by 99mm) to fit into a standard 'DLE' envelope. It will have a front and back and be attractive to both male and female clients. The flyer will be printed on white card, in a 120gsm weight, with a gloss finish.

I will create a print run of 5000 initially. The flyers will be available within my business, as a downloadable file on my website and distributed throughout local cafes. I will also take flyers when meeting with businesses to promote my service. I would also have flyers available on my street sign within a clear waterproof box for foot-traffic.

Street Signage

I will use a street sign to help build awareness of my business and also so clients can locate the business easily. The sign will be printed on both sides and be placed on the footpath. The sign will be designed by my sister and created at a local business. Costs will be around \$400.

Business Listing

I will list my business in New Zealand's business directory at www.yellowpages.co.nz. There is also a regional hard-copy book published.

New Client Offers

I will offer new clients a 30 minute back, neck & shoulder massage for \$25 (usually \$40) or a full body, 60 minute massage for \$45 (usually \$70). This offer is promoted on my flyer and website.

Direct Marketing and Cold Selling

By contacting major businesses in Nelson, as well as dropping off flyers in café's, I hope to extend my client base. I have contacts within some of the larger Nelson businesses to whom I will offer on-site chair massage, as well as my massage therapy or mobile massage services. Nelson has a strong café culture and many are happy to promote local businesses.

Word of mouth

Family, friends and current clients will help promote the business when they recommend my service.

Start-up Costs			
Description	Cost	Description	Cost
Register my business	\$50	Massage supplies – table, oils, disposable headrest covers, towels, candles, music	\$400
Business street sign and permit	\$400	Advertising such as brochure design and print runs	\$1000
Reception desk	\$100	Redecorating	\$400
Website development	\$150	Stationary – such as business cards, client comment cards and letterhead paper	\$1000

I would need to work around 50 hours to cover my start up costs. Running costs – fixed and variable are covered in a previous section in this report.

I have sufficient savings to cover the above costs and any additional. I would not need to look at sourcing any loans.

I understand that it may take a year or more to make sufficient cash to pay myself a wage. I have enough savings to cover me through this period.

Additional Professional Services

Additional Services		
Description	Cost of Training / Production	Cost to Clients
Massage oils	\$5	\$20 for \$50ml
Solid massage bars	\$2	\$10
Massage books:	\$10 - \$20	\$20 - \$40
- history or massage, types of massage, the benefits of massage, etc		
Wheat bags		
Ice packs Scented candles Towels		
Towel sets	\$10	n/a
Gift vouchers	\$10	n/a

Comments

Additional Business Services

Mobile Massage Services

I would like to offer mobile massage services and I will list this on my website and brochures. This will be a convenient offering for some clients who cannot make it to my premises. It would work well for stay-at-home mums, elderly, or people unable to drive.

My mobile massage service could also cater to working in rest homes or at pamper parties such as hen's nights, or at expos and health workshops in the area.

On-site Chair Massage

I would like to offer corporate on-site chair massages. I will obtain this one-day course in order to practice. I will then develop a separate corporate brochure to distribute to my Nelson business contacts, and through sales calls, meet with HR representatives from larger businesses with an aim to provide regular on-site chair massage therapy for their staff. Ideally this would be once month, or fortnightly per company.

Other Massage

Aromatherapy massage, deep tissue and lymphatic drainage are all areas I would like to consider. I will ensure once I am a qualified massage therapist that I will take additional courses in these fields to enhance my learning and development; and therefore my business offerings.

Future Additional Services

As mentioned on page 11, once my business is established, I would consider enhancing my product offering and employing a beautician to carry out services such as facials, waxing, eye lash and eyebrow tinting, spray tanning, manicures and pedicures and skin analysis. This would mean developing new advertising collateral to reflect the additional services.

Legal Requirements

To operate my business legally in New Zealand; when I am self-employed, and when I employ staff, I must abide by many legal requirements. The following requirements are the most applicable to my business:

To Practice Legally

My ITEC Diploma Level 3 I Holistic Massage will enable me to practice legally as a Massage Therapist and also to obtain practicing and indemnity insurances. I will also be able to register with New Zealand's Body for Massage Therapists.

Legal Business Operation

My business name and company will be registered in New Zealand through www.business.govt.nz (registering company name \$10.22). I will also register my business with the Inland Revenue. There are no planning permissions required for my premises to trade as a complimentary therapies clinic, other than being able to practice legally with the right qualifications, the right insurances, and registering my business with IRD.

Insurances

I will ensure I am covered with a general public liability insurance to protect against damages to third party property or bodily injury. This type of cover is important as I will occupy the property in connection with my business. I will also look at employers' liability insurance to provide cover for personal injury to any employee of my business (including any obligation I may encounter made under the Injury Prevention, Rehabilitation and Compensation Act 2001). Professional indemnity insurance will provide protection for me as a professional advice and service providing individual and company, from bearing the full cost of defending against a negligence claim made by a client.

Health and Safety

The Health and Safety in Employment Act 1992 instructs all self-employed and employers to identify hazards in the workplace. I will aim to do this and eliminate, isolate or minimise those hazards by introducing and maintaining safe work practices. This will be covered during the induction programme for new staff and will include reminders on how to give a massage safely, how to minimize OOS at the computer station, and location of the fire extinguisher and the fire safety evacuation plan.

Injuries in the Workplace

As a self-employed business owner, New Zealand's Accident Compensation Corporation provides injury cover as soon as I start self-employment. My levy is calculated from the information on my IR3 tax return. If I am injured I can then claim for help with treatment costs, medical expenses and loss of earnings compensation.

As an employer, I will be responsible for providing my employees with a safe workplace. ACC will cover for work-related injuries. All injuries sustained in the business will be recorded in a dedicated book.

Consumer Guarantees Act 1993

As a service provider I need to adhere to, and guarantee that, my service will be performed with reasonable care and skill, fit the particular purpose the client expects, be completed within the stated time frame, and at a reasonable price set out. I will always aim to do this.

The Privacy Act

I will need to ensure my client's details remain confidential and stored securely on my systems. I will not share their details with any other party and will only send promotion material to my clients if they state they are happy to receive it.

Employment Regulations

There are many things to note once I employ staff under the Employment Relations Act (2000). These include many acts such as the Equal Pay Act 1972, Fair Trading Act 1986, Holidays Act 2003, Human Rights Act 1993, Parental Leave and Employment Protection Act 1987, Privacy Act 1993 and Minimum Wage Act 1983.

A clear, binding, employment contract will outline many of the above and state the job description, hours of work, remuneration, holiday and other leave entitlement. I will provide any new staff member with an induction programme.

Security and Data Protection (UK Version)

The Data Protection Act 1998 (DPA) is an Act of Parliament of the United Kingdom of Great Britain and Northern Ireland which defines UK law on the processing of data on identifiable living people. It is the main piece of legislation that governs the protection of personal data in the UK. It aims to promote high standards in the handling of personal information and protect an individual's right to privacy.

<http://www.legislation.gov.uk/ukpga/1998/29/contents>

The Act applies to any businesses holding information about living individuals in electronic format and, in some cases, on paper.

There are 8 principles to the act which say that personal information must be:

- Fairly and lawfully processed;
- Processed for specified purposes;
- Adequate, relevant and not excessive;
- Accurate and, where necessary, kept up to date;
- Not kept for longer than is necessary;
- Processed in line with the rights of the individual;
- Kept secure; and not transferred unless the information is adequately protected

I will comply with the act and because it's a legal requirement. However, it also makes good business sense.

For example:

- Keeping any information I have about my customers secure, will help protect their information and me.
- Sending out any marketing or mailing from incorrect or out-of-date records could not only annoy my customers but could also waste time and money.
- Good information handling can improve my reputation by increasing customer confidence and trust.
- It should also reduce the risk of any complaints made against me.

It will apply to my business as I will collect information about my customers for the following main reasons:

1. In order to communicate with them about appointments
2. During consultations where I will take their personal information in order to ensure that they are not contraindicated for massage
3. During consultations where I will take personal information in order to tailor the best treatment for them
4. In order to send them marketing communications (where they consent or 'opt in' for this)

Specific measures I intend to take include:

1. I intend to have specific consultation forms designed which capture only the necessary information about the clients
2. I intend to have customer contact information forms designed that capture only necessary information on how to contact the client
3. I will collect client consent to 'opt in' to my marketing communications
4. I will keep these completed consultation forms and contact details forms together with my appointments diary in a locked filing cabinet
5. I will not keep any kind of electronic database or records on my computer containing customer information, to avoid any electronic security breach
6. I will make any information I have available to the relevant client within 40-days of them requesting it

Customer Service and Communication

I will employ a number of strategies to try and retain my customers. I will always aim to ensure each customer has an experience that meets or exceeds their expectations in order for them to become a repeat-customer, or regular customer. I will also ensure that how I communicate with my customers enhances their experience and helps their understanding of my service. This can take place either face to face, via the telephone, or via one of my business's advertising mediums either before a client tries my service, or after.

Customer Service

Massage Therapy

It is important that my core service - massage therapy, is of an excellent standard. In order to ensure this I will always:

- Conduct an initial health enquiry – every client will complete a form stating contact details and health history as well as stating what they hope to achieve from their massage therapy. I will go through this with the client before treatment begins.
- Enhance the environment – I will provide scented candles, flowers and background music.
- Provide a safe environment – after the health consultation, I will instruct how the client is to lie on the table. I will leave the room and allow time for them to change and drape themselves. I will knock before entering.
- During treatment – I will always enquire as to the pressure I am applying, ask for feedback and adjust accordingly. If the client wishes to engage in conversation, I will oblige within professional boundaries.
- Add additional advice – at the end of the treatment, I will provide the client with a glass of water and ask if they had answer questions about the massage today. This will be to engage them so as to offer future treatments, health advice (within my professional limits), or products.

Other Services

It will be important to ensure that every time a client is in contact with my business that it is a positive experience. Some things I will ensure are:

- Have a 'frequently asked questions' section on my website – this will explain the benefits of massage, what to expect, how treatments are performed, and suggest which treatments will be appropriate.
- Follow up any email enquiries, or phone enquiries within 24 hours - this is important as I will wish to capitalise on a potential sale and demonstrate my professionalism.
- Concession cards – I will offer a free 30 minute back, neck and shoulder massage for every 10 therapies a client purchases. I will offer the card to every new client after their first massage.
- Preferential discounts – on the concession card, I will state, 'recommend a friend and receive 20% off your next massage' (ensure your friend mentions you when they make their booking).
- New client discount - I will offer new clients a 30 minute back, neck & shoulder massage for \$25 (usually \$40) or a full body, 60 minute massage for \$45 (usually \$70). This is stated on my flyers and on my website.

Customer Communication

The first time a client comes into contact with my business will either be via promotional material, the telephone, or within my business face to face. It is important that these instances are positive as outlined above. Some things I will ensure are:

- Positive verbal and non-verbal language – I will treat every client with the respect and time they deserve. I will return calls and enquiries promptly. While face to face, I will ensure body language is positive and helpful as clients wish to feel valued.
- Birthday celebrations – I will record client's birthdays on the forms they will fill out at their consultation. Every time a client celebrates a birthday I will post or email them a special offer – such as 50% off their next massage treatment.
- Regular e-communication – every client that states they are ok to receive promotional material from my company will receive seasonal e-newsletters and relevant package promotions.
- Retail calendar promotions – every event such as Easter, New Year's Day or Mother's Day provides an opportunity to provide new package treatments and offers. For example, 'new year's detox' packages could include a back scrub, full body massage and a cleansing green tea. These promotions would be listed on the

website and sent directly via e-communication.

Client Profiling

I will always endeavour to understand my clients. Some of the ways I will build this picture is by thinking about:

Who: I will focus on corporate professionals and busy parents, male and females aged 25 - 50. For example, I will offer mobile massage in order to come to a parent's home where they may not be able to leave children unattended. I can offer on-site chair massages within businesses in order to target time- poor corporate clients.

Why they buy: I will focus on providing a beneficial service to holistic health. Asking clients what they hope to achieve from having a massage will focus their treatments.

When they buy: In addition to regular opening hours, I will offer 'by appointment' so clients can fit a massage into their busy schedule.

How they buy: Clients will be able to book a massage by contacting me on the website, telephone, or face to face.

What makes them feel good about buying: Reinforcing the benefits to treatment will help clients feel good about their purchase. The initial health enquiry will focus the treatment to help the client receive value.

What they expect: Outlining the service description fully on advertising material as well as at their first consultation will help a client understand the treatment. All clients will expect a professional service.

What they think: I will provide client comment cards at reception for clients to leave feedback on the service.