

You in the Spa Profession

Chapter Outline

Your Career Plan

- Self-Assessment for Career Planning
- Explore Your Options
- Have a Plan—It Can Change
- Activities for Further Exploration
- Plan to Thrive
- Write Your Career Plan

Work as an Employee

- Identify and Research Potential Spa Employers
- Write a Resume
- Write a Cover Letter
- Interviewing
- Negotiating the Employment Package
- Meeting and Exceeding the Employers Expectations

Starting a Private Practice

- Your Business Plan



SPA FUSION
INTEGRATION OF SKILLS

STUDY TIP: Space Out for the Big Test

GOOD TO KNOW: Helpful Business Resources

CHAPTER WRAP-UP

Key Terms

Advertising: Direct payment made to another business or organization in order to gain public notice.

Business plan: A written guide to starting and running your business.

Cover letter: A letter that introduces you to employers and arouses their interest so that they read your resume and ask to interview you for the job.

Employee: A person who is hired by another person to perform particular duties for a determined fee.

Marketing: All of the activities you undertake to obtain new clients and keep current clients.

Promotion: Activities that increase your visibility in the marketplace and attract the attention of potential clients.

Publicity: Media exposure that usually arises from a special event held at your business.

Resume: A written summary of your background, experience, education, training, and skills used by employers to determine if you have the experience necessary to fill an open position.

Target market: The specific group of customers that a business aims to attract.

Each person enters the spa profession for a different reason. Some are seeking meaningful work where they can help other people feel better. Others want a flexible schedule, to meet new people, skills that can travel with them wherever they go, or interesting part-time work they can balance with family life or another parallel career. All of these reasons are valid and should be kept in mind as you plan your spa career. In this chapter, we look at some of your career options so that you can develop a written plan to follow when you complete your spa program. We also discuss the process for getting your first spa job including how to write a resume and cover letter, how to build your interviewing skills, and thoughts about negotiating the employment package. Starting a private massage and spa practice is the subject of the final section of this chapter, which explores the basics of starting a business and writing a business plan.

- A personality and skill assessment helps you explore your personal qualities, motivation level, needs, attitudes, and skills. Different careers in spa fit better with different personality types. In some cases, particular skill sets are required to work with special populations, specific conditions, or using advanced techniques in a medically oriented spa versus a wellness spa environment.
- Visualization helps you identify your hopes, dreams, and possibilities regarding your career in massage and spa bodywork and how your career fits into your life.

The information you discover from completing a self-assessment provides you with valuable insight when you write a career plan. For example, if you find that you have many of the characteristics of an entrepreneur, you may be well suited to developing a spa concept for a private massage practice. If your value assessment reveals that you like working on a team, you may want to seek work in a busy spa where you are surrounded by other therapists and have a good deal of contact with the public. Remember that you can develop interests, values, and skills you don't have now. If a particular career path requires some personal development and is important to you, then make the changes you need to reach your goals. The self-assessment exercises in For Your Exploration 17-1 can help you gather key data about yourself for use as you write your career plan.

Your Career Plan

Career planning is a lifelong process that takes place as people grow and change through new experiences. A career in spa allows for constant growth because you can work in a variety of different environments, specialize in knowledge related to particular populations of clients, and learn a multitude of massage and spa bodywork systems that approach the body and healing from new perspectives. Many therapists also gain knowledge and credentials in related fields such as fitness trainer, esthetics, yoga instructor, and nail technician to practice alongside massage in a spa setting. The career planning process can be broken into a three-step procedure that involves a self-assessment step, an exploration of the options, and a written plan.

Self-assessment for Career Planning

Self-assessment is the process of gathering information about yourself in order to make good career decisions. There are numerous ways to conduct a self-assessment for career planning and many free tools available on the Internet to help in the self-assessment process. It is helpful to evaluate these key areas:

- A value assessment helps you determine what things are most important to you. For example, is security more important than autonomy? Is helping others more important than a high salary?

Explore Your Options

As you have progressed through massage school and your spa training and learned more about the massage and spa profession, it is likely that some of your ideas about where you want to work have changed. As you plan your career, evaluate all of your options with an exploration of spa environments, specialization opportunities, and employee versus self-employment preferences.

Massage Environments

In Chapter 1 (Spa from Past to Present), you were introduced to a variety of spa environments where massage and spa body treatments are practiced. If you completed Activity 3 in For Your Exploration 17-1, you should have a strong idea about whether spa and massage work with more health care-oriented tasks or wellness-oriented tasks are more appealing. For Your Information 17-2 outlines spa environments, but it will take some investigation into the nature of each individual business to determine if they ask therapists to provide health care or wellness massages, or both. For example, it's easy to assume that spas want a therapist to offer wellness massage when, in fact, some have a very strong treatment focus and require the documentation, treatment planning, and health care skills you might normally see in a medical setting. Review For Your Information 17-2 and pick the top three massage/spa environments that interest you.

(text continues on page 358)

FOR YOUR EXPLORATION 17-1

Self-assessment Activities for Career Planning

Activity 1: Value Assessment

Review the list of values associated with career planning and place 1, 2, or 3 in the space provided. 1 = Things I Value Highly, 2 = Things I Value, 3 = Things I Don't Value Very Much

Score	Personal Values	Description
	Help my community	I want to participate in career activities that contribute to improving the community I live in.
	Help people	I want to participate in career activities that contribute to improving the quality of people's lives.
	Contact	I want to participate in career activities where I have high levels of contact with other therapists and with the public on a day-to-day basis.
	Work alone	I want to participate in career activities where I have limited day-to-day contact with other therapists and members of the public.
	Team	I want to participate in career activities where I work with a team of people to achieve common goals.
	Autonomy	I want to participate in career activities where I plan my own schedule, make my own business decisions, decide my own policies, and personally determine the success or failure of my business based on my own actions.
	Influence	I want to participate in career activities where I can influence the attitudes or opinions of others.
	Knowledge and mastery	I want to participate in career activities where I can master knowledge of the body and work in situations where attention to detail and accuracy are very important. I want to be an expert in the field.
	Creativity	I want to participate in career activities where I can create new programs, organizational structures, and materials or express myself artistically.
	Management	I want to participate in career activities where I am directly responsible for the work of others and for the financial viability and operations of a business.
	Supervision	I want to participate in career activities where I am responsible for my own work and am not directly responsible for the financial viability and operations of a business. I want to work in a situation where I have regular guidance from a mentor or supervisor.
	Change and variety	I want to work in a career environment where work activities frequently change.
	Stability	I want to work in a career environment where my duties and routine are predictable.
	Security	I want to work in a career environment where I can be assured of receiving satisfactory compensation.
	Risk	I want to work in a career environment where I determine my own salary based on my willingness to commit to activities that bring in income. I can tolerate risk and uncertainty.
	Recognition	I want to participate in career activities where I can be publicly recognized for the high quality of my work.
	Money	I want to participate in career activities that will lead to the achievement of high monetary gain for my work.
	Physical challenge	I want to participate in career activities that use my physical capabilities to the fullest measure.
	Physical comfort	I want to participate in career activities that are not physically challenging.
	Time	I want to be able to work according to my own schedule.

Identify your top five values and consider them when you write your career plan.

(continued on page 356)

FOR YOUR EXPLORATION 17-1

Self-assessment Activities for Career Planning (continued)**Activity 2: Personality and Skill Characteristics of an Entrepreneur**

One of the key choices that graduating therapists must make is whether to be an entrepreneur or to work as an employee. An entrepreneur is a person who owns his or her own company, enterprise, or venture and assumes significant accountability for the risks and outcomes. Numerous studies have been conducted to determine the personality characteristics of people who are successfully self-employed or own their own businesses. In his book, *The Young Entrepreneurs Guide to Starting and Running a Business*, Steve Mariotti lists many of the following characteristics of an entrepreneur. Additional characteristics that are particularly important for a spa entrepreneur have also been included. Place a check by the traits you think you have already and an X by the traits you think you can develop. In a journal or on a separate piece of paper, answer the questions that are asked under each trait. Don't be discouraged if you find you possess few of the traits listed here. Entrepreneurship is not a good fit for many therapists, but these therapists often find success and happiness working as employees. The point is to discover where you can best find personal success right now. Remember, you will continue to grow as you gain life experience and may be ready for entrepreneurship later in your career, even if you aren't ready for it now.

- **Characteristic 1: Adaptability**—Are you able to cope with new situations and find creative solutions to problems? Are you flexible and look at opportunities and challenges from a number of different perspectives? Describe one situation where you demonstrated adaptability to overcome an obstacle.
- **Characteristic 2: Competitiveness**—Are you willing to compete with and test yourself against others? Describe one event in your life where you drew on your competitive instincts to achieve your goals.
- **Characteristic 3: Confidence**—Do you believe that you can do what you set out to do? Explain the ways you demonstrate confidence in your life now and describe how you developed your current level of confidence. How might you gain more confidence?
- **Characteristic 4: Discipline**—Are you able to stay focused and stick to a schedule and deadlines? Describe a time in your life when you had to be disciplined to reach an important goal.
- **Characteristic 5: Drive**—Are you willing and able to work hard to achieve your goals? People with drive demonstrate high levels of motivation, energy, and initiative and have good physical health. Describe an event where you needed to sustain your drive over a period of time in order to achieve an important goal. How did you maintain your energy and motivation?
- **Characteristic 6: Honesty**—Are you committed to telling people the truth even when it causes discomfort? When you make a promise, do you stand by your word? Do you deal with all people fairly? Describe a time when you had to be honest with someone even though it was difficult.
- **Characteristic 7: Organization**—Are you able to plan and structure your life in a logical manner? Are you able to place tasks in an order to structure the completion of a project? Are you able to differentiate between priorities so that you finish important tasks first? Describe a situation where you had to organize and follow through on tasks to complete a project.
- **Characteristic 8: Perseverance**—Are you able to keep your goals in sight even when obstacles present challenges? Do you refuse to quit and keep working at a goal or project even if you have encountered difficulties or failures? Describe an event where you had to persevere even when you were faced with obstacles.
- **Characteristic 9: Persuasiveness**—Do you have a knack for convincing people to see your point of view? Are you able to get people interested in your ideas? Describe an event where you had to win people to your side to achieve your goals.
- **Characteristic 10: Risk taking**—Are you willing to expose yourself to possible losses to try a new venture? Explain a time in your life when you took a risk and succeeded. Explain a time in your life when you took a risk and failed. What did you learn from these experiences that might help you in your spa career?
- **Characteristic 11: Thinking ability**—Are you able to analyze problems and come up with possible solutions? Can you look at projects from multiple perspectives to generate creative ideas? Do you readily see ways to overcome obstacles or rework processes to be more efficient? Explain a time when you had to think creatively, analytically, or critically to solve a problem or complete a project.
- **Characteristic 12: Human relationships**—Are you able to listen to other people and understand their points of view? Can you empathize with people to comprehend what they are feeling and why they are behaving in a certain way? Do you strive to reach a fair resolution when you have a conflict with another person? Describe a time in your life when you had to let go of your own point of view to reach a resolution in a conflict with another. What did you learn from the experience?
- **Characteristic 13: Communication**—Are you able to verbally express your ideas and point of view? Do you share your thoughts, ideas, and opinions openly with others? Do you possess a strong health care vocabulary and do you feel comfortable conversing about massage, spa products, and the body? Do you possess basic writing skills? Describe your level of communication skills and give one example of a time you have to communicate in a written format.
- **Characteristic 14: Vision**—Are you able to see the end result of your goals while you are working to achieve them? Describe a time when you had to hold a vision of a goal in your mind while you worked toward that goal. Did fears and doubts cloud your vision? What was the outcome?
- **Characteristic 15: Technical skills**—Are your draping skills, hands-on massage skills, spa product application and removal skills, and body mechanics solid? Are you able to observe new techniques and integrate them with your existing hands-on skills? Do you constantly strive to improve your hands-on skills? Describe your current technical skill level and list three areas where you are actively striving for improvement.

FOR YOUR EXPLORATION 17-1

Self-assessment Activities for Career Planning (continued)

Activity 3: Which Do You Like Better?

In each column, pick the activity you would most like to do for every line of the table by placing an X by that activity. At the end, total the number of X marks in each column.

I would rather have 15 regular clients that I see one time a week than lots of one-visit clients.	I would rather see lots of one-visit clients than see the same clients over and over again.
I would like to develop detailed treatment plans for each client and set long-term and short-term goals for progress.	I don't feel that detailed treatment plans are necessary. I like to get on with the massage and release muscle tension.
I like SOAP charting and use SOAP documents to track the progress of my clients over time.	I like simple charting systems that don't require me to track the progress of clients over time.
I like to analyze a client's posture, range of motion, and movement patterns to plan my treatments.	I like to add creative flourishes like the use of aromatherapy and special music to help my clients relax.
I like to research pathologies to find out more about them. I am not afraid to work with clients who have diagnosed pathologies and conditions.	I don't particularly like to work with clients who have diagnosed pathologies. I would rather focus on stress reduction because stress causes or exacerbates many diseases.
Musculoskeletal injuries fascinate me. I like to use massage to facilitate healing and to support rehabilitation.	I want to explore my creativity by planning treatments that please the senses and promote mental, spiritual, emotional, and physical wellness.
I want to work with a team that includes athletic coaches, physicians, nurses, physical therapists, and chiropractors.	I want to work with a team that includes skin care specialists, cosmetologists, dermatologists, yoga instructors, and spiritual coaches.
Total	Total

SOAP, subjective, objective, assessment, plan.

If you have more X marks in the first column, you are well suited to design the main portion of your career as a massage therapist who works in environments such as a hospital, sports medicine clinic, chiropractor office, hospice, or with athletes. If you have more X marks in the second column, you may particularly like to work at a spa, salon, wellness center, resort, or retreat.

Activity 4: Visualize Your Ideal Life

Visualizing the life you want can help you choose activities and behaviors that lead to the attainment of your goals and dreams. Life visualization includes living environment, relationships, finances, spirituality, health and wellness, social life, personal development, as well as career. Find a quiet place and collect your thoughts about your future in a journal or on sheets of paper. Don't question whether your desires about your life are realistic; just get them down on paper and grant yourself permission to dream big. During visualization exercises, it is not uncommon for people to have doubts and fears surface. Dedicate one area of your journal to list your fears and doubts about the future. When you acknowledge fears and doubts, they instantaneously lose some of their power, and you will be better able to plan strategies for overcoming obstacles if they are clearly identified. Use these questions to structure your visualization process:

1. In your perfect life, where do you live (e.g., I live in Boulder, Colorado) and what is your living environment like (e.g., I live in a beautiful three-bedroom, modern home with hardwood floors and large windows that look out at the mountains)?
2. In your perfect life, what are your relationships like? How do you want to interact with your parents, siblings, spouse, partner, children, coworkers, and friends? How do your relationships support your personal goals and give pleasure and meaning to your life?
3. In your perfect life, how much money do you make and how do you use your money to achieve the lifestyle you want, contribute to the wellness of the world, and feel secure about your financial future?
4. In your perfect life, how do you connect to your spiritual beliefs and practice those beliefs in the world? How do your beliefs influence the choices you make and the ways you interact with other people? How do you nurture and care for the mental, emotional, and spiritual aspects of yourself?
5. In your perfect life, what do you look like? What is your fitness level and eating habits? What do you do to maintain your health and wellness and how do you feel about participating in these activities?
6. In your perfect life, what do you do for fun? What sort of friends do you have and what sort of interests and activities do you pursue for recreation?
7. In your perfect life, what activities do you undertake to develop as a person? What makes you curious, excited, and motivated? How do you foster your mental, emotional, spiritual, and physical growth?
8. In your perfect life, what is your career like? What is the environment like? What kind of people do you work with? What are your daily tasks and responsibilities? How do you feel about your job? What is your financial status? How does your job feed your other goals and desires?
9. In your perfect life, what do you care about and what do you focus on?
10. Describe how you feel when you think about this life. What feels good? What feels scary? What feels possible? What feels impossible? Now, describe three things you can do every day, right now, to achieve the life you want.

Use the information you uncovered in your visualization when writing your career plan.

FOR YOUR INFORMATION 17-2

Common Environments Where Spa Is Practiced

- Cruise ship
- Day spa
- Fitness center
- Massage clinic
- On-site massage (corporations, dance studios, health food stores, etc.)
- Private practice
- Resort spa
- Salon
- Wellness center

Specialization

Massage therapists often specialize by learning and offering a specific massage or bodywork system or by studying additional knowledge and treatment protocols for a particular client condition or special population. You have already been introduced to spa bodywork systems as part of your massage training and may aspire to work at a big resort spa and offer body treatments such as salt glows and body wraps in addition to massage. Maybe pain reduction is your objective, and you want to work in a medical setting with clients who are living with chronic pain conditions. If specialization is part of your career plan, you need to carefully evaluate your skill level. You may need additional training above the entry level to achieve your goals. It is important to point out that specialization can make you more marketable to an employer or to a client population. Alternately, in some cases, employers or clients won't know enough about a particular system of bodywork to seek it out. If you plan to specialize, include these areas on your career plan. For Your Information 17-3

FOR YOUR INFORMATION 17-3

Client Types

- Animals
- Athletes
- Children
- Clients recovering from musculoskeletal injury
- General public
- Infants
- Men
- Older adults
- People living with cancer
- People living with chronic pain conditions
- People living with HIV/AIDS
- Physically challenged
- Pregnant women
- Psychologically challenged
- Survivors of abuse
- The terminally ill
- Women

can help you identify specific client groups that you may want to target. There are over 450 different systems of massage and bodywork identified at the time of this writing by Associated Bodywork and Massage Professionals (ABMP) (<http://www.abmp.com>). Many spas value massage therapists who can effectively offer unique forms of bodywork. If you plan to learn a specialized massage system, review spa menus on the Internet to find out some options, decide what appeals to you, determine if you will need continuing education, and include this information on your career plan.

Continuing Education

Continuing education is education you pursue after you have completed your entry-level training and received your massage credentials. It is often called "CE" in massage publications or on the Internet. Although it might seem strange to think about getting more education when you haven't even graduated yet, you want to factor continuing education into your career planning process. In fact, if you want to offer an advanced form of bodywork such as ayurveda or broaden your career options by becoming an esthetician, you may need continuing education shortly after graduation in order to meet your career planning goals. Most states where massage is regulated require massage therapists to complete a specified number of continuing education hours to maintain their massage credentials. Continuing education is viewed as beneficial because it brings the therapist up to date with new advances in massage knowledge or skills and encourages therapists to diversify their practices. As part of your career plan, it can be helpful to include continuing education activities that will help you grow and develop as a person and as a professional.

Employment Options

Probably the biggest decision you have to make about your early spa career is if you are going to be an employee, self-employed, an independent contractor, or a combination of these.

Work as an Employee

An **employee** is a person who is hired by another person to perform particular duties for a determined fee. The employer is required by law to withhold income taxes, withhold and pay social security and Medicare taxes, and pay unemployment tax on wages paid to an employee. As an employee, you agree to abide by the rules and processes outlined by your employer. You may have to follow a specific dress code, work a fixed schedule, and perform other duties in addition to massage such as laundry and answering phones. In many instances, employers pay an hourly rate for the hours you are on a shift and an additional fee for every massage or spa treatment you perform during your shift. The responsibility for **marketing** and **promotion**, abiding by state and local business ordinances, organizing and tracking inventory of retail items, and all other activities for running and managing the business will fall largely on the shoulders of the employer.

As an employee, you may gain the experience and contacts you need to work your way into other careers in the spa profession. Other careers in the spa profession include positions such as the spa educator/product representative, a spa consultant, a massage (and/or esthetics) manager, or a spa director.

Spa Educator

There are many different types of spa educator. For example, spa product representatives are people hired by a product line manufacturer to educate the spa staff at spas where their products are used and distributed. Some spa product companies develop treatment outlines so that particular products are used in each of the steps of a predesigned treatment. The product representative travels to spas, provides training on the benefits of the company's product line, and instructs the spa staff in the application of treatments using the specialized products.

Another type of spa educator is a spa representative who is also an expert in a particular area such as aromatherapy, ayurveda body treatments, reflexology, or hot stone massage. He or she might offer his or her services to a spa and provide training in the area of his or her expertise to meet the spa's needs. Some spa educators focus on the development of spa curriculum for massage schools, beauty schools, or continuing education workshops.

Spa Consultant

A spa consultant usually combines the skills of a therapist with those of a businessperson. Often, a talented therapist will work his or her way up in the spa profession and learn the business through personal experience. Sometimes, the consultant is a businessperson who has specialized in the spa profession. Many spa owners start their own spas because they have a strong vision of the type of environment and services that they want to offer. These people might hire a spa consultant to review their service menu, make suggestions for additional treatments, or plan a specific marketing campaign. At the other end of the spectrum is a large corporation who hires a highly trained individual to handle all aspects of the spa start-up. In this case, a spa consultant would conduct a market assessment and financial feasibility assessment and help the spa to identify its philosophy and target client group. In addition, the consultant might give some input on the floor plan and select the equipment and product lines that will be used at the spa. Spa consultants may also develop an operations manual and job descriptions, hire the initial spa staff, create the spa menu, and oversee the training of the therapists and staff. Lastly, they will probably identify or give some input on how the spa should position itself in the market place and build its special identity with the public.

Spa Department Manager

At larger spas, there is often a massage manager who oversees the massage therapists, an esthetics manager who oversees the estheticians, and a salon manager who oversees the cosmetologists and nail technicians. Organized and

ambitious massage therapists might work their way into the massage manager position and then later into a spa director position based on their ability to learn management and business skills.

Spa Director

A spa director is responsible for ensuring that the spa runs smoothly and efficiently and is profitable. He or she is in charge of pay systems and the payroll and oversee the spa's accounting practices to ensure that proper records are kept. Spa directors handle the marketing and promotion of the spa and put practices into place that ensure good customer retention. They usually hire and oversee staff training, stay abreast of spa trends and regulatory requirements, and make changes to the service program if necessary.

Self-employment

A self-employed person works for himself or herself and is not employed by someone else. In this case, you set your own schedule and dress code but must also secure your own clients through marketing and promotional activities. You are responsible for keeping your own tax records and for reporting and paying taxes to the Internal Revenue Service (IRS) and for abiding by any rules that regulate businesses in your local area. If you are self-employed, you need to work hard to learn good business practices and feel comfortable acting as a businessperson as well as a therapist.

Independent Contractor

An independent contractor is a self-employed person who contracts with another business to provide specific services. This is a common arrangement in the massage profession where a massage business owner contracts with massage therapists instead of hiring them as employees. This arrangement is sometimes available at day spas. The difference between employees and independent contractors is subtle. An employer has the right to direct the means and methods an employee uses to accomplish a job. A person hiring an independent contractor has the right to control only the result of the work and not the means and methods of accomplishing the job. Still, in many instances, the contract is written in such a way that the independent contractor must follow a dress code, keep to a specific schedule, and perform other duties in addition to massage or spa body treatments, just as an employee would. Independent contractors may be responsible for securing a specific number of client sessions per week, or they might share the responsibilities for marketing and promotion with the business owner. Independent contractors must keep their own tax records and report and pay taxes to the IRS.

Blended Career

Many massage therapists interested in spa work choose to work part-time for an established spa and part-time developing their private massage practice and spa concept. This plan allows you to learn the ropes for your business, make a good income, and build your clientele with less financial pressure. You may work at one spa on Monday, Wednesday,

and Friday; at a second on Saturday; and run your own practice on Tuesday and Thursday. Read your employee contract carefully in case the spa has restrictions about you working at a competitor or starting your own practice on the side. Talented therapists can sometimes negotiate an agreement that works for everyone.

Have a Plan—It Can Change

Each situation has pros and cons that require careful examination. In addition, your personality may predispose you toward one particular employment model as was demonstrated in Activity 2 in For Your Exploration 17-1. If you found in Activity 2 that you don't have many of the characteristics of people who are successful when self-employed, you should not be discouraged. If self-employment is an important goal, you can develop the skills and attributes you need to be successful, but obviously, developing personality traits that are not natural to you may take some work.

Many therapists don't make a choice about whether to be an employee, self-employed, or independent contractor; they do it all, as we discussed in the blended career option. This is an excellent career strategy, especially when you are trying to build a clientele. For example, Elena has diversified her practice to ensure that she always has clients. On Mondays, Elena has set up two corporate office accounts where she offers seated massage to a company's employees. She sees the first in the morning from 9:30 a.m. to 12:00 p.m. and the second after lunch from 1:30 p.m. to 4:00 p.m. On Tuesdays, Wednesdays, and Fridays, she works shifts at a nearby spa as an employee. On Thursdays, she is working to build her private practice and massages friends, family, and clients she has met through her seated practice. She acts as an independent contractor at a massage clinic that offers spa treatments every other Saturdays and takes Sundays off.

Activities for Further Exploration

As you can see, you have a lot of choices to make when planning your spa career. If you feel confusion or if you want to make certain that your plan is a good one, you can pursue some specific activities that may provide you with invaluable information.

- Job shadowing is where you learn about a job by walking through the workday as an unpaid "shadow" to a competent worker. You witness firsthand the spa work environment, client interactions, and skill sets required for the particular job. Some schools set up job shadowing opportunities for students. If your school doesn't do this, you can call local spa businesses and ask if they would allow you to job shadow. You might also provide massage or spa body treatments to the working massage therapists on staff for feedback.
- Internships are school-sanctioned and school-supervised programs where students get hands-on training,

career-related experience that supplements classroom academic experiences to enhance a student's education. For example, at one school, students could apply for a spa, sports, or hospital internship. Students chosen for the spa internship worked at a local spa to gain classroom credit 1 day a week. Students in the sports internship worked with a professional football team, and students in the hospital internship worked in the oncology ward of a hospital providing massage to patients, family of patients, and nurses.

- Volunteer opportunities are often organized by schools to help students understand the value of community outreach and to give students insight into potential career paths. A school might take students to a nursing home as part of the learning activities planned for a module on geriatric massage. Alternately, students might provide massage to pregnant women at a birthing center or experience seated massage in a corporate work environment. Oftentimes, volunteer opportunities are not required, and students have an option whether or not they participate. These activities can provide you with invaluable insight into work environments and also help you round out your massage resume when looking for a spa job.
- Online forums provide opportunities to ask questions of seasoned massage and spa professionals over the Internet. ABMP powers a website for massage professionals and students (Massage and Bodywork Professionals at <http://www.massageprofessionals.com>) that allows you to take part in online forums and discussion groups. Associated Skin Care Professionals (ASCP) also has an online forum (<http://www.skincareprofessionals.com>) where you can ask questions about spa work. Log on, join the groups that interest you, and ask professional therapists to give you input on profitable career paths in massage and spa.

Plan to Thrive

If you ask a professional therapist what was the one thing that most surprised her when she began her career in massage, she may very well tell you that massage and spa work can be a bit lonely. Although you are working with other people, it is not appropriate to chat about personal interests or the latest movie release to clients. Sessions are often very quiet, and the focus is on the client and the client's changing experience. Time between sessions is usually spent changing table linens, sanitizing the space for the next client, cleaning the hydrotherapy tub, doing laundry, and completing chart notes, leaving little time for friendly conversation with other therapists. Many therapists build a thriving practice by cultivating relationships with mentors and with other professionals. These activities develop knowledge, provide useful feedback and guidance, and help prevent burnout by creating a social outlet that balances the solitude of a spa practice.

Mentors

A mentor is a more experienced person that provides guidance as you establish your career and grow as a therapist. Mentoring can be a formal relationship established by your school or by the business that employs you. Informal mentoring often occurs spontaneously between two people who share common interests but have different levels of experience. The older or more experienced person naturally falls into the role of directing and encouraging the younger or less experienced person. For example, the manager that employs you might take an interest in developing your skills, or an established massage therapist might steer you toward treatment choices when you provide a specific type of massage form or spa treatment. Massage therapists in private practice might seek out a mentor who is an established spa business owner in a noncompeting area. Finding a mentor is a good idea because it gives you a designated person to contact in the event you encounter challenges in your career. This trusted person might also help you celebrate new learning and the development of new skills.

Possible mentors are all around you. Is there a person you work with or have met who you admire and respect because of his or her insight and knowledge? Does this person have experience he or she would be willing to share? Approach the person and ask if he or she would consider being your mentor. Let him or her know why you selected him or her and what you hope to learn from the association. Ask that the relationship has some structure such as a weekly phone call to discuss issues and challenges you faced during the week or a monthly lunch meeting to talk over your career development. You can also find online mentors through your professional membership organization.

Professional Networks

Professional networking is the development and cultivation of friendships and acquaintances that can help you build your business. Professional networks give you access to the insights and knowledge of other people, put you in contact with people who might offer career advancement or business opportunities, and provide an outlet for pleasant social interaction. As part of your professional networks, you might belong to a local massage or spa group who meets every other month to discuss spa trends and happenings in the region. This group can provide knowledge, advice, and information on spa-related topics. If you start your own business (as discussed later in the chapter), you might also join a small-business group where you meet other owners and managers of small businesses who provide information, experience, and recommendations that can help you better manage the business aspects of your practice. General networking groups in your area can put you into contact with people from diverse backgrounds who may well become clients when they get to know you and find out more about massage and spa services. Online social tools such as Facebook, Twitter, and Massage and Bodywork Professionals (<http://www.massagetherapists.com>), among others, provide a virtual networking option.

Preventing Burnout

Massage and spa work are physically and mentally demanding professions where you give your energy and focus to helping other people feel better in their bodies. If you don't plan ways to nurture and care for yourself while you are nurturing and caring for others, you may experience burnout. Burnout is a state of emotional, mental, and physical fatigue caused by prolonged job-related stress. The signs and symptoms of burnout include mental, emotional, and physical exhaustion; loss of interest in your job; the inability to care about your job performance; and feelings of hopelessness, irritation, resentment, cynicism, and unhappiness. If you start to show up late for sessions or dread working on your next client, you may be headed toward burnout.

Burnout happens in every profession but is most prevalent in employees who feel underpaid, underappreciated, or criticized for events that are beyond their control. If managers set unrealistic goals for you in terms of the number of sessions you must provide in a workday, or if you must work under rules that are particularly restrictive, you may be at higher risk for burnout. Boredom can also be a factor if you are asked to provide the same massage routine over and over again or the same spa session over and over again despite the needs of the individual client. If your work never changes and you never feel challenged to learn and grow, it is not unlikely that you will feel bored and dissatisfied. Health care professionals, including massage therapists who work in medically oriented spas, may find themselves in contact with some of the more tragic aspects of human experience, such as people living with chronic pain or serious injury, or work with the terminally ill. This type of work can expose you to prolonged emotional stress that may lead to burnout.

If you notice that you start to experience the symptoms of burnout, take some time to identify the reasons. It can be useful to take a few days off to rest and evaluate the situation. Once you identify the problem, brainstorm solutions with mentors or people from your networks.

Write Your Career Plan

A written career plan helps you focus your activities to achieve specific goals related to your career. Plans can be written for 1 year, 3 years, 5 years, or longer. Although there are many different models for career planning, this one is specifically related to massage and spa work. A sample plan is provided in Figure 17-1.

- **Goal:** Describe your primary career goal for the year ahead.
- **Employment status:** Describe the employment status you prefer. Do you want to be self-employed, work as an employee, work as an independent contractor, or a combination of these. List activities that will help you prepare for your chosen employment status.

Name: Mary Massage

Career Plan Time Frame: 1 Year, January 2010 to January 2011

Goal: To work as an employee of a busy massage clinic where I can interact with a health care team and develop my massage skills with supervision from experienced professionals.

Employment Status: I want to work as an employee for the first year in order to observe business management procedures and so that I can interact with experienced professionals who can help me continue to improve my massage skills after school.

Tasks

- Identify potential employers.
- Write a resume.
- Write a cover letter.
- Obtain interviews.
- Practice interviewing.
- Negotiate an employment package.

Work Environment: I want to work in a busy rehabilitation clinic or wellness center. It would be ideal if there were different types of health care professionals employed at the business so that I can make connections and learn more about related professions. I want to identify a mentor or supervisor who is willing to help me continue to develop my health care massage skills.

Tasks

- Research local area businesses to identify work environments that meet my needs.
- Request the opportunity to job shadow to make contacts and to test my feelings about the environment and people.

Target Clients: I am interested in working with clients who have sustained a musculoskeletal injury or who want condition management for a soft-tissue pathology like fibromyalgia. I want to develop treatment plans and utilize my assessment skills to choose the best techniques to help clients make progress.

Tasks

- There is a local support group for people living with fibromyalgia that meets monthly. I will call the group facilitator and ask if I can sit in on a meeting to learn more about fibromyalgia.

Specialized Skills and Knowledge: I feel good about my assessment, treatment planning, and documentation skills. I would like to take the advanced neuromuscular class offered by the school when I graduate to further develop my treatment massage skills.

Tasks

- Save the money needed to take the advanced neuromuscular workshop.
- Buy one new book on fibromyalgia and read it.

Mentors and Professional Networks: I plan to ask Elaine Murphy to act as my mentor during my first year in massage. She was an amazing teacher and I felt that we formed a respectful relationship. I want to find a local massage group to join and also start a network with my classmates and the alumni from my school.

Tasks

- Ask Elaine Murphy to act as a mentor.
- Contact ABMP and AMTA and ask if they know of local massage groups I can join.
- Ask school to conduct a mailing to alumni for me as I launch my own professional network.

Plan for Self-care and Personal Growth: I am going to treat myself to a spa treatment and spa massage to celebrate graduation from massage school. I am going to continue to focus on practicing good body mechanics when I give massage and enroll in a series of yoga classes when school is out.

Tasks

- Research yoga classes offered in the area.
- Eat a nutritious diet.
- Commit to my exercise plan.
- Focus on body mechanics.

FIGURE 17-1 Sample career plan. A written career plan helps you focus your activities to achieve specific goals related to your career.

- **Work environments:** Describe your top three preferred work environments and list activities that will help you prepare to obtain a job in such an environment or create such an environment for a private practice.
- **Target clients:** List the top three client types you would like to work with in this section and describe ways you plan to reach out to these client groups and educate them about the benefits of massage and spa treatments. A description of target clients is provided later in the chapter under the section on “Marketing.”
- **Specialized skills and knowledge:** Describe any areas where you would like to specialize and list any additional training you will need in order to offer a specialized massage or spa system or work with a particular group of clients.
- **Mentors and professional networks:** List people or groups you would like to meet or develop relationships with to grow yourself and your business.
- **Plan for self-care and personal growth:** Describe activities you will undertake to care for yourself and grow as a person over the course of a year.

Once you have written a career plan, post it where you can see it regularly and keep track of your progress. It is a useful exercise to reevaluate and rewrite a career plan annually.

Work as an Employee

There are plenty of opportunities if you want to work as an employee in a variety of environments such as day spas, massage clinics that offer spa treatments, resort spas, cruise ships, and fitness clubs. The benefits include a dependable income, a regular schedule, freedom from the responsibilities of running a business, and taxes will automatically be withheld from your paycheck. The drawbacks are that you make less per hour for the massages or spa treatments you provide than you would in private practice (although this must be balanced against the fact that you have no overhead costs); you must meet employer expectations; and you are likely to be required to perform duties in addition to massage or spa treatments, such as laundry, cleanup of hydrotherapy equipment, and answering the phone. To attain your first spa job, you will need to identify and research potential spa employers, write a **resume**, write a **cover letter**, be interviewed, get a job offer, and negotiate your employment package. Once you are working, you will want to meet or exceed your employer’s expectations to potentially move to a higher position as you gain experience.

Identify and Research Potential Spa Employers

A search on the Internet is probably the easiest way to develop a list of potential spa employers in your area and abroad. SpaFinder is a company that helps consumers plan spa vacations. Through its website (<http://www.spafinder.com>), you can find out about an assortment of spas by category,

services, and price range. The site provides links to spa websites so that you can examine their treatment menus and mission statements. Often, spa sites will have a job opportunity link that lists openings and application procedures. Both ABMP and the American Massage Therapy Association (AMTA), professional massage therapy associations who provide your liability insurance, offer job search boards for their members. Local employers often send job announcements to schools to be posted on the school job board. Develop a list of at least 10 potential employers and then use the Internet or make a phone call to the business to gather some basic information. Ask the following:

- Are they currently hiring massage therapists?
- What is the pay rate for entry-level massage therapists?
- Do massage therapists have the opportunity to offer spa body treatments?
- Do they offer an employee benefit package (i.e., Will they pay your liability insurance? Will they pay for continuing education for therapists? Do they provide paid vacations, sick days? etc.)?
- What are the hours of operation and how long are massage/spa shifts?
- What type of clientele does the business attract and what types of massage do they provide?
- What is the name and spelling of the person in charge of hiring massage therapists?
- What is the job application procedure?

Before applying for a job at a spa, research and become knowledgeable about the spa’s product lines, services, body treatments, facility, and philosophy. It’s also a good idea to travel the route from your house to the business and back to determine flow of traffic and distance. You might also want to visit the business as a client to get a feel for the environment and the general working conditions. Narrow the list down to your top five best options and prepare a resume and cover letter. Follow the job application procedure for each business, or if there isn’t a specified procedure, send a resume and cover letter to the person in charge of hiring massage therapists.

Write a Resume

A resume is a summary of your background, experience, education, training, and skills. Employers use it to determine if you have the experience necessary to fill an open position. A well-written resume is a first step to securing a job interview. Effective resumes are as follows:

- **Brief and concise:** Keep your resume to one page, if possible, or two pages at the most. If your resume is long or difficult to read, the employer may skip parts of the resume or put it aside entirely.
- **Positive:** A resume should emphasize positive elements in your record and use action verbs such as *planned*, *organized*, *collected*, *initiated*, *assessed*, etc. to show employers what you have accomplished.

- **Relevant:** The information on the resume should be written in such a way as to make it meaningful to the employer and pertinent to the specific position.
- **Readable:** Care should be taken to present the information neatly, so that it is easy to gather information at a glance. Pay attention to the type of font and the font size you use, to the balance of information on the page, and especially to spelling and correct punctuation. Avoid abbreviations of words or incomplete sentences.
- **Honest:** Don't fabricate any of the information on your resume and make sure that the dates and time frames for previous experience are correct. If an employer finds out that part of your resume was fabricated, you are likely to be dismissed.

The chronological resume provided as an example in Figure 17-2 is easy to write and appropriate for entry-level positions because it illustrates both your education and experience. There are, however, many different types of resume formats you might use. A search on the Internet with the search term *resume formats* or *resume services* provides a variety of examples and resources. A chronological resume includes the following:

- **Contact information:** List your name, address, phone numbers, and e-mail address. Avoid the use of nicknames and surnames such as "Senior," "Junior," or "II" and spell out all the words in the address (e.g., "Street," "Avenue").
- **Career or job objective:** An objective tells potential employers what sort of work you are hoping to do. Be specific about the type of job you want and be sure to tailor your objective to the specific position or employer.
- **Education:** Include the name and location of the institution and the date of the degree, diploma, or certificate you attained. List your most recent education experience first and include your grade point average if it is higher than 3.0. Describe your main area of study (i.e., massage and spa, or massage, reflexology and aromatherapy, etc.), list the hours of training you underwent, and mention any academic honors or awards you received. If you have taken continuing education in addition to your entry-level training, list the courses after your main educational experience.
- **Work experience:** Include any relevant work experience in reverse chronological order with the most recent job first. List the title of the position, name of the organization, location of the work (town, state), dates of employment, and a description of your work responsibilities. If the experience is not an actual job, list it under the heading "Experience" as in the sample resume (see Fig. 17-2).
- **Other information:** Depending on the specific job for which you are applying, you may choose to include leadership experience in volunteer organizations, special certifications or accreditations, membership in professional organizations, special accomplishments, computer skills, or foreign languages.

- **References:** Do not include your references on the bottom of your resume. Instead note, "References are available on request." Ask people if they are willing to serve as references before you give their names to potential employers.

Once you have completed a draft of your resume, share it with your instructor or with your mentor for feedback. Many people contact professional resume writers to help them create a professional looking resume. Again, the Internet is the best source for locating resume writers.

Write a Cover Letter

A cover letter introduces you to employers and arouses their interest so that they read your resume and ask to interview you for the job (Fig. 17-3). Write each letter to address the specific employer and the specific job using paragraphs (avoid bulleted lists) and a conversational yet formal tone. Cover letters have three sections:

- **Section 1—Opening:** In the opening section of your cover letter, briefly state the job you are applying for and how you learned about it. If you have any personal contacts with the company, mention them in this section. State your general qualifications for the job.
- **Section 2—Body:** In the body of the letter, expand on your qualifications and describe why you are a good fit for the specific position. For example, if you are applying for a spa job and the spa is well known for aromatherapy treatments, highlight your aromatherapy training and experience. If you are applying for a job in a medical spa, highlight the fact that you took part in a hospital internship and worked with clients recovering from surgery. Pick out the most relevant qualifications listed in your resume and discuss them in detail to demonstrate your particular suitability for the job.
- **Section 3—Conclusion:** To conclude the letter, request an interview (or some other response, as appropriate) and include the times when you can be reached. Thank the reader for his or her time and consideration.

Follow up with a phone call a few days later to ensure that the package has been received and to speak to the person who hires massage therapists, if possible. This initial discussion is important. It provides you with the opportunity to outline your credentials, special skills, and knowledge, which will hopefully lead to a request by the employer for an interview.

Interviewing

In an interview, the employer will appraise your suitability for a specific position and for the company as a whole. Your self-confidence, the way in which you express yourself, your level of professional dress, and the validity and content of your answers to questions will influence the employer's evaluation. The interview is also a time for you to gather information about the company's policies and determine if this is a job that matches your personal career goals.

Jane Anybody

214 Any Street #202
 Any Town, Any State 98000
 (303) 222-3232
 janeanybody@internet.com

OBJECTIVE: To obtain a position as a massage therapist at a leading spa where I can use my skills in massage, body treatments, aromatherapy, and reflexology.

EDUCATION: Massage Diploma, June 2005
 Any Massage College, Any Town, Any State
 800 Hours, Combined GPA 3.66

Spa Certificate, June 2005
 Any Massage College, Any Town, Any State
 200 Hours, Combined GPA 3.66

Reflexology Certification, October 2005
 Any School of Reflexology, Any Town, Any State
 300 Hours

Aromatherapy Certification, January 2006
 Any School of Aromatherapy, Any Town, Any State
 300 Hours

EXPERIENCE: Student Massage Clinic Coordinator, January 2005–June 2005
 Any Massage College, Any Town, Any State

As part of the work-study program, I answered phones, assisted clients, and managed client files. I implemented a new policy for tracking client files that is now being used at the school's three campuses.

Walk for Breast Cancer Massage Coordinator, May 5, 2005
 Any Massage College, Any Town, Any State
 Initiated and coordinated an on-site massage event at the Walk for Breast Cancer Event in Any Town, Any State. As the event coordinator for Any Massage College, I met with event planners, organized the site where massage would be provided, coordinated volunteer massage therapists, and managed the flow of clients at the event.

ASSOCIATIONS: American Massage Therapy Association (AMTA)
 Associated Bodywork and Massage Professionals (ABMP)
 National Association of Holistic Aromatherapy (NAHA)

REFERENCES: References are available on request.

FIGURE 17-2 Sample resume. The chronological resume shown here is easy to write and appropriate for entry-level positions because it illustrates both your education and experience.

200 Any Street, Suite 300
Any Town, Any State 98000
janeanybody@internet.com

February 5, 2006

Mr. Eric Sanders
Recruiting Coordinator
Express Spa
Any Town, Any State 79000

Dear Mr. Sanders:

Your advertisement for massage therapists in the January issue of *Spa Spectrum Newsletter* caught my attention. I was drawn to the advertisement by my strong interest in aromatherapy and reflexology, areas where Express Spa has a well-known focus.

Although I have only recently finished my education in massage, spa body treatments, aromatherapy, and reflexology, I have had the opportunity to work in a high-pressure, customer service oriented team environment as the student massage clinic coordinator for Any Massage College. I am seeking a career with a recognized and respected spa that will allow me to integrate my understanding of wellness and relaxation while building my practical skills in aromatherapy and reflexology.

I would very much like to meet with you to discuss your open positions for massage therapists. If you wish to arrange an interview, please contact me at the above e-mail or by telephone at (303) 222-3232.

Thank you for your time and consideration.

Sincerely,



Jane Anybody

FIGURE 17-3 Sample cover letter. A cover letter introduces you to employers and arouses their interest so that they read your resume and ask to interview you for the job.

When you set up the interview with the employer, be sure to inquire if you will be asked to provide a sample of your work. If the answer is no, dress as professionally as possible and even consider wearing a business suit. If the answer is yes, wear professional massage attire such as black pants and shoes and a short-sleeved polo shirt so that you can deliver a massage. The hands-on massage segment of the interview should last no longer than 30 minutes unless the employer is paying you for the massage. An experienced employer can determine your skill level very quickly based on your quality of touch, professional communication, and draping skills.

One way to prepare for an interview is to role-play with a friend or classmate so that you can practice answering standard interview questions (For Your Information 17-4). Ask your friend to honestly evaluate your strengths and weaknesses and practice until you can answer questions fluidly, concisely, and without hesitation. During the role-playing session, assess the manner of your speech and your body language. For example, if you speak too quickly, you may seem high strung and chatty. If you speak with too little volume, you may seem to lack confidence. Eye contact is extremely important during an interview because averting the eyes might be interpreted as a lack of self-confidence or as dishonesty. Smiling too much looks unnatural, but a tight mouth could be read as disapproval or as a judgmental personality. Crossed arms convey defensiveness, whereas a slouched position sends a message that you might be lazy or disinterested. Avoid gesturing too much with your hands, which can be distracting and do not touch your hair or face during the interview.

FOR YOUR INFORMATION 17-4

Examples of Standard Interview Questions

1. Describe the experience and skills you possess that directly relate to this particular position.
2. What is it about working at this company that particularly interests you?
3. What is your primary weakness? Note: Some feel that it is best to identify a weak area honestly but then focus on a plan for self-improvement (e.g., "I have a tendency to be overly sensitive when criticized. I'm working on listening closely to constructive criticism, not becoming defensive, and then working to make positive changes."). Others feel that it is best to mention something that will be perceived as a strength (e.g., "I'm something of a perfectionist" or "I'm a bit of a workaholic."). There is not a correct answer to this question, so the best advice is probably to answer truthfully.
4. What is your primary strength?
5. What do you hope to be doing 5 years from now?
6. What is your greatest accomplishment?
7. Why should we hire you?
8. Describe a problem or conflict you have had in a previous job or at school and explain how you solved it.

FOR YOUR INFORMATION 17-5

Examples of Good Questions to Ask during the Interview

1. What are the company's challenges and current goals?
2. Is a detailed written job description available for this position?
3. Are there opportunities for advancement?
4. To whom would I report?
5. Why is this position open?

An interview provides you with an opportunity to find out more about the employer and to decide if the business is a good fit for you. Decide on questions you would like to ask during your interview and practice politely interjecting them during different points in your interview. Some sample questions are provided in For Your Information 17-5.

Show up 10 to 15 minutes early to your interview and treat everyone cordially, including the receptionist or assistant. When introductions are made, offer to shake hands and make it a firm handshake while looking the employer in the eye and smiling. Remember the employer's name and used it when speaking to him or her during the interview. Do not smoke directly before the interview or do not chew gum or drink a beverage during the interview. Bring an extra copy of your resume, a copy of your school credentials or transcripts, and a reference sheet. At the conclusion of the interview, express your appreciation for the interviewer's time and show enthusiasm for the job.

Negotiating the Employment Package

When a job offer is made, discuss the employment package, schedule, dress code, training procedure, and additional duties in a warm, friendly, and respectful manner. Some employers require therapists to participate in training on businesses policies, procedures, and/or special treatments (e.g., a spa may want to train you to provide salt glows in a particular series of steps). Some employers pay for therapists to train, whereas others don't. Your employer might require you to perform a number of additional housekeeping activities such as cleaning the restroom, sanitizing wet room equipment, or doing the laundry, whereas others provide support staff to handle such duties. It is important to understand the expectations of the employer before accepting the job. Table 17-1 outlines some questions you may want to ask to clarify the employment package. Although you should always behave in a calm, professional, and flexible manner, you should also ask for what you need in terms of scheduling and the employment package. It never hurts to ask about opportunities for advancement especially if you have skills or credentials in addition to your spa training and massage certificate or license. Once these items have been discussed, consider the job in relationship to your specific needs and career goals. Sometimes, a job is an ideal fit, and sometimes, it is not an ideal fit but provides a stepping-stone toward your ultimate career goal.

TABLE 17-1 Evaluation of the Employment Package

Compensation	How will you be compensated for your work? Will you receive an hourly fee and commission on sessions that you perform or will you receive a flat rate per session or a flat hourly fee regardless of the number of sessions you provide on a shift?
Scheduling	Who will determine your work schedule and how are schedule changes made when necessary? How will your shifts be covered if you become sick or have a personal emergency?
Extra duties	Will you be expected to perform housekeeping duties between appointments? Who does the laundry? Who cleans the bathrooms, retail area, reception area, and showers?
Staff meetings	Will you be compensated for staff meetings? Are staff meetings mandatory? When and how often are they scheduled?
Dress code	What is the dress code? Are uniforms provided or are you expected to purchase your uniform?
Inappropriate client behavior	How does the business define inappropriate client behavior? If you are uncomfortable working with a particular client, will the employer require you to work with him or her? When is a client refused service and who informs the client that he or she is being refused service?
Performance reviews and wage increases	Are there annual staff performance evaluations and are wage increases tied to the outcome of the evaluations? Are bonuses given on overall performance or on meeting certain company goals (i.e., highest retail sales for the month, etc.)?
Training	How will you learn how the business operates? When will you be expected to train? Will you be compensated for training? Does the company contribute to outside training such as continuing education workshops to help you maintain your massage credentials?
Professional exchanges	Are you allowed to trade services with other professionals at the business? Are you required to pay for the linens, use of the room, and supplies when participating in trades?
Discounts	Do you receive discounts on services or products provided by the business? Can you get discounts for family members on spa treatments?
Retail sales	Will you be expected to sell retail products? How will you be compensated for retail sales? Are there quotas for sales of retail product? What happens if you do not reach your quota for a particular month?
Health plan	Does the company provide a medical insurance plan or life insurance?
Liability insurance	Does the company provide liability insurance to cover clients who may be injured in a treatment or are you required to provide your own liability insurance? Review the company policy carefully if you are told it covers you. Often, clients sue both the business and the individual therapist. In this case, you will not be covered if you don't hold your own policy.
Termination of employment	What is the procedure for termination of employment? Where can you work after you terminate employment? Some companies have noncompete clauses in their contracts that may prevent you from working in a certain radius of the business or working for a direct competitor.

Meeting and Exceeding the Employers Expectations

Employers will expect you to meet certain expectations to maintain your position. If you exceed employer's expectations, you may be able to earn better wages, take on additional responsibilities, or work your way up to a higher position. Employer expectations could be broken into two areas. First, you will be expected to have the knowledge and perform the skills of an entry-level massage and spa therapist.

- Knowledge of anatomy and physiology, especially the muscular system and individual muscles
- Knowledge of the benefits and effects of massage techniques and of cautions, contraindications, and standard adaptations made for special populations
- A basic understanding of common pathologies and chronic pain conditions that might cause massage or spa treatments to be contraindicated for a particular client
- Contraindications and cautions for hydrotherapy equipment and treatments
- Knowledge of assessment, treatment planning, documentation, and record-keeping procedures

- Exceptional draping skills
- Exceptional Swedish massage skills, deep tissue, and other massage and bodywork techniques based on the services provided by the business
- Good knowledge of basic spa products, such as salts, seaweeds, muds, clays, and peats, and an understanding of the skin and skin sensitivities
- The ability to follow a series of predetermined spa treatment steps and to understand the basics of working with hydrotherapy equipment
- Exceptional client communication skills and customer service

Second, employers will expect you to demonstrate the characteristics of a good employee and health care professional at all times.

- **Professionalism:** You dress appropriately, refrain from using slang and swear words, behave in a calm and collected manner even when dealing with difficult clients, and perform your duties without complaint. If you have a grievance with a client, coworker, or your supervisor, you follow the company's grievance procedure or speak privately and assertively with the other person avoiding gossip and unnecessary conflict.

- **Ethics:** You demonstrate high ethics at all times and set good boundaries for clients while maintaining client confidentiality. Your intent is to do no harm and to do good and to never place the client in mental, emotional, or physical danger.
- **Dependability:** You show up on time and can be counted on to perform the duties assigned to you.
- **Responsibility:** In the event you are sick or unable to work a shift, you notify your employer promptly and try to find someone to cover your shift. If it is appropriate, you contact your clients to cancel appointments.
- **Initiative:** You look around and see what needs to be done and do it. You don't wait for someone to ask or assign you duties. You demonstrate a willingness to take on new tasks and responsibilities.
- **Curiosity:** You demonstrate a desire to learn new information and skills. You ask questions and show interest in your job, clients, and the skill sets of other therapists.
- **Positive attitude:** You show up ready and willing to work while demonstrating a high regard for your job, clients, coworkers, and employer. You encourage others to be positive or to deal with conflicts in a productive manner.
- **Motivated:** You strive to do your job to the best of your ability at all times.

If you develop these skills while in massage and spa training and actively seek to improve yourself, your communication, and your skills and to try hard, you will prove an excellent employee and are likely to be promoted to positions or higher pay and responsibility.

Starting a Private Practice

Earlier in the chapter, you assessed your values and skills and wrote a career plan to carry you through your first year as a massage and spa therapist. This section provides an overview of issues that concern therapists who start a private practice or work as independent contractors. Because the process of running a business is complex, this chapter should be viewed as an introduction and used to structure further research. This topic does not cover aspects of running a business that includes hiring and managing other massage or spa therapists. Instead, it is set up to discuss each of the sections of a business plan so that you can write a basic business plan and use it as a map for running your business.

Your Business Plan

The U.S. Small Business Administration (SBA) describes a **business plan** as “a written guide to starting and running a business.” A business plan helps you identify areas that need your attention as a business owner and helps you plan useful business activities to ensure your success. Although few massage or spa therapists need to

seek a loan from a bank to start their businesses, a loan officer would expect to see a business plan, as will shareholders should you set up your business as a corporation (described below). Each massage and spa business will be different, so a business plan helps you answer these key questions:

- What services does my business provide and what needs do my services fill?
- What are the potential clients for my services and why will they purchase them from me?
- How will I reach potential clients?
- Where will I get the financial resources to start my business and keep it running?

Business plans can take many forms, but the SBA suggests that you break your plan into four areas.

- **A description of the business:** In this section, you determine your business name, location, and the way in which your business will be structured. You describe your business mission, vision, services, and fees.
- **Marketing:** The marketing section describes your business identity and helps you recognize your potential clients, their special needs, and how you intend to meet those needs. It also examines the competition and your strengths and weaknesses in regards to the competition. In the marketing section, you will explain how you intend to alert clients to your presence, services, and value and convince them to visit your business.
- **Finances:** In the finances section of your business plan, you describe how you intend to start the business financially and keep it running while you build a client base. You analyze the costs associated with starting and running the business and set goals for client sessions in order to make a profit.
- **Management:** The management section explains how the business runs including licenses, regulations, and insurance needs; hours of operation; policies and procedures; staff roles and job descriptions (if applicable); and how services are provided.

Each of these areas is described in greater detail in the upcoming section of this chapter. For Your Information 17-6 provides an overview of the components of a basic business plan.

Description of the Business

Describing your business requires you to make important choices that influence your ability to attract and retain clients and meet your business goals. You must choose a business name, a business location, and a structure. Furthermore, you write a mission and vision statement to guide your business activities and outline your services and fees. The work you did in Chapter 16 (Your Spa Program and Menu of Services) will help you now as you integrate your life mission with your spa philosophy, your spa program, and your business identity.

FOR YOUR INFORMATION 17-6

Your Business Plan

As you work through the pages of this topic, start to think about and fill in the sections of your basic business plan as outlined below. If you use your business plan to approach a bank for a loan or to entice stockholders for a corporation, you may want to enlist the help of an accountant in order to prepare the correct financial statements.

Section 1: Description of the Business

- Business name
- Business location
- Business structure
- Business mission and vision
- Services and fees (describe the services you provide and the benefits of these services for clients as well as the fee you charge for each service)

Section 2: Marketing

- Business identity
- Target market
- Competition
- Advertising, promotion, and publicity plan

Section 3: Finances

- Balance sheet
- Cash flow statement
- Profit and loss statement

Section 4: Management

- Licenses, permits, and insurance
- Operating procedures
- Policies
- Personnel

Your Business Name

Choosing the right business name is an important part of your public image. You want to find a name that is distinctive and memorable, easy to pronounce and spell, suggests the services you offer, and separates you from the competition. A search on the Internet will tell you if names you like are currently being used by other massage or spa businesses in your area or nationally by massage or spa chains. You might also check for availability of the web domain name before making a choice so that the name you choose can also be the name of your website, making it easier for clients to find your business.

Sometimes, therapists make the mistake of naming their businesses using words from a foreign language. Although these names are often distinctive, clients may not know what they mean or how to pronounce them, so avoid the business as a result. Another mistake is naming your business after a type of technique that clients may not be familiar with. The name “Center for Integrative Spa and Neuromuscular Therapy” may aptly describe your services but might mystify the person who just wants a regular massage or a simple salt glow. In fact, most clients won’t know

what *integrative spa* means or that *neuromuscular therapy* is a form of massage therapy.

Sometimes, clients perceive a business as too “new-agey” because of its name. Will the general public be attracted to a business called “New Spirit Place of Touch”? Alternately, you might name your business to attract a particular clientele such as “Spa for Pregnancy and Children,” but remember, you are now limiting your potential for sessions because your client pool just got a lot smaller. To choose a name, brainstorm ideas and share them with the types of people you want to attract to your business and with friends, family, and colleagues.

Location

The location of your business influences whether or not potential clients feel comfortable visiting you in the first place, if they return, and if they recommend you to friends and family. Think carefully about these issues when choosing a location:

- **Proximity to clients:** Is drive-by and pedestrian traffic heavy enough that your sign alone generates new clients? Are you located in an area where clients feel safe walking to and from their cars? If you are choosing to focus on a special population, are other services for that population located nearby? For example, if you specialize in pregnancy massage, you are likely to get more business if you are located next to a midwifery business or birthing center than if you are located next to an auto mechanics shop or sporting goods store.
- **Ease of access:** How easy is it to find parking and are parking areas safe and well lit? How far will clients have to walk to reach your front door? Will a steep stairway and no elevator prohibit some client groups from accessing your business (e.g., older adults, injured clients)?
- **Practicality:** Sometimes, a space is located in a busy high-traffic area with great parking and easy access but is simply too expensive to be practical. You have to balance the need to attract clients against the possibility to make a profit. For example, you might rent space in a busy shopping mall boutique for \$3,000 a month (rent in such spaces could be much higher). You need to provide a minimum of 60 massages or spa treatments a month at \$50 each just to cover rent. It’s unlikely you could be profitable in such an expensive space unless you were sharing costs with other therapists.
- **Functionality of the space:** The space has to be functional so you can greet clients, process their payment, provide an assessment, and deliver a massage or spa treatment without undue noise or loss of client privacy. For example, will clients need to walk down an outside hallway to use the restroom? How will they manage if they should have to use the facilities in the middle of a session?
- **Zoning and signage restrictions:** In some situations, a business space may not be zoned for massage or spa services (see information on zoning in the section on

Management). In others, signage restrictions (where you can and can't place signs advertising your business) are so extreme that it will be impossible for you to alert drive-by or pedestrian traffic to your location. Before you rent or lease a space, understand the zoning and signage restrictions and consider how these restrictions might impact your business.

- **Public image:** The businesses around you can reflect favorably or unfavorably on your business. If you are located next to an upscale coffee shop, bookstore, or fitness center, it is likely to reflect more favorably on your business than if you are located next to a video store, pawnshop, and nightclub. Consider the surrounding businesses and the types of clients they attract when choosing your location.
- **Home-based businesses:** Many therapists choose to offer massage and spa services from a home-based business because it is convenient, cost-effective, allows household tasks to be accomplished between sessions, and provides more time for family. If you offer massage or spa services from your home, you must consider noise levels (Are children playing noisily in another room or outside?), pet issues (Are clients allergic to your cat or dog? Will your pet make noise or sniff around the client, making her uncomfortable?), cleanliness (any area of the house the client might see or use must be spotlessly clean), and family boundary issues (Is your spouse lounging on the sofa watching TV in a bathrobe when the client enters or exits?). Many clients feel unsafe going to a therapist's home unless they already know the therapist's work. This may decrease the number of sessions you are able to fill in a workweek. In addition, zoning regulations might prohibit the use of a home for a business, or else, special permits might be required.
- **Shared space:** Many therapists share space with other therapists or with chiropractors, naturopathic doctors, or other health care providers. This can be a cost-effective option with other benefits such as on-site referrals from other health care providers and wellness or health care goal planning for clients as a team (with the client's informed consent).

Business Structure

As a massage and spa therapist, you might structure your business in a number of different ways based on your goals and if you intend to partner with other people.

- **Sole proprietorship:** Most therapists who are starting private practices structure their businesses as sole proprietorships. The business can be operated under your own name or under a business name, and your business profit or loss is reported on Schedule C of your individual tax return. All you need to set up a sole proprietorship is a business license issued by the city or county where your business operates. The drawback to sole proprietorships is that you are personally liable in the event that someone sues your business, and he or she can involve your
- personal assets, such as your home, in the claim (see the section on Insurance).
- **Independent contractor:** As a sole proprietor, you may form a contract with another business to provide your skills as a therapist without becoming an employee. In this type of arrangement, you act as an independent contractor. You receive a fee based on the completion of a task, in this case, a massage or spa treatment. Independent contractors are often required to provide their own equipment and supplies. The business owner will not withhold your taxes, and you are expected to keep track of your profit and loss and report it on your individual tax forms.
 - **Partnership:** If you go into business with another therapist, you might want to structure your business as a partnership. It's a good idea to have an attorney write up a partnership agreement that defines the parameters of the relationship to avoid confusion and conflict as the business grows. Like a sole proprietorship, you will need a business license from the city or county where the business operates, and each partner reports his or her own income on a standard income tax form. Although you must share decision-making with your partner, you are also able to share expenses and rely on each other's skills and strengths. The drawback to a partnership is that you are liable for all of the business debts if your partner dies, and if your business is sued, you can be held liable in suits brought against your partner.
 - **Limited liability company (LLC):** Two or more therapists might decide to form an LLC. An LLC protects your personal assets in the event of a suit brought against the business. Each member of the LLC claims profits and loss on their personal tax forms. The drawback to an LLC is that it requires you to file articles of organization with the secretary of state and to establish an operating agreement to help define profit sharing and ownership responsibilities. In the event that a member dies or files bankruptcy, the LLC is automatically dissolved. Check with your local state office about the rules regarding an LLC in your area because these can vary state to state.
 - **Corporations:** You might also structure your business as a corporation where shareholders hold stock in the company and a board of directors oversees operations. This is the most complicated type of business structure and usually requires the involvement of an attorney.

Business Mission and Vision

A mission statement describes what your business aims to accomplish, the people it helps, and the problems it solves. Your mission statement should align with your values (see Activity 1 in For Your Exploration 17-1), should be short enough that you can memorize it easily, and should be powerful enough to make you feel inspired. If you completed the activities in Chapter 16 (Your Spa Program and Menu of Services) to write a personal mission statement and spa philosophy statement, you might simply insert your spa

philosophy statement here, or you might lengthen it to better describe your mission like this:

- To provide massage and spa treatments customized to the individual client so that the quality of people's lives is improved
- To provide massage and spa treatments so that clients feel pampered, indulged, and supported in their commitment to beauty and wellness
- To create a warm and inviting haven where people can relax and escape their hectic work environment
- To provide therapeutic services promoting physical, mental, emotional, and spiritual health and wellness

A vision statement is a vivid idealized description of a desired outcome. It might describe how the world will be better when your business achieves its mission, or it might describe what success looks like to you. Sample vision statements include the following:

- [Name of business] is the recognized leader in helping people improve the quality of their lives through massage therapy.
- [Name of business] is regarded as the center of excellence in the provision of spa therapies to anyone seeking wellness and beauty.
- Alternative wellness therapies are valued and used by people everywhere to maintain healthy and happy lives.

Services

Many massage therapists think of themselves as providing one service: massage. It can be useful to think of all of the different types of massage you offer as separate services to help clients better identify what they need and want from a session. This is also true of spa treatments, as we discussed in Chapter 16 (Your Spa Program and Menu of Services). In your descriptions of services, you want to identify the benefit of the service for the user, and, when appropriate, the specific client for whom the service is intended. Massage therapy and spa treatments are not the only service you might offer. You might branch out and learn esthetics to offer skin care services. You might be a fitness trainer and offer other health enhancing opportunities. The sale of retail products could be considered a service, as could classes you teach or presentations you provide to community groups. Your services should be included in your business plan, should be posted on your website and in your office, and developed into a “menu,” as discussed previously.

Retail Sales

The sale of retail products is a service that some therapists choose to provide clients. Many massage therapists feel that the power differential between a therapist and client makes the sale of retail items to clients unethical in some circumstances. In a blended massage and spa practice, the sale of retail makes sense, but each therapist will want to consider this issue carefully before offering retail items to clients. Discuss this issue with teachers, colleagues, on online forums such as Massage and Bodywork Professionals at

<http://www.massageprofessionals.com>, and with mentors to make the choice that's right for you and your business.

If you choose to sell retail items, the retail area should be visually exciting and positioned in such a way that clients see it when they walk through the door. To keep returning clients interested, you may want to change the color, décor, and some of the products seasonally for fall, winter, spring, and summer promotions. Important retail selling times are Valentine's Day, Mother's Day, Father's Day, Christmas, and New Year. The retail area must be spotlessly clean and well organized. Wholesale product lines for retail can be purchased from both massage and spa suppliers (a search on the Internet with the term *massage retail items* or *spa retail supplies* will provide numerous resources). Usually, you will need to pay for all of the items in your retail area in advance, so this cost must be factored into your startup budget.

You will want to set up some sort of system for tracking retail inventory. Those retail items that sell best should be highlighted. Retail items that sit and collect dust should be cleared in a special promotion and discontinued to make space for other more viable products. Computerized inventory tracking systems can be purchased for larger businesses. A smaller business may want to set up a simple system such as a running list of items that are sold, the employee that initiated the sale, and the client who purchased the product. A physical inventory will need to be conducted on a regular basis to check written records against stock. Items commonly sold for retail in massage businesses are outlined in For Your Information 17-7. If your business also provides skin care services because you or an employee is an esthetician, then sales of your product line are important and should be featured prominently in your display.

Fees

Market-based pricing is the most common means of setting fees in the massage and spa profession. If everyone in your area charges \$60 per hour of massage and \$80 per hour of spa treatment, then so do you. The most common pricing error is setting fees too low. The idea behind this mistake is that

FOR YOUR INFORMATION 17-7

Retail Items Commonly Sold in Spa Businesses

Aromatherapy diffusers	Exfoliation gloves	Natural baby care
Bath cushions	Flower remedies	Natural hair care products
Bath oils	Foot masks	Peppermint foot lotion
Bath salts	Foot soaking aids	Sea sponges
Bath soaks	Gift baskets	Shower gels
Body lotion	Hand lotion	Soap
Body scrubs	Herb-filled dream pillows	Sore muscle balm
Books	Herb sachets for bath	Spa bath robes
Candles	Lip balms	T-shirts
Essential oil blends	Loofah mitts	
Essential oils		

the lower price will entice clients away from other therapists. Instead, the opposite occurs. Clients wonder if there is something wrong with your massage or spa treatments or if you can't attract business, so they avoid you. Once clients pay a low fee for massages and spa treatments, they are unlikely to pay a higher fee. It's a better strategy to charge the average market fee for your sessions and set yourself apart from the competition in other ways. An exception to this rule is prepaid package plans and special promotions that last a limited amount of time and are geared to bring in new business (discussed in the section on "Marketing").

Value-based pricing is determined by what a service is worth to a buyer. You may offer associated services that make the value of your massage or spa sessions higher than the value in the marketplace. For example, you might have an upscale spa facility with complementary sauna and mineral salts soaking pool. If every client has free access to these facilities when they come for a massage, your massage is probably worth more than the going rate in the market. Similarly, if you offer a type of spa service that clients can't get anywhere else, you can charge more per hour than you would for your regular spa services.

Cost-based pricing is used to set fees for items such as retail products. You buy the products for your retail area wholesale and then mark them up between 50% and 90% for resale. For example, if you pay \$3 per unit of a bath soaking product, you would charge between \$4.50 and \$6.00 for the same product when you sell it to clients.

Payment Processing

You want to think about the ways you process payments from clients and accept as many forms of payment as possible. Although there is a setup and processing fee attached to credit card sales, most people expect to be able to use a credit and debit card system when buying something as expensive as massage and spa services. If you don't offer this service to clients, it will likely impact your business and decrease the number of sessions you can fill in a week. Talk to your bank about setting up a merchant account to provide credit card processing. ABMP offers credit card processing discounts as part of its member benefits package to massage therapists.

Tips

Tips are payments that clients make of their own volition. Although many therapists expect clients to tip, tipping is optional, and clients have the right to choose how much they tip. If tips from clients exceed \$20 per month, they are considered taxable wages, and you must track the amount you make in tips and include it in your income records. IRS Publication 1244 (Employee's Daily Record of Tips and Report to Employer) provides useful guidelines and information about tips.

Marketing

The term *marketing* refers to all of the things you do to attract new clients and retain existing clients. You want to consider your business identity, target markets, competition, advertising

choices, promotional programs, ways to generate publicity, and a plan for building client loyalty when developing a marketing plan.

Business Identity

Your business identity is based on the message you want to communicate to clients and how clients perceive you as a result. Starbucks, Apple Computers, and Target are examples of companies that have powerful business identities. One important way to establish your business identity is through the design and use of a logo. You want your logo to reflect your values and be easy to associate with your services. It should stand out and have a style that can persist through years of change, new spa trends, and the growth of your business (e.g., you add a new service such as skin care to your service menu). Hire a graphic artist to help you create a professional and meaningful logo and then use your logo on all of your printed materials, on the uniform you wear to provide treatments, on your website, and on your business sign. It becomes a unifying element for all things that relate to your business and helps clients remember who you are and what you stand for (Fig. 17-4).

You need to make sure to have a highly visible sign with your business name and logo placed in at least one location on your premises where drive-by and pedestrian traffic can see it. Some massage therapists use printed words on windows or doors to provide additional detail about services. For example, you might have a large sign with your name and logo over your doorway, and the words *Relaxation Massage, Spa Therapies, Reflexology, Hot Stone Massage, and Aromatherapy* printed on your doorway.

Your business cards, website, brochures, promotional materials, signs, newsletters, and everything else you print or publish provide a means to reinforce your mission and vision for clients. All of these items should feature your logo and use a consistent color scheme and font style. Plan to have these items professionally designed and ready when you start your business.

- **Business cards:** Your business information (business logo, business name, your name and position, phone number, address, e-mail, website, and a summary of services) is



FIGURE 17-4 Sample logo. You want your logo to reflect your values and be easy to associate with your services.



FIGURE 17-5 Sample business card. A business card provides a summary of your contact details so people can reach you to set up a massage appointment.

printed on heavy card stock about the size of a credit card. Pass out business cards to all of your friends, family, and acquaintances so that they can contact you for spa services (Fig. 17-5). Business cards can also be used for appointment reminders (write the client's next appointment date and time on the back of your business card) or for easy promotions (write \$10 off your next salt glow and give it to the client to use as a coupon on his or her next visit).

- **Website:** It is important to have a web presence so that potential clients can find you easily; most people have abandoned their *Yellow Pages* and head straight for the Internet when they want information. Websites are useful tools to communicate a wide array of information to clients and potential clients. Pages might include general information about your business (location, hours of operation, phone number), your services and fees, policies (no-show policy, termination of session policy, informed consent, etc.), a description of what to expect during a massage or spa session, and even research articles that discuss the proven benefits of massage or of therapeutic applications such as mud and seaweed. Professional membership organizations such as ABMP offer website hosting for members. You can often use simple programs to create your own website that looks professional and is attractive and functional.
- **Menu of services:** As we discussed in Chapter 16, you need to have a menu of services that fits your spa philosophy and your business mission and vision. It should include your logo, business name, address, phone number, e-mail address, and website. Use it to explain to clients each of the services you provide and your fees. You may want to include a biographical sketch that outlines your credentials, training, and experience. You might also provide clients with a number of different informational brochures to give them in-depth information about a special service. For example, brochures on sports massage, reflexology, pregnancy massage, your ayurvedic services, and aromatherapy explain to clients the benefits and techniques associated with each type of massage or spa system.

- **Gift certificates:** Make gift certificates available for purchase so that clients can buy friends and family spa treatments when they visit for their own sessions.

Target Market

Target market is a term that refers to the specific group of customers that a business aims to attract. Target markets are identified as people with needs and/or wants that can be met with the products or services of the business. Massage therapists usually seek to capture the general public (anyone who wants a massage and is not contraindicated), plus particular target markets that interest the individual therapist. Possible target groups can be broken down into broad categories, such as men, women, teens, and children, and into special populations, such as athletes, pregnant women, older adults, people seeking skin care solutions, people interested in wellness and relaxation, or others. Sometimes, spa therapists target groups that have specific goals such as individuals starting a self-improvement program, dieters, or people looking for a spiritual experience.

Much can be learned about how to attract and retain target markets by paying attention to the demographic indicators and to lifestyle indicators of each market. Demographic indicators include age, income level, occupation, gender, geographic location, and education level. Lifestyle indicators include philosophical beliefs, social customs, health care needs, specialty activities, and personal priorities. For example, client A is a female (gender) with a bachelor's degree (educational level), who earns an income of \$40,000 a year as a schoolteacher (occupation). She is also a yoga enthusiast (specialty activity) who practices Buddhism and organic gardening (philosophical beliefs). She has fibromyalgia (health care need) and is a single parent of a small child (personal priority). This client would most probably be attracted to your business if you had a spa featuring a well-known yoga instructor with meditation classes and on-site child care. She will want linens made from organic fibers; natural, unprocessed spa products; and music that has a spiritual bent. Client B is a 60-year-old male (age, gender) who works as an executive in a financial firm (educational level, income, occupation). He recognizes that stress is affecting his health (health care need) and is focusing on staying fit and healthy as he ages (personal priority). He considers himself an atheist (philosophical belief) and doesn't like advertising that makes unsupported or unscientific claims. Client B is more likely to attend your business if you own an upscale massage clinic offering treatments targeting men. He is likely to be put off by any mention of treatments that are of a spiritual nature or by new age décor in the treatment room.

As you plan your business, think about the target markets that interest you and try to understand these markets by investigating the relevant health care needs, specialty focus, concerns, and goals of each group. Next, assess the skills and services you provide, your business identity, the décor of your facility, and all the other aspects of your business in relationship to these groups. Make sure that your business will appeal to the clients you want to attract and that your services will meet their particular needs.

Competition

The primary goal of marketing is to clearly communicate your advantages over the competition to the general public and your target markets. In order to do this, you must analyze your competitor's strengths and weaknesses. Use the sample competitor analysis form shown in Figure 17-6 or make up your own form to record your findings.

First, use the Internet to locate every spa business within a 25-mile radius of your business and gather general data including their name, address, phone number, and website. Use their website to find out about their services, fees, the client markets they target, and their areas of expertise (e.g., spa therapies, sports massage, hot stone massage, Indonesian bodywork, pregnancy massage, energetic bodywork, Eastern bodywork). Pick out the five businesses you

consider to be your primary competitors and call them to set up a spa appointment (sessions used for competitive analysis can be deducted on your tax return). Pay attention to phone etiquette. How fast was your call answered or returned? Did you immediately get a live person or did you have to leave a message? Was the receptionist friendly and helpful? Visit their establishment as if you are a client and pay attention to their signage, location, ease of access, attention to cleanliness, and décor. Pretend to be a curious client and ask a lot of questions. How many clients does your therapist see each week? Is it easy to get appointments or is the clinic always busy? What type of clients does the clinic attract? Finally, pay attention to the quality of intake procedures and paperwork, to the quality of the massage or spa treatment itself, and to the ease with which payment is processed.

Competitor Name: *Serenity Massage*

Address: *222 Any Street, Any Town, Any State, 00090*

Phone: *222-333-7777*

Website: *www.serenitymassagenow.com*

Services	Fees
Swedish Massage	1 hr. \$60, 90 min \$80
Deep Tissue	1 hr. \$70, 90 min \$90
Sports Massage	1 hr. \$70, 90 min \$90
Pregnancy Massage	1 hr. \$70, 90 min \$90
Hot Stone Massage	1 hr. \$80, 90 min \$100
Salt Glow	1 hr. \$80
Herbal Body Wrap	1 hr. \$80

Target Clients:

General public, weekend athletes, pregnant women, people who want a basic spa experience but don't want to go to a fancy spa.

Onsite Visit Experience:

When I called to make an appointment a receptionist answered after one ring and was able to provide me with a massage that day. It was hard to find the parking lot the receptionist described and I had to pay for parking on the street. Signage was poor. There is just one small sign above the door and the color scheme (purple and beige) gets lost against the other colors of the building. The reception area was pleasant, comfortable and clean and the intake paperwork was straightforward and quick to fill out. My therapist met me on time and was friendly but professional. He provided a standard Swedish massage that was good but not exceptional. My overall experience was good, especially booking the appointment, but not anything out of the ordinary.

Analysis of Strengths and Weaknesses:

Serenity Massage is stronger than my business in booking appointments and in spa therapies. Because a receptionist is available to answer the phone I was able to get an appointment arranged with one phone call. My business cannot afford a receptionist at this time so I must make every effort to return calls promptly. While Serenity Massage only offers two spa treatments, these services round out their menu and allow clients to try something new once in a while. My strength is that I offer reflexology. I need to spend time to develop good client education materials about reflexology and promote this special service to the general public.

FIGURE 17-6 Sample competitor analysis form. A competitor analysis form helps you analyze your competitor's strengths and weaknesses.

Identify your competitor's strengths and weaknesses in relationship to your own strengths and weaknesses. If you find a competitor has a clear advantage over you, you need to undertake activities to correct this imbalance, if possible. If you find you have a clear advantage over a competitor, highlight this strength in marketing materials.

Promotion

Promotional activities increase your visibility in the marketplace and attract the attention of potential clients. These activities might include holding an open house, providing a free workshop, sponsoring an event to benefit the community, renting a booth at a community event or health expo, sending out informational newsletters, offering free foot treatments at a local walkathon, and mailing flyers to current and potential clients that include a special offer or personalized gift item. Important methods of promotion include client education, client referral programs, health care provider referral programs, and special offers.

Client Education

Educating people about the benefits of massage and spa services supports the growth of your client base. Your client education plan may include activities such as speaking at meetings of particular groups such as a women's group, runners' group, business networking group, or others. Presentations at fitness clubs, health food stores, sporting events, community events, and coffee shops raise the awareness of the general public to the benefits of your services. You want to focus your efforts on your target market because these are the groups that interest you, and it is likely that you have developed special services just for them. For example, let's imagine that pregnant women are your target market. To alert pregnant women to your practice, you might create a flyer offering discounted pregnancy massages or spa foot services on Monday evenings (your slow day). The flyer also boasts the proven benefits of massage to decrease pregnancy aches and pains, support the labor and delivery process, and promote healthy birth size in infants. Post the flyer where pregnant women are most likely to see it (Lamaze classes, fitness center, health food store, obstetrician's office, midwifery centers, maternity clothes shops, etc.) and partner with the Lamaze teacher to provide free informational presentations about the benefits of massage and spa foot treatments for pregnancy to her classes.

Newsletters are another effective way to maintain contact with clients between sessions and educate them about different styles and systems of massage and spa services. Newsletters might also alert clients to an open house event, introduce a promotion, and provide a coupon for \$10 off the client's next herbal body wrap. E-newsletters have become popular in the last few years because no printing or mailing of published materials is necessary so costs are low and there is less impact on the environment. Make sure to gather your client's e-mail address on your intake forms and then use any of a number of web-based e-news-

letter generators (do a search on the Internet with the term *e-newsletter generator*) to send clients information. Be sure to provide a link so that clients can choose not to receive your newsletters if they prefer.

Open house events educate clients about your business and entice them into your business so that they are comfortable with their surroundings. This makes it more likely that they will visit you for a spa session. An open house event usually includes refreshments; sample services (free foot soak, seated massage, paraffin dip, etc.); a presentation on the different types of spa services the business offers; and even displays that allow attendees to feel, smell, and try out spa or retail products. It's important to have a receptionist ready to book appointments on the spot instead of waiting for the client to call in after the event.

Client Referral Programs

A client referral program enlists your regular clients as sales agents for you as a way to get a reduced rate on massage. Provide clients with referral cards (Fig. 17-7) and have them write their names onto the cards. Clients hand out the cards to friends and family members and encourage them to visit you for a treatment. The friend or family member gives you the card when they show up for their session in order to get a reduced introductory rate. You keep the card on file and give the discount to the referring client when he or she comes in for a session.

Health Care Referral Programs

As part of your massage practice, you will develop a referral list of other health care professionals. This group of physicians, naturopathic doctors, traditional Chinese medicine practitioners, acupuncturists, movement teachers, chiropractors, physical therapists, mental health specialists, nutritional advisors, fitness trainers, yoga instructors, and others will be ready to support your clients with services other than massage when they are needed. You can ask the health professionals on your referral list to direct clients/patients to you when they need massage. Building solid



FIGURE 17-7 Sample client referral card. A client referral program enlists your regular clients as sales agents for you as a way to get a reduced rate on massage. Give your clients referral cards that are returned to you and kept on file.

health care alliances takes time but builds important relationships in your community that will feed your business for years to come. It is helpful to write a letter to the health care provider introducing yourself, set up a brief meeting, and offer the other health care provider a free 30-minute massage. This way, the health care provider can feel the quality of your work and better understand the benefits of massage for clients/patients.

Special Offers

Special offers are promotions that provide discounts on services when users meet specific criteria or for a particular amount of time. Ideas for special offers to bring in new spa clients or to increase repeat business include the following:

- **Spa or massage club:** Clients join a “spa club” or “massage club” where the price for one spa session or massage is automatically charged to their credit cards one time a month. After they have enjoyed the one-time-a-month treatment, any additional treatments they book during that month are provided at a discounted rate (e.g., \$10 off or \$20 off).
- **Prepaid cards:** Clients pay up front for a certain number of sessions and receive a reduced rate on each session as a result.
- **Punch cards:** Clients receive a punch card on their first visit to your business. Every time they get a session, you punch the card. When they have the necessary number of punches (e.g., 5, 10, 15), they turn in the card for a heavily discounted session or for a free session.
- **Coupons:** Include coupons in the newsletters you send to clients to generate repeat visits or pass them out in your immediate area to generate new client visits.
- **Employee appreciation:** Approach local corporations or businesses with an idea for employee appreciation. They purchase 12 sessions from you (1 per month for a year) at a discounted rate, and they give the sessions to a different employee each month as a way to demonstrate appreciation and promote employee health.
- **Seasonal promotions:** Pick a holiday usually associated with gift giving such as Christmas, Mother’s Day, Father’s Day, or Valentine’s Day. When clients purchase a gift certificate for their friends or family members, they get a discount on their sessions, too.
- **Others:** As you can see, special offers take many forms, and you can come up with many unique ideas for creating special offers that entice clients to your business or reward regular clients for their loyalty.

Advertising

Advertising is different from promotion because it requires direct payment in order to gain public notice. The most common types of advertising used by massage and spa professionals are classified ads, display ads, phone book ads, and website ads. Identify where to place the advertisements and then contact the publication for a media kit. The kit

will contain the rates for different ads, deadlines for placing ads, and art development information. Statistics show that an advertisement will need to be seen at least three times before it is noticed. It may need to be seen at least seven times before the reader decides to take action. Ads seem to work best when they contain a strong visual image and clearly define the benefits and incentives of a service. Advertising can be expensive, so other methods of marketing a spa business may be preferred.

Publicity


Publicity is media exposure that usually arises from an event held at the business. Publicity might arise from an interview, news coverage of participation in a community event, or a feature story about the business or a particular service. For example, a local magazine might have a “Tips for Better Living” section. Try sending in a press release outlining the benefits of one of your services for stress reduction. If the magazine is interested in this “new” approach to stress reduction, they will contact you about the service and even write a story about it including your comments and contact details in the story. Research the media outlets in your area. Identify those that target the same client markets as your business or that focus on health-related topics and regularly send them press releases.

Writing a Press Release

A press release draws the attention of a media representative to a newsworthy event (Fig. 17-8). It is generally one page in length and lists the business name, address, phone number, and contact person in the top left-hand corner of the page. The release date (usually “For Immediate Release”) is placed in the top right-hand corner of the page. A headline summarizes the content of the release and is placed in the middle of the page in bold capital letters. The body of the release will contain short, concise paragraphs with the most important information described at the top. The final paragraph will indicate the action the reader is meant to take as a result of the story (book an appointment, attend the event, conduct an interview, etc.). A press release is sent out each time the business participates in a community event, offers a free information workshop, donates their services in support of a charitable cause, introduces a new treatment, or provides an important service to a particular client group (e.g., free fitness checkup on Mondays for seniors).

Building Client Loyalty

Most spa therapists truly care about their clients and enjoy building a strong relationship as a partner in good health. This natural tendency of therapists to relate positively to their clients is the foundation of good customer relations and helps build client loyalty. You must also keep good client records; use high-quality products; make realistic claims for your services; provide a safe, comfortable, and sanitary environment; be prompt and reliable; refer to other health professionals when appropriate; and treat clients



Contact:
Melissa Massage
400 Any Street #1
Any Town, Any State
10000

Ph: 255-555-5252
Fax: 252-222-5555

info@bodyinbalance.com
www.bodyinbalance.com

Massage
Aromatherapy
Body Treatments
Reflexology

A balanced
body is achieved
when time is made
for self-care

For Immediate Release

REDUCE WORK-RELATED STRESS WITH REFLEXOLOGY

Take off your shoes and relax! That's how easy it is to reduce work week stress at the Body in Balance massage clinic and spa. The clinic has designed a selection of unique foot spa treatments that target foot pain and stress through reflexology.

Reflexology is a holistic treatment that works on the theory that points on the feet, hands, and ears correspond to all areas of the body. Through stimulation of these points, the body is able to rest, relax, and recover from the pressures of everyday life.

Body in Balance offers a full menu of massage, body treatments, aromatherapy services, and reflexology. Melissa Massage, the owner, is an American Board Certified Reflexologist. She personally designed each of the seven reflexology foot spa treatments offered at the spa.

Athletes will enjoy the Pain-Away Treatment, which uses therapeutic Moor mud from Austria. This special healing mud has been used in Europe to treat joint pain and inflammation. Also popular is the Sedona Clay Ritual, which utilizes the powerful red clays of Sedona, Arizona, together with juniper and sage essential oils.

Melissa notes that "anyone bashful about getting undressed for a spa treatment should try reflexology. Reflexology is a great way to unwind from a stressful work week, and it's literally as easy as taking off your shoes."

To contact a Body in Balance and find out more about reflexology and foot spa treatments, call 255-555-5252.

FIGURE 17-8 Sample press release. A press release draws the attention of a media representative to a newsworthy event.

warmly and respectfully, even when clients are perceived as "difficult."

It is a good idea to set up procedures to maintain contact with clients between scheduled sessions and to acknowledge special dates. These activities might include checkup calls the day after the session, a birthday card with a discounted or free session on the client's birthday, newsletters with coupons, anniversary cards on the anniversary of the client's first spa appointment at your business with a coupon for a discounted session, and thank you notes for referrals. An annual open house event for clients and their guests is a

nice way to thank clients for their loyalty. The event might include hors d'oeuvre, seated massage, paraffin dips, a gift of bath salts, and a free spa session as a door prize.

Your Marketing Plan

It is helpful to write a marketing plan that gives details on daily, weekly, and monthly marketing activities. Time moves fast, and opportunities to promote the business will come and go if a clear schedule is not maintained. Even a small business with a correspondingly small marketing budget should plan to spend 6 to 8 hours a week on short-

term or long-term marketing activities. First, think about seasonal promotions and then do a search on the Internet to discover community events coming up in your area. Plan an open house event or set up at a street fair. Make sure that clients know who you are, what you do, and where they can find you.

Finances

Your business finances include financial statements needed for a business plan; record keeping to track startup and operating costs; and bookkeeping systems that help you predict income, expenses, and taxes as well as considerations for personal financial management.

Financial Statements for Business Plans

When you write up your business plan, especially if you intend to submit it to a bank as part of a loan application, you will need to prepare a balance sheet, cash flow statement, and profit and loss statement. If the business is new, you will not have the financial history necessary to organize these documents. In this case, you must be prepared to demonstrate your earning power and the ability to support your new business with your personal income from wages at a job.

- **Balance sheet:** This document demonstrates the current status of your business or personal financial situation at a given point in time (usually at the end of a quarter or year). It shows what you own (assets), what you owe (liabilities), and what your worth (owner's equity). Assets include cash on hand, money in checking and savings accounts, money that is owed you or your business, prepaid expenses such as the deposit on your rental space or prepaid utility bills, equipment you own such as your massage table and computer, and the building if you own it. Liabilities include outstanding bills yet to be paid to suppliers, wages you owe but have not paid to contractors or employees, payments you owe on a loan, or taxes you owe but have not paid. Your equity is the difference between your assets and your liabilities.
- **Cash flow statement:** This type of statement is prepared weekly as part of your normal bookkeeping procedures. You list revenue from sessions; sales of retail product, sales of gift certificates; and sales of other services against expenses such as rent, utilities, office supplies, and laundry expenses. A cash flow statement helps you make good choices about purchases and upgrades to your business and helps you track your net income or net loss week to week.
- **Profit and loss statement (also called income statement):** This statement shows how your business performed during a certain period of time (usually reported monthly, quarterly, and/or annually). It documents the total amount of money that came into your business (revenue), the money spent to operate the business (expenses), and what was left over (net income). If

your expenses exceeded your revenue, you show a net loss.

Although these documents may seem daunting, they are not difficult to compile. Do a search on the Internet with the terms *balance sheet sample*, *cash flow statement sample*, and *profit and loss statement sample* to view examples of these documents and then compile these documents for your business.

Financial Record Keeping

Good financial record keeping provides you with financial data that helps you operate your business more efficiently to increase your profitability. Accurate records are essential for the preparation of financial statements such as those described in the previous section and ensure that you don't pay more than you really owe in taxes. The first step in setting up an ongoing system is to get baseline information for your business. This involves estimating your startup costs and operating costs.

Startup Costs

All of the expenses related to setting up businesses are called "startup costs." Estimate your startup costs by listing all the equipment, furnishings, supplies, and décor you need to outfit your business. Factor in the cost to develop marketing materials and your website as well as all licensing, permit, and insurance fees. Include security deposits on rental property and utility setup fees. If you plan to have a gift shop, you will also want to include the cost to purchase wholesale items that you sell to clients when you open your doors. Be as accurate as possible in your estimates or err on the side of estimating too high.

Operating Costs

Some expenses such as the purchase of a massage table and music system are only made one time and are listed as part of your startup costs. Other items are consumables, so they will run out at some point (i.e., liquid soap for bathrooms, massage lubricant, mud for your fango treatment, etc.) or need to be replaced as they wear out (i.e., linens, terry robes, table pads, etc.). In addition, you will have regular costs related to laundry, utilities, phone, and rent. These expenses are your operating costs. Get a monthly calendar and think about the year ahead. On each month, list expenses you know you must pay such as rent and utilities. If you have annual fees related to licenses, insurance renewal, or mandatory continuing education, pencil these into the months they are due. Try to predict when supplies and marketing materials will need to be ordered or reprinted and write them in to the appropriate months. Look at your marketing plan and factor in the costs to advertise, promote, or publicize your business. For example, if you plan to set up a booth at a street fair, how much will the booth cost to rent? You want to know, with as much detail and precision as possible, what it will cost you to run your business each month. The first year you write your operations projection, you are likely to miss some costs. If you keep good records, you will be able to refine the operations projection overtime.

Estimating Income

ABMP notes that therapist salaries range from \$10,000 a year to \$60,000 a year. This vast difference in salaries demonstrates the diverse nature of massage and spa businesses. Many therapists practice massage or spa part-time and may provide as few as three sessions a week. For others, massage and spa is a full-time job and they provide 20 to 25 sessions per week. It is very rare for therapists to provide 40 hours of sessions per week because massage and spa is such a physically demanding profession. Your income is likely to be influenced by a number of other factors including the market rate for sessions in the area where you practice, your ability to attract and keep clients, the number of sessions you are willing to provide each week, and your ability to manage expenses. Once you set your fees, you can do a simple calculation to estimate your gross (income before taxes and expenses are deducted) and net (income after taxes and expenses are deducted) income as shown in Figure 17-9. This basic example does not account for sessions offered at special rates, for weeks when the therapist does not provide 20 sessions, or for variations in expenses.

Record-Keeping Systems

There are many types of established record-keeping systems described in financial management books or used in small-business computer software packages. Small-business computer software packages are recommended because they are easy to learn and have a reporting function that compiles all of the data you have entered in different worksheets into useful reports that help you track the financial health of your business. Some massage therapists choose to hire a bookkeeper or accountant to manage their finances. This is a useful practice especially if you have little interest in learning a software package or learning to keep

records yourself. Record keeping for sole proprietorships can be very simple.

1. **Business checking account:** Open a separate business checking account for your spa practice. If you need to make cash purchases, write a check for petty cash from this account. Deposit all of the income you make for any of the services you provide as part of your business into this account. Have credit card income automatically transferred to this business account. Pay all of your expenses, including the salary you pay yourself from this account. If you pay some bills with a personal credit card, pay the amount back to the credit card with a business check. Don't pay for business expenses with cash or a personal check if it can be avoided. This way, there is accurate documentation of all of the financial transactions your business makes that you can reconcile with your other business records.
2. **Record transactions:** Set up a ledger (financial record book) to record all of your financial transactions (money coming in and money going out). You can keep a handwritten ledger in a simple columnar book from office supply stores, set up a simple spreadsheet on your computer, or use a ledger as part of a financial software package. People often separate income from expenses and write these two different categories of transactions on separate pages of the columnar book (Fig. 17-10). You need as much information about each transaction as possible. For example, if a client pays for a session and also purchases a gift certificate you want to note this in the ledger. Record the client's name, method of payment (cash, check, credit card, etc.), the check number if the client paid with a check, amount of payment, description of the service (i.e.,

	Gross Income		Expenses		Income after Tax Deductable Expenses	Taxes	Net Income
WEEKLY	20 massages per week at \$60 per massage	\$1200	Rent (\$700)	\$337.50	\$862.50	\$215.62 (25%)	\$646.88
MONTHLY	4 x \$1200 a week for massage	\$4800	Utilities (\$250) Supplies (\$150)	\$1350	\$3450.00	\$862.50	\$2587.50
YEARLY	12 months of 20 massages per week	\$57,600	Marketing (\$250)	\$16,200	\$41,400	\$10,350	\$31,050.00

FIGURE 17-9 Estimate of gross and net income. Once you set your fees, you can do a simple calculation to estimate your gross (income before taxes and expenses are deducted) and net (income after taxes and expenses are deducted) income.

Date	Description	Income	Expenses	Balance
1/6/10	1-hr Sw. Massage with Sue Smith – check #1123	\$60		\$60
1/6/10	90-min Sw. Massage with Dave Johnson – cash + \$10 tip	\$90		\$150
1/6/10	1-hr sports massage with Jenny Good – Visa + \$5 tip	\$75		\$225
1/6/10	30-min infant massage with Amy Morgan – Visa	\$35		\$260
1/6/10	90-min stone massage with Jane Murphy – cash + \$10 tip	\$120		\$380
1/6/10	Utility bill – paid check #2345		\$60	\$320
1/6/10	Liability insurance renewal		\$199	\$121

FIGURE 17-10 Sample ledger of income and expenses. Set up a ledger (financial record book) to record all of your financial transactions (money coming in and money going out).

1-hour Swedish massage, 30-minute foot treatment, etc.), and date.

3. **Keep receipts:** Keep every receipt associated with purchases and expenses for your business and store them in the same order as they are recorded in your ledger. If you have lost a receipt or didn't get a receipt associated with an expense, record the transaction in your ledger and make a note that you are missing the receipt. Reconcile your receipts with your checkbook and credit card statement at the end of every month.
4. **Keep records:** Most of your business-related records must be kept for 6 years. Some records, such as those related to property purchases, should be kept forever. If you are in doubt, keep the record. Store your records in a safe place such as a safety deposit box at your bank or in a fire-proof filing cabinet. Items that should be kept for 6 years include receipts; bank statements; copies of tax returns; ledger sheets; check, cash, and credit card payments; balance sheets; cash flow statements; profit and loss statements; lists of inventory; equipment and furnishings; and automobile mileage logs if you do outcall services.

Taxes

The taxes you pay will depend somewhat on the way your business is structured (i.e., Do you have employees?) and the types of services you offer (Do you sell retail products? Are clients charged sales tax on massage in your state?). Tax laws change regularly, so it is a good idea to review IRS Publication 334 (Tax Guide for Small Businesses) each year to stay informed about current tax regulations. As a small business, you may be required to pay income tax, self-employment tax, employment tax, and sales tax.

- **Income tax:** Income tax is the federal and state taxes you pay on your business profits. The amount of your

business profit is determined by subtracting deductible expenses from your revenue as discussed in the “Record-Keeping Systems” section (For Your Information 17-8). The percentage of tax you pay depends on how much you made during the year. State taxes vary from state to state, so you should check with your local department of revenue for information. Usually, small businesses pay estimated taxes to the IRS on a quarterly basis. To find out more about paying quarterly taxes, download IRS Publication 505 (Tax Withholding and Estimated Tax) from the IRS website.

- **Self-employment tax:** If you worked as an employee, your employer would withhold social security and Medicare taxes from your wages. Self-employment tax is social security and Medicare taxes you withhold for yourself. The current self-employment tax rate is 15.3%.
- **Employment tax:** If you hire employees, you are required to withhold federal income taxes, social security tax, and Medicare taxes from their wages and pay these taxes to the IRS for employees. In addition, you must pay a matching amount of social security and Medicare tax on behalf of each employee to the IRS. If your business hires employees, download IRS Publication 15 (Employer's Tax Guide) and 15A (Employer's Supplemental Tax Guide) for more information from the IRS website.
- **Sales tax:** Sales tax is a state or local tax based on a percentage of the selling price of products or services that the buyer must pay. The seller simply collects this tax from the buyer and passes it on to the state or local government. In most states and in many cities, you must collect sales tax if you sell retail products to clients. In some areas, sales tax is collected on the massage or spa service itself. You must obtain a sales tax permit

FOR YOUR INFORMATION 17-8

Examples of Business Expenses that Can Be Deducted from Taxes

Accounting fees
 Advertising costs
 Business personal property insurance
 Cleaning services
 Continuing education (including travel and expenses at the workshop/seminar)
 Costs to purchase a uniform
 Depreciation on equipment purchases
 Health insurance
 Interest on loans
 Laundry services
 Legal services (attorney, business consultant, etc.)
 License fees
 Mileage for outcall services or business related travel
 Office supplies
 Postage and shipping
 Postage and shipping costs
 Practice supplies (i.e., massage lubricant, spa products, supplies for the bathroom, etc.)
 Printed business materials costs
 Profession-related magazines
 Professional conferences, conventions, and national meetings
 Professional liability insurance (including general liability and product liability)
 Promotion costs
 Reference books
 Rent or lease
 Repairs on office equipment
 Service charges (bank fees, credit card processing fees)
 Telephone and Internet fees

(see the “Management” section) and contact your local department of revenue and taxation for information about sales tax rates and submission in your area.

Personal Finance Management

Personal finance management is an important area to research as a small-business owner, and there are many books available at your local bookstore that can help you sort through some of these issues. It can also be useful to contact a financial advisor to help you set up systems to manage your personal finances effectively. This section aims to provide an overview of areas to consider as part of business planning.

- **Contingency planning:** Contingency planning is planning for an unforeseen emergency. As a small-business owner, you must plan ahead for events such as an injury that prevents you from providing massage to the usual number of clients each week or a downturn in the economy that causes people to cut back on the number of spa sessions they receive. As discussed in the “Record-Keeping Systems” section, you will pay yourself a salary each month from your business account. Try to pay yourself less than your business income and put at least

10% of your income into a savings account each month. Contingency planners suggest that you save 6 months of salary and business expenses to ensure that you can maintain your life and business in the event of an emergency.

- **Your will:** A will should be written if you have money or possessions that you want distributed according to some plan. Wills provide clear, legal instructions regarding your intentions and ensure that your family members are protected. Although you can download will-generation programs to your computer, most small-business resources suggest that you contact a lawyer to create your will.
- **Retirement accounts:** Retirement accounts ensure you have money to live on when you retire and provide a tax advantage for small-business owners. There are four self-employed retirement plan options commonly used by small-business owners. These are the individual 401(k), Simplified Employee Pension Individual Retirement Arrangement (SEP IRA), Defined Benefit Plan, or Individual Retirement Account (IRA). The plan you choose depends on your income and the type of tax protection you need. Visit your local bookstore or your bank to find out more about these types of accounts and start a retirement fund early in your business.

Management

To manage your business successfully, you will need to be aware of regulations in your area including necessary licenses and permits. It is important to understand and procure insurance to protect your business as well as write policies and procedures that help you and your clients understand each other’s expectations.

Licenses and Permits

During your massage training program, you likely learned about the process to attain and maintain your massage credentials including education requirements, state testing and licensure, registration or certification, and scope of practice. As part of the setup of your business, you may also need to obtain other licenses and permits at the local, county, state, or federal level to operate legally.

- **Business license:** In most cities or counties, you are required to get a business license that grants you the privilege of legally operating a business within a certain city and/or county jurisdiction. Contact the city hall and/or county government offices to obtain the application paperwork. Complete the application and file it in person with the appropriate government office (the application will provide the location). Fees range from \$30 to \$150. Business licenses are usually renewed annually.
- **Sales tax permit (also called seller’s permit or sales tax license):** In most states, a sales tax license or permit is required if you sell retail products to clients. In a few states, sales tax is collected on the massage or spa service itself. You collect sales tax from clients when you sell them products (or provide services) and then report

and pay the sales tax to the state or county monthly, quarterly, or twice yearly. Contact your state franchise tax board to obtain this permit.

- **Zoning permit:** Don't sign a lease or rental contract on a property until you first check that the space is properly zoned for a massage and spa business. Some cities require all new businesses to get a zoning compliance permit before they open. Contact the local planning department or the zoning board in your area for information.
- **Home occupation permit:** In some areas, the local government will require you to obtain a home occupation permit if you practice massage or spa out of your home. You may also need approval to run a home-based business from your local homeowners association. Contact the city hall or zoning board in your area for information.
- **Registration of a business name:** If you are a sole proprietor, the legal name of your business is your full name. If your business is a partnership, the legal name is the name given in your partnership agreement or the last names of the partners. For LLCs and corporations, the legal name of the business is one that is registered with the state government. If you want to conduct business under a different name (e.g., Mary Smith wants to conduct business as Soothing Massage Company), then you may have to file a "fictitious name" (also called assumed name; trade name; or DBA name, which is short for "doing business as") registration form with the country clerk's office or with the state government.
- **Employer Identification Number (EIN):** If you are a business that hires employees or if you are a corporation, you are required to obtain an EIN (also known as a Federal Tax Identification Number), which is used to identify your business at a federal level. To obtain an EIN, fill out Form SS-4, which is available through the IRS. You can apply online at <http://www.irs.gov> in the section for businesses.

If you are uncertain which agency in your city or state to contact for specific questions about business licenses and permits, SBA (<http://www.sba.gov>) and your local chamber of commerce can help.

Insurance

People obtain different types of insurance to protect themselves in the event of a liability suit; personal loss because of fire, flood, or theft; or loss of income due to health care bills, injury, or illness. Assess the type of insurance you need to protect yourself and your business.

- **Professional liability insurance:** This type of insurance protects you in the event that a client is injured by your treatment or if your treatment causes complications in conjunction with another pathology. Many states require proof of professional liability insurance in order to obtain your massage license. It is very important to hold this type of insurance if you are practicing massage or spa treatments on the public.
- **General liability insurance:** This type of insurance is often nicknamed "slip and fall" protection because it covers you in the event that a client is injured (i.e., slips and falls walking up your stairs) or that the client's property is damaged (e.g., a lamp post on your property falls on the client's car) on your premises.
- **Product liability insurance:** If you sell products to clients or use products such as lotions, oils, and creams in your practice, this insurance protects you if the client has an allergic reaction or injury caused by the product.
- **Business personal property insurance:** In the event of flood, fire, or theft, this insurance covers your losses (depending on how the policy is written). Sometimes, therapists think that their homeowner's policy will cover the loss of their business property if the business is home-based. Usually, this is not the case.
- **Health insurance:** Illnesses and injuries resulting in visits to physicians or hospitalization are covered to some degree by health insurance. Self-employed people can obtain health insurance through the National Association for the Self-Employed (NASE). Find information on the NASE website at <http://www.nase.org>.
- **Disability insurance:** If you are unable to work because of an injury or illness, disability insurance ensures that you still have income from which to pay your bills and live. Insurance companies that provide life insurance usually offer disability insurance, or you can use the search terms *disability insurance* and *self-employed* to compare rates on the Internet.

Professional massage membership organizations such as ABMP and AMTA provide professional liability, general liability, and product liability insurance as part of membership. Both organizations provide business personal property insurance for a small additional fee. Compare and contrast the policies carefully to make sure you get the right coverage for your business.

Business Policies and Procedures

Your business policies and procedures are the ways you deal with specific situations. They explain to clients what clients can expect from you and your business and what you expect from clients receiving massage and spa treatments. Policies and procedures are shared with clients as part of the informed consent process:

- **Hours of operation:** Some businesses are *by appointment only*. The advantage is that you don't have to be on the premises during standard business hours. You are only at the business if you have an appointment. The disadvantage is that you miss the chance to increase client sessions with walk-in business. By appointment only works well for home-based businesses or businesses that don't have pedestrian or drive-by traffic.
- **Phone etiquette:** One important aspect of good customer relations is phone etiquette. There is nothing more frustrating for a client than not being able to reach a

therapist promptly. Think hard about how you will manage your phone and be available to clients. Sometimes, a group of therapists will share the expense of a receptionist to ensure that clients always have access to a live voice when they book appointments. At the very least, you need to inform clients that you will be checking voicemail and returning calls every 90 minutes (usually, sessions last no longer than 90 minutes).

- **Fees and payment options:** You need to clearly describe your fees for different services and payment options if you offer standard discounts (e.g., \$5 off your first

massage); publish them and offer them to every client without exception.

- **Scheduling:** You need to establish clear no-show, late arrival, or late cancellation policies for clients. Once these policies are set, it is important to maintain these business boundaries even with friends or family members.
- **Therapist/business rights:** As a therapist or business owner, you have rights and can refuse service to clients who don't demonstrate good hygiene, use illegal drugs or alcohol before the session, may be contraindicated, or behave in a sexual or immodest way.

SPA FUSION INTEGRATION OF SKILLS



STUDY TIP: Space Out for the Big Test

As you near graduation, it is likely that you will start preparing to sit for one of the three primary licensing exams if you practice in a regulated state. Information for the Massage and Bodywork Licensing Exam (MBLEx) can be found at <http://www.fsmtb.org>. Information for the two exams offered by the National Certification Board of Therapeutic Massage and Bodywork (NCBTMB) can be found at <http://www.ncbtmb.org>. Oftentimes, students cram for these exams shortly before their exam dates. Research studies have shown that people retain more information when they study 7 hours over 4 days (spaced practice) instead of 7 hours in 1 day (massed practice). Studying for short periods of time prevents boredom, improves concentration, and helps reduce fatigue. Spaced practice works well for students who have jobs and family obligations. For example, Anisa goes to massage school during the day and works as a food server at night. In class, she writes her lecture notes directly onto flash cards. She carries the flash cards with her each night on her shift. When her tables are slow or while she waits for the kitchen to put up her food, she pulls a flash card out of her apron and reads and repeats the information it contains. Anisa is able to memorize six to seven flashcards each shift. Plan ahead at least 4 weeks before your licensing exam so that you can space your study sessions and refresh the information from your education slowly over a period of time.

GOOD TO KNOW: Helpful Business Resources

- **Resume writing:** <http://www.resumeedge.com>, <http://www.careerperfect.com>, <http://www.professional-resumes.com>, <http://www.resumeservice.com>, <http://www.resumelines.com>

- **Small-business resources:** SBA at <http://www.sba.gov>, Inc. A Daily Resource for Entrepreneurs at <http://www.inc.com>, Small Business Service Bureau, Inc. at <http://www.sbsb.com>
- **Books:**
 - Veruki P. *The 250 Job Interview Questions You'll Most Likely Be Asked*. 4th ed. Avon, MA: Adams Media; 1999.
 - Allen L. *One Year to a Successful Massage Therapy Practice*. Baltimore, MD: Lippincott Williams & Wilkins; 2009.
 - Sohnen C. *Business Mastery: A Guide for Creating a Fulfilling, Thriving Business and Keeping it Successful*. 3rd ed. Tucson, AZ: Sohnen-Moe Associates, Inc; 1997.

CHAPTER WRAP-UP

In this chapter, you started to put together a concrete plan for your spa career after you graduate. You read about all of the practical things you will need to think about and do, such as writing a resume or constructing a startup budget. Career planning can bring up some uncomfortable feelings in massage and spa students, especially when they try to balance their excitement with their fears about starting a new career. Some students share that they feel guilty charging money for massage or spa sessions. They feel that they entered the profession of massage to help people, not to make truckloads of money! How can I reconcile my desire to be helpful with a desire to be paid fairly for the service I provide? Others are concerned about all the regulations for self-employed people. What happens if I do my taxes incorrectly or don't put aside enough sales tax when the bill comes due? There is no doubt that these are real and reasonable concerns,

SPA FUSION

INTEGRATION OF SKILLS (continued)



and everyone feels some uncertainty when starting any type of new venture. The best advice is to talk through your concerns while you dedicate yourself to careful planning. Discuss your worries with teachers, classmates, established professional therapists, family members, and friends. At the same time, cultivate your excitement for all the possibilities that are before you. This passion will help you face the challenges that arise with spirit and determination so that you can meet your goals and build the spa career of your dreams.

REVIEW QUESTIONS

Multiple Choice

- Direct payment made to another business or organization in order to gain public notice is:
 - Publicity
 - Marketing
 - Advertising
 - Promotion
- A written guide to starting and running your business is:
 - A marketing plan
 - A business plan
 - A personal plan
 - A health plan
- A document that introduces you to employers and arouses their interest for a job is:
 - A resume
 - A transcript
 - A reference list
 - A cover letter
- All of the activities you undertake to obtain new clients and keep current clients are part of your:
 - Marketing plan
 - Business plan
 - Personal plan
 - Health plan
- A written summary of your background, experience, education, training, and skills used by employers to determine if you have the experience necessary to fill an open position is called:
 - A resume
 - A transcript
 - A reference list
 - A cover letter
- The specific group of customers that a business aims to attract is called:
 - A special population
 - A conditional group
 - A target market
 - A health market
- The primary person who is responsible for ensuring that a spa runs smoothly and efficiently and is profitable on an ongoing basis is:
 - The employee
 - The spa consultant
 - The product consultant
 - The spa director
- A self-employed person who contracts with another business to provide specific services is called:
 - An employee
 - An independent contractor
 - A spa consultant
 - A spa director
- This promotional document is used to explain your services and fees to clients. It should include your logo, business name, address, phone number, e-mail address, and website. It is:
 - A spa menu
 - A spa program
 - An informed consent
 - A health history
- All of the expenses related to setting up businesses are called:
 - Running costs
 - Product costs
 - Finishing costs
 - Startup costs

APPENDIX A Sample Spa Treatments

Introduction

These sample treatments demonstrate the many ways you can mix and match treatment elements to develop your own services for your spa or massage clinic. Copy these pages from the book and place them in plastic sheet protectors in a spiral notebook for easy access when you practice. You can use these treatments in your spa or clinic as they are or as inspiration when you create your own services. Detailed

information and step-by-step directions for different treatment types (e.g., full-body polish, hot sheet wrap) are provided in corresponding chapters. Recipes are provided in the “Notes” section for specialized products that fit particular smell-scapes. In some instances, you should be able to source preblended products; in others, you may need to make your own. If no recipes are provided, it is likely that suitable products are readily available from spa suppliers.

Ocean Pearl Polish (Full-Body Polish)

Promotional Description

Release yourself to the siren’s song with this refreshing treatment that smooths and purifies the body by using healing benefits from the sea. Your body is buffed to the translucency of a fine pearl with a combination of seaweed gel and sea salts. Next, bubbles fragrant as Atlantic air deeply cleanse and remove impurities before hydrating sea milk is applied with relaxing massage strokes. Your body shimmers and is renewed and balanced by this relaxing “journey to the deep.”

Benefits

- Decreased muscle tension
- Improved skin health
- Relaxation
- Stress relief

Contraindications

- Any condition contraindicated for massage
- Broken or inflamed skin
- Iodine or shellfish allergies
- Skin conditions
- Sunburn
- Thyroid conditions

Massage Table

- Plastic table protector
- Bottom massage sheet
- Bath towel
- Top massage sheet
- Blanket or bath sheet for warmth

Work Table Supplies

- Warm water
- Exfoliation gloves
- Exfoliation product (seaweed based)
- Body wash product (seaweed based)
- Body mist or skin toner product (seaweed based)
- Rich moisture cream (seaweed based)
- Soda cooler
- Hot, moist towels
- Dry hand towel

Dry Room Procedure

For each body area:

1. Dampen the body area with warm water.
2. Apply the body polish product with bare hands or exfoliation gloves.
3. Apply the body wash product and work into a lather.
4. Remove the polish and body wash product with a hot, moist towel.
5. Apply aroma mist or skin toner.
6. Blot the area dry with a soft hand towel.
7. Apply rich body cream with massage strokes.
8. Redrape the area and move onto the next area.
9. Finish the service with a neck and face massage and an aura mist of a contrasting scent.

Wet Room Procedure

1. Wet the posterior body with the handheld shower and apply the body wash product.
2. Rinse off the cleanser with the handheld shower.
3. Apply body polish with the hands to the posterior body.
4. Rinse with the handheld shower (if a Vichy shower is used, the rinse step can be a 10-minute contrast shower).
5. Turn the client into the supine position and repeat steps 1 to 4 on the anterior body.
6. Move the client to a massage table covered with massage sheets.
7. Apply the toner to the posterior body and blot with a soft hand towel.
8. Apply moisture lotion, cream, or gel with massage strokes to the posterior body.
9. Turn the client into the supine position.
10. Repeat steps 7 and 8 on the anterior body.
11. Provide a neck and face massage if desired.
12. Finish with an aura mist of a contrasting scent.

Zen Glow (salt glow)

Promotional Description

This lava luscious treatment combines massage with heated volcanic stones; Chinese herbs; mineral salts; and the fragrant oils of mandarin, sweet ginger, ylang ylang, and lemon. Each body area is massage with warm stones to release muscle tension before the skin is polished to a radiant glow. Like yin and yang, the soft smoothness of the oiled stones and pleasurable rough textures of salt and herbs flow into and out of one another. Think tranquility!

Benefits

- Decreased muscle tension
- Improved skin health
- Relaxation
- Stress relief

Contraindications

- Any condition contraindicated for massage
- Broken or inflamed skin
- Iodine or shellfish allergies (if seaweed is used as a Chinese herb)
- Skin conditions
- Sunburn
- Thyroid conditions (if seaweed is used as a Chinese herb)

Massage Table

- Plastic table protector
- Bottom massage sheet
- Bath towel
- Top massage sheet
- Blanket or bath sheet for warmth
- Bolster

Work Table Supplies

- Hot stone heating unit
- Ten medium-sized basalt stones
- Massage oil (see recipe)
- Sea salt and Chinese herbs in a bowl or a cheese shaker (see recipe)
- Aroma mist (see recipe)
- Finishing gel (see recipe)
- Soda cooler
- Hot, moist towels
- Dry hand towel

Dry Room Procedure

For each body area beginning with the client prone:

1. Apply oil to the body area and massage the area with heated stones.
2. Apply sea salt and Chinese herbs mixture and exfoliate the area.
3. Remove the sea salt and herbs with a hot, moist towel.
4. Pat the area dry with a hand towel.
5. Apply the finishing gel in a thin layer.
6. Redrape the body area and move on to the next area.
7. At the end of the treatment, massage the neck and face with the finishing gel.
8. Finish with an aroma mist in a high arch over the client to fill the treatment room with a refreshing scent.

Notes

- Zen Massage Oil: 1 fl oz sunflower oil, mandarin essential oil (7 drops), lemon oil (5 drops), ylang ylang oil (2 drops), ginger CO₂ oil (1 drop); CO₂-produced ginger smells sweeter than steam distilled ginger and provides a better base note for this particular smell-scape.
- Zen Body Mist: 1 oz purified water in a spritz bottle, sandalwood oil (8 drops), gardenia (or ylang ylang) oil (2 drops), lemongrass oil (1 drop), turmeric oil (4 drops)
- Zen Finishing Gel: 2 fl oz aloe vera gel, mandarin (8 drops), patchouli (1 drop), tagetes (1 drop), sandalwood (5 drops)
- Zen Chinese Herbs Scrub: ½ cup sea salt, 1 tbsp ground licorice root, 1 tbsp dried ginseng, 1 tbsp dried green tea leaves, 1 tbsp ground ginger

Wine and Roses (Sugar Glow)

Promotional Description

Spoil yourself with an afternoon of wine and roses that leave the body deeply relaxed and the skin replete with moisture. Cane sugar mixed with red wine and olive oil is slathered over the body to revitalize the skin and to prepare the way for steamy rosemary towels and a dewy application of damask flower water. A delightful Swedish massage with Victorian rose cream completes the indulgence.

Benefits

- Decreased muscle tension
- Improved skin health
- Relaxation
- Stress relief

Contraindications

- Any condition contraindicated for massage
- Broken or inflamed skin
- Skin conditions
- Sunburn

Massage Table

- Plastic table protector
- Bottom massage sheet
- Bath towel
- Top massage sheet
- Blanket or bath sheet for warmth
- Bolster

Work Table Supplies

- Wine and roses polish (see recipe)
- Damask flower water in a spritz bottle (see recipe)
- Victorian rose cream (see recipe)
- Soda cooler
- Hot, moist towels (add 2 drops rosemary essential oils)
- Dry hand towel

Dry Room Procedure

For each body area beginning with the client prone:

1. Apply the wine and roses polish to the body area.
2. Remove the polish with a steamy rosemary towel.
3. Mist the area with damask flower water.
4. Blot dry with a hand towel.
5. Massage the area with Victorian rose cream.
6. Redrape the body area and move on to the next area.
7. At the end of the treatment, massage the neck and face with the Victorian rose cream.

Notes

- Wine and Roses Polish: 1 cup cane sugar, ¼ cup red wine, 1 tbsp extra virgin olive oil
- Damask Flower Water: Purchase a damask rose (species *Rosa x damascena*) hydrosol (flower water) from an essential oil distributor and store it in the refrigerator between uses or add 1 drop of high-quality rose essential oil to 1 fl oz of water in a spritz bottle.

- Victorian Rose Cream: 2 fl oz unscented body cream or a professional vitamin C cream, rose oil (1 drop); alternative blend: rose oil (1 drop), violet leaf oil (2 drops), lavender oil (6 drops), clary sage oil (2 drops), black pepper oil (1 drop)

Solar Glow (Buff and Bronze Treatment)

Promotional Description

You want a glowing tan, and you want to protect your skin from the sun. The solar glow body treatment is the answer. Your skin is polished to satiny smoothness and drenched in moisture-rich creams before an expert application of a professional autobronzing product. No orange finish here. This treatment will leave you shimmering in radiant gold.

Benefits

- Cosmetic purposes to hide skin discolorations
- Relaxation
- Stress relief
- To appear tan while protecting the skin from the sun

Contraindications

- Allergies to dihydroxyacetone (DHA) in bronzing products
- Any condition contraindicated for massage
- Broken or inflamed skin
- Skin conditions
- Sunburn

Massage Table

- Plastic table protector
- Bottom massage sheet
- Bath towel
- Top massage sheet
- Blanket or bath sheet for warmth
- Bolster

Table Supplies

- Bowl of warm water
- Exfoliation product
- Body wash product
- Moisturizing product
- Autobronzing product
- Vinyl gloves
- Buffing mitts
- Soda coolers
- Hot, moist towels

Dry Room Procedure

For each body area beginning with the client supine:

1. Exfoliate the body area.
2. Cleanse the body area.
3. Remove both products with a hot, moist towel.
4. Apply moisturizer to the body area.

Turn the client to the prone position:

1. Exfoliate the body area.
2. Cleanse the body area.
3. Remove both products with a hot, moist towel.
4. Apply moisturizer to the body area.

With the client still in the prone position:

1. Apply autobronzing product to each body area.
2. Allow the product to air dry.
3. Buff areas of the posterior body prone to streaking.

Turn the client back into the supine position:

1. Apply autobronzing product to each body area.
2. Allow the product to air dry.
3. Buff areas of the anterior body prone to streaking.

Herbal Diet Right Wrap (Hot Sheet Wrap)

Promotional Description

This detoxification wrap is the perfect way to jump-start a diet or fuel a diet that has hit a plateau. The session begins with a Roman dry brush that stimulates circulation and supports the natural detoxification mechanisms of the body. Next, the body is warmed with a soothing foot bath and hot herbal tea. Linen sheets steeped in rosemary, juniper, ginger, clove, and sage are wrapped snugly around the body to facilitate natural detoxification of excess body fluid. The session ends with a relaxing application of seaweed firming lotion. Looking great never felt so good!

Benefits

- Boosts energy
- Boosts immunity
- Can cause temporary slimming effect
- Revitalizing
- Support natural detoxification mechanisms

Contraindications

- Any condition contraindicated for massage
- Children
- Elderly
- Heart conditions
- High blood pressure
- If the client is in a weakened condition
- Neurological conditions
- Pregnancy
- Systemic conditions
- Vascular conditions

Massage Table

- Wool blanket
- Thermal space blanket
- Fomentek hot water bottle
- Pillowcase to cover Fomentek
- Two bath towels
- Bolster

Foot Soak

- Comfortable chair
- Side table
- Warm herbal tea
- Foot soak container with soaking mixture
- Robe and slippers
- Dry hand towels

Work Table Supplies

1. Two dry brushes
2. Insulated gloves
3. Soda cooler
4. Wrap sheets
5. Herbal mix-infused hot water
6. Warm neck pillow
7. Warm pack for feet
8. Glass of water with a flexible straw
9. Disposable undergarments
10. Aroma mist

Dry Room Procedure

1. Dry brush posterior body areas.
2. Turn client and dry brush anterior body areas.
3. Move client to foot soak in robe and slippers.
4. Soak the feet and offer a cup of warm herbal tea.
5. Set up the table for the hot sheet wrap.
6. Wrap the client with the hot sheet wrap (process for 20 minutes).
7. Unwrap.
8. Apply cooling finishing gel anterior.
9. Turn client and apply cooling finishing gel posterior.

Notes

- The Roman dry brush is simply a dry brush treatment with the word *Roman* added for marketing purposes.

Spas also use the words *Celtic dry brush* for the same reason.

Café Cocoon (Hot Sheet Wrap)

Promotional Description

Don't drink coffee—be wrapped in it! Coffee stimulates circulation; decreases water retention; and tones, firms, and conditions the skin. Coffee culture begins with a revitalizing body buff and foot soak. Linen sheets, steeped in a steaming French roast, envelop the body to slim and soften. As a finishing touch, moisturizing lotion with green tea and caffeine are smoothed on to protect the skin from damaging sunlight.

Benefits

- Boosts energy
- Boosts immunity
- Can cause temporary slimming effect
- Revitalizing
- Skin firming
- Support natural detoxification mechanisms

Contraindications

- Any condition contraindicated for massage
- Children
- Elderly
- Heart conditions
- High blood pressure
- If the client is in a weakened condition
- Neurological conditions
- Pregnancy
- Systemic conditions
- Vascular conditions

Massage Table

- Wool blanket
- Thermal space blanket
- Fomentek hot water bottle
- Pillowcase to cover Fomentek
- Two bath towels
- Massage sheets
- Bolster

Foot Soak

- Comfortable chair
- Side table
- Warm herbal tea
- Foot soak container
- Robe and slippers
- Dry hand towels

Work Table Supplies

1. Exfoliation product
2. Warm water
3. Insulated gloves
4. Soda cooler
5. Hot, moist towels
6. Wrap sheets
7. Hot coffee mixture
8. Warm neck pillow
9. Warm pack for feet
10. Robe and washable slippers
11. Glass of water with a flexible straw
12. Disposable undergarments
13. Green tea and coffee finishing lotion
14. Aroma mist

Dry Room Procedure

1. Exfoliate posterior body areas and remove the product with hot towels.
2. Turn client and exfoliate anterior body areas and remove the product with hot towels.
3. Move client to foot soak in robe and slippers.
4. Soak the feet and offer a cup of warm herbal tea.
5. Set up the table for the hot sheet wrap.
6. Wrap the client with the hot sheet wrap (process for 20 minutes).
7. Unwrap.
8. Apply finishing lotion to the anterior body.
9. Turn client and apply finishing lotion to the posterior body.

Desert Nectar Honey Glaze (Cocoon)

Promotional Description

A relaxing body polish prepares the skin for the luxury of pure Arizona honey and rich buttermilk spun to a golden glaze. While enveloped in this nectar of the desert, enjoy a firming face massage and soothing foot rub. Steamy rosemary towels and a cooling mist of chamomile water leave the body drenched in moisture and radiant.

Benefits

- Improved skin health
- Relaxation
- Revitalization
- Stress reduction

Contraindications

- Any condition contraindicated for massage

Massage Table

- Cotton blanket
- Thermal space blanket
- Massage sheet
- Plastic wrap sheet
- Two bath towels
- Drape
- Bolster

Work Table Supplies

- Exfoliation product
- Arizona honey glaze
- Large application brush
- Soda cooler
- Hot, moist towels
- Dry hand towels
- Finishing lotion
- Aroma mist

Dry Room Procedure

1. Exfoliate posterior body.
2. Turn client and exfoliate anterior body.
3. Apply the honey glaze using the sit-up, flip-over, or side-lying method.
4. Cocoon.
5. Massage the face.
6. Massage the feet.
7. Unwrap.
8. Remove product with hot towels.
9. Apply finishing product.

Notes

- Arizona Honey Glaze: Mix ½ cup honey with ½ cup hot water until it is dissolved. Add ½ cup buttermilk.
- Chamomile hydrolate (flower water) can be bought from an aromatherapy supplier, or you can add 1 drop of German chamomile essential oil to 1 oz of purified water in a bottle with a spritz top.

Athlete Muscle Aid (Cocoon)

Promotional Description

If muscle pain and stiffness are slowing down your workouts, this treatment is right for you. A deep tissue massage with sweet birch and bay laurel (essential oils that are well known to decrease muscle pain) is enhanced with the latest in spa technology—a cryogenic sports mask. This tingly mask helps to increase circulation in the regions where it is applied, leaving your muscles refreshed and ready for action.

Benefits

- Improved energy
- Reduces muscle tension
- Reduces muscle fatigue
- Reduces muscle soreness
- Relaxation
- Stress reduction

Contraindications

- Any condition contraindicated for massage
- Broken or inflamed skin in areas where cryogenic mask is applied
- Unexplained and sudden muscle soreness/weakness

Massage Table

- Massage sheets
- Blanket for warmth
- Bolster

Work Table Supplies

- Warm water
- Cryogenic product
- Massage oil

Dry Room Procedure

1. Massage the back.
2. Mix up and apply cryogenic mask to back.
3. Massage posterior legs.
4. Mix up and apply cryogenic mask to legs.
5. Massage arms while client is in prone position.
6. Remove peel-away mask from back and legs.
7. Turn client into supine position.
8. Massage anterior legs and arms.
9. Mix up and apply cryogenic mask to thighs and arms.
10. Massage the feet.
11. Massage the neck and face.
12. Remove peel-away masks from arms and thighs.

Notes

- Cryogenic peel-away products rubberize when they are mixed up with water. Break the cryogenic mix into four parts in four different containers. Mix it up directly before it is applied to each area to prevent it becoming too rubbery to apply.
- Muscle Massage Oil: Add 4 drops of sweet marjoram, 6 drops of bay laurel, and 4 drops of sweet birch essential oil to 1 fl oz of hemp seed oil or sunflower oil (hemp seed oil is pain relieving and anti-inflammatory but must be refrigerated between uses to prevent rapid break down of the oil).

Foot Loose Athlete Reprieve (Foot Treatment)

Promotional Description

Whether you're a professional competitor, a weekend warrior, or you simply want a reprieve for your feet, the Foot Loose Treatment will bring relief. The session begins with a quick foot assessment aimed at identifying the "stressors" that make feet ache. Next, the feet are soaked in a fizzy blend of menthol crystals and essential oils before being scrubbed with an antiseptic tea tree buff. Soothing foot massage with reflexology point work loosens tense areas in the feet. Next, Moor mud, which is long used in Europe for rheumatism, is applied in a generous layer before the feet are inserted into cozy heated booties. While the feet absorb the healing properties of the mud, the neck and shoulders are massaged.

Benefits

- Reduces foot fatigue
- Reduces foot pain
- Relaxation
- Revitalizes the body
- Stress reduction

Contraindications

- Athlete's foot
- Broken bones or recent fractures
- Circulatory conditions
- Foot infections
- Gout
- Ingrown toenails
- Neuropathy
- Painful corns
- Pitted edema
- Warts

Massage Table

- Massage sheets
- Bath towel
- Blanket for warmth
- Pillow
- Bolster

Foot Soak

- Comfortable chair
- Side table with beverage
- Foot soak container
- Foot scrub
- Robe and slippers
- Dry hand towels

Work Table Supplies

1. Cardboard (for foot assessment)
2. Pen
3. Scissors
4. Massage cream
5. Hand sanitizer
6. Petroleum jelly
7. Moor mud
8. Application brush
9. Soda cooler
10. Hot, moist hand towels
11. Cellophane wrap or plastic bags
12. Thermal booties plugged in
13. Finishing product
14. Aroma mist

Dry Room Procedure

1. Asses the feet with a quick foot assessment.
2. Soak and cleanse the feet.
3. Exfoliate the feet.
4. Move the client to the massage table.
5. Massage the feet.
6. Massage the feet with reflexology point work.
7. Apply Moor mud.
8. Wrap feet in plastic and place in thermal booties.
9. Massage the neck and face.
10. Remove Moor mud with hot, moist towels.
11. Apply a finishing product to the feet.
12. Aroma mist to end service.

Notes

- Fizzy Menthol Soak: Purchase menthol crystals and citric acid from a soap-making outlet. Use a pinch of each in a full basin of water.
- Tea Tree Buff: Add 3 drops of tea tree essential oil to 1 tbsp of exfoliation product just before applying it to the feet.
- Massage Lotion: 2 fl oz massage cream with bay laurel (9 drops), sweet birch (4 drops), peppermint (2 drops), basil (2 drops), lemon (11 drops)

Peppermint Beach Feet Tingle (Foot Treatment)

Promotional Description

Tired? Run down? Do you need a day at the beach and just can't find the time? This treatment aimed at refreshing the feet and is lighthearted and upbeat! The feet commune with the sea in an ocean soak with soothing seaweed. Next, sea salt is applied in a vigorous buff that removes hardened skin and stimulates circulation. A massage with aromatic lotions and reflexology techniques prepares the feet for the peppermint kelp mask that leaves feet refreshed and tingly. While the mask works its magic, your therapist will smooth hands with a gentle buff and a massage. This treatment is almost as fun as a day at the beach!

Benefits

- Reduces foot fatigue
- Reduces foot pain
- Refreshing for feet
- Relaxation
- Revitalizes the body
- Stress reduction

Contraindications

- Athlete's foot
- Broken bones or recent fractures
- Circulatory conditions
- Foot infections
- Gout
- Ingrown toenails
- Neuropathy
- Painful corns
- Pitted edema
- Warts

Massage Table

- Massage sheets
- Bath towel
- Blanket for warmth
- Pillow
- Bolster

Foot Soak

- Comfortable chair
- Side table with beverage
- Foot soak container
- Soaking product
- Foot scrub
- Robe and slippers
- Dry hand towels

Work Table Supplies

1. Massage cream
2. Exfoliation product
3. Hand sanitizer
4. Petroleum jelly
5. Treatment product
6. Application brush
7. Soda cooler
8. Hot, moist hand towels
9. Cellophane wrap or plastic bags
10. Finishing product
11. Aroma mist

Dry Room Procedure

1. Soak and cleanse the feet.
2. Exfoliate the feet.
3. Move the client to the massage table.
4. Massage the feet.
5. Massage the feet with reflexology point work.
6. Apply peppermint kelp mask.
7. Wrap feet in plastic and a bath towel.
8. Exfoliate the hands and arms.
9. Remove with hot, moist towels.
10. Massage the hands and arms.
11. Remove the peppermint kelp mask with hot, moist towels.
12. Apply a finishing product to the feet.
13. Aroma mist to end service.

Notes

- Peppermint products purchased from a spa supplier work well, or you can make your own products with these recipes.
- Ocean Soak: ½ cup of sea salt, 1 tsp of seaweed powder, warm water; it's nice to include polished ocean stones and a clean, smooth-textured shell in the foot soaking container.
- Sea Salt Scrub: Mix 2 tbsp of foaming body wash with sea salt just before applying it to the feet.
- Peppermint Kelp Mask: Mix ½ cup of powdered kelp with ½ cup of kaolin clay and add water until it reaches

the consistency of a thick paste. Add ½ cup of aloe vera gel or a light lotion and mix the formula until it is smooth and creamy. Cover the mixture with plastic wrap and heat it until it is warm. Add 1 drop of peppermint essential oil directly to the mixture before it is applied to the feet.

- Ocean Body Mist: Add 10 drops of mandarin, 3 drops of basil, and 2 drops of sweet fennel to 2 oz of distilled water in a mist bottle.

The Garden Walk (Foot Treatment)

Promotional Description

When feet need gentle relief, the Garden Walk foot treatment is the answer. A rose petal soak is followed by a sweet sage foot buff and “sunshine” masque. Light and calming reflexology point work is applied after the feet are massaged with lavender lotion. Your hands are massaged, dipped in softening paraffin, and wrapped in warm mitts. This treatment is soft and soothing like a walk along a shady garden path.

Benefits

- Reduces foot fatigue
- Reduces foot pain
- Refreshing for feet
- Relaxation
- Revitalizes the body
- Softening for hands
- Stress reduction

Contraindications

- Athlete’s foot
- Broken bones or recent fractures
- Circulatory conditions
- Foot infections
- Gout
- Ingrown toenails
- Neuropathy
- Painful corns
- Pitted edema
- Warts

Massage Table

- Massage sheets
- Bath towel
- Blanket for warmth
- Pillow
- Bolster

Foot Soak

- Comfortable chair
- Side table with beverage
- Foot soak container
- Soaking product
- Rose petals
- Foot scrub product
- Robe and slippers
- Dry hand towels

Work Table Supplies

1. Massage cream
2. Paraffin warmer and wax
3. Microwave hand mitts
4. Hand sanitizer
5. Petroleum jelly
6. Treatment product
7. Application brush
8. Soda cooler
9. Hot, moist hand towels
10. Cellophane wrap or plastic bags
11. Lavender powder (see recipe)
12. Aroma mist

Dry Room Procedure

1. Soak and cleanse the feet.
2. Exfoliate the feet.
3. Move the client to the massage table.
4. Massage the feet.
5. Massage the feet with reflexology point work.
6. Apply sunshine masque.
7. Wrap feet in plastic and a bath towel.
8. Exfoliate the hands and arms.
9. Remove with hot, moist towels.
10. Massage the hands and arms.
11. Paraffin dip the hands and place in warm mitts.
12. Remove the sunshine masque with hot, moist towels.
13. Apply a lavender powder to the feet.
14. Remove paraffin from the hands.
15. Aroma mist to end service.

Notes

- Rose Petal Soak: Add foaming body wash and 1 drop of rose essential oil to warm water and froth it into bubbles. Sprinkle rose petals on top of the bubbles.
- Sweet Sage Buff: 2 tbsp exfoliation cream, 1 drop clary sage, 1 drop Spanish sage, 2 drops lavender, 3 drops mandarin essential oil

- Sunshine Masque: ½ cup milk powder, ½ cup finely ground oatmeal, 1 tbsp honey, 2 tbsp aloe vera gel, 4 drops of sweet orange essential oil; add warm water until the mask achieves the consistency of a paste.
- Lavender Foot Powder: 1 tbsp plain foot powder to 1 tsp powdered lavender (powder the lavender in a coffee grinder)

Mindful Mud Cranium Care (Scalp and Face Treatment)

Promotional Description

When was the last time you took care of your head? That's right—your head! Every day, the muscles of the scalp and face get a workout while we mull over the challenges in our day-to-day life. Over time, tension builds up, and the face and head feel tired and weary. Let your mind unwind while the neck, face, and scalp are massaged with soothing aromatic oils. Let tension melt while warm mud is slathered over the head to release everyday worries and relax the entire body. Leave with a smile, revitalized, and invigorated by your well-cared-for cranium!

Benefits

- Reduces face tension
- Reduces neck tension
- Relaxation
- Stress reduction

Contraindications

- Any condition contraindicated for massage
- Broken skin on the scalp
- Scalp condition
- Unexplained severe headache

Massage Table

- Massage sheets
- Plastic body wrap
- Blanket for warmth
- Rolled hand towel
- Warm pack
- Bolster

Work Table Supplies

- Soda cooler
- Hot, moist hand towels
- Scalp oil in a warmer
- Massage cream
- Fango in a warmer
- Comb
- Hair clip
- Plastic hair cover or shower cap
- Aroma mist

Dry Room Procedure

1. Comb out the hair if needed.
2. Steam the head and face with hot towels.
3. Massage the neck.
4. Massage the scalp.
5. Apply fango to the scalp.
6. Massage the feet.
7. Massage the arms and hands.
8. Remove the fango from the hair.
9. Massage the face.
10. Clip the hair up and cover with a plastic cap.
11. Aroma mist.
12. Move the client to a hair care professional for shampoo, cut, or style (optional).

Notes

Scalp Oil Options

- Brain Bliss: 1 oz sunflower oil, rosemary oil (1 drop), lavender oil (4 drops), grapefruit oil (6 drops), nutmeg oil (1 drop)
- Mindful Spirit: 1 oz sunflower oil, frankincense (3 drops), sandalwood (4 drops), jasmine (1 drop), sweet orange (4 drops)
- Psyche Connection: 1 oz sunflower oil, neroli (2 drops), mandarin (6 drops), patchouli (1 drop), clary sage (3 drops)
- Clarity: 1 oz sunflower oil, rosemary (3 drops), geranium (1 drop), lemon (5 drops), lavender (3 drops)

Adobe Purification Ritual (Fango Treatment)

Promotional Description

This specialized treatment inspired by Native American healing uses the rich red clay of Sedona. A stimulating exfoliation with blue corn and a cactus cloth is followed by an application of the clay to the entire body. The clay draws impurities from the skin, soothes muscle tension, and relaxes the spirit. Warm juniper oil is massaged into muscles to complete this healing experience.

Benefits

- Improved skin health
- Reduces muscle soreness
- Reduces muscle tension
- Relaxation
- Revitalization
- Stress reduction
- Supports natural detoxification mechanisms

Contraindications

- Any condition contraindicated for massage
- Children
- Elderly
- Heart conditions
- High blood pressure
- If the client is in a weakened condition
- Neurological conditions
- Pregnancy
- Systemic conditions
- Vascular conditions

Massage Table

- Cotton blanket
- Thermal space blanket
- Massage sheet
- Plastic wrap sheet
- Two bath towels
- Drape
- Bolster

Work Table Supplies

- Exfoliation product
- Sedona clay mixed up and in a warmer
- Large application brush
- Soda cooler
- Hot, moist towels
- Dry hand towels
- Finishing lotion
- Juniper massage oil
- Plain massage cream
- Aroma mist

Dry Room Procedure

1. Exfoliate posterior body.
2. Turn client and exfoliate anterior body.
3. Apply the Sedona clay using the sit-up, flip-over, or side-lying method.
4. Cocoon.
5. Massage the face with plain massage cream.
6. Massage the feet.
7. Unwrap.
8. Remove product with hot towels.
9. Massage body with juniper massage oil.

Notes

- Sage Sauna or Steam: You might begin this session with the client relaxing in a “sage sauna” or “sage steam.” For a sage sauna, add 2 drops of common sage (*Salvia officinalis*) and 1 drop of rosemary to 2 cups of water. Use this water on the heat source in the sauna or use the blend without water in a steam room.
- Blue Corn Polish: ½ cup ground blue corn, ¼ cup plain moisture cream, 1 tbsp plain body wash
- Juniper Massage Oil: 1 oz massage oil, juniper berry oil (6 drops), lavender oil (3 drops)

Dead Sea Delight (Fango Treatment)

Promotional Description

The Dead Sea region is a unique environment that yields a therapeutic mud famous throughout the world for its mineral-laden healing properties. The body is buffed with Dead Sea salts and enveloped in warm mud to absorb nutrients essential to the body. Muscle tension melts as the skin is rinsed clean of impurities and rich creams are applied to seal in moisture.

Benefits

- Improved skin health
- Reduces muscle soreness
- Reduces muscle tension
- Relaxation
- Revitalization
- Stress reduction
- Supports natural detoxification mechanisms

Contraindications

- Any condition contraindicated for massage
- Children
- Elderly
- Heart conditions
- High blood pressure
- If the client is in a weakened condition
- Neurological conditions
- Pregnancy
- Systemic conditions
- Vascular conditions

Massage Table

- Cotton blanket
- Thermal space blanket
- Massage sheet
- Plastic wrap sheet
- Two bath towels
- Drape
- Bolster

Work Table Supplies

- Dead Sea salt in a cheese shaker
- Dead Sea mud in a warmer
- Large application brush
- Soda cooler
- Hot, moist towels
- Dry hand towels
- Finishing lotion
- Rich cream or body butter
- Plain massage cream
- Aroma mist

Dry Room Procedure

1. Exfoliate posterior body.
2. Turn client and exfoliate anterior body.
3. Apply the Dead Sea mud using the sit-up, flip-over, or side-lying method.
4. Cocoon.
5. Massage face with plain massage cream.
6. Massage the feet.
7. Unwrap.
8. Remove product with hot towels.
9. Massage with rich cream or body butter.

Notes

- A variety of different support products made with salts from the Dead Sea region are available through spa

suppliers. If you want to create a smell-scape or use plants indigenous to Israel, you might include products with olive, fig, citrus fruits, and avocado.

Moor Back Treatment (Fango Treatment)

Promotional Description

Back pain can slow down your day and leave you feeling drained and irritable. This treatment using the healing peat from the Austrian Moors will bring relief from pain and revitalize your spirit. A 30-minute deep tissue massage and application of essential oils aimed at the muscular system completes this service.

Benefits

- Reduces muscle fatigue
- Reduces muscle pain
- Reduces muscle tension
- Relaxation
- Stress reduction

Contraindications

- Acute musculoskeletal injury
- Any condition contraindicated for massage
- Broken or inflamed skin on the back
- Posterior leg pain from an undiagnosed cause
- Severe undiagnosed back pain

Massage Table

- Massage sheets
- Bath towel
- Blanket for warmth
- Bolster

Work Table Supplies

- Body cleanser
- Exfoliation product
- Bowl of warm water
- Massage oil or cream
- Moor mud in a warmer
- Application brush or vinyl gloves
- Plastic body wrap cut to cover the back
- Warm pack
- Hot, moist hand towels
- Soda cooler
- Finish product
- Skin toner
- Cosmetic sponges
- Aroma mist

Dry Room Procedure

1. Apply steamy towels to the back.
2. Cleanse the back.
3. Exfoliate the back.
4. Remove the products with hot towels.
5. Massage the back.
6. Remove massage lubricant with skin toner and cosmetic sponges.
7. Apply Moor mud to the back and cover with plastic.
8. Drape the back over the plastic.
9. Apply a warm pack to the back over the drape.
10. Massage the posterior legs and feet.
11. Remove the Moor mud with hot towels.
12. Apply a finishing product.
13. Turn the client supine.
14. Massage the neck, shoulders, and face.
15. Aroma mist.

Notes

Essential Oil Blends Ideas for the Moor Back Treatment

- Body Balance Blend: 2 fl oz massage oil, essential oils of rosemary (4 drops), lavender (7 drops), lemongrass (2 drops), clary sage (5 drops), mandarin (12 drops)
- Overworked Muscles: 2 oz massage oil (hemp seed oil is ideal), essential oils of bay laurel (8 drops), eucalyptus

(2 drops), CO₂ ginger (1 drop), lemon (10 drops), white camphor (4 drops; it must be white camphor, not yellow or brown), myrrh (5 drops)

- Burnout Relief: 2 fl oz massage oil, essential oils of geranium (2 drops), grapefruit (15 drops), lavender (7 drops), cypress (5 drops), clove (1 drop)

Sulfur Mud Pack (Fango Treatment)

Promotional Description

Do you experience achy joints and chronic muscular pain? If the answer is yes, then this healing treatment using the sulfur muds from Europe may bring some relief. In Europe, mud is used to treat arthritis and muscle pain with remarkable results. The warm mud will be packed on areas of tension to warm the tissue and to bring its special healing properties to the body. Swedish and deep tissue massage techniques release tense muscles and calm the spirit.

Benefits

- Reduces muscle fatigue
- Reduces muscle pain
- Reduces muscle tension
- Relaxation
- Stress reduction

Contraindications

- Acute musculoskeletal injury
- Any condition contraindicated for massage
- Posterior leg pain from an undiagnosed cause
- Severe undiagnosed back or leg pain

Massage Table

- Massage sheets
- Bath towel
- Blanket for warmth
- Bolster

Work Table Supplies

- Bowl of warm water
- Massage oil or cream
- Sulfur mud in a warmer
- Application brush or vinyl gloves
- Plastic body wrap cut to cover the back
- Plastic body wrap cut to cover the posterior thighs
- Plastic body wrap cut to cover the anterior thighs
- Warm pack
- Hot, moist hand towels
- Soda cooler
- Finishing product
- Skin toner
- Cosmetic sponges
- Aroma mist

Dry Room Procedure

1. Apply steamy towels to the back.
2. Massage the back.
3. Remove massage lubricant with skin toner and cosmetic sponges.
4. Apply sulfur mud to the back and cover with plastic.
5. Drape the back over the plastic.
6. Apply a warm pack to the back over the drape.
7. Massage the posterior legs.
8. Remove massage lubricant with skin toner and cosmetic sponges.
9. Apply sulfur mud to the posterior thighs.
10. Cover the thighs with plastic.
11. Drape the legs.
12. Place warm packs over the thighs.
13. Remove the sulfur mud from the back with hot towels.
14. Apply a finishing product.
15. Remove the sulfur mud from the posterior thighs with hot towels.
16. Apply a finishing product.
17. Turn the client supine.
18. Massage the anterior legs.
19. Remove massage lubricant with skin toner and cosmetic sponges.
20. Apply sulfur mud to the anterior thighs.
21. Cover the thighs with plastic.
22. Drape the legs.
23. Place warm packs over the thighs.
24. Massage the feet.
25. Massage the arms and hands.
26. Remove the sulfur mud from the anterior thighs with hot towels.
27. Apply a finishing product.
28. Massage the neck and face.
29. Aroma mist.

French Thalassotherapy (Seaweed Treatment)

Promotional Description

The finest seaweeds from the coast of Brittany are used in traditional methods to relax and revitalize the body. A sea salt exfoliation is followed by a purifying kelp mask that supports natural detoxification and firms the skin. Vitamin-rich creams are massaged into the skin to finish this elegant and graceful treatment.

Benefits

- Improved skin health
- Relaxation
- Revitalization
- Stress reduction

Contraindications

- Any condition contraindicated for massage
- Iodine or shellfish allergies
- Thyroid disorders

Massage Table

- Cotton blanket
- Thermal space blanket
- Massage sheet
- Plastic wrap sheet
- Two bath towels
- Drape
- Bolster

Work Table Supplies

- Sea salt in a cheese shaker
- Massage oil
- Seaweed treatment product
- Large application brush
- Soda cooler
- Hot, moist towels
- Dry hand towels
- Finishing product
- Aroma mist

Dry Room Procedure

1. Exfoliate posterior body.
2. Turn client and exfoliate anterior body.
3. Apply the seaweed treatment product using the sit-up, flip-over, or side-lying method.
4. Cocoon.
5. Massage the face.
6. Massage the feet.
7. Unwrap.
8. Remove product with hot towels.
9. Apply finishing product.

Sea Sculpt (Seaweed Treatment)

Promotional Description

Slim the silhouette with revitalizing elements from the sea. This service targets problem areas such as the hips, thighs, belly, and upper arms with powerful seaweeds and essential oils. First, a vigorous dry brush stimulates stagnation prone areas. A cellulite cream rich in essential oils and natural botanicals and the application of stimulating seaweeds support the natural detoxification processes of the body to support the movement of fluid in areas of the hips, thighs, belly, and upper arms. An application of firming gel finishes this service and leaves the body feeling radiant and toned.

Benefits

- Reduces bloating or puffiness in target areas
- Relaxation
- Revitalization
- Stimulates the natural detoxification mechanisms of the body
- Temporarily diminishes the appearance of cellulite
- Temporarily slims the contours of the body

Contraindications

- Any condition contraindicated for massage
- High or low blood pressure
- Iodine or shellfish allergies
- Pregnancy
- Thrombosis or deep vein thrombosis
- Thyroid disorders
- Varicose veins

Massage Table

- Cotton blanket
- Thermal space blanket
- Massage sheet
- Plastic body wrap
- Two bath towels
- Drape
- Bolster

Work Table Supplies

- Two dry brushes
- Cellulite cream
- Seaweed in a warmer
- Application brush or vinyl gloves
- Firming product
- Skin toner
- Cosmetic sponges
- Soda cooler
- Hot, moist hand towels
- Aroma mist

Dry Room Procedure

1. Exfoliate posterior body areas.
2. Remove exfoliation product with hot towels.
3. Apply a skin toner to posterior body areas.
4. Apply cellulite cream to target areas of the posterior body.
5. Turn the client supine.
6. Exfoliate anterior body areas.
7. Remove exfoliation product with hot towels.
8. Apply a skin toner to anterior body areas.
9. Apply cellulite cream to target areas of the anterior body.
10. Apply seaweed to the body using the sit-up method.
11. Cocoon the client to process in the seaweed.
12. Massage the feet.
13. Massage the face.
14. Remove the seaweed and move the client to a clean massage sheet.
15. Apply firming cream to anterior and posterior body areas.
16. Aroma mist.

Notes

- A variety of seaweed-based slimming and firming products are available from spa suppliers, or you can make your own with these recipes.
- Slimming Massage Oil: Warm 16 fl oz of sunflower oil slowly on the stovetop and add 2 tbsp of seaweed powder. Mix the powder into the oil over the heat for about 20 minutes. Store the mixture in a glass bottle for 1 week and shake the bottle daily. Filter the excess seaweed through a coffee filter and place the filtered oil in 2-fl oz bottles. Add the following essential oils to each of the 2-oz bottles: grapefruit (25 drops), thyme (2 drops), juniper berry (5 drops), and white camphor (3 drops). Essential oil safety note: It is important to use white camphor rather than brown or yellow camphor. The brown and

yellow camphor contain high concentrations (up to 80%) of safrole, which is toxic and carcinogenic. White camphor contains no safrole and is considered nontoxic and nonirritant. All three camphors are fractions obtained during the distillation of *Cinnamomum camphora*. White camphor is the lightest fraction (lowest boiling point) and should be colorless to very pale yellow.

- Cellulite Activating Cream: Mix 2 oz of plain massage cream with grapefruit (20 drops), clove (2 drops), sweet fennel (4 drops), and Spike lavender (12 drops).
- Seaweed Firming Gel: 2 oz plain seaweed gel (search spa suppliers and find one that is meant to be used as a body gel and not removed after a processing period), juniper berry (5 drops), sweet fennel (5 drops), grapefruit oil (26 drops).

Mermaid Shimmer (Salt Glow and Seaweed Treatment)

Promotional Description

Feeling scaly and water logged? This combination of treatments filled with the benefits of sea products is more relaxing than a day at the beach! The body is descaled with an invigorating Dead Sea mineral scrub. Next, target areas are massaged with a firming cream to increase local circulation and reduce water retention. The body is cocooned in a thick kelp mask while the feet are massaged with essential oils and reflexology techniques. To finish the service, rich creams are massaged into the body to relieve muscle tension and deeply hydrate the skin.

Benefits

- Improved skin health
- Skin firming
- Reduces bloating or puffiness in target areas
- Relaxation
- Revitalization
- Stimulates the natural detoxification mechanisms of the body
- Temporarily diminishes the appearance of cellulite
- Temporarily slims the contours of the body

Contraindications

- Any condition contraindicated for massage
- High or low blood pressure
- Iodine or shellfish allergies
- Pregnancy
- Thrombosis or deep vein thrombosis
- Thyroid disorders
- Varicose veins

Massage Table

- Cotton blanket
- Thermal space blanket
- Massage sheet
- Plastic body wrap
- Two bath towels
- Drape
- Bolster

Work Table Supplies

- Sea salt in a cheese shaker
- Massage oil
- Firming cream
- Seaweed in a warmer
- Application brush or vinyl gloves
- Skin toner
- Cosmetic sponges
- Soda cooler
- Hot, moist hand towels
- Aroma mist

Dry Room Procedure

1. Exfoliate posterior body areas.
2. Remove exfoliation product with hot towels.
3. Apply a skin toner to posterior body areas.
4. Turn the client supine.
5. Exfoliate anterior body areas.
6. Remove exfoliation product with hot towels.
7. Apply a skin toner to anterior body areas.
8. Apply seaweed to the body using the sit-up method.
9. Cocoon the client to process in the seaweed.
10. Massage the feet.
11. Massage the face.
12. Remove the seaweed and move the client to a clean massage sheet.
13. Perform a full-body massage using firming cream as the lubricant.
14. Aroma mist.

Body Stone Balance (Hot Stone Massage)

Promotional Description

Experience the elegance of a hot stone massage and restful botanicals combined together in a treatment that delights the senses and soothes the soul. The warmth of the stones relaxes tight muscles and eases pain, whereas the scents of fruits and flowers calm the nervous system and return the whole body to balance.

Benefits

- Reduces muscle tension
- Reduces muscle pain
- Relaxation
- Stress reduction

Contraindications

- Any condition contraindicated for massage
- Children
- Elderly
- Fibromyalgia
- Heart condition
- High-risk or first-term pregnancy
- Poorly managed or advanced diabetes
- Rheumatoid arthritis

Massage Table

- Massage sheets
- Large bath towel
- Bolster

Work Table Supplies

- Hot stone heating unit
- Stone set
- Slotted spoon
- Bowl of ice with four medium stones for vascular flush technique (optional)
- Thermometer
- Pitcher of cool water
- Massage oil
- Aroma mist
- Hand towels
- Small bowl of hot, soapy water for toe stones

Dry Room Procedure

1. Place posterior stones.
2. Massage the legs.
3. Remove back stones.
4. Massage the back.
5. Turn the client supine.
6. Place anterior stones.
7. Massage the anterior legs.
8. Remove the toe stones and foot stones.
9. Massage the feet.
10. Remove the stones from the upper chest.
11. Remove the neck stone (if applicable).
12. Massage the arms and hands.
13. Massage the abdominal muscles (optional).
14. Massage the neck and face.
15. Remove all stones from the client.
16. Aroma mist.

Notes

- You can describe this hot stone relaxation massage a number of different ways and give it different titles. For example, Body Stone Balance, River Rock Massage, Desert Stone Massage, Serenity Stone Massage, Lava Stone Therapy, and Hot Stone Therapy are just a few of the names that can be used for this service.
- Essential Oil Blends: You can choose to use one of the blends described here for the massage oil and one blend for the aroma mist to provide an interesting smell-scape for the client.
 - Symmetry: 2 fl oz carrier product, frankincense (5 drops), mandarin (10 drops), rose (1 drop), sweet birch (3 drops), clove (1 drop)
 - Body Boost: 2 fl oz carrier product, grapefruit (10 drops), neroli (2 drops), myrrh (6 drops), thyme (1 drop)
 - Botanical Balance: 2 fl oz carrier product, lavender (10 drops), patchouli (4 drops), rosemary (3 drops), sweet orange (14 drops)
 - Fatigue Fighter: 2 fl oz carrier product, rosemary (4 drops), geranium (2 drops), lemon (15 drops), cardamom (8 drops)

Solar Stone Glow (Stone Massage and Salt Glow)

Promotional Description

The warmth of the sun is felt in the luxurious weight of hot stones placed strategically on the body. The stones, like liquid heat, glide over the skin and relax tight muscles. After each area of your body is soothed with stone massage, your therapist will apply a rich emollient polish to the skin and then steam it with hot towels. This treatment will leave you with a radiant glow and a soul alight.

Benefits

- Improved skin health
- Reduces muscle pain
- Reduces muscle tension
- Relaxation
- Stress reduction

Contraindications

- Any condition contraindicated for massage
- Broken or inflamed skin
- Children
- Elderly
- Fibromyalgia
- Heart condition
- High-risk or first-term pregnancy
- Poorly managed or advanced diabetes
- Rheumatoid arthritis

Massage Table

- Massage sheets
- Large bath towel
- Bolster

Work Table Supplies

- Hot stone heating unit
- Stone set
- Slotted spoon
- Bowl of ice with four medium stones for vascular flush technique (optional)
- Thermometer
- Pitcher of cool water
- Massage oil
- Emollient body polish product
- Hot, moist towels
- Soda cooler
- Aroma mist
- Hand towels
- Small bowl of hot soapy water for toe stones
- Bowl of hot soapy water for exfoliation stones

Dry Room Procedure

1. Place posterior stones.
2. Massage the legs.
3. Apply emollient exfoliation product and exfoliate with two medium stones.
4. Remove the product with hot, moist towels.
5. Remove back stones.
6. Massage the back.
7. Apply emollient exfoliation product and exfoliate with two medium stones.
8. Remove the product with hot, moist towels.
9. Turn the client supine.
10. Place anterior stones.
11. Massage the anterior legs.
12. Apply emollient exfoliation product and exfoliate with two medium stones.
13. Remove the product with hot, moist towels.
14. Remove the toe stones and foot stones.
15. Massage the feet.
16. Apply emollient exfoliation product and exfoliate with two medium stones.
17. Remove the product with hot, moist towels.
18. Remove the stones from the upper chest.
19. Remove the neck stone (if applicable).
20. Massage the arms and hands.
21. Apply emollient exfoliation product and exfoliate with two medium stones.
22. Remove the product with hot, moist towels.
23. Massage the abdominal muscles (optional).
24. Massage the neck and face.
25. Remove all stones from the client.
26. Aroma mist.

Notes

- Use an emollient product in a creamy base. Avoid rough products such as sea salt because they are too scratchy when applied with stones.
- Place exfoliation stones into hot, soapy water after use and not into the heating unit. They will gum up the edges of the heating unit and the other stones if they are placed directly back into the heating unit.

APPENDIX B Essential Oils and Their Botanical Names*

*Oils colored light blue are the preferred species for use in aromatherapy or are the oils referred to in this text under that particular common name.

Common Name	Botanical Name and Authority	Common Name	Botanical Name and Authority
Allspice	<i>Pimenta dioica</i> (L.) Merr.	Eucalyptus dives	<i>Eucalyptus dives</i> Schauier
Amyris	<i>Amyris balsamifera</i> L.	Eucalyptus lemon	<i>Eucalyptus citriodora</i> Hook
Angelica	<i>Angelica archangelica</i> L.	Eucalyptus smithii	<i>Eucalyptus smithii</i> R.T. Baker
Balsam fir	<i>Abies balsamea</i> (L.) Miller	Eucalyptus radiata	<i>Eucalyptus radiata</i> Labill.
Basil eugenol	<i>Ocimum gratissimum</i> L.	Fennel sweet	<i>Foeniculum vulgare</i> Miller var. <i>dulce</i> Battand & Trabut
Basil reunion (exotic)	<i>Ocimum basilicum</i> L.	Fir needle silver	<i>Abies alba</i> Miller
Basil sweet	<i>Ocimum basilicum</i> L.	Frankincense	<i>Boswellia carteri</i> Birdw.
Basil thymol	<i>Ocimum gratissimum</i> L.	Galbanum	<i>Ferula gummosa</i> Boiss.
Bay laurel	<i>Laurus nobilis</i> L.	Geranium	<i>Pelargonium graveolens</i> L'Hérit.
Benzoin	<i>Styrax benzoin</i> Dryander	Ginger	<i>Zingiber officinale</i> Roscoe
Bergamot	<i>Citrus x bergamia</i> Risso Poit	Grapefruit	<i>Citrus x paradisi</i> Macfady
Black pepper	<i>Piper nigrum</i> L.	Helichrysum	<i>Helichrysum italicum</i> (Roth) G. Don. f.
Cabbage rose	<i>Rosa x centifolia</i> L.	Hyssop	<i>Hyssopus officinalis</i> L.
Cade	<i>Juniperus oxycedrus</i> L.	Jasmine	<i>Jasminum officinale</i> L. form <i>grandiflorum</i> (L.) Kobuski
Cajuput (or cajuput)	<i>Melaleuca cajuputi</i> Powell	Jasmine	<i>Jasminum sambac</i> (L.) Aiton
Caraway	<i>Carum carvi</i> L.	Juniper	<i>Juniperus communis</i> L.
Cardamom (or cardomon)	<i>Elettaria cardamomum</i> (L.) Maton	Lavandin	<i>Lavandula x intermedia</i> Emeric ex Lois.
Carrot seed	<i>Daucus carota</i> L.	Lavender spike	<i>Lavandula latifolia</i> Medik
Cassia	<i>Cinnamomum aromaticum</i> Nees	Lavender English or true	<i>Lavandula angustifolia</i> Miller
Cassie	<i>Acacia farnesiana</i> (L.) Willd.	Lemon	<i>Citrus x limon</i> (L.) Osb.
Catnip	<i>Nepeta cataria</i> L.	Lemongrass East Indian	<i>Cymbopogon flexuosus</i> (Stuedel) W. Watson
Cedar texas	<i>Juniperus ashei</i> Buchholz	Lemongrass West Indian	<i>Cymbopogon citratus</i> (DC) Stapf
Cedar virginian	<i>Juniperus virginiana</i> L.	Lime	<i>Citrus x aurantiifolia</i> (Christm.) Swingle
Cedarwood atlas	<i>Cedrus atlantica</i> (Endl.) Carr.	Linden	<i>Tilia x europaea</i> L. (old name or <i>T. x vulgaris</i>)
Chamomile German	<i>Matricaria recutita</i> (L.) Rauschert	Litsea	<i>Litsea cubeba</i> (Lour.) Pers.
Chamomile maroc	<i>Chamaemelum multicaulis</i>	Mandarin	<i>Citrus reticulata</i> Blanco
Chamomile Roman	<i>Chamaemelum nobile</i> (L.) All.	Marjoram Spanish	<i>Thymus mastichina</i> L.
Cinnamon	<i>Cinnamomum verum</i> J. Presl.	Marjoram sweet	<i>Origanum majorana</i> L.
Clary sage	<i>Salvia sclarea</i> L.	Melissa lemon balm	<i>Melissa officinalis</i> L.
Clove bud	<i>Syzygium aromaticum</i> (L.) Merr. & Perry	Mimosa	<i>Acacia dealbata</i> Link
Copaiba balsam	<i>Copaifera officinalis</i> (Jacq.) L.	Mint cornmint	<i>Mentha arvensis</i> L.
Coriander	<i>Coriandrum sativum</i> L.	Mint peppermint	<i>Mentha x piperita</i> L.
Cypress	<i>Cupressus sempervirens</i> L.	Mint spearmint	<i>Mentha spicata</i> L.
Dill	<i>Anethum graveolens</i> L.		
Elemi	<i>Canarium luzonicum</i> (Blume) A. Gray		
Eucalyptus bluegum	<i>Eucalyptus globulus</i> Labill.		

Common Name	Botanical Name and Authority	Common Name	Botanical Name and Authority
Myrrh	<i>Commiphora myrrha</i> (Nees) Engl.	Sage Spanish	<i>Salvia lavandulifolia</i> Vahl
Myrtle	<i>Myrtus communis</i> L.	Sandalwood	<i>Santalum album</i> L.
Niaouli	<i>Melaleuca quinquenervia</i> (Cav.) S.T. Blake	Savory summer	<i>Satureja hortensis</i> L.
Nutmeg	<i>Myristica fragrans</i> Houltt.	Savory winter	<i>Satureja montana</i> L.
Orange bitter	<i>Citrus x aurantium</i> L. "amara"	Spikenard	<i>Nardostachys grandiflora</i> DC
Orange blossom (niroli)	<i>Citrus x aurantium</i> L. "amara"	Spruce Canadian	<i>Picea mariana</i> (Miller) Britton
Orange pectigrain	<i>Citrus x aurantium</i> L. "amara"	Spruce hemlock	<i>Tsuga canadensis</i> (L.) Carrière
Orange sweet	<i>Citrus sinensis</i> (L.) Osbeck	Sweet birch	<i>Betula lenta</i> L.
Origanum	<i>Origanum heracleoticum</i> Benth.	Tagetes	<i>Tagetes minuta</i> L.
Palmarosa	<i>Cymbopogon martinii</i> (Roxb.) W. Watson	Tarragon	<i>Artemisia dracunculus</i> L.
Patchouli	<i>Pogostemon cablin</i> (Blanco) Benth.	Tea tree	<i>Melaleuca alternifolia</i> Cheel.
Pennyroyal	<i>Mentha pulegium</i> L.	Thuja white cedar	<i>Thuja occidentalis</i> L.
Peru balsam	<i>Myroxylon balsamum var. pereirae</i> (Royle) Harms	Thyme sweet (linalol type)	<i>Thymus vulgaris</i> L.
Pine dwarf	<i>Pinus mugo</i> Turra.	Thyme Moroccan	<i>Thymus saturejoides</i> Coss. & Balansa
Pine longleaf	<i>Pinus palustris</i> Miller	Tolu balsam	<i>Myroxylon balsamum</i> (L.) Harms
Pine Scots	<i>Pinus sylvestris</i> L.	Turmeric	<i>Curcuma longa</i> L.
Ravensara	<i>Cryptocarya aromatica</i> (Becc.) Costerm (or <i>Ravensara aromatica</i> Sonn.)	Vanilla	<i>Vanilla planifolia</i> Andr.
Rock rose	<i>Cistus ladanifer</i> L.	Vetiver	<i>Vetiveria zizanioides</i> (L.) Nash
Rose	<i>Rosa x damascena</i> Miller	Violet	<i>Viola odorata</i> L.
Rosemary	<i>Rosmarinus officinalis</i> L.	West Indian Bay	<i>Pimenta racemosa</i> (Miller) J. Moore
Rosewood	<i>Aniba rosaeodora</i> Duke	Wintergreen	<i>Gaultheria procumbens</i> L.
Sage common	<i>Salvia officinalis</i> L.	Yarrow	<i>Achillea millefolium</i> L.
		Ylang ylang	<i>Cananga odorata</i> (Lam.) Hook.f. & Thomson

APPENDIX C Resources

This list represents a small selection of suppliers, associations, and courses. *Spa Bodywork* does not endorse any particular product or company.

General Equipment and Supplies

American Salon and Spa

1-888-230-2040

<http://www.americansalonandspa.com>

Bio Jouvance

<http://www.biojouvance.com>

Heat Inc. Spa Kur Therapy Development

1-800-473-4328

<http://www.h-e-a-t.com>

International Beauty and Barber Equipment

1-800-824-7007

<http://www.ibbe.net>

Massage Warehouse

1-855-425-0985

<http://www.massagewarehouse.com>

New Life Systems

1-800-852-3082

<http://www.newlifesystems.com>

Skin for Life Salon and Spa Products

1-866-312-7546

<http://www.skinforlife.com>

TouchAmerica

1-800-678-6824

<http://www.touchamerica.com>

Universal Companies, Inc.

1-800-558-5571

<http://www.universalcompanies.com>

Many Others: Try the search terms salon and spa equipment, spa equipment and supplies, or hydrotherapy equipment.

Skin Care Lines

Aveda

1-800-644-4831

<http://www.aveda.com>

Bidwell Botanicals

1-888-360-3398

<http://www.bidwellbotanicals.com>

Bioelements

<http://www.bioelements.com>

Cellex-C

<http://www.cellex-c.com>

Decleor

<http://www.decleor.com>

Dr. Hauschka Skin Care, Inc.

1-800-247-9907

<http://www.drhauschka.com>

MD Formulations

<http://www.mdformulations.com>

PHYTOMER

<http://www.phytomer.com>

SkinCeuticals

1-800-811-1660

<http://www.skinceuticals.com>

SpaSkin

<http://www.spaskin.com>

Many Others: Try the search terms spa skin care, skin spa, or professional skin care.

Specialized Products

ABANOTerme Bath and Beauty

<http://www.abanousa.com>

African Shea Butter Company

<http://www.africansheabuttercompany.com>

Amana Essentials (aromatherapy and products for spas)

<http://www.amanaessentials.com>

Argiletz Clays

<http://www.argiletz.com>

Australia's Earth Beauty Clays and Minerals

<http://www.australiasearth.com.au>

Banyan Botanicals (ayurveda products)

<http://www.banyanbotanicals.com>

Dead Sea Cosmetics Company

<http://www.deadsea-cosmetics.com>

Diamond Way Ayurveda

(ayurveda trainings and equipment)

<http://www.diamondwayayurveda.com>

Elizabeth Van Buren Aromatherapy (aromatherapy, natural products, bases, carriers, and trainings)

1-800-710-7759

<http://www.evb-aromatherapy.com>

Essential Aura (aromatherapy, natural products, bases, and carriers)

250-758-9464

<http://www.essentialaura.com>

Essential Wholesale (oils, butters, clay, seaweed)

<http://www.essentialwholesale.com>

Fragrant Earth Aromatherapy

<http://www.fragrant-earth.co.uk>

Golden Moor

613-764-6667

<http://www.goldenmoor.com>

Kerala Ayurvedic Pharmacy (products directly from India)

<http://www.keralayurveda.biz>

Moor Spa Moor Mud Products

<http://www.moorspa.co.uk>

Natures Body Beautiful Clay

<http://www.naturesbodybeautiful.com>

Original Swiss Aromatics (aromatherapy and trainings)

415-479-9120

<http://www.originalswissaromatics.com>

Pascalite Clay

<http://www.pascaliteclay.com>

Premier Dead Sea Company (Dead Sea products, salts, and mud)

<http://www.premierdeadsea.com>

Purely Shea (shea butter)

<http://www.purelyshea.com>

Repechage Beauty from the Sea (seaweed products)

<http://www.repechage.com>

SaltWorks (Dead Sea and other spa and bath salts)

<http://www.saltworks.us>

Samara Botane (aromatherapy, natural products, and trainings)

1-800-782-4532

<http://www.wingedseed.com>

San Francisco Bath Salt Company

<http://www.sfbsc.com>

Shea Butter Hut

<http://www.sheabutterhut.com>

Skin Mind Body (SMB) Essentials (seaweed powders and more)

<http://www.smbessentials.com>

Thalgo Marine Beauty (seaweed products)

<http://www.thalgo.co.uk>

The Ayurveda Company (products)

<http://www.bythepianet.com>

Torf Spa Organic Moor Mud

1-877-811-1008

<http://www.torfspa.com>

WellNaturally Products (seaweed powder, clay powder, bulk lotions)

<http://www.wellnaturally.com>

Many Others: Try the search term ayurveda products and supplies.

Reflexology

American Reflexology Certification Board (ARCB)

303-933-6921

<http://www.arcb.net>

Spa Business Sites

MedSpa Solutions (spa consulting, products)

<http://www.medspaadvisors.com>

Plus One (spa design and management)

<http://www.plusonehealthmanagement.com>

Preston, Inc. (spa consulting)

<http://www.prestoninc.net>

SpaElegance (a resource site for the spa business or therapist)

<http://www.spaelegance.com>

SpaEquip (equipment, consulting, products)

<http://www.spaequip.com>

SpaTrade (a resource site for the spa business or therapist)

<http://www.spatrade.com>

Many Others: Try the search terms spa consulting, spa management, or spa business.

Spa Associations

Day Spa Association

<http://www.dayspaassociation.com>

International Spa Association

<http://www.experienceispa.com>

Search for Spas

About Spas

<http://www.spa.about.com>

SpaFinder Wellness

<http://www.spafinder.com>

The Spas Directory

<http://www.thespasdirectory.com>

Massage and Spa Membership Associations

American Massage Therapy Association (membership and liability insurance)

1-877-905-0597

<http://www.amtamassage.org>

Associated Bodywork and Massage Professionals (membership and liability insurance)

1-800-458-2267

<http://www.abmp.com>

Associated Skin Care Professionals (membership and liability insurance—sister company of Associated Bodywork and Massage Professionals)

1-800-458-2267

<http://www.ascpskincare.com>

APPENDIX D Ready-to-Copy Forms

Spa Health Information

Patient Name _____ Date _____
Address _____ State _____ Zip _____
Phone _____ Occupation _____
Emergency Contact _____ Phone _____

Primary Health Care Provider

Name _____ Phone _____
Address _____ State _____ Zip _____

Current Health Information

Please list all conditions currently monitored by a health care provider.

Please list the medications you took today (include pain relievers and herbal remedies).

Please list the medications you took in the last 3 months.

Please list and briefly explain (including dates and the treatment received) the following:

Surgeries _____

Accidents _____

Major Illnesses _____

Tobacco Use: Current Past Comments _____

Alcohol Use: Current Past Comments _____

Drug Use: Current Past Comments _____

Are you currently menstruating? Yes No

Have you received a spa treatment before? Yes No

If yes, what types of spa treatments have you received? _____

Current and Previous Conditions

Please check all current and previous conditions and give a brief explanation, if appropriate, in the comments section at the end of this form.

Current	Past	Current	Past	Current	Past
<input type="checkbox"/>	<input type="checkbox"/> Headache	<input type="checkbox"/>	<input type="checkbox"/> Aversion to cold	<input type="checkbox"/>	<input type="checkbox"/> Stroke
<input type="checkbox"/>	<input type="checkbox"/> Pain	<input type="checkbox"/>	<input type="checkbox"/> Claustrophobia	<input type="checkbox"/>	<input type="checkbox"/> Lymphedema
<input type="checkbox"/>	<input type="checkbox"/> Sleep disorders	<input type="checkbox"/>	<input type="checkbox"/> Rheumatoid arthritis	<input type="checkbox"/>	<input type="checkbox"/> High blood pressure
<input type="checkbox"/>	<input type="checkbox"/> Fatigue	<input type="checkbox"/>	<input type="checkbox"/> Osteoarthritis	<input type="checkbox"/>	<input type="checkbox"/> Low blood pressure
<input type="checkbox"/>	<input type="checkbox"/> Infections	<input type="checkbox"/>	<input type="checkbox"/> Spinal problems	<input type="checkbox"/>	<input type="checkbox"/> Poor circulation
<input type="checkbox"/>	<input type="checkbox"/> Fever	<input type="checkbox"/>	<input type="checkbox"/> Disc problems	<input type="checkbox"/>	<input type="checkbox"/> Swollen ankles
<input type="checkbox"/>	<input type="checkbox"/> Sinus condition	<input type="checkbox"/>	<input type="checkbox"/> Lupus	<input type="checkbox"/>	<input type="checkbox"/> Varicose veins
<input type="checkbox"/>	<input type="checkbox"/> Skin conditions	<input type="checkbox"/>	<input type="checkbox"/> Tendonitis, bursitis	<input type="checkbox"/>	<input type="checkbox"/> Asthma
<input type="checkbox"/>	<input type="checkbox"/> Athlete's foot	<input type="checkbox"/>	<input type="checkbox"/> Fibromyalgia	<input type="checkbox"/>	<input type="checkbox"/> Bowel dysfunction
<input type="checkbox"/>	<input type="checkbox"/> Warts	<input type="checkbox"/>	<input type="checkbox"/> Dizziness, ringing in ears	<input type="checkbox"/>	<input type="checkbox"/> Bladder dysfunction
<input type="checkbox"/>	<input type="checkbox"/> Skin sensitivities	<input type="checkbox"/>	<input type="checkbox"/> Mental confusion	<input type="checkbox"/>	<input type="checkbox"/> Abdominal pain
<input type="checkbox"/>	<input type="checkbox"/> Sunburn	<input type="checkbox"/>	<input type="checkbox"/> Numbness, tingling	<input type="checkbox"/>	<input type="checkbox"/> Thyroid dysfunction
<input type="checkbox"/>	<input type="checkbox"/> Burns	<input type="checkbox"/>	<input type="checkbox"/> Neuritis	<input type="checkbox"/>	<input type="checkbox"/> Diabetes
<input type="checkbox"/>	<input type="checkbox"/> Bruises	<input type="checkbox"/>	<input type="checkbox"/> Neuralgia	<input type="checkbox"/>	<input type="checkbox"/> Pregnancy
<input type="checkbox"/>	<input type="checkbox"/> Aversion to scents	<input type="checkbox"/>	<input type="checkbox"/> Sciatica, shooting pain	<input type="checkbox"/>	<input type="checkbox"/> Cancer
<input type="checkbox"/>	<input type="checkbox"/> Aversion to oils	<input type="checkbox"/>	<input type="checkbox"/> Depression	<input type="checkbox"/>	<input type="checkbox"/> Fibrotic cysts
<input type="checkbox"/>	<input type="checkbox"/> Allergies	<input type="checkbox"/>	<input type="checkbox"/> Anxiety, panic attacks	<input type="checkbox"/>	<input type="checkbox"/> Pacemaker
<input type="checkbox"/>	<input type="checkbox"/> Sensitivity to detergents	<input type="checkbox"/>	<input type="checkbox"/> Heart disease	<input type="checkbox"/>	<input type="checkbox"/> Phlebitis
<input type="checkbox"/>	<input type="checkbox"/> Aversion to heat	<input type="checkbox"/>	<input type="checkbox"/> Blood clots	<input type="checkbox"/>	<input type="checkbox"/> Raynaud's syndrome

Other Conditions: _____

Comments: _____

Therapist's Name: _____

Signature: _____

Date: _____

Spa Treatment Record

CLIENT NAME: _____ PHONE: _____

Date:	Therapist:	Comments:	Retail Items Purchased:
Treatment Received:			

Date:	Therapist:	Comments:	Retail Items Purchased:
Treatment Received:			

Date:	Therapist:	Comments:	Retail Items Purchased:
Treatment Received:			

Date:	Therapist:	Comments:	Retail Items Purchased:
Treatment Received:			

Date:	Therapist:	Comments:	Retail Items Purchased:
Treatment Received:			

Date:	Therapist:	Comments:	Retail Items Purchased:
Treatment Received:			

Treatment Design Form

Treatment Name:

THE SPA'S OVERALL CONCEPT	THE SPA'S PRIMARY STRENGTH	THE TREATMENT INSPIRATION
THE TREATMENT CONCEPT	PROMOTIONAL DESCRIPTION	
TREATMENT GOALS	INDICATIONS	CONTRAINDICATIONS
CORE TREATMENTS	ENHANCERS/EXTRAS	RETAIL OPPORTUNITIES
Textural Elements		
SMELL-SCAPE	MUSIC/SOUND	VISUAL ELEMENTS
Supplies and Equipment		
PRODUCT CHOICES		SPECIAL EQUIPMENT

Dosha Questionnaire

CLIENT NAME: _____ DATE: _____

Section 1: Prakriti

Directions: Choose the answer that describes you the most accurately. No answer may fit perfectly so simply make the best possible choice with the answers provided.

Place a V, P, or K in the box to the left.

	My size at birth was small. (V) My size at birth was average. (P) My size at birth was large. (K)
	I am thin and either short or very tall. (V) I am of medium height and body. (P) I am tall and sturdy or short and stocky. (K)
	I have difficulty gaining weight. (V) I gain or lose weight easily. (P) I tend to gain weight easily. (K)
	I have long, tapering fingers and toes. (V) I have fingers and toes of medium length. (P) I have square hands and shorter fingers and toes. (K)
	I have knobby, prominent joints. (V) I have well-proportioned joints. (P) I have large, well-formed joints. (K)
	I have a delicate chin and small forehead. (V) I have a moderate chin and a medium forehead that has a tendency toward lines and folds. (P) I have a large jaw and large forehead. (K)
	I have uneven or buck teeth that are sensitive to either hot or cold. (V) I have even teeth of medium or small size that tend to yellow. (P) I have large, white, even teeth. (K)
	My lips are thin and narrow. (V) My mouth is of medium size. (P) My lips are full. (K)
	My skin is dry, rough, and cold to touch. (V) My skin is fair, soft, and warm to touch. (P) My skin is pale, cold, clammy, and tends to be oily. (K)
	My hair is fine, coarse, brittle, and fine to medium in texture. (V) My hair is fine, fair, or reddish. (P) My hair is thick, oily, lustrous, and wavy. (K)
	My neck is thin, very long, or very short. (V) My neck is of regular proportion. (P) My neck is solid and strong. (K)
	My eyes are small, narrow, or shrunken, and my eye color is dull. (V) My eyes are of average size and light colored. (P) My eyes are large and lustrous. (K)

<p>The shape of my face is long and angular. (V) The shape of my face is heart shaped, and I have a pointed chin. (P) The shape of my face is rounded and full. (K)</p>
<p>My tongue tends to be dry with a thin, gray coating. (V) My tongue tends to have a yellowish or orange coating. (P) My tongue tends to be swollen with a thick, white coating. (K)</p>
<p>I have a high tolerance to heat and enjoy hot weather. (V) I have a low tolerance to heat and enjoy moderate to cool weather. (P) I have a high tolerance to heat and prefer hot, dry, and windy weather. (K)</p>
<p>My normal body temperature is cool, and I tend to have cold hands and feet. (V) My normal body temperature is warm and I often feel too warm or hot. (P) My normal body temperature is cold. (K)</p>
<p>My sleep is light and fitful. (V) My sleep is sound but sometimes disturbed. (P) I enjoy deep, prolonged sleep. (K)</p>
<p>I have short bursts of energy, but my endurance is low, and I run out of steam easily. (V) I have moderate energy, moderate endurance, and good reserves. (P) I have good endurance and large reserves of energy. (K)</p>
<p>In heat, I perspire minimally. (V) In heat, I perspire profusely. (P) In heat, I get clammy, but I don't perspire freely. (K)</p>
<p>I am always doing different things. I have a tendency to fidget. (V) My activity level is focused and moderate. (P) I can be sluggish and even lazy. (K)</p>
<p>I have a lot of ideas that I have difficulty putting into action. I have a restless imagination. (V) I am organized, efficient, intelligent, and tend toward perfectionism. (P) I am steady, calm, and not easily disturbed but do not like to be rushed. (K)</p>
<p>I am good at remembering recent events but have a poor long-term memory. (V) I have a good memory. (P) I absorb information slowly, but once I do absorb it, I have an excellent long-term memory. (K)</p>
<p>I am a creative and expressive. I often change my beliefs. (V) I am goal-oriented, ambitious, and have strong convictions that govern my behavior. (P) I am contented and calm. I have steady, deeply held beliefs that I will not change easily. (K)</p>
<p>I have difficulty making decisions and change my mind often. (V) I make rapid decisions and believe that they are good. (P) I take a long time to make a decision but stick to the choices I make. (K)</p>
<p>I dislike routine and need a lot of change. (V) I enjoy planning and organizing my life. (P) I like routine and don't like it when things change. (K)</p>
<p>When stressed, I become fearful, anxious, and insecure. (V) When stressed, I become confrontational, aggressive, judgmental, and hot tempered. (P) When stressed, I have a tendency to withdraw. Sometimes, I am greedy and possessive. (K)</p>

I am a free spirit. I don't carefully plan my life but go with the flow. (V) I am an achiever, and I am ambitious. I carefully plan each step of my life. (P) I feel safe, steady, and calm in my life. I would prefer it if things remain as they are. (K)
On a good day, I am secure, grounded, and settled. (V) On a good day, I am confident, warm, brilliant, and witty. (P) On a good day, I am warm-hearted, loving, and active. (K)
On a bad day, I am cold, distant, and insecure. (V) On a bad day, I am jealous and controlling. (P) On a bad day, I am possessive, lackadaisical, and clinging. (K)
I know a lot of people, but I have few close friends. (V) I have a few good friendships. I seem to make enemies without meaning to. (P) I have many loyal and close friendships. (K)
I spend the money I have impulsively and easily. (V) I plan how I will spend my money. (P) I spend money reluctantly, and I like to save. (K)
Totals: Place the total number of Vs under vata, the total number of Ps under pitta, and the total number of Ks under kapha in the space provided. _____ Vata _____ Pitta _____ Kapha

Section 2: Vikrti - Indications of Imbalance

Directions: Choose the answer that describes you the most accurately and place a V, P, or K in the box at the left. If none of these descriptions fit, place an NA in the box to the left

Recently, my skin has been very dry, or I have dry patches. (V) Recently, I have had heat rashes and spots. (P) Recently, my skin has been oilier than usual. (K)
Recently, my hair has been dry and brittle, and I have split ends. (V) My hair seems to be thinning and/or graying more rapidly than usual. (P) My hair has been excessively oily lately. (K)
I feel underweight and can't seem to gain weight even though I am trying. (V) I keep gaining and losing the same 10 lb. (P) I'm overweight, and I am having difficulty losing weight. (K)
Lately, I feel cold a lot. (V) These days, I often feel hot and irritated. (P) Lately, I've been feeling cold and dull. (K)
I keep waking up and have difficulty getting back to sleep. (V) I have difficulty getting to sleep, but once asleep, I sleep soundly. (P) I am sleeping excessively (9 to 10 hours a night), and I don't want to get up. (K)
I feel exhausted, restless, and nervous. (V) I feel tense and tired but determined to get the job done. (P) I feel lethargic and low energy, and I have difficulty taking on new tasks. (K)

APPENDIX E Answers to Chapter Review Questions

Chapter 1

1. D
2. C
3. C
4. B
5. D
6. Kur
7. Cold water
8. Kneipp
9. Radon
10. Female

Chapter 2

1. C
2. B
3. C
4. A
5. C
6. False
7. False
8. True
9. False
10. True

Chapter 3

1. D
2. A
3. C
4. B
5. D
6. A
7. B
8. D
9. D
10. A

Chapter 4

1. C
2. D
3. C
4. A
5. D
6. True
7. False
8. False
9. True
10. True

Chapter 5

1. B
2. D
3. A
4. B
5. A
6. True
7. False
8. True
9. True
10. False

Chapter 6

1. D
2. A
3. B
4. D
5. C
6. Temperature
7. Length
8. Larger
9. Reflexive
10. Homeostasis

Chapter 7

1. A
2. A
3. B
4. A
5. C
6. Distillation
7. 1 to 2 years, 6 months
8. Quenching
9. Climate conditions, soil conditions, extraction method, harvesting methods, storage methods, shipping method
10. Headache, nausea, slight sore throat

Chapter 8

1. C
2. B
3. C
4. A
5. D
6. Sunburn, shaved skin, condition where the skin is broken
7. Table
8. Leathery
9. Physician
10. Esthetician

Chapter 9

1. A
2. B
3. A
4. B
5. D
6. C
7. A
8. E
9. B
10. D

Chapter 10

1. C
2. A
3. B
4. D
5. A
6. X
7. A
8. X
9. A
10. A

Chapter 11

1. D
2. D
3. A
4. C
5. D
6. D
7. 20, 30
8. 100, wide
9. White
10. Matured

Chapter 12

1. D
2. B
3. C
4. C
5. B
6. B
7. A
8. C
9. E
10. D

Chapter 13

1. D
2. D
3. C
4. D
5. D
6. High-risk pregnancy, rheumatoid arthritis, high blood pressure
7. Muscle soreness, muscle tension, stress
8. Shoes
9. Skin
10. Skin irritation

Chapter 14

1. D
2. A
3. A
4. C
5. A
6. C
7. Vigorous
8. Heavy, cold, slimy
9. Hot
10. Vata

Chapter 15

1. B
2. C
3. A
4. A
5. C
6. True
7. False
8. True
9. False
10. False

Chapter 16

1. D
2. A
3. C
4. D
5. B
6. B
7. C
8. D
9. E
10. A

Chapter 17

1. C
2. B
3. D
4. A
5. A
6. C
7. D
8. B
9. A
10. D

Glossary

Abhyanga: Massage with oil provided by one, two, or more therapists.

Advertising: Direct payment made to another business or organization in order to gain public notice.

Algae: Algae occur in all marine and terrestrial ecosystems of the world wherever there is water. The terms *algae* and *seaweed* are often used interchangeably, which causes some confusion. Seaweeds are algae that have a particular growth form, but the term *algae* also includes a wide range of other terrestrial and aquatic organisms with different evolutionary histories.

Alginate: A substance found in seaweed that has therapeutic properties for skin and body and is often used as a thickening agent in cosmetic preparations.

Antioxidants: Antioxidants are substances that prevent damage to cells and DNA by free radicals.

Antiseptics: A type of cleaning agent that is generally appropriate for use in a spa setting so long as no blood or body fluid is present.

Arch: The bones in the foot are actually arranged to form three strong arches (medial longitudinal arch, lateral longitudinal arch, and transverse arch) that are commonly referred to as the arch of the foot. The arch provides the foot with the strength to support the body while remaining flexible and mobile.

Aroma mist: A combination of distilled water and essential oils placed in a misting bottle. It is misted over the client at the end of a session to fill the treatment room with a refreshing scent.

Aromatherapy: The use of essential oils for healing.

Aromatherapy inhalation: One drop of an essential oil or 1 drop of a blend of different oils is briefly rubbed together in the hands before the hands are passed over the client's nose in an arc so that the oil can be enjoyed on a deep inward breath.

Astringents: Astringents are skin toner for oily skin. They contain alcohol to dissolve excess oil during facial treatments to ensure the skin is clean before a treatment product is applied to the face.

Atomizer: A device that breaks down a watery product into a fine mist for spraying onto the body.

Auditory cue: A cue, such as the ringing of a chime, used to signal the beginning and ending of the massage session.

Aura mist: An aromatherapy body mist that is used only at the very end of the treatment. It is misted in a high arch over the client from the head to the toes. It should be scented with an aroma that contrasts with the treatment products and fills the treatment room with a refreshing scent.

Ayurveda: The traditional natural medicine system of India dating back more than 5,000 years.

Back bar: Spa products that are usually sold in large-sized bottles versus the same product sold in smaller sizes to the client in the spa gift shop.

Balinese Boreh: The Balinese Boreh is an Indonesian traditional medicine treatment that is used to ward off or to treat a chest cold, cough, influenza, or fever.

Barrier function: The ability of the skin to prevent penetration by microorganisms and chemicals that might otherwise damage tissues or enter the circulation. The skin also reduces water loss.

Basalt: A type of igneous rock formed from the solidification of molten magma. Because magma cools quickly on the earth's surface, it generally has microscopic crystals and a smooth texture. Basalt holds heat better than many other rock types, and ocean or river basalt has a smooth surface, so it is one of the best types of stone for stone massage.

Botanicals: Botanicals are plant extracts used in spa products to achieve a specific therapeutic goal.

Buoyancy: Buoyancy refers to floating in water because of the water is displaced by bodyweight.

Business plan: A written guide to starting and running your business.

Callus: A small area of thickened skin that is caused by continued friction or pressure. The epidermis becomes more active in response to mild, repetitive irritation. This causes a localized increase in the thickened tissue at the surface of the skin.

Characteristic: A distinguishing trait or quality that forms part of an individual's personality.

Claustrophobia: The fear of being enclosed in narrow spaces.

Clay: A variable group of fine-grained natural materials that is usually "plastic" when moist and are mainly mineral in composition.

Cleansers: Cleansers are skin care products used to remove impurities from both the skin's surface and the pores during routine face cleaning or during a facial or spa body treatment.

Code of ethics: A document or creed that states a professional group's ethical principles and the values by which the group abides.

Compress: A wet cloth soaked in warm, hot, cool, or cold water (sometimes with additives dissolved in the water) that is wrung out and applied to the skin.

Cover letter: A letter that introduces you to employers and arouses their interest so that they read your resume and ask to interview you for the job.

Cryogenic product: A product that cools the body area to which it is applied.

Cryotherapy: The therapeutic application of cold temperatures.

Cuticle: A fold of skin that partly covers the border of the nail. In a pedicure (or manicure of the hands), the cuticle is pushed back so the surface of the nail appears cleaner and smoother.

Diaphragmatic breathing: A breathing exercise that promotes deep, relaxed breathing patterns.

Dihydroxyacetone (DHA): The component in auto-tanning products that causes the skin cells to change color and appear tanned.

Direct contact: The transfer of a pathogen from an infected person to an uninfected person through touch, sexual contact such as kissing or intercourse, or expelling body fluid droplets onto a person by sneezing, coughing, or touching mucous membranes and then touching an uninfected person without having washed the hands.

Disinfectants: A type of cleaning product that should not be used on the skin and that is stronger than an antiseptic.

Dissolving exfoliants: Dissolving exfoliants are composed of alpha hydroxy acids (AHAs) and beta hydroxy acids (BHAs). AHAs include glycolic, citric, lactic, and malic acids. The most widely used BHA in cosmetics is salicylic acid or its related substances, sodium salicylate, and willow extract.

Dorsiflexion: Bending the top of the foot (the dorsal surface) toward the shin.

Doshas: One of three subtle energies (vata, pitta, kapha) that hold together two of the five elements.

Dry room: A treatment room in which there is no shower or hydrotherapy equipment. Instead, hot towels are used to remove products from the client's body, or clients take showers in a different area.

Emollient: A substance that softens the skin by slowing the evaporation of water.

Employee: A person who is hired by another person to perform particular duties for a determined fee.

Emulsion: A mixture of two or more liquids in which one is present as microscopic droplets distributed throughout the other.

Enzymatic exfoliation: Exfoliation that relies on biological action rather than physical abrasion. They are applied to the skin and then rinsed off. The enzymes used dissolve keratin in the skin, thereby removing dead cells and supporting the natural process of exfoliation. Papain from papaya is an example of one of these enzymes.

Essential oils: Volatile plant oils extracted from certain aromatic plants that have both physiological and psychological effects on the human body.

Esthetician: This word is a variant of the word *aesthetician*, which is derived from *aesthetic*, a branch of philosophy dealing with the nature of beauty. Estheticians are beauty specialists with around 300 to 750 hours of training. Their scope of practice includes skin care, hair removal, and makeup application.

Exfoliation: A process by which dead skin cells are removed to improve the skin texture and appearance. Other benefits

include increased circulation and lymph flow, increased immunity, and relaxation.

Exfoliation products: Skin care products used to remove trapped debris while sloughing off dead skin cells, smoothing the skin's surface, stimulating circulation in the local region of the skin, and relaxing or invigorating the body.

Fango: The Italian word for mud; the term is used loosely to describe products that include mud, peat, and clay.

Father Sebastian Kneipp: A Bavarian priest who combined herbal treatments with water cures.

Fixed oils: Vegetable oils that are nonvolatile such as sweet almond or sunflower. Essential oils readily dissolve into fixed oils, so fixed oils are often used as a carrier for essential oils.

Flip-over method: A method of positioning the client for product application in which the client flips over after a treatment product has been applied to the posterior of the body.

Fomentek: A type of water bottle that is designed to lie flat on the massage table.

Fragrance: An ingredient in spa products used to enhance the smell of a product. Fragrances added to spa products will be either natural or synthetic (human-made).

Friction treatments: Friction treatments include salt, sugar, dry brushing, wet brushing, or mitt treatments where the mechanical action of the rough-textured product, brush, or mitts against the skin causes local circulation to increase as the friction generates heat in the tissue.

Full immersion bath: A hydrotherapy treatment where the client's body is fully immersed in cold, cool, warm, or hot water for a period of time to stimulate or sedate the body.

Functional group: A reactive oxygen or nitrogen-containing unit of a chemical compound (in an essential oil).

Galvanic current machine: A machine that is used by estheticians in facial treatments. It has two different uses depending on the polarity of the current that is used. When the working electrode is the negative pole, it is used with a desincrustation solution to soften blocked sebum in pores. When it is set on the opposite polarity (positive pole is the working electrode), it is used to soothe the skin and encourage the absorption of a water-soluble treatment product.

Hamam: An Islamic bath characterized by a vaulted ceiling and a raised, heated marble platform called a *hararat*, which is used for massage or exfoliation.

Herbal infusions: Herbs steeped in water to produce an infusion. Sheets, bath towels, or hand towels are soaked in herbal infusions and applied to the body for therapeutic purposes.

High-frequency machine: Machine that generates a rapidly oscillating electrical current that is transmitted through glass electrodes. The current produces heat in the skin, which stimulates circulation. It also produces ozone, which acts as a germicide to kill bacteria.

Homeostasis: The body's ability to maintain a relatively constant internal environment despite changing external conditions.

Hot towel cabinet (cabbi): A piece of spa equipment used to heat up towels for spa treatments.

Hunting reaction: Alternating cycles of vasoconstriction and vasodilatation in response to cold.

Hydrostatic pressure: The amount of pressure exerted by a liquid, in this case, water, when the liquid is at rest. In other words, water has weight.

Hydrotherapy: The use of water in one of its three forms (liquid, solid, or vapor) at specific temperatures for therapeutic purposes.

Hydrotherapy tub: A specialized tub with multiple air and water jets used to deliver professional therapeutic hydrotherapy immersion treatments.

Indirect contact: The transfer of a pathogen from an infected person to an uninfected person via an inanimate object (known as a fomite) such as a countertop, doorknob, toy, or magazine.

Interferons: A protein secreted by some cells that protect them (and other cells) from viral infection.

Javanese Lulur Ritual: A traditional beauty treatment used by Javanese princesses as they prepare for their weddings.

Kapha: A dosha that is a combination of earth and water.

The Kur system: A German medical system that includes spa treatments as part of a wider system for health and wellness. Kur treatments are medically prescribed and paid for by the national health care system.

Lamina groove: Located between the spinous and transverse processes of the thoracic and lumbar vertebrae, the lamina groove is a vertical depression filled with the fibers of the transversospinalis (multifidi, rotators, semispinalis) and erector spinae (spinalis, longissimus, iliocostalis) muscles.

Learned-odor response: A response that occurs when an odor is paired with a person, place, or thing, and a memory link is formed.

Lice: Parasitic animals that can be spread via direct and indirect contact that suck the blood of their hosts and cause itching.

Limbic system: The oldest part of the brain where olfactory signals activate smell-related responses.

Luxury spa: A spa with exceptional accommodations, a full range of treatments, the latest advances in spa technology, a full array of wet room equipment, and well-trained staff.

Marketing: All of the activities you undertake to obtain new clients and keep current clients.

Massage enhancers: Additional session elements or small complementary treatments that increase the client's enjoyment of the session.

Mechanical effects: The effects on the body of water that is pressurized in sprays, whirlpools, or through jets.

Mechanical exfoliation: A physical process in which the body is rubbed with an abrasive product or with a coarse handheld item such as a loofah.

Minerals: Naturally occurring substances that play a crucial role in the body's metabolic processes. They are required by the body to function properly.

Mission statement: A statement of the purpose that guides the activity of a company, organization, or individual.

Mites: Parasitic animals, similar to lice, that can be spread via direct and indirect contact that suck the blood of their hosts and cause itching.

Moisturizers: Skin care products formulated to soften the epidermis and increase the skin's hydration (water content) by reducing evaporation.

Moor mud: A low-moor peat from the Neydharting Moor in Austria that is well known for its anti-inflammatory effects. It is regularly mined and shipped to the United States for spa treatments.

Mucilage: A gelatinous substance found in plants and animals that is extracted for cosmetic purposes from plants such as seaweeds. It is composed of protein and polysaccharides and is used to give cosmetics a creamy substance and to moisturize and protect the skin.

Mud: Soft, wet earth that is mainly mineral in composition (derived from rock) with some percentage of organic matter (matter derived from plant breakdown).

Nail technician: A practitioner who is certified or licensed to provide care of the nails or to apply, repair, or decorate gel nails or acrylic nails.

Olfactory response: Olfaction is the sense of smell. An olfactory response includes the mental, emotional, or spiritual changes that may be elicited by an aroma.

Operations manual: A policy and procedure guide for the spa staff. It lists important information such as contact phone numbers, dress code, and opening and closing procedures.

Oxidation: A reaction that occurs when the chemicals in essential oils interact with the oxygen that is present in the air. This results in degradation of the oil.

Parafango: A product composed of paraffin and mud. It is mainly used to apply heat to body parts.

Paraffin: Paraffin is a waxy substance obtained from the distillates of wood, coal, petroleum, or shale oil. It is used to coat the skin and trap heat and moisture at the skin's surface.

Paraffin warmer: Paraffin warmers (sometimes called "dips") hold paraffin wax that is used to cover the hands and feet of the client.

Pathogen: A producer of disease.

Peat: Partially carbonized organic tissue formed by decomposition in water of various plants but mainly mosses of the genus *Sphagnum*.

Pedicure: A treatment in which the foot is soaked, calluses are reduced, the nails are trimmed and filed, the cuticles are

pushed back and trimmed, and the nails are buffed or polish is applied to the nails. Nail care is provided only by certified nail technicians or cosmetologists (depending on the laws of the particular state).

Pin and stretch techniques: Techniques in which the muscle is first shortened and then “pinned” at its origin, insertion, or muscle belly before being lengthened. The effect of this technique is to reset proprioception and lengthen chronically shortened muscles.

Pitta: A dosha that is a combination of fire and water.

Plantar flexion: Bending the bottom of the foot (plantar surface) downward (as in pointing the toes).

Polysaccharides: A class of long-chain sugars composed of monosaccharides that are often used in skin care as antioxidants and water-binding agents.

Poultice: Usually a cloth filled with heated herbs, clay, or a medicated product spread on a cloth and applied to wounds or an injury.

Power differential (power advantage): The authority a massage therapist is granted by a client based on the client’s perception of the massage therapist as a knowledgeable and skilled health care provider.

Prakriti: The constitution or inherent characteristics of a person, including his or her physical type, mental type, and emotional type.

Price point: The price the public will pay for a retail item. The business must choose how much of a markup it will add to retail items. This markup becomes the price point.

Promotion: Activities that increase your visibility in the marketplace and attract the attention of potential clients.

Proprioception: Proprioception is the kinesthetic sense in which sensory receptors receive information about rate of movement, contraction, tension, position, and stretch of tissue. This information is processed in the central nervous system, which sends motor impulses back to muscle, causing it to contract, relax, restore, or change position.

Publicity: Media exposure that usually arises from a special event held at your business.

Pursed-lip breathing: A breathing technique that promotes deep, relaxed breathing patterns.

Quenching: Process that occurs when the action of one compound in an essential oil is suppressed by another compound, thereby making the oil safer for use.

Radon: A naturally occurring atmospheric gas that is radioactive and is released as uranium in rock and soil breaks down. It is used in trace amounts in Europe for the treatment of arthritis and asthma.

Reflexology: A holistic therapy that is based on the belief that specific points on the hands, ears, and feet correspond to specific areas of the body, including the organs and glands.

Resume: A written summary of your background, experience, education, training, and skills used by employers to

determine if you have the experience necessary to fill an open position.

Retail sales: The spa or clinic may choose to buy spa-related items or skin care products at wholesale prices from distributors. It then marks up these items (average is 40% to 50%) and sells them to the public. This provides the spa or clinic with an additional income stream.

Routines: Routines are a series of strokes that are planned in advance, delivered to body areas in a preset order, and practiced until they flow smoothly together.

Sanitation protocol: The spa or clinic’s procedure for keeping the facility clean and disinfected during operation.

Sauna: A room, constructed of cedarwood, where hot air (60° to 210° F) is combined with low humidity to stimulate metabolism, increase core body temperature, and facilitate detoxification.

Scope of practice: A term used by regulating boards of health care professions to describe the techniques, activities, and methods that are permitted to a therapist under the law.

Scotch hose: A hydrotherapy application in which a strong stream of water is directed at the client to increase circulation, stimulate function, tone muscles, decrease pain, and decrease congestion in a particular body area.

Seaweed: Multicellular, marine-based algae that fall into one of three main groups: green algae (*Chlorophycota* spp.), brown algae (*Phaeophycota* spp.), and red algae (*Rhodophyta* spp.).

Sequencing: Sequencing refers both to the sequence of strokes (the order in which strokes are applied to a given body area) and to the overall sequence of the massage (the order in which body areas are massaged).

Shirodhara: The application of a thin stream of oil to the forehead to reduce vata disorders and bring calm to the mind and body.

Side-lying position: A client positioning method where the client is positioned on a treatment table on his or her side so that product can be applied to both the anterior and posterior areas of the body without changing positions.

Signature spa treatment: A special treatment that is only offered by one spa. It is designed to highlight the spa’s unique features and particular strengths.

Silicone: One of the elements present in seaweed that binds water to the skin and gives a silky feel when added to cosmetics.

Sit-up method: A client positioning method where the client sits up on the treatment table so that product can be applied to his or her back.

Skills: A learned ability to do something competently; a developed aptitude.

Spa: A commercial establishment that provides health and wellness treatments.

Spa menu: A document that lists the spa’s contact details, hours of operation, location, and services.

Spa philosophy: The beliefs, ideals, and attitudes held by the spa in relationship to health, wellness, and beauty.

Spa program: A collection of bodywork services that reflect a spa's philosophy and are offered to the spa's clientele.

Spa therapy: A general term for a wide range of spa treatment methods or techniques used by various professionals in different settings to support health and wellness.

Spa treatment: A general term for a treatment that uses water, specialized products, and various techniques to bring about relaxation, address a specific pathology, or support overall health and wellness.

Sphagnum: A type of mosses that grows only in wet acid areas where their remains are compacted over time (sometimes with other plants) to form peat.

Steam bath: A hot air bath used to facilitate perspiration that helps the body naturally detoxify.

Steam room: A steam room is an enclosure that can be filled with steam from a steam generator so that people can bath in the vapor to induce sweating or to aid respiratory conditions.

Sterilization: The elimination of all microorganisms on and in an object through heat, chemical substances, or irradiation.

Stratum corneum: The outermost layer of the epidermis of the skin that provides the skin with its barrier function.

Sulfur: A chemical element that is an important constituent of many proteins and is often found in thermal pools and in some therapeutic muds. Sulfur is believed to reduce oxidative stress on the body and is used to treat arthritis, sore muscles, skin diseases, and other conditions.

Swiss shower: A specialized shower stall that has pipes in all four corners with 8 to 16 water heads coming off each pipe.

Synergy: When the whole is greater than the sum of its parts, and those parts are mutually enhancing.

Taila: Medicated massage oil that is made by cooking herbs into a fatty base such as sesame or coconut oil.

Talents: The natural endowments of a person such as a special (athletic, creative, mental, or artistic) aptitude.

Target market: The specific group of customers that a business aims to attract.

Terme: Thermal bath. From the Greek *therme* meaning heat and *thermai* meaning of or related to hot springs.

Textural elements: The word *texture* describes the varied sensations the therapist creates during the treatment by paying attention to what the client sees, hears, smells, tastes, and feels.

Thalassotherapy: The use of marine environments and sea products, including seawater, sea mud, seaweed, and seafood, for healing and wellness.

Thermal mud: Mud that comes from the areas around hot springs. It can be applied at the site while still hot from the spring water, or it can be extracted and heated for later application elsewhere.

Thermotherapy: The therapeutic application of heat

Toners: Skin care product used to complete the cleansing process and help to restore the skin's acid mantle.

Treatment concept: An abstract idea that helps both to organize the different parts of a treatment and to send a specific message to the client.

Treatment products: Products such as seaweed or mud that are used during a spa treatment to elicit a particular therapeutic benefit.

Ubtan: An herbal paste used to support detoxification and smooth the skin. It is applied externally to the body.

Ultraviolet A (UVA) rays: Sometimes referred to as "aging rays," these rays from the sun penetrate deeper into the skin than ultraviolet B rays and cause photosensitivity reactions.

Ultraviolet B (UVB) rays: Also known as "burning rays," these rays from the sun are the primary rays associated with skin damage and cancer from the sun.

Universal precautions: A protocol used in health care settings that reduces the risk that health care workers will be exposed to bloodborne diseases transmitted through broken skin, mucous membranes, or contact with blood and body fluid.

Values: The relative worth or importance we place on something.

Vasoconstriction: When the lumen of a blood vessel is contracted, reducing the diameter of vessel and decreasing blood flow to a region of the body.

Vasodilatation: When the lumen of a blood vessel is relaxed, increasing the diameter of the vessel and increasing the blood flow to a region of the body.

Vata: A *dosha* that is a combination of space and air.

Vector transmission: The transmission of a pathogen via vectors (insects or animals capable of transmitting diseases, including mosquitoes, flies, fleas, ticks, mites, rats, dogs, and cats).

Vehicle transmission: The transmission of a pathogen by a "vehicle" such as air, food, and liquid.

Vichy shower: A specialized shower with a horizontal rod with holes or water heads that rain water from above a wet table down onto clients.

Vikrti: An individual's diet, environment, work stress, mental or emotional trauma, relationships, or physical injury may cause their prakriti (dosha constitution) to become unbalanced. The unbalanced state is referred to as a vikrti state.

Vincent Priessnitz: An Austrian farmer who became famous for the cold water cure, which consisted of drinking large amounts of cold water, and applications of cold water by packing, immersions, and douches.

Volatility: The rate at which a compound turns from a liquid to a gas at room temperature (i.e., when it evaporates).

Wet room: A treatment room that contains specialized hydrotherapy equipment such as showers that remove spa products from clients' bodies, hydrotherapy tubs, and Scotch hoses.

References

Chapter 1 Spa from Past to Present

1. Aaland M. Finnish Sauna: History of the Nordic Bath. <http://www.cyberbohemia.com>. Accessed April 20, 2004.
2. Aaland M. *Sweat: The Illustrated History and Description of the Finnish Sauna, Russian Bania, Islamic Hammam, Japanese Musubi-Buro, Mexican Temescal, and American Indian and Eskimo Sweat Lodge*. Santa Barbara, CA: CAPRA Press; 1978.
3. Buchman DD. *The Complete Book of Water Healing*. New York, NY: McGraw-Hill; 2002.
4. Kneipp S. *My Water-Cure*. 3rd ed. Kempten, Bavaria: Jos. Koesel Publishers; 1894.
5. Mitsunobu F, et al. Elevation of antioxidant enzymes in the clinical effects of radon and thermal therapy for bronchial asthma. *J Radiat Res*. 2003;44(2):95-99.
6. Marshalik BE, Fen'ko AN. The use of air-radon baths for rehabilitating the immune system of patients with bronchial asthma [in Russian]. *Vopr Kurortol Fizioter Lech Fiz Kult*. 1991;6:6-10.
7. Yamaoka K, et al. Basic study on radon effects and thermal effects on humans in radon therapy. *Physiol Chem Phys Med NMR*. 2001;33(2):133-138.
8. Yamoka K, et al. Effects of radon inhalation on biological function—lipid peroxide level, superoxide dismutase activity, and membrane fluidity. *Arch Biochem Biophys*. 1993;302(1):37-41.
9. Emsley J. *Nature's Building Blocks: An A-Z Guide to the Elements*. Oxford, United Kingdom: Oxford University Press; 2001.
10. Hyde F. *The German Way*. New York, NY: McGraw Hill; 1996.
11. Great American Quacks. The Museum of Questionable Medical Devices. <http://www.mtn.org/quack/amquack/kellogg.html>. Accessed February 25, 2005.
12. Elizabeth Arden. <http://www.enterprisingwomanexhibit.org/beauty/adreu.html>. Accessed February 25, 2005.
13. Miller ET. *Salon Ovarions' Day Spa Techniques*. Albany, NY: Milady Publishing; 1996.
14. Noelle Spa. <http://www.noelle.com>. Accessed February 25, 2005.
15. The International Spa Association. U.S. Spa Industry Fast Facts 2010. <http://www.experienceispa.com/media/facts-stats/>. Accessed October 1, 2012.
16. Peeke PM. The Birth of Integrative Medicine. <http://www.experienceispa.com/confreses/articles/birth.html>. Accessed March 2, 2005.
17. Peeke PM. The American Spa: A Renaissance of Ancient Wisdom and Modern Medicine. <http://www.experienceispa.com/articles/renaissance.html>. Accessed March 2, 2005.
18. Americans and Stress. <http://www.stress.org>. Accessed February 25, 2005.
19. The New Age Health Spa. <http://www.newagehealthspa.com>. Accessed May 14, 2004.
20. The Watermark Hotel and Spa. <http://www.watermarkhotel.com>. Accessed February 25, 2005.
21. Wylie J. Today's Spas Are More Than an Amenity at Hotels and Resorts. <http://www.e-hospitality.com>. Accessed February 25, 2005.
22. Medical Spas. <http://www.spafinder.com/spas/medical/procedures.is>. Accessed February 25, 2005.
23. Juva Medi Spa. <http://www.juvaskin.com>. Accessed March 1, 2005.
24. Maharishi Vedic Health Center. <http://www.landcasterhealth.com>. Accessed March 1, 2005.
25. The Canyon Ranch Health Resort. <http://www.canyonranch.com/tucson/index.asp>. Accessed March 2, 2005.
26. Embodywork Spa. <http://www.embody.com>. Accessed February 16, 2005.
27. The Ojo Caliente Hot Spring Spa. <http://www.ojocalientespa.com>. Accessed February 16, 2005.

28. Brown MT. Spa and Medicine: Mindful of the Past, Movement of the Future. <http://www.spamangement.com/les%20cadres/medi/introduction.html>. Accessed April 22, 2005.
29. Key Findings of the 2003 ISPA Spa Goer Survey. <http://www.discoverspas.com>. Accessed October 11, 2004.
30. The International Spa Association. Spa Industry Stats, U.S. Fast Facts. <http://www.experienceispa.com/media/facts-stats>. Accessed October 1, 2012.
31. Monteson P, Singer J. What today's spa client seeks. *ISHC Lodging Hospitality*. 1998.
32. The Body Shop Spa. <http://www.bodyshopspa.com>. Accessed May 14, 2004.
33. The Olympus Spa. <http://www.olympusspa.com>. Accessed May 14, 2004.
34. The Nickel Spa. <http://www.nickelformen.com>. Accessed February 25, 2005.
35. The Pointe Hilton Resort. <http://www.pointehilton.com>. Accessed May 14, 2004.
36. *Pulse Magazine* (January/February 2002). <http://www.experienceISPA.com>. Accessed April 22, 2005.

Chapter 2 Spa Equipment and Products

1. Michalun N, Michalun MV. *Milady's Skin Care and Cosmetic Ingredients Dictionary*. 2nd ed. Albany, NY: Milady Publishing; 2001.
2. Begoun P. Myth Busters. <http://www.cosmeticcop.com>. Accessed July 2, 2012.
3. Tan E. Light and Color Therapy—Psychological, Biological and Spiritual Effects. <http://www.mindreality.com/light-and-color-therapy-psychological-biological>. Accessed September 14, 2006.
4. Color Psychology. <http://library.thinkquest.org/27066/psychology/nlcolorpsych.html>. Accessed September 14, 2006.
5. Johnson D. Psychology of Color: Do Colors Affect Mood? <http://www.infoplease.com/spot/colors1.html>. Accessed September 6, 2006.
6. Color Psychology. <http://www.wikipedia.org/wiki/color-psychology>. Accessed September 8, 2006.
7. Knight WE, Rickard NS. Relaxing music prevents stress-induced increases in subjective anxiety, systolic blood pressure, and heart rate in healthy males and females. *J Music Ther*. 2001;38(4):254-272.
8. Zakharova NN, Avdeev VM. Functional changes in the central nervous system during music perception (study of positive emotions) [in Russian]. *Zh Vyssh Nerv Deiat Im I P Pavlova*. 1982;32(5):915-924. <http://www.pubmed.com>. Accessed September 11, 2006.
9. Krout RE. The effects of single-session music therapy interventions on the observed and self-reported levels of pain control, physical comfort, and relaxation of hospice patients. *Am J Hosp Palliat Care*. 2001;18(6):383-390.
10. Thorgaard B, et al. Specially selected music in the cardiac laboratory—an important tool for improvement of the wellbeing of patients. *Eur J Cardiovasc Nurs*. 2004;3(1):21-26.
11. Uhlig T, Kallus KW. The brain: a psychoneuroimmunological approach. *Curr Opin Anesthesiol*. 2005;18(2):147-150.
12. Julkunen J, Ahlström R. Hostility, anger, and sense of coherence as predictors of health-related quality of life. *J Psychosom Res*. 2006; 61(1):33-39.
13. Parasuraman R. Effects of fragrances on behavior, mood and physiology. Paper presented at: American Association for the Advancement of Science 1991 Annual Meeting; Washington, DC.
14. Fox K. The smell report. The Social Issues Research Center. http://www.sirc.org/publik/smell_contents.html. Accessed March 2005.

Chapter 3

Client and Therapist Safety

1. Todar K. *Online Textbook of Bacteriology for Streptococcus pyogenes*. <http://textbookofbacteriology.net/streptococcus.html>. Accessed September 23, 2006.
2. Centers for Disease Control and Prevention. Guidelines for Hand Hygiene in Health-Care Settings. Recommendations of the Health-care Infection Control Practices Advisory Committee and the HICPAC/SHEA/APIC/IDSA Hand Hygiene Task force. <http://www.cdc.gov>. Accessed September 23, 2006.
3. Journal of the American Medical Association. HIV Infection: The Basics. <http://jama.ama-assn.org/cgi/content/full/296/7/892>. Accessed September 23, 2006.
4. National Institute of Diabetes and Digestive and Kidney Diseases. Viral hepatitis: A through E and beyond. <http://digestive.niddk.nih.gov/ddiseases/pubs/viralhepatitis>. Accessed September 23, 2006.
5. Warner R. *A Massage Therapist's Guide to Pathology*. 3rd ed. Baltimore, MD: Lippincott Williams & Wilkins; 2005.
6. Loftsson T, et al. Effect of various marine lipids on transdermal drug delivery—in vitro evaluation. *Boll Chim Farm*. 1997;136(10):640–645.
7. Shao Jun J, Young Koo K, Seung Hun L. The ultrastructural changes of stratum corneum lipids after application of oleic acid in propylene glycol. *Ann Dermatol*. 1998;10(3):153–158.
8. Kaplun-Frischoff Y, Touitou E. Testosterone skin permeation enhancement by menthol through formation of eutectic with drug and interaction with skin lipids. *J Pharm Sci*. 1997;86(12):1394–1399.
9. Kunta JR, et al. Effect of menthol and related terpenes on the percutaneous absorption of propranolol across excised hairless mouse skin. *J Pharm Sci*. 1997;86(12):1369–1373.
10. Dreher F, Maibach H. Protective effects of topical antioxidants in humans [abstract]. *Medline Abstracts*; 2001. <http://www.medscape.com>. Accessed July 9, 2004.
11. Aioli A, et al. Effects of vitamin E and squalene on skin irritation of a transdermal enhancer, lauroyl sarcosine. *Int J Pharmacol*. 1993;93:1–6.
12. American Diabetes Association. All about diabetes. <http://www.diabetes.org/about-diabetes.jsp>. Accessed December 29, 2007.
13. Wible, JM. *Pharmacology for Massage Therapy*. Baltimore, MD: Lippincott Williams & Wilkins; 2005.

Chapter 4

Your Spa Massage

1. Mirroring, pacing, lock on and leading, part II. *NLP Weekly On-Line Magazine*. <http://www.nlpweekly.com/?p=923&page=1>. Accessed March 13, 2007.
2. Girodo M, Ekstrand KA, Metivier, GJ. Deep diaphragmatic breathing: rehabilitation exercises for the asthmatic patient. *Arch Phys Med Rehabil*. 1992;73(8):717–720.
3. Lee JS, et al. Effects of diaphragmatic breathing on ambulatory blood pressure and heart rate. *Biomed Pharmacother*. 2003;57(suppl 1):87s–91s.
4. Eifert GH, Heffner M. The effects of acceptance versus control contexts on avoidance of panic-related symptoms. *J Behav Ther Exp Psychiatry*. 2003;34(3–4):293–312.
5. Mehling WE, et al. Randomized, controlled trial of breath therapy for patients with chronic low-back pain. *Altern Ther Health Med*. 2005;11(4):44–52.

Chapter 6

Water Therapies

1. *Stedman's Medical Dictionary for the Health Professions and Nursing*. 5th ed. Baltimore, MD: Lippincott Williams & Wilkins; 2005.

2. Lund JW. *Balneological Use of Thermal Waters in the USA*. Klamath Falls, OR: Geo Heat Center; 2000.
3. Aaland M. *Sweat: The Illustrated History and Description of the Finnish Sauna, Russian Bania, Islamic Hammam, Japanese Musi-Buro, Mexican Temescal, and American Indian and Eskimo Sweat Lodge*. Santa Barbara, CA: CAPRA Press; 1978.
4. Buchman DD. *The Complete Book of Water Healing*. New York, NY: McGraw-Hill; 2002.
5. Kneipp S. *My Water-Cure*. 3rd ed. Kempten, Bavaria: Jos. Koesel Publishers; 1984.
6. Sinclair M. *Modern Hydrotherapy for the Massage Therapist*. Baltimore, MD: Lippincott Williams & Wilkins; 2008.
7. Lowry C, Lightman S, Nutt D. That warm fuzzy feeling: brain serotonergic neurons and the regulation of emotion. *J Psychopharmacol*. 2008;23(4):392–400.
8. Mechem C. Frostbite. <http://www.emedicine.com/med/topic2815.htm>. Accessed January 2007.
9. Small MF. Hit the beach: why humans love water. *LiveScience*. <http://www.livescience.com/7342-hit-beach-humans-love-water.html>. Accessed February 9, 2009.
10. Fahey T, Romero J. Thermal modalities. <http://www.sportsmedicine.org/encyc/drafts/thermal-modalities.doc>. Accessed February 2009.
11. Ma'or Z, Yehuda S, Voss W. Skin smoothing effects of Dead Sea minerals: comparative profilometric evaluation of skin surface. *Int J Cosmet Sci*. 1997;19:105–110.
12. Proksch E, et al. Bathing in a magnesium-rich Dead Sea salt solution improves skin barrier function, enhances skin hydration, and reduces inflammation in atopic dry skin. *Int J Dermatol*. 2005;44(2):151–157.
13. Elkayam O, et al. Immediate and delayed effects of treatment at the Dead Sea in patients with psoriatic arthritis. *Rheumatol Int*. 2000;19(3):77–82.
14. Sukenik S, et al. Balneotherapy at the Dead Sea area for knee osteoarthritis. *Isr Med Assoc J*. 1999;1(2):83–85.
15. Sukenik S, et al. Balneotherapy for rheumatoid arthritis at the Dead Sea. *Isr J Med Sci*. 1995;31(4):210–214.
16. Buskila D, et al. Balneotherapy for fibromyalgia at the Dead Sea. *Rheumatol Int*. 2001;20(3):105–108.
17. Masuda A, Munemoto T, Tei C. A new treatment: thermal therapy for chronic fatigue syndrome [in Japanese]. *Nihon Rinsho*. 2007;65(6):1093–1098.
18. Fransen M, et al. Physical activity for osteoarthritis management: a randomized controlled clinical trial evaluating hydrotherapy or Tai Chi classes. *Arthritis Rheum*. 2007;57(3):407–414.

Chapter 7

Introduction to Aromatherapy for Spa

1. National Association of Holistic Aromatherapy. <http://www.naha.org>. Accessed August 8, 2004.
2. Schnaubelt K. *Advanced Aromatherapy: The Science of Essential Oil Therapy*. Rochester, VT: Healing Arts Press; 1997.
3. Irvine SA. *Perfume: The Creation and Allure and Classic Fragrances*. New York, NY: Crescent Books; 1997.
4. Okabe H, et al. Effect of limonene and related compounds on the percutaneous absorption of indomethacin. *Drug Des Deliv*. 1989;4(4):313–321.
5. Ceschel GC, et al. In vitro permeation through porcine buccal mucosa of *Salvia desoleana* Atzei and Picci essential oil from topical formulation. *Int J Pharm*. 2000;195(1–2):171–177.
6. Price S, Price L. *Aromatherapy for Health Professionals*. 2nd ed. London, United Kingdom: Churchill Livingstone; 1999.
7. Battaglia S. *The Complete Guide to Aromatherapy*. Virginia, Australia: The Perfect Potion, Ltd.; 1997.
8. Valnet J. *The Practice of Aromatherapy*. Saffron Walden, United Kingdom: C.W. Daniel; 1982.

9. Gattefossé RM. *Gattefossé's Aromatherapy*. Tisserand RB, trans. Saffron Walden, United Kingdom: C.W. Daniel; 1993.
10. Achterrath-Tuckerman U, et al. Pharmacological investigations with compounds of chamomile. V. Investigations on the spasmolytic effect of compounds of chamomile and Kamillosan on the isolated guinea pig ileum [in German]. *Planta Med*. 1980;39:38–50.
11. Roullet G. *Les Huiles Essentielles Pour Votre Santé*. St-Jean-de-Braye, France: Dangles; 1990.
12. Eremenko AE, et al. Volatile fractions of essential oil-based phytoncides as a component of therapeutic-rehabilitative complexes in chronic bronchitis [in Russian]. *Ter Arkh*. 1987;59(3):126–130.
13. Boyd EM, Sheppard EP. The effect of steam inhalation of volatile oils on the output and composition of respiratory tract fluid. *J Pharmacol Exp Ther*. 1968;163(1):250–256.
14. Hiramoto RN, et al. Conditioning fever: a host defense reflex response. *Life Sci*. 1991;49:93–99.
15. Miles C, Jenkins R. Recency and suffix effects with serial recall of odours. *Memory*. 2000;8(3):195–205.
16. Macht DI, Ting GC. Experimental enquiry into the sedative properties of some aromatic drugs and fumes. *J Pharmacol Exp Ther*. 1921;18:361–372.
17. Schnaubelt K. *Medical Aromatherapy: Healing with Essential Oils*. Berkley, CA: Frog Ltd.; 1999.
18. Redd WH, et al. Fragrance administration to reduce anxiety during MR imaging. *J Magn Reson Imaging*. 1994;4(4):623–626.
19. Sense of Smell Institute. Living well with the sense of smell. <http://www.senseofsmell.org>. Accessed April 10, 2004.
20. Nasel C, et al. Functional imagining of effects of fragrances on the human brain after prolonged inhalation. *Chem Senses*. 1994;19(4):359–364.
21. Barker S, et al. Improved performance on clerical tasks associated with administration of peppermint odor. *Percept Mot Skills*. 2003; 97(3, pt 1):1007–1010.
22. Fox K. The smell report. The Social Issues Research Centre. http://www.sirc.org/publik/smell_contents.html. Accessed April 10, 2004.
23. Frawley D, Ranade S, Lele A. *Ayurveda and Marma Therapy: Energy Points in Yogic Healing*. Twin Lakes, WI: Lotus Press; 2003.

Chapter 8

Exfoliation Treatments

1. Ma'or Z, Yehuda S, Voss W. Skin smoothing effects of Dead Sea minerals: comparative profilometric evaluation of skin surface. *Int J Cosmet Sci*. 1997;19:105–110.
2. The Crushed Pearl and Lavender Polish. Four Seasons Hotel and Spa. <http://www.fourseasons.com>. Accessed May 25, 2005.
3. The Alpine Berry Body Polish. Ritz-Carlton Hotel and Spa. <http://www.ritzcarlton.com>. Accessed May 25, 2005.
4. The Sugar Sand Polish and Magnolia Massage. Beau Rivage Spa. <http://www.beaurivage.com>. Accessed May 25, 2005.
5. The Avocado and Black Sand Body Polish. Samasati Spa. <http://www.samasati.com>. Accessed May 25, 2005.
6. Ullrich SE, Kripke ML, Ananthaswamy HN. Mechanisms underlying UV-induced immune suppression: implications for sunscreen design. *Exp Dermatol*. 2002;11(suppl 1):13–16.
7. Wang SQ, et al. Ultraviolet A and melanoma: a review. *J Am Acad Dermatol*. 2001;44(5):837–846.
8. Krutmann J. Ultraviolet A radiation-induced biological effects in human skin: relevance for photoaging and photodermatitis. *J Dermatol Sci*. 2000;23(suppl 1):S22–S26.
9. Kunin A. Sunless tanners. *Derma Doctor*. <http://www.dermadoctor.com/pages/newsletter239.asp?WID=57BA13B88D0-C4E8-4E24>. Accessed April 10, 2004.
10. Kellogg JH. *Rational Hydrotherapy*. 2nd ed. Philadelphia, PA: F.A. Davis; 1903.

Chapter 9

Body Wraps

1. Conney AH, et al. Inhibitory effects of tea and caffeine on UV-induced carcinogenesis: relationship to enhanced apoptosis and decreased tissue fat. *Eur J Cancer Prev*. 2002;11(suppl 2):S28–S36.
2. Syed TA, et al. Management of psoriasis with aloe vera extract in a hydrophilic cream: A placebo-controlled, double-blind study. *Trop Med Int Health*. 1996;1(4):505–509.
3. Draclos ZD. Topical vitamins for the skin. http://www.olay.com/dematology/arch_topical_vitamins.htm. Accessed May 29, 2005.
4. Raschke T, et al. Topical activity of ascorbic acid: from in vitro optimization to in vivo efficiency. *Skin Pharmacol Physiol*. 2004;17(4): 200–206.
5. Double Eagle Resort and Spa. <http://www.doubleeagleresort.com>. Accessed August 29, 2004.
6. Sonnenalp Resort of Vail. <http://www.sonnenalp.com/activities/spa/treatments.html>. Accessed August 29, 2004.
7. St. Andrews Bay Chateau Elan Spa. <http://www.standrewsbay.com/Spa/treatments.htm>. Accessed August 29, 2004.
8. Grand Geneva Resort and Spa. http://www.grandgeneva.com/recreation/spa/spa_treatments.asp. Accessed August 29, 2004.
9. Lake House Spa. Lake Austin Resort. <http://www.lakeaustin.com/lakehousespa.php>. Accessed August 29, 2004.
10. Lake Tahoe Resort, Spa and Casino. http://www.laketahoe.hyatt.com/property/sportsrelax/spa/body_treatment.jhtml. Accessed August 29, 2004.

Chapter 10

Spa Foot Treatments

1. The general causes of foot pain. University of Maryland Medical Center. <http://www.umm.edu>. Accessed October 10, 2005.
2. Heart JA. Foot pain and shoe size. <http://www.nlm.nih.gov>. Accessed May 30, 2005.
3. Getting nailed, An ABC News 20/20 Presentation. <http://www.spatrade.com>. Accessed September 29, 2004.
4. Ingham ED. *Stories the Feet Can Tell thru Reflexology/Stories the Feet Have Told thru Reflexology*. Revised by Byers DC. St. Petersburg, FL: Ingham Publications; 1992.
5. International Institute of Reflexology. <http://www.reflexology-usa.net>. Accessed October 5, 2004.

Chapter 11

Fangotherapy

1. Lund JW. *Balneological Use of Thermal Waters in the USA*. Klamath Falls, OR: Geo Heat Center; 2000.
2. Bergel RR. The biology and physics of peloids. *Dermascope*. 2000.
3. Lund JW. Geothermal spas in the Czech Republic and Slovakia. *GHC Bulletin*. 2000; 35–37.
4. Ekmekcioglu C, et al. Effect of sulfur baths on antioxidative defense systems, peroxide concentrations and lipid levels in patients with degenerative osteoarthritis [in German]. *Forsch Komplementarmed Klass Naturbeilkd*. 2002;11:216–220.
5. Elkayam O, et al. Immediate and delayed effects of treatment at the Dead Sea in patients with psoriatic arthritis. *Rheumatol Int*. 2000;19(3):77–82.
6. Sukenik S, et al. Mud pack therapy in rheumatoid arthritis. *Clin Rheumatol*. 1992;11(2):243–247.
7. Carpio-Obeso MP, Shorr M, Valdez-Salas B. Desert ecosystems: similarities, characteristics, and health benefits. *Rev Environ Health*. 1999;14(4):257–267.

8. Kimmerer RW. *Gathering Moss: A Natural and Cultural History of Mosses*. Corvallis, OR: Oregon State University Press; 2003.
9. Beer AM, Lukanov J, Sagorchev P. A new view on quality controlled application of peat in medical treatment. *Peatlands International*. 2003;1:25–28.
10. Comacchi C, Hercogova J. A single mud treatment induces normalization of stratum corneum hydration, transepidermal water loss, skin surface pH and sebum content in patients with seborrhoeic dermatitis. *J Eur Acad Dermatol Venereol*. 2004;18(3):372–374.
11. Carabelli A, et al. Effect of thermal mud baths on normal, dry and seborrhoeic skin [in Italian]. *Clin Ter*. 1998;149(4):271–275. <http://www.pubmed.com>. Accessed May 2005
12. Pizzoferrato A, et al. Beta-endorphin and stress hormones in patients affected by osteoarthritis undergoing thermal mud therapy [in Italian]. *Minerva Med*. 2000;91(10):239–245.
13. Grigor'eva VD, Orus-ool VK, Fedorova NE. Low-temperature peloids in rehabilitating osteoarthritis patients [in Russian]. *Vopr Kurortol Fizioter Lech Fiz Kult*. 2001;(5):8–11.
14. Bellometti S, et al. Both serum receptors of tumor necrosis factor are influenced by mudpack treatment in osteoarthrotic patients. *Int J Tissue React*. 2002;24(2):57–64.
15. Bellometti S, et al. Mud bath therapy influences nitric oxide, myeloperoxidase and glutathione peroxidase serum levels in arthritic patients. *Int J Clin Pharmacol Res*. 2000;20(3–4):69–80.
16. Beer AM, et al. The effect of peat components on endocrine and immunological parameters and on trace elements—results of two pilot studies. *Clin Lab*. 2001;47(3–4):161–167.
17. Poensin D, et al. Effects of mud pack treatment on skin microcirculation. *Joint Bone Spine*. 2003;70(5):367–370.
18. Werner R. *A Massage Therapist's Guide to Pathology*. 2nd ed. Baltimore, MD: Lippincott Williams & Wilkins; 2002.
19. Ramirez D, et al. Inhibitory effects of Spirulina in zymosan-induced arthritis in mice. *Mediators Inflamm*. 2002;11(2):75–79.
20. Kaji T, et al. Repair of wounded monolayers of cultured bovine aortic endothelial cells is inhibited by calcium spirulan, a novel sulfated polysaccharide isolated from Spirulina platensis. *Life Sci*. 2002;70(16):1841–1848.
21. Hirahashi T, et al. Activation of the human innate immune system by Spirulina: augmentation of interferon production and NK cytotoxicity by oral administration of hot water extract of Spirulina platensis. *Int Immunopharmacol*. 2002;2(4):423–434.
22. Parikh P, Mani U, Iyer U. Role of Spirulina in the control of glycemia and lipidemia in type 2 diabetes mellitus. *J Med Food*. 2001;4(4):193–199.
23. Paredes-Carbajal MC, et al. Effects of dietary Spirulina maxima on endothelium dependent vasomotor responses of rat aortic rings. *Life Sci*. 1997;61(15):211–219.
24. Iwata K, Inayama T, Kato T. Effects of Spirulina platensis on plasma lipoprotein lipase activity in fructose-induced hyperlipidemic rats. *J Nutr Sci Vitaminol (Tokyo)*. 1990;36:165–171.
25. Kuznetsova TA, et al. Immunostimulating and anticoagulating activity of fucoidan from brown algae *Fucus evanescens* of Okhotskoe sea [in Russian]. *Antibiot Khimioter*. 2003;48(4):11–13.
26. Limová M. Evaluation of two calcium alginate dressings in the management of venous ulcers. *Ostomy Wound Manage*. 2003;49(9):26–33.
27. Elliott WJ, Prisant LM. Drug delivery systems for antihypertensive agents. *Blood Press Monit*. 1997;2(1):53–60.
28. Tajima S, et al. Alginate oligosaccharides modulate cell morphology, cell proliferation and collagen expression in human skin fibroblasts in vitro. *Arch Dermatol Res*. 1999;291(7–8):432–436.
29. Zhu W, et al. Isolation and characterization of a sulfated polysaccharide from the brown alga *Sargassum patens* and determination of its anti-herpes activity. *Biochem Cell Biol*. 2003;81(1):25–33.
30. Mohapatra BR, Bapuji M, Sree A. Antifungal efficacy of bacteria isolated from marine sedentary organisms. *Folia Microbiol*. 2002;47(1):51–55.
31. Wong CK, Ooi VE, Ang PO. Protective effects of seaweeds against liver injury caused by carbon tetrachloride in rats. *Chemosphere*. 2000;41(1–2):173–176.
32. Yan X, Nagata T, Fan X. Antioxidative activities in some common seaweeds. *Plant Foods Hum Nutr*. 1998;52(3):253–262.
33. Economic Appraisal of Seaweed. <http://www.w-isles.gov.uk/minch/seaweed/seaweed-04.htm>. Accessed November 15, 2003.
34. Michalun N, Michalun MV. *Milady's Skin Care and Cosmetic Ingredients Dictionary*. 2nd ed. Albany, NY: Milady Publishing; 2001.
35. Kubo I, et al. Antibacterial activity of crinitol and its potentiation. *J Nat Prod*. 1992;55(6):780–785.
36. Fujimura T, et al. Treatment of human skin with an extract of *Fucus vesiculosus* changes its thickness and mechanical properties. *J Cosmet Sci*. 2002;53(1):1–9.
37. Fujimura T, et al. Effects of natural product extracts on contraction and mechanical properties of fibroblast populated collagen gel. *Biol Pharm Bull*. 2000;23(3):291–297.
38. Mearns-Spragg A, et al. Cross-species induction and enhancement of antimicrobial activity produced by epibiotic bacterial from marine algae and invertebrates, after exposure to terrestrial bacteria. *Lett Appl Microbiol*. 1998;27(3):142–146.
39. Kuznetsova TA, et al. Immunostimulating and anticoagulating activity of fucoidan from brown algae [in Russian]. *Antibiot Khimioter*. 2003;48(4):11–13.
40. Berteau O, et al. Characterization of a new alpha-L-fucosidase isolated from the marine mollusk *Pecten maximus* that catalyzes the hydrolysis of alpha-L-fucose from algal fucoidan (*Ascophyllum nodosum*). *Glycobiology*. 2002;12(4):273–282.
41. Fodil-Bourahla I, et al. Effect of L-fucose and fucose-rich oligo- and polysaccharides (FROP-s) on skin aging: penetration, skin tissue production and fibrillogenesis. *Biomed Pharmacother*. 2003;57(5–6):209–215.
42. Peterszegi G, et al. Studies on skin aging. Preparation and properties of fucose-rich oligo- and polysaccharides. Effect on fibroblast proliferation and survival. *Biomed Pharmacother*. 2003;57(5–6):187–194.

Chapter 12

Thalassotherapy

1. Burtin P. Nutritional value of seaweeds. *Elec J Environ Agric Food Chem*. 2003;2(4):6.
2. Ivanova V, et al. Isolation of a polysaccharide with antiviral effects from *Ulva lactuca*. *Prep Biochem*. 1994;24(2):83–97.
3. Awad NE. Biologically active steroid from the green alga *Ulva lactuca*. *Phytother Res*. 2000;14(8):641–643.
4. Dweck AC. Herbal Medicine for the Skin. Their chemistry and effects on skin and mucous membrane. <http://www.dweckdata.com>. Accessed November 14, 2003.
5. Dasgupta T, et al. Chemomodulation of carcinogen metabolizing enzymes, antioxidant profiles and skin and for stomach papillomagenesis by *Spirulina platensis*. *Mol Cell Biochem*. 2001;226(1–2):27–38.
6. Blinkova LP, Gorobets OB, Baturo AP. Biological activity of Spirulina [in Russian]. *Zh Mikrobiol Epidemiol Immunobiol*. 2001;2:114–118.
7. Rodríguez-Hernández A, et al. Spirulina maxima prevents fatty liver formation in CD-1 male and female mice with experimental diabetes. *Life Sci*. 2001;69(9):1029–1237.
8. Gorban' EM, et al. Clinical and experimental study of spirulina efficacy in chronic diffuse liver diseases [in Ukrainian]. *Lik Sprava*. 2000;(6):89–93.
9. Chamorro G, et al. Update on the pharmacology of Spirulina (*Arthrospira*), an unconventional food [in Spanish]. *Arch Latinoam Nutr*. 2002;52(3):232–240.
10. Hernández-Corona A, et al. Antiviral activity of Spirulina maxima against herpes simplex virus type 2. *Antiviral Res*. 2002;56(3):279–285.
11. Ramirez D, Ledón N, González R. Role of histamine in the inhibitory effects of phycocyanin in experimental models of allergic inflammatory response. *Mediators Inflamm*. 2002;11(2):81–85.

36. IMPAG. Active algae ingredients: out of the biosphere reserve into cosmetics. *IMPAG News*. <http://www.impag.de>. Accessed November 15, 2003.
37. Miller ET. *SalonOvations' Day Spa Techniques*. Albany, NY: Milady Publishing; 1996.
38. Matsui MS, et al. Sulfated polysaccharides from red microalgae have anti-inflammatory properties in vitro and in vivo. *Appl Biochem Biotechnol*. 2003;104(1):13–22.
39. Hsieh CC, Trichopoulos D. Breast size, handedness and breast cancer risk. *Eur J Cancer*. 1991;27(2):131–135.
40. Singer RS, Grismaier S. *Dressed to Kill: The Link Between Breast Cancer and Bras*. New York, NY: Avery Publishing Group; 1995.
41. Curties D. *Breast Massage*. New Brunswick, Canada: Curies-Overzet Publications; 1999.
4. Frawley D, Ranade S, Lele A. *Ayurveda and Marma Therapy*. Twin Lakes, WI: Lotus Press; 2003.
5. Johari H. *Ancient Indian Massage: Traditional Massage Techniques Based on the Ayurveda*. New Delhi, India: Munshiram Manoharlal Publishers Pvt. Ltd.; 2003.
6. Morrison J. *The Book of Ayurveda*. New York, NY: Fireside Books; 1995.

Chapter 14

Culturally Based Spa Treatments

1. Wujastyk D. *The Roots of Ayurveda: Selections from Sanskrit Medical Writings*. London, United Kingdom: Penguin Books; 2003.
2. Warrier G, Gunawant D. *The Complete Illustrated Guide to Ayurveda: The Ancient Indian Healing Tradition*. Dorset, United Kingdom: Element Books; 1997.
3. Frawley D, Ranade S. *Ayurveda, Nature's Medicine*. Twin Lakes, WI: Lotus Press; 2001.

Chapter 16

Treatment Design and Your Signature Spa Treatment

1. Mii amo, a Destination Spa at Enchantment Resort. <http://www.miiamo.com>. Accessed February 10, 2004.
2. Warne S. *Gabon, São Tomé and Príncipe. The Bradt Travel Guides*. Buckinghamshire, United Kingdom: Bradt Publications; 2003.
3. Ackerman D. *A Natural History of the Senses*. New York, NY: Vintage Books; 1995.
4. Pert C. *Molecules of Emotion: The Science Behind Mind-Body Medicine*. New York, NY: Touchstone Books; 1999.
5. Nichols B. *Down the Garden Path*. Cambridge, United Kingdom: Timber Press; 2005.
6. Michalun N, Michalun MV. *Skin Care and Cosmetic Ingredients Dictionary*. 2nd ed. Albany, NY: Milady Publishing; 2001.
7. The Golden Door Spa. <http://www.thegoldendoor.com>. Accessed February 10, 2004.

Index

NOTE: Page numbers followed by f indicate figures, t indicates tables.

A

Abano, Italy, 5
Abhyanga, 265, 286–292
 overview, 290–291
 traditional Indian massage strokes, 286–287, 286f, 288–290f
Absolute contraindication, 50
Accident report, 49
Achilles stroke, 202
Adobe purification ritual (Fango), 398
Adrenal gland, 205f, 207
Advanced understanding, 50
Advertising, 353, 377
Alcohol, use by therapist, 48–49
Algae, 232–234, 234t
Alginates, 232, 235
Allergies, 60
 wraps, 175
Aloe vera cocoon, 184
Amenity spas, 7
Anterior leg draping, 97
Anterior pelvic drape, 97
Antioxidants, 13, 24
Antiseptics, 32, 43–44
Arch, 194, 197
Arden, Elizabeth, 5
Arm shelf, 15, 16f
Aroma mist, 68, 81, 81f, 82t, 132f, 151
Aromatherapy, 129–153
 baths, 134f, 150
 body shampoo and polish, 133f
 body wrap, 133f
 consultation, 133f
 inhalation, 68, 78, 78f, 82t, 132f
 massage, 133f, 149–150
 methods, 148–149
 nebulizing diffusers, 28f, 149, 149f
 standard concentrations in, 146f
 wraps, 150–151
Aromatherapy cocoon, 184
Aromatic exfoliations, 149
Aromatic sauna, 134f
Aromatic steam, 134f
Astringents, 13, 23
Athlete muscle aid (cocoon), 393
Auditory care, 68
Auditory cue, 78
Aura mists, 151, 155
Autotanning, 344t
Ayurveda, 2, 7, 265, 344–344t
 assessment in the spa, 277, 278–280f
 core concepts, 266–273
 essential oils in, 280–281
 five elements (panchamahabhutas), 267t
 spa treatments inspired by, 266–312, 266f, 267t
 treatment considerations, 273, 276

B

Back bar, 334
Bacteria, 38

Bad Hofgastein Spa, Austria, 4, 4f
Balance sheet, 379
Balinese Boreh, 265, 310
 treatment overview, 310
Balms or butters, 24
Basalt, 247, 250
Bathroom, 29
Battaglia, Italy, 5
Blankets, 17. *See also* specific type
Bleach solutions, 44
Blended career, 359–360
Body (loofah) scrub, 167, 168f
 overview, 167
Body polish treatments, 341, 386
Body scrub treatments, 341
Body stone balance (hot stone massage), 405
Body-warming equipment, 18–19
Body wrap, 173–193, 344t
 aromatherapy, 133f
 hot sheet wraps and cocoons, 175t, 390–391
 materials, 14f, 18, 176
 plastic and Mylar, 18
 problems, 175
 sample treatments, 174t
 treatments, 341–342, 342f
 wet sheets and, 126
Bolsters, 15, 16f
 cover, 17
Bone adjustment, 36
Botanicals, 13, 25
Bounce–bounce–traction, 202–203
Breast drape, 97
Breathwork, 74–78
Brush application, 101
Buff and bronze, 167–171, 170f, 389
 contraindications, 169, 389
 overview, 169
Buoyancy, 110, 112
Burnout, 361
Business location, 370–371
 home-based, 371
 shared space, 371
Business management, 382–384
Business name, 370
Business plan, 353
 private practice, 369–385
Business policies and procedures, 383–384
Business sites, 410
Business structure, 371

C

Café cocoon (hot sheet wrap), 391
Callus, 194, 196
Camekan, 3, 111
Career plan, 354–363
 client types, 358t
 employment options, 358–360
 self-assessment, 354, 355–357
 specialization, 358
 written, 361–363, 362f

Carrier product, 143
 volume to essential oil concentration, 145t
Cash flow statement, 379
Caution, conditions requiring, 56–61
Cellulite, 238
Cempaka or champaca (*Magnolia champaca*), 297
Chapter review answers, 420
Characteristic, 334, 336
Chart notes, 73
Chemical peels, 158
Cider or juice hot wrap, 176
Circular finger friction, 202
Circular palms, around ankle, 202
Circular thumbs
 bottom of foot, 202
 top of foot, 202
Claustrophobia, 173, 175
Clay, 215, 216–218, 216f
 creative mix-ups, 219t
 overview, 218t
Cleaning products, 43
Cleansers, 13, 23
Clear the zones, 204f, 206
Client education, 376
Client expectations, during interview, 71–72
Client interview
 determine treatment goals, 72
 informed consent, 70–71f
 plan the massage, 72
 policies and procedures, 71
Client loyalty, 377–378
Client management, 325–326
Client positioning, when applying products, 100–101, 100f
Client referral programs, 376, 376f
Client safety, 48–49
Client screening, 49–50
Clock, 19
Closing the massage, 73–74
Cloves (*Syzygium aromaticum*), 297
Coconut (*Cocos nucifera*), 297–298
Cocoon, 175t, 181–190
 athlete muscle aid, 393
 contraindications, 182
 desert nectar honey glaze, 392
 massage table setup for, 185f
 overview, 182
 procedure, 186–189, 187–188f
 types, 182–186, 183f
Code of ethics, 32, 33, 34t
Coffee wrap, 176
Color, in spa environment, 25–26, 26–27f
Common areas, 48
Complementary benefits, 335
Compress, 110, 120–121, 120f, 121f
Conduction, 113
Considerations, spa-specific, 56
Contact, quality of touch, 92
Continuing education, 358

- Contraindications, 50–55, 51–55t
 body or loofah scrub, 167
 buff and bronze, 169, 389
 client interview, 70
 cocoon, 182
 critical thinking and, 61–62
 dry skin brushing, 160
 fango treatments, 220, 398
 foot treatments, 195
 full-body polish, 165, 386
 hot sheet wraps, 178, 390–391
 hydrotherapy, 118, 119–120t
 reflexology, 195
 salt or sugar glow, 162, 387, 388
 stone massage, 249, 405
 thalassotherapy, 235–236, 402
- Convection, 113
- Core body temperature, in hot sheet wrap, 179–180
- Coriander (*Coriandrum sativum*), 298
- Corporations, 371
- Counseling, 36
- Cover letter, 353, 364, 366f
- Creams, 24
- Cryogenic cocoon, 184
- Cryogenic products, 173, 184
- Cryotherapy, 110
- Culturally based spa treatments, 265–315, 342–343, 343f
- Cuticle, 194
- D**
- Day Spa Association, 8
- Day spas, 8, 8f
- De Caprio, Noelle, 5
- Dead sea delight (Fango), 399
- Dead sea mud, 216f
- Décor, 25–26
- Depth, 92–93
- Dermabrasion, 158
- Desert nectar honey glaze (cocoon), 392
- Destination spas, 6, 6f
- Diabetes, 60–61
- Diagnosis, 36
- Diaphragmatic breathing, 68, 74–75, 75–76f, 94
- Diffuse oils, 132f
- Dihydroxyacetone (DHA), 155, 168
- Direct contact, 32, 40
- Diseases, 37–38
 prevention of transmission, 40–42
 transmission of, 39–40
- Disinfectants, 32, 44–45
- Dissolving exfoliants, 155–156
- Documentation, 62–65, 63–65f
- Dorsiflexion, 194, 202
- Dosha questionnaire, 278–280, 416–419
- Doshas, 265
- Draping, 97–100, 98–99f
- Drugs, use by therapist, 48–49
- Dry room, 13, 96
 equipment, 14, 14f
 moving from plastic to preset massage sheet, 105, 106f
 removal techniques, 103–104f, 103–105
- Dry skin brushing, 156–160
 contraindications, 160
 enhanced procedure, 158–159
 overview, 160
 techniques, 157–158, 158f, 161f
- E**
- Electric table warmers, 18
- Electric (thermal) booties and mitts, 14f, 19
- Emergency numbers, 48
- Emollient, 24, 173
- Emollient cocoon, 181
- Employee, 353, 358, 363
- Employment packages, 367–368, 368t
- Emulsion, 215
- Enhancing treatments, 324
- Enzymatic exfoliation, 155–156
- Enzyme exfoliation, 158
- Espa (fountain), 3
- Essential oils, 129–137, 130f, 132–134f
 approach to blending, 146–147
 in ayurvedic treatments, 280–281
 basic scents, 144–145t
 to be avoided or used with caution, 136t
 blending, 143–148
 botanical names and, 407–408
 chemistry, 137f
 concentrations, 145, 145t
 in hydrotherapy, 116
 methods of extraction, 135t
 pathways in and out of body, 137
 physiological effects, 137–138, 137f, 142–143
 for reflex points, 210f
 safety considerations, 134–136, 136f
 spot application, 134f
 for stages of inflammation, 229–230t
 starter oils and easy blend recipes, 150t
 for stone massage, 249
 storage, 135f
 sunburn relief, 134f
 synergy, 145–146
 therapeutic actions and properties, 139–141t
 top, middle, and base note blending, 146, 147t
- Esthetician, 2, 32, 36–37
- Ethics, 33–37
- European spas
 modern, 4–5, 4f
 18th and 19th centuries, 3–4, 4f
- Exfoliation, 2–3, 96, 155–156
 feet, 197–198
 full-body, 344t
 overexfoliation, 156–157
 scope of practice, 156
 skin conditions, 156
 treatments, 341, 341f
 types of treatments, 156, 157t
- Exfoliation products, 13, 23–24
- F**
- Face cradle, cover, 17
- Face massage, 345t
- Face massage routine, 86–91f
- Face treatment, mindful mud cranium care, 397
- Facial, 243–244f, 345t
- Facial exfoliation, 158
- Families, spas for, 10
- Fango, 215, 216
 adobe purification ritual, 398
 back treatment procedure, 222–225, 223–224f
 benefits for the skin, 220
 broken or inflamed skin, 220–221
 contraindications, 220
 dead sea delight, 399
 full-body cocoon, 221–222
 mixing and storing products, 221
 Moor back treatment, 400
 musculoskeletal injury and disorder, 228–230, 229f
 preventing dry out, 221
 scalp and neck treatment, 225–228, 226f
 sulfur mud pack, 401
 temperature, 221
 treatment overview, 221–222, 225
- Fango cocoon (mud, clay, or peat), 185–186
- Fangotherapy, 215–231, 218t, 344t
 types of products, 217–218
 in the U. S., 217
- Fee collection, after massage, 72
- Finances, 379–382
 personal, 382
 record keeping, 379–381, 380–381f
 statements, 379
- Fire plan, 48
- Fitness, 345t
- Fitzgerald, William, 203
- Fixed oils, 129, 143
- Flip-over method, 96, 101
- Flow and continuity, 93
- Folded hands glide, 202
- Fomentek water bottle, 14f, 19, 173, 180
- Foot assessment, 196–197
- Foot baths, 123, 123f
- Foot loose athlete reprieve, 394
- Foot massage, 199–203, 200–201f
- Foot soak
 additives to, 199t
 essential oils, 132f
- Foot soaking tubs, 20
- Foot treatments, 194–214, 342, 342f, 344t
 contraindications, 195
 elements of, 196t
 exfoliation, 197–198
 foot loose athlete reprieve, 394
 garden walk, 396
 overview, 212
 peppermint beach feet tingle, 395
 sample procedure, 211–213, 213f
 soaking and cleansing, 197, 198f
- Forms, ready-to-copy, 411–415f
- Foundation skills, 96–109
- Fragrance, 13, 25
- Frangipani (*Plumeria* spp.), 298
- French thalassotherapy, 402
- Friction treatments, 110, 120, 126, 126f
- Full-body baths, 123–124
- Full-body polish, 165–167, 166f, 386
 contraindications, 165
 ocean pearl, 386
 overview, 165
- Full immersion bath, 110, 124, 124f
- Functional group, 129
- Fungi, 38, 39f
- G**
- Galvanic current machine, 232, 243
- Galzignano, Italy, 5
- Garden walk, 396
- Gauze or fabric application, 101

Ginger (*Zingiber officinale*), 298
 Gloved hand application, 101
 Gloves, 44f, 47
 Gluteal drape, 97
 Guided meditation, aromas, 134f

H

Hair removal, 345t
 Hair services, 345t
 Hamam (bath), 2, 3, 111
 Hand and foot treatment, during relaxation
 massage, 80–81, 80f
 Hand application, 101
 Hand treatments, 344t
 Hand washing, 42–44f
 Handheld shower and wet table, 20, 21f, 105
 Hararat, 3, 111
 Healing crisis, wraps, 175
 Health care massage, *versus* wellness massage, 69
 Health care referral programs, 376
 Health information form, 411–412f
 Heat lamp, 18
 free-standing, 14f
 Heavy wool blanket, 18
 Hepatitis A virus (HAV), 47
 Hepatitis B virus (HBV), 47
 Hepatitis C, 47
 Herbal body wrap, combinations, 177t
 Herbal diet right wrap (hot sheet wrap), 390
 Herbs
 in hydrotherapy, 115–116
 steamy towels, 80, 80f
 High-frequency machine, 232, 243
 HIV/AIDS, 46–47
 Holistic blend, essential oils, 147–148
 Home-based business, 371
 Homeostasis, 110, 113
 Hot sheet wraps, 175t, 176–181, 390–391
 contraindications, 178, 390–391
 overview, 178–179
 procedure, 177–179, 178–179f
 types, 176–177
 Hot Springs spas, 8, 9f
 Hot stone heaters, 17
 Hot towel cabinet (cabbi), 13, 14f, 17
 Housekeeping activities, 46
 Humectants, 24
 Hunting reaction, 110, 114
 Hydrocollator, 17
 Hydrostatic pressure, 110
 water exertion of, 112
 Hydrotherapy, 2–3, 110, 344t
 applications, 117–126
 benefits and effects, 113–117
 cautions and contraindications, 118, 119–120t
 cleanliness and sanitation guidelines, 117
 contrasting temperatures, 117
 degrees of hot and cold, 116t
 effect of applications, 113–114
 effects from dissolved substances, 115
 general uses, 110
 introduction, 111–113
 local applications, 121
 in a massage and spa practice, 113
 mechanical effects, 115
 natural temperatures, 117
 packs and compresses, 120–121, 120f, 121f
 physiological effects, 114–115

psychological effects, 115
 reflexive effects, 115
 safety, 117–118
 specific temperatures, 116
 therapeutic baths, 121–123, 122t
 Hydrotherapy tub, 13, 20
 Hygiene, 37–48
 Hypertension, 56–57

I

Incident report, 50
 Independent contractor, 359, 371
 Indian head massage, 281–286, 282–284
 overview, 281
 Indirect contact, 32, 40
 Indonesian cinnamon (*Cinnamomum burmannii*),
 298
 Indonesian-inspired exfoliation and body wrap
 treatments, 308–309, 309f
 Indonesian-inspired massage, 299–308, 301–308f
 treatment overview, 299–300
 Indonesian-inspired spa treatments, 297–314, 345t
 Indonesian spa products, 297–298
 Infectious diseases, 38
 Informed consent form, 70–71f
 Ingham, Eunice, 203
 Inhalation
 aromatherapy, 68, 149
 essential oils, 137
 Insurance, 383
 Integumentary conditions, 57
 Interferons, 173
 International Spa Association (ISPA), 6
 10 elements image, 10–11, 11f
 Interviewing, 364, 367
 questions, 367

J

Jasmine (*Jasminum sambac*), 298
 Javanese Lulur Ritual, 265, 310–313, 312–313f
 overview, 310

K

Karna purana, 293f
 Kaolin clay, 216f
 Kapha, 265, 268, 268f, 287, 291
 profile, 271–272, 272t
 Kellogg, John Harvey, 5
 Kese, 111
 Kneipp, Father Sebastian, 4, 110–112
 Kur system, 2, 5

L

Laced fingers hold, 202
 Lamina groove, 247
 Laser skin treatments, 158
 Learned-odor response, 129, 142
 Le Mont-Dore, Auvergne, France, 5
 Lice, 32, 39, 39f
 Licenses and permits, 382–383
 Life mission, 336–337
 Lighting, in spa environment, 27
 Limbic system, 129, 142, 142f
 Limited liability company (LLC), 371
 Linens, 17
 proper care, 45
 soiled, 47–48
 storage, 17

Local contraindication, 50
 Loofah. *See* Body (loofah) scrub
 Lotions, 24
 Lubricant, 92
 Lung press, 202
 Luxury spa, 2, 6

M

Makeup application, 345t
 Manicures, 344t
 Marine mud, 216f
 Marketing, 353, 358, 373–378f, 373–379
 competition, 375–376, 375f
 promotion, 376
 special offers, 377
 your plan, 378–379
 Marma points, 272–273, 274–276t, 277f
 Massage, 344t. *See also* specific type of massage
 aromatherapy, 133f, 149–150
 Massage blends, for aromatherapy, 82t
 Massage enhancers, 68, 78–82, 79t
Massage for Orthopedic Conditions
 (Hendrickson), 228
 Massage stool, 15, 16f
 Massage tables, 15–17, 15f
 accessories, 15, 16f
 covers, 15
 padding, 15
 setup for cocoon, 185f
 Mechanical effects, 110, 115
 Mechanical exfoliation, 155–156
 Medical spas, 7–8, 7f, 8f
 Men, spas for, 9
 Mentors, 361
 Menu of services, 334–352
 Mermaid shimmer (salt glow and seaweed
 treatment), 404
 Metatarsal pull, 202
 Metatarsal stone roll, 202
 Microdermabrasion, 158
 Microwavable packs, 19
 Milk, in hydrotherapy, 116
 Milk and honey hot sheet wrap, 176
 Mind and spirit therapies, 345t
 Mindful mud cranium care (scalp and face
 treatment), 397
 Minerals, 232
 in hydrotherapy, 116
 Mission statement, 334, 336–339
 Mist application, 101
 Mites, 32, 39, 40f
 Mobile spas, 8
 Modesty, wraps, 175
 Moisturizers, 13, 24
 Montegrotto, Italy, 5
 Moor back treatment (Fango), 400
 Moor mud, 215
 Mucilage, 232, 235
 Mud, 215, 216, 216f, 219–220
 Music system, 19
 what the client hears, 28
My Water-Cure (Kneipp), 4, 112

N

Nail services, 345t
 Nail technician, 194–195
 National Association of Holistic Aromatherapy
 (NAHA), 130

Natural and traditional medicine, 345t
 Natural elements cocoon, 186
 Natural ingredients, 25
 Nebulizing diffuser, 28f, 149, 149f
 Nutmeg (*Myristica fragrans*), 298
 Nutrition, 345t

O

Occlusives, 24
 Ocean pearl polish, 386
 Olfactory response, 129, 137
 Opening the massage, 73–74
 Overexfoliation, 156–157
 Oxidation, 129, 134

P

Pacing and leading, 92
 Parafango cocoon, 184
 Paraffin, 68, 110, 121
 Paraffin cocoon, 184
 Paraffin dip, 81, 81f
 Paraffin warmer, 13, 14f, 18
 Parasitic animals, 39
 Parking area, 48
 Partial bath, 124–125
 Partnership, 371
 Pathogen, 32, 38
 Peat, 215, 216, 216f, 220
 Pedicure, 194–195, 344t
 classic, 196
 Peppermint beach feet tingle, 395
 Perfume blend, essential oils, 147
 pH, 24
 graph, 59f
 Phenols (cresols), 44
 Physician's release, 50
 Physiological blend, essential oils, 146
 Pin and stretch techniques, 247
 Pitta, 265, 268, 268f, 287
 profile, 270–271, 270t
 Pituitary press, 205f, 206
 Plantar flexion, 194, 202
 Plaster, 121
 Policies and procedures, in client interview, 70
 Polysaccharides, 232, 235
 Posterior leg draping, 97
 Poulitice, 173
 Power differential (power advantage), 32, 35
 Prakriti, 265
 Prana, 273
 Prescribing, 36
 Prescription medications, use by therapist,
 48–49
 Press release, 377, 378f
 Pricing services
 market-based, 372–373
 payment processing, 373
 tips, 373
 Priessnitz, Vincent, 4, 110–111
 Private practice, business plan, 369–385
 Product inventory, 335
 Product planning, 325
 Product warmer, 14f, 18
 Professional networks, 361
 Profit and loss (income) statement, 379
 Promotion, 353, 358
 Proprioception, 247

Protozoa, 39
 Psychological blend, essential oils, 146
 Publicity, 353
 Pursed-lip breathing, 68, 74, 77f

Q

Quaternary ammonium compounds (quats), 44
 Quenching, 129, 131

R

Radon, 2, 4
 Reflexology, 194–196, 203–211
 certification, 195, 214
 designing a routine, 207–211
 horizontal lines on bottom of feet, 209f
 overview of reflex points, 207–208f
 possible reactions, 195
 resources, 410
 stress reduction routine, 204–205f, 204–207
 techniques, 203–207
 treatment products, 208–211, 210t, 211f
 Resort spas, 6–7, 6f
 Resources, 409–410
 Resting and holding strokes, 74, 74f
 Resume, 353, 363–364, 365f
 Retail opportunities, 335
 Retail product sales, 72, 326, 372
 Rhythm, 93
 Room changing (cleaning), 73
 Rosemary oil, steamy towels, 80, 80f
 Routines, 68, 84–85
 face massage, 86–92f

S

Safety
 client, 48–49
 essential oils, 134–136, 136f
 hydrotherapy, 117–118
 spa equipment, 48
 supplies for, 19
 therapist, 49–50
 Salt or sugar glow, 160–165, 163f, 387, 388
 contraindications, 162, 387
 mermaid shimmer, 404
 mix-ups, 164t
 overview, 161
 solar stone glow, 406
 Sandalwood (*Santalum album*), 298
 Sandwich slide, 199
 Sanitation, 37–48
 cocoon, 189
 dry skin brushing, 158, 160
 fango treatments, 224, 229
 foot treatments, 197, 199, 209, 211
 guidelines for hydrotherapy equipment, 117
 herbs, coffee, clay, or mud wraps, 176
 hot sheet wraps, 179
 Indian head massage, 286
 Japanese Lulur Ritual, 313
 loofahs, 167
 reflexology, 209
 seaweed cocoon, 241
 shirodhara, 297
 stone massage, 251, 262
 tension wraps, 191
 thermal space blanket, 181
 ubtan, 294
Sanus per aquam (SPA), 3
 Sauna, 13, 23, 23f, 110, 124, 124f
 aromatic, 134f
 Scalp massage, 345t
 Scalp treatment, mindful mud cranium care,
 397
 Scope of practice, 32, 35
 restrictions to, 36
 Scotch hose, 21f, 110, 125–126f
 Sea sculpt (seaweed), 403
 Seaweed, 232–233
 benefits for skin, 235
 breast treatment, 241–242
 comparison, 236f
 French thalassotherapy, 402
 in hydrotherapy, 116
 mermaid shimmer, 404
 mix-ups, 237t
 mud, clay, or peat hot wraps, 176–177
 odor, 237
 sea sculpt, 403
 sensitive skin and, 236
 slimming cocoon procedure, 238–239
 therapeutic benefits of, 233–234
 Seaweed cocoon, 185
 Seaweed (*Eucheuma cottonii*), 298
 Sedona clay, 216f
 Self-care, prepare yourself before massage, 72
 Self-employment, 359
 Sensitive skin, wraps, 175
 Sequencing, 68, 82–84, 85t
 Session booking, after massage, 73
 Setup and cleanup, spa treatments, 335
 Sexual abuse, 35
 Sexual impropriety, 33–35
 Sexual innuendo, 33
 Sheets, 17
 Shirodhara, 265, 295–297, 296f
 overview, 295
 treatment considerations, 298–299
 Showers, 20–21, 21f, 105–106, 107f
 sanitation, 107
 therapeutic, 105–107, 125
 Side extenders, 15, 16f
 Side-lying drape, 97–100
 Side-lying position, 96, 101
 Signature spa treatment, 317–332
 Silicone, 232, 235
 Simple hair drape, 97
 Sit-up feature, 15
 Sit-up method, 96, 101
 Skills, 334, 337
 Skin brushing, 341, 341f
 Skin care, 36–37, 409
 Skin conditions, 57–60, 58t, 59f
 Skin peels, 158
 Slimming seaweed cocoon procedure, 238–241,
 240f
 Smell-scapes, 132f, 143, 147
 Soaking tub, 20
 Soda cooler, 17
 Solar glow (buff and bronze treatment), 389
 Solar plexus hold, 202, 204, 205f, 207
 Solar stone glow (stone massage and salt glow),
 406
 Sole proprietorship, 371
Solus per aqua (SPA), 3

- Spa, 2
 into the future, 10
 Spa associations, 410
 Spa categories, 6–9
 Spa client, 9–10
 what he/she feels, 29
 what he/she hears, 28
 what he/she smells, 28–29, 28f
 what he/she tastes, 29
 Spa clothing, 19
 Spa consultant, 359
 Spa department manager, 359
 Spa director, 359
 Spa educator, 359
 Spa employers, 363
 meeting expectations, 368–369
 Spa environment, 25–30, 358t
 accessibility and functionality, 29–30
 career planning and, 354, 358
 safe, 48–50
 sanitation and hygiene, 37–48
 sanitation of facility, equipment and supplies, 43–46, 46t
 Spa equipment, 14
 exploration, 25
 hydrotherapy, 117–118
 important terms, 24–25
 purchasing and maintaining, 23
 safety of, 48
 supplies and, 409
 Spa massage, 72–73
 after, 73–74
 book next session, 73
 change room, 73
 chart notes, 73
 collect fee, 73
 goodbye language, 73
 sale of retail products, 73
 self-care, 73
 transition out of massage, 73
 bolster, 72
 check in with client, 72
 follow treatment plan, 72–73
 olympics, 94
 open, 72
 subtle factors, 85–93
 Swedish techniques, 82–85, 83–84t
 Spa massage appointment, 69
 greeting, 69
 interview, 69–70
 tour, 69
 transition to massage, 72
 Spa menu, 334, 348–351, 349–350f
 Spa packages, 343
 Spa philosophy, 334, 336–340
 Spa products, 23–25, 409
 proper handling, 45
 Spa profession, 353–385
 Spa program, 317, 319, 334, 340–348, 340f
 balance, 343
 extra large model, 347t
 individual treatments, 346–347
 large model, 346t
 medium model, 346t
 overview of services, 344–345t
 review of others, 343–344
 small model, 346t
 Spa therapy, 2
 Spa treatments, 2, 5
 benefits and drawbacks, 335–336
 culturally based, 265–315
 Indonesian-inspired, 297–314
 signature, 317–332
 writing detailed guides, 348
Sparsa (to bubble up), 3
 Specialized products, 409
Sphagnum, 215, 220
 Spinal twist, 202
 Spinal walk, 204f, 206
 Spirit blend, essential oils, 146
Spirulina, 234
 Spot application, essential oils, 134f
 Spot treatments, 344t
 Steam bath, 110, 123–124
 Steam cabinet, 22–23, 22f
 Steam canopy, 23, 23f
 Steam room, 13, 22
 Steam shower, 22–23, 22f
 Steamy aromatic towels, 79–80, 80f
 Step stool, 15–16, 16f
 Sterilization, 32
 Stone massage, 247–264, 344t
 basic full-body procedure, 260–263f, 260–263
 basic strokes, 253–256f, 253–255
 body stone balance, 405
 contraindications, 249
 core techniques, 251–252, 252f
 draping and insulation, 249
 equipment and setup, 250, 250f
 equipment organization, 251
 essential oils, 249
 heating units, 250–251
 solar stone glow, 406
 strokes for specific areas, 255–259, 256–258f
 suggested timing options, 261t
 therapist safety, 249
 Stone scrape, 202
 Storage area, 19
Stories the Feet Can Tell Thru Reflexology (Ingham), 203
 Stroke length, 93
 Strong aromas, 335–336
 Study party, 94
 Sugar shaker application, 101–102
 Sulfur, 215
 Sulfur mud pack (Fango), 401
 Sunburn relief, essential oils, 134f
 Supplies for cleanliness and safety, 19
 Support lotion, 151
 Swedish techniques, 82–94, 83–84t
 Swiss shower, 13, 20, 21f, 106–107, 107f
 Synergy, 129, 145–146
- T**
 Table pads, 18–19
 Taila, 265, 273
 Talents, 334, 337
 Target market, 353, 374
 Taxes, 381–382
 Teens, spa programs for, 10
 Tension wraps, 189–191
 techniques, 189–191, 190–191f
 Terme, 2, 5
 Termes de Spa, Belgium, 3, 4f
 Textural elements, 317, 320–324, 322–323t
- Thalassotherapy, 232–246, 344t
 contraindications, 235–236, 402
 general treatment considerations, 235–238
 history, 233
 seaweed treatment, 402
 Therapeutic baths, 121–123, 122t
 Therapeutic goal, 319
 Therapeutic shower, 105–107, 125
 Therapist hygiene, 40–41
 Therapist safety, 49–50
 Therapist training, 336
 Therapist's intention, 85–86
 Thermal mud, 2–3
 Thermal “space” blanket, 18
 Thermotherapy, 110, 116
 Three doshas (tridoshas), 268, 268f
 Thumb walking technique, 203, 203f, 204–205f, 206–207
 Thyroid press, 205f, 207
 Tips, 373
 Toe rotation, 202
 Toners, 13, 23
 Towels, 17
 herbal-infused, 104
 hot towel heating units, 17–18
 removal, 104–105
 steamy aromatic, essential oils, 132f
 steamy rosemary, 104
 Transitions, 324–325
 Transverse thumb slide, 202
 Treatment concept, 317, 319
 art as inspiration, 319
 food and drink as inspiration, 320
 simplicity, 320
 spirituality and mysticism as inspiration, 320
 world culture as inspiration, 319–320
 Treatment design form, 414f
 Treatment design process, 318t
 Treatment goals, determine during interview, 72
 Treatment planning forms, 326–327, 327–329f
 Treatment products, 13, 14f, 24
 basic application techniques, 101–103, 102f
 client positioning, 100–101, 100f
 Treatment record, 413f
 Treatment rooms, planning of, 29–30
 Tubs, 19–20, 20f
 Turban drape, 97
 Turmeric (*Curcuma longa*), 298
- U**
 Ubтан, 265, 293–295
 Udvartana, 293–295, 294f
 overview, 293–294
 Ultraviolet A (UVA) rays, 155, 167
 Ultraviolet B (UVB) rays, 155, 161
 Undressing and dressing space, 29
 United States spas, 5–6
 Universal precautions, 32, 46–48
 when to use, 47
- V**
 Values, 334, 336
 Vascular flush, 117
 Vasoconstriction, 110
 Vasodilatation, 110
 Vata, 265, 268, 268f, 287
 profile, 269–270, 269t

Vector transmission, 32, 40
Vehicle transmission, 32
Vichy shower, 13, 20, 21f, 107, 107f, 125f
Vikrti, 265
Viruses, 38
Vitamin cocoon, 185
Volatility, 129

W

Wall decorations, in spa environment, 27
Warm packs, 79, 79f
Wastebasket, 19

Water therapies, 110–128
 buoyancy, 112
 dissolving other therapeutic substances,
 112
 hot and cold temperatures, 112–113
 hydrostatic pressure and, 112
 therapeutic characteristics, 112
Wellness massage, *versus* health care massage, 69
Wet room, 13, 96
 equipment, 19–20
 removal techniques, 105–107, 107f
Whirlpool tub, 20

Window treatments, 26–27
Wine and roses (sugar glow), 388
Women, spas for, 9
Wrap sheets, 18

Y

Ylang ylang (*Canarium odoratum*), 298

Z

Zen glow (salt glow), 387