WORKING IN A FRANCHISE ENVIRONMENT

AMTA CAREER SUCCESS SERIES
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WHAT TO EXPECT

It’s no secret that massage therapy chains and franchises are on the rise. In fact, seven percent of consumers reported receiving their last massage at a national massage chain in 2013; that’s up from five percent in 2010. And, as franchises continue to offer both cost and time-effective solutions for busy consumers, this figure is expected to grow.

Throughout this guide, you will find information and candid answers from franchise employees, owners and founders to help you determine if practicing in a franchise setting might be a career option for you. As you’ll learn from some of the therapist profiles, getting your foot in the door at a franchise could lead to career opportunities you never even considered a possibility when you registered for your first massage class.

GETTING THE JOB

The Right Resume:
When it comes to your resume, one size doesn’t always fit all. For a position in a franchise, you will want to emphasize any experience you have that involved working directly with clients and within a structured, professional environment. As always, include any special certifications you hold and the continuing education courses that you have completed. Proofread your resume for errors and typos before applying to any position. Have a friend, colleague or mentor look over your resume to help ensure there are no errors or glaring omissions. Better yet, ask a peer who has worked within a franchise for tips on what will make your application stand out.

THE INTERVIEW PROCESS:

What should you wear? Knowing what to anticipate at an interview will help alleviate some of your nerves. Ask beforehand if you’ll be expected to provide a hands-on demonstration as part of the process. Business casual is a minimum for a massage therapist. Dress professionally, but allow for freedom of movement.

QUESTIONS YOU SHOULD BE PREPARED TO ANSWER:
> What are your strengths?
> What areas would you describe as things you could improve on and what are you currently doing to work on those areas?

> What type of management style do you prefer?
> What has worked best for you in the past?
> Describe a time you had to deal with a difficult client and explain how you handled it.
> How many massages are you comfortable providing in a day?
> Why, specifically, do you want to work at this company?

QUESTIONS TO ASK THE INTERVIEWER:
> How would you describe the culture at this company?
> What are some skills you’re looking for that aren’t listed in the job description?
> What kind of training would be available to me?
> What do you like best about working for this company?

SKILLS AND KNOWLEDGE

In addition to your massage therapy expertise and certifications, strong communication skills are required to be successful in any environment. You should be able to communicate effectively with your supervisor, fellow employees and, most importantly, your clients. Your supervisor is going to expect you to be confident conversing with your client and developing a massage treatment plan based on your client’s intake questions.
Questions to Consider:

Is being part of a team of other employees the right professional setting for me? How many clients am I comfortable seeing each day? In a week? Do I tend to excel when working within a more structured environment? Am I comfortable with the busy pace that the franchise environment presents?

The franchise environment can also offer you the unique opportunity to diversify your expertise and learn from massage therapists who come from a vast array of backgrounds. And, franchises with membership options aid in reinforcing an idea you’re already confident sharing: that regular massage is essential to overall health and wellness.

THE FRANCHISE MODEL

Because many franchises only offer massage and other limited services, they decrease overhead costs and can often provide massage at a lower price point than their competitors. With the economy in flux, consumers are more apt to compare costs of all services, so it is anticipated that this model will attract more customers in the near future. Depending on the franchise and your own personal ambition, the franchise model might also open the possibility for you to become the owner of your own franchise location. Flip to the “In Their Words” section of this guide, to find out how other massage therapists have made this transition.

CONTINUING EDUCATION OPTIONS

A passion for continuing education is expected in most work environments and vital to your continued relevance as a massage therapist. Many franchises will provide the opportunity to have your continuing education expenses paid for or reimbursed. Check out courses offered at the AMTA National Convention, AMTA's Online CE Courses or seminars offered through your local chapter and other industry organizations.

Hopefully, you have taken advantage of the business and communication classes offered through AMTA or your massage therapy school.

If your employer offers spa services, there may be an opportunity to diversify your skill set to include scrubs and more. Coverage for these services may be available in your AMTA professional and general liability policy. Practicing and mastering different techniques is one step toward a balanced self-care regimen.

FRANCHISE ENVIRONMENT

You won’t need to worry about marketing, finding referrals, scheduling or getting clients in the door as a franchise massage therapist. Therefore, you can focus solely on massage and your clients—not the paperwork, scheduling and other tasks that fall on the shoulders of a sole practitioner. The franchise will generally provide all of the supplies you need. And, working with a team of other massage therapists can provide a sense of community and a shared vision.
EDUCATION NEEDED
In 2012, the average amount of initial training held by massage therapists was 630 hours. Therapists continue to expand their repertoire: therapists reported using an average of seven modalities in 2012 including Swedish, deep tissue, chair, trigger point and hot stone. In general, franchise massage therapists are expected to have a basic massage therapy skill-set along with a professional attitude. It’s important to consider the licensing rules for the state in which you desire to practice, too. Check out AMTA’s website for resources on licensing requirements for individual states.

PERSONALITY TRAITS
The desire to work as part of a team, confidence and communication skills are all key qualities that a franchise owner will look for in potential employees. Communicating effectively and efficiently with fellow employees, management and clients is imperative to the day-to-day operational success of a franchise.

In addition to understanding the franchise model, you’ll want to do some research on the franchise’s specific brand. Read what the franchise’s website has to say about the client experience they are trying to create. You might even consider visiting a location to get an idea of how the franchise operates from a client’s perspective.

SCHEDULE EXPECTATIONS
You will likely be asked how many massages you are comfortable performing per week at your interview. The franchise model ensures that you will spend most of your time at work practicing what you were trained to do—massage. The massage therapists we spoke to reported performing 20 – 30 massages per week. This is when the self-care practices you learned while in school or through your continuing education courses come into play. From time to time, you may also be expected to fill in for a sick massage therapist or volunteer to adjust your schedule—being a flexible employee will help you stand out in any team-environment.

ETHICAL CONSIDERATIONS
Many massage therapists have wondered, is it ethical to promote my personal business while working and being compensated by another business? Some owners may not see it as a conflict while others have a “no compete clause” or other agreements. Check your employment agreement or your contract before promoting an outside practice, business or product to the clients you see.

Questions to Consider:
Do I fit the general requirements that franchise owners and supervisors are looking for in their employees? Am I comfortable with someone else scheduling my appointments as well as my weekly schedule? Would exposure to many different types of clients help me in reaching my overall career goals?
AVERAGE INDUSTRY WAGES
On average, massage therapists report earning $54.53 per hour. That includes a $42.05 average hourly rate and an average tip of $12.48. Massage therapists working in franchise environments reported earning $34.53 per hour.

GRATUITIES
On average, tip amount is $12.48. Tips for massage therapists working in franchise settings remain more generous than the average at $14.14. However, clients are tipping more frequently. In 2013, 37 percent of massage therapists reported receiving tips 80–100 percent of the time compared to just 30 percent in 2011. Gratuities should be graciously appreciated, but never expected.

BENEFITS
Some franchises offer their full-time employees a benefits package or other perks, such as free chiropractic visits and free monthly massage. Benefits packages can include health insurance benefits and paid vacation and sick time. In 2013, 35 percent of massage therapists reported receiving health benefits from their employers.

CAREER OPPORTUNITIES
A diversified skill-set, strong communications background and a well-documented work history can help open many doors for you. In the coming pages, you'll learn how some massage therapists have moved into management positions and even opened their own massage franchise locations.

Others learn that concentrating on a specific condition or modality is the most rewarding career move for them. Through seeing a diverse, steady set of clients, these therapists are able to find their niche and progress within the profession.

Strong teamwork skills, business savvy and a good work ethic will help you get ahead in any environment. No matter which direction you decide to pursue, your time spent practicing within a franchise setting can have a positive impact on future job prospects.

Newly graduated or still in massage therapy school? The good news is that massage schools are doing more than ever to help new massage therapists find jobs. In 2013, roughly 33 percent of schools reported having a formal placement program for graduates. Schools with formal placement programs successfully placed more than 80 percent of their graduates in massage therapy positions. The AMTA Job Bank is another great resource for job seekers: AMTA members can search positions and post resumes for free.

A DIVERSIFIED SKILL-SET, STRONG COMMUNICATIONS BACKGROUND AND A WELL-DOCUMENTED WORK HISTORY CAN HELP OPEN MANY DOORS FOR YOU.
IN THEIR WORDS

What are hiring managers really seeking in potential employees? Read on for answers from some top massage franchise executives.

Q &A WITH MICHELE MERHIB MARUNIAK, RMT
FOUNDER, ELEMENTS THERAPEUTIC MASSAGE

WHAT KINDS OF TRAITS, EDUCATION AND SKILLS DO YOU LOOK FOR IN POTENTIAL EMPLOYEES?

At Elements, we are seeking massage therapists that are passionate about massage, continuing education and providing therapeutic massage with a focus on deep tissue and pain relief. The traits we find most conducive to our work environment include self-awareness, compassion and an ability to connect and communicate with co-workers, bosses and clients.

We find that we can create a great work environment by combining a blend of new graduates and those with more years of experience. We require all of our therapists to meet local city and state educational requirements. We do require all of our therapists to carry liability insurance and maintain all required licensures and certifications. Interpersonal skills and the ability to create a therapeutic relationship with the client will help a therapist succeed.

WHAT UNIQUE TRAITS OR SKILLS MIGHT GIVE A POTENTIAL EMPLOYEE AN ADVANTAGE OVER ANOTHER CANDIDATE?

Having interviewed many massage therapists, I find the most desirable candidates to exude professionalism before, during and after the interview. They have completed some research on the company and are aware of the company’s philosophy and the type of clients it attracts. In our model, massage therapists are employees, they have set scheduled shifts, regular clients, uniforms and an employee handbook to follow.

WHAT KIND OF WORK HABITS TYPICALLY MAKE A MASSAGE THERAPIST SUCCESSFUL AT ELEMENTS? ARE THERE OPPORTUNITIES FOR ADVANCEMENT?

Successful massage therapists at Elements have a positive attitude and they leave their personal issues at the door. These therapists are very client-focused and work toward helping Elements grow and succeed. It is the “above and beyond” behavior that will make an employee stand out.

We are very excited that several of our studio managers started as massage therapists and now are learning how to manage others. Many of our studios have promoted massage therapists to lead therapist and therapy manager positions. In our corporate support center, we have two Elements massage therapists working in accounting and corporate field support. We also have massage therapists who own Elements studios.

WHAT DO YOU THINK THE EMPLOYMENT OUTLOOK WILL BE LIKE FOR MASSAGE THERAPISTS WITHIN THE NEXT YEAR? THE NEXT FIVE YEARS?

Within the Elements brand, we foresee a growth from our current 120 studios to 250 studios in the next five years. Our employment projection for massage therapists is in alignment with the U.S. Bureau of Labor Statistics. We anticipate our nationwide employment to be between 5,000 and 7,000 massage therapists by 2016!
Massage Therapy Consumer Trends

SEEING THE RESULTS: 88% of consumers see massage as effective in reducing pain and agree that massage can be beneficial to health and wellness.

MASSAGE IN NUMBERS: Approximately 34.9 million people had a total of 143 million massages in 2013.

SPREADING THE WORD: In 2013, 65 percent of all consumers said they would recommend massage to a relative or friend.

ALLEVIATING STRESS: Thirty-two percent of Americans who received a massage in the past 12 months said their last massage was primarily to reduce stress or relax.
WHAT KINDS OF TRAITS, EDUCATION AND SKILLS DOES LAVIDA MASSAGE LOOK FOR IN POTENTIAL EMPLOYEES?
LaVida looks for a strong work ethic, good communication skills and a drive to exceed customer expectations. We are especially interested in therapists that have already been certified and are licensed.

WHAT TYPES OF QUESTIONS SHOULD MASSAGE THERAPISTS BE PREPARED TO ANSWER DURING YOUR INTERVIEW?
We are interested in learning about a potential employee's experience and what they enjoy most about being a massage therapist. We are also interested in their particular areas of specialty as we are always looking to build a well-rounded staff. In addition, we require a short hands-on massage with one of the staff members to understand and gauge techniques and skill-set.

WHAT UNIQUE TRAITS OR SKILLS MIGHT GIVE A POTENTIAL EMPLOYEE AN ADVANTAGE OVER ANOTHER CANDIDATE?
The employee that excels at LaVida is one that knows how to communicate well with both other employees and our clients. Communication is key to providing a superior atmosphere and experience for our guests. Those that communicate well always seem to rise to the top and are also the employees that seem to be needed the most.

WHAT KIND OF WORK HABITS TYPICALLY MAKE A MASSAGE THERAPIST SUCCESSFUL AT LAVIDA MASSAGE?
Hard workers always stand out, as do those who are accountable and reliable. Schedules can change on a moment’s notice, so those that are adaptable are great to work with.

At LaVida, there is plenty of room for movement within the company. We have opportunities for therapists to serve in a training role for new franchisee owners. We also have opportunities for therapists to serve in leadership and management roles and are always encouraging those interested to open their own LaVida Massage center and become their own boss.

WHAT DO YOU THINK THE EMPLOYMENT OUTLOOK WILL BE LIKE FOR MASSAGE THERAPISTS WITHIN THE NEXT YEAR? THE NEXT FIVE YEARS?
I’ve heard that this is a fast growing industry and I have to believe that from what I’ve seen with our own franchise growth over the past two years. As health and wellness continue to be a priority for Americans, massage will continue to be a priority as well. Regardless of the economy or anything else, this sector is something that seems to see continued growth and I believe we will see that over the next five years and beyond.

As health and wellness continue to be a priority for Americans, massage will continue to be a priority as well.
Massage Envy looks for friendly, professional and engaging therapists. We require completion of a massage therapy program with a minimum of 500 hours of education and licensure where applicable. We also require that all our massage therapists carry professional liability insurance. We seek candidates with great massage technique and flow, good communication skills, professional presentation and behavior, and the ability to listen and respond to our members’ and guests’ needs. We look for therapists that can design individual massage plans for each of our guests, but also be able to follow required protocols for the signature services we offer. We want to hire therapists that are confident at educating our guests about the benefits of massage.

During the interview process, candidates should be prepared to complete a verbal and practical session. They will be asked questions dealing with professionalism, communication skills, their passion for massage and scheduling availability as the ability to work evenings and weekends is important to our businesses. The therapist must display a solid knowledge of massage technique, good communication and good flow during the practical portion of the interview. It is also very important that each candidate is able to perform a full body massage session within a 50 minute time period. During the interview, each therapist is assessed on the following: professionalism, service, quality of touch, body mechanics/posturing, draping and flow/connection.

What stands out in an interview is the person’s passion to help people. Their team focus and their personal interest to grow the business will give them an advantage over another candidate.

Additional opportunities for massage therapists include becoming a lead therapist, clinic manager, regional therapist trainer, and even a corporate employee.

According to the Bureau of Labor Statistics, employment of massage therapists is expected to grow at a faster than average rate. Employment will grow as more people learn about the benefits of massage therapy. This is a wonderful time to be entering into a career in massage therapy!
What is it really like working on the ground floor of a massage therapy franchise? Read candid answers from massage therapists below.

SHELBY PALMER, THERAPIST SUPERVISOR/OPERATIONS MANAGER, ELEMENTS THERAPEUTIC MASSAGE

WHAT DO YOU WISH YOU HAD KNOWN BEFORE BEGINNING YOUR CAREER AS A MASSAGE THERAPIST?
Honestly, I wish I would have known just how hard it was—body mechanics are so important. I wasn’t prepared to go from massaging four people per week in school, to 20 people per week at Elements. Standing all day while using your legs and arms can be tiring. I had to do a little self-maintenance and alter my body mechanics in the beginning.

WHAT IS A TYPICAL WORK WEEK LIKE FOR YOU?
Not only am I a therapist, but I am also the therapist supervisor and I’m currently training for the studio operations manager position. So, two days per week I practice as a therapist. The other days I am doing therapist interviews, studio orientations and working on the schedule. I also work at our front desk three days per week to learn our database and build relationships with our clients.

WHAT MAKES WORKING IN A FRANCHISE SETTING DIFFERENT?
From the therapist perspective, I think the franchise setting is a little more structured than other settings where I have worked. We have a way that we do business. There is a team atmosphere and everyone helps out when needed. At Elements, we specialize in therapeutic massage, so we are all massage therapists. I like that I work with so many different therapists from different backgrounds.

WHAT ARE THE BENEFITS OF WORKING WITHIN A FRANCHISE? WHAT ARE THE DRAWBACKS?
So far, the benefits of working within a franchise have been endless. The fact that I started my massage career just three short years ago and have moved to operations manager is astonishing to me. What drew me to Elements was just one phrase, “Come in, massage, and leave.” I like that I didn’t have to do my own marketing and buy business cards, sheets, oils, lotions and do laundry. I was able to focus all my attention on working with my client and making them feel better.

WHAT ADVICE WOULD YOU OFFER OTHERS PURSUING A CAREER WITHIN A MASSAGE FRANCHISE?
I would advise others to think about what they want for their career. If they want to make their own schedule and be their own boss, a franchise isn’t the right avenue. If they want to work with all types of clients in a therapeutic environment or learn from other therapists as part of a team, I would say that they should give it a try.
**Mandy Reinhard, Massage Therapist**

**Massage Envy**

**What do you wish you had known before beginning your career?**
I wish I would have known how much I enjoy it. When I started this career, I thought massage therapy was a job I would do for just a couple of years, but I absolutely fell in love with the profession.

**How did your education prepare you to work in this setting?**
My education gave me a lot of exposure to different clients and situations during the student clinics and other events. The clinical and Swedish courses were most helpful for me. Most of my clients are looking for clinical work on a specific area, but they still want the benefit of full body relaxation from the massage.

**What are the benefits of working within a franchise? The drawbacks?**
The marketing power behind the franchise is a huge plus. You don’t have to go out and find new clients because they do all of the marketing for you. Also, you don’t have to purchase your own linens or lotions or be responsible for any of the bookwork. I love how I can come to work, give my clients the attention they deserve and then leave and not worry about the business side of things. Also, within the franchise you have direct contact with the owners and they make themselves easily available. We have the exposure of a big chain business but with the “mom and pop” feel.

Every job has its drawbacks, but there have not been any major drawbacks for me. My advice is not to listen to some of the rumors that are out there. I have interviewed lots of people who were skeptical about working for a franchise, but found they really enjoyed the environment after all.

**Janalea Olson, Massage Therapist**

**Lavida Massage**

**What do you wish you had known before beginning your career as a massage therapist?**
I started my career more than 17 years ago, so I’ve learned a lot in that time. I would certainly suggest a focus in an area of massage, for instance sports massage, that can set you apart from other therapists.

**What is a typical work day like for you? A typical week?**
A typical work day/week starts before I ever show up at the facility. I go online and check my schedule to see who I have coming in and if I have openings. Although it may change, it gives me an idea of what I will be doing that day. Otherwise, I typically plan to be at work about 15 minutes before my first scheduled appointment. Once at the center, I take the time to find an open room, adjust the table height and prepare the room. Then I’m ready for a day of massage!

**What unique characteristics and traits have you found to be helpful within a franchise setting?**
Your character as a massage therapist should be the same regardless of where you work. When with clients, there is a certain distance you must maintain while at the same time being open and accepting. While working with other therapists, there should be camaraderie as you are each working toward the same end result.

**What makes this setting different?**
Generally, I have found that working in a franchise environment is less rigid and allows for a wider variety of clients. I would suggest that you keep an open mind; ask the owners why they got into this type of business. Look at their practices, the way they interact with their employees and the mission of the franchise. Make sure these things match up with your goals as a therapist. If they do, go for it!
Employment opportunities are expected to grow for massage therapists. According to the most recent U.S. Department of Labor information, employment opportunities for massage therapists are expected to grow at a faster than average rate as more people learn about the benefits of massage therapy. Between 2010 and 2020, employment of massage therapists is expected to grow by 20 percent, faster than the average for all occupations.²

The Franchise Industry & Massage Therapy
While misconceptions still surround some massage therapy franchises, many massage therapists see franchise environments as a work setting where they can find steady employment and potential benefits. National massage chains were growing for years as new players entered the market and current chains expanded into new locations. Recently, national massage chain expansion slowed somewhat. Five percent of massage therapists now work at a national massage franchise.

You’re probably already very familiar with some of the main players in the massage franchise/chain market including Massage Envy, Massage Heights, XPressSpa, Massage Bar, Zen Massage Centers, Elements Therapeutic Massage, LaVida Massage, MassageLuxe, and The Great American Backrub.

Sources
1. 2014 AMTA Massage Profession Research Report
RESOURCES

AMTA ONLINE CAREER GUIDANCE
Whether you are a seasoned massage therapist or just starting your career, AMTA's online Career Guidance offers a wealth of resources to expand or jump start your career—including a special section for massage therapists choosing to work in a franchise setting, a career path assessment quiz and other installments of the AMTA Career Success Series.
Check it out: amtamassage.org/CareerGuidance

AMTA ONLINE COURSES
AMTA's online courses are a convenient way to earn your CEUs and enhance your knowledge in the areas of business, ethics, various massage modalities, client populations, teaching and self-care. More than 50 courses are now available. amtamassage.org/learn

AMTA NATIONAL CONVENTION
Network with colleagues and advance your skill-set at this annual event. You can access more than 35 continuing education courses focusing on hands-on learning as well as the business-side of the profession. amtamassage.org/education

AMTA JOB BANK:
Visit AMTA's Job Bank to search for massage therapy jobs in franchises or other settings, or post your resume online to gain exposure to potential employers. amtamassage.org/jobbank

AMTA'S MENTORING PROGRAM:
Improve your communication skills, make connections and set future goals through AMTA's mentoring program. amtamassage.org/mentoring

CAREER PLANNING …
It's always important to be thinking ahead about your ultimate career goals in the massage therapy profession. If you're still unsure about which path is best for you, gaining some exposure to different work settings is never a bad idea. If you're an AMTA member, you can leverage connections you've made through your chapter. AMTA's community of massage therapists is a great place to begin making the connections that can help you progress and flourish in your career.

ABOUT THE AMERICAN MASSAGE THERAPY ASSOCIATION

The American Massage Therapy Association (AMTA) represents more than 56,000 massage therapists. AMTA works to establish massage therapy as integral to the maintenance of good health and complementary to other therapeutic processes; to advance the profession through ethics and standards, continuing education, professional publications, legislative efforts, public education, and fostering the development of members.

More information/ join: amtamassage.org