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Presents

**Business
&
Insurance
Info**

By

Ryan Hoyme

CMT, NCTMB, HST

INDEX

BUSINESS, GIFT CERTIFICATES & INSURANCE 3-17

Wages - In Minnesota, the median hourly wage for massage therapists is \$22.32 per hour. Half of all massage therapists earn between \$16.08 and \$26.11 per hour. Nationally, the median wage is \$13.92 per hour. Half of all massage therapists earn between \$9.01 and \$22.94 per hour. For self-employed workers, earnings vary depending on level of experience and the location of the practice. The typical rate charged customers is about \$35-\$60 per hour in large metropolitan areas and \$25-\$50 per hour in smaller communities. About half that rate would be considered income and the rest used for business overhead.

- The average therapist works 16 hours per week with full-time therapists working 24 hours a week and part-time therapists working 10 hours per week;
- Practitioners work in a variety of environments including: in their home (42%), within a spa/gym setting (29%), in office space for private practice (24%) and within a medical office (19%);
- A large majority (81%) of practitioners were employed full-time in another field prior to entering the massage and bodywork profession;
- Most practitioners are women (83%) and the median age is 40. Median household income is just under \$50,000 with one-third of that coming from the massage therapy/bodywork practice.

“1 Small Business in 3 NEVER gets past its 2nd year”

www.sohnen-moe.com

Has all the forms and business info you need!

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MARKETING

- Make brochures, flyers, business cards, and gift certificates.
- Get a small ad in your local yellow pages.
- Join the Chamber of Commerce or local rotary club for networking.
- Apply for a government study on massage.
- Find out what makes you different from the other therapists in the field and capitalize on it.
- Subscribe to business magazines.
- Leave your cards and brochures “everywhere.”
- Keep up on techniques and methods, always improving yourself and your treatments.
- Some months are better than others; schedule your vacation and time off in the slower months.
- Plan to stay in an area if you plan to have regular clients.
- Make your own brochures, flyers, business cards, and gift certificates to save money and so you can update them easier.
- You know you succeeded when you have to start turning down clients.
- Set-up regular business hours so people know they can count on you.
- Develop detailed educational material.
- Start advertising at least one month before you open your clinic.
- Set up a drawing for free massages before you open up your new clinic.
- Send hand written thank you notes.
- Marketing needs to be an ongoing, every day/week/month/year activity.
- Call or send reminder cards for clients that you have not seen in awhile and let them know what times you have available that week.
- Take care when advertising, and in conversation, that no claims for cure are made.
- Offer free foot massages or chair massages.
- Give free lunch time seminars where people can find out about your services.
- Hold an open house a month or two after opening your business.
- Write articles for the newspaper or regular local publications.
- Give your business card to everyone you talk to.
- Offer a free 5-minute chair massage when you have down time.
- Word of mouth is the best advertisement.
- Read marketing and business books to keep “inspired”.
- Teach a class "How to massage for couples" or other stress reduction classes for local adult community education centers.
- Volunteer your time to charities or non-profit organization.
- Determine who your target markets are / athletes, business people, infants and develop a plan for each group.
- Keep a file box on your desk with all your ideas on separate cards.
- Give only inexpensive massage related gifts to your clients.
- Do not except expensive gifts from clients.
- Make a website to promote your site.
- Give free consultations.
- Ask for referrals.
- If you strike up a conversation with someone in the public, give him or her your business card.
- Help your community when you own a business, but do not let them take advantage of you.
- Get to know people in your community.
- Keep your mailing list up to date.
- **Assess marketing needs:** factors include the time and money the practitioner can afford, target market, size of practice
- **Analyze target markets:** modify advertising and public relations (PR) activities to appeal to a specific group
- **Business promotion:** promotional activities are largely educational (public speaking, articles in newspapers and magazines, booths at fairs and other public functions).
- **Advertising:** notifies public about practitioner's services and how to contact him or her; ads in newspapers and yellow pages, direct mail
- Public relations: some of the best advertising is free; networking is essential.
- **Encouraging referrals:** referrals from current clients and other healthcare professionals are one of the most effective and inexpensive methods of creating new business; the three R's of referrals are request, reward, and reciprocate.
- **Client retention:** regular clients are the mainstay of business; it is important to give them service for which they will want to return.

MARKETING TIPS

www.sohnen-moe.com/marketing.html

BUSINESS

- 20% of the massage therapists do 80% of the business.
- Your current and past clients are your ticket to future clients.
- There is nothing wrong with t-shirts, bumper stickers, and buttons with creative slogans.
- The average tip is around \$5 to \$10, but it all depends where you work.
- Do not expect to get tips, because you will go broke.
- Regular clients are what keep your head above water.
- Refer any clients that you cannot handle to another therapist.
- Give your clients advance notice if you are going to move to another place.
- You do your best, but would you go to see yourself for a consultation?
- If you are going to move far out of the area, sent all your regular clients a thank-you card.
- If you sign a lease, make an agreement to have the owner pay for any remodeling you want done.
- Keep a record of your clients if you decide to move or quit the business, you never know if you will come back and start giving massages again.
- You can charge a client extra if they use a credit card.
- You get charged for each time you use a credit card machine and also a monthly fee.
- If a client is unhappy with your service, they can call up the credit card company and they will not get charged, and you have lost that money.
- Check with city hall and your state before opening a massage clinic.
- It can take 3-5 years to make a decent living if you own your own business.
- Have a part-time job if you are going to start your own business, just until you can live off your massages you do.
- There is not a lot of over-head with a massage business.
- If you are going to open up a massage clinic with another therapist, sign a contract.
- If you own your own business, do not look at your income from day to day: look at it from month to month.
- You can usually write-off a portion of your school.
- Save all your receipts.
- Keep good records of your expenses or the I.R.S. will come knocking and want more.
- If a check does not clear, wait a few days and send it through again.
- Always put at least 40% of your earnings in a saving account if you have to do your own takes.
- Have a safe for your money and keep change on hand.
- You can build sales tax into the price of the massage or have it be extra.
- If you give massages out of your home, you can write off a portion of your bills for the house, so keep all receipts.
- Tips come in handy, but I gave them the option to not give me one when I owned my own business.
- Offer to bill your regular clients on a monthly basis (if you trust them).
- Note that most homeowner's insurance policies exclude you from all benefits if you run a business from your home. Check the policy. You may need to get a "business endorsement" through the company.
- Look into sharing a professional space with other practitioners, as unused time in an office is a waste. However, it may be convenient to provide all of the non- consumable supplies yourself so it isn't necessary to pay people off as they leave the shared situation. Be sure this shared situation is OK with the lease you sign. It may be best to have one person's name on the lease, and to have everyone else pay him. It is even better to find a place that you could afford even without sharing, so you aren't financially endangered if people leave and can't easily be replaced. All involved in this must agree NEVER to even ATTEMPT to claim unemployment, or to claim an injury as an on-the-job injury (i.e. do not claim that you have an employer who is responsible for you). You should require that everyone in the shared situation have personal health insurance, on the job health insurance, and professional liability insurance, as well as LMP status.
- It might be more difficult to get MD/DC referrals if you work out of your home.
- Consider using a laundry service (American Linen 281-1990 or similar provider).
- Can have hot/cold packs for therapy (Myer 1-800-472-4221 or similar provider), and have some available to sell to clients for home therapy. You can also have relaxation tapes/CD for sale, and maybe a handout on relaxation.
- Employees are difficult and expensive to maintain. Think carefully before adding one. There are also very strict rules for whether a worker may be classified as an independent contractor.
- Remember that you may need to do independent planning for retirement, since you are working for yourself and no employer is providing a pension. An IRA, Keogh, or Simplified Employee Pension may be appropriate.
- You may wish to look into taking Visa and Mastercard. Check with your bank and with "Credit Card Equipment and Supplies" in the yellow pages.
- Examine massage school job folders for potential work.
- A possible phone solution to allow easier client access is to have a pager/voice mail number. Call American Voice Mail at 783-1707 for details; the best approach is probably to have regular voice mail with a pager attached to it, so you won't lose messages if you turn off the pager, and if someone pages you through the voice mail box their phone number is kept as a voice mail message.
- Keep in mind that you should keep all financial receipts for at least 6 years.
- The name of your business should not have any sexual references in it.
- Refrain from using high-pressure selling tactic
- Keep track of everyone who comes to see you.
- If you own your own business, there are many things you can deduct (ask another therapist or your accountant). You can also examine expenses by category.
- Check zoning so you are sure you can practice in the place you have in mind. If you wish to practice out of your home, and your home is in a residential area zoned "Single Family", a common requirement is that you follow the Home Occupation Guidelines: basically, run your home-based business by appointment only, do not advertise your address (only your

phone number - even in yellow pages!), and have no signs outside your home indicating that a business operates there.

- If zoning allows it, it is technically legal to live in your office, even if it is located in a business or industrial zone.
- If you rent space from another practitioner, check with employees and clients of that practitioner to insure his customer draw (and hence your environment) will be stable.
- Professional Liability Insurance covers one against any harm you do to someone in the course of practice, excluding sexual abuse. It operates wherever you are.
- Premises insurance covers one in the event a client slips and falls on your floor.
- You might also want some sort of insurance for your space against fire/theft/vandalism/earthquake/etc.
- **Business location:** the site should accommodate business needs; fit practitioner's image; be pleasing to clients, properly zoned, within budget, easy to locate, easily accessible, and relatively quiet
- **Start-up costs and needs:** start-up costs are all expenses incurred before any revenues are collected (e.g., rent or lease, equipment and supplies, furniture, office supplies); undercapitalization and poor management are the main reasons why small businesses fail
- **Buying an established business:** the business should have good reputation, be worth the asking price, and have an established clientele

- **Licenses and permits:** permits and licenses include a DBA, business license, massage license, sales tax permit, planning and zoning permits, building safety permit, employers identification number (EIN), provider's number
- **Protecting the business:** types of insurance include liability, malpractice, automobile, fire and theft, medical/health, disability, worker's compensation
- **Planning the physical layout of a business:** should be comfortable, uncluttered, and professional
- **Business ethics for the massage practitioner:** always practice according to the professional code of ethics
- **Setting your fees:** should compensate the practitioner fairly and reflect his or her credibility, but market and competition must also be considered
- **Your business telephone:** an important advertising tool; the person who answers the phone should know how to give accurate information, make or change appointments, take messages accurately, return calls, handle complaints, and build goodwill and new business
- **Hiring employees:** increases record-keeping and tax responsibilities; the practitioner may be hired as an employee or as contract labor.

Types of business operations

- **Sole proprietor:** the individual business owner is responsible for all expenses, liabilities, and assets.
- **Partnership:** the business is owned and operated by two people, who share responsibility for debt and liability.
- **Corporation:** ownership is shared by three or more people, called stockholders, and managed by a board of directors.
- **Limited liability company:** a legal entity, between a partnership and a corporation, it has at least two owners or members

Basics of bookkeeping

- The record-keeping system is essential to success; records include receipts, accounts receivable, accounts payable, assets and depreciation records, inventory, mileage log, updated client files, appointment book
- **Business checking account:** should be separate from the personal account; monthly bank statement should be reconciled promptly
- **Petty cash fund:** for small disbursements for incidentals
- **Credit cards:** good to have a separate card to use solely for business purposes
- **Income records:** the first step in recording business income is filling out an invoice or sales slip when income is first received; the second step is totaling, summarizing, and recording invoices in an income ledger.
- **Disbursement ledger:** record of all expenditures, including bills, loan payments, and personal draws; separates and classifies business expenditures for tax purposes and tracks where the money is going
- **Business expenses:** partially or totally deductible from business income; do not include owner's expense or salary
- **Federal and state taxes:** if net annual income is more than \$600, the practitioner must file federal income tax forms

Jobs

In the field you can...

- Hourly wage plus commission
- Hourly wage
- Rent the space and get all the profits
- Rent the space plus give a portion of each massage to the owner
- Daily rent (\$20-\$30)
- Get the full amount of each massage (only if you are lucky).

BUSINESS PLAN

BUSINESS PLAN OUTLINE

Cover Sheet: Name(s) of principles(s); name, address and phone # of business.

STATEMENT OF PURPOSE

TABLE OF CONTENTS

I. THE BUSINESS

- A. Description of the Business
- B. The Market
- C. Competition and Feasibility Study
- D. Location of Business

- E. Management
- F. Personnel
- G. Application and Expected Effect of Loan or Investment
- H. Summary

II. FINANCIAL DATA

- A. Sources and Application of Funding
- B. Capital Equipment and Furniture Lists
- C. Projected Balance Sheet
- D. Break-even Analysis
- E. Projected Income Statements
 - * Three-year Summary
 - * Detail by Month, First Year
 - * Detail by Quarter, Second and Third Years
 - * Notes of Explanation
- F. Cash Flow Projections

- * Three-year Summary
- * Detail by Month, First Year
- * Detail by Quarter, Second and Third Years
- * Notes of Explanation
- G. For an Existing Business (also include the following documents)
 - * Profit/Loss Statements for Past Three Years
 - * Balance Sheets for Past Three Years
 - * Business Income Tax Returns for past Three Years
 - * Personal Income Tax Returns for Past Three Years

III. SUPPORTING DOCUMENTS

Personal resumés, job descriptions, personal financial statements, credit reports, letter of reference, letters of intent, leases, contracts, other legal documents, and anything else of relevance to the plan.

STATEMENT OF PURPOSE

A brief (less than 1 page) statement of the business plan objectives.

QUESTIONS

In General:

- 1. What is the purpose of this plan?
Will it be used as an:
 - operating guide?
 - financing proposal

- 2. What is the business structure (i.e., sole proprietorship, general partnership, limited partnership, C corporation, or Subchapter S corporation)
- 3. Who is (are) the principle(s)?
- 4. What is to be done?
- 5. Why will it be successful?

For A Financing Proposal:

- 6. Who is asking for money?
- 7. How much money is being requested?
- 8. What is the money needed for?

- 9. How will the funds benefit the business?
- 10. How will the funds be repaid?
- 11. Why does the loan or investment make sense?

A. DESCRIPTION OF THE BUSINESS (GENERALLY EXPLAIN):

- 1. What the business is (or will be);
- 2. What market you intend to service, the size of the market, and your expected share;
- 3. Why you can service what market better than your competition;

- 4. Why you have chosen your particular location;
- 5. What management and other personnel are required and available for the operation; and
- 6. Why your investment or someone else's money (debt/equity) will help make your business profitable.

QUESTIONS:

- 1. Type of business; primarily merchandising retail, manufacturing, wholesale, or service?
- 2. What is the nature of the product(s) or service(s)?
- 3. Status of business start-up, expansion of a going concern, or take-over of an existing business?
- 4. Business form: sole proprietorship, partnership or corporation?
- 5. Who are the customers or clients?

- 6. Why is your business going to be profitable?
- 7. When will (did) your business open?
- 8. What hours of the day and days of the week will you be (are you) in operation?
- 9. What have you learned about your kind of business from outside sources (trade suppliers, banks, other business people, and publications)?

NOTE: If yours is a seasonal business, or if the hours will be adjusted seasonally, make sure that the seasonality is reflected in your replies to the two previous questions.

FOR A NEW BUSINESS

- 10. Why will you be successful in this business?
- 11. What is your experience in this business?

- 12. Have you spoken with other people in this type of business about their experience, challenges and rewards? What were their responses?
- 13. What will be special about your business?

14. Have you spoken with prospective trade suppliers to find out what managerial and/or technical help they will provide?
15. Have you asked about trade credit?

16. If you will be doing and contract work, what are the terms? Reference any firm contract and include it as a supporting document.
17. Do you have letters of intent from prospective suppliers or purchasers?

FOR A TAKE-OVER:

18. When and by whom was the business founded?
19. Why is the owner selling it?
20. How did you arrive at a purchase price for the business?
21. What is the trend of sales?

22. If the business is going downhill, why? How can you turn it around?
23. How will your management make the business more profitable?

B. THE MARKET QUESTIONS:

Generally explain who needs your product or service, and why.

1. Who exactly is your market? Describe characteristics: age, sex, profession, income, etc., of your various market segments.
2. What is the present size of the market?
3. What percent of the market will you have?
4. What is the market's growth potential?
5. As the market grows, will your share increase or decrease?
6. How are you going to satisfy the market?
7. How will you attract and keep your share of the market?
8. How can you expand your market?
9. How are you going to price your service or product, to make a fair profit, and at the same time, be competitive?

10. What price do you anticipate getting for your product or service?
11. Is the price competitive?
12. Why will someone pay you price?
13. How did you arrive at the price? Is it profitable?
14. What special advantage do you offer that may justify a higher price? (You don't necessarily have to engage in direct price competition).
15. Will you offer credit to your customers (accounts receivable)? If so, is this really necessary? Can you afford to extend credit? Can you afford bad debts?

C. COMPETITION QUESTIONS:

1. Who are your five nearest competitors? List them by name.
2. How will your operation be better than theirs?
3. How is their business: steady? increasing? decreasing? Why?
4. How are their operations similar and dissimilar to yours?

5. What are their strengths and/or weaknesses?
6. What have you learned from watching their operations?
7. How do you plan to keep an eye on the competition in the future?

D. LOCATION OF BUSINESS

1. What kind of building do you need?
2. What are the attributes and/or salient features of your present or desired business location?
3. Why is this a desirable area?
4. Why is this a desirable building?
5. Does the community around which you intend to locate the business show enthusiasm for you and your business?
6. What are the advantages and disadvantages of the site in terms of wage rates, labor unions, and labor availability?

7. How much space do you need?
8. Do you need a long-term or short-term lease?
9. Is the building accessible by public transportation?
10. Is the building close to customers or suppliers?
11. Is free or low cost parking nearby?
12. What are the state and local taxes, laws, utilities, zoning, and variables that may affect the location of your business?
13. How do you plan to keep an eye on any demographic shift in your area?

E. MANAGEMENT QUESTIONS:

1. What is your business background?
2. How does your background/business experience help you in this business?
3. What management experience do you have?
4. Do you have managerial experience in this type of business?
5. Do you have managerial experience acquired elsewhere—whether in totally different kinds of business, or as an offshoot of club or team membership, civic or church work, etc.?
6. What weakness do you have and how will you compensate for them, i.e., will you hire employees or pay consultants who have management abilities/expertise that you don't have?
7. What education do you have (including both formal and informal learning experience) which have bearing on your managerial abilities or knowledge of the industry?
8. Personal data: age; where you live and have lived; special abilities and interests; and reasons for going into business?

9. Are you physically suited to the job? Stamina counts.
10. Why are you going to be successful at this venture?
11. Do you have direct operational experience in this type of business?
12. Who is on the management team?
13. What are the duties of each individual on the management team?
14. Are these duties clearly defined? how?
15. Who does what? Who reports to whom? Where do final decisions get made?
16. What and how will management be paid?
17. What additional resources have you arranged to have available to help you and your business (accountant, lawyer, et al.).

NOTE: A personal financial statement must be included as a supporting document in your plan if it is a proposal for financing. Also, include your resume as a supporting document.

F. PERSONNEL QUESTIONS:

1. What are your personnel needs now? In the near future (3 years)? In five years?
2. What skills must they have?

3. Are the people you need available?
4. Will your employees be full-time or part-time?
5. Will you pay salaries or hourly wages?

6. Certain employee benefits are mandatory. Find out what they are.

7. Will you provide additional fringe benefits? If so, which ones? Have you calculated the cost of these additional fringe benefits?

8. Will you utilize overtime? If so, you may be required by law to pay time and a half, double time, and/or other extra costs.

9. Will you have to train people for both operations and management? If so, at what costs to the business?

BUSINESS PLAN CHECKLIST

Cover Page

- o Title
- o Address
- o Web site URL and e-mail address
- o Name
- o Telephone and fax numbers

Table of Contents

- o One-page listing of the major sections and documents in the business plan

Owner's Statement

- o One-page description of the business and the owner
- o Your name, home address, home phone number Summary of your business experience and philosophy
- o Brief business description: year the business was established; current financial status
- o Business name, address, phone numbers, fax number, web site URL, and e-mail address

Executive Summary

- o Business plan highlights

Purpose, Priorities and Goals

- o Overall career purpose and at least six priorities
- o Long range (3-5 year) purpose, at least six priorities and at least two goals per priority
- o Short term (1-2 year) purpose, at least six priorities and at least three goals per priority.

Business Description

- o Brief history of your company and your basic purpose/mission statement
- o Equipment
- o If you sell products, include a product register with the suppliers' names, define your position in the chain of distribution and specify the types of clients who purchase product.
- o Services you offer and products you sell
- o Physical location
- o Unique features that distinguish your practice from others
- o Special product used

Marketing

- o Image
- o Marketing goals for all four areas, include a timeline, budget and rationale for each strategy
- equipment; and special promotions, discounts and sales.
- o Target market profiles (at least 3)
- o If you sell products include a description and cost for the following: inside displays; additional sales staff (include training);
- o Annual marketing budget and calculate the actual cost per potential client
- o Differential advantage statement
- o Competition analysis—including steps you'll take to meet any challenges.
- o Summary of how your marketing strategies will enable you to succeed

Financial Analysis

- o Income potential
- o Amenities to be absorbed in pricing
- Personal Budget Worksheet; Cash Flow Forecast
- o Projections and trends for your specific profession (nationally and locally)
- o Your competition's effect on pricing
- o Money needed to open business and the annual operations budget for each of the next 3-5 years
- o Average income and number of clients for practitioners in your specific field (both nationally and locally) for the first 6 months of practice, the first year, the second year, and the third year
- o Equipment, supplies and inventory needed for next 12 months and acquisition plan
- o Break-even analysis
- o Fees: including introductory offers, pre-paid package discounts, professional courtesy discounts and sliding fee scales
- o Current financial status
- o Potential funding sources and note how any loans are to be secured
- o Financial Sheets: Opening Balance; Start-up Costs Worksheet; Business Income and Expense Forecast; Monthly Business Expenses Worksheet; Monthly

Operations

- o Your management qualifications
- o Brief overview of your company policies and procedures
- o Group practice: describe the various functions, the person(s) responsible, and level of authority.
- o Assessment of your strengths and challenges.
- o Safety precautions, security needs, and a plan to reduce these types of risks
- o Staff: list the various functions, estimated number of people needed for each function, describe the training required, and state your compensation plan
- o Specify the legal form of ownership
- o Accounting and control summary
- o Requisite licenses, permits and insurance coverage

Risk Assessment

- o Effects your competition has on all phases of your business
- o Possible external events that might hamper your success
- o Contingency plan to counteract the most significant risks
- o Potential internal problems

Success Strategies

- o Goals for developing your success strategies
- o Methods for implementing your business plan and having a prosperous practice

Appendix

- o Personal net worth statement
- o Copies of last two year's income statements and balance sheets
- o List of client commitments
- o Copies of business legal agreements
- o Credit status reports
- o News articles about you or your business
- o Photographs of your location
- o Copies of promotional material
- o Letters of recommendation from your clients
- o Key employee resumés
- o Personal references

Supplement (for business plans used for securing loans)

Executive Summary

- o State the type of business loan(s) you're seeking (e.g., term loan, line of credit or mortgage)
- o Summarize the proposed use of the funds
- o Calculate the projected return on investment
- o Write a persuasive statement of why the venture is a good risk

Financial Analysis

- o Describe the loan requirements: the amount needed, the terms and the date by which it's required.
- o State the purpose of the loan, detailing the facets of the business to be financed
- o Provide a statement of the owner's equity
- o List outstanding debts. Include the balance due, repayment terms, purpose of the loan and status
- o Document your current operating line of credit—the amount and security held

References

- o List all pertinent information regarding your current lending institution: branch, address, types of accounts and contact person(s)
- o List the names, addresses and phone numbers of your attorney, accountant and business consultant

When writing a business plan, here are some things to avoid:

- **Form over substance.** If it looks good but doesn't have a solid basis in fact and research, you might as well save your energy.
- **Empty claims.** If you say something is so, back it up in the next sentence with a statistic or fact or quote from a knowledgeable source that supports the claim.
- **Rumors about the competition.** If you know for sure one is going out of business you can allude to it, but avoid listing their weaknesses or hearsay. Stick to facts.
- **Superlatives and strong adjectives.** Words like major, incredible, amazing, outstanding, unbelievable, terrific, great, most, best, and fabulous don't have a place in a business plan. Avoid "unique" unless you can demonstrate with facts that the product or service is truly "one of a kind". Your opportunity is probably not unique.
- **Long documents.** Keep it under 25 pages total. Write whatever you want to write, but keep it at home. If they want details, they will ask.
- **Over estimating on your financial projections.** Sure you want to look good, but resist optimism here. Use half of what you think is reasonable. Better to underestimate than set expectations that aren't fulfilled.
- **Overly optimistic time frames.** Ask around or do research on the Internet. If it takes most companies 6-12 months to get up and running, that is what it will take yours. If you think it will take 3 months to develop your prototype, double it. You will face delays you don't know about yet--ones you can't control.
- **Gimmicks.** Serious investors want facts, not hype. They may eat the chocolate rose that accompanies the business plan for your new florist shop, but it won't make them any more interested in investing in the venture.
- **Typos and misspelled words.** Use your spell checker, hire an editor or have four people read the document from back to front, but get those errors out of there if you want to be taken seriously.
- **Amateurish financial projections.** Spend some money and get an accountant to do these for you. They'll help you think through the financial side of your venture, plus put them into a standard business format that a business person expects.

SHOW ME THE MONEY

Your own business (Possible Annual Gross Income for 50 Weeks) (Doesn't include rent and other expenses)

- 5 (1 hour) massages a week (\$50 each) yields an annual income of \$12,500
- 10 (1 hour) massages a week (\$50 each) yields an annual income of \$25,000
- 15 (1 hour) massages a week (\$50 each) yields an annual income of \$37,500

- 20 (1 hour) massages a week (\$50 each) yields an annual income of \$50,000
- 25 (1 hour) massages a week (\$50 each) yields an annual income of \$62,500
- 30 (1 hour) massages a week (\$50 each) yields an annual income of \$75,000

Your own business (Possible Annual Gross Income for 50 Weeks) (Doesn't include rent and other expenses)

- 5 (1 hour) massages a week (\$55 each) yields an annual income of \$13,750
- 10 (1 hour) massages a week (\$55 each) yields an annual income of \$27,500
- 15 (1 hour) massages a week (\$55 each) yields an annual income of \$41,250

- 20 (1 hour) massages a week (\$55 each) yields an annual income of \$55,000
- 25 (1 hour) massages a week (\$55 each) yields an annual income of \$68,750
- 30 (1 hour) massages a week (\$55 each) yields an annual income of \$82,500

Your own business (Possible Annual Gross Income for 50 Weeks) (Doesn't include rent and other expenses)

- 5 (1 hour) massages a week (\$60 each) yields an annual income of \$15,000
- 10 (1 hour) massages a week (\$60 each) yields an annual income of \$30,000
- 15 (1 hour) massages a week (\$60 each) yields an annual income of \$45,000

- 20 (1 hour) massages a week (\$60 each) yields an annual income of \$60,000
- 25 (1 hour) massages a week (\$60 each) yields an annual income of \$75,000
- 30 (1 hour) massages a week (\$60 each) yields an annual income of \$90,000

Your own business (Possible Annual Gross Income, minus \$400 a month rent for 50 Weeks) (Doesn't include other expenses)

- 5 (1 hour) massages a week (\$50 each) yields an annual income of \$7,700
- 10 (1 hour) massages a week (\$50 each) yields an annual income of \$20,200
- 15 (1 hour) massages a week (\$50 each) yields an annual income of \$32,700

- 20 (1 hour) massages a week (\$50 each) yields an annual income of \$45,200
- 25 (1 hour) massages a week (\$50 each) yields an annual income of \$57,700
- 30 (1 hour) massages a week (\$50 each) yields an annual income of \$70,200

Your own business (Possible Annual Gross Income, minus \$400 a month rent for 50 Weeks) (Doesn't include other expenses)

- 5 (1 hour) massages a week (\$55 each) yields an annual income of \$8,950
- 10 (1 hour) massages a week (\$55 each) yields an annual income of \$22,700
- 15 (1 hour) massages a week (\$55 each) yields an annual income of \$36,450

- 20 (1 hour) massages a week (\$55 each) yields an annual income of \$50,200
- 25 (1 hour) massages a week (\$55 each) yields an annual income of \$63,950
- 30 (1 hour) massages a week (\$55 each) yields an annual income of \$77,700

Your own business (Possible Annual Gross Income, minus \$400 a month rent for 50 Weeks) (Doesn't include other expenses)

- 5 (1 hour) massages a week (\$60 each) yields an annual income of \$10,200
- 10 (1 hour) massages a week (\$60 each) yields an annual income of \$25,200
- 15 (1 hour) massages a week (\$60 each) yields an annual income of \$40,200

- 20 (1 hour) massages a week (\$60 each) yields an annual income of \$55,200
- 25 (1 hour) massages a week (\$60 each) yields an annual income of \$70,200
- 30 (1 hour) massages a week (\$60 each) yields an annual income of \$85,200

60% Commission (Possible Annual Gross Income for 50 Weeks)

- 5 (1 hour) massages a week (\$55 each) yields an annual income of \$8,250
- 10 (1 hour) massages a week (\$55 each) yields an annual income of \$16,500
- 15 (1 hour) massages a week (\$55 each) yields an annual income of \$24,750

- 20 (1 hour) massages a week (\$55 each) yields an annual income of \$33,000
- 25 (1 hour) massages a week (\$55 each) yields an annual income of \$41,250
- 30 (1 hour) massages a week (\$55 each) yields an annual income of \$49,500

50% Commission (Possible Annual Gross Income for 50 Weeks)

- 5 (1 hour) massages a week (\$55 each) yields an annual income of \$6,875
- 10 (1 hour) massages a week (\$55 each) yields an annual income of \$13,750
- 15 (1 hour) massages a week (\$55 each) yields an annual income of \$20,625

- 20 (1 hour) massages a week (\$55 each) yields an annual income of \$27,500
- 25 (1 hour) massages a week (\$55 each) yields an annual income of \$34,375
- 30 (1 hour) massages a week (\$55 each) yields an annual income of \$41,250

50% Commission, plus \$8 when not working (Possible Annual Gross Income for 50 Weeks)

- 5 (1 hour) massages a week (\$55 each) yields an annual income of \$20,875
- 10 (1 hour) massages a week (\$55 each) yields an annual income of \$25,750
- 15 (1 hour) massages a week (\$55 each) yields an annual income of \$30,625

- 20 (1 hour) massages a week (\$55 each) yields an annual income of \$35,500
- 25 (1 hour) massages a week (\$55 each) yields an annual income of \$40,375
- 30 (1 hour) massages a week (\$55 each) yields an annual income of \$45,250

40% Commission (Possible Annual Gross Income for 50 Weeks)

- 5 (1 hour) massages a week (\$55 each) yields an annual income of \$5,500
- 10 (1 hour) massages a week (\$55 each) yields an annual income of \$11,000
- 15 (1 hour) massages a week (\$55 each) yields an annual income of \$16,500

- 20 (1 hour) massages a week (\$55 each) yields an annual income of \$22,000
- 25 (1 hour) massages a week (\$55 each) yields an annual income of \$27,500
- 30 (1 hour) massages a week (\$55 each) yields an annual income of \$33,000

30% Commission (Possible Annual Gross Income for 50 Weeks)

- 5 (1 hour) massages a week (\$55 each) yields an annual income of \$4,125
- 10 (1 hour) massages a week (\$55 each) yields an annual income of \$8,250
- 15 (1 hour) massages a week (\$55 each) yields an annual income of \$12,375

- 20 (1 hour) massages a week (\$55 each) yields an annual income of \$16,500
- 25 (1 hour) massages a week (\$55 each) yields an annual income of \$20,625
- 30 (1 hour) massages a week (\$55 each) yields an annual income of \$24,750

25% Commission (Possible Annual Gross Income for 50 Weeks)

- 5 (1 hour) massages a week (\$55 each) yields an annual income of \$3,437
- 10 (1 hour) massages a week (\$55 each) yields an annual income of \$6,875
- 15 (1 hour) massages a week (\$55 each) yields an annual income of \$10,312

- 20 (1 hour) massages a week (\$55 each) yields an annual income of \$13,750
- 25 (1 hour) massages a week (\$55 each) yields an annual income of \$17,187
- 30 (1 hour) massages a week (\$55 each) yields an annual income of \$20,625

20% Commission (Possible Annual Gross Income for 50 Weeks)

- 5 (1 hour) massages a week (\$55 each) yields an annual income of \$2,750
- 10 (1 hour) massages a week (\$55 each) yields an annual income of \$5,500
- 15 (1 hour) massages a week (\$55 each) yields an annual income of \$8,250

- 20 (1 hour) massages a week (\$55 each) yields an annual income of \$11,000
- 25 (1 hour) massages a week (\$55 each) yields an annual income of \$13,750
- 30 (1 hour) massages a week (\$55 each) yields an annual income of \$16,500

\$10 an Hour (Possible Annual Gross Income for 50 Weeks)

- 20 hours a week yields an annual income of \$10,000

- 40 hours a week yields an annual income of \$20,000

\$15 an Hour (Possible Annual Gross Income for 50 Weeks)

- 20 hours a week yields an annual income of \$15,000

- 40 hours a week yields an annual income of \$30,000

\$20 an Hour (Possible Annual Gross Income for 50 Weeks)

- 20 hours a week yields an annual income of \$20,000

- 40 hours a week yields an annual income of \$40,000

Massages per week	Income per week	Income per year
One	\$50	\$2,500
Two	\$100	\$5,000
Three	\$150	\$7,500
Four	\$200	\$10,000
Five	\$250	\$12,500
Ten	\$500	\$25,000
Twenty	\$1,000	\$50,000
Thirty	\$1,500	\$75,000
Forty	\$2,000	\$100,000

BUSINESS ORGANIZATIONS

Practice Management, Marketing, & General Business Sources

www.sohnen-moe.com/sitemap.html

PAY DAY

There are so many options for payment of massage, here are a few:

- *The other factors you need to include are:** Supplies, Billing (Insurance), Scheduling, Tips...
- *Rent the room:** \$200 - \$400 a month
- *Rent the room:** \$200 - \$400 a month, plus sub-contract the room with another therapist when you are not there
- *Rent the room:** \$15 - \$25 a day (Only when you are there)
- *You get what ever is greater at the end of the week:** \$8 - \$12 an hour or 30% - 60%
- *You get:** \$8 - \$12 an hour during the time you are there (Massaging or not)
- *You get:** \$8 - \$12 an hour (When you are not massaging), plus 30-60% of the massages you perform
- *You get:** 30% - 75% for the massages you perform
- *You get:** 30% - 75% for the massages you perform, plus extra percentage if you meet your goal of money for the week (Sometimes many levels)
- *You get:** 30% - 75% for the massages you perform, plus a percentage for beauty supplies you sell
- *You get:** 30% - 75% for the massages you perform, plus extra percentage if you meet your goal of money for the week, plus a percentage for beauty supplies you sell
- *You get:** 30% - 75% for the massages you perform, plus \$7 - \$10 an hour for being a receptionist when you are not massaging
- *You pay them:** \$100 a month and you give them 25% - 50% out of every massage
- *You get guaranteed pay:** \$10 - \$30 an hour and you would be considered a chiropractic technician and you would help with the billing on your free time.
- *You get guaranteed pay:** \$10 - \$20 an hour and you would be considered a chiropractic technician when you are not massaging. Also, when you are massaging you would get 40% - 75% (You would not get the guaranteed money during your massages).
- *You only get paid:** When the insurance company pays you (50% - 75%)

GIFT CERTIFICATES

- Put a number on each gift certificate.
- Keep a good record of gift certificates and mark each one off with a date.
- Write only one-year expiration on the gift certificates at the most.
- Sell packages of massages (At a discounted price) and tell the clients they can give them to other people.
- Send out reminder cards if the gift certificate is going to expire soon.
- Reward clients that give you referrals with free a free gift certificate.
- Do not give out too many free gift certificates, it will seem that they all want to redeem them at the same time, and then you do not have a lot of income.
- Give a discount to clients that have followed you from place to place, once you open your own clinic.
- Give a senior discount.
- Only 50% of gift certificates for people that have never received a massage will be redeemed and about 75% of people that have received massages before will use them.
- Run promotions for the various holidays emphasizing gift certificate sales: Christmas, Valentines Day.
- Give your clients gift certificates to give to their friends and spouses.
- Send out birthday cards with a discounted massage offer.
- Microsoft Publisher works well for making Gift Certificates and Business cards.
- If you sell gift certificates, put that money in a separate savings account and only take out that money when you give that massage.



GIFT CERTIFICATE

1234 Main St.
Rochester, MN 55555
Phone: 555-5555

This certificate entitles: _____ to a one-hour massage

From: _____

Authorized by: _____

Expires: ____/____/200__

Gift certificate number _____

Not redeemable for cash.

Please give a 24-hour notice with any cancellations.

BUSINESS CARDS

Vistaprint.com is a cheap way to purchase business cards.

FRONT OF A BUSINESS CARD

MESSAGE FOR GOLFER'S

BY

Ryan Hoyme (CMT)

MESSAGE INSTRUCTOR AT GLOBE COLLEGE / MSB
COLLEGE

MEMBER OF *****ASSOCIATION

Active Release, Applied Kinesiology, Craniosacral Therapy,
Manual Lymphatic Drainage, Muscle Energy Technique (MET),
Myofascial Release, Neuromuscular Therapy, On-site/Chair
Massage, Range of Motion, Sports massage, Swedish massage,
Thai Massage, Therapeutic Touch, Trigger Point Therapy

Phone: 555-5555

Most Saturdays at the *** golf course during
the summer,**

By appointment other times

BACK OF A BUSINESS CARD



Phone: 555-5555

Appointment

Day Date Time

Please give at least a 24-48 hour notice if you cancel.

INSURANCE

Basics

- Get as much information from the client on the phone before they make an appointment.
- Have the client fill out a Health form, Sign release of treatment, Insurance information, Lien, Release of records, Payment schedule or agreement if applicable.
- Billing Form HCFA 1500 (Health Care Financing Administration) is available at local office supply stores. This is the claim form most widely accepted by insurance companies when billing for insurance-related services. Also known as the Universal Claim Form.
- Some therapist hate dealing with insurance companies, so they have the client pay up front and give them a receipt.
- The result of federal legislation, Health Insurance Portability and Accountability Act (HIPAA) places a mandate on insurance companies to simplify and expedite insurance submissions.
- Additional treatments can be approved with documentation that it is necessary and that the client is improving.
- There is usually a limit on the amount of payment allowed per treatment. Even though you may bill at a higher rate, you may not receive the total amount.

Insurance

- Did you know that nearly (If not all) auto insurance companies cover massage therapy?
- Call insurance company to verify if the claim is active and still paying bills.
- If you know somebody was in a car accident, recommend him or her to get a prescription from a doctor for massages and have them talk to their insurance company about it.
- You can bill insurance companies a higher rate, but keep it the same with every insurance company.
- Insurance clients tend to have the “fix me” attitude.
- Make sure you get the schedule for the massages the insurance company agrees to pay.
- Insurance companies want to if you are charting accurately, if your massage is helping to make this client better and if the client is getting better.
- Insurance companies will check to see if you are providing treatments as per the prescription (Number of treatments, times per week and length of treatment).
- You may be asked to write a summary at a later date or even testify at trial, mediation or arbitration.
- Talk to other therapists about how they deal with insurance companies and insurance clients.

Chiropractic

- If you decide to work in a Chiropractors office, you will be trained in insurance billing.
- Some Chiropractor offices will have your job title be: Massage Therapist / Chiropractor Assistant.
- A Chiropractor Assistant is usually trained on the job and they deal with office procedures and helping the Chiropractor with other duties.
- A Chiropractor Technician usually requires more schooling and training.
- If a doctor prescribes massage then you do not have to pay sales tax.

Notes

- If you have the client pay up front, you need to make a copy of your notes and either send them with the client or fax or send them to the insurance company.
- Send bill with a copy of S.O.A.P. Notes and copy of the physician's referral.
- Allow at least 2-4 weeks for payment from the insurance company.
- If the insurance company does not understand your S.O.A.P. notes or cannot identify your abbreviation, they will send them back to you.
- Some insurance companies refuse to accept S.O.A.P. notes from clients.

Current Procedural Terminology

- The American Medical Association (AMA) first developed and published CPT in 1966.
- The Current Procedural Terminology Manual (CPT) is a manual of procedure codes.
- Any code that does not begin with 97 requires licensure beyond the training level of a massage therapist.
- CPT codes are how we bill insurance companies.
- CPT codes are usually billed in 15-minute increments.
- CPT codes can change; some therapists pay a fee to keep updated on the codes.
- All of the codes that might be used by a massage therapist are in a three-page section of the CPT Manual entitled “Physical Medicine and Rehabilitation.” These codes all begin with the digits 97. Any code that does not begin with 97 requires licensure beyond the training level of a massage therapist. Use

of a code not appropriate to the licensure of the therapist is considered to be misrepresentation of licensure. Typically such use is referred to as fraud.

- If an insurance company tells you to use a 99 code, get the company's recommendation in writing.
- Examples of CPT codes:
 - *Application of a modality to one or more areas; hot or cold packs.
 - *Therapeutic procedure, one or more areas, each 15 minutes: massage, including effleurage, petrissage, and/or tapotement (Stroking, compression, percussion). This code is used to report work to workers' compensation. Your state workers' compensation department will supply a manual with the CPT codes accepted for massage therapy.
 - *Therapeutic procedure, one or more areas, each 15 minutes;

unlisted therapeutic procedure (Specify). This code requires a written report. It might be used for cranial-sacral therapy or other modalities, which do not "fit" the other codes.

*Manual therapy techniques (Mobilization/Manipulation, Manual Lymphatic Drainage, Manual Traction). This is the code recommended for all therapeutic work.

For insurance billing, the following is required:

- Prescription / treatment plan from your doctor
- Letter of Medical Necessity (LOMN) from your doctor
- Verification of adequate insurance coverage

Codes (Please check, they can change from year to year)

- **95831** (manual muscle testing),
- **95851** (range of motion testing),
- **97112** - Neuromuscular re-education, movement, balance, coordination, kinesthetic sense, posture, and proprioception (each 15 minutes),
- **97124** (massage),
- **97110** - Therapeutic Exercises to develop strength and endurance and range of motion and flexibility (each 15 minutes),
- **97113** - Aquatic Therapy (each 15 minutes),
- **97116** - Gait Training - includes Stair Climbing (each 15 minutes),
- **97139** - Unlisted Therapeutic Procedures (each 15 minutes – specify type),
- **97140** (manual therapy),

HCFA - Health Care Financing Administration. This form was developed for the purpose of standardizing claim submissions. This form, by law, is accepted by all insurances throughout the USA. This simplifies claim submission.

The Correct Form - There are several different styles of HCFA 1500's. The one applicable to most massage therapy practices is a single part, bar coded form.

Photocopies - An original form must be submitted each time. This form is printed in red ink. No photocopying is accepted.

Purchasing - The smallest quantity of HCFA 1500's available to you through a regular commercial business is 250. Some massage therapists have actually bought 1000 forms because that was the smallest quantity they could find. Massage Therapy Associates buys 1000 at a time and sells them in batches of 25, 50, or 100.

Electronic Billing - A federal statute will soon be in force to govern electronic transfer of patient information for insurance purposes. There will be a lot written about HIPAA as the time for its implementation approaches.

- **97001**-Physical therapy evaluation (Don't use)
- **97002**-Physical therapy re-evaluation (Don't use)
- **97112**-Intended to identify neuromuscular re-education designed to re-educate the muscle for some function it was previously able to do and not intended to identify massage to increase circulation, etc.
- ***97124**-Massage, including effleurage, petrissage, and/or tapotement (stroking, compression, percussion). For increasing circulation and to promote tissue relaxation to the muscles. The specific techniques involved would be effleurage, petrissage, and/or tapotement. This code is reported in units of 15 minutes. If your treatment is based on or consists of a basic relaxation massage (Swedish massage), this is the code to use.
- ***97140**-Manual therapy techniques (e.g., mobilization/manipulation, manual lymphatic, manual traction), one or more regions, each 15 minutes. Used to describe therapy which increases active pain-free range of motion, increased extensibility of myofascial tissue, and facilitates return to functional activities. This code is reported in units of 15 minutes. This code would be used for the techniques stated. It would include neuromuscular therapy, positional release, stretching, and nearly any therapeutic technique performed manually for the purposes mentioned in the first sentence.
- **97010**-Application of modality to one or more areas; hot or cold packs.
- **97110**-Therapeutic procedure, one or more areas, each 15 minutes; therapeutic exercises to develop strength and endurance, range of motion, and flexibility.
- ***97112**-Neuromuscular re-education of movement, balance, coordination, kinesthetic sense, posture, and Proprioception.
- **97139**-Unlisted therapeutic procedure (such as Shiatsu, Feldenkrais, Trager, Aston Patterning, Hellerwork, and other body therapy procedures).
- **97530**-Therapeutic activities, direct (one on one) patient contact by the provider (use of dynamic activities to improve functional performance), each 15 minutes, is used to report dynamic therapeutic activities. Dynamic therapeutic activities include the use of multiple parameters, such as balance, strength, and range of motion, which are designed to achieve improved functional performance. Examples include lifting stations, closed kinetic chain activity, hand assembly activity, transfers (chair to bed, lying to sitting, etc), and throwing, catching, or swinging. This procedure requires direct (one on one) patient contact by a physician or therapist and is reported per each 15 minute intervals that the therapeutic procedure is performed. Code used to report a series of movements involving flexibility, strength, and coordination specifically designed for recovery of everyday functionality. This code is intended for use by occupational therapists who receive the specific training needed to design therapeutic activities. If you have not received that specific training, you should not use this code. (A weekend seminar is insufficient.)
- **97799**-Unlisted physical medicine/rehabilitation service or procedure.
- **99056**-Services provided at request of patient at a location other than your office which would normally be provided in the office (such as full immersion hydrotherapy).

PHYSICAL THERAPY CODES

97010 Hot or cold packs therapy	97028 Ultraviolet therapy	97116 Gait training therapy	97535 Self care mngment training
97012 Mechanical traction therapy	97032 Electrical stimulation	97124 Massage therapy	97537 Community/work reintegration
97014 Electric stimulation therapy	97033 Electric current therapy	97139 Physical medicine procedure	97542 Wheelchair mngment training
97016 Vasopneumatic device therapy	97034 Contrast bath therapy	97140 Manual therapy	97545 Work hardening
97018 Paraffin bath therapy	97035 Ultrasound therapy	97150 Group therapeutic procedures	97546 Work hardening add-on
97020 Microwave therapy	97036 Hydrotherapy	97504 Orthotic training	97703 Prosthetic checkout
97022 Whirlpool therapy	97039 Physical therapy treatment	97520 Prosthetic training	97750 Physical performance test
97024 Diathermy treatment	97110 Therapeutic exercises	97530 Therapeutic activities	97799 Physical medicine procedure
97026 Infrared therapy	97112 Neuromuscular reeducation	97532 Cognitive skills development	
	97113 Aquatic therapy/exercises	97533 Sensory integration	

Medical Codes for 2004

www.massageandbodywork.com/Articles/FebMar2004/cptcodes.html

Diagnosis codes

- Diagnosis codes (ICD codes) are often needed when billing even though we are not able to diagnose.
- Massage therapists are not qualified to select ICD codes and should come from the referring physician.
- Examples of ICD codes: Carpal Tunnel Syndrome, Thoracic Outlet Syndrome, Osteoarthritis, Frozen Shoulder, Lumbar back pain (Myofascial pain, low back) and many more.
- The ICD 9 CM Manual classifies disease around the world.
- Learn about codes before you need them.
- Use of a code not appropriate to the licensure of the therapist is considered misrepresentation of licensure and is usually referred to as fraud.
- <http://icd9cm.chrisendres.com> is a place on the web for free information to find the codes.

How much to bill

- If we overbill, it may cause insurers to feel justified in denying our services and/or to write massage therapy out of policies entirely.
- Overbilling may cause physicians or other entities to refer to someone else.
- Overbilling may cause patients to discontinue therapy and not complete the allotted treatments prescribed by the referring physician. This is especially true when patients are billed for and are unable to pay the balance or co-pay (which you are required to bill them for).
- Overbilling may cause patients to look elsewhere for therapists who are willing to provide their prescribed treatments for less.
- Overbilling can hurt the profession in the long run. It was reasonable fees, savings to insurers, quality service, and patient/physician satisfaction with our services that got us in the insurance system in the first place.
- Overbilling can cause many who have come to love massage therapy, and those who need it, to go without because they can no longer afford it.
- Ultimately, overbilling may actually cost you income.
- "Resource-Based Relative Value Scale (RBRVS), a relative value scale based on the resource cost of providing physician services was adopted in OBRA 89 as the basis for physician payment for Medicare Part B services effective January 1992.
- The relative value of each service is a sum of relative value units (RVUs) representing physician work, practice expense, and professional liability insurance, all adjusted for each locality by a geographic adjustment factor and converted into dollar payment amounts by a conversion factor".
- Insurance companies will not tell you what you can charge. However, they do set the amounts they will pay. Insurance companies normally reimburse at the established usual, customary, and reasonable, (UCR) rate per geographical region.

BUSINESS EXPENSES SUMMARY SHEET

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Advertising													
Auto													
Bad Debts													
Bank Fees													
Depreciation													
Draw													
Dues and Fees													
Education													
Entertainment													
Equipment													
Furniture													
Insurance													
Interest													
Inventory													
Licenses													
Loan Payment													
Maintenance													
Parking													
Permits													
Postage													
P.O. Box													
Printing													
Profes Fees													
Promotion													
Rent													
Repairs													
Supplies													
Taxes													
Telephone													
Travel													
Utilities													
Other													
Other													
Other													
Other													
Total:													