

# Spa Business Revenue Growth — Workbook

This workbook turns the course into action for your own spa. Work through one section per module: measure your current numbers, design your membership and upsell programs, fix your retail, and build a 12-month promotion calendar. The exercises, worksheets, and templates are meant to be filled in with your real figures so you leave with a working revenue plan, not just notes.

## The Spa Revenue Scoreboard

Measure your four core numbers, find your revenue leaks, and set 90-day targets.

### Exercise: Calculate Your Four Numbers

Pull one full month of data from your booking software or POS and compute each metric by hand. Write the figure and show your working so you can repeat it monthly.

- **RevPATH:** total service revenue divided by (number of treatment rooms times open hours in the month). What is your dollars-per-available-hour?

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- **Average ticket:** total revenue (services plus retail) divided by number of guest visits. Split it into service dollars and retail dollars.

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- **Capacity utilization:** booked treatment hours divided by available treatment hours. Is any day below 50 percent?

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- **Rebooking rate:** percent of guests who booked their next visit before leaving. Is it above or below 35 percent?

### Worksheet: Revenue Leak Audit

Fill in each field from last month's reports to quantify where room-hours and revenue disappear, then estimate the dollar value of plugging each leak.

No-show and late-cancel rate (percent of bookings)

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Estimated monthly room-hours lost to no-shows

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Dollar value of those lost hours at your RevPATH

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Number of unfillable scheduling gaps per week

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Softest day and time block (lowest utilization)

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Current cancellation / card-on-file policy

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Target no-show rate after policy change

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### Checklist: Scoreboard Setup

- Located service revenue, guest count, and utilization in my booking software
- Computed RevPATH, average ticket, utilization, and rebooking rate for last month
- Built a utilization heat map by day and hour
- Set a written 90-day target for each of the four numbers
- Created a one-page weekly dashboard and scheduled a Monday review with the team

## Membership Programs That Create Recurring Revenue

Design tiers and pricing, model the unit economics with breakage, and plan the sale and churn-control.

### Exercise: Model a Membership Tier

Pick your anchor service and work the membership math end to end. Use the Membership Model template alongside this exercise.

- What is the drop-in price of your anchor service, and what monthly member price gives a 15 to 25 percent discount?
- What redemption rate do you assume (and therefore what breakage), and is that ethical given your rollover policy?
- What is your direct cost per service (therapist pay plus product), and what is the gross profit per member per month?
- At 50, 100, and 150 members, what annual gross profit does the membership base produce before retail and add-ons?

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### Worksheet: Membership Tier Sheet

Define each tier you will offer. Keep it to two or three tiers and make every benefit concrete.

Tier 1 name, monthly price, and included credits

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Tier 1 extra benefits (retail discount, free add-on, rollover cap)

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Tier 2 name, monthly price, and included credits

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Tier 2 extra benefits

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Optional couples / VIP tier and price

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Cancellation notice period and freeze policy

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Billing platform and billing date

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### Checklist: Launch and Retention Checklist

- Confirmed unit economics work at full redemption (breakage is upside, not the goal)
- Set up recurring auto-pay, failed-card retries, and rollover credits in my software
- Wrote a one-line checkout sales script and trained every front-desk person
- Set a front-desk spiff per membership sold

- Built automated nudges: usage reminder at 14 days and at-risk flag at 45 days
- Defined a freeze-instead-of-cancel save offer and an exit survey

## Upsell Menus and Profitable Retail

Build an enhancement menu, run retail to margin and attach-rate targets, and align staff incentives ethically.

### Exercise: Design Your Enhancement Menu

Create 5 to 8 add-ons priced 15 to 35 dollars and project the average-ticket lift. Use the Upsell & Retail Tracker template to record results.

- List 5 to 8 enhancements with a one-line guest benefit and a price from 15 to 35 dollars.

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- What is the direct product cost and therefore the gross margin of each enhancement?

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- If attach rate hits 50 percent at an average 25-dollar enhancement, what is your new average ticket and the percent lift?

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- Which single enhancement will each therapist recommend by default, matched to a need they can observe?

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### Worksheet: Retail Profit Plan

Set your retail targets and the hero-product strategy, then fill in the numbers to confirm the profit opportunity. Professional line(s) carried and wholesale cost as percent of retail

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Target blended gross margin (aim for 50 percent or higher)

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Current attach rate and target attach rate (aim 20 to 25 percent)

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Two hero products every therapist will recommend

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Retail commission rate for therapists

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Monthly retail revenue and gross-profit target

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Inventory turn target (aim 4 to 6 times per year)

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### Checklist: Ethical Incentive Setup

- Stock the exact products used in treatments so therapists can recommend authentically
- Set retail commission (commonly 10 percent) and a small enhancement bonus
- Tied a monthly team bonus to the spa-wide RevPATH or average-ticket target
- Wrote a needs-based recommendation guardrail: no guest should feel sold to
- Scheduled monthly review of guest reviews for any sign of pressure
- Role-played the in-room recommendation in a team meeting

## Seasonal Promotions and the 12-Month Calendar

Plan a year of promotions, use gift cards and packages as cash-flow tools, and run the margin math on every offer.

### Exercise: Find Your Valleys, Build the Calendar

Use last year's weekly revenue to locate your soft periods, then assign a promotion theme to each month. Fill in the Promotion Calendar template as you go.

- Which weeks were your three softest last year, and which were your two biggest gifting peaks?  
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- What promotional theme fills each valley and what value-add (not price cut) will you lead with?  
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- What gift-card and package push will you run in your two gifting peaks to bank revenue for the slow months?  
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- What revenue or unit goal will you set for each promotion before it launches?  
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### Worksheet: Promotion Margin Check

Before launching any single offer, complete this worksheet so the discount adds profit instead of giving it away.

Service price and direct cost (therapist plus product)

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Contribution margin before discount

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Discount or value-add offered

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Contribution margin after the offer

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Who is targeted (new / lapsed / off-peak only)

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Days and times the offer is valid

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Incremental visits needed to cover the margin given up

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End date and success goal

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### Checklist: Promotion Launch Checklist

- [ ] Mapped the full 12-month calendar from last year's weekly revenue
- [ ] Restricted every discount to off-peak days and to new or lapsed guests
- [ ] Chose value-add offers over straight price cuts wherever possible
- [ ] Set up a buy-100-get-20 gift-card incentive for the gifting peaks
- [ ] Offered digital and physical gift cards and checked local expiration law
- [ ] Defined how I will measure incremental (not total) visits after each promotion

## Your Action Plan

1. Week 1: Pull a full month of data and calculate RevPATH, average ticket, utilization, and rebooking rate; build the one-page weekly dashboard.
2. Week 1: Implement a card-on-file / deposit policy to cut no-shows below 5 percent.
3. Week 2: Model your membership tiers and confirm the unit economics work at full redemption with breakage as upside.
4. Week 2: Set up recurring billing, rollover credits, and the checkout sales script; train the front desk and add a sign-up spiff.
5. Week 3: Build a 5 to 8 item enhancement menu in your booking software and role-play needs-based recommendations with therapists.
6. Week 3: Tighten the retail line to 20 to 40 hero-focused SKUs, set a 10 percent retail commission, and assign two hero products.
7. Week 4: Map last year's weekly revenue to find your valleys and draft the 12-month promotion calendar with a goal per campaign.
8. Week 4: Launch your first value-add off-peak promotion targeting lapsed guests, with a margin check completed first.
9. Ongoing: Review the five dashboard numbers every Monday with the team and pick one focus number per month.
10. Quarterly: Re-run the four numbers, measure membership churn (keep under 5 percent), and feed each promotion's result into next year's calendar.









