Spa and Wellness Operations Management: Resort Spa Concept, Therapists and P&L

23 – 27 August 2027
Paris - Right Bank business hotel



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Introduction:

Spa and wellness operations management in many resorts falls short of the potential of the facility: treatment rooms sit empty in the morning and overbooked at dusk, therapists are paid for idle hours, menus carry too many low-margin treatments and retail shelves barely move. Wet areas add operating cost and safety exposure that few spa managers budget for. This Core Concept course gives spa directors, resort operations leaders and wellness business developers the concept, scheduling, pricing, hygiene and financial routines of a profitable resort spa, and ends with a Spa Concept and Operating Plan with a P&L for a case resort.

Course Objectives:

- Position a resort spa against primary and secondary wellness traveller segments and translate the positioning into a spa concept and facility space programme
- Design and price a treatment menu using treatment duration, therapist cost, product cost and room time per service
- Build therapist rosters, commission schemes and training plans that raise treatment room and therapist utilisation
- Apply booking, yield and package rules that shift demand into off-peak hours and lift revenue per available treatment hour
- Run operational hygiene, wet area water checks and safety routines for pools, steam rooms, saunas and relaxation areas
- Prepare a spa P&L, KPI dashboard and Spa Concept and Operating Plan for a resort property

Target Audience:

- Managers who lead resort, hotel and day spa operations and are accountable for treatment revenue and therapist teams
- Resort operations and rooms division managers whose property includes spa, pool and fitness facilities
- Wellness business development managers who plan new spa openings, repositioning projects or wellness programmes
- Spa supervisors and reception leads who control bookings, schedules and the guest journey on each shift
- Asset management and owner representatives who review spa operating budgets and concept proposals
- Managers of spa retail, product partnerships and membership sales in resort and city settings

Course Outline:

Day 1: Wellness Tourism Market, Guest Segments and Spa Business Models

- Wellness Tourism Definitions: Primary and Secondary Wellness Travellers
- Spa Type Classification: Day Spa, Destination Spa and Resort Spa Business Models
- Resort Spa Guest Segments: In-House Guests, Day Visitors, Members and Event Groups
- Competitive Spa Audit: Menu, Price Points, Facilities and Guest Review Themes
- Current-State Spa Assessment: Capture Rate, Utilisation and Revenue Mix Baseline

Day 2: Spa Concept Design, Facility Layout and Treatment Menu Engineering

- Spa Concept Statement: Positioning, Signature Rituals and Brand Story
- Facility Space Programme: Treatment Rooms, Wet Areas, Relaxation Lounges and Back of House
- Guest and Therapist Flow Mapping: Dry and Wet Circulation and Linen Routes
- Treatment Menu Engineering: Popularity and Margin Matrix per Service
- Treatment Pricing Build-Up: Therapist Minutes, Product Cost, Room Time and Price Ladders

Day 3: Therapist Workforce, Scheduling and Booking Operations

- Therapist Recruitment Profiles, Skills Matrix and Onboarding Plan
- Therapist Training Calendar: Protocol Sign-Off, Upselling and Service Refreshers
- Therapist Rostering by Demand Curve: Split Shifts and Staggered Starts
- Commission, Incentive and Productivity Schemes for Therapists and Reception
- Spa Booking Rules: Buffer Times, Room Turnover, Deposit and Cancellation Policies

Day 4: Yield, Service Standards, Hygiene and Wet Area Safety

- Spa Yield Management: Peak and Off-Peak Pricing, Minimum Durations and Package Fencing
- Spa Guest Journey Standards: Arrival, Consultation Form, Treatment and Retail Close
- Operational Hygiene Routines: Room Reset Checklists, Linen and Tool Disinfection Logs
- Pool, Steam Room and Sauna Operating Checks: Water Testing Logs, Temperatures and Signage
- Wet Area Incident Readiness: Slip Prevention, Supervision Rotas and Emergency Response Drills

Day 5: Retail, Memberships, Spa P&L and the Spa Concept and Operating Plan

- Retail and Product House Partnerships: Retail to Service Ratio and Stock Turn Targets
- Membership and Package Design: Pricing, Usage Rules and Breakage Assumptions
- Spa P&L and KPI Dashboard Build: Treatment Room Utilisation and Revenue per Treatment Hour
- In-Resort Spa Marketing Plan: Guest Capture Touchpoints, Pre-Arrival Offers and Events
- Spa Concept and Operating Plan Presentation for a Case Resort and Peer Challenge

Skills You Will Gain:

- Wellness Segment Analysis
- Spa Space Programming
- Treatment Menu Engineering
- Therapist Utilisation Planning
- Spa Yield Management
- Wet Area Operating Control
- Spa Financial Modelling
- Spa Membership Design

Why Attend This Course:

- Leave with a Spa Concept and Operating Plan and a P&L model you can adapt to your own resort or spa project
- Identify which treatments, hours and rooms lose money and reprice or reschedule them with evidence
- Present spa performance to general managers and owners using utilisation and revenue per treatment hour
- Compare spa rosters, menus and membership models with peers from resort, city hotel and day spa operations

Conclusion:

A resort spa earns its space when the concept, the menu, the therapist roster and the booking rules work from the same numbers. The course moves from wellness traveller segments and spa business models, through concept design, facility layout and menu engineering, into therapist scheduling and bookings, then yield, guest journey standards and wet area hygiene and safety. The final day combines retail, memberships, marketing and the spa P&L into a Spa Concept and Operating Plan for a case resort.