

FINANCIAL & COMMERCIAL MASTERY

MODULE 6

Understanding Spa Financials

If you don't understand the numbers, you're guessing. And guessing isn't a strategy.

MODULE OVERVIEW

What You'll Learn

Lesson 1

Reading a P&L Statement

Lesson 2

Financial Mindset for Spa Leaders

LESSON 1

Reading a P&L Statement

- Revenue lines: treatment, retail, membership, other
- Cost categories: labour, cost of goods, overheads
- GOP (Gross Operating Profit) and why it's your scorecard
- The relationship between revenue, cost, and profit margin

Financial Mindset for Spa Leaders

- Thinking commercially without losing the guest experience
- Every decision has a financial consequence — learn to calculate it
- Financial vocabulary: what your GM and finance team expect you to know
- Presenting your numbers with confidence

KEY CONCEPT



A spa manager who can read a P&L and tell a story with the numbers is worth twice their salary.

PRACTICAL EXERCISE

Apply What You've Learned

Obtain your spa's P&L (or use the example provided). Identify the top three revenue drivers and top three cost drivers. Calculate your GOP margin and compare to industry benchmarks.

LEARNING OUTCOMES

By completing this module, you will be able to:

- 1**
• Read and interpret a spa P&L statement confidently
- 2**
• Identify key revenue and cost drivers in your operation
- 3**
• Calculate and benchmark GOP margin
- 4**
• Present financial performance to senior stakeholders

Required Submissions

P&L Analysis

Annotated P&L with commentary on key drivers and areas for improvement.

Financial Presentation

A five-minute presentation of your spa's financial performance ready for delivery to your GM.

FINANCIAL & COMMERCIAL MASTERY

Module 6 Complete

Next: Module 7