

FINANCIAL & COMMERCIAL MASTERY
MODULE 7

KPIs, Dashboards & Data-Driven Decisions

What gets measured gets managed. What gets displayed gets improved.

COMMERCIAL LEADERSHIP PROGRAMME
Spa Director & Spa Manager Development

Module Overview

What gets measured gets managed. What gets displayed gets improved.

LESSON	TOPIC
Lesson 1	The Essential Spa KPIs
Lesson 2	Building Your Dashboard

Lesson 1: The Essential Spa KPIs

RevPATH (Revenue Per Available Treatment Hour) is the single most important metric in spa management. It tells you how effectively you're converting your available capacity into revenue. Calculate it: total treatment revenue divided by total available treatment hours. Track it daily.

Occupancy rate measures utilisation — what percentage of your available treatment slots are booked? Break this down by room, by therapist, by day, by time slot. The patterns will tell you where to focus.

Average treatment value, retail attachment rate (percentage of treatment guests who also buy retail), guest retention rate, rebooking rate, NPS, and labour cost as a percentage of revenue complete your essential dashboard. Six to eight KPIs. No more — or nobody looks at them.

KEY POINTS

- Calculate and track RevPATH daily
- Monitor occupancy by room, therapist, and time slot
- Measure retail attachment rate and rebooking rate
- Keep KPIs to six-to-eight — clarity over completeness

Lesson 2: Building Your Dashboard

A dashboard nobody looks at is worse than no dashboard at all. Design it to be read in 30 seconds. Traffic light system: green (on or above target), amber (within 5% of target), red (below target). One page. Updated daily for operational metrics, weekly for trend metrics, monthly for strategic metrics.

Make data visible to the team, not just management. A treatment room occupancy board in the back-of-house. A retail target tracker visible at reception. When people can see the numbers, they naturally start caring about them.

The purpose of data isn't better reports. It's better conversations. 'RevPATH dropped 8% last week — why?' leads to a useful discussion. 'Revenue was down' leads to shrugs.

KEY POINTS

- Design a one-page dashboard readable in 30 seconds
- Use traffic light systems for instant clarity
- Make data visible to the whole team
- Use data to drive conversations, not just reports

Key Concept

“Data without action is just numbers. The dashboard isn't for looking at — it's for making decisions with.”

Practical Exercise

Select six KPIs that matter most for your spa. Design a one-page dashboard that your team can read in 30 seconds. Track all six KPIs for four weeks and present the trends with narrative commentary explaining root causes and recommended actions.

YOUR NOTES

Learning Outcomes

By completing this module, you will be able to:

1. Define and calculate the essential spa KPIs
2. Design a visual dashboard that drives team accountability
3. Use data to identify trends, problems, and opportunities
4. Present KPI performance with narrative commentary

SELF - A S S E S S M E N T

Rate your confidence in each outcome (1 = Not yet confident, 5 = Fully confident):

Outcome	1	2	3	4	5
Define and calculate the essential spa KPIs					
Design a visual dashboard that drives team accountability					
Use data to identify trends, problems, and opportunities					
Present KPI performance with narrative commentary					

Assessment

Complete the following submissions to demonstrate your learning:

Submission 1: KPI Dashboard

A one-page visual dashboard with six KPIs, tracking four weeks of data.

Submission 2: Trend Narrative

Written commentary explaining trends, root causes, and recommended actions.

MODULE COMPLETION

Name:	
Date:	
Assessor:	