

FINANCIAL & COMMERCIAL MASTERY
MODULE 11

Menu Engineering & Treatment Development

Your menu isn't a list of treatments. It's a commercial tool — design it like one.

COMMERCIAL LEADERSHIP PROGRAMME

Spa Director & Spa Manager Development

Module Overview

Your menu isn't a list of treatments. It's a commercial tool — design it like one.

LESSON	TOPIC
Lesson 1	Menu Psychology & Design
Lesson 2	Treatment Development

Lesson 1: Menu Psychology & Design

The paradox of choice is real: more options create more anxiety and fewer bookings. A spa menu with 45 treatments overwhelms guests. A curated menu of 20-25 treatments, clearly categorised, guides them to the right choice confidently.

Strategic positioning matters. Guests scan menus in predictable patterns — typically top-right first, then top-left. Place your highest-margin treatments in the prime positions. Use descriptive language that sells outcomes ('visibly firmer, brighter skin in 60 minutes') rather than processes ('cleanse, tone, massage, mask').

Your menu is a silent salesman. The design, photography, and layout do more selling than your reception team. Invest in it.

KEY POINTS

- Curate to 20-25 treatments for confident guest choice
- Position high-margin treatments in prime visual positions
- Sell outcomes, not processes, in treatment descriptions
- Invest in menu design as a commercial tool

Lesson 2: Treatment Development

Signature treatments are your brand in treatment form. They can't be found anywhere else. They tell your story. They give your therapists something to be proud of and your marketing team something to talk about.

Develop from concept to launch systematically. Concept: what gap does this fill? What guest need does it meet? Development: protocol, product requirements, training. Costing: time, product, labour, room, overhead — then add your margin. Pricing: position against your menu architecture. Launch: marketing campaign, team training, soft launch, review, adjust.

Seasonal and limited-edition treatments create urgency. 'Available March-May only' drives bookings in a way that 'always available' never will.

KEY POINTS

- Create signature treatments that become your brand
- Develop treatments systematically from concept to launch
- Cost treatments accurately including all direct and indirect costs
- Use seasonal offerings to create urgency and drive bookings

Key Concept

“A menu designed by therapists lists treatments. A menu designed by a commercial leader sells experiences.”

Practical Exercise

Audit your current menu against the psychology principles covered. Design a signature treatment from concept through to costing and launch plan. Restructure one section of your menu to optimise guest choice and commercial performance.

YOUR NOTES

Learning Outcomes

By completing this module, you will be able to:

1. Apply menu psychology to treatment menu design
2. Develop a signature treatment from concept to commercial launch
3. Cost treatments accurately including all direct and indirect costs
4. Design seasonal campaigns around limited-edition offerings

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
Apply menu psychology to treatment menu design					
Develop a signature treatment from concept to commercial launch					
Cost treatments accurately including all direct and indirect costs					
Design seasonal campaigns around limited-edition offerings					

Assessment

Complete the following submissions to demonstrate your learning:

Submission 1: Menu Audit

Annotated analysis of current menu with redesign recommendations.

Submission 2: Signature Treatment Launch Plan

Complete concept-to-market plan including costing, pricing, and marketing.

MODULE COMPLETION

Name:	
Date:	
Assessor:	