

OPERATIONS & DELIVERY
MODULE 14

Booking Optimisation & Capacity Management

Every unfilled hour is revenue that's gone forever.

COMMERCIAL LEADERSHIP PROGRAMME
Spa Director & Spa Manager Development

Module Overview

Every unfilled hour is revenue that's gone forever.

LESSON	TOPIC
Lesson 1	Maximising Peak Periods
Lesson 2	Filling Off-Peak Intelligently

Lesson 1: Maximising Peak Periods

Peak periods are when you make your money. Your booking strategy during peak should maximise revenue per available hour: premium pricing, no discounts, deliberate treatment mix favouring high RevPATH treatments, waitlists for cancellations, and shorter turnaround times between appointments.

Not all treatments are equal commercially. A 90-minute facial at £120 generates £80/hour. A 30-minute express treatment at £55 generates £110/hour. During peak, prioritise the treatments with the highest revenue per hour.

KEY POINTS

- Maximise RevPATH during peak with premium pricing
- Prioritise high revenue-per-hour treatments on busy days
- Maintain waitlists and manage cancellations proactively
- Schedule deliberate treatment mix for maximum room utilisation

Lesson 2: Filling Off-Peak Intelligently

The temptation during quiet periods is to discount. Resist it. Discounting trains guests to wait for cheap prices and devalues your brand.

Instead, add value: complimentary upgrades for midweek bookings, exclusive packages only available Tuesday-Thursday, loyalty rewards for off-peak visits, corporate wellness partnerships. Schedule training during quiet slots — that's productive use of downtime, not wasted capacity.

KEY POINTS

- Add value instead of discounting during quiet periods
- Create exclusive midweek packages and membership perks
- Build corporate wellness partnerships for consistent off-peak demand
- Use quiet slots productively for training and development

Key Concept

“Revenue per hour, not revenue per treatment. A £200 treatment taking 2.5 hours is less profitable than two £95 treatments in the same time.”

Practical Exercise

Analyse your booking data for the past 8 weeks. Identify your top 5 underutilised time slots. Design a specific strategy to improve occupancy in each — without discounting. Calculate the projected revenue uplift if you achieve 80% occupancy in those slots.

YOUR NOTES

Learning Outcomes

By completing this module, you will be able to:

1. Calculate and optimise RevPATH
2. Design peak-period booking strategies that maximise hourly revenue
3. Build off-peak demand strategies that add value without discounting
4. Analyse booking data to identify capacity gaps and revenue opportunities

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
Calculate and optimise RevPATH					
Design peak-period booking strategies that maximise hourly revenue					
Build off-peak demand strategies that add value without discounting					
Analyse booking data to identify capacity gaps and revenue opportunities					

Assessment

Complete the following submissions to demonstrate your learning:

Submission 1: Capacity Analysis

8-week booking analysis with occupancy by time slot and RevPATH calculations.

Submission 2: Optimisation Plan

Peak-period strategy and off-peak demand plan with projected revenue impact.

MODULE COMPLETION

Name:	
Date:	
Assessor:	