

Revenue Beyond the Spa

Most guests never book a treatment. Here's how the best spas reach them anyway, and what it's worth when they do.

By Lynne Leon, VILASA · August 2026

KEY TAKEAWAYS

- Most guests at any given hotel never set foot in the spa at all — that's the starting point here, not a footnote.
- There's already a proven way to reach them: products, rituals and small moments placed where guests actually are, not where you're hoping they'll come to you.
- Getting this right shows up in numbers the spa doesn't control directly: room rate, occupancy, how long guests choose to stay.
- Brand quality is part of what makes it work — a guest doesn't experience the spa as separate from the rest of the property.
- If you need to take your commercial case to your GM for budget or buy-in, the data and a step-by-step sequence for that conversation are covered below.

Most of Your Guests Never Walk Through Your Door

At most five-star hotels, that's true for the majority of guests staying under your roof this week. They won't book a facial, won't visit the treatment room, won't ever see the space you've built there. That doesn't mean they're out of reach.

The best spas we work with treat that as a starting point rather than a limitation. If most guests won't come to the spa, the answer is to bring the spa to them — in the room, at turndown, before they've even thought about booking anything.

“Most guests at a five-star hotel never set foot in the spa. That isn't a problem to solve. It's where this starts.”

Case Study: The Wellness Cocktail Menu

A concept VILASA developed with marocMaroc, built specifically to reach guests who have no plans to visit the spa: curated product pairings, named as cocktails, placed exactly where they'll still be encountered.

- **Spa retail display.** Sits at spa reception as a curated product set — guests choose a pairing post-treatment or on arrival, and therapists reference it at the close of every treatment.
- **In-room and turndown.** A printed card in suites or at the minibar, with a QR code linking to treatments featuring the products — offered as a luxury turndown or VIP arrival gift.
- **Couples and spa suite.** Paired with hammam or bath rituals for a shared experience.

“Most guests never set foot in the spa. This is how you bring the spa to them.” — Lynne Leon, Founder, VILASA

Turning This Into a Property Wide Effort

None of this works if it depends on the spa department alone. It works when the whole property is reinforcing the same guest experience.

Department	What They Already Control	One Thing to Try This Month
Housekeeping	Turndown service, in-room amenity presentation	Reference the actual spa ritual a guest had that day on the turn
Marketing	Pre-arrival emails, website, social content	Feature the spa's ritual and brand story before arrival
Reservations & Front Desk	Booking conversations, check-in, upgrade offers	Prompt every team member to mention the spa whenever a gu
Food & Beverage	In-room dining, restaurant recommendations	Build a light post-treatment menu moment that continues the rit
GM & Ownership	Budget decisions, performance reporting	Add room rate, occupancy and length of stay to how spa perfor

Why the Spa's Own P&L Is the Wrong Place to Look For Its Value

A spa's P&L can only record what happens inside the department. It has no mechanism for capturing the room a guest booked an extra night in because the spa made the stay feel worth extending, or the rate premium the whole property could justify because a five-star spa is part of what that rate is buying.

"Judged only on its own revenue line, a spa can look like a cost centre in the very same quarter it's driving the hotel's best-performing metric."

THE HALO EFFECT, BY THE NUMBERS

- **83% of managers** reported that having a spa increased revenue per occupied room across the wider property.
- **57% of managers** said the presence of a spa let them charge higher room rates than a comparable property without one.
- **73% of managers** linked the spa directly to increased occupancy.
- **70% of managers** said a spa increased the perceived value of the room rate charged, even among guests who never book a treatment.
- **43% of managers** said the spa encouraged guests to extend their stay.

Source: Health Fitness Dynamics survey of resort and hotel managers, cited in spa industry statistics reporting, 2026. A separate CBRE Hotels Research study found spa revenue per available room grew 12.6% between 2018 and 2022 across their same-store sample, with revenue per occupied room climbing 27.7% over the same period.

Reframing the Conversation With Ownership

Most budget conversations start from the wrong question: "is the spa profitable on its own numbers?" A more accurate question is "what would the property lose if the spa performed at a lower standard?" That reframing moves the discussion from a single department's cost base to the property's overall commercial performance, which is where a spa's real value actually sits.

SIGNS YOUR SPA'S VALUE IS BEING MEASURED TOO NARROWLY

- Budget conversations only reference the spa's own treatment and retail revenue
- Guest satisfaction or return-visit data isn't broken down by spa usage
- Room rate and occupancy performance are never discussed alongside spa investment decisions
- The spa is the first department reviewed for cuts when the property looks for savings
- Ownership has never seen third-party data on what a well-run spa contributes to a comparable property

Why Brand Quality Is Part of the Multiplier

A guest doesn't experience the spa as a separate business unit — they experience it as one more expression of the hotel's overall standard. A generic or inconsistent product experience undermines the same five-star positioning the rest of the property is working to maintain.

"Get the treatment right, and the brand behind it, and revenue beyond the spa follows as a natural consequence, not a separate strategy you need to chase." — Lynne Leon, Founder, VILASA

COMMON MISTAKES: WHERE PROPERTIES UNDERCOUNT THEIR SPA'S VALUE

- Reviewing spa performance in isolation, without reference to room rate, occupancy or length of stay data
- Treating spa brand selection as a purely operational or margin decision
- Cutting spa training or staffing budgets first during cost reviews, without modelling the property-wide effect
- Never collecting guest feedback that links spa usage to satisfaction, rate perception or intent to return
- Assuming ownership already understands the halo effect, rather than bringing the data into the room directly

Making the Case to Your GM: A Practical Sequence

- **Start with the property's numbers, not the spa's.** Open with room rate, occupancy or length of stay data.
- **Introduce the halo effect with third-party data.** Bring the survey and industry research referenced in this guide.
- **Layer in your own guest data, if you have it.** Satisfaction scores, repeat-booking rates or direct feedback.
- **Connect brand quality to the property's overall standard.** Make explicit that the spa's product and treatment experience is part of what the room rate is buying.
- **Frame the ask as protecting a multiplier, not funding a department.**

Frequently Asked Questions

Does a hotel spa really affect room rate?

Industry survey data suggests it does. 57% of managers said having a spa let them charge higher room rates, and 70% said it increased the perceived value of the rate charged, even among guests who never book a treatment.

How is a spa's contribution to occupancy measured?

Most hotels don't measure it directly. 73% of managers linked the presence of a spa to increased occupancy, and 43% said it extended average length of stay — but these effects sit on the rooms P&L, not the spa's.

Why does the spa's own P&L; understate its value?

A spa's P&L; only records treatment and retail revenue generated inside the department, with no line for the room nights, rate premium or repeat bookings it helped influence.

Does brand quality actually affect these numbers, or just the treatment itself?

Guests experience the spa as part of the hotel, not a separate department. A genuinely premium brand reinforces the five-star standard a guest is paying for everywhere else on the visit.

How do I make this case to my GM or ownership group?

Reframe the conversation away from the spa's own revenue line and toward its property-wide effect: rate premium, occupancy, length of stay and guest retention.

Does this only involve the spa team?

No — housekeeping, marketing, front of house and F&B; all touch a guest's impression of the property, and a short monthly cross-department check-in moves these numbers more than changes inside the spa alone.

How VILASA Can Help

VILASA works with luxury hotel spas across the UK and Ireland — Spa Directors who know intuitively that their department is worth more than its own numbers suggest, and need the data and the language to make that case to their GM. Anne Semonin and marocMaroc are both built to reinforce a five-star standard a guest feels throughout their stay, not just inside the treatment room.

If you're preparing for a budget review, a brand switch, or simply want a clearer way to talk about your spa's value beyond its own revenue line, we'd be glad to help you build that case. Book a Spa Consultation: <https://www.vilasa.co.uk/contact/>

SOURCES

Health Fitness Dynamics, survey of resort and hotel managers, cited in spa industry statistics reporting, 2026

CBRE Hotels Research, "Hotel Spas Fill In Revenue Void During Recession," same-store sample 2018-2022

PwC, Hotels Forecast 2025-26