

BOULEVARD



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# How to Run a Spa (Without Running Yourself Ragged)

## – A Guide to Spa Management

With Jozlyn Miller

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# Introduction

Clients may visit the spa to decompress and relax, but making sure everything runs smoothly is anything but tranquil. A typical spa requires anywhere from 10 to over 100 employees, including service providers, front desk coordinators, spa attendants, and many others. As a manager, your job is to support this diverse team, match beauty specialties with client needs, and provide an organizational structure that helps them — and the entire business — grow and thrive. And of course, you must do this while accounting for unique service and wellness industry challenges.

Industry-specific challenges require industry-specific advice. That's why we called in an expert: [\*Jozlyn Miller\*](#), a spa industry specialist and Boulevard's own Education Manager. In this ebook, she'll highlight the essential tips, tricks, and techniques that turn spa visits into exceptional experiences.

# Touch up your communication skills

*“Communication and delegation are key in the spa environment. You can only accomplish so much in a workday by yourself.”*

JOZLYN MILLER

The most critical leadership skill you can have in any industry is communication. If I'm not delivering a clear message in conversations, emails, or other channels, someone will misunderstand the task or assignment. Unchecked, that will eventually trickle down into mistakes and confusion within the spa. And I'll only have myself to blame.

Effective communication can be a challenge for new managers because it's more nuanced than the average conversation. And there will be many times where you think a team member received a message only for them to miss the details.



## **Be explicit:**

Take your message and trim it into its shortest and most direct form. If it includes a directive, then focus on a specific call-to-action — “do X task.” For a more complicated message, break it down into clear bullet points that could act as a checklist.



## **Draw clear lines of accountability:**

Managers need to master delegation early to bring the operations of the complex spa environment together. Delegation is only effective when you communicate who is accountable for what and hold people to their responsibilities.

# Touch up your communication skills

*“Identify your key players, train them, and delegate tasks as needed. This encourages growth and empowerment, as your team will be confident in their ability to manage guest issues. They won’t be running to you for every incident, which also enhances the guest experience as they’re able to resolve problems immediately.”*

JOZLYN MILLER



## **Have regular meetings:**

The best way to communicate something is to tell everyone at once. Make time to break into individual pods by department — such as service providers, front desk staff, nail techs, or lounge attendants — to zone in on issues and concerns with each team.



## **Listen:**

Communication is a two-way street. Don’t be afraid to listen to your service providers and other team members. They have extensive industry knowledge, work hand-in-hand with customers, and might just have ideas you’d never have considered.



## **Adopt an open door policy:**

Some team members might not be sure about a particular direction you’ve given, but they don’t want to bring it up in front of everyone. Having an open-door policy where anyone can ask questions gives you a chance to clarify one-on-one and build trust with individual team members. If your schedule is packed tight, make sure to have continuous office hours throughout the week to guarantee availability.

# Treat yourself to a conflict-free schedule

*“Spa appointments must account for staff and resources. For instance, if I’m booking a massage, I need a room, service provider, and hot stone kit. Resource booking is a key consideration — use a booking platform that ensures all three are available before the appointment can be entered into the system.”*

JOZLYN MILLER

Spas support an immense range of services, from hair and nails to facials, massages, and any number of specialty treatments. That means scheduling acts as a vital organizational tool that coordinates your entire team. For managers, schedules have the added benefits of letting you forecast revenue and optimize appointment times. This exercise isn’t always straightforward — the typical spa schedule must:

- Match clients with the right service provider, accounting for staff specialties
- Estimate how long it takes to complete a given service
- Consider the order of multi-service appointments to avoid missteps such as accidentally doing nails before the client enters a sensory deprivation tank
- Ensure any essential equipment, resources, or other assets are booked with a session
- Account for client turnover tasks, such as room prep, resource collection, and cleanup
- Organize mid-appointment transitions so that the new space isn’t occupied if a client must switch rooms

These details are difficult enough to juggle in your head, let alone arrange on a hand-written schedule.

# Treat yourself to a conflict-free schedule



That's why spa managers need scheduling software that allows for custom appointments and specializes in the beauty industry. At Boulevard, for example, our self-booking feature matches client requests with available service provider specialties while accounting for service times, customized pricing, and turnover.

When planning a schedule and managing spa operations, remember: stay flexible to avoid burnout and unrest within the team. The unexpected will come up, and if you meet those moments with empathy, compassion, and strong leadership, your entire team will be equipped to do its best work. Your willingness to work with service providers on an individual level shows that you're understanding and fair, which will go a long way with your team.

# Breathe life into customer relationships

*“Every customer is different, but spas must consistently provide a high-quality experience. Detailed profiles let you manage these relationships and guarantee that your entire team is on the same page.”*

JOZLYN MILLER

The best spa client is the one who comes back. Returning clients are loyal to your spa, tend to spend more money, and recommend your services to friends and family. For that reason, among many others, it's necessary to think of customers as individuals you're building a business relationship with, not just as clients. You want to know who they are, what services they like, and what unique needs they might have within a given season. Managing relationships from this perspective increases client retention — and usually improves the overall quality of your service.

- **Know your customer needs:** Some customers want a specific service, while others want a full-day pampering treatment with all the bells and whistles. Use robust scheduling tools to prepare for any scenario.
- **Understand their motivation:** Is your customer on a holiday getaway? Getting ready for a date night? These nuances can help your team provide that extra level of care.
- **Remember their dislikes:** It's important to remember what a customer doesn't like or can't have. Make a note of product allergies in the client profile, particularly nuts or seaweed. (You *really* don't want to see a customer get sick because someone forgot to mention a nut allergy.)

## Pay attention to client sensitivity

Most clients visit the spa to relax. Some attend to grieve. Sooner or later, you'll see clients who experienced a personal tragedy, from being widowed to losing their house in a fire. In these cases, the spa is a quiet place that grounds their emotions and eases their pain.

Service providers will need to apply a soft touch and show genuine empathy during these appointments, perhaps even taking the lead in suggesting treatments, take-home products, or self-guided rituals to maintain a positive state of mind at home. As a spa leader, be aware of your client's emotions and be extra clear in your communications with them. You may not be a therapist, but you can be a voice of comfort and support as they work through difficult emotions.



# Rejuvenate your spa reports

One crucial part of spa management is keeping track of the details. How much are service providers commissioning? What are your highest-demand products? Do you know your average revenue per client? These details don't just inform your bottom line; they also provide insights into spa operations and long-term forecasting. That's why in-depth reports are so important to the long-term health of any beauty business.

Here are some details to keep in mind:



## **Inventory reporting:**

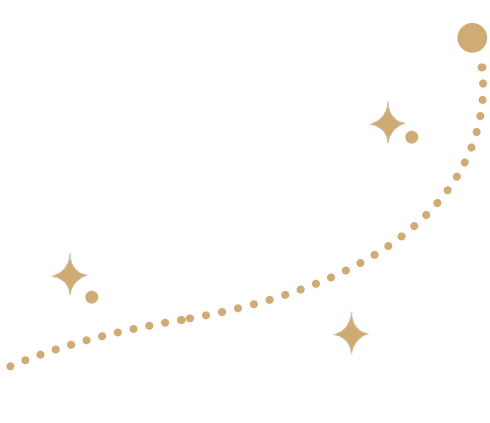
Spas may be a service-based industry, but they still require a lot of products. Whether you're applying moisturizer during an appointment or selling it to clients, you always need to have enough supply on hand. Inventory reports help you keep track of products and let you forecast order submissions. Even better, they can tell managers which items are in exceptionally high demand. With the right spa management platform, you can link these systems to purchase orders to optimize the product order process.



## **Service optimization:**

Offering a high-quality service is vital, but there are ways to optimize appointments and maximize income. For instance, how much revenue are you earning per client? Are there opportunities to upsell additional services or products? Custom appointment reports can answer these questions and reveal hidden opportunities your team may not have considered.

# Rejuvenate your spa reports



*“Reporting isn’t just about knowing whether your spa is succeeding financially. It’s an opportunity to set and track organizational goals with a high level of accuracy.”*

JOZLYN MILLER



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## Financial goals:

Many spa reports will account for finances, both in terms of revenue and spending. You likely have payroll accounts and commission reports already, but don’t forget about projections and goal-setting. To meet financial targets, address expenses, and generate growth simultaneously, you usually want to have about 50% of profit after accounting for everything. That volume can help your spa expand services, hire staff, or even open new locations.



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A big part of reporting is using the right tools. In most cases, a spreadsheet simply isn’t enough to track every data point your business generates. You’ll need a spa-specific solution that you can customize to match your services. The best reporting tool is one that increases operational efficiency — Boulevard, for instance, reduced payroll processing for one client from nine hours to ten minutes.

# In closing

The typical spa manager has a lot to consider every time they walk through the business's front doors. Whether you're training a front desk attendant, developing a new loyalty program, or analyzing a report to understand booking seasonality, your mind is always buzzing (and the work is never over). But finding peace is possible, and with the right tools, you can conserve your energy to focus on what matters most. To sum up everything we've learned, here are a few takeaways:



Looking for a platform to help you do it all?

Boulevard was purpose-built to help you run your wellness business.

Visit our website and book a demo to see it in action!

[BOOK A DEMO](#)



**Clear communication will save you headaches.** It's both a skill and a practice, so don't neglect it!



**Efficient schedule management means more happy clients and less staff burnout.** But you can't predict it all, so do your best to stay flexible.



**Client retention matters as much as a good first impression.** Make loyalty a top priority to uplevel your contribution to the business.



**Reporting is your crystal ball.** Take advantage of all the data at your fingertips! You may discover hidden revenue opportunities or areas for optimization.

# How Boulevard can help



*Efficiency is the key. Boulevard is not just a booking solution; it's a full business management platform for keeping your spa in order. Everything — from our on-demand training to getting your new hires ramped up, down to the different features and reports to help with processing inventory counts and payroll — is aimed at efficiency. Anything that saves you time, in my eyes, is a winner.*

JOZLYN MILLER

**Self-booking:** Let clients book appointments from AI-optimized time slots to maximize your revenue and stylist productivity (plus, the booking widget actually looks like your brand and lives on your site for a consistent client experience).

**POS & payments:** Create seamless checkout experiences with contactless point of sale.

**Scheduling:** Create client schedules that reduce downtime and minimize appointment clusters.

**Reporting:** Generate customizable reports that grant a deeper control and understanding of your data.

**Client management:** Draw on previous visits, purchases, social media profiles, and more to offer the best experience for each client.

**Loyalty programs:** Build relationships and retain clients by providing rewards for long-term loyalty.

**Offers:** Create perks and benefits that mesh seamlessly with the Boulevard platform, from gift codes to holiday specials.

**And much more!**

# About the author

## Jozlyn Miller

EDUCATION MANAGER  
AT BOULEVARD



Jozlyn Miller is a Luxury Spa Consultant and Education Manager at Boulevard. Jozlyn has been a part of the Luxury Spa and Beauty industry for 11+ years, starting her journey at The Spa at Terranea Resort, a beautiful 50,000 sq. foot spa overlooking the Pacific Ocean in Rancho Palos Verdes, CA. During this time, Jozlyn learned every aspect of managing a spa first-hand, eventually moving from Front Desk Coordinator to Spa Operations Manager. Her responsibilities included coordinating almost one hundred employees, including Service Providers, Hair Stylists, Nail Techs, Spa Lounge Attendants, Service Attendants, Front Desk Coordinators, and Pool Attendants.

From first client interactions to managing service providers and financials, she knows first-hand what it takes to run successful luxury spa brands. Jozlyn is passionate about finding solutions that help her partners maximize revenue and efficiency across each department.

# About Boulevard

Boulevard is transforming business management for premium beauty service brands through our proprietary platform-as-a-service.

Our solution is the only management tool built specifically for appointment-based businesses while delivering ease-of-use with style and sophistication. From the front desk to the back office, Boulevard helps businesses like yours take care of business.

Here's what the data says...



\* Average impact T+90 days after switching to Boulevard

Switch to a complete platform  
you and your staff can rely on.

GET A FREE DEMO