Monthly Performance Scorecard

Prepared for **Sample Med Spa** | Reporting period **August 2026** | Prepared by Benchmark Advisors

A clear monthly read on the numbers that build a more valuable, more durable practice, measured the way a buyer would measure it.

THE MONTH AT A GLANCE

This month vs prior month

TOTAL REVENUE	OPERATING MARGIN	NEW PATIENTS	MONTHLY MEMBERSHIP REVENUE
$182,400	**22.5%**	**96**	**$14,250**
+6.1% vs last month, +14.0% vs last year	+1.2 pts vs last month	+9.1% vs last month, target 100	+14 net members added

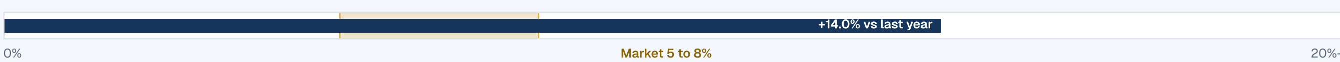
REVENUE AND PROFITABILITY

METRIC	THIS MONTH	PRIOR MONTH	VS LAST YEAR	TARGET
Total revenue	**$182,400**	**$171,900**	**+14.0%**	**$180,000**
Service revenue	$155,600	$147,200	+13.1%	$152,000
Retail and product revenue	$26,800	$24,700	+20.4%	$25,000
Treatment margin	64.2%	63.5%	+1.8 pts	63.0%
Operating margin	22.5%	21.3%	+2.4 pts	21.0%
Cash on hand	$148,300	$139,500	+24.6%	n/a
Money owed to you	$9,200	$11,400	-18.1%	< $12,000
Prepaid packages and credits	$61,500	$58,900	+4.4%	track

Prepaid packages and credits are a liability until redeemed: tracked as unearned, not booked as revenue at sale.

REVENUE GROWTH VS MARKET

Med spa market growing 5 to 8%. Source: Mesirow, 2026 Mid-Year Market Update: MedSpa



REVENUE BY SERVICE LINE

Mix and trend vs market

SERVICE LINE	REVENUE	% OF REVENUE	VS LAST YEAR	MARKET READ
Neuromodulators (toxins)	$58,200	31.9%	+11.0%	Resilient core; protect units per patient
Biostimulators (Sculptra, Radiesse)	$21,400	11.7%	+28.0%	On trend; market growing about 25%
Dermal fillers (HA)	$19,800	10.9%	-6.0%	Softening; market down about 1%, reallocate
Energy and laser	$26,500	14.5%	+9.0%	Steady demand
Facials and skin health	$20,100	11.0%	+7.0%	Strong retail pull-through
Wellness (HRT, peptides)	$9,600	5.3%	+60.0%	Emerging; confirm compliance protocol
Retail and product	$26,800	14.7%	+20.4%	Attachment driving growth
Total	**$182,400**	**100%**	**+14.0%**	

PRODUCTIVITY AND EFFICIENCY

What a buyer checks first

METRIC	THIS MONTH	PRIOR MONTH	VS LAST YEAR	TARGET
Revenue per provider hour	$522	$498	+8.1%	$525
Revenue per appointment	$295	$284	+6.5%	$300
Revenue per patient, trailing 12 months	$1,118	$1,090	+9.2%	$1,150
Appointments per day	23.8	23.3	+7.0%	24.5
Room utilization	78%	74%	+5 pts	82%
Minutes per appointment	42	45	-6.7%	40
Average service ticket	$252	$243	+4.1%	$260
Retail attachment rate	31%	28%	+3 pts	30%
Toxin units per patient	38	36	+5.6%	40
Syringes per filler appointment	1.6	1.5	+6.7%	1.8

PROVIDER PERFORMANCE

Productivity and concentration

PROVIDER	REVENUE	REV / HOUR	REBOOK %	RETAIL ATTACH %	AVG SERVICE TICKET
Ava (NP, lead injector)	$94,800	$585	72%	34%	$276
Provider 2 (RN)	$41,200	$500	60%	27%	$238
Provider 3 (esthetician)	$28,600	$415	52%	41%	$168
Provider 4 (RN, part time)	$17,800	$490	56%	22%	$240
Total / weighted average	**$182,400**	**$522**	**64%**	**31%**	**$252**

Provider concentration: the lead injector is 52% of provider revenue. Injector retention, trailing 12 months: 100%. Above about 40% on one person is a burnout risk and a ceiling on what a buyer will pay; building capacity behind her comes before growth.

PATIENT FLOW AND RETENTION

Early signs of lasting revenue

METRIC	THIS MONTH	PRIOR MONTH	VS LAST YEAR	TARGET
New patients	96	88	+18.0%	100
Share of revenue from new patients	28%	31%	-3 pts	n/a
Share of revenue from returning patients	72%	69%	+3 pts	> 70%
Rebook rate, booked before checkout	64%	60%	+4 pts	70%
Patients back within 90 days	58%	55%	+3 pts	62%
No-show and cancellation rate	7.2%	8.6%	-1.4 pts	< 6%
Lapsed patients brought back	12	9	+33.3%	15

MARKETING AND LEADS

This month vs prior month

METRIC	THIS MONTH	PRIOR MONTH	CHANGE	TARGET
Leads, forms and inbound calls	214	198	+8.1%	220
Cost per lead	$38	$43	-11.6%	< $40
Leads that book a consult	46%	42%	+4 pts	50%
Consults that book a treatment	62%	59%	+3 pts	65%
Ad cost per new patient	$85	$97	-12.4%	< $90
Ad cost per booked treatment	$134	$173	-22.5%	< $150
Ad spend	$8,150	$8,500	-4.1%	$8,500
Revenue per ad dollar	4.2x	3.7x	+0.5x	4.0x

REPUTATION AND REVIEWS

Trust turns into new patients

METRIC	THIS MONTH	PRIOR MONTH	TARGET
New reviews	34	27	30
Average star rating	4.8	4.7	> 4.7
Reviews answered	92%	85%	100%
Verified reviews on GlowRating	22	14	grow

MEMBERSHIPS

Recurring revenue lifts what a buyer pays

METRIC	THIS MONTH	PRIOR MONTH	TARGET
Active members	312	298	325
New members / cancellations	22 / 8	19 / 7	net +15
Net member change	+14	+12	+15
Members who cancelled	2.7%	2.3%	< 3%
Monthly membership revenue	$14,250	$13,610	$14,800
Average spend, member vs non-member	$312 vs $198	$305 vs $196	1.6x+

ADD-ONS AND PACKAGES

METRIC	THIS MONTH	PRIOR MONTH	TARGET
Visits with an add-on	38%	34%	40%
Add-on revenue per visit	$46	$41	$50
Treatment packages sold	27	22	30
Package and series revenue	$38,900	$31,200	$40,000
Memberships and series started	9	7	12
Provider bonus paid / added revenue	$2,340 / $24,600	$1,980 / $20,100	track return

GOALS SCORECARD

Quarter-to-date targets

GOAL	TARGET	ACTUAL	STATUS
Monthly revenue	$180,000	$182,400	ON TRACK
New patients	100	96	WATCH
Rebook rate	70%	64%	WATCH
Net member adds	+15	+14	ON TRACK
Retail attachment	30%	31%	ON TRACK
Revenue per ad dollar	4.0x	4.2x	ON TRACK

WINS, RISKS AND NEXT MOVES

The consulting read

WINS

- Revenue beat target and grew 14% over last year, well ahead of the 5 to 8% market.
- Biostimulators up 28%, riding the regenerative shift while HA fillers soften.
- Members net +14 and ad cost per new patient down to $85; acquisition is getting cheaper.

RISKS

- Lead injector carries 52% of provider revenue. One person caps growth and value.
- Rebook rate at 64% sits below the 70% target, the cheapest revenue left on the table.
- HA filler declining faster than the market; capital tied to a shrinking line.

NEXT MOVES

- Build capacity behind the lead injector: cross-train and shift routine visits to relieve the bottleneck.
- Install a rebook-at-checkout routine to move 64% toward 70% within two cycles.
- Stand up the wellness and peptide protocol with a compliance review to scale the +60% line.

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