

APSE

Essex Outdoors

Caroline Adlem, Head of Traded and Commercial Development



Essex County Council

Where did we start?

- Four GREAT sites
 - Danbury 's historic countryside
 - Mersea Island's beachside
 - Harlow's urban oasis
 - Bradwell's sailing centre
- Generating a profit after overheads
- A great product... with untapped market
- Product is good or better than market standard, but the competition are drastically better at marketing
- 93% customer satisfaction
- 90% of business is returning customers – need to win new customers



Progress made

2018

- Essex Outdoors joins the Commercial team
- Plans in place to deliver a £1m+ surplus
- More plans in development

2013 - 18

- New development included 2 x toilet / shower blocks and two new 'pod' villages
- Movement around the ECC structure

Pre 2013

- Essex Outdoors moves from a funded position to being cost neutral



Balanced Scorecard assessment

| Sales & Marketing | | Systems & Processes | |
|---|--|---|--|
| Size of market for products / services and sales potential | Market access and routes to market | Extent of organisational structural change needed to function | Balance of internal and profit yielding work |
| Position relative to competition | Sub-branding brand awareness / potential | Systems and process changes | Established Key Performance Indicators (KPIs) in place |
| Staff capability, professionalism and development potential | Commercial capability | On-going overheads | Margins and profitability potential |
| Leadership and management | Culture and culture change potential | Scalability | Potential revenue streams |
| People & Change | | Financial Management | |



From...

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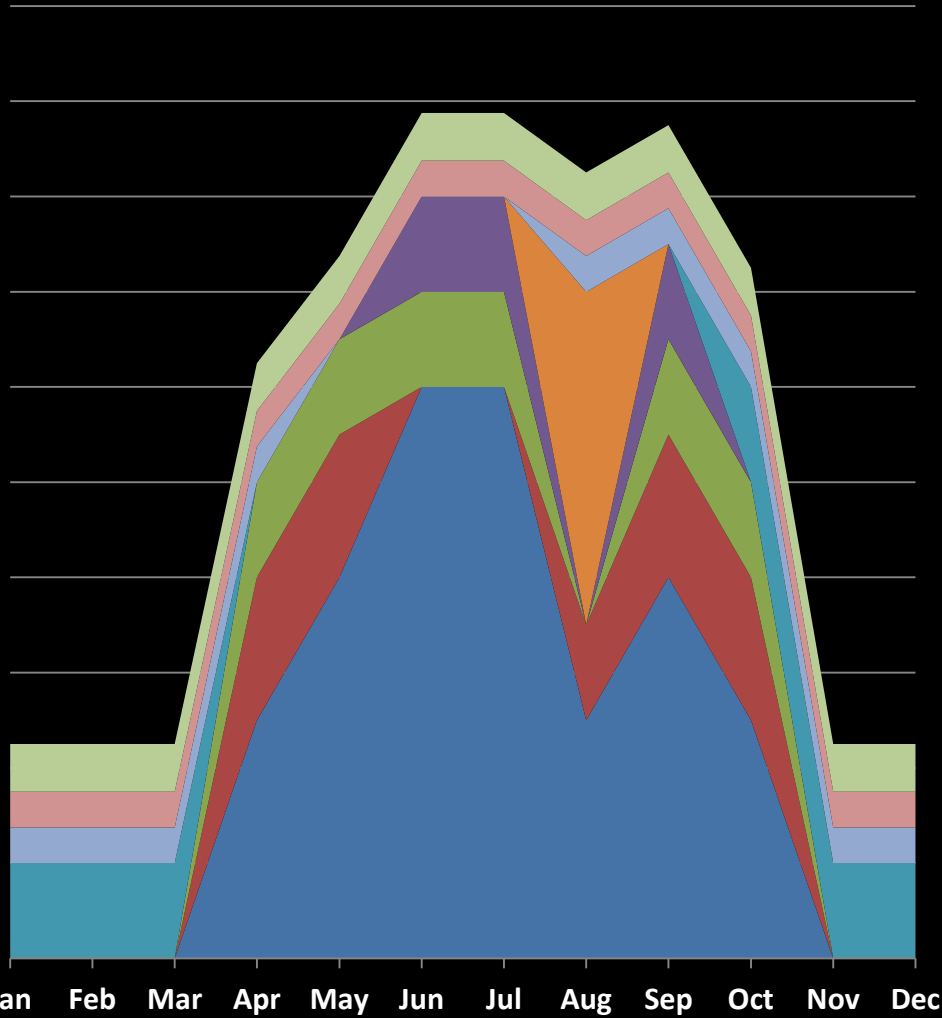


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GROWTH!



- New high ropes at Harlow
- Birthday parties
- Corporate
- NCS
- Variable pricing
- Extra Camping
- Pods
- New - through marketing
- Current



**And
next...?**



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