

# Tension, Targets and Transformation

An insight into Center Parcs' experience of bringing business change within the Sales Team

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# Background

- Center Parcs UK is 100% direct sell
- 97% to 98% Occupancy
- Channel split
  - Web 84%
  - Contact Centre 13%
  - Corporate Events 3%

# Corporate Events – Why bother?

- Complements nicely our leisure business (peak conferencing season is low rate leisure season)
- Helps boost ADR
- Great shop window to potential target market leisure guests
- Back to backs to add further profit



Operations

Revenue  
Management

Corporate Events

Senior  
Management

Finance



# Targets – Revenue!



- The wrong Target
- First casualty was communication
- Led to lack of trust

# Transformation



Sales Focus



Commercial Focus

# From Sales Focus to Commercial Focus

- Radical Restructure
- Open and honest communications
- Targets focussed not volume or even revenue but on Profit



# From Sales Focus to Commercial Focus

- Recruited a Head of Corporate Events with the title – Corporate Events Commercial Manager



# Centralising Structure

- Merging sales team with Revenue Team to form Revenue Optimisation team.
- Centralised the sales functions - removing BDM role from on Villages
- Marketing Role removed from sales and centralised in core CP Marketing team.



# Updated core values

- ✓ Commercial Focus – Doing what is right for the long-term value of the business
- ✓ Ensure our efforts reflect a return
- ✓ Consider what we are not going to do
- ✓ Focus on process (following agreed actions while being flexible enough to have exceptions)
- ✓ Keep things simple
- ✓ Teamwork – HO / Village / Marketing / Revenue Optimisation
- ✓ Key driver is profit

# Systems & Guidelines

## It's all about transparency!

- Processes & SOP's updated
- Sales Reporting
- Discount structure – sign off
- Regular diarised stakeholder meetings

## Analytical Focus

- Viabilities
- Back to Backs
- Commission
- Commercial Agreements



# Challenges



- Initial internal push back from operations
- Took time to get team on board – concerns re changes (incentive, structure etc)
- Tendency to slip back into old ways – need to keep reminding of process
- Change of direction, not right for everyone
- Taking repeat customers on the journey

# Results

## Main results were not financial

- Relationships
  - Tensions reduced - Relationships improved
  - Fewer (hardly any) calls from GMs demanding to know what is going on!
  - Team morale

## Productivity

- Sales Team performance, increase in stimulating enquires into the business, increase in volume was **+158%**



# Revenue & EBITDA



- FY18 record year for sales +17% vs previous year!
- EBITDA increase of +35% vs previous year!
- Margins increased by +17% vs previous year!

# Summary

- Bite the bullet...its worth it in the end
- Right people in right places
- People like processes
- Incentivise the right targets
- If it's the right thing to do keep at it

