

# JEZ TAPPING

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## PROFILE

Results-driven commercial leader with extensive experience in business development, partnerships, and strategic growth within the climbing and outdoor sports industry. Passionate about financial sustainability, market expansion, and brand positioning, I have a strong track record of securing and maintaining high-value partnerships, increasing revenue, and refining marketing strategies. A lifelong outdoor industry advocate, I believe in sport's power to create social value. With expertise in team leadership, stakeholder engagement, and operations.

## WORK EXPERIENCE

### 2021 - Present

Climbing Industry Consulting

#### Founder & Princial Consultant

- Established a specialist consulting practice providing strategic, commercial, and operational expertise across the indoor climbing and adventure sports industry. Partnering with national federations, private investors, and global consulting firms to deliver high-impact solutions in:
- Commercial Strategy & Business Development – Advising on M&A, revenue optimisation, and multi-site expansion.
- Operational Transformation – Helping businesses scale through process innovation, strategic hiring, and financial restructuring.
- Governance & Compliance Advisory – Troubleshooting governance challenges, ensuring regulatory compliance and risk management.
- Market Entry & International Expansion – Supporting organisations in navigating new markets, securing investment, and positioning for growth.

#### Notable Clients & Projects

##### Strategic Leadership & Governance

- Climb HQ – Fractional Chief Commercial Officer, leading commercial strategy, revenue growth, and market positioning.
- Boston Consulting Group – Provided investment insights and market analysis for industry-backed consulting projects.
- Extreme International – Advised on global climbing centre development, including expansion strategies and operational structuring.

## EDUCATION

### 2012 - LONDON METROPOLITAN UNIVERSITY

- Masters in Sports Management

### 2007 - UNIVERSITY OF WINCHESTER

- Bachelors in Sports Studies

### 2006 - NESCOLT

- Foundation Degree in Sports Development & Coaching

### 2014 - NESCOLT

- Award in Education & Training

### 2023 - CLARITY 4D

- Accredited Business Partner (Personality Profiling)

### 2011 – MOUNTAIN TRAINING

- Single Pitch Award (Rock Climbing Instructor)

## SKILLS

- Commercial Strategy & Business Development
- Sponsorship & Partnership Negotiation
- Strategic Brand Positioning & Marketing
- Financial & Revenue Growth Management
- Stakeholder Engagement & Board Relations
- Multi-Site Operations & Expansion
- Membership & Community Engagement
- Sport for Social Impact & Participation Growth
- Leadership & High Performance Team Development
- Market Analysis & Industry Growth Strategies

## National Federations & Government Entities

- Sport Climbing Australia, Saudi Climbing and Hiking Federation, Climb Oman – Led strategic reviews, governance restructuring, and commercial growth initiatives.

## Industry Growth & Market Expansion

- Multiple Industry Technical Companies – Advised on market penetration strategies, partnership negotiations, and business growth models.
- Multiple Climbing Centre's (Global) – Provided commercial and operational audits, growth strategy development, and executive hiring support.

## Technical Systems & Innovation

- Developed and executed bespoke technical systems to optimise operational efficiency, compliance, and safety.

## 2017 - 2024

Everyone Active

### Regional Climbing Manager

- Managed a £2.8M commercial portfolio across 27 climbing facilities, leading 150+ team members.
- Increased net climbing turnover by 255% (£1.1M to £2.8M) through strategic partnerships and commercial innovations.
- Led national expansion, introducing standardised operational models and commercial frameworks.
- Provided executive oversight on new contract bids, site conversions, and capital projects.
- Developed and delivered national training programs, ensuring business continuity and leadership succession planning.

## 2015 - 2024

Everyone Active

### Head of Climbing

- Achieved 10%+ bottom-line growth annually, with 6.5% revenue growth in the first year while reducing costs by 3%.
- Delivered a record £296K turnover in January 2024, the highest month in the facility's 30-year history.
- Managed and secured £800K investment funding, leading facility expansion and front-of-house commercial upgrades.
- Successfully bid for and hosted British Lead Climbing Championships, ParaClimbing Championships, and GB Development Squad training.
- Built and managed high-performance coaching teams producing national and international-level athletes.
- Recognised for Excellence & Inclusion – Won Everyone Active's 'Site of the Year' award for pioneering an industry-leading partnership with UK Paraclimbing Collective (UKPC).

# ADVISORY & NON - EXEC. LEADERSHIP

## 2016 - Present

NICAS

### Board Director

- Business Development Lead, national and international expansion through strategic partnerships.
- National Safeguarding Lead, ensuring compliance with safeguarding frameworks and industry best practices.
- Governance Troubleshooting, advising on operational challenges, policy alignment, and risk mitigation.
- Led CEO recruitment and membership growth initiatives, shaping NICAS' long-term strategic direction.

## 2017 - 2021

ABC (Association of British Climbing Walls)

### Strategic Advisor

- Covid Recovery Taskforce Leader, industry-wide coaching & competition restart strategy.
- Delivered keynote presentations at ABC AGM (2017 & '18) on industry best practices and commercial optimisation.

## 1999 - 2012

Royal Air Force Air Cadets

### Cadet Warrant Officer & Civilian Instructor

- Dacre Sword regional Representative (2005), Adventure Training & Weapons Handling Instructor and PTI for "Ex: Dutch Courage" (2010 - '12) with 14 parachute jumps.
- Regional Hockey Coach/Manager (2007 - '11) and Sqn Physical Education Officer.