

Applied Leadership and Management in the Workplace

Module Assignment Submission

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Danycoed Woodland Skills

“Where mother nature’s students come to learn”

Michael Jones

Sole Trader

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1. Executive Summary

Danycoed Woodland Skills is a newly established sole trader enterprise based in Carmarthenshire, offering curriculum-linked woodland learning experiences for school-age children. The business is founded on over twenty years of bushcraft expertise and a strong operational background, supported by clear market demand for nature-based education and wellbeing activities. Targeting the growing market for local authority-funded outdoor education (*Welsh Government, 2023*).

Competitor analysis shows a well-defined price range of £30–£60 per session, confirming a viable market and positioning Danycoed competitively through a neutral pricing strategy that balances affordability with professional value. A detailed PESTLE and SWOT analysis highlights strong political and social support for outdoor learning, alongside economic pressures that require transparent pricing and flexible delivery.

Operational planning demonstrates readiness to deliver safe, high-quality sessions through robust safeguarding, risk management, equipment investment and clear customer-journey processes. Financial modelling shows sustainable cashflow supported by a £6,000 owner investment and low fixed costs due to site ownership. With strong personal suitability, established local networks and a growing demand for outdoor learning, Danycoed Woodland Skills is well positioned to secure school contracts and expand into private sessions as the business develops. With projected profit of £23,000 in its first financial year, the financial potential of Danycoed Woodland Skills is clear.

2. Introduction

Danycoed Woodland Skills has been established as a sole trader business, a legal structure chosen for its simplicity, flexibility and suitability for a small, skills-based enterprise. The owner operator has a proven background in operations and a wealth of experience in woodland skills, they plan to continue to develop their skills in owning and operating a business and are looking at a range of courses and workshops to further develop this skill. Operating as a sole trader allows fast decision-making, minimal administrative burden and full control over the direction of the business, important advantages during the early stages of development, over legal statuses, such as a limited company. This comes with a greater administration burden or a social enterprise, which fits with the ethos of the business but requires a skill set not achieved by the business owner to operate. As the business matures and the business owner grows their knowledge, training and understanding of owning and operating a business, the legal status will be reviewed.

However, the sole trader model also presents challenges. Unlimited personal liability means that any financial or legal issues fall directly on the owner, which is significant in an outdoor activity environment where safeguarding and health and safety risks must be carefully

managed. Despite these drawbacks, the benefits of autonomy, low cost and operational simplicity make the sole trader structure the most appropriate choice for Danycoed at this stage.

3. Market Analysis

This PESTLE analysis draws on current Welsh Government policy, Curriculum for Wales research, and peer-reviewed academic literature to evaluate the external factors influencing Danycoed Woodland Skills. The information was gathered from authoritative sources including Welsh Government research reports, Hwb professional development publications, and academic journals examining outdoor learning in Wales (Welsh Government, 2023). These sources provide a reliable evidence base for assessing political, economic, social, technological, legal and environmental influences on outdoor-learning enterprises.

Outdoor learning is increasingly recognised as a core component of Welsh education policy, with multiple studies highlighting its pedagogical value and the need for consistent implementation across schools (Ellis et al., 2024). This makes PESTLE analysis highly relevant to the assignment, as it demonstrates how external forces shape the viability, risks and opportunities for a woodland-skills business operating within the Welsh education landscape.

3.1 PESTLE Analysis

Factor	Effect on Business (General)	Evidence Needed	Effect on Danycoed (Specific)
Political	Government support for outdoor learning; funding changes may affect school budgets.	Policy documents, curriculum guidance.	Positive demand; risk of reduced school contracts.
Economic	Competitor prices (£30–£60/hr) show viable market; downturns reduce spending.	Price lists, budget reports.	Supports neutral pricing; may require flexible options.
Social	Rising interest in nature-based education; high safety expectations.	Population and wellbeing data.	Strong demand; reputational risk if safety fails.
Technological	Digital marketing improves reach; low tech needed onsite.	Analytics, booking system options.	Essential for marketing; minimal tech needed for delivery.

Legal	Strict safeguarding, insurance and H&S requirements.	HSE guidance, legislation.	High liability risk; must maintain compliance.
Environmental	Outdoor learning aligns with sustainability; weather disruptions possible.	Climate data, land-use agreements.	Strong alignment; contingency plans required.

This PESTLE analysis demonstrates that Danycoed Woodland Skills operates within a highly supportive policy environment, with outdoor learning embedded in the Curriculum for Wales and reinforced by national research emphasising its educational value (Welsh Government, 2023; Ellis et al., 2024). Political and social factors strongly favour the business, while economic and environmental considerations highlight the need for flexible planning and robust operational systems.

A large school-age population of 17,000, 3–11-year-olds creates strong long-term demand for curriculum-linked outdoor learning, supporting Danycoed Woodland Skills’ growth potential (Office for National Statistics, 2022). However, high numbers also mean greater competition for school contracts and the need for robust operational capacity to meet demand safely.

The analysis is directly relevant to the assignment because it provides an evidence-based understanding of the external forces shaping the business environment. This supports strategic decision-making, strengthens the justification for the business model.

3.2 SWOT

This SWOT analysis summarises the internal strengths and weaknesses of Danycoed Woodland Skills alongside the external opportunities and threats influencing its development. It draws on competitor research, PESTLE findings, operational planning and financial modelling to provide a balanced overview of the business’s current position and future potential within the outdoor-learning sector.

Strengths	Weaknesses
Over 20 years of bushcraft experience and strong operational skills.	Single-operator capacity limits scalability and session frequency.
Owned woodland site reduces fixed costs and increases sustainability.	Developing financial skills requires ongoing support and monitoring.
Curriculum-linked offer aligns with Curriculum for Wales priorities.	Limited early-stage brand visibility compared to established competitors.
Strong local networks and potential referrals from over-prescribed providers.	Operational gaps: child-safe tools, PPE, full risk assessments, structured customer-journey systems.
Clear safeguarding direction with DBS already in place.	Reliance on owner availability for all delivery and administration.

Opportunities	Threats
Strong Welsh Government support for outdoor learning and wellbeing.	School budget pressures may reduce contract availability.
Clear market gap for curriculum-aligned woodland skills for school-age children.	Weather dependency may disrupt delivery and require contingency planning.
Partnership potential with schools, community groups and neighbouring providers.	Compliance risks: any lapse in safeguarding or insurance could harm reputation.
Ability to diversify into private sessions, CPD events, holiday clubs and community events.	Increasing competition as outdoor-learning demand grows.
Rising demand for nature-based wellbeing activities.	Owner capacity strain could impact quality or safety if demand increases too quickly.

Overall, the SWOT analysis shows Danycoed Woodland Skills is a viable and well-positioned enterprise with clear market demand and strong professional foundations. Continued monitoring of operational capacity, compliance, customer demand and financial performance will be essential to maintain quality, manage risk and support sustainable growth as the business expands.

3.3 Competitor Analysis & Unique Selling Point (USP)

This competitor analysis evaluates four outdoor-learning and bushcraft providers operating within a realistic geographical radius of Carmarthenshire. Information was gathered from Tripadvisor, Companies House, and official business websites, ensuring accuracy and reliability. These sources provide verified operational details, customer reviews, business activities, and service types, allowing for a robust comparison against Danycoed Woodland Skills.

Competitor	Source	Information Gained	Use of Information	APA 7 Reference	USP Comparison
Axe & Paddle Bushcraft	Google	Adult-focused bushcraft; £60/session	Benchmark quality; identify child-focused gap	Google (2026)	Danycoed offers curriculum-linked sessions for school-age children.
Wild Spirit	Google	Nature-based experiences; £45/session	Compare themes; evaluate marketing	Google (2026)	Danycoed offers specialised woodland craft and confidence-building skills.

Cywion Bach	Google	Early-years outdoor experiences; £30/session	Assess partnerships; understand demand	Google (2026)	Danycoed targets school-age children, filling a local gap.
Arc Adventures	Google	Adventure experiences; £50/session	Compare large-scale programmes	Google (2026)	Danycoed offers specialist woodland craft education.

This analysis demonstrates how Danycoed positions itself within a competitive landscape, identifies gaps in provision, and highlights the unique selling points that differentiate the business. Understanding competitor strengths and limitations supports evidence-based pricing, marketing strategy, and operational planning.

This competitor analysis demonstrates that while Carmarthenshire and surrounding areas host several high-quality outdoor-learning providers, none offer the curriculum-aligned, school-age-focused woodland-skills provision that defines Danycoed Woodland Skills. Competitors either specialise in adult bushcraft, early-years nature experiences, or large-scale adventure residentials.

By grounding the analysis in verified sources, this section strengthens the strategic justification for Danycoed’s business model, pricing strategy, and marketing approach. It clearly evidences a distinct market gap, supporting the enterprise’s viability and competitive advantage within the local outdoor-learning sector.

4. Revenue & Pricing Strategy

Danycoed Woodland Skills adopts a neutral pricing strategy, positioning its fees within the established local market range of £30–£60 per hour. This decision is grounded in competitor analysis, which shows consistent pricing across comparable providers such as Axe & Paddle Bushcraft (£60/session), Wild Spirit (£45/session), Cywion Bach (£30/session), and Arc Adventures (£50/session) (Tripadvisor, 2026; Wild Spirit Bushcraft, 2026; Companies House, 2026; Arc Adventures, 2026). Aligning with this range supports customer confidence, reflects sector norms, and ensures affordability for schools operating within constrained budgets.

Alternative pricing strategies were considered but present notable risks. Premium pricing, for example, could position Danycoed as a high-end specialist provider; however, research shows that Welsh schools already face uneven access to outdoor-learning resources and financial pressures that limit their ability to engage external providers (French et al., 2023). Premium pricing may therefore reduce accessibility and deter schools, particularly in areas with lower socio-economic profiles. Furthermore, Ellis et al. (2024) highlight that schools prioritise

structured, curriculum-linked provision over prestige branding, meaning premium pricing may not translate into perceived added value.

Conversely, penetration pricing—setting fees significantly lower than competitors—could increase early uptake but carries reputational risks. In outdoor learning, low pricing may unintentionally signal reduced quality or inadequate safety standards, both of which are critical concerns for schools and parents (Tinney, 2023). Penetration pricing also risks creating unsustainable revenue patterns, particularly given the operational demands of safeguarding, insurance, and equipment maintenance (HSE, 2023).

Value-based pricing was also evaluated. While this approach aligns fees with perceived educational impact, it requires extensive evidence, long-term brand recognition, and consistent measurable outcomes. As a new enterprise, Danycoed is still building its reputation and cannot yet rely on value-based pricing without risking misalignment between cost and customer expectations.

Neutral pricing therefore offers the most balanced, credible, and sustainable approach. It aligns with competitor benchmarks, supports accessibility for schools, and reinforces Danycoed’s positioning as a professional, curriculum-aligned woodland-skills provider. This strategy also integrates effectively with the marketing and operational plans outlined in the following tables, ensuring coherence across the wider business model.

5. Marketing Strategy

The following Marketing Strategy table outlines the specific actions Danycoed will take to generate revenue, secure school contracts, and build brand visibility. It is followed by the 7Ps Marketing Mix, which demonstrates how product, price, place, promotion, people, process, and physical evidence collectively support the pricing strategy and reinforce Danycoed’s market position.

5.1 SMART Goals

Activity	Purpose	Action Steps	Resources Required	SMART Timescale	Success Measure
School Outreach	Secure contracts	Info packs, emails, calls, taster sessions	Packs, templates, DBS, risk assessments	Contact 15 schools in 6 weeks	Responses, bookings, contracts
Social Media	Build awareness	Weekly posts, ads, engagement	Phone, Canva, £30/month	Gain 300 followers in 3 months	Followers, engagement, bookings

Community Engagement	Build trust	Events, partnerships, workshops	Materials, banners, insurance	Attend 3 events in 4 months	Attendance, referrals
Website & Booking	Professional customer journey	Build website, include safety info	Website builder, domain	Launch in 8 weeks	Traffic, bookings
Curriculum Materials	Show educational value	Produce session plans	Curriculum docs, templates	Complete in 6 weeks	Feedback, uptake

5.2. 7Ps, Marketing Mix

7P Element	Application to Danycoed
Product	Curriculum-linked woodland skills sessions for school-age children.
Price	Neutral pricing within £30–£60 range.
Place	Delivered at Danycoed woodland site.
Promotion	Outreach, social media, community events.
People	Experienced practitioner with 20+ years bushcraft experience.
Process	Clear booking system; structured session plans.
Physical Evidence	Woodland site, equipment, branded materials, website.

Together, the Marketing Strategy and 7Ps tables show how Danycoed will attract, engage and retain customers through structured, evidence-based actions. The activities directly support the neutral pricing strategy by strengthening visibility, demonstrating value and ensuring a professional customer journey. Each element of the 7Ps reinforces Danycoed’s core offer—curriculum-linked woodland learning delivered safely and consistently—while aligning with Welsh Government priorities for outdoor education (Welsh Government, 2023; Ellis et al., 2024). Overall, these tables provide a clear operational pathway for sustainable growth and market positioning.

6. Operations

The operations framework for Danycoed Woodland Skills outlines the essential structures, resources and compliance measures required to deliver safe, high-quality woodland-learning experiences. Effective operations are particularly important in outdoor-learning environments,

where risks must be carefully managed and professional standards consistently demonstrated. Research on outdoor learning in Wales emphasises that schools expect clear operational procedures, robust safeguarding, and reliable communication before engaging external providers (French et al., 2023; Ellis et al., 2024). The table below summarises the current operational position of the business, identifies the key developments needed to reach full readiness, and highlights the benefits these improvements will bring. Each operational area—facilities, equipment, health and safety, legal compliance, staffing, customer journey, partnerships and capacity—contributes directly to the credibility and sustainability of the enterprise. Together, these components form the operational foundation that supports Danycoed’s pricing strategy, marketing activities and long-term growth.

Operational Area	Current Position	What Is Needed	Business Benefit
Location & Facilities	Woodland site available	Layout, zones, signage	Safe, structured delivery
Equipment	Basic tools owned	Child-safe tools, PPE, first aid	Safe, professional delivery
Health & Safety	Basic risk assessments	Full suite, safeguarding, insurance	Protects participants and reputation
Legal & Compliance	DBS in place	Insurance, data protection, consent systems	Legal operation and trust
Staffing	Sole operator	Volunteers, role descriptions	Scalability and safety
Customer Journey	Aim for school contracts	Booking system, info packs	Professional experience
Suppliers & Partnerships	Informal links	Formal agreements	Reliability and referrals
Operational Capacity	Small groups (10)	Timetable, contingency plans	Safe scheduling and forecasting

Overall, the operational requirements outlined in the table demonstrate that Danycoed Woodland Skills is well positioned to deliver structured, curriculum-aligned outdoor learning, provided that key developments are completed. Strengthening health and safety systems, formalising partnerships, and enhancing customer-journey processes will ensure the business meets the expectations of schools and aligns with Welsh Government priorities for safe, accessible outdoor education (Welsh Government, 2023; HSE, 2023). Investing in child-safe

equipment, clear site layout and appropriate staffing ratios will further reinforce professional standards and reduce operational risk. These improvements also support scalability, enabling the business to expand into private sessions or larger school contracts as demand grows. By establishing reliable processes and compliance systems early, Danycoed builds trust with stakeholders and creates a consistent, high-quality experience for participants. This operational foundation is essential for sustaining growth, maintaining reputation and ensuring long-term viability within Carmarthenshire's outdoor-learning sector.

7. Financial Information

The financial position of Danycoed Woodland Skills is shaped by clear start-up investment, predictable term-time income patterns, and a long-term sustainability model grounded in careful planning. The business begins with a strong foundation: start-up costs of £2,680, fully covered by a £6,000 owner cash injection, ensuring that all initial equipment, safety resources and operational materials can be purchased without external borrowing. The woodland site is already owned outright, eliminating rental or mortgage liabilities and significantly reducing fixed overheads. This aligns with guidance on sustainable business planning, which emphasises the importance of minimising early financial risk and establishing reliable cost baselines (Clybiau Plant Cymru Kids' Clubs, 2023).

The Danycoed cashflow spreadsheet, included in the appendix, demonstrates a realistic income pattern based on 40 working weeks per year, with no income during school holidays. Monthly income projections range from £3,600 in partial-delivery months (April, July) to £8,100 in full-delivery months, reflecting the structured nature of school-age provision. This model supports stable medium-term financial performance, with annual income forecast at £72,000, enabling reinvestment into equipment upgrades, marketing activity and professional development. Cashflow forecasting is widely recognised as essential for demonstrating financial health, anticipating seasonal fluctuations and supporting long-term planning (Clybiau Plant Cymru Kids' Clubs, 2023; All The Elements, 2024).

Medium-term financial sustainability is strengthened by low overheads, predictable demand from schools, and the ability to scale through private sessions, community events and partnerships. As Welsh SMEs face rising operational costs—including utilities, insurance and labour pressures—maintaining a clear financial plan is critical (Beesure, 2026). Danycoed's neutral pricing strategy supports this by balancing affordability with professional value, ensuring consistent revenue without overexposure to market volatility.

In the long term, the business is positioned to grow through diversification, increased session capacity, and potential collaboration with local authorities. Welsh Government guidance on sustainable community-focused education highlights the importance of long-term financial planning, reinvestment and resilience (Welsh Government, 2026). With strong early investment, structured cashflow forecasting and a scalable delivery model, Danycoed

Woodland Skills demonstrates a robust financial trajectory capable of supporting future expansion.

8. Conclusion

Overall, the analysis indicates that Danycoed Woodland Skills is a realistic and viable business with strong foundations in expertise, market demand and operational readiness. The financial modelling, supported by the Danycoed cashflow spreadsheet in the appendix, shows sustainable income potential and manageable costs due to site ownership and a clear pricing strategy. However, long-term success will depend on continuous monitoring of several key factors. Costs must be reviewed regularly to ensure equipment, insurance and compliance remain affordable. Sales performance and customer demand should be tracked across school terms to identify seasonal patterns and opportunities for diversification. Cashflow requires close oversight, particularly during holiday periods when income pauses. Finally, owner capacity must be managed carefully to maintain safe staffing ratios and high-quality delivery as demand grows. By monitoring these areas, Danycoed can maintain stability, respond to change and support sustainable future expansion.

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10. Appendices

Appendix A – Cash Flow

Cashflow (£)	Pre-start	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Cash in Bank	£0												
Company Income													
Cash sales	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Credit sales collected		£3,600	£8,100	£8,100	£3,600	£0	£8,100	£8,100	£8,100	£0	£8,100	£8,100	£8,100
Loan / Owner investment	£6,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total income	£6,000	£3,600	£8,100	£8,100	£3,600	£0	£8,100	£8,100	£8,100	£0	£8,100	£8,100	£8,100
Total available (Bank plus income)	£6,000	£6,920	£10,970	£14,985	£14,475	£10,325	£14,255	£18,030	£21,890	£17,610	£21,070	£24,665	£28,295
Company Outgoings													
Tools	£120	£80	£100	£120	£130	£140	£150	£175	£170	£190	£220	£240	£260
Signage, shleter costs, land management	£60	£40	£45	£50	£55	£60	£65	£70	£80	£90	£100	£110	£120
Website	£150	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15	£15
Facebook advertising	£0	£60	£60	£60	£70	£70	£80	£80	£100	£120	£140	£160	£180
Craft equipment	£180	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120
Fuel	£0	£45	£50	£50	£55	£60	£60	£65	£70	£75	£80	£85	£90
Phone / Internet	£0	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25
Insurance	£220	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Electricity	£0	£35	£35	£35	£40	£40	£45	£45	£50	£50	£55	£55	£60
Miscellaneous	£50	£30	£35	£35	£40	£40	£45	£45	£50	£55	£60	£60	£70
Equipment servicing / repairs	£0	£0	£0	£0	£0	£0	£120	£0	£0	£0	£90	£0	£0

Equipment purchase Reserve / Savings Owner drawings	£1,900	£0	£0	£0	£0	£0	£0	£0	£0	£300	£0	£0	£400
	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	£0	£3,600	£3,600	£3,600	£3,600	£3,600	£3,600	£3,600	£3,600	£3,600	£3,600	£3,600	£3,600
Total paid out	£2,680	£4,050	£4,085	£4,110	£4,150	£4,170	£4,325	£4,240	£4,280	£4,640	£4,505	£4,470	£4,940
Final balance	£3,320	£2,870	£6,885	£10,875	£10,325	£6,155	£9,930	£13,790	£17,610	£12,970	£16,565	£20,195	£23,355

Appendix B – Curriculum Vitae

Curriculum Vitae – Michael Jones

Name: Michael Jones **Location:** Carmarthen, Wales **Email:**

Danycoed.skills@outlook.com **Business:** Owner–Operator, Danycoed Woodland Skills

Legal Status: Sole Trader

Professional Profile

A highly experienced bushcraft practitioner with over **20 years of hands-on woodland skills expertise**, specialising in outdoor education, traditional crafts and nature-based wellbeing activities. Strong operational background developed through **five years in high-pressure industry roles**, demonstrating excellent organisation, safety awareness and time-management. Skilled in designing and delivering curriculum-linked outdoor learning sessions for school-age children, with a proven ability to create safe, engaging and confidence-building experiences. Committed to sustainable woodland management and the development of high-quality outdoor learning environments in Carmarthenshire.

Key Skills

- Advanced bushcraft and woodland-craft skills
- Outdoor learning programme design
- Safeguarding and child protection
- Risk assessment and health & safety compliance
- Operational planning and time management
- Marketing, community engagement and school outreach
- Budgeting, cashflow modelling and basic financial forecasting
- Customer service and relationship building

Relevant Qualifications

- **Level 3 Forest School Leader Award**
- **Outdoor First Aid (16-hour) – Rescue Emergency Care (REC)**
- **Level 3 Award in Education and Training (AET)**
- **Enhanced DBS Certificate**
- **LANTRA Brushcutter & Woodland Tools Certification**

- **Level 2 Food Safety & Hygiene (for outdoor cooking sessions)**
- **ILM Level 4 Award in Leadership and Management (in progress)**

Professional Experience

Owner–Operator – Danycoed Woodland Skills (2026–Present)

- Deliver curriculum-linked woodland learning sessions for schools and community groups.
- Manage all operational, financial and marketing activities.
- Maintain woodland site, tools and safety equipment.
- Build partnerships with local authorities, early-years providers and outdoor-learning organisations.

Operational Industry Worker – High-Pressure Environment (5 Years)

- Managed time-critical tasks with strong safety compliance.
- Demonstrated leadership, organisation and problem-solving under pressure.
- Received positive customer and peer feedback for reliability and performance.

Bushcraft Practitioner – Volunteer & Community Work (20+ Years)

- Delivered informal outdoor learning sessions for families and youth groups.
- Supported woodland-school programmes and nature-based community events.
- Developed strong practical knowledge of sustainable woodland management.

Additional Training & CPD

- Safeguarding Children Level 3
- Mental Health Awareness for Outdoor Practitioners
- Social Media Marketing for Small Businesses
- Welsh Government Outdoor Learning CPD Modules

References

Available on request.