ELLIE MARLOW

OPERATIONS DIRECTOR · PADEL DEVELOPMENT & OPERATIONS

Commercial & Operational Leader | Multi-Site Sports & Leisure

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SITE ⟶ CONSTRUCTION ⟶ COURT ⟶ LAUNCH ⟶ OPERATION ⟶ COMMERCIAL PERFORMANCE

Turning complexity into *commercial performance.*

Commercial and operational leader building high-performing sports and leisure businesses from site concept to scalable multi-site operation. With 20+ years across multi-site sports and leisure, entrepreneurship, business growth and customer experience, Ellie combines strategic commercial thinking with hands-on delivery across site feasibility, business modelling, court construction, mobilisation, participation growth, data-led performance management and commercial optimisation.

4 CLUBS	£60K	70%	4 MORE
opened in eight months	net monthly network revenue at month 9	KPIs reached at month 9	sites planned for 2027

CORE EXPERTISE

Multi-Site Operations	**Commercial Strategy**	**Brand Positioning**	**Padel Development**
Site Feasibility	**Court Construction**	**Commercial Modelling**	**Membership Strategy**
Operational Design & Implementation	**Scalable Operations & Growth**	**Stakeholder Management**	**Data & KPI Analysis**
Customer Experience	**Financial Reporting**	**Health & Safety Compliance**	**Site Automation & Integrations**

PROFESSIONAL EXPERIENCE

Operations Director

Padel X Club | Feb 2025 - Present

UK-wide operational leadership across a growing portfolio of padel clubs, spanning business modelling, mobilisation, launch, performance and scalable operations.

- Opened four clubs within eight months and built the network to approximately £60k net monthly revenue.
- Established network-wide analysis across revenue, bookings, utilisation and membership, with 70% of average-spend and court-utilisation KPIs reached across the network within one month of the fourth club opening.
- Leads planning for four further sites, creating site-specific models covering market, capacity, staffing, pricing, membership and recurring revenue.
- Owns participation programming, club registration, safeguarding, recruitment, technology, procurement, maintenance, customer experience and secondary revenue development.

Operational & Commercial Development

Padel Magic UK | 2025 - Present

- Commercial development combined with detailed technical and product knowledge of the complete padel court development and installation journey.
- Works across feasibility, planning, groundworks, drainage, structures, glass, turf, lighting and installation.
- Built a substantial database and pipeline of prospective sites, operators, investors and partners.
- Developed the end-to-end process from lead qualification through procurement, logistics, installation, handover and final invoice; optimised procurement and logistics, managed specialist suppliers and contractors, and drove the UK rebrand.

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COMMERCIAL GROWTH · ENTREPRENEURSHIP · COMPLEX OPERATIONS

FOUNDER & COMMERCIAL LEADERSHIP

Founder & Managing Director

Catkin & Pussywillow Limited | 2011 - 2024

- Founded and scaled a design-led luxury floristry, retail and events business from a £5,000 investment to £460k annual turnover before successfully exiting in 2024.
- Held full responsibility for P&L, cash flow, pricing, margin, people, operations, marketing, e-commerce and customer experience.
- Built a high-performing team and loyal portfolio of high-net-worth private and corporate clients; pivoted rapidly through Covid, delivering the highest-performing year in the company's history.

Commercial Director

Villanova Food Ltd | 2004 - 2011

- Led commercial growth for an artisan, organic and speciality food business, increasing turnover by 300% in year one and building annual turnover to £1.5m.
- Built a wholesale portfolio including Whole Foods Market, Daylesford Organic, Abel & Cole, Carluccio's and Planet Organic.
- Led sales, key accounts, pricing, margins, forecasting, suppliers, fulfilment, quality control and teams.

SELECTED PROJECTS & EARLIER CAREER

Commercial & Event Operations · University of Winchester · 2024
Commercial planning, event delivery, booking-platform business case and operational workflow design.

Wimbledon Championships Project · The AA · 2023
Managed and streamlined parking ticketing within a high-profile, time-critical live sporting environment.

PR Specialist & Event Manager · Cisco Systems · 2002 - 2003
Supported EMEA Corporate Relations and managed corporate press events.

Account Executive · Bite Communications · 2000 - 2002
B2B technology PR across major accounts including BT, Cisco Systems and Oracle.

Marketing & PR Executive · E-Com Life · 1999 - 2000
Marketing, PR and major corporate event delivery for an online lifestyle membership business.

EDUCATION & PROFESSIONAL DEVELOPMENT

Help to Grow: Management Course
University of Winchester · 2023

Postgraduate Diploma · Psychology
University of East London · 2018

Bachelor's Degree · Media Arts, Design & Photography
University of West London · 2006

Marketing, Advertising, Media, Creativity & Production, Writing for Media, Print & Visual Communication
University of West London · 2004 · BA Level 4 · 120 credits

SPORT & INTERESTS

Competitive tennis player and active padel player, with a longstanding interest in sport, participation and customer-led leisure environments.

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