

The background of the image is an underwater scene looking up at the water's surface. The surface is wavy and reflects light, with numerous small, clear bubbles rising from below. The overall color palette is a range of blues, from deep navy at the bottom to a lighter, almost white at the top where the surface is.


Badelandene

The background of the slide is a close-up, underwater view of a water surface. The water is a deep blue color, and the surface is broken by numerous small, clear bubbles and larger, more complex air pockets. The lighting creates a shimmering effect on the water's surface.

Situation and challenges of the Norwegian pool market

IAKS Swimming Pool Conference 8th of september 2022

Erik Schreuder
Chairman Badelandene SA.

Badelandene

Agenda

- **Badelandene – history and facts**
- **The Norwegian pool market**
- **Challenges in the future**

About me

- **Born in Tromsø**
 - Gateway to the arctic ocean
- **8 years in the Norwegian Navy**
- **25 years in The Fitness Industry**
- **General manager at Røykenbadet (2015-)**
- **Chairman of the board at Badelandene (2021-)**

The Arctic Cathedral



Alfheim Swimming Pool



Røykenbadet



Badelandene - history

- **Founded in 2004**
 - 14 members
- **Main goal:**
 - Establish an organisation for the largest swimmingpools i Norway
 - Sharing best practice
 - Increase revenue
 - Only for market driven swimmingpools



David Koht-Norbye
Østfoldbadet, Askim



Knut J. Pettersen
Pirbadet, Trondheim



Terje Rønning
Jorekstad, Lillehammer

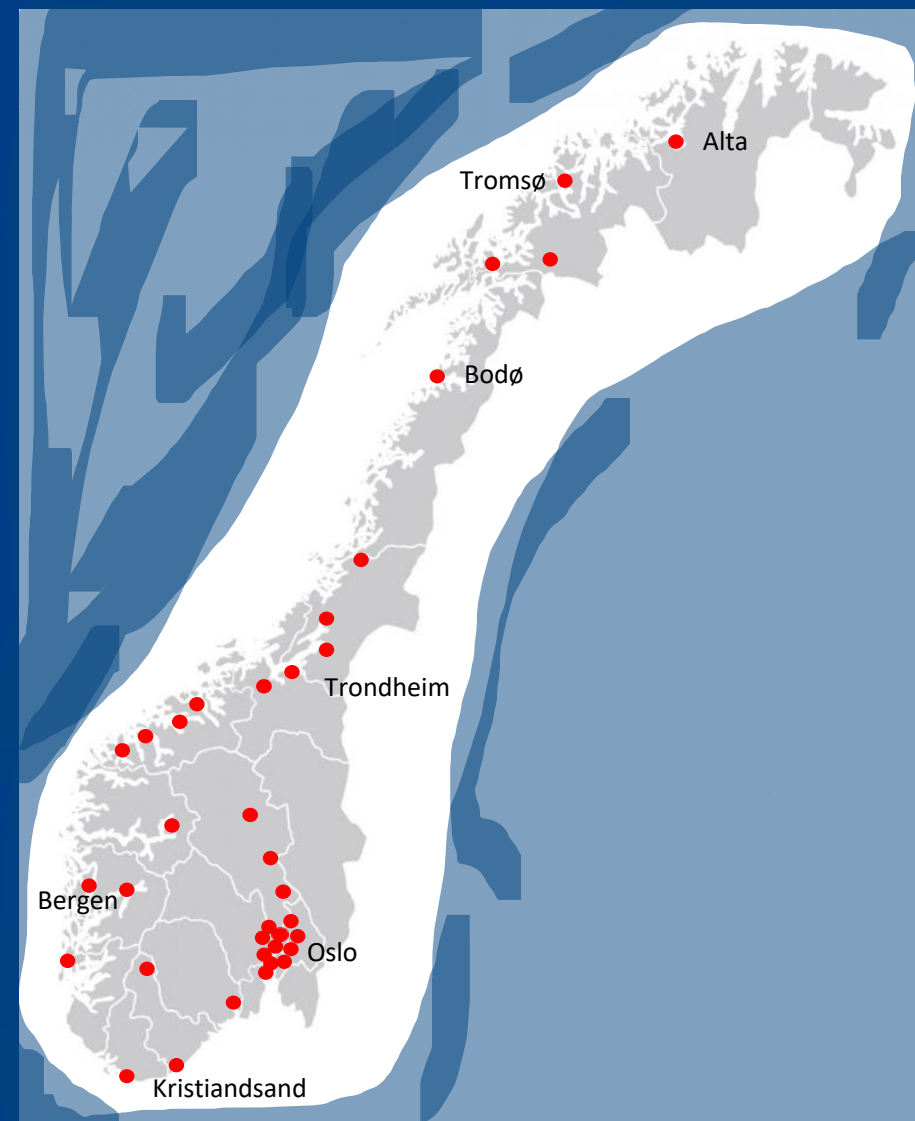
Badelandene – Vision and purpose

- **Vision**
 - *We shall be the best arena for knowledge and development of the Norwegian Swimming Pool industry*
- **By create added value for the members :**
 - **Good purchase agreements**
 - **Key Financial Figures**
 - **Market cooperation**
 - **Network and sharing of experience**

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Badelandene facts pr. 2022

- 35 locations from south to north
 - Increased with 7 members from 2019
- Organized as
 - 11 Private
 - 24 Public
- The size varies from 16.000 sqm to 1200 sqm
- Total revenue 589 MNOK (24 MNOK avg) in 2019



Badelandene visits 2015-2022

2019: 5.5 million visits (30% of market)

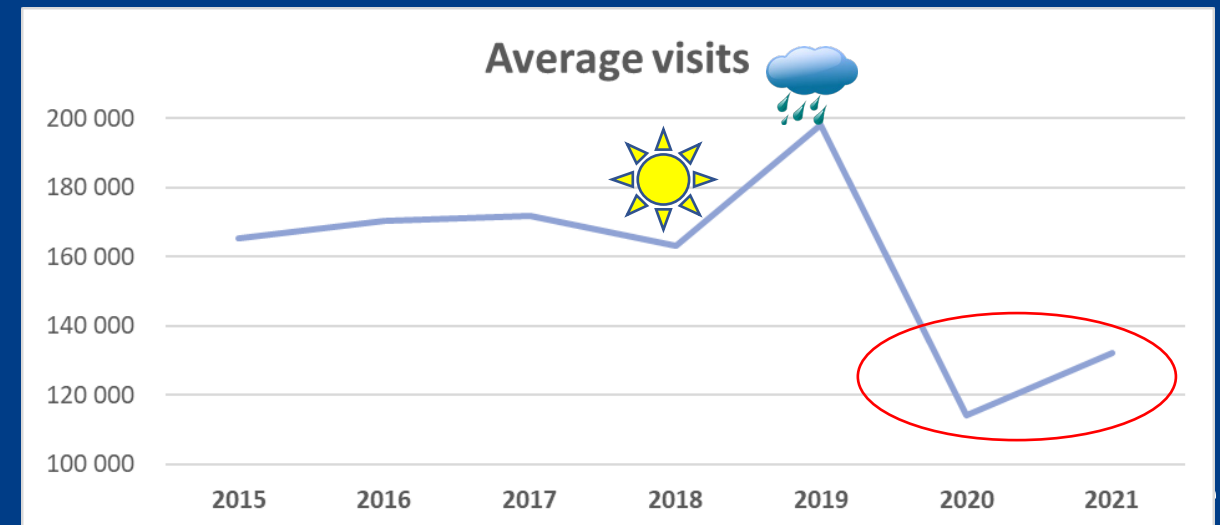
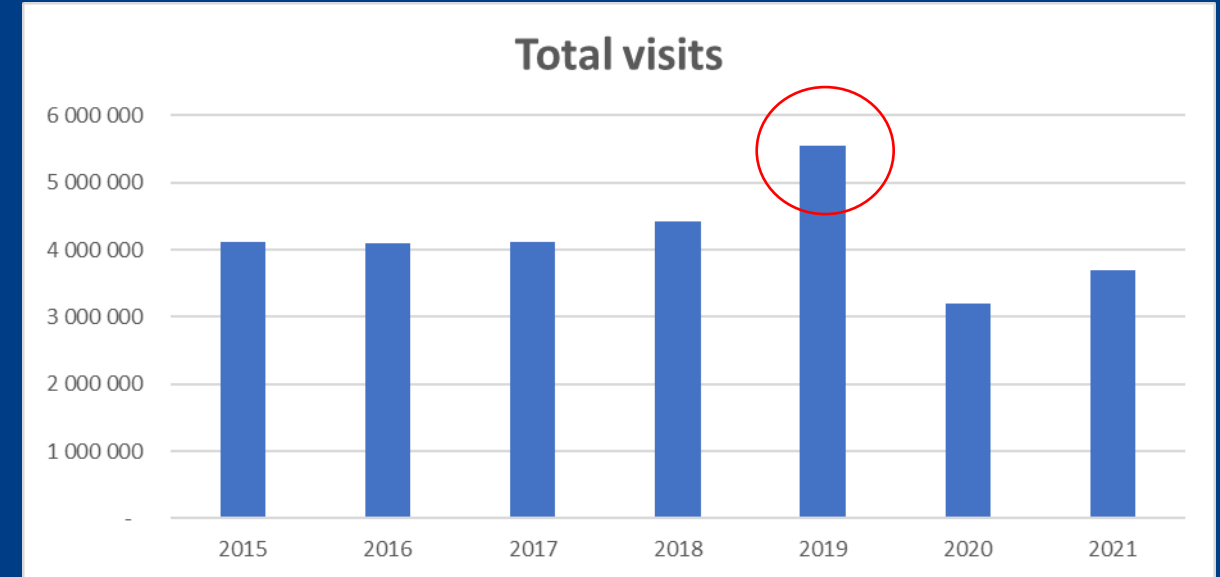
- 40.000 to 350.000 / 198.000 avg.
- (28 members)

2020 and 2021

- -42% and -33% vs 2019 in average, due to Covid-19 pandemic

The weather matters...

- 2018: warm and sunny mai-sept
- 2019: cold and rainy mai-sept



The Norwegian Pool market 1.

Norway (2021):

- Population: 5.4 mill.
- Density: 14/km² (Germany 232/km²)
- 1.100 Swimmingpools in 800 facilities
- One pool per 4.800 habitant
- 20 million visits in total



The Norwegian Pool Market 2.

- Approx. 250-300 empty pools out of 1.100
- 2005 – The Labour Party promised to fill up every one... 
- Poor swimming skills* in children
 - 53% at 4th. level in Norway
 - Finland 72%, Sweden 92%, Denmark 79% and Iceland 96%
- Big differences in Norway
 - Asker gives everyone in 2nd and 10th grade free entrance to all swimming pools
 - Results: 95% at 4th level *



* Able to swim 200 m

The Norwegian Pool Market 3.

- Extensive lack of pools in the biggest cities (Oslo)
 - Last one built in 1983
- Very few contractors with the right knowledge and the desire to involve in building swimmingpools
 - High risk with chance of economical failure
 - Manglerud went from 135 MNOK to 650 MNOK (+380%)
- The Norwegian Directive for Swimmingpools unchanged since 1996...
 - A proposal for a new Directive was delivered to the government in 2018
- Education of staff is poor (little or none co-operation between educational providers)



Manglerud Swimmingpool

Expensive tickets?

Income

- From NOK 146 to 41.
 - Avg: NOK 82

Cost (incl financial costs)

- From NOK 218 to 97.
 - Avg: NOK 137

Difference between income and cost:

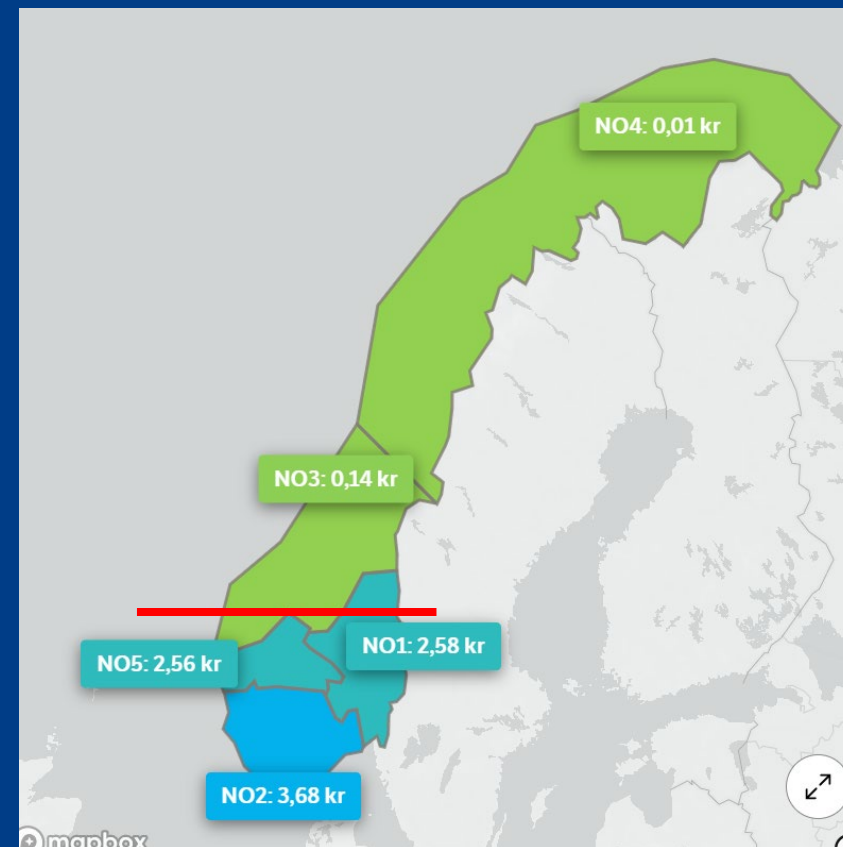
- From NOK -122 to -7.
 - Avg: **NOK -55**



Energy crisis

- **Energycost in South Norway increased by 150-300%* last 12 mth**
- **Our business is hit hard**
- **Extreme differences in Norway (south vs north) and public vs private (kWh prices)**
- **Older swimmingpools more exposed**
- **No government support yet to companies**
- **Consequences?**
 - 2 swimminpools closed last month
 - 2-3 more in the line...

* 12 of our largest facilities



Prices per kW/h 24.7-24.8
(Source: NordPool)

Occupancy rate – revenue boosters

- **Membership offer – utilize capacity and generate cash flow**
 - **NB! Good balance between organized and unorganized activities (predictable offers)**
- **Pool design (make all targetgroups satisfied)**
- **Municipal users (daytime when good capacity)**
- **Fitness center**
 - **Area efficient, easy to manage and high income**
- **Other services → generates traffic → generates new customers**

Other succes factors

- Market driven management
- Clear goals, vision and values
- Trained and motivated staff
- High level of maintenance
- Building facilities with the right level of quality
- Energy-efficient (control)



Celebration of visitor number 500.000

5 Challenges in the future

Challenges in the future #1

Permanently high energy costs

Possible solution:

Development of new energy saving systems, control and monitoring (heat, water and electricity usage)

Challenges in the future #2

Building the right pool and secure good projects on budget frames

Possible solution:

Collaborative construction projects* - with tight cooperation between contractors, advisor, architects and customer/builder

Develop the best solutions together with the builder - «open book»

***Samspillsentreprise**

Challenges in the future #3

Building more swimmingpools / fill up the empty ones

Possible solution:

Politicial will to invest in new facilities and understand return on investment in public health and swimnings skills in children

Challenges in the future #4

Education of staff to the business

Possible solution:

One common education (system / provider) for the business

Challenges in the future #5

High prices – low demand

Possible solution:

- **Make sure that the offers meet the expectations.**
- **Service management.**
- **Strive to be better.**
- **Develop new offers**

Questions?

Thank you
for your attention!

