

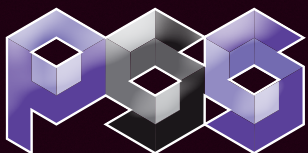


# THE STADIUM BUSINESS SUMMIT

MANCHESTER • 5-7 JUNE 2013



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THE STADIUM BUSINESS SUMMIT



THE STADIUM BUSINESS AWARDS

# WELCOME

## Manchester... so much to answer for!

Thanks for joining us in the 'home of football'. After Dublin, Barcelona and Turin, *TheStadiumBusiness Summit* returns to the UK with our biggest (500+ delegates), most diverse (four conferences, three stadiums) and most comprehensive industry meeting to date.

You'll find the full event schedule in the following pages. Alongside the main Summit conference programme, we've extended our specialist meetings to give the *Premium Seat Seminar* and the *Fan Experience Forum* their own full day (at Etihad Stadium on 5 June) and added a new *Small Market Economics* workshop (on 7 June at the Hilton) to showcase the best of our 'boutique stadium businesses'.

As always, the highlight of the programme is *TheStadiumBusiness Awards* evening (at Emirates Old Trafford - the home of Lancashire County Cricket Club) where we will once again recognise our industry's achievements, creativity and leaders. We close with an 'expert's tour' of the Theatre of Dreams - Manchester United FC's magnificent Old Trafford.

Our thanks go to all our speakers (for sharing their knowledge so freely), our sponsors (for backing us and keeping our industry moving forward), our partners (for making it fun in Manchester), and our host venues (great stadia with great people!).

Finally - above all - our thanks to YOU for joining us. We wish you a great 'visitor experience' at *TheStadiumBusiness Summit 2013* - and if there's anything we can do to assist, please let us know.

Ian Nuttall & *TheStadiumBusiness* team

PS. I always write this - but I mean it: we are committed to making *TheStadiumBusiness Summit* the industry's most important calendar event - so, if you enjoy your time with us here in Manchester then please tell your colleagues. But if you don't, please tell us and we'll get it fixed!

### DON'T FORGET!

If you have purchased a ticket to *TheStadium Business Awards Gala Dinner* please collect no later than 14.00 on Thursday from the registration desk...

## LET'S STAY CONNECTED

Join the Summit conversation using **#stadiumbiz!**



Twitter feed at **@stadiumbusiness**  
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Explore our StadiumBiz mobile app by **TAPCROWD** to receive live updates, ask questions and much, much more during the Summit



Available on the App Store

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5 JUNE 2013  
ETIHAD STADIUM

The Stadium Business Summit

FAN EXPERIENCE FORUM 2013

## THE SCHEDULE

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08.00 Registration Opens / Networking Coffee

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09.10 **Opening Remarks from the Chair**

Introduction and welcome to *Fan Experience Forum 2013*

- Dr Bernard J Mullin, Chairman and CEO, The Aspire Sport Marketing Group, USA
- 

09.20 **Welcome to Etihad Stadium**

Focusing on Your Fan Base: Give Them What They Want

- Steve Sayer, Operations Director, Manchester City FC, UK
- 

### Session I: Creating a Winning Fan Experience Journey

09.45 **Experience 2.0: Defining and Delivering the NextGen Stadium Experience?** Stadia need to continue to create more and more tangible ways for fans to engage with sports facilities: taking them beyond being a spectator, and allowing fans to become active participants in shaping their social experience. The session will examine cutting edge techniques for delivering a feeling of connectivity and a 'next generation' experience for fans, from the moment they arrive at the venue.

- Asim Pasha, Managing Partner, Sporting Innovations, USA

10.10 **Every Contact Counts: Building a Customer-Centric Experience:** The Premier League has initiated a project aimed at enhancing the match day experience for home and away fans at each of its member clubs. What can clubs and venues do to meet ever-rising expectations, while continuing to provide 'value for money'? And how can they ensure a consistent quality of experience across the entire fan journey? This session shares their findings.

- Cathy Long, Head of Supporter Services, Premier League, UK

10.35 **A Fan's Perspective: How Are We Doing? Assessment, Measurement and Feedback:** How do we know if we are getting it 'right'? This session examines cutting-edge tools and techniques to measure the fan experience, as well as explaining how best to react to the findings to ensure you stay one step ahead of competitors.

- Adrian Wells, Head of Marketing, The Football Association, UK
  - David Hollinshead, Research & Insight Manager, The Football Association, UK
- 

11.00 Coffee and Networking – Joined by delegates from *Premium Seat Seminar 2013*

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11.30 **A Sponsor's Perspective: The on-site challenge of getting the fan to love you!** – How is insight transferred into activation that will create a difference for the fan and increase the stadium experience in general? Fans are at the stadium to support their team, to have a great time and to be with friends. You cannot mess with that, so how do you interact with the fans in an efficient way that will increase your brand preference, add value to the experience, create branded visibility and give proven opportunities for increased match day revenue. This session will show examples of best practice from a FMCG sponsor's perspective, highlighting the insight behind (and indicating vital dos and don'ts of) match day activation.

- Carsten Buhl, Sponsorship Consultant (& former Senior Sponsorship Manager at Carlsberg), Denmark



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## Session 2: Fan Engagement and Communications – Doing More, Getting More Back

- 11.55 **Digital Fan Engagement: Using Digital and Social Media to Extend the Fan Experience Before, During and After the Event:** From apps, to real-time location-based services, to fan generated content, to social networks, to YouTube channels... there are a host of new digital opportunities to engage with fans. Further, new social channels provide clubs and venues with the ability to interact with audiences and create a personal connection. But which of these channels 'work'? And how can best can we utilise them to improve the fan experience? This session will examine the latest innovations in digital sports fan engagement, and explore how to build your fan base and enhance their experience, as well as continually develop and monetise your wider fan community.
- Charles Allen, Head of Marketing, Arsenal FC, UK
- 12.20 **Using the Customer Experience as a Catalyst for Growth:** The best way to get your customers to come back to your venue is to offer them an unrivalled experience when they are already there. In this session Cardiff City FC's Julian Jenkins will explain how the club has engaged with its corporate and core supporters, to keep them coming back time and time again.
- Julian Jenkins, Commercial Director, Cardiff City FC, UK
- 12.45 **Connecting Brands to Behaviour:** Marketing and live event agencies have never had so many channels at their disposal to put their client brands in front of sports audiences. But how best can we engage with fans – and how do we consistently deliver exciting campaigns which both build loyalty and change behaviour? Our speaker draws on project successes from Samsung through to Red Bull.
- David Norris, Operations Director, Ear to the Ground, UK

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13.15 Networking Lunch - joined by delegates of *Premium Seat Seminar 2013*

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## Session 3: Different Perspectives

- 14.30 **US Perspective: Harnessing Fans and Improving the Match Day Experience:** Despite a recovering world economy, sport continues to grow in relevance and popularity for fans everywhere. However, expectations are rising; forward thinking organisations must find innovative ways to meet them if they are to compete effectively for their fans' spend under ever-increasing pressure. This session will examine how leading US sports teams are rising to the challenge, asking 'what strategies and initiatives can venues and clubs import from across the pond to deliver an unrivalled fan experience?'
- Bart Wiley, Director of Business Operations, Seattle Sounders, USA
- 14.55 **European Perspective: Engaging with Supporters – What Lessons Can Be Learnt?** Germany's Bundesliga is much-heralded for its strong fan culture, and vibrant match day experience. In this session, we pick the brains of Borussia Dortmund's Benedikt Scholz to examine how one of the Bundesliga's (and Europe's) leading clubs is improving the experience at Signal Iduna Park (pictured, right). What challenges is the club facing in engaging with its fans? What do they do well? And how could they improve?
- Benedikt Scholz, Manager - Business Development & Int'l Affairs, Borussia Dortmund, Germany
- 15.20 **Dual Perspective: Engaging with Families: How to get Them to the Event...and Keep Them Coming Back for More** - A continual challenge facing many of sport's properties is how to get families to attend; and then, how to maintain their loyalty. How best can clubs extend the traditional reach of sports to attract families? And what can venues do to create a more family-friendly experience? And how can we reach out to the next generation of sports fans without alienating existing customers?
- Andrea Brown, Customer Services Manager, The Football League, UK
  - Neil Doncaster, CEO, Scottish Premier League, UK

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15.45 Coffee & Networking

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## Session 4: Innovations Showcase

- 16.15 **New Ideas to Engage & Enhance:** From connected and social TV to companion screens, live streaming and live statistics, the options for sports fans are ever-expanding. But will these new devices, new technologies and new products have a significant impact on behaviour? Our quick-fire Innovations Showcase – where speakers have just 6 minutes 40 seconds each to get their point across – examines the trends and innovations in content delivery, and addresses some of the biggest challenges venues face in this shifting landscape.
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- **Venetian/Palazzo Casinos/Malls**, Las Vegas, USA
- **Sacramento Kings, Sacramento**, California, USA
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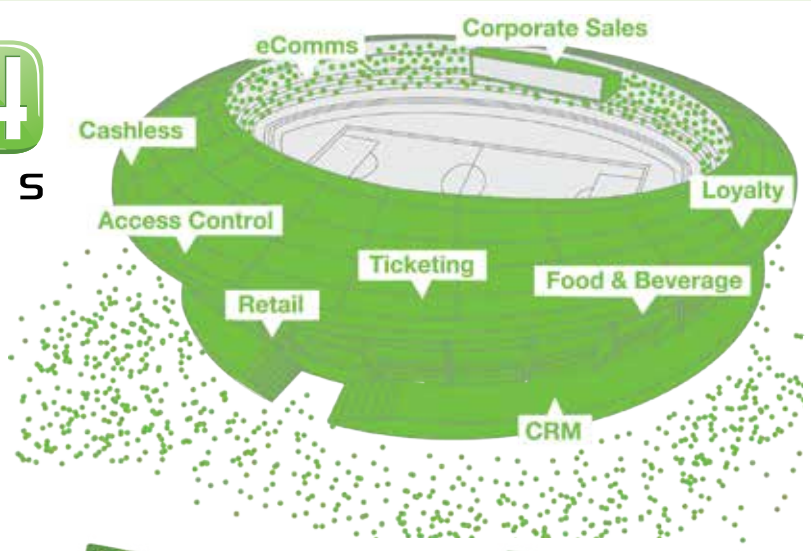


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## Session 5: Rugby Roundtable

17.25 **What are Other Sports Doing and With What Levels of Success?** How do fans' experiences and expectations differ in other sports? This panel session shines a light on the world of rugby. How are clubs from both codes enhancing the fan experience and engaging their fans to drive loyalty? Our Panellists include:

- Nic Fletcher, Head of Marketing, Rugby Football Union, UK
- Mark Foster, Head of Marketing, Rugby League World Cup 2013, UK

Moderator:

- Mark Bradley, Founder, The Fan Experience Company, UK

## Closing Speaker / Open Mic

17.55 **Systems Thinking: A Different Customer Experience Approach for a Service Organisation:** What can sports organisations learn from other industry verticals? This session will examine how Aviva is transforming its global customer service operations through 'Systems Thinking' – a way of looking at your business from a customer's perspective, and challenging the traditional logic about how a service organisation should be run.

- Rob Wilson, Global Head of Systems Thinking, AVIVA, UK

## Open Mic: Fans and a Bigger Plan

18.20 A quick re-cap on the day's proceedings with an open mic: What are the best examples of fan engagement and improving the match day experience? How can these activities convert casual visitors into avid, loyal customers? And how to keep our existing fans engaged in the future?

18.30 Close of Fan Experience Forum 2013

## Expert Tour: Etihad Stadium

18.30 **'Behind the scenes' with Manchester City FC** Attendees of *Premium Seat Seminar 2013* and *Fan Experience Forum 2013* will be joined by delegates of *TheStadiumBusiness Summit 2013* for an expert tour of Etihad Stadium.

Accompanied by executives from the club, our 'behind the scenes' tour will explore Manchester City FC's award-winning venue, including the pre-match City Square fan zone, and the club's new world-class premium spaces (completed in readiness for the 2012/13 season).

## Champagne Reception

With thanks to our sponsor The Lindley Group

20.00 Champagne and canapés at Etihad Stadium

21.30 Close



\* Invited/Subject to confirmation. Programme correct at 29 May 2013. Subject to change. E&OE



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# SPEAKER PROFILES

## CHARLES ALLEN, HEAD OF MARKETING, ARSENAL FC, UK

Charles Allen worked for a variety of multinational FMCG companies before moving to Arsenal in 2010. His experience ranges from commercial roles with Coca-Cola Schweppes in the UK, to international commercial and senior marketing roles with Diageo plc in Argentina, Peru, Chile, Mexico and the Netherlands, and more recently in UK Marketing with PepsiCo International. His move into sports marketing was fuelled by a passion for football, and a belief that his consumer brand strategy and marketing skills would be transferrable and transformational in a sports marketing arena. As Arsenal's Head of Marketing he is responsible for many of the commercial revenue streams, including growing the Arsenal Membership programme, one of the largest subscription-based schemes in UK football.



## NEIL DONCASTER, CEO, SCOTTISH PREMIER LEAGUE, UK

A solicitor by training, Neil came into the game when providing legal advice in relation to Bristol City and Bolton Wanderers. In 1997 he joined Norwich City as Company Secretary and, at the age of 31, became their Chief Executive. In his 12 years at City, the Club rebuilt its reputation with supporters, with season ticket numbers trebling over the period to 20,000 and the Club receiving a number of awards for community, business development and innovation. Neil believes passionately that football clubs should be at the heart of the community as consultative, accessible and family organisations. In 2009 Neil left Norwich City to become the Chief Executive of the Scottish Premier League.



## MARK BRADLEY, FOUNDER, THE FAN EXPERIENCE COMPANY, UK

Author of *Inconvenience Stores* (2004) and *Retails of the Unexpected* (2008), and an agent for change in the football industry, Mark's USP is an ability to use the 'real customer experience' to expose organisational weaknesses, highlight opportunities, entertain and inform but, most significantly, as a wake up call for industry. The Fan Experience Company has increased family attendance at fixtures by over 12% (2 million+ people) in the four years since establishing the Family Excellence Awards to let Clubs see themselves through the fans' eyes. Mark has successfully taken his work to the Scottish Premier League, the Airtricity League, and the Football Association, where his programmes are creating a catalyst for change and delivering real benefits.



## NIC FLETCHER, HEAD OF MARKETING, RFU, UK

Nic joined the Rugby Football Union in May 2012 from O2, where he spent five years as Head of Sponsorship, managing award winning campaigns such as 2007 RWC Never Surrender, the world's first public screenings of Rugby in 3D, as well as O2 Scrum on the Beach and more recently O2's Get Up For England campaign. A highly experienced sports marketer, he spent four years with the Australian Rugby Union and worked for the agency, Momentum, before returning to England in 2007. He now oversees the Union's internal marketing function to deliver strategic and innovative support to the game across a range of projects, including brand development, rugby and event promotion, fan clubs, the fan experience and creative design.



## MARK FOSTER, HEAD OF MARKETING, RUGBY LEAGUE WORLD CUP 2013, UK

Mark has over 15 years of experience of working in commercial and marketing roles within professional sport. His previous roles include Commercial Director at Newcastle Falcons RFC and Marketing Director at Durham CCC. He now heads up all marketing activity for Rugby League World Cup 2013 with the aim of attracting 500,000 fans to the next global sporting event to be held in the UK after London 2012.



## ANDREA BROWN, CUSTOMER SERVICES MANAGER, THE FOOTBALL LEAGUE, UK

Andrea Brown is Customer Services Manager for the English Football League. In her day-to-day role she provides direct support to the League's member Clubs and liaises with supporters, supporter groups and other interested stakeholders in relation to customer service, ground safety, supporter engagement and stadium facilities. Prior to this she worked in the Events team at The League, organising the Football League Finals at Wembley Stadium. Previous to that she spent eight years at Preston North End Football Club as Community Development Manager, working closely with the Commercial, Marketing and Community departments in attracting and retaining supporters.



## DAVID HOLLINSHEAD, RESEARCH & INSIGHT MANAGER, THE FOOTBALL ASSOCIATION, UK

David spent 10 years working within Market Research agencies before making the move to The FA in 2011. He divides his time working across The FA's assets, England, The FA Cup and Wembley, and has been heavily involved in The FA's Fan Experience project.



## CARSTEN BUHL, SPONSORSHIP CONSULTANT, DENMARK

Carsten is a Master of Economics and Business Administration having studied at Copenhagen Business School. He started working for Carlsberg Group during 1994 and spent nine years with them before spending eight years in Italy and Portugal. Carsten headed the UEFA EURO 2004, 2008 and 2012 implementation for Carlsberg, including the Fan Park experiences and stadium operation. He also worked on UEFA Cup finals, UEFA Under 21 euros, MTV European Music Awards, FIS Ski World Cup, and for Liverpool and Arsenal amongst many others. Since 2013 Carsten has been Managing Director of SponsorPeople, Denmark's biggest independent sponsorship consultancy agency.



## JULIAN JENKINS, COMMERCIAL DIRECTOR, CARDIFF CITY, UK

With over 15 years' experience in the Football Industry, Julian has also worked in sales and sponsorship in the public and private sectors, giving him the vision and passion to deliver a customer centric experience, and an ability to maximise commercial opportunities. He joined Cardiff City FC in 2001 as Head of Media & Communications, prior to setting up his own company for two years. He returned to Cardiff City Football Club, and subsequently took the position of Commercial Director. He has won awards and gained international recognition for innovation and excellence. Julian's customer-centric approach recently saw Cardiff City awarded the Football League's prestigious Family Club of the Year 2010/11.



### CATHY LONG, HEAD OF SUPPORTER SERVICES, PREMIER LEAGUE, UK

Cathy Long is Head of Supporter Services at the Premier League. She is responsible for a wide range of projects covering stadium and fan issues and is particularly interested in improving the stadium experience. Her previous experience includes running the Fans Embassy at Euro 2000. She has written about football for a number of publications, co-edited a book on Liverpool FC and its role in the city (*Passing Rhythms*, pub. 2000.) and contributed to various other books on football and its fans.



### DR BERNARD J MULLIN, CHAIRMAN AND CEO, THE ASPIRE SPORT MARKETING GROUP, USA

Bernie Mullin is Chairman and CEO of The Aspire Group (TAG), a leading global management and marketing consulting business that partners with its clients in implementing 'Next-Practices' to produce winning brands, revenue enhancement and strong sales and service cultures. TAG provides a distinct competitive advantage in maximising organisational and marketing effectiveness, growing sales and building an avid and sustainable fan base. An internationally-acclaimed management and marketing consultant and speaker, who literally wrote the book, entitled *Sport Marketing*, Bernie has over 30 years' experience as Chief Executive or Senior Director in iconic and highly visible sport and entertainment organisations, including Atlanta Hawks (NBA), Atlanta Thrashers (NHL) and Philips Arena.



### DAVID NORRIS, OPERATIONS DIRECTOR, EAR TO THE GROUND, UK

David has been Operations Director at events and live communications agency Ear to the Ground since 2003. The company connects brands with sport and music fans; as a specialist in sponsorship activation and asset creation, its digitally driven campaigns focus intensively on fan experience. David's experience in the wider world of entertainment has given him insight into how audiences can be best engaged to benefit Ear to the Ground's clients, who include Samsung, Manchester City, and Red Bull. David's current work oversees a dedicated in-house strategic planning and insight team called *FANATIC*, which aims to develop knowledge and understanding of fan culture.



### ASIM PASHA, MANAGING PARTNER, SPORTING INNOVATIONS & CIO/CHIEF ARCHITECT, SPORTING CLUB, USA

Asim Pasha is the CO-CEO of Sporting Innovations and CIO /Chief Architect for Sporting Kansas City soccer team. He recently led the technical design and implementation at Sporting Kansas City's new soccer stadium, considered by many to be one of the most technologically advanced in the world. His design covered 21 systems, including the first-ever deployment of High Density wireless, along with IPTV and broadcast over IP. Concurrently, he launched the Fan360 software platform to drive a socially intelligent approach to elevating fan experience to a new level. Prior to this, Pasha spent 13 years at Cerner Corporation, developing new architectures, strategies and solutions for the healthcare industry.



### STEVE SAYER, OPERATIONS DIRECTOR, MANCHESTER CITY FC, UK

As Operations Director for Manchester City Football Club, Steve Sayer is responsible for delivering match days and all other major events at the City of Manchester Stadium. A highly experienced football business operator, Steve has worked at Manchester City in a variety of commercial and operational roles over the past 16 years in a varied career that has seen the Club



grow from a strong domestic player, to established Premier League outfit, and on to being a globally recognised football brand that is now starting to challenge the elite of European football. In his current role Steve oversees all elements of the match day operation with specific responsibility for the club's new catering relationship with Fabulous Fan Fayre, a joint venture company set up by Jamie Oliver's event catering division and US-based Legends Hospitality.

### BENEDIKT SCHOLZ, BUSINESS DEVELOPMENT MANAGER, BORUSSIA DORTMUND, GERMANY

Benedikt Scholz joined Borussia Dortmund late 2010 to work in Sales and Marketing. Responsible for new business generation and international business development, the 29-year-old has played a key role in the development of commercial projects at BVB. A graduate in sports management, he was previously employed by SPORTFIVE, an international sports marketing agency based in Hamburg, and by PUMA, Borussia Dortmund's current kit supplier.



### CHARLIE SIMON, SNR CONSULTANT, REPUCOM, UK

Charlie began his career specialising in brand and communications research – an area he has been involved in for the past nine years. His strong background with brands gives him a valuable insight into the relationship between sporting properties and sponsors. He joined Repucom from Hall & Partners where he was an Account Director for clients such as UEFA, Samsung, Eurosport, KRAFT, Tesco and Kellogg's among others. At Repucom, he works on a mix of projects from fan experience and valuation (Financial Fair Play) studies with UEFA, through to premium ticket strategy studies with IMG in Brazil. Charlie is based in Repucom's London office.



### ADRIAN WELLS, HEAD OF MARKETING, THE FOOTBALL ASSOCIATION, UK

Adrian spent 10 years in sales and marketing at Procter & Gamble before moving to The FA to head up their marketing team. Leading FA brands across England, Wembley, The FA Cup, St. George's Park and grassroots programmes, The FA aims to engage and inspire the nation to get involved in football. Adrian is a keen player and a passionate Spurs fan.



### ROB WILSON, GLOBAL HEAD OF SYSTEMS THINKING, AVIVA, UK

Rob has over 15 years' experience of leading large operational and contact centre teams with Aviva and RAC. He is passionate about creating an environment where employees and customers are the priority. After successfully transforming the performance of Aviva's biggest UK Contact Centre operation in 2012, Rob is currently working with teams across Aviva's global customer service operations, using Systems Thinking methodology to improve the way that Aviva serves its customers around the world.



### BART WILEY, DIRECTOR OF BUSINESS OPERATIONS, SEATTLE SOUNDERS, USA

As Director of Business Operations, Bart works closely with ticket sales, corporate partnerships, community outreach, game entertainment, public relations and the marketing of the team. He acts as liaison between supporters groups and the club, and serves as director of the Sounders FC Alliance, made up of 32,000 season ticket holders. He is also a frequent speaker, having travelled to Australia, England and throughout the US talking to audiences about the Sounders' brand and organisation. Previously, he worked as Director of Communications for a dot com company, the Director of Business Operations for NASCAR team, and as publicist for former Major League Baseball player, Brett Butler.





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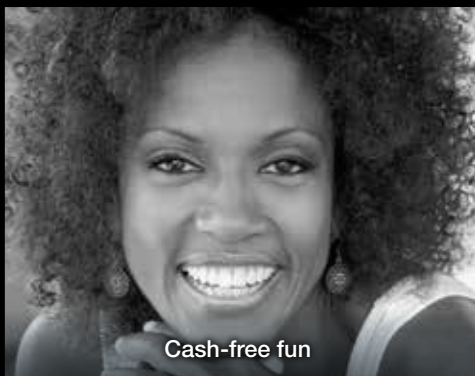
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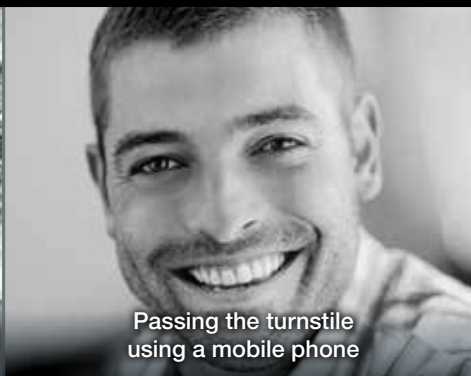
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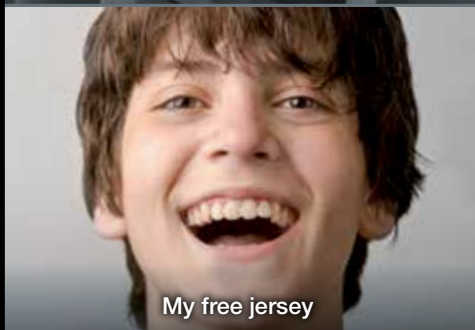
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[www.extricom.com](http://www.extricom.com)

## FANWAZE

Fanwaze is a leading provider of real-time marketing and fan engagement software in the Sports and Entertainment market. Fanwaze is a marketing platform empowering sports organisations to increase loyalty and revenues with real-time personalised and contextual communications with their fans. Fanwaze innovative technology provides a unique platform for marketers and digital media teams to deliver fan experience interactions based on the viewed event, location, demographics and stadium operational data through existing and future digital communication channels. Utilisation of the system enables the sports



organisation to develop and deploy effective marketing strategies aimed at fans in the stadium as well as towards remote "second screen" fans. In addition, Fanwaze innovative Partner Marketplace technology enables the sports organisation to maximise its business relationships with partners, sponsors and affiliated organisations on a local, regional and international scale, thus creating new revenue streams and maximising its fan eco-system on a truly global basis.

[www.fanwaze.com](http://www.fanwaze.com)

## GREEN 4 SOLUTIONS

Green 4 Solutions is the CRM market leader within the Sport and Leisure industry. Their joined-up solution has taken CRM to the next level by



incorporating a world-class fan loyalty programme and also through the development of a customer focused ticketing solution, built on the CRM platform. Green 4 are a Microsoft Gold Partner with Microsoft Dynamics CRM at heart of all solutions. Their philosophy is focused on building long term relationships with fans and customers by using technology to provide a personal, targeted strategy that improves the fan experience, as well as commercial revenues. The full joined-up solution from Green 4, with its familiar Microsoft look and feel, has a powerful CRM engine, as well as full functionality for ticketing, retail and hospitality sales, inbuilt marketing and eCommunications modules, food and beverage sales, loyalty programme and cashless payment. By providing functionality for all stadium requirements on one single platform, the marketing team has complete power over their data. All customer touch points will provide a valuable data source which can be used to trigger automated communications and build loyalty. Green 4's client base now includes over 150 worldwide clients from a number of sports, associations, national governing bodies, leisure venues and entertainment businesses.

[www.green4solutions.com](http://www.green4solutions.com)

## HUGGITY

At Huggity we combine our photography, technology, creative and marketing skills with our love of sport to create a positive experience for fans and a powerful engagement tool for brands, venues and clubs. We developed a new digital sponsorship inventory called FanPics, which are giant 360° panoramic, multi-billion pixel crowd images taken at games. When fans tag themselves on these images they create branded messages that display on Facebook. These messages create real fan engagement, introduce new revenue streams for clubs, and provide reliable data capture and audience profiling for sponsors.

[www.huggity.com](http://www.huggity.com)

## THE LINDLEY GROUP

The Lindley Group is an independent British catering company with a proven track record in delivering excellent customer service and great fresh food at stadiums, arenas, visitor attractions and museums.



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Lindley Venue Catering, our mature brand, is the market leader at sports venues with over 45 years' experience of delivering excellent customer service. We are an open and honest caterer that recruits locally, sources







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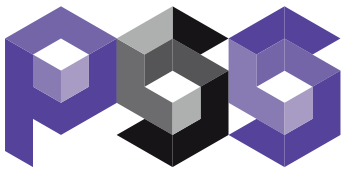
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5 JUNE 2013  
ETIHAD STADIUM

## THE SCHEDULE

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08.00 Registration Opens / Networking Coffee

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09.15 Welcome to *Premium Seat Seminar 2013*

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09.20 **Welcome Address**

- Tom Glick, Chief Commercial & Operating Officer, Manchester City FC, UK
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### Packages & Pricing

09.45 **Selling for the Right Price:** From full licensees to individual game ticket purchasers, the gap in price, experience, and target consumer is vast. How are teams, leagues, and vendors adapting to the quickly changing marketplace? In this session, our speaker (formerly Premium Services Manager at the New York Yankees, and Team Marketing Manager at the NBA) will explore how delivering the right price to the right consumer at the right time builds client retention and grows new sales.

- Caryn Dolich, Senior Manager, Live Events - Sports, LivingSocial, USA
- 

### Developing a New Offer

10.10 **Craven Cottage - Heritage into Commercial Reality:** Fulham Football Club was established in 1879 and Craven Cottage is one of the oldest grounds in the Premier League. Heritage, tradition and nostalgia are attributes every brand desires but an old stadium with deteriorating facilities is not. Up against other world-class facilities, particularly in football, Fulham's challenge is to build the finest premium seat and corporate hospitality facility in London. Embracing its unique riverside position to deliver the best possible fan experience – this is the journey the Club is now taking.

- Jonathan Gregory, Commercial Director, Fulham FC, UK
- 

### Data & Analytics

10.35 **Targeting and Locating Customers:** The premium seating business is in the midst of many changes. A flurry of new buildings and inventory provide more variety to (and more competition for) clients, but challenging economic conditions and other entertainment alternatives conspire against selling these higher-end offerings. Data and analytics are changing the game and helping sports franchises to price, package and market their premium inventory more accurately to consumers. This new wave of business analytics has just begun and there's much more to be done going forward.

- Scott Jablonski, Director of Club Analytics & Reporting, National Hockey League
- 

11.00 Networking break – Joined by the delegates of *Fan Experience Forum 2013*

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### Sales and Service

11.30 **Achieving Excellence at Emirates Stadium:** Arsenal FC's Emirates Stadium is the third-largest football stadium in England and fourth-largest in the United Kingdom. Recognised as 'world class' in its entirety, Emirates Stadium's premium seat offer changed the London hospitality landscape when it opened in 2006. Since then, the Club has continued to 'raise the game' with new spaces, services and segmented offers.

Alongside the physical infrastructure, the Club has established a service culture for both match day and non-match day customer experiences. But how does the club measure its success in 'delivering excellence' and ensure that it always remains 'one step ahead' of the competition?

- Charles Bruner, Premium Sales Manager, Arsenal FC/Emirates Stadium, UK

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## Guest Voices

11.55 **Planes & Games – How Everything Needs to Add Up:** We fly outside the venue sector to take in some 'blue sky' thinking on customer service and visitor experiences. Our guest speaker is the former Director of Product and Service for Virgin Atlantic. She was responsible for managing the entire customer experience, ensuring it was the best in the industry. She helped deliver many of the airline's innovative successes, including the Upper Class Wing, overseas Clubhouses and, most famously, the new £105m Upper Class Cabin.

What lessons can we take from the airline business to help us win customer loyalty and build our premium customer experience? Her recent experience being part of the London 2012 Olympics team – which raised the bar for future Olympics and put spectators at the heart of the event – may give us some further insights.

- Dee Cooper, Brand & Customer Experience Consultant, Decide Consulting, UK

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## Panel Discussion: Major Events Legacy

12.20 **Premium Services and Major Events:** Hosting a major sporting event in an emerging market can kick-start the premium seat business. Such events raise awareness of premium seat and hospitality offerings – taking advantage of the international event profile to attract new customers to venues. But the downside is potentially an over-supply of competing hospitality offers and a lack of sustainable local demand to fill them.

We examine the influence and impact of major events on the sale and long-term occupancy of premium inventory. How do we take advantage of the kick-start from Euro2012, a Davis Cup or an Olympic Games?

- Miroslav Siedem, Head of Premium Seating, O2 Arena – Prague
- Anna Denysova, Head of Premium Seating, FC Shakhtar, Ukraine
- Alan Gilpin, Chief Operating Officer, Rugby Travel & Hospitality (RWC2015), UK

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13.15 Networking Lunch - Joined by the delegates of *Fan Experience Forum 2013*

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## Innovations Showcase

14.30 **What's New in the Business?** What's on the market? How effective are the new concepts, products and software being developed to serve the premium seat industry?

This session will showcase some of these innovations and show you how they are changing the way hospitality is sold, delivered, planned and enhanced.

This proven quick-fire presentation session will use the *pecha-kucha* format (with each speaker having just 20 slides for 20 seconds each, i.e. under 7 minutes to present) to deliver new ideas, innovations and inspiration for forward-thinking stadium business.

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## Brands & Marketing Plans

15.15 **Adding a Nightclub Experience:** Florida's sports market is a unique and challenging fan environment whose demographics run the gamut on income, cultural background, fan loyalty, passion and place of origin. How does a leading venue position its premium seat products and service in such a market – and what brands provide 'best fit' and effective activation alongside such a diverse customer base?

Our speaker provides unique insights from the NHL Florida Panthers and the BB&T Center in Fort Lauderdale, Florida. Last year, in October 2012, Sunrise Sports and Entertainment completed installation of the Club Red seating sections encompassing the centre ice seats during hockey games. This is marketed as 'an all-inclusive sports-based nightclub experience'

- Steven Ziff, VP of Marketing/Brand Strategy, Sunrise Sports & Entertainment, USA

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15.45 Afternoon Coffee - Joined by the delegates of *Fan Experience Forum 2013*

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## Panel Discussion: Marketing Trends Across the Atlantic

16.15 **Is the North American Marketing Model a Global Model?** Sports in North America have pioneered the premium seat business for decades but how applicable is its business model and delivery methods to other markets?

Our panellists will pool their experiences on both sides of the Atlantic to share best practices in the industry and predict which aspects of the US model can positively impact teams and venues in different regions. We will discuss and pick the brains of academics and professionals alike to understand the similarities and differences of the models.

Your expert panellists include:

- Bill Rhoda, Principal, CSL International, USA
- Heath Harvey, Club Wembley Director, Wembley Stadium, UK
- Miroslav Siedem, Head of Premium, O2 Arena – Prague

Moderator:

- Heather J. Lawrence, Associate Professor, Ohio University, USA

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## Tools for Success

17.00 **Lessons from the San Francisco 49ers:** After gaining approval from the City of Santa Clara in 2010 to build a new 68,500-seat football stadium, NFL's San Francisco 49ers engaged Legends to fully manage and execute SBL and suite sales for the new US\$1.2 billion stadium. Legends designed and oversaw the construction of a multi-million-dollar state-of-the-art sales centre, finalised premium designs and set all product offerings for the stadium (which is scheduled to open in 2014).

The result? To date, Legends has generated more than US\$700m in new stadium premium sales revenue (with an average lease agreement of 15 years) and successfully implemented a new stadium wait list of more than 1,000. Further, in just six months, Legends also sold 21 suites at the existing Candlestick Park... after the 49ers went more than a year without a single suite sale.

- Al Guido, VP of Sales and Service, San Francisco 49ers, USA

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18.00 Close of *Premium Seat Seminar 2013*

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## Expert Tour: Etihad Stadium

18.30 **'Behind the Scenes' with Manchester City FC:** Attendees of *Premium Seat Seminar 2013* and *Fan Experience Forum 2013* will be joined by delegates of *TheStadiumBusiness Summit 2013* for an expert tour of Etihad Stadium.

Accompanied by executives from the Club, our 'behind the scenes' tour will explore Manchester City FC's award-winning venue, including the pre-match City Square fanzone, and the Club's new world-class premium spaces (completed in readiness for the 2012/13 season).

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## Champagne Reception

With thanks to our sponsor The Lindley Group

20.00 Champagne and canapés at Etihad Stadium

21.30 Close

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\* Invited/Subject to confirmation. Programme correct at 29 May 2013. Subject to change. E&OE

# SPEAKER PROFILES

## CHARLES BRUNER, PREMIUM SALES MANAGER, ARSENAL FC/EMIRATES STADIUM, UK

Arsenal is one of the leading world clubs, with a strong heritage of success, progressive thinking and financial stability. In 2010, Forbes ranked Arsenal third most valuable football team in the world, after Manchester United and Real Madrid, at \$1.2bn. Charles leads the Premium Sales team selling 7,000 premium seats and corporate hospitality options on the Club Level at Emirates Stadium, generating approximately £30 million annually. He started his sports career at 16 working on the ground crew for the Cincinnati Reds (MLB), then moved to UK to complete his BA in International Hospitality Management. He has worked in varying capacities for several sporting organisations and international hotel chains, including Chelsea Football Club and Millennium Hotels.



## ALAN GILPIN, COO, RUGBY TRAVEL AND HOSPITALITY LTD, UK

Since 2009, Alan Gilpin has been Chief Operating Officer at Prestige Ticketing Limited. Most recently, he oversaw Prestige's contract with LOCOG to deliver the official hospitality programme for the 2012 Olympic Games. Alan is also COO of Rugby Travel & Hospitality (RTH), which along with Prestige Ticketing, is a joint venture formed by Sodexo and the Mike Burton Group. RTH, which provided the award-winning Official Travel and Hospitality Programmes for Rugby World Cup 2007, France and Rugby World Cup 2011, New Zealand. As the company appointed by Rugby World Cup Ltd to exclusively create, manage and implement the Official Hospitality Programme for Rugby World Cup 2015 in England, is committed to providing the ultimate experience for its guests. Prior to joining Prestige and RTH, Alan spent almost a decade with IMG as Head of Legal & Business Affairs for the agency's rugby division. Educated at Exeter University, Alan has both a law degree and a Post-Graduate Certificate in Sports Law (from Kings College) to go with the aches and pains of lots of rugby games.



## DEE COOPER, BRAND & CUSTOMER EXPERIENCE CONSULTANT, DECIDE CONSULTING, UK

Dee set up Decide Consulting Ltd to take her vast range of experience in developing a challenger brand, together with the whole of their customer experience, into new industry sectors. During years of working in numerous roles for Virgin Atlantic Airways, she led many innovative successes, including the Upper Class Wing, overseas Clubhouses and most famously £105m Upper Class Cabin. Since starting Decide, she has worked with telecoms, travel, technology and restaurant businesses, helping them understand and manage their brands, and redefine their customer offer. Her most prestigious client was London Olympic and Paralympic Organising Committee, where she worked on the final delivery of the 'Greatest Show on Earth', ensuring spectators were at the heart of the experience and entertained across Olympic Park and Venues.



## TOM GLICK, CHIEF COMMERCIAL & OPERATING OFFICER, MANCHESTER CITY FC, UK

Tom joined Derby County in 2008 as CEO, where he manages all football, business and financial operations. He is an elected member of The Football League's Board of Directors, one of the eight members of the Professional Game Board, and serves on the FA Council and FA Cup Committee. Tom has 23 years' experience in sports management and has held executive positions at both the team and league levels. He served as Chief Marketing Officer for the New Jersey Nets of the NBA and did two years at the NBA's headquarters in NYC, as VP Marketing & Team Business Operations. He is two-time winner of Sports Business Journal's Forty Under 40 award.



## ANNA DENYSOVA, HEAD OF PREMIUM SEATING, FC SHAKHTAR, UKRAINE

Anna studied economics and mathematics at university and after graduating worked for a large Ukrainian Insurance company as a leading Sales specialist. Soon she was promoted to Head of Department working with banks, a position she held for two years. When Donbas Arena Stadium was built in 2009 she successfully gained a role at Shakhtar Football Club. In May 2009 they began a huge project selling corporate hospitality to Ukrainians; by the start of the football season they were already able to raise the cost of VIP tickets. In 2011, Anna became the Head of VIP-customers, working with UEFA teams, and also sold VIP hospitality for EURO 2012.



## JONATHAN GREGORY, COMMERCIAL DIRECTOR, FULHAM FC, UK

Jonathan graduated from Loughborough University and worked for both Coca Cola and PepsiCo in Sports Marketing roles. He joined Puma as Head of Team-sports before joining Wembley Stadium as Commercial Director in 2004. At Wembley he oversaw all sponsorship, marketing and PR aspects of the stadium project as well as the sales of Club Wembley. More recently he held the position of Director of Partnerships for The FA/England 2018 World Cup bid before joining Fulham FC in 2011 as Commercial Director, where he manages all commercial revenue streams into the club and the commercial aspects of the new Riverside Stand development.



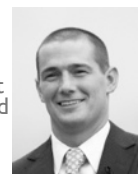
## CARYN DOLICH, SENIOR MANAGER, LIVE EVENTS - SPORTS, LIVINGSOCIAL, USA

Caryn Dolich joined LivingSocial in April 2012 as Senior Manager, Live Events - Sports. In her role, she oversees LivingSocial's sports strategy, new business initiatives, and strategic account management for key team relationships in the NFL and MLS. Prior to LivingSocial, Caryn worked at the New York Yankees and National Basketball Association, where she managed the Premium Service team and Premium business function, respectively. Caryn holds a B. from Haverford College.



## AL GUIDO, VP OF SALES AND SERVICE, SAN FRANCISCO 49ERS, USA

As Senior VP of Sales for Legends, Al Guido's current clients include San Francisco 49ers, The Rose Bowl, New York Jets, New York Red Bulls, Circuit of America's, and Kentucky Derby amongst others. He is responsible for the Legends Sales and Marketing projects on the US west coast. He oversees all luxury suite, premium seat and ticket sales at the 49ers' new billion-dollar stadium. Previously, he served as Sales Manager for Dallas Cowboys, managing sales staff responsible for premium seating; his team broke industry records, totalling over \$500m. As Sr. Director of Ticket Sales for National Hockey League's Phoenix Coyotes he achieved the first revenue increases in the franchises' 10-year history.



### HEATH HARVEY, CLUB WEMBLEY DIRECTOR, WEMBLEY STADIUM, UK

Having graduated with Honours in Building & Construction Management, Heath's has been in the hospitality, sport and leisure industry for 18 years, with his focus in the sales, marketing and operations of leading Golf properties, including Wentworth, Stoke Park Club and The London Golf Club. Since joining the senior management team at Wembley Stadium in 2010, he and his team efficiently delivered record new seat licence sales as well as annual renewal levels of 98%. Highlights of his hospitality delivery include 4,000 premium packages (£14m+) for the UEFA Champions League Final, both within Wembley Stadium and Wembley Arena in 2011, which his team are due to repeat this again in 2013.



### BILL RHODA, PRINCIPAL, CSL INTERNATIONAL, USA

Bill Rhoda specialises in providing market and financial advisory services to the sports industry. Over the past 20 years, he has consulted on over 350 sports and entertainment projects for professional, minor league, collegiate, high school and amateur organisations. As Director of Sports Practice, he has worked with representatives from government entities, sports commissions, facility authorities, sports teams, development groups and management companies, and has provided analysis for clients ranging from City of Los Angeles to large equity firms looking to expand into facility development. The depth and breadth of his experience includes facilities such as arenas, stadiums, sports complexes, motor speedways, amphitheatres, convention centres, and conference centres.



### SCOTT JABLONSKI, DIRECTOR OF CLUB ANALYTICS & REPORTING, NATIONAL HOCKEY LEAGUE, USA

Scott Jablonski joined the National Hockey League in June 2009; he and his team focus on both financial and ticketing matters for the League and its Clubs. Prior to the NHL, Scott worked at the National Basketball Association in Team Marketing and Business Operations (TMBO), consulted with several sports franchises during his MBA education, and worked in technology at Oracle Corporation and his own start-up, among other companies. Scott holds an MBA from Harvard Business School (2007) and an MS (2000) and BS (1998) from Rensselaer Polytechnic Institute.



### MIROSLAV SIEDEM, HEAD OF PREMIUM SEATING, O2 ARENA – PRAGUE

Miroslav has over 30 years' experience in the hotel, hospitality and entertainment industry. Since 2004 he has worked for O2arena Prague which opened for the World Ice Hockey Championships in 2004. Miroslav was a member of the preparatory and organisational team before the arena opened and then became responsible for selling the club and the premium seating capacity of the arena. He participated in organising the world's major events held in the O2arena – e.g. Basketball Final Four, Davis Cup Final, Fed Cup Final, NHL Prague Premier. Currently the focus is on preparation of the top International Events – World Ice Hockey Championships 2015 and the European Indoor Championships in Athletics 2015 held in O2arena Prague.



### HEATHER J. LAWRENCE, ASSOCIATE PROFESSOR, OHIO UNIVERSITY, USA

Heather earned her PhD in Higher Education Administration from the University of Florida, where she also received Bachelor's and Master's Degrees in Sports Administration. Her sport industry responsibilities have included working in NCAA compliance, facility management and construction/renovation management, general administration, event operations, and as a sport supervisor. She teaches in the areas of Event and Facility Management, Diversity and Sport, Intercollegiate Athletics. She also serves as a visiting professor at Instituto de Empresa in Spain, has taught in the Hamdan Bin Mohammed Program for Sports Leadership in Dubai, and has published and presented extensively in the areas of premium seating in professional sport, intercollegiate athletics, and gender and sport.



### STEVEN ZIFF, VP OF MARKETING/BRAND STRATEGY, SUNRISE SPORTS & ENTERTAINMENT, USA

As VP of Marketing & Brand Strategy for the Florida Panthers & the BB&T Center, Ziff oversees all areas of marketing, creative, partner brand activation, game presentation, grassroots and fan development, and community development for the Club and the Arena, as well as the Florida Panthers Foundation. His responsibilities also include generating new revenue streams and leveraging partnerships for the Panthers and Sunrise Sports & Entertainment. During his tenure with the Panthers, Ziff has been instrumental in creating stronger relationships between SSE's marketing partners and the organisation, leading and developing a revived Florida Panthers brand identity and creating a stronger bond with South Florida through various community outreach programs led by the Club and the Florida Panthers Foundation.



### IAN NUTTALL, FOUNDER, XPERIOLOGY (THESTADIUMBUSINESS) UK

With an award-winning career in sports, publishing and events (starting with FI hospitality in his student days and spanning over 25 years), Ian founded *Stadia* magazine in 1999 (and its sister title *Auditoria* for the arts, theatre and entertainment venue sector in 2001) to serve the information needs of the growing venue management sector. He created the *Stadium Revenue Summit* in 2004 (now *The Stadium Business Summit*) and has chaired every edition since. Furthermore, he brainstormed the *Auditoria Executive Summit* and has steered numerous trade shows and events from 'concept to creation'. Earlier in his career, he was a magazine publisher, newspaper writer, consultant to EU Telematics Research Programmes and stage entertainer. A trusted advisor to the sports and entertainment facilities sector, Ian also co-founded EVMi and developed Europe's first stadium management professional development programme.



# SPONSORS & PARTNERS

## 20.20

20.20 partner top-flight clubs and businesses to help increase fan and visitor engagement, by defining and designing memorable, tiered experiences – from GA to Club Level. As creative partners to some of the English Premiership's biggest, 20.20 has been behind the thinking and creation of the UK's best premium sporting experiences; most famously, the conception and delivery of Arsenal's iconic Diamond Club. In 2012, Manchester City and 20.20 opened The Mancunian and The Connell Club at the Etihad. Two brand-new premium experiences, that 'do' premium in a uniquely City-way. Operating for 25 years, 20.20 works across retail, leisure and sports. Clients include Arsenal FC, Lille FC, Liverpool FC, Manchester City and Silverstone Racetrack. 20.20's Head of Sport and Entertainment, Michael Artis, will be at the *Premium Seat Seminar 2013*.



[www.20.20.co.uk](http://www.20.20.co.uk)

## NCR

NCR Corporation is a leading global provider of innovative technology and services to the hospitality industry. We help our clients operate and manage their business efficiently and redefine the consumer experience in more than 100,000 restaurants, stadiums, cinemas and other customer-service venues worldwide. Our continuous innovation, global presence, vast service network and customer-first mindset enable us to provide integrated solutions that drive productivity gains, attract and engage consumers, and directly impact the bottom line. The NCR Venue Manager solution has a solid installation base of over 250 event driven venues across Australia, North America, Mexico and the UK. NCR's stadiums and arenas solutions are installed currently at Stamford Bridge, KIA Oval, 10 major NCAA venues, all five BCS Championship stadiums, 25 NHL/NBA Teams, 14 MLB, 30 Minor League Baseball stadiums, and 20 NFL stadiums.



[www.ncr.com](http://www.ncr.com)

## THE LINDLEY GROUP

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Catering, our mature brand is the market leader at sports venues, with over 45 years' experience of delivering excellent customer service. We are an open and honest caterer that recruits locally, sources regional produce for our menus and encourages community involvement. In addition to this our unique selling point is the fact that we're not just a caterer; we are a proactive company who actively sells the venue in which we operate for non-sporting events. Lindley's reputation has been built up over many decades as a catering service provider who can be trusted to deliver a consistently high quality service at all events: weddings, wedding receptions, parties, Christmas celebrations, conferences, product launches, exhibitions and meetings.



[www.thelindleygroup.com](http://www.thelindleygroup.com)

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## VISIONEVENTS

VisionEvents is an industry-leading event production company creating world-class events across the UK and Europe, managed from our offices and warehouses in Edinburgh, Glasgow, Manchester and London.



We produce a range of event styles from small, bespoke and intimate dinners to high profile and international award ceremonies and conferences. No project is too big or too small and our expert team will create an event package tailor made for you. VisionEvents' services include event design and branding, stage and set build, video and film production, multimedia and graphics effects production, event equipment hire, as well as full stage management and project control. Our vast equipment stock includes lighting, sound, video, staging and design – all you require for your event. We have a unique approach as all our skills and talents are in-house, which gives you instant cost savings and clean lines of communication in the build-up to your event. Over our 30 years in the events industry we have excellent experience with many different types of venues, ranging from large stadia for international sporting events, to hotels for awards and conferences, to unique locations for a quirky product launch. We have solid procedures in place to allow us to produce simultaneous events all over the country. VisionEvents is creativity + technology.

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# THE KICK-OFF

**Wednesday 5 June 2013**

## Opening Tour: Etihad Stadium

18.30 We open *TheStadiumBusiness Summit 2013* with a special, 'behind the scenes' tour of one of the most dynamic stadium environments – Manchester City FC's Etihad Stadium.

Joined by the delegates of *Fan Experience Forum 2013* and *Premium Seat Seminar 2013* and guided by experts from the Club, we'll explore Manchester City FC's award-winning fan engagement activities. From the pre-match City Square precinct to post-game digital activation, the Club has defined and delivered a 'holistic, lifecycle' approach to fan engagement around Etihad Stadium; an approach recognised throughout the sporting world as 'best in class'.

The guided tour includes a look at the Club's heritage, the fan zone, community projects, future plans, a 'behind the scenes' look at the home player dressing room, the tunnel, pitch side, the Manager's chair, the press conference room and much more...



## Opening Reception: Etihad Stadium

Sponsored by The Lindley Group

20.00 Champagne reception at Etihad Stadium as we close the *Fan Experience Forum 2013* and *Premium Seat Seminar 2013* and launch *TheStadiumBusiness Summit 2013* – the largest gathering of stadium owners, operators and developers in the world.

21.30 Close of reception of *TheStadiumBusiness Summit 2013*

22.00 Own transport to Hilton Deansgate

# THE CONFERENCE

**Day One: Thursday 6 June 2013**

## Venue: Hilton Deansgate

08.15 Registration Opens

08.30 Welcome Coffee & Networking in The \*Marketplace

Sponsored by Wire & Sky

### Welcome Address

09.00 Welcome to the Summit by Ian Nuttall, Founder, TheStadiumBusiness, UK

### Keynote Address

09.10 Viewpoint from Michael Bolingbroke, COO, Manchester United FC, UK

### Session I: Opening Experiences

We open with a series of presentations from industry leaders who have experienced the ultimate stadium challenge: the opening of a brand new stadium. The pain of construction is replaced by the reality of the stadium business. What

went according to plan? What didn't? And what did the advisors forget to tell them? Fascinating insights from a world of stadium launches. Our speakers include:

- 09.30 **Friends Arena: Making New Friends in Sweden**  
The new national stadium of Sweden – a 51,000 capacity, retractable roof facility – constructed at a cost of €300m, opened in Stockholm in 2012.
- Thomas Perslund, CEO, Friends Arena, Sweden
- 09.55 **Stade Océane for Le Havre AC: France's Latest Model**  
A 'Premier League Stadium for the most British of French clubs', Le Havre AC's new 25,000 seat home opened in France in July 2012.
- Alain Belsoeur, Member - Stadia Strategic Committee, LFP (and former CEO Le Havre AC), France
- 10.20 **The National Stadium: Pride of Poland**  
Completed in January 2012, this stadium hosted the opening game of last summer's successful EURO2012 tournament in Poland and Ukraine. One year on from opening, how has this 55,000-capacity, retractable roof building fared in post-EURO legacy?
- Tomasz Zahorski, Corporate Partnerships Director, PL.2012+, Poland

10.45 Coffee in The \*Marketplace

Sponsored by Levy Restaurants

## Session 2: The Recession Session

How are stadium business leaders reacting to the economic downturn in their markets and – putting aside discounting – what winning strategies are being employed to grow attendance, raise customer service and drive revenues? Your topics and speakers include:

- 11.15 **The Price is Right: Demand-Based Ticketing**  
Cardiff City FC initiated demand-based ticket pricing at the start of the season. This presentation will reveal how it went, lessons for others and next steps.
- Julian Jenkins, Commercial Director, Cardiff City FC, UK
- 12.00 **Allianz Park: Innovation over Imitation**  
Allianz Park, Saracens FC's groundbreaking new 10,000-seat stadium, opened in north London in January 2013. The stadium incorporates an artificial turf pitch, the first of its kind to be used in professional rugby anywhere in the world, with the Club positioning the venue as a multi-use, community sports hub. But how will Allianz Park propel Saracens to further commercial successes in the coming years?
- Edward Griffiths, Chief Executive, Saracens Rugby Club, UK
- 12.20 **Building Fan Culture and a Customer Experience**  
Dutch football club NAC has undertaken an impressive turnaround in recent months to underline the Club's transition into a new era of marketing and partnership activation – all aimed at reinforcing the Club's fan culture and increasing an already strong average attendance number. Among the changes for the very traditional football club was the introduction of a new cashless payment system.
- Stefaan Eskes, Managing Director, NAC Breda, Netherlands

## Research Study: What's Your Stadium Business Worth?

- 12.40 **Economic Impacts and Working Together**  
Have you put a value on your stadium business to the local economy? Here we share highlights from a recent study for Greater Manchester on the economic impact of football (particularly from the big two Manchester Clubs) and the wider impact of sport as a whole (including the future hosting of the Rugby Union and Rugby League World Cups) to the economy. We conclude with a discussion on how stadium operators can best work together with public authorities to exploit the assets that stadia represent for their host cities in ways that are mutually beneficial.
- Dr. Alexander Roy, Head of Research, New Economy Manchester (A Commission by the Association of Greater Manchester Authorities)

**Don't Miss!**  
**Our new Smaller Market Economics workshop**  
Details on page 44

### Guest Speaker: Stadiums in the Era of High-Design

#### 13.00 **Better by Design?**

We're all in love with design. From ever-slimmer smartphones and 'celebrity-branded' headphones to sleek cars and designer handbags, how things look and feel is (almost) more important than how they work. Surely our venues are now part of this form-over-function evolution – but what does that mean in the coming years for revenue, operations, flexibility and sponsor activation? Our guest speaker takes us on a journey into the future of entertainment venue design.

- David Manica, President, MANICA Architecture, USA

13.20 Lunch in The \*Marketplace

### Guest Speaker: Wembley – 90 Years Leading the Business

14.40 From its origins in 1923 and as the Empire Stadium – hosting the world in the early 1900s – through to the 'new Wembley' of 2007, this stadium brand is one of the most recognised on the planet. But a brand is only as strong as its last product. Celebrating its busiest events calendar since reopening, 2013 sees Wembley Stadium investing in new innovations to improve the experience for event owners and their patrons, whilst keeping the stadium world class. How is the world's greatest stadium planning for the future?

- Roger Maslin, Managing Director, Wembley Stadium (The FA Group), UK

### Session 3: Innovations Showcase

15.05 **New Ideas to Drive Your Business:** The stadium business increasingly relies on technological and service innovation to drive visitors, interactivity and revenues. This proven quick-fire presentation session which uses the *pecha-kucha* format (with each speaker having just 20 slides for 20 seconds each, i.e. under 7 minutes to present) delivers a wealth of new ideas, innovations and inspiration for forward-thinking stadium business. Quick-fire 'thought leadership' presentations from a host of great companies.

16.00 Ice Cream Break

Sponsored by Feld Entertainment – Monster Jam

### Session 4: The Panel Debate

#### 16.30 **Stadiums as Tourist Attractions**

Savvy stadium operators realise that – much like shopping malls – they are in the retail 'foot traffic' business. More visitors – match day or otherwise – means more brand activation opportunities, more sponsor value and more revenues. Our panel discussion brings together expert operators from a diverse range of venues with one thing in common: they have all added a new tourist attraction to their core stadium business. These businesses include roof climbs, cable car rides and interactive museums. Is there a business case and an ROI on these attractions?

Your adventure guides include:

##### **Etihad Skyline, Croke Park, Dublin**

- Peter McKenna, Stadium & Commercial Director, GAA, Ireland

##### **Up at The O2, London**

- Alistair Wood, Senior VP - Real Estate, AEG Europe, UK

##### **SkyCar at Moses Mabhida Stadium, Durban**

- Christiaan Mayer, General Manager, Moses Mabhida Stadium, South Africa

### Guest Speaker: Camp Nou, Urbanism and Sport

17.20 **Lessons from the Past. Clues for the Future:** The future of what to do with FC Barcelona's Camp Nou site has been the subject of much discussion – and several proposals – over the past decade. But – determined that its historic home should reflect the team's on-field success – Barça is now underway with a comprehensive re-evaluation of the stadium and its 20-hectare sports campus in the heart of Barcelona. Reflecting on previous project failings and sharing the 'new approach' to the redevelopment, we are delighted to welcome:

- Jordi Moix, Vice President / Board of Directors, FC Barcelona, Spain

17.45 Close of first day of conference

# The Stadium Business AWARDS 2013

## CUSTOMER EXPERIENCE AWARD

- F.C. Copenhagen's response to extreme weather, Denmark
- Everton Football Club's friendly stewarding, UK
- Twickenham Stadium's mid-tier LED ribbon board engagement, UK
- Olympique de Marseille's 'Business As Usual' approach during stadium reconstruction, France
- Making Away Fans Welcome at Cardiff City, UK
- Amway Center/Orlando Magic's 'never finished' customer service approach, USA

## EXECUTIVE OF THE YEAR AWARD

- Jacques Grobbelaar, CEO of Stadium Management, South Africa
- Julian Jenkins, Commercial Director, Cardiff City FC, UK
- Peter C. Sullivan, General Manager, University of Phoenix Stadium, USA
- Brett Yormark, CEO, Brooklyn Nets and Barclays Center, USA
- Marcin Herra, Chairman, PL.2012, Poland / CEO, National Stadium, Poland
- Thomas Perslund, CEO, Friends Arena, Sweden
- Gavin Baldwin, Chief Executive, Doncaster Rovers FC, UK

## GUEST EVENT OF THE YEAR AWARD

- 'One Year to Go' until the XXII Olympic Winter Games in Sochi, 'Bolshoi' Ice Dome, Russia
- Buelent Ceylan Comedy Show at Commerzbank-Arena Frankfurt, Germany
- Celebrating Sir Alex Ferguson's 25 years at Manchester United (Old Trafford), UK
- Opening Ceremony of the 2012 Summer Olympic Games at the Olympic Stadium, London, UK
- Hurricane Sandy Benefit Concert at Madison Square Garden, USA
- Opening Ceremony of Friends Arena, Stockholm, Sweden
- Coldplay at Etihad Stadium (June 2012), UK

## INDUSTRY SUPPLIER AWARD

- EVENT360 llp
- Green 4 Solutions
- Bleep UK PLC
- Aesthetics Events Staff
- 20.20
- Agilysys

## NEW VENUE AWARD

- London Olympic Stadium, UK
- Friends Arena, Stockholm, Sweden
- Stade Oceane/Le Havre FC, France
- Marlins Park, Miami, USA
- Barclays Center, New York, USA
- Grand Stade Lille Métropole, France

## PRODUCT INNOVATION AWARD

- Barclays Center Mobile App, USA
- Extricom's Wi-Fi Solution for large public venues (NBA 2013 All-Star Weekend at Toyota Center, Houston), USA
- Live Venue by ADI.tv, installed at Goodison Park, UK
- Real Time Revenue Management System by Triple Jump Technologies, installed at Lord's (Marylebone Cricket Club) and Twickenham Stadium (RFU), UK
- NCR Vitalcast™ digital signage solution (installed at PNC Arena) drives advertising and concession sales, USA
- Audience Engagement LED Panels in London Olympic Stadium, UK

## PROJECT OF THE YEAR AWARD

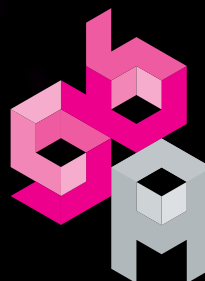
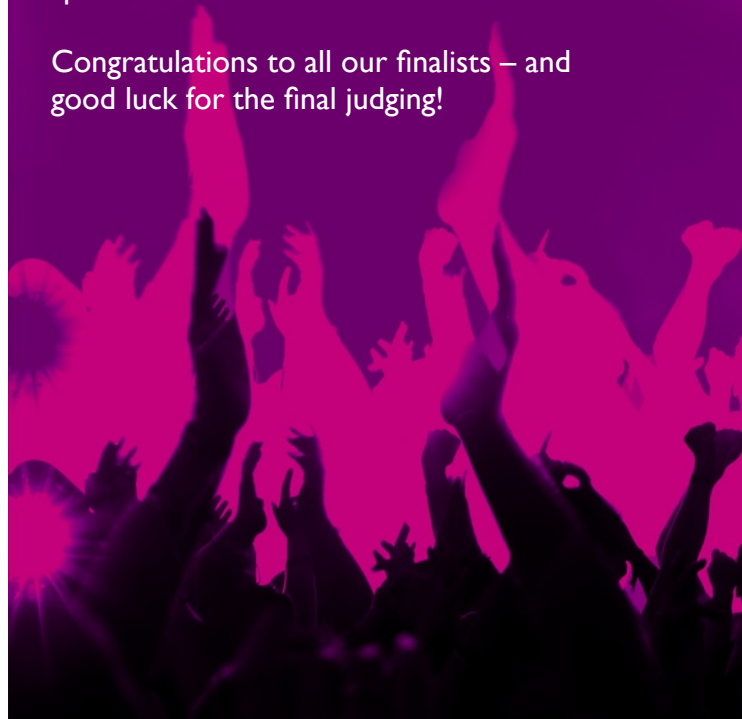
- Revamp of Chelsea FC's catering spaces for away fans (Levy Restaurants), UK
- AMI Stadium (temporary stadium), Christchurch, New Zealand (RCP/Populous)
- BC Place's secondary roof to reduce capacity/enhance atmosphere (Panther Constructors), USA
- New hospitality suites at Manchester City FC (20.20), UK
- Redevelopment of Wolverhampton Wanderers FC's Stan Cullis Stand (AFL Architects), UK
- Melbourne Cricket Ground's 'customer-centric' Great Southern Stand redevelopment (Cox Architecture/Jackson Architecture), Australia

## THE FINALISTS

Hundreds of nominations from around the world were submitted during the twelve week voting window.

Spanning 16 categories – from the “Unsung Hero” to the coveted “Venue of the Year” Award – the shortlisted entries showcase the international expertise of the global stadium, arena and major sports venue sector.

Congratulations to all our finalists – and good luck for the final judging!



THE STADIUM BUSINESS AWARDS

Awards Evening hosted by



In association with



## THE JUDGES

Our thanks to the 2013 Judging Panel:

- Alexander Atamanenko, CEO, Donbass Arena, Ukraine
- Sally Bolton, General Manager, Rugby League World Cup 2013, UK
- David Campbell, CEO, Sport & Entertainment (UK) Ltd, UK
- Daniel Gidney, Chief Executive, Lancashire County Cricket Club, UK
- Robb Heineman, CEO, Sporting Club, USA
- Paul Latham (Chair of Panel), Chief Operating Officer, Live Nation Entertainment, UK
- Dr. Bernie Mullin, Chairman and CEO, The Aspire Group, USA
- Ian Nuttall, Founder, Xperiology / TheStadiumBusiness, UK

### RISING STAR AWARD

- Justine Hewitt, Major Events Manager, Ricoh Arena, UK
- Tom Gorrings, Sales & Marketing, Cardiff City FC, UK
- Oleksandr Rogachevskiy, Stadium Operations Manager, Metalist Stadium, Ukraine
- Phil Egan, Retail Catering Assistant Manager, Liverpool FC, UK
- Nathalie Ollson, Manager, Event Programming & Event Services at Maple Leaf Sports & Entertainment, Canada
- Deirdre O'Sullivan – Operations Coordinator, Aviva Stadium, Ireland

### SAFETY & SECURITY AWARD

- Nigel Cox, Head of Stadium Operations, RFU/Twickenham Stadium, UK
- Donbass Arena's exemplary management of the storm-ridden Ukraine-France EURO 2012 match
- Olympique de Marseille FC's 'incident-free' match operations during full-scale stadium reconstruction, France
- BC Place's 2012 Safety & Security Programme, Canada

### SMALL VENUE OF THE YEAR AWARD

- Adler-Arena Skating Center, Sochi, Russia
- New York Stadium, Rotherham, UK
- Netanya Municipal Stadium, Netanya, Israel
- Allianz Park, London, UK
- NV Arena (SKN St Pölten FC), Austria
- Gallagher Stadium (Maidstone United FC), UK

### SPONSORSHIP, SALES & MARKETING AWARD

- Stade de France's live tweet campaign, France
- Brentford FC's 'Pay What You Can' campaign, UK
- RFID-embedded apparel to capture fan loyalty & drive ticket sales (Tampa Bay Lightning), USA
- Football kit in space, St. Paulista FC, Brazil
- Cardiff City FC's stadium-wide, demand-based pricing, UK

### SPORTS EVENT OF THE YEAR AWARD

- Lucas Oil Stadium (USA) hosts Super Bowl XLVI
- Veltins Arena (Germany) hosts Biathlon WTC
- Sydney Cricket Ground (Australia) hosts its 100th Test Match
- Amway Center/Orlando Magic (USA) hosts NBA All-Star 2012
- Aviva Stadium (Ireland) hosts Emerald Isle Classic: Navy v Notre Dame college game
- 'Super Saturday' at the London 2012 Olympics (Day 8), UK
- Opening game of EURO 2012, National Stadium, Poland

### SUSTAINABILITY AWARD

- Everton FC/Goodison Park: small fixes which make a big difference, UK
- Natural Resources Defense Council (NRDC) Sports Project, USA
- VfL Wolfsburg, Germany: 'Moving together' initiative, Germany
- Millennium Stadium's ISO 20121 and re-use of water, UK
- Manchester United FC's leadership in sustainability at Old Trafford, UK
- Aviva Stadium, Dublin: continuous improvement, Ireland
- Marlins Park, Miami: the first retractable roof sports facility in the world to achieve LEED Gold rating, USA

### UNSUNG HERO AWARD

- Gerry Toms, General Manager Millennium Stadium (Welsh Rugby Union), UK
- Sean Rookes, Asst. Presentation Services Manager, Allphones Arena, Sydney, Australia
- Dave Mitchell, Stadium Manager, Carlisle United, UK
- Sue McCarthy, Food & Beverage Director, Manchester Arena / SMG Europe, UK
- Green Keeping Team at Stadium Letzigrund (Zurich), Switzerland
- Boris Ferencak, Head of Stadium Stožice, Slovenia
- Kevin Owens, Principal, OwensOwens / Former Head of Design LOCOG, UK

### VENUE OF THE YEAR AWARD

- Mercedes Benz Superdome, New Orleans, USA
- Donbass Arena, Donetsk, Ukraine
- Olympic Stadium, London, UK
- Friends Arena, Stockholm, Sweden
- Sportcomplex Olimpiyskiy, Kiev, Ukraine
- Twickenham Stadium, London, UK
- Wembley Stadium, London, UK
- Barclays Center, New York, USA

### OUTSTANDING ACHIEVEMENT AWARD

For more information visit [www.stadiumbusinessawards.com](http://www.stadiumbusinessawards.com)

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# THE CONFERENCE

## Day Two: Friday 7 June 2013

### Venue: Hilton Deansgate

08.30 Coffee & Networking

Sponsored by Thorn Lighting

09.00 Welcome back

#### Keynote Address

09.10 **The Virtual Fan vs. The Real Experience**

- Robb Heineman, CEO, Sporting Club (MLS Sporting Kansas City), USA

#### Session 5: The Stadium CTOs Panel

09.30 **Connecting the Venue:** The Chief Technology Officer is a new job title in the world of stadia but increasingly one of the most important. In this session our CTOs will reveal the challenges of their venues and their systems before opening to Q&A. Our CTO expert panellists include:

##### Sun Life Stadium, Florida

- Tery Howard, SVP - CIO, Miami Dolphins & Sunlife Stadium, USA

##### Sporting Park, Kansas City

- Asim Pasha, Managing Partner, Sporting Innovations, USA

Session Moderator:

- Mario Zambas, Director, Procurement Plus, Dubai

10.45 Coffee and Networking in The \*Marketplace

Sponsored by Green 4 Solutions

#### Guest Speaker: London's Olympic Legacy

11.15 **Park Life:** Lee Valley Regional Park Authority is responsible for managing and developing the 26-mile-long, 10,000-acre Lee Valley Regional Park – the only regional park serving London, Hertfordshire and Essex. Post-Games, the authority inherited three of the London 2012 Olympic venues – the White Water Centre, Lee Valley VeloPark (the iconic velodrome) and Lee Valley Hockey and Tennis Centre. What's the future outlook for London's 2012 facilities now that 'the circus has left town'?

- Shaun Dawson, Chief Executive, Lee Valley Regional Park Authority, UK

#### Session 6: Naming Rights Panel

Sponsored by REPUCOM

11.40 **More than Just a Name:** No longer simply a 'name above the door', these agreements increasingly cover a broad range of sponsorship branding, activation and engagement. Our panel discussion charts the evolution of stadium and arena naming rights and explores the future direction of these special mass-sponsorship relationships.

- Dr. Christian Deuringer, Global Brand Management, Allianz SE, Germany
- Daniel Gidney, Chief Executive, Lancashire County Cricket Club, UK

Moderator:

- Charlie Simon, Senior Consultant, REPUCOM, UK

Conference programme  
continues over...

## Guest Speaker

12.35 **Stadium MK - A Decade in the Making:** Developing any new stadium is a major undertaking. But add to that launching a new team – in a new market – and you have one of the greatest challenges for any sports business. Milton Keynes Dons FC was launched in 2004. For the first three years it played its home games on a temporary hockey field before moving into its new home StadiumMK, opened by the Queen in 2007 with an initial capacity of 22,000. The stadium project - which nears completion this year with the addition of a further 8,500 seats – incorporates world-class stadium design to UEFA Elite standards, an integrated hotel, conference facilities and a 5,000 capacity concert arena and event space (opening in December). Our guest speaker draws on a decade of development challenges and outlines the key factors for a sustainable sports business in a new market.

- Pete Winkelman, Chairman, MK Dons and Managing Director, StadiumMK

13.00 Lunch in The \*Marketplace

## Focus on Stadium Development

14.00 **Key Trends in Concept Feasibility & Design:** The latest industry research reveals a range of emerging trends in the conceptualisation, design/construction and financing of new stadium projects. Drawing on a range of case studies and benchmark data, the speaker reveals some new angles on stadium concepts and design – and the need to plan today for future commercialisation.

- Alastair Graham, Director, KPMG Sport Advisory

## Session 7: New Faces • New Places • New Spaces

14.20 **On the Horizon:** Our closing session showcases a range of new stadium investment projects. In a quick-fire format, the project executives reveal what's special about their 'new stadium business'.

Featured projects and expert speakers include:

### The New Adelaide Oval, Australia

- Andrew Daniels, CEO, Adelaide Oval SMA, Australia

### New National Stadium, Japan

- Makoto Fujiwara, Vice President, Japan Sport Council, Japan

### Kerala Stadium, India

- Ram Walase, CEO,  
IL&FS Township & Urban Assets Ltd, India
- K Shashidhar, Business Development,  
IL&FS Urban Infrastructure, India

### Allianz Riviera Stadium, France

- Xavier Lortat-Jacob, CEO, Allianz Riviera Stadium, France

15.40 Round-up/Close of Conference

16.00 Networking Coffee in The \*Marketplace before coaches depart for the tour of Old Trafford...

Programme correct at 27 May 2013. Speaker line-up and timings may be subject to change. E&OE

**SAVE THE DATES !**



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**Old Trafford tour?**  
Turn the page for details

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## Day Two: Friday 7 June 2013

### Closing Tour: \*Old Trafford

We close *TheStadiumBusiness Summit 2013* with our expert tour of one of the world's greatest stadiums, Manchester United FC's very own "Theatre of Dreams". Numbers are limited and tour passes will be issued at registration.

- 16.30 Meet in lobby of Hilton Deansgate for coach transfer
- 17.00 Arrive at Old Trafford
- 17.30 Expert "Behind the Scenes" stadium tour with the following info-points and experts from Manchester United FC on hand to answer your questions:
- Dug-Outs – Tony Sinclair, Grounds Manager
  - Disabled Platform – Riyaz Patel, Head of Security
  - North Stand – Ian Collins & Gordon Shields, Group Property Services
  - Museum – Damian Preston, Head of Museum and Tour
  - International Suite – Stephen Cooper, Head of Catering & Iain Cartwright, Deputy Head of Catering
- 19.30 End of tour / Official close of *TheStadiumBusiness Summit 2013*
- 19.30 Own transport arrangements to hotel, airports or home.

Programme correct at 28 May 2013. Speaker line-up and timings may be subject to change. E&OE

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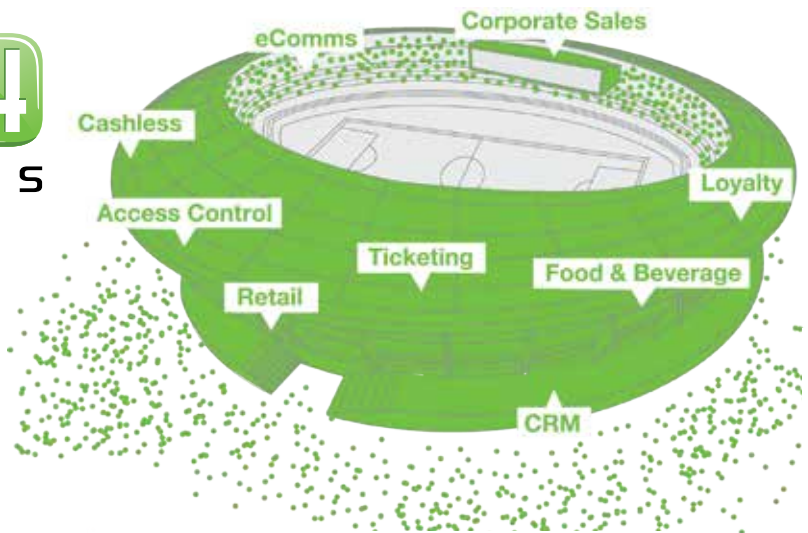


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# SPEAKER PROFILES

## ALAIN BELSOUER, MEMBER - STADIA STRATEGIC COMMITTEE, LFP, FRANCE

Alain Belsouer has supported his home team LE HAVRE A.C. from an early age. Appointed Assistant Secretary in 1972, then Secretary General in 1978, he has been the club's CEO since 1990. He put forward and has been managing the 13-year project of building a new stadium to replace the current Stade Jules Deschaseaux, built in the 1930s and with a capacity of just over 16,500. Alain is a member of the High Authority of Football of the French FA, Finance Control Committee of the French Football League, and President of the French Football Administrators Union and the Union of Actors of Football.



## DR CHRISTIAN DEURINGER, DIRECTOR - GLOBAL BRAND MANAGEMENT, ALLIANZ SE, GERMANY

Christian joined the Marketing division of Allianz SE in Munich in 2003 as Senior Brand Manager. Today, he heads the Global Brand Management Team (Strategy, Governance, Advertising, Media and Sponsoring). Prior to this, he was VP Marketing at Wannago, an Internet start-up in Stockholm and Munich, Marketing Manager MINI at BMW in Birmingham and Munich, and Brand Manager at Procter & Gamble in Frankfurt. Christian is an expert on holistic Brand Management and Marketing Strategies. He studied economics at the Ludwig-Maximilians University in Munich and holds a PhD in Change Management.



## MICHAEL BOLINGBROKE, COO, MANCHESTER UNITED FC, UK

Michael Bolingbroke joined the Board of Manchester United in 2007, with responsibility for all aspects of operations and business management. His remit includes management of Old Trafford stadium and the training centre, all aspects of ticketing and Executive hospitality, and operational management of Old Trafford on game days. Michael also oversees the Club's corporate administration and Club Secretarial functions. Prior to joining United, Michael was Senior VP, Shows, at Cirque du Soleil for six years, living in Amsterdam, Las Vegas and Montreal. He was responsible for the management and profitability of all of Cirque du Soleil's resident and touring shows throughout the world.



## STEFAN ESKE, MANAGING DIRECTOR, NAC BREDA, THE NETHERLANDS

Stefaan is a PR and Marketing Communications specialist who has 13 years' experience in the National Football League. While working for the Amsterdam Admirals he introduced sales and marketing activities which promoted solid and continuous growth in revenue, through ticket sales, sponsorship, and merchandise. He graduated as a physical education teacher and later took an international bachelor's degree in Commercial Economics. His roles at the NFL include Trainee, Operations Manager, and Marketing Manager. For the last two seasons he led the organisation as General Manager.



## ANDREW DANIELS, CEO, ADELAIDE OVAL SMA, AUSTRALIA

Andrew is responsible for the management of one of the world's most historic sporting grounds – The Adelaide Oval – which is now undergoing a \$535 million redevelopment to deliver a 50,000-seat stadium playing host to Australian Rules Football, domestic and international cricket, and a range of major events. Carefully blending the latest in global design with the 140-year history of the Oval, Andrew and his team are working to open the redeveloped facility for the 2013/14 Ashes. Andrew has more than 25 years' experience in event management, including Chief Executive of the South Australian Motor Sports Board and General Manager of Australian Major Events.



## MAKOTO FUJIWARA, VICE PRESIDENT, JAPAN SPORT COUNCIL, JAPAN

Makoto Fujiwara is a senior official for the Ministry of Education, Culture, Sports, Science and Technology, and is the main project leader of the New National Stadium. Under his energetic leadership, extensive experience and wealth of knowledge, the New Stadium is to undergo a complete redevelopment, and is scheduled to host matches at the Rugby World Cup 2019 as well as future major international events.



## SHAUN DAWSON, CHIEF EXECUTIVE, LEE VALLEY REGIONAL PARK AUTHORITY, UK

Shaun Dawson is Chief Executive of the award-winning Lee Valley Regional Park Authority, which owns and manages four London venues post-Olympic Games. Shaun is responsible for the strategic development and management of the 10,000-acre park, a major UK sport and leisure destination. His experience in sports and leisure extends over 25 years in both the private and public sectors, giving him immense expertise in the sport & leisure industry. Plans for the 2012 legacy venues are well advanced with the White Water Centre already reflecting on a highly successful first year of operation. In 2013 Shaun was appointed to the government's UK Advisory Panel for the 2016 Rio Games, providing support and advice.



## DANIEL GIDNEY, CHIEF EXECUTIVE, LANCASHIRE COUNTY CRICKET CLUB, UK

Daniel joined Lancashire CCC in 2012, a club with enviable heritage and tradition, and an iconic location aligned with a £45m redevelopment programme that will establish Old Trafford as a world-class venue for sport, music and business events. In 2013, when Ashes Test Cricket arrives at Old Trafford for the first time since 2005, Daniel will be a rare breed of venue leader that has overseen international football, rugby and cricket. He established his reputation during six years at Ricoh Arena, moving the business from £3.2m loss to over £3m ebitda and repaying over £6m of senior debt. The Ricoh Arena has won multiple awards, with Daniel securing both the Olympic Games and the Rugby World Cup to the venue.



## ALISTAIR GRAHAM, DIRECTOR, KPMG SPORT ADVISORY, HUNGARY

Alastair Graham is a Director in the Sports Advisory Practice of KPMG. He has 30 years' experience in the sports, leisure and hotel consulting world and has worked on many sports infrastructure projects in Europe and the Middle East. Alastair has experience advising on business planning, strategy and financial feasibility studies, economic impact studies and in providing client project management services.



### EDWARD GRIFFITHS, CHIEF EXECUTIVE, SARACENS RUGBY CLUB, UK

As Chief Executive of Saracens RC, Edward Griffiths has contributed to transforming the club into one of the most consistently successful in Europe. He has assembled a squad solely focused on the development of people, created a global rugby brand based on strong values and able to attract a world-record crowd of 83,671 to Wembley Stadium, and developed a new home stadium, Allianz Park, in the heart of north London. Griffiths was Sports Editor of the Sunday Times (SA), Chief Executive of the South African RU during the 1995 Rugby World Cup, consultant to four major bids and the Local Organising Committee of the 2010 FIFA World Cup in South Africa.



### ROBB HEINEMAN, CEO, ONGOAL LLC & CEO, SPORTING CLUB (MLS SPORTING KC), USA

Recognised as one of the most forward-thinking leaders in sports today, Robb Heineman is the CEO of Sporting Club, and one of the Club's five principal owners. He also serves as Managing Partner of Sporting Innovations, a technology company focused on innovation in sports and entertainment. After taking over as the organisation's CEO in 2006, Robb worked with several local municipalities around the Kansas City metropolitan area to get a soccer-specific stadium built for Sporting Kansas City. In recognition of his work with Sporting Club, he was selected to the Sports Business Journal's Forty Under 40 list and won The Stadium Business Awards Executive of the Year, 2012.



### TERY HOWARD, SVP - CHIEF INFORMATION OFFICER, MIAMI DOLPHINS & SUN LIFE STADIUM, USA

Tery Howard is Senior VP and CIO with the Miami Dolphins and Sun Life Stadium, who she joined after 15 years with Carnival Cruise Lines. After successfully deploying FanVision at Sun Life Stadium for the Miami Dolphins, she was chosen in 2010 to lead the company's deployment, distribution and activation of FanVision to 12 NFL and two NCAA stadiums. She also oversaw the expansion of the program at Sun Life Stadium to 25,000 devices, the largest deployment of any stadium. Under her leadership, Sun Life Stadium and the Miami Dolphins were recognised by InfoWorld as one of the "Top 100" companies making best use of technology to enhance their business.



### JULIAN JENKINS, COMMERCIAL DIRECTOR, CARDIFF CITY, UK

With over 15 years' experience in the Football Industry, Julian has also worked in sales and sponsorship in the public and private sectors, giving him the vision and passion to deliver a customer-centric experience, and an ability to maximise commercial opportunities. He joined Cardiff City FC in 2001 as Head of Media & Communications, prior to setting up his own company for two years. He returned to Cardiff City Football Club, and subsequently took the position of Commercial Director. He has won awards and gained international recognition for innovation and excellence. Julian's customer-centric approach recently saw Cardiff City awarded the Football League's prestigious Family Club of the Year 2010/11.



### XAVIER LORTAT-JACOB, CEO, ALLIANZ RIVIERA STADIUM, FRANCE

Xavier Lortat-Jacob's career began with a VSNE programme at CGE (Comp. Générale des Eaux) in the USA followed by a series of roles heading construction projects in the Paris region with Bouygues Construction. He then led the deployment of

key network infrastructure for mobile operator SFR in Ile de France (Cegetel). Prior to his appointment as President of Nice Eco Stadium, he had rejoined CGE's spin-off VINCI to create VINCI Networks, now the operator of 14 telecom infrastructure concessions. Nice Eco Stadium is a VINCI Concessions subsidiary (jointly owned with Caisse des Dépôts et Consignations and SEIEF) and partners the city of Nice in financing, construction and operation of the new Allianz Riviera Stadium.

### DAVID MANICA, PRESIDENT, MANICA ARCHITECTURE, USA

Prior to establishing his own design studio in 2007, David worked for 13 years as a Senior Project Designer and MD of Design at HOK Sport Venue and Event, where he was responsible for leading the design of over \$5 billion in construction worldwide. His arena and stadium design experience includes lead design positions on the Toyota Center, Reliant Stadium, O2 Arena London, Beijing Olympic Arena, and the new Wembley Stadium in London. As President of MANICA Architecture, his recent projects include the concept design for the new Inter Milan Stadium, the Guangzhou International Arena (China) and the new AEG operated Mercedes-Benz Arena (Shanghai, China).



### ROGER MASLIN, MANAGING DIRECTOR, WEMBLEY STADIUM (THE FA GROUP), UK

Roger started his career with the intention of being a pathologist but ended up as a Chartered Accountant, qualifying with Ernst & Whinney in 1985. However, his interest in chemistry and in particular, alcohol, persisted, with positions in Courage, Guinness Brewing, and whiskey giant, United Distillers. He joined Wembley Stadium as Finance Director in 1999 and spent the first month handling the acquisition of the stadium from Wembley plc. He was instrumental in developing the business plan and the funding structure, and responsible for a number of operational areas during the redevelopment phase; he was appointed Acting MD in August 2008, and confirmed as MD in July 2009.



### CHRISTIAAN MAYER, GENERAL MANAGER: MOSES MABHIDA STADIUM & PRECINCT, SOUTH AFRICA

Christiaan holds a BSc (Hons) Quantity Surveying Degree and will complete his MBA this year. He has been involved in the project and cost management of a variety of multi-disciplinary projects for companies such as Eskom, Heineken, Goldfields, Nampak and ABSA. Christiaan joined the Moses Mabhida Stadium management team in 2012 and is responsible for operations, finance, commercial and facility management. The stadium was designed, built and is operated by AECOM SA (Pty) Ltd.



### PETER MCKENNA, STADIUM & COMMERCIAL DIRECTOR, GAA, IRELAND

Peter McKenna is the Commercial & Stadium Director of Croke Park, home to Ireland's unique national games of Hurling and Gaelic Football. It also houses the GAA Museum and is the headquarters of the National governing body, the Gaelic Athletic Association. With a capacity of 82,300, it is Ireland's largest and Europe's fourth largest stadium. Croke Park is also one of Ireland's leading conference and events locations, having hosted the opening and closing ceremonies of the Special Olympics and some spectacular concerts, not least U2's Vertigo tour. In 2012 Croke Park welcomed the Olympic Torch and hosted the International Eucharistic Congress closing ceremony.





### JORDI MOIX, VP/BOARD OF DIRECTORS, FC BARCELONA, SPAIN

Jordi Moix, Member of the Board of Directors, FC Barcelona, is a Real Estate Advisor to financial institutions, public administration entities and private corporations. With an MBA from Thunderbird (Phoenix, AZ) and ESADE (Barcelona), Jordi has worked for the last 30 years in several executive positions in financial institutions, including AIG and Citibank in the US, and top-ranked real estate firms such as Metrovacesa and Real Urbis in Spain.



### IAN NUTTALL, FOUNDER, XPERIOLOGY (THESTADIUMBUSINESS) UK

Ian Nuttall is a leading global sports and entertainment facility consultant who specialises in the feasibility, planning, design, operations and management of all venue types – from stadiums and arenas, through to convention centres and concert halls. In addition to his ongoing commitments as a sports business writer and international conference speaker; Ian provides highly-valued, specialist consultancy to the sports and entertainment venue sector. Utilising his unrivalled network of industry contacts and specialists he delivers strategic results on any consulting assignment.



### ASIM PASHA, MANAGING PARTNER, SPORTING INNOVATIONS & CIO/CHIEF ARCHITECT, SPORTING CLUB, USA

Asim Pasha is the CO-CEO of Sporting Innovations and CIO /Chief Architect for Sporting Kansas City soccer team. He recently led the technical design and implementation at LIVESTRONG, Sporting Kansas City's new soccer stadium, considered by many to be one of the most technologically advanced in the world. His design covered 21 systems, including the first-ever deployment of CISCO High Density wireless, along with IPTV and broadcast over IP. Concurrently, he launched the Fan360 software platform to drive a socially intelligent approach to elevating fan experience to a new level. Prior to this, Pasha spent 13 years at Cerner Corporation, developing new architectures, strategies and solutions for the healthcare industry.



### THOMAS PERSLUND, CEO, FRIENDS ARENA, SWEDEN

Thomas Perslund has over 15 years' experience in the real estate industry in Sweden. He has had a number of prominent posts, including projects related to the development of Stockholm, one of Europe's fastest growing cities in terms of new construction. Currently he is responsible for the newly opened Friends Arena, one of the world's most modern stadiums, and also Sweden's new national stadium, with an audience capacity of 65,000. Thomas has also been responsible for the development and operation of Skärholmens Centre, a shopping district in the Stockholm area, with a project value of around 2 billion Swedish crowns.



### DR. ALEXANDER ROY, HEAD OF RESEARCH, NEW ECONOMY MANCHESTER, UK

Dr Alexander Roy is Head of Research at New Economy, the strategic economic agency for the 10 Greater Manchester local authorities. He is an economist with 15 years' professional experience in economic development in the public and private sectors, having worked at the University of Manchester and over a decade in consultancy with DTZ, and as a Director of Adroit Consulting before joining New Economy. Alex has undertaken economic impact assessments of a number of new stadium developments, including for Olympique Lyonnais, Everton, StadiumMK, and Doncaster Community Stadium and Racecourse. Alex holds a PhD in Economics from the University of Leeds.



### K SHASHIDHAR, HEAD OF BUSINESS DEVELOPMENT, IL&FS URBAN INFRASTRUCTURE, INDIA

Mr K Shashidhar leads Business Development and PPP projects in IL&FS Township & Urban Assets Ltd. Since joining in 2004 he has spearheaded many innovative projects; under the leadership of his CEO he has been instrumental in securing India's first PPP project in Sports Infrastructure in Trivandrum, Kerala, India, which is a multi-functional 365-day activity hub for the region. Currently he is leading the project implementation on fast track. He is also working on a business and operation & management plan for the stadium, developing value enhancing and commercially sustainable content for the stadium precinct, which is expected to attract international sporting and entertainment events, premier corporate houses, aspiring sports persons and the public.



### CHARLIE SIMON: SENIOR CONSULTANT REPUCOM, UK

Charlie began his career specialising in brand and communications research – an area he has been involved in throughout his nine-year career. His strong background with brands gives him a valuable insight into the relationship between sporting properties and sponsors. He joined Repucom from Hall & Partners where he was an Account Director for clients such as UEFA, Samsung, Eurosport, KRAFT, Tesco and Kellogg's among others. At Repucom, he works on a mix of projects from fan experience and valuation (Financial Fair Play) studies with UEFA, through to premium ticket strategy studies with IMG in Brazil. Charlie is based in Repucom's London office.



### RAM WALASE, CEO, IL&FS TOWNSHIP & URBAN ASSETS LTD, INDIA

Ram Walase is CEO of IL&FS Township & Urban Assets Limited located in Mumbai, India. After completing his Bachelors in Engineering and Masters in Industrial Engineering in 1997, he developed a career in Project Finance, Investment Banking, Infrastructure Development and Management, Real Estate and Property Services. IL&FS is a premier infrastructure development and finance institution that plays a variety of roles in the infrastructure sector. The company is currently engaged in development of projects such as Gujarat International Finance Tec-city, Bhutan Education City, Multi-sports Outdoor Stadium and a variety of Housing Development Projects.



**PETE WINKELMAN, CHAIRMAN, MK DONS AND  
MANAGING DIRECTOR, STADIUM MK, UK**

Pete moved to Milton Keynes in 1993, following a successful and varied career in the music industry. He has worked tirelessly with public and private sectors to deliver the city's 30-year ambition to host professional league football and develop a landmark multi-purpose sports and spectators events complex. stadiummk is the new home of MK Dons FC, which Pete chairs. Phase 1 brought inward investment of circa £150 million and new employment opportunities for over 3,000, including the opening of a Hilton four-star hotel in 2009. Phase 2 provides a £56m development of fashion retail stores, bringing a further 1,000 jobs to Milton Keynes and completing the stadium to full International UEFA Elite standards.



**ALISTAIR WOOD, EXEC DIRECTOR – REAL ESTATE,  
AEG EUROPE, UK**

Alistair Wood joined AEG in February 2004 and was promoted to Executive Director Real Estate in October of that year. Prior to this, Alistair was a partner in Planning and Development at Montagu Evans, who he joined on leaving Newcastle University in 1997. Here he specialised in advising mainly on residential, mixed use and commercial schemes in Kensington and Chelsea and across the City and West End. Alistair was responsible for the conception, design development, business planning and funding, and delivery of Up at The O2, including the establishment and appointment of the operational team and its opening in June 2012, since which time the scheme has welcomed over 70,000 visitors.



**MARIO ZAMBAS, DIRECTOR, PROCUREMENT PLUS,  
DUBAI**

Mario is a subject matter expert in the sports venue arena, who most recently provided IT and strategic operational support to The Circuit of the Americas for their inaugural Formula 1 GP. He is an independent business solutions architect who passionately believes in putting financially sound IT strategies at the heart of business in order to generate new wealth creation opportunities. He is also cofounder of Procurement Plus, a niche procurement consultancy that is currently influencing a paradigm shift in this specialist sector and working with major clients in major sports venues, oil and gas, universities, government and engineering across the full supply chain.



**TOMASZ ZAHORSKI, CORPORATE PARTNERSHIPS,  
PL.2012+, POLAND**

Tomasz is heading a team responsible for commercialisation of selected assets of The National Stadium in Warsaw, including the build-up of a partners/sponsors portfolio, development of corporate products, e.g. sky boxes, as well as managing the stadium's advertising spaces. His prior experience includes a five-year involvement in Polish preparations to, and staging of, UEFA EURO 2012, as well as advising various entities from sport and related sectors. A lawyer by profession, Tomasz is a graduate of the University of Warsaw, University of Florida, and Friedrich Wilhelm University in Bonn.



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**New for 2013!** Our SMEI3 workshop brings together leading executives who are at the forefront of stadium success – both planned and existing – in smaller markets...

# THE SCHEDULE

## Day One: Friday 7 June 2013

### Venue: Hilton Deansgate

08.30 Welcome Coffee & Networking in The \*Marketplace Sponsored by Thorn Lighting

09.00 Welcome by Ian Nuttall, Founder, TheStadiumBusiness / Xperiology  
Introducing your moderators for the day:

- Prof. Terry Stevens, Principal, Stevens & Associates, UK
- Guy Hedderwick, Commercial Director, Dunedin Venues/Forsyth Barr Stadium, New Zealand

### OPENING REMARKS

09.15 **A Survey of Small Stadium Economics**

Smaller stadium enterprises are less dependent on ticketing income than their larger counterparts. In fact, non-match day and non-sport revenues are often more important to the balance sheet than the stadium's sporting function. A recent survey of smaller stadium businesses reveals the diversity of operating and ownership structures – and the full range of alternative revenue streams – in this sector.

- Dr. David Carson, School of Marketing, Entrepreneurship and Strategy, University of Ulster, UK

### CASE STUDY 1

09.45 **Color Line Stadium, Norway**

Color Line Stadium was at the forefront of the adoption of synthetic turf pitches for smaller stadiums when it opened in April 2005 as the new home of Aalesund FK Football Club. Built at a cost of NOK160m (£18m), the 10,800-capacity venue was the first in Norway's top league to incorporate a next generation synthetic pitch. Today, the stadium is also home to Norwegian Women's Premier League side Fortuna Ålesund as well as international fixtures. How important is synthetic turf to this stadium's business plan and operating costs? And what is the future business direction for this stadium's success?

- Kjell Slinning, Marketing Director, Ålesund Fotball AS, Norway

### CASE STUDY 2

10.15 **B FUTURA - Developing Facilities for Serie B's Clubs**

Italy's second league has released the first stage of its ambitious B FUTURA project – aimed at developing stadiums of 10,000-20,000 capacity for Serie B's clubs. Released in Rome last month, the first stage highlights the potential for smaller stadiums (at a cost of €1,000-2,000 per seat) financed through a new administrative process using project financing or concession operator contracts. B FUTURA is a cross-agency initiative by the league which brings together the key ministries, local government, agencies and financing bodies (including Italy's influential Unioncamere and ANCI organisations). The aim is to find a financing and development model that will support the smaller clubs and provide them with future stadium-based revenue streams, whilst improving facilities for fans, sponsors and non-match day users. Can B FUTURA provide a development model for other countries, leagues and clubs?

- Lorenzo Santoni, Project Manager - B FUTURA, Lega Nazionale Professionisti Serie B, Italy

10.45 COFFEE BREAK in The \*Marketplace

Sponsored by Green 4 Solutions

### CASE STUDY 3

11.15 **Gallagher Stadium, UK**

Before the 2,226-capacity Gallagher Stadium opened at the start of the 2012-2013 season, Isthmian League side Maidstone United FC were without a stadium of their own for more than two decades. Planning permission had been granted some eight years previously but, as we know, the stadium-build journey takes a long time – especially if you want to build on land owned by the Ministry of Defence. Maidstone United was the first English team to build a stadium with 3G artificial turf for three key reasons: eliminate the risk of match postponements; provide secondary income and community use from pitch hire; and, finally,

provide pitch usage for all the Club's youth and community teams. Maidstone Utd now heads up a group of professional clubs looking to promote the merits of 3G surfaces called '3G4US'.

- Oliver Ash, Owner, Maidstone FC, UK

#### CASE STUDY 4

##### 11.45 **NV Arena, Austria**

Opened last summer, the new home of SKN St Pölten Sports Club sets new standards in sustainable, family-friendly stadium design. Built at a cost of €27.5m, the 8,000 capacity stadium features a cycle park (for over 500 bicycles) and a circular wooden roof, covered in 15,000m<sup>2</sup> of photovoltaics (>300,000kWh per year) with rainwater harvesting. The 800-seat family section has its own entrance, with children's creche, pram storage, play areas and TV rooms.

- Michael Hatz, Head of Marketing & Events Leader, Sportklub Niederösterreich, St. Pölten, Austria

#### PANEL DISCUSSION

##### 12.15 **Growth Strategies in Smaller Markets**

Matching the right capacity with the right facilities appears to be the essential approach for smaller stadium developments. But, overbuild and you risk increased operating costs and larger debt to finance. Under-specify and you could miss out on key secondary revenues and the opportunity for bigger crowds. How can stadium businesses thrive in smaller markets and within local communities? What's the balance between facilities, revenue and growth? How do we grow crowds without spending big on marketing? Where's the Return on Investment for smaller stadiums?

- Prof. Terry Stevens, Principal, Stevens & Associates, UK
- Guy Hedderwick, Commercial Director, Dunedin Venues/Forsyth Barr Stadium, New Zealand

13.00 LUNCH in The \*Marketplace, with delegates of *TheStadiumBusiness Summit 2013*

#### GUEST SPEAKER

##### 14.30 **Allianz Park – Innovation over Imitation**

Allianz Park, Saracens FC's groundbreaking new 10,000-seat stadium, opened in north London in January 2013. The stadium incorporates an artificial turf pitch – the first of its kind to be used in professional rugby anywhere in the world – with the club positioning the venue as a multi-use, community sports hub. But, even with a headline-naming rights deal, how will Allianz Park propel Saracens to further commercial successes in the coming years?

- Edward Griffiths, Chief Executive, Saracens Rugby Club, UK

#### CASE STUDY 6

##### 15.00 **Brentford Community Stadium, UK**

In 2016 – if all goes to plan – Brentford FC will move from its historic 12,219-capacity Griffin Park (its home since 1904) to a new community stadium near Kew Bridge, London. This stadium project has overcome all the usual (and many unforeseen) challenges but – a decade on from announcing the project – the dream moved a significant step closer last June when the Club's development company purchased the land it needs. A mixed-use residential and retail development will part-fund the new 15,000-20,000 capacity stadium, which incorporates a low-carbon design, community usage and the revenue-generating facilities (both match day and non-match day), essential for a sustainable economic business model for the Bees.

- Brian Burgess, Director, Brentford FC/ Lionel Rd Ltd, UK
- Chris Gammon, Director, Lionel Rd Ltd UK

#### OPEN MIC

15.30 **Questions Please!** An open mic session with our expert presenters and your questions and observations from the delegates. Anything we've missed? Any advice needed? Your chance to draw on the experiences and knowledge of the entire audience.

##### 16.00 **Summary/Round-Up**

16.15 Networking Coffee in The \*Marketplace before coaches depart for the tour of Old Trafford....

# SPEAKER PROFILES

## OLIVER ASH, CO-OWNER, MAIDSTONE UNITED FC, UK

Oliver is co-owner of Maidstone United Football Club and Director and shareholder of CA Brive, a French Second Division Rugby Club and former Heineken Cup winner. He is also Director and shareholder of Goodform, a sports marketing and CRM specialist company. Over the last 10 years he has been involved in several stadium projects as consultant or developer, including the new Gallagher Stadium in Maidstone, the extension of the Stade Amédée Domenech in Brive and a proposed redevelopment of the historic Stade Colombes near Paris, which staged the 1924 Olympic Games and was used for the film Chariots of Fire.



## EDWARD GRIFFITHS, CHIEF EXECUTIVE, SARACENS RC, UK

As Chief Executive of Saracens RC, Edward Griffiths has contributed to transforming the club into one of the most consistently successful in Europe. He has assembled a squad solely focused on the development of people, created a global rugby brand based on strong values and able to attract a world-record crowd of 83,671 to Wembley Stadium, and developed a new home stadium, Allianz Park, in the heart of north London. Griffiths was Sports Editor of the Sunday Times (SA), Chief Executive of the South African RU during the 1995 Rugby World Cup, consultant to four major bids and the Local Organising Committee of the 2010 FIFA World Cup in South Africa.



## BRIAN BURGESS, CHAIRMAN OF THE BOARD, SUPPORTERS DIRECT, UK

Brian is one of the two executive directors responsible, on behalf of Brentford Football Club, for developing a new community stadium in Brentford. He is also a Trustee of the charity, Brentford FC Community Sports Trust, and Chairman of Supporters Direct, the national umbrella body for supporters' Trusts. A lifelong Brentford fan, Brian was Chair of Bees United, the Brentford Supporters Trust, from 2003 to 2007, during which time the Trust acquired the 60% majority shareholding in Brentford FC. From January 2006 to December 2007 he was a member of the Brentford Football Club board.



## MICHAEL HATZ, HEAD OF MARKETING AND EVENTS, RAPID VIENNA, AUSTRIA

Formerly a professional footballer for Austria's Rapid Vienna, in 2006 Michael moved into sports management at Sportwelt Niederösterreich, a large sports centre in St Pölten, where he was involved in marketing, events and project management. He assisted the Italian national team during the European Championship in Austria and Switzerland in 2008 as a Team Liaison Officer for the UEFA. He then went on to lead the project management of building a new stadium at Sportwelt Niederösterreich. He is now responsible for Marketing/Sales and Events for the new stadium and for the football club that plays there, SKN St. Pölten, of Austria's Bundesliga (second league).



## DAVID CARSON, PROFESSOR, UNIVERSITY OF ULSTER, UK

David is Professor Emeritus of Marketing in the University of Ulster. His research interests lie in marketing for SMEs and quality of marketing in services industries, especially in tourism and sport. He has published widely in both of these areas. He has wide business experience both in consultancy and directorship roles with large corporates, and advises numerous SMEs in a variety of industries. Much of the advice centres on strategy and marketing implementation. Professor Carson is engaged in two longitudinal ongoing research projects into tourism development and business models for modern small business sports clubs.



## GUY HEDDERWICK, COMMERCIAL DIRECTOR, DUNEDIN VENUES MANAGEMENT, NEW ZEALAND

Guy is Commercial Director of Dunedin Venues Management Ltd (NZ), the company that in 2011 opened the new Forsyth Barr Stadium holding 30,500 people, New Zealand's first sports venue and the world's first to grow natural turf under a fixed roof. It has recently been rated New Zealand's number 1 venue. Guy is responsible for VIP members and premium ticket sales team, and marketing and communications, as well as event management and sponsorship. Previously, he has held director positions for Credit Management Institute of Southern Africa, Octagon Sports and Knights Football Club, coached the Berkshire Schools Cricket team and managed West Berks Cricket and FA Centre of Excellence in the UK.



## CHRIS GAMMON, DIRECTOR, LIONEL RD LTD, UK

Chris has over 20 years' experience working in corporate and investment banking, including 10 years working at a senior level in the private equity sector. He has held a number of non-executive roles and has broad general management experience. In 2006 he was a co-founder and director of a social enterprise consultancy working in the sport/health sectors. Chris acted on behalf of the Brentford Supporter's Trust when it acquired Brentford Football Club in 2006 and has subsequently worked as executive director of the Club's subsidiary formed to develop a new community stadium, scheduled to open in 2016.



## LORENZO SANTONI, HEAD OF B FUTURA, LEGA SERIE B, ITALY

Lorenzo Santoni is the Head of B FUTURA – the Italian Lega Serie B platform for infrastructural development launched in October 2012. He is also in charge of the new Serie B fan engagement project Obiettivo Pubblico and member of the EPFL (European Professional Football Leagues) Stadia Safety and Security Committee for Serie B. Native from Naples, Lorenzo moved to Brussels in 1999 to study economics. Just after university he started his career as head of the sport management research department of Solvay Business School. In 2008 Lorenzo moved to the Middle East as marketing and venue supervisor of the Qatar Marine Festival. Back in Brussels, he managed a major Belgian engineering project company before joining Lega Serie B in 2012.





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## GREEN 4 SOLUTIONS

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[www.huggity.com](http://www.huggity.com)

## KPMG SPORTS ADVISORY PRACTICE

KPMG International is a network of member firms offering audit, tax and advisory services, including our sports advisory service portfolio. KPMG's Sports Advisory Practice was set up to address the specific needs of clients in the sports business. We are well positioned to serve clients in the sports sector as we have a sound understanding of specific sports markets and a dedicated team of professionals serving sports sector clients. Furthermore, as a member of a global network, we possess a good understanding of international best practices and insights from local market developments. KPMG member firms can be found in over 152 countries, and collectively employ more than 145,000 people.



*cutting through complexity*

[www.kpmg.com](http://www.kpmg.com)

## LEVY RESTAURANTS

Levy Restaurants (part of Compass Group PLC) is the leading provider of premium-quality food and drink



experiences in major entertainment and sporting venues. Levy Restaurants operates within some of the UK's most recognised sporting, leisure and culturally significant buildings, including The O2 Arena, Chelsea Football Club and Millennium Stadium. Levy Restaurants creates tailor-made menu concepts, service standards and innovative designs to appeal to differing customer bases. Overseeing the food and beverage outlets in venues ranging from sports stadia and historic houses to world-renowned museums, Levy Restaurants is tasked with meeting the needs of a variety of event formats, including high profile banquets, upscale corporate hospitality at blue riband events, and comprehensive catering provisions to meet the needs of the match day masses at iconic sporting stadia. Levy Restaurants prides itself on embracing guests with heartfelt hospitality and exceeding their expectations.

[www.levyrestaurants.co.uk](http://www.levyrestaurants.co.uk)

## THE LINDLEY GROUP

The Lindley Group is an independent British catering company with a proven track record in delivering excellent customer service and great fresh food at stadiums, arenas, visitor attractions and museums.



Centerplate Hospitality Partner

Lindley Venue Catering, our mature brand, is the market leader at sports venues with over 45 years' experience of delivering excellent customer service. We are an open and honest caterer who recruits locally, sources regional produce for our menus and encourages community involvement. In addition to this our unique selling point is the fact that we're not just a caterer; we are a proactive company who actively sells the venue in which we operate for non-sporting events. Lindley's reputation has been built up over many decades as a catering service provider who can be trusted to deliver a consistently high quality service at all events: weddings, wedding receptions, parties, Christmas celebrations, conferences, product launches, exhibitions and meetings.

[www.thelindleygroup.com](http://www.thelindleygroup.com)

## MANICA ARCHITECTURE

MANICA Architecture provides its clients with the unique combination of large scale project experience and the personality and creativity of a boutique international design studio. And unlike many large architectural firms that specialise in projects of similar scale, MANICA is dedicated to ensuring that all of its clients are given the personal attention and unparalleled expertise they deserve. The experience of MANICA Architecture and its President and Director, David Manica, includes the design of over US\$5.6 billion in the construction of high profile sport and entertainment venues worldwide. Current and recent MANICA projects include the VTB Arena Park Dynamo Stadium and Arena (Moscow, Russia), Cosmos City Arena (Yekaterinburg, Russia), Lusail World Cup 2022 Stadium (Doha, Qatar), STU Sport Park (Shantou, China), The Guangzhou International Arena and Entertainment District (Guangzhou, China), The Shanghai World Expo Arena (Shanghai, China), and the Beijing Olympic Basketball Arena (Beijing, China).



[www.manicaarchitecture.com](http://www.manicaarchitecture.com)

## MEDIUMATOR – SPORT & ENTERTAINMENT MARKETING3.0

Sport & entertainment marketing 3.0 is a slogan introduced by mediumator international which was founded early 2012. The ambition of our company is to use new technology to create a better and positive fan experience in stadia, arenas and at events. Cashless payment is the main intention of the company, which includes the use of a NFC debit card. By this, the experience of the fans and visitors improve and gives the club or event more know-how about the fan. Another positive impression is controlling and steering the processes within the event. This brings better results and a quicker look into the processes in and among the event. Rob Rijsenbrij, managing director, is willing to answer all your questions at *The Stadium Business Summit 2013*. Payment is our motivation to your success; therefore mediumator offers their customers the full package.



[www.mediumator.com](http://www.mediumator.com)

## MONSTER JAM - FELD ENTERTAINMENT

Monster Jam® is one of the most exciting forms of family entertainment, featuring four-metre-tall, and five-ton Monster Jam trucks. While the stars of the show are the biggest performers on four wheels, the Monster Jam trucks, the biggest Monster Jam fans are some of the smallest. These amazing machines bring kids and their parents to their feet while racing and ripping up custom-designed Monster Jam tracks full of obstacles to soar over - or smash through. Monster Jam entertains more than 4 million fans a year at the most prestigious arenas and stadia in 135 different locations and more than 350 performances. Only the top venues can host a show of this magnitude – Monster Jam is the largest touring stadium motor sports event on the planet. It doesn't get any bigger or more exciting than this! Monster Jam is produced by Feld Motor Sports Inc. Feld Motor Sports® is the world leader in specialised arena and stadium-based motor sports entertainment and a division of Feld Entertainment, the world's largest producer of live family entertainment.



[www.MonsterJam.com](http://www.MonsterJam.com)

## MPAYME - ZNAP

ZNAP, developed by MPayMe, is the first fully multi-channel, secure and comprehensive mobile payment app that comes bundled with value added solutions such as loyalty integration, business intelligence, geolocation in-app consumer communication, offer marketing and much more. Founded in 2010, MPayMe is a leading innovative payments technology company with primary offices in Hong Kong, London and New York, and a number of further offices globally. A privately-owned well-funded company, MPayMe have partnered with several leading global giants.



[www.mpayme.com](http://www.mpayme.com)

## NCR

NCR Corporation is a leading global provider of innovative technology and services to the hospitality industry. We help our clients operate and manage their business efficiently and redefine the consumer experience in more than 100,000 restaurants, stadia, cinemas and other customer-service venues worldwide. Our continuous innovation, global presence, vast service network and customer-first mindset enable us to provide integrated solutions that drive productivity gains, attract and engage consumers and directly impact the bottom line. The NCR Venue Manager solution has a solid installation base of over 250 event driven venues across Australia, North America, Mexico and the UK. NCR's stadia and arena solutions are installed currently at Stamford Bridge, KIA Oval, 10 major NCAA venues, all five BCS Championship stadia, 25 NHL/NBA Teams, 14 MLB, 30 Minor League Baseball stadia and 20 NFL stadia.



[www.ncr.com](http://www.ncr.com)

## REPUCOM

With experts in more than 20 offices around the world, Repucom is uniquely positioned to offer insight, data and solutions for all participants in the business of sport. Our technology, infrastructure and experience are tailor made to monitor media, conduct market research, observe the activities and distil the opinions of fans every day, to provide the knowledge you need to achieve value in marketing and sponsorship. As the leader in our field, with a heritage of more than 25 years of innovation, we can help you make the informed decisions to drive your success in the field of sport.



[www.repucom.net](http://www.repucom.net)

## SAP

As a market leader in enterprise application software, SAP (NYSE:SAP) helps companies of all sizes and industries run better. From back office to boardroom, warehouse to storefront, desktop to mobile device- SAP empowers people and organisations to work together more efficiently and use business insight more effectively to stay ahead of the competition. SAP applications and services enable customers to operate profitably, adapt continuously, and grow sustainably.



[www.sap.com](http://www.sap.com)

## SKIDATA

The SKIDATA Group is a global leader in access solutions and their efficient management. With almost 7,500 installations worldwide, SKIDATA provides sports stadiums, ski resorts, shopping malls, major airports, municipalities, trade shows and amusement parks with secure and reliable access solutions for people and vehicles. SKIDATA places great value in offering solutions that are intuitive, easy to operate and secure. The integrated concepts of SKIDATA solutions help clients optimise performance and maximise profits. SKIDATA Group ([www.skidata.com](http://www.skidata.com)) is a member of the publicly traded Swiss Kudelski Group ([www.nagra.com](http://www.nagra.com)), a market leader in digital security solutions.



[www.skidata.com](http://www.skidata.com)

## THE TESS GROUP

The Tess Group are a people focused solutions provider, passionate about adding value to your business. The Tess Group's core solutions include: training, funded qualifications, recruitment solutions, consultancy, customised contact centre solutions. We specialise in delivering innovative, best-practice training solutions for sales, traffic management, events, security, and customer services, achieving success through offering real time solutions that are both innovative and to your exact needs. We pride ourselves on a vibrant and enthusiastic attitude with excellent customer service at all times.



[www.thetessgroup.com](http://www.thetessgroup.com)

## THORN LIGHTING

Thorn is a globally trusted supplier of both outdoor and indoor luminaires and integrated controls. Our innovative and sustainable lighting solutions create comfortable, fulfilling environments for people to live and work in more than 100 countries around the world. Our mission is to provide products and services which make it easier for customers to specify, install and maintain good quality, energy efficient lighting. We are able to meet international demands while exceeding the requirements of customers and markets with the knowledge and understanding of a local supplier. Spanning a wide range of industries and sectors, our lighting solutions can be found in many sports stadiums, indoor and outdoor venues and training facilities around the world, offering energy saving without compromising performance, efficiency or comfort.



[www.thornlighting.com](http://www.thornlighting.com)

## THWAITES WAINWRIGHT

Thwaites Wainwright is now the UK's best-selling golden cask ale and was voted the Best Golden Ale at the World Beer Awards in 2012. It's inspired by the famous Lakeland writer, Alfred Wainwright, who was born in Blackburn where Thwaites has brewed its range of award-winning ales for over two centuries. Wainwright ale has been crafted as a labour of love by Thwaites with the same passion that Alfred Wainwright put into his detailed walking guides. Like a walk on the fells, it is both rewarding and refreshing!



Today Thwaites is a leading UK craft brewer with its heartland in Blackburn in Lancashire and national reach. Founded in 1807 and still family-owned and run, Thwaites has a rich heritage of providing welcoming hospitality across its pub estate and has won a staggering 14 different awards over the last 12 months for its beers, including the World Best Mild for Nutty Black. Thwaites owns a portfolio of around 320 pubs, a small but growing group of boutique coaching inns, Thwaites Inns of Character, and Shire Hotels – six four-star full service regional hotels and spas. Thwaites also supplies a full range of drinks to many independently owned pubs, clubs and restaurants across the UK and a wide range of bottled beers to most major supermarkets.

[www.thwaites.co.uk](http://www.thwaites.co.uk)

## TRIPLE JUMP TECHNOLOGIES

Triple Jump Technologies is the leading provider of Revenue Management and Operational Excellence software in the Sports and Leisure industry.



Triple Jump Technologies provides a real-time management system to optimise financial and operational management of stadia across the full business lifecycle. The company's RAM Software Suite is the ultimate business support system enabling real-time decision making across all lines of business, including F&B, retail, hospitality and ticketing, thus significantly impacting revenue growth, operational efficiencies and financial results. Through the use of real-time data, predictive analytics, web/mobile technologies and robust back-office automation, the RAM software suite has revolutionised the way sports organizations and stadia operators manage, track and protect their revenues. We support leading sports and leisure organisations directly and through our partner Agilysys, including Twickenham Experience Limited, Lords Cricket Ground, Fulham FC, The NEC Group, Chester Racecourse and many more across a variety of sports, stadia/arena sizes and modes of operations.

[www.triplejumptechnology.com](http://www.triplejumptechnology.com)

## TRIPLEPLAY / PROAV

Tripleplay is one of the world's leading specialists in IP based digital media solutions, providing innovative digital signage, IPTV and video streaming for stadia throughout the world. Tripleplay solutions have been used at major events including the FIFA World Cup, UEFA European Championships, ICC Tests, Six Nations Rugby and are used at several Premier League and Championship stadia. proAV, a leading Tripleplay partner, integrate stunning displays, digital signage, projection systems, audio and video conferencing systems, broadcast and control systems to create seamless communication solutions that capture and convey your messages, the way you want them to be seen and heard. Tripleplay works around the world through its partner network, proAV.



[www.tripleplay-services.com](http://www.tripleplay-services.com)

## VISION EVENTS

[AV PARTNER]



VisionEvents is an industry-leading event production company creating world-class events across the UK and Europe, managed from our offices and warehouses in Edinburgh, Glasgow, Manchester and London.

We produce a range of event styles from small, bespoke and intimate dinners to high profile and international award ceremonies and conferences. No project is too big or too small and our expert team will create an event package tailor made for you. VisionEvents' services include event design and branding, stage and set build, video and film production, multimedia and graphics effects production, event equipment hire, as well as full stage management and project control.

Our vast equipment stock includes lighting, sound, video, staging and design – all you require for your event. We have a unique approach as all our skills and talents are in-house which gives you instant cost savings and clean lines of communication in the build-up to your event. Over our 30 years in the events industry we have excellent experience with many different types of venues ranging from large stadia for international sporting events to hotels for awards and conferences, to unique locations for a quirky product launch. We have solid procedures in place to allow us to produce simultaneous events all over the country. Vision Events is creativity + technology.

[www.visionevents.co.uk](http://www.visionevents.co.uk)

## WEMBLEY STADIUM CONSULTANCY

Wembley Stadium is one of the most recognised names in the world of sport. Wembley Stadium Consultancy (WSC) has been established to offer venue owners and developers the experience and expertise of those involved with the design, build, commercialisation and operation of one of this iconic Stadium. The company has multi-skilled consultants across the entire spectrum of venue management. WSC's principal areas of expertise are: venue design services, venue operations and commercial exploitation of stadia. WSC works with bidding or hosting organisations, stadium owners and developers, clubs and sports governing bodies – in fact, any client seeking to develop new stadia or reinvent existing sporting venues.



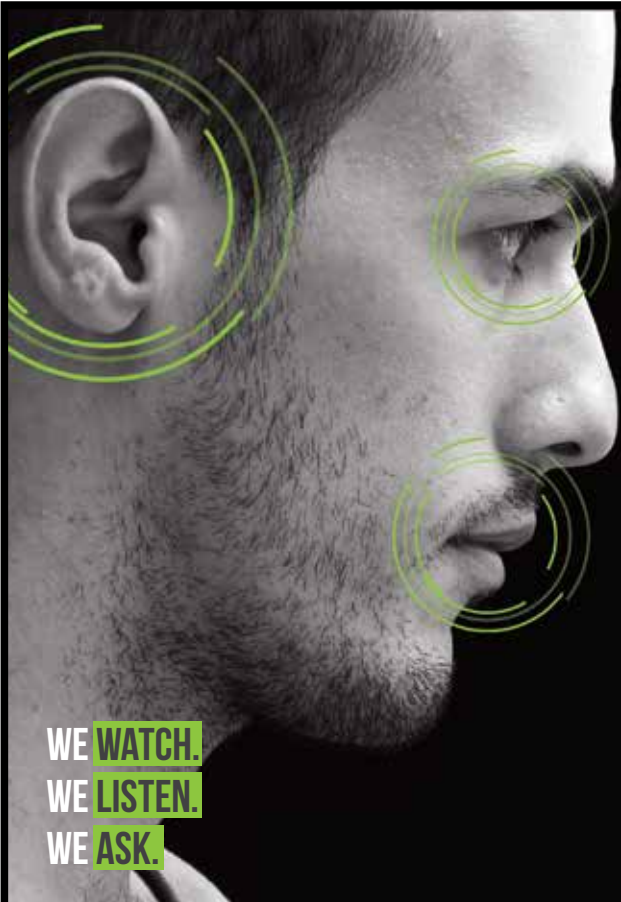
[www.wembleystadium.com](http://www.wembleystadium.com)

## WIRE AND SKY

Wire and Sky Ltd provides Urban Aerial Adventures for venues seeking innovative ways of increasing profitability. They currently operate the 'Up at The O2' attraction, a high-wire aerial walkway over the roof of The O2 Arena, on behalf of AEG Europe. Within four months of opening, it is already ranked in the top 50 attractions in London by TripAdvisor. The firm offers a range of services from design, consultancy and project management to the full operational management of Aerial Adventure Tours. These can comprise of a simple aerial walkway or more adrenalin-based activities, such as a simulated parachute jump or zip wire. Wire & Sky provide venues with the opportunity of creating significant additional revenue streams by utilising unused roof space, whilst increasing brand awareness. Meanwhile, they use their wealth of experience to guarantee the safety, operational effectiveness and profitability of the attraction.



[www.wireandsky.co.uk](http://www.wireandsky.co.uk)



## GLOBAL LEADERS IN SPORTS MARKETING RESEARCH

WE HELP OUR CLIENTS REACH THEIR COMMERCIAL OBJECTIVES BY PROVIDING THE DATA, INSIGHTS AND INTELLIGENCE THEY NEED IN EVERY AREA OF SPORTS MARKETING AND SPONSORSHIP

We understand the DNA of sports fans – what they hear and see, how they react, and how their behaviour is changing over time. This knowledge is at the heart of making great marketing and sponsorship decisions in a crowded and increasingly costly market.

Our holistic research and consultancy offering helps you understand your target groups, analyse your competitors and optimise your investment in sponsorship and sports marketing.

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- » TRACK COMPETITORS MORE EFFECTIVELY
- » REACH YOUR COMMERCIAL OBJECTIVES

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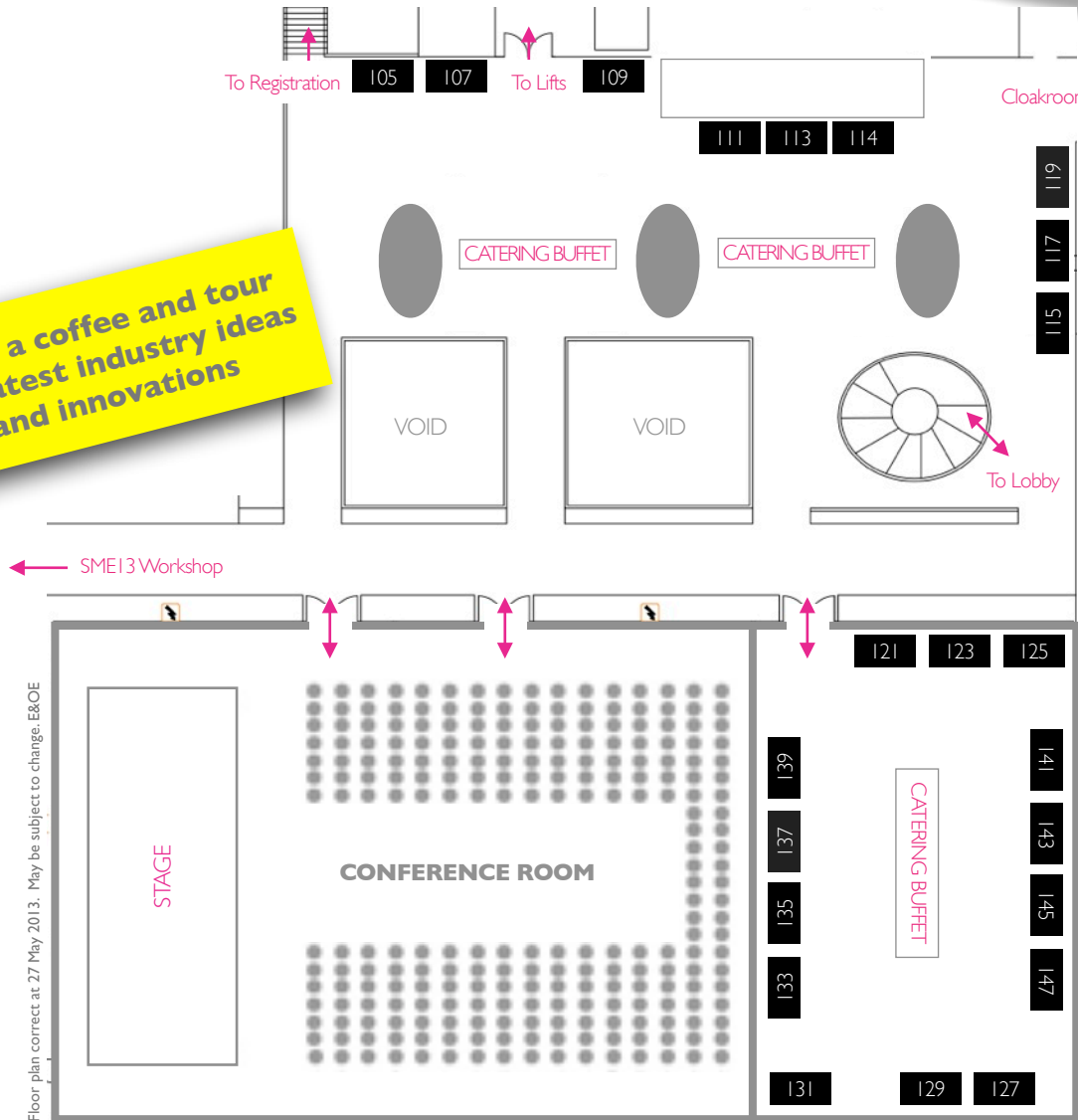


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@ Hilton Deansgate

**\*marketplace** /'mɑ:kəʔ,plās/ noun  
*an open space where a market is or was formerly held in a town.*  
 • **the arena of commercial dealings; the world of trade...**

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Floor plan correct at 27 May 2013. May be subject to change. EBOE

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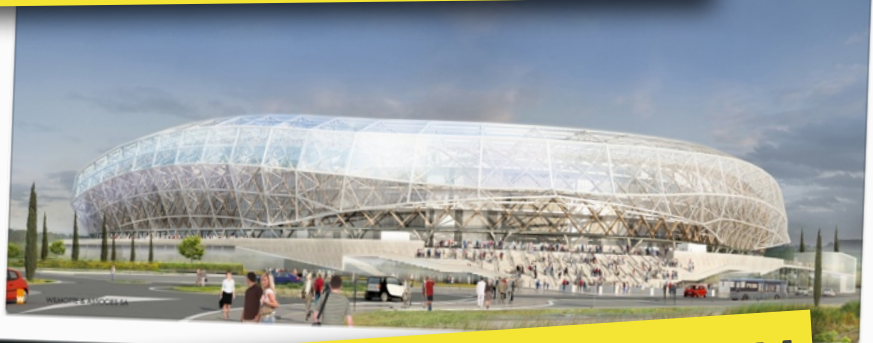
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