



THE STADIUM BUSINESS SUMMIT

BARCELONA • 9-11 JUNE 2015



CONFERENCE PROGRAMME & EVENT GUIDE

INCORPORATING



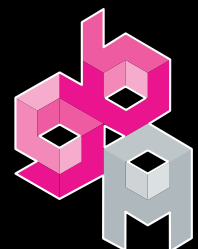
PREMIUM SEAT SEMINAR



THE VENUE TECHNOLOGY MEETING



FAN EXPERIENCE FORUM



THE STADIUM BUSINESS AWARDS

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THE STADIUM BUSINESS SUMMIT



Benvinguda! Bienvenidos!

Thanks for joining us in Barcelona – one of the world’s top sports and tourist destinations. We were here in 2011 and we’re delighted to be hosting our sixth annual *TheStadiumBusiness Summit* back in this great city. Easy to reach. Easy to enjoy. Barcelona has it all.



THE STADIUM BUSINESS AWARDS

You’ll find the full event schedule, with over 60 expert industry speakers, in the following pages. Alongside the main Summit programme, we’re hosting all the specialist meetings – *Premium Seat Seminar*, *Fan Experience Forum* and our new *VTECH Venue Technology* track – at the same hotel to provide maximum networking opportunities.



FAN EXPERIENCE FORUM

As always, the highlight of the programme is *TheStadiumBusiness Awards* evening where we recognise our industry’s key achievers and leaders. This year we’re overlooking the famous Camp Nou as guests of FC Barcelona on what promises to be a very special evening.



PREMIUM SEAT SEMINAR

Our thanks go to all our speakers (for sharing their knowledge so freely), our sponsors (for backing us and keeping our industry moving forward) and our partners (for making it easier to put this event on).



THE VENUE TECHNOLOGY MEETING

Finally – above all – our thanks to YOU for taking the time to join us. We wish you a great ‘visitor experience’ at *TheStadiumBusiness Summit 2015* – and if there’s anything we can do to assist, please let us know.

DON'T FORGET!
If you have purchased a ticket to *TheStadiumBusiness Awards 2015* evening please collect no later than 14.00 on Wednesday from the registration desk...



Ian Nuttall & *TheStadiumBusiness* team

PS. We are committed to making *TheStadiumBusiness Summit* the industry’s most important calendar event – so, if you enjoy your time with us here in Barcelona, then please tell your colleagues. But if you don’t, please tell us and we’ll get it fixed!

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THIS IS A SLAM DUNK



The Sacramento Entertainment and Sports Center is about grace and power. For the city this new multi-use facility will put sport right where it should be, at the heart of a community as a catalyst for change.

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AECOM led the design of Sacramento Entertainment and Sports Center in California, USA, which, when open in 2016 will create an iconic civic space and a 17,000-seat facility which creates a home-court advantage through a unique seating bowl geometry.

Tuesday, 9 June 2015



FAN EXPERIENCE FORUM

08.00 Registration and Coffee in *The Marketplace*

09.15 Welcome to *Fan Experience Forum 2015*

• *Paul Bunker, Managing Director, The Media Bunker, UK*

SESSION 1: WHO IS YOUR CUSTOMER?

It may be stating the obvious, but do you really know your customer? Is your focus and resource pitched at the right demographic or are you going for the scattergun approach in the hope that you get some hits? We hear from a club who has successfully identified their customer and used this information to find new fans and extend their reach.

09.30 **The Rise of the 'Global Fan'**

When engaging with fans, it's impossible to take a 'one size fits all approach'. But how do you deal with the challenges of reaching out to fans on a global scale, when they are scattered everywhere, with different levels of affiliation, heterogeneous in profile and more demanding than ever? And how has digital revolutionised clubs' relationships with their fans?

• *Joaquim Cardona, Head of Digital Business Development, FC Barcelona, Spain*

SESSION 2: TRANSATLANTIC LESSONS

10.00 **North American vs. European Approaches**

Many teams in the US enjoy large marketing budgets, (that many European teams can only dream of) and they utilise these to remain at the forefront of experiential marketing and social media. European teams can lay claim to a plethora of history and tradition which has, until recently, led them to focus on more traditional methods of marketing. So what lessons can we learn from each other? And do these lessons translate to new audiences for our friends from across the pond?

Panellists:

- *Paul Beirne, Commercial Director, Brighton & Hove Albion FC, UK*
- *Darcy Raymond, VP Marketing & Entertainment, Tampa Bay Rays, USA*

10.45 Morning Coffee in *The Marketplace*

KEYNOTE SPEAKER

11.15 **Mobile, Social & Sports: Engagement & Monetisation Strategies**

It's one thing to come up with some exciting and innovative ideas for fan engagement but how do you get these past the Board? Can you prove commercial viability and a good ROI? Our speaker examines how proactively rethinking content, community and commerce will allow a team to maximise the

The Kickoff



New Views

RAYS



value of its brand and the benefits associated with a full functional mobile platform.

- *Daren Trousdell, Founder & CEO, OneUp Sports, USA*

SESSION 3: INNOVATIONS SHOWCASE

11.45 Great Ideas in Small Bites

There are so many new technologies that are changing the way fans interact and engage with the game they love. We present a selection of the latest (and greatest?) fan engagement apps and services. This proven quick-fire presentation session – using the pecha-kucha format (with each speaker having just 20 slides for 20 seconds each, i.e. under 7 minutes to present) – delivers new ideas, innovations and inspiration for forward-thinking businesses. Scorecards at the ready please!

KEYNOTE SPEAKER

12.15 Fans Through Thick and Thin

In sport, winning championships always helps to build stronger fan bases. Perennial contenders enjoy strong fan bases, but non-contenders must turn to more creative methods to maintain their share of ‘fair-weather’ fans and to find new fans. How do you keep your fans engaged whether they’re winning or losing, come rain or shine?

- *Denise Barrett-Baxendale, CEO, Everton in the Community and Deputy Chief Executive, Everton Football Club, UK*
- *Richard Kenyon, Director of Marketing and Communications, Everton Football Club, UK*

12.45 Lunch in *The Marketplace*

SESSION 4: INCREASING MATCHDAY ATTENDANCE

14.15 Jaguars – Home, Away & Overseas

With a series of ‘home games’ at London’s Wembley Stadium, the NFL’s Jacksonville Jaguars are a US team with rapidly growing European following. As we countdown to the next NFL International game at Wembley in October (vs Buffalo Bills), how is the team building its international fan base and leveraging its London game exposure while still maintaining its deep fanbase roots in Florida and North America?

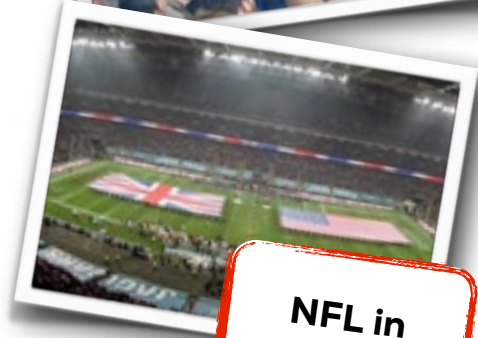
- *Hussain Naqi, Senior VP - Fan Engagement, Jacksonville Jaguars, USA*

14.40 Hammarby IF: Selling Out Tele2 Arena

Last year – on the last game of the season – Hammarby IF returned to Sweden’s top tier Allsvenskan league by winning the 2014 Superettan championship. Since its move into Tele2 Arena in downtown Stockholm, the club has seen significant increases in attendance – but it’s not just the winning team that’s the reason for this. The club has embraced social media



**Fans...
Come rain
or shine!**



**NFL in
Europe**



to use its fans as its own enthused (and cost-effective) marketing channel.

- *Henrik Kindlund, CEO, Hammarby IF, Sweden*
- *Markus Nilsson, Head of Event & Ticket Sales, Hammarby IF, Sweden*

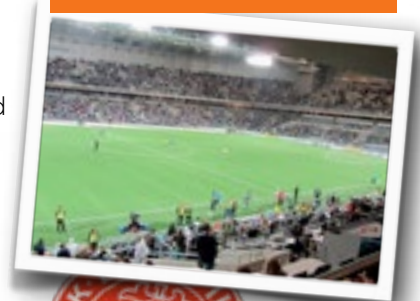


TUESDAY 9 JUNE

15.05 Danish Football – What a Turnaround!

Challenged in 2014 to turn around the fortunes of Danish national football – in a situation where the national team’s popularity was decreasing – the Danish Football Union adopted a three tier strategy: a new ticket pricing structure, building customer loyalty by communication and reward, and developing the stadium experience and fan engagement. Hear how this strategy resulted in an amazing 40-50% increase in match day attendance and how it doubled the number of repeat purchases within one year!

- *Jacob Lauesen, Head - Business Development, Danish Football Union (DBU A/S), Denmark*



15.30 Emirates Old Trafford – Offering a ‘Blast’ For New Fans!

The Friday Night Live project launched by Lancashire County Cricket Club in 2014 sought to take cricket to a much wider audience, in particular young professionals, to provide a fantastic customer experience and to increase overall attendances at Emirates Old Trafford. The campaign began with a launch event in Manchester city centre, featuring the first ever NatWest T20 Blast match televised live on a giant screen, as well as everything from live music to cricket-themed cocktails.

The season then kicked off with seven home fixtures, live music, fancy dress, inflatable catching and bowling games to keep everyone entertained. As Lancashire pushed on towards finals day, record attendances were achieved with over 50,000 people attending T20 fixtures.

A major sales and marketing drive, plus significant investment into the customer experience saw LCCC deliver a 67% increase in total attendances for 2014 and a 64% increase in attendance numbers from the first Friday of the season to the last Friday.

- *Adam Pearson, Events and Partnerships Manager, Lancashire County Cricket Club, UK*



16.00 Afternoon Coffee in *The Marketplace*

GUEST SPEAKER

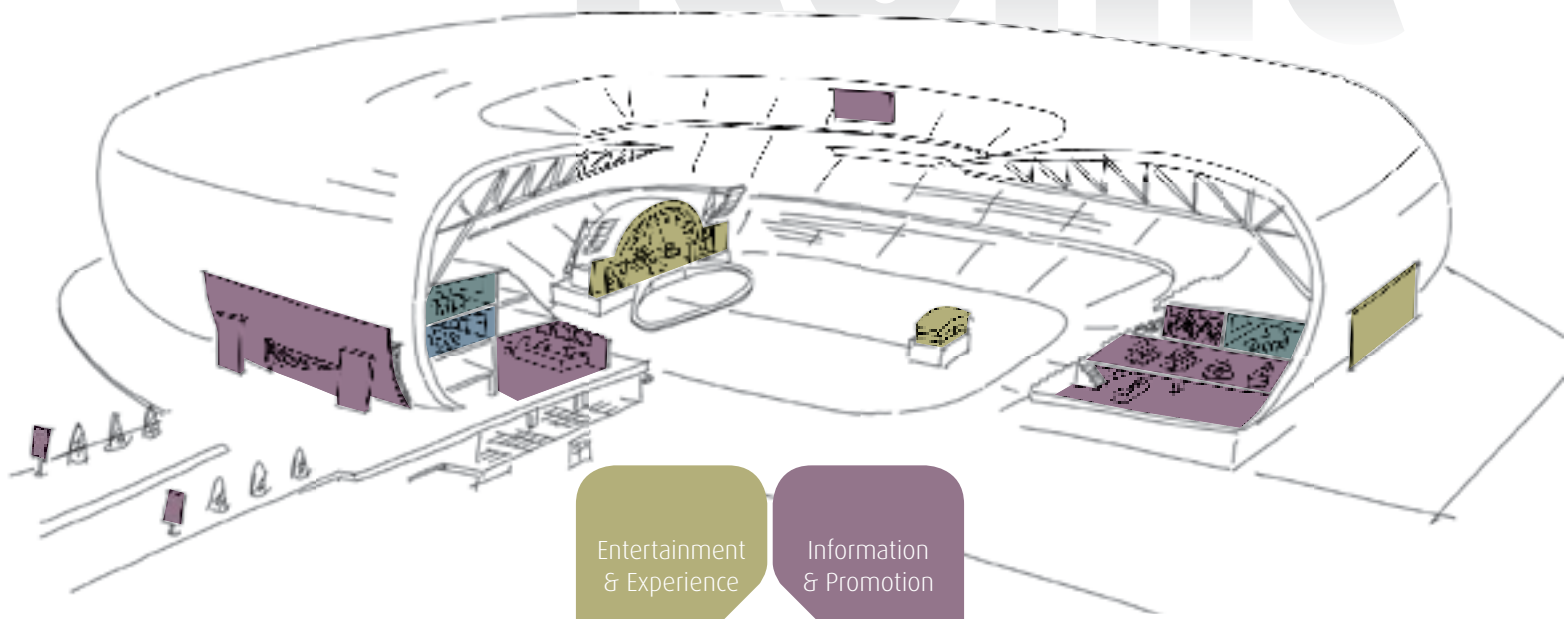
16.30 Croke Park – A Fun Place to be!

Attending a live sporting event is an enthralling experience. Passionate fans live and breathe for their team’s every move and indeed the environment in which their heroes participate. At Croke Park, they recognise this and have focused their attention on enhancing these experiences by engaging with patrons while they are ‘in-bowl’, ‘in-seat’ or around the general stadium environs.



Make your venue

iconic



Create a unique fan experience

Sports fans all over the world share the same intense bond of cheering for their favorite team and leading them to victory. Visualization is a key element in bringing the ultimate fan experience to life in any modern stadium. Barco's full portfolio of integrated and networked visualization technology enables you to entertain audiences with a rich and rewarding experience, communicate the right information at the right time and place, use your venue meeting space efficiently with collaborative tools, and keep your visitors and assets safe at all times. Choose Barco to make your venue truly iconic.



TUESDAY 9 JUNE

The stadium's 'Fun Zone' already welcomes thousands of fans to meet each other, enjoy live entertainment and partake in various family-friendly activities on match days. This year, various cutting edge technology projects will also deliver meaningful information and updates to stadium-goers via a new IPTV system, two large HD screens and targeted push notifications that will be sent directly to fans' smartphones.

These updates - including traffic warnings, turnstile way-finding, food & beverage discounts, weather & pitch conditions and exclusive team news - aim to facilitate a more engaged fan journey and an overall enhanced event experience.

- *Peter McKenna, Stadium & Commercial Director, Croke Park, Ireland*

SESSION 5: IN STADIA ENGAGEMENT

16.55 Low Cost Stadium Transformation

In 2014, after a thorough analysis of the club's operations, Valencia CF decided to invest in an upgrade of the Mestalla Stadium. This investment was made to re-engage fans, realise a return on investment and create an advantage over competitors. Impressively, the low cost transformation was completed in only 114 days and led to big improvements in ticketing sales, hospitality and commercial activity.

Season ticket holders increased by almost 5,000 from the previous year, exceeding forecast revenue by €750,000 and hospitality sales grew by 23%. Valencia now have the 3rd highest occupancy rate in La Liga. The club now demonstrates the best ROI in La Liga, with exposure for club partners increasing by a phenomenal 500%. So what is the secret of their success?

- *Luis Vicente, Chief Revenue & Marketing Officer, Valencia CF, Spain*

17.25 Contributing to the Fan Experience: An Australian Perspective

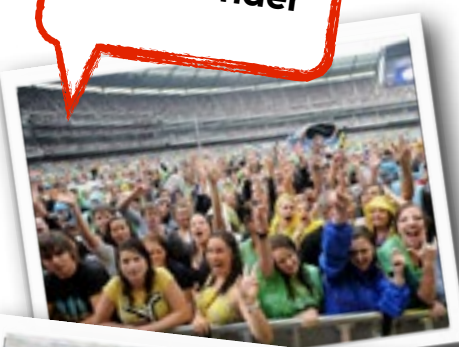
The Melbourne Cricket Club is responsible for the management of the Melbourne Cricket Ground (MCG). The ground hosts Australian Rules Football as well as domestic and international cricket. This brings a number of different teams to the venue as they treat the ground as their "home" ground.

The club has invested Aus\$45m in a digital media strategy as well as setting a business objective of "destination MCG", which is all part of staying relevant and achieving the best possible patron engagement. These initiatives were created on the back of worldwide research as well as analysing their unique sporting environment. This presentation will share the who, the what, the how and, most importantly, the why behind their approach.

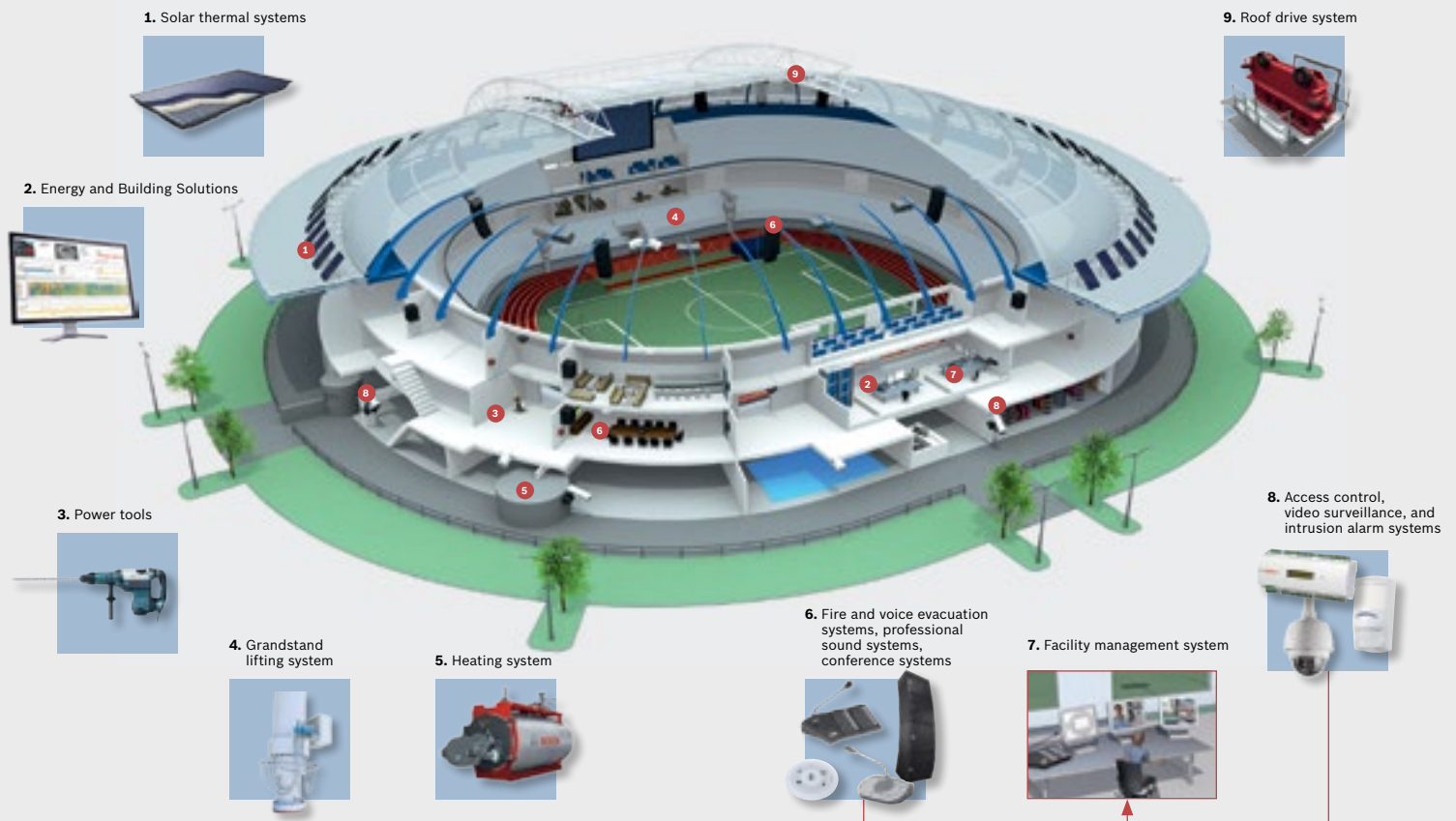
- *Gerard Griffin, General Manager - Projects, Strategy & Governance, Melbourne Cricket Club and Manager, Melbourne Cricket Ground, Australia*



Lessons from Down Under



Solutions for entertainment facilities



Bosch offers a wide range of products and solutions to effectively manage a stadium during both normal commercial operations, and large events such as concerts and games:

- ▶ **Security and communication systems:** Promoting the best fan experience through safe and sound technologies
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SESSION 6: OFF-SEASON ENGAGEMENT

17.50 Leicester Tigers – Driving the Maul All Year-Round!
 Now in its fourth year, Leicester Tigers Rugby Club takes "The Maul" on tour around the country every summer. "The Maul" includes plenty of experiential activities including their speed pass challenge, photobooth and tackle bag game and at each event they attend, their mascot makes a special guest appearance! Attending over 50 events in the season, they engage with thousands of people, promoting the Leicester Tigers brand as well as the sport of rugby.

- *Christine Bailey, Marketing Manager, Leicester Tigers Rugby Club, UK*

18.15 Closing thoughts / Close of Forum

19.30 Networking Reception sponsored by



TUESDAY 9 JUNE



International Networking Reception

› Catch up with colleagues and make new friends at our international networking reception.

Attendees of *Fan Experience Forum 2015* will be joined by attendees from *TheStadiumBusiness Summit 2015* and *Premium Seat Seminar 2015* for an International Networking Drinks Reception.

DRINKS & CANAPÉS: 19.30 onwards...

VENUE: Foyer Sedna & Terrace, Hesperia Tower



NEW WAVE

Suprastadio Grandstand System



INTERPOL
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Speaker Profiles



Christine Bailey
MARKETING MANAGER, LEICESTER
TIGERS RUGBY CLUB, UK

Christine joined the Leicester Tigers Rugby Club in 2010 after graduating from Loughborough University, specialising in marketing and sports management. Over the past five seasons at Leicester Tigers, Christine has been involved in the marketing strategy behind the club's ticketing and fan experience campaigns driving the club from strength to strength.



Denise Barrett-Baxendale
CEO OF EVERTON IN THE COMMUNITY
AND THE DEPUTY CHIEF EXECUTIVE,
EVERTON FOOTBALL CLUB, UK

One of the most respected women in football, Denise is the Deputy Chief Executive of Everton and CEO of its official charity, Everton in the Community. Since arriving at the Club in 2010, Denise has played an integral part in improving the match day experience of supporters, helping to increase attendances and enhance Everton's reputation around the world whilst developing Everton in the Community into a leading sporting charity. Away from Everton, Denise sits on a Creativity Commission for the Lord Mayor of Liverpool, is a Non-Executive Director and Vice Chairperson of British Canoeing and a patron of St Vincent's School for the Blind in Liverpool.



Paul Beirne
COMMERCIAL DIRECTOR, BRIGHTON AND
HOVE ALBION FC, UK

Paul has a passion for the power of sport and is recognised as a leader in the industry in marketing, ticketing and customer service. From 1994-2013, Paul held a progressive series of positions within Maple Leaf Sports and Entertainment; ultimately overseeing the ticket operations for both the Toronto Raptors and the Toronto Maple Leafs. In 2006, he led the launch of Toronto FC in MLS – and he was recognised for that launch, winning “MLS Executive of the Year”. In 2013 Paul was named Executive Vice President, Ticket Sales and Service for the NHL Ottawa Senators and in 2014 Paul was invited to oversee the Commercial Business at Brighton and Hove Albion Football Club.



Joaquim Cardona
HEAD OF DIGITAL BUSINESS
DEVELOPMENT, FC BARCELONA, SPAIN

Joaquim is a Senior Internet Business Executive with more than 20 years of broad experience in the internet business, media sector, direct and digital marketing, online video and mobile technologies. Joaquim started in the early days of the Internet in Europe with a few entrepreneurial projects. After 7 years as Director of a digital agency specialising in online video, content production and web and mobile development, he joined FC Barcelona in 2013. At FC Barcelona, Joaquim heads the Digital Business department with focus on digital strategy and new business streams related to fan engagement, mobile and content.



Gerard Griffin
GENERAL MANAGER - PROJECTS,
STRATEGY AND GOVERNANCE,
MELBOURNE CRICKET CLUB AND
MANAGER, MELBOURNE CRICKET
GROUND, AUSTRALIA

Gerard has worked at the MCC for the past ten years and has been involved in many significant projects at the MCG such as the rebuilding of half the ground, overlay works for the 2006 Commonwealth Games, the construction of the National Sports Museum, the refurbishment of the Great Southern Stand, the construction of the Water Recycling Plant and now the Digital Technology Project. Gerard's work and education background is a combination of studies in Environmental Horticulture, Sports Turf Management and Business Administration and work responsibilities in Facilities management, Construction management, Strategic Planning and Corporate Governance practices.



Richard Kenyon
DIRECTOR OF MARKETING AND
COMMUNICATIONS, EVERTON FOOTBALL
CLUB, UK

A lifelong Evertonian, Richard joined the Club in 2014 as Director of Marketing and Communications after being Chief Executive of PR and Marketing consultancy, Kenyon Fraser. His role at Everton includes directing marketing and communications activity, including fan engagement and overseeing the effective servicing of Club partners. Richard also has extensive experience in other sports, including seven years providing consultancy services for Aintree and the Jockey Club and three years working with the RandA on golf's Open Championship, the oldest of golf's four major championships. Richard is a Chartered Fellow of the Chartered Institute of Marketing and is the current Chair of the Chartered Institute of Marketing in Merseyside. He is a Trustee of Everton in the Community and an advisor to the Community Foundation for Lancashire and Merseyside.



Henrik Kindlund
MANAGING DIRECTOR, HAMMARBY
FOTBOLL, SWEDEN

Henrik Kindlund has been the Managing Director of Hammarby Fotboll since July 2012. Before that he worked with Organizational Development and Consulting for 15 years. His last position within the consulting area was as CEO for Ennova, Sweden between 2011 and 2012. Henrik has a Master of Science in Business Administration and a BA in Statistics from the University in Uppsala.



Jacob Lauesen
HEAD OF BUSINESS DEVELOPMENT,
DANISH FOOTBALL UNION (DBU A/S),
DENMARK

When DBU and the Danish National Team presented an exciting career challenge, Jacob had already worked for a number of years with the development, marketing and execution of several larger events, such as the EXPO World Exhibition and various UEFA events. Jacob is now Head of Business Development at DBU with the responsibility of analysis-based development of the fan and ticket strategy in the national

sport of Denmark and has the simple target that the national team must regain its former position as Denmark's most attractive sports brand, both for fans and commercial partners.



Peter McKenna
STADIUM AND COMMERCIAL DIRECTOR,
CROKE PARK, IRELAND

Peter McKenna has been working at Croke Park since 2001. Prior to joining Croke Park, Peter held the position of Chief Executive of Smurfit Publications, Smurfit Publishing and Design and iVenus.com. Peter was appointed to his current position of Stadium and Commercial Director for Croke Park in 2011. Under this remit he is tasked with steering the Association's sponsorship, media rights, licensing and general games promotion. In 2013, Peter won the Marketer of the Year Award. In addition to his work with the GAA, Peter is a Director of Fire Station Artists Studio, Chairman of the IIFT and on the advisory board of One Young World.



Hussain Naqi
SENIOR VICE PRESIDENT, FAN
ENGAGEMENT, JACKSONVILLE JAGUARS,
USA

Hussain is Senior Vice President, Fan Engagement for the Jacksonville Jaguars, and is responsible for in-stadium business operations and market development in the UK. Last year, the Jaguars renovated EverBank Field, adding two swimming pools and the two largest video boards in the world. Hussain was responsible for the programming, activation, and content development of these new game day elements, which resulted in a number one overall fan experience ranking in the NFL. Prior to Jacksonville, Hussain was VP, Business Planning and General Counsel at MetLife Stadium. Hussain graduated from Cornell University and holds a JD/MBA from Northwestern University.



Markus Nilsson
EVENT & TICKET SALES MANAGER,
HAMMARBY FOTBOLL, SWEDEN

Markus is 26 years old and has been working as the Event and Ticket Sales Manager for Hammarby Fotboll since October 2013. Before that, he worked with the Swedish FA and UEFA Women's EURO 2013 in Sweden, where he was Head of Ticketing and Communications for the Local Organising Committee. Markus has also previously held the title of Club Manager at two clubs in Damallsvenskan, the top league of women's football in Sweden.



Adam Pearson
EVENTS AND PARTNERSHIPS MANAGER,
LANCASHIRE COUNTY CRICKET CLUB, UK

Adam Pearson joined Lancashire County Cricket Club straight from University in 2013 to support with the operational delivery of the first Ashes Test match at the newly-renovated Emirates Old Trafford. In summer 2014, he was involved in the Friday Night Live project to provide a much improved fan experience which helped to deliver a significant increase in attendances. Adam is now also involved on the commercial side of the business with summer 2015 set to involve cricket, the return of major concerts to the ground and working on sponsorships and account management. Prior to his final year of University, Adam was involved in the London 2012 Olympics as part of a placement year at The Ricoh Arena, Coventry.



Darcy Raymond
VP - MARKETING AND ENTERTAINMENT,
TAMPA BAY RAYS, USA

Darcy joined the Rays in January 2006 as the team's first Vice President - Branding and Fan Experience. Since then he has developed a breakthrough fan experience at Tropicana Field, while overseeing the areas of marketing, customer service, game entertainment and ballpark experience. Darcy has extensive consumer products and branding experience including six years with Procter and Gamble, the last two as a brand manager. He also led all marketing efforts as Vice President of Marketing for Mamma.com, a search engine company. Darcy has an MBA from Harvard Business School. He also holds a Bachelor of Commerce from Concordia University's John Molson School of Business, in Montreal. A proud native of Montreal, Darcy is fluent in French and was a fervent Expos fan.



Daren Trousdell
FOUNDER AND CEO, ONEUP SPORTS, USA

Daren is the Founder and CEO of OneUp Sports, one of the largest mobile sports networks and the developers of the innovative mobile second-screen platform "Connect" that makes watching live sports more fun. OneUp Sports currently has official partnerships with the NFL, MLB, NBA, NHL, PGA Tour and NASCAR along with several professional sports franchises and colleges. Prior to founding OneUp, Daren founded Mindblossom, an award-winning digital agency that was acquired by Aegis Media (AGS.L) in 2007. Following the acquisition, Daren became Managing Partner of Isobar North America, Aegis Media's global, digital and mobile marketing; leading digital media strategy for brands such as Adidas, Home Depot, eBay and many more Fortune 500 clients.



Luis Vicente
CHIEF REVENUE AND MARKETING
OFFICER, VALENCIA CLUB DE FUTBOL,
SPAIN

Luis is a sports industry expert with over 20 years experience in general management, commercial growth, talent management, business development, relationship management, brand development and leadership. Between July 2009 and November 2012, Luis was Head of Partnerships at Manchester City F.C. Between January 2013 and September 2013, he was a Senior Executive Advisor for sport properties, sport talent assets and technology innovators in football and motorsport. Luis joined Valencia CF in October 2013 as Chief Commercial and Marketing Officer, responsible for all revenue generation, international growth, brand development, stadium business, content, digital channels, business intelligence, retail and innovation.



EVERBANK FIELD
JACKSONVILLE JAGUARS

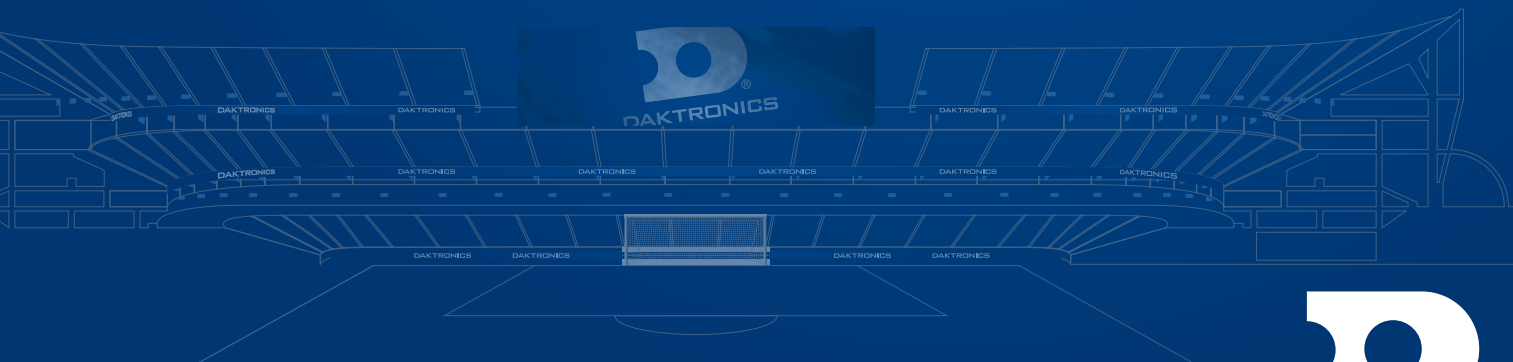
WORLD LEADER

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With more than 13,000 video display installations worldwide, including the **World's Largest Scoreboard** at the home of the Jacksonville Jaguars, and offices around the globe, the Daktronics team can serve the needs of any event, large or small.

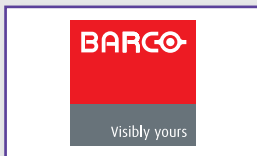
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Barco LiveDots provides large screen LED video display systems for giant screens, scoreboards, fascia, field-side perimeter and digital signage applications,

as well as creative video displays for façade dynamic video surfaces. Barco can also provide control room solutions for security and crowd control, projection systems for conference centres, press lounges and digital signage systems for digital way finding, food courts, ticket offices, loges and other public areas. In short, Barco can be the sole supplier of any visualisation system. Modern stadiums or venues nowadays require maximum fan engagement and above all, maximum profitability of the venue far beyond sport events. Barco's LED displays are known for their image quality, scaling capabilities, HD broadcast coverage, reliability, colour accuracy and user friendly operations. Existing for over 75 years and mastering this technology for over 20 years with successful installations in major stadiums and venues all over the world, including Wembley Stadium, Juventus Stadium (in partnership with Sony), Dubai Swimming Pool, Abu Dhabi Yas Marina International Circuit, Indian Jaypee International Circuit, Capetown Greenpoint Stadium and many, many others.

www.barco.com

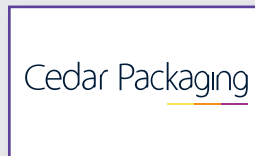


BOSCH

According to preliminary figures, roughly 290,000 associates generated sales of €48.9 billion in 2014, and applied for some 4,600 patents worldwide, with the

strategic goal to deliver innovations for connected life. Bosch offers a wide range of products and solutions to effectively manage stadiums during both normal commercial operations and large events, such as concerts and games. Its security and communication systems promote the best fan experience through safe and sound technologies. Its drive and control technology (architecture in motion) provides a complete range of hydraulic, pneumatic, electronic and mechanical solutions for movable roofs, turfs and grandstands. Its heating systems can be your partner for energy-efficient heating and hot-water solutions. Its energy and building solutions can be efficient energy services for your properties. When you choose Bosch as a supplier of products and solutions for entertainment facilities, you can be assured cutting-edge technologies from a global provider. True to our company slogan "Invented for life," our products and solutions are designed with our customers in mind. As a leading global supplier of technology and services, Bosch understands that professionals need to be able to rely on their industry partners for technical expertise and innovative thinking.

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CEDAR PACKAGING

With over 20 years experience, Cedar Packaging is a world-class creative packaging company. A leading provider of custom-made ticket packaging, we manage the

whole process, from initial creative concepts and computer visuals, through to the production and then global distribution of the finished product. Whether your requirement is for a presentation box, binder, folder, wallet or promotional merchandise, our aim is to provide quality, innovative and cost-effective presentation solutions that create the wow factor.

www.cedarpackaging.com



DAKTRONICS

From humble beginnings, Daktronics grew to become the world leader in LED digital display systems and today, sets the market standards for customised digital display systems.

During the journey, we haven't forgotten where we came from. From our CEO on down, we guarantee our employees will put you first. With offices world-wide, Daktronics has had more than 13,000 video capable installations, satisfying customers around the globe. With more than 550 engineers, we continually invest millions of dollars into researching and developing our display products. In 2014 alone, we invested \$23 million into our cutting-edge technology.

www.daktronics.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 through the development of a customer focused ticketing solution. Green 4 are a Microsoft Gold Partner with Microsoft Dynamics CRM at the heart of all their solutions. Their philosophy is focused on building long-term relationships with fans and customers, improving the fan experience as well as commercial revenues. The full joinedup solution from Green 4 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. 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.

www.green4solutions.com



PURPLE WiFi

Purple WiFi has 2,400 venues running, with approaching 2 million users and more than 12 million sessions so far. Global agreements are in place with

two of the world's biggest distributors, Ingram Micro and Westcon Comstor. We employ 40 full time staff and currently have offices in the UK, San Francisco and Shanghai with another to open soon in Singapore. Growth is being seen in all sectors, most notably in hospitality (where people have time to spend online), retail (where footfall tracking is essential), healthcare (offering transparency around service and communication) and entire cities moving towards the Internet of Things. Purple WiFi has also intensified its focus on the carrier market due to traction achieved to date. We've developed a service provider portal that provides a credible offload solution. Plus we are hardware agnostic. Carriers can monetise the WiFi estate through a number of different business models. We have now signed four major carrier deals which we are going to market as part of a venue WiFi package including connectivity and hardware.

www.purplewifi.net



TRIPLEPLAY SERVICES

Any content, to any screen, on any network. Tripleplay has been operating for over a decade in the digital media marketplace.

Working across the globe through strategic locations and an Authorized Partner Program, Tripleplay has grown to become one of the world's leaders in the development and provision of digital signage, IPTV, VOD and mobile device streaming solutions for various sectors. Tripleplay offers complete IP digital media solutions for sport, designed to improve communications through digital signage (TripleSign), stream live match footage within a stadium (TripleTV, TripleLive) or provide playing staff with footage of those they will be competing against (TripleSport).

www.tripleplay-services.com



XIRRUS

To organisations that depend on wireless access to transform their business, Xirrus is the wireless network solution provider that provides the world's most powerful,

scalable and trusted solutions. Through product invention and system design, commitment to customer success and the industry's best price performance, Xirrus gives you confidence that your wireless network performs under the most demanding circumstances. Xirrus' purpose-built Wi-Fi solutions are optimised to meet the high device and user densities in large public venues. They deliver high capacity, application-aware, wireless solutions, proven in the highest density deployments in the world, supporting tens of thousands of concurrent users. Xirrus Wireless Solutions significantly control Wi-Fi costs by requiring less hardware than traditional deployments. Their easy-to-use, feature-rich, single-pane-of-glass management solution delivers centralised control. Xirrus' flexible solutions address the complex density and environmental requirements of different locations within the venue: event registration, interactive experiences, meeting spaces, auditoriums, expo halls, press boxes, VIP suites, parking lots, etc. Xirrus Application Control delivers granular network wide application visibility and control, including throttling of applications, or groups of, to ensure good user experience. Headquartered in Thousand Oaks, CA, Xirrus is a privately held company which designs and manufactures its family of products.

www.xirrus.com



Innovation in Ticketing Software

How 3D seating software can help your club sell tickets and maximize the income from any given game

For the 2015 Turkish Airlines Euroleague Final Four Madrid, Euroleague Basketball collaborated with the Spanish company called Mobile Media Content (MMC) to create a 3D model of the Barclaycard Center (host venue of the Final Four).

The model featured a unique view from every seat in the arena, and was integrated in the ticket sales platform so that any customer, upon selecting a seat or seats he wishes to buy, would see the 3D view from that seat first. He would be able to toggle between selected seats and compare which suites him best, depending on the view.

Mobile Media Content

Mobile Media Content (MMC), a company specialized in 3D projections of both sports stadia and theaters, has worked with some of the largest clubs and sports organizations in Europe. MMC with its Ticketing3D product can include more than seats (other objects, persons or sponsor logos) and MMC is innovating on how to make it more functional for sales use, selecting your seat directly from a large 3D representation of an arena. MMC works on numerous basketball arenas, football stadia and theaters can be seen through these links:

<http://www.ticketing3d.com>

<http://www.mobilemediacontent.com>

Improving Customer Experience

An important benefit of having 3D ticketing software integrated in your sales website is the improvement of customer experience. A pleasing and interesting environment for selecting seats will not just help the fans make a more informed choice; it will also leave a good impression that will help customer retention.

Metrics such as customer retention, follow through rates and conversion rates can be monitored by the software, giving the club a unique glimpse into how their website and ticket purchase process is perceived.

Sponsorship Opportunities

Apart from improving the experience for customers, the platform can provide new advertising opportunities for a club's corporate sponsors to "make contact" with a large number of people.

The 3D model can include certain sponsor's products (product placement) or logos of your sponsors. With the tracking metrics, your sponsor can know exactly how many people were exposed to the brand or product placement, broken down geographically or chronologically.

In a sport that is still relatively small, such as basketball, having a 3D model of an arena is an innovation that makes the club stand out from the

Tuesday, 9 June 2015

08.30 Registration and Coffee in *The Marketplace*

09.15 Welcome to *Premium Seat Seminar 2015*

SESSION 1: TARGETS & PROFILES

For our fourth edition of *Premium Seat Seminar* we are theming the conference programme around the premium customer lifecycle – from first contact, through to membership and renewal. We kick off with a session dedicated to identifying future target groups for sports hospitality and premium seating packages.

09.20 Who is your Future Premium Customer?

Who are the new high-net-worth individuals? Do you know your customers? Where can you find them? Where do they work and what do they spend their money on? Our opening session offers key insights into who your next customers may be – and how best you can approach them and match your packages to their lifestyle drivers.

- *Research by TheStadiumBusiness*

SESSION 2: THE SALES PROCESS

With new targets to hand, how are leading sports businesses pitching their offers and perfecting that 'first contact' moment to drive sales? Our second session showcases two different – but highly effective – approaches to selling premium packages.

09.50 Levi's® Stadium: Sales Suite Success for The 49ers

At our 2013 Seminar, Al Guido of the San Francisco 49ers showcased the team's sales suite for the new Levi's® Stadium. This custom-built, multi-million dollar sales facility generated more than US\$700m in pre-opening sales – effectively selling hospitality packages 'off-plan'. The US \$1.2bn stadium opened for the last NFL season and we've invited the 49ers back to recount the sales experience as it moved customers from 'promise to delivery'.

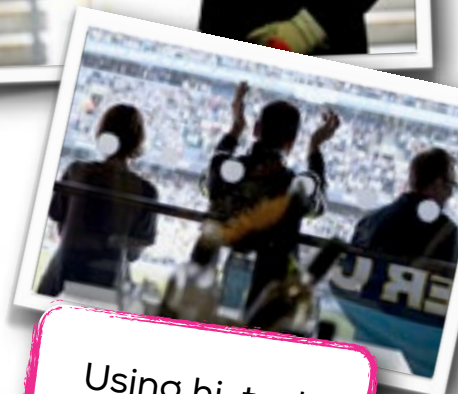
- *Chris Giles, Director - Business Operations, San Francisco 49ers, USA*
- *Todd Fleming, VP & General Manager, Legends Global Sales, USA*

10.20 PSG's Online Sales: 3D Tools and Online Creativity

Leading European football club Paris Saint-Germain has revamped its entire ticketing service over the past two years – and now offers premium hospitality packages at the click of a mouse. It's rare for such products to be sold online but PSG has enlisted the support of specialist web optimisation to create an immersive and compelling hospitality sales experience. Can you take your on-site sales meetings online instead?

- *Julien Piwowar, President, PACIFA Decision, France*

One day to recharge your premium seat business



Using hi-tech sales tools



10.45 Morning Coffee in *The Marketplace*

SESSION 3: UPGRADES AND NEW PLANS

A new stadium provides the perfect opportunity to upgrade offers and target new customer bases. But where do you start?

11.15 AS Roma: A New Offering for Italy's Culturati

AS Roma plans to leave Stadio Olimpico for a new state-of-the-art, world-class 52,500 seat stadium. The new Stadio della Roma is being custom-designed to create an outstanding game day experience for all fans. When the stadium is completed in 2019, there will be 8,000 premium seats available – four times the club's current offering. Hear how AS Roma is planning the move.

• *Eric Solem, Director of Ticket Sales & CRM, Stadio della Roma (AS Roma), Italy*

11.45 Making A Splash in the NFL

The NFL Jaguars needed to be creative with the makeover of its premium offerings at EverBank Field. Out went traditional box seats and in came a range of new products – including field seats, party decks, tailgating zones and even luxury poolside cabanas with views over the main field.

• *Hussain Naqi, Senior Vice President - Fan Engagement, Jacksonville Jaguars, USA*

12.15 Avaya Stadium: Closer to the Action in the Valley

When the San Jose Earthquakes started designing their new stadium, the club wanted to make a premium experience unlike any other in professional sports. Most stadiums have club seats and luxury suites high up in the stadium, often behind glass. The Earthquakes turned that notion on its head at Avaya Stadium, which opened earlier this year. The 12 luxury suites are located just metres from the pitch near midfield. Additionally, Avaya Stadium has 576 club seats right alongside the field. The four BMW clubs sit just behind the pitch-side seats – and we shouldn't forget the massive beer garden and open bar under the scoreboard!

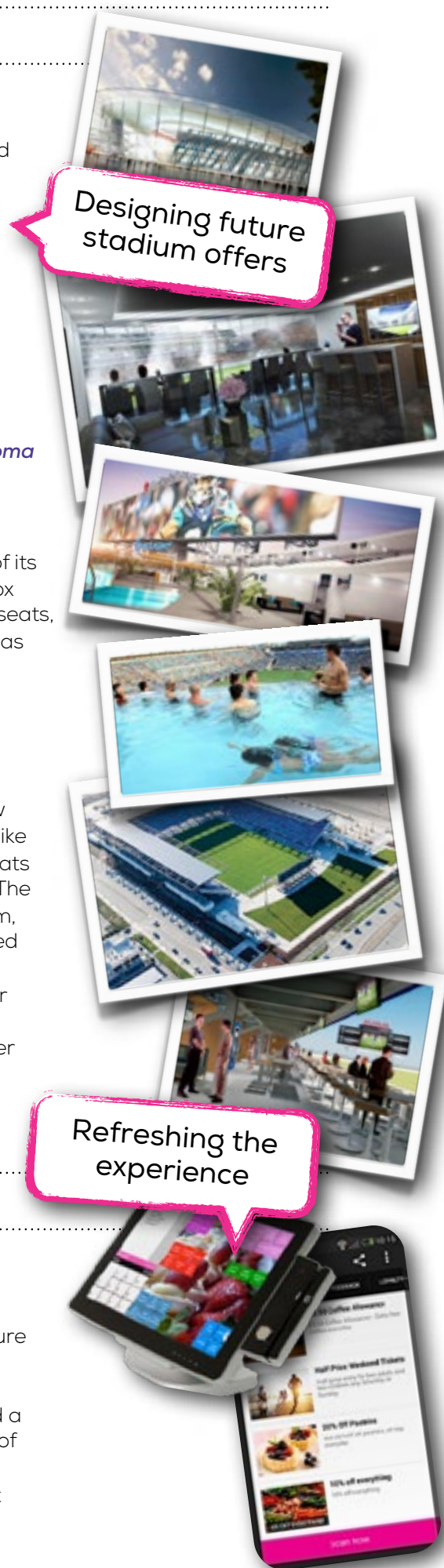
• *Jed Mettee, VP Marketing & Communications, San Jose Earthquakes, USA*

12.45 Lunch in *The Marketplace*

SESSION 4: TECHNOLOGY TO DRIVE SERVICE

14.15 Cash to Contactless: Twickenham's POS Makeover

Twickenham Stadium has converted its payment infrastructure from a predominantly single channel, cash focused estate to one of the most advanced, multi-channel venues in Europe. Five hundred contactless-enabled, next generation POS and a new, dynamic, corporate-box ordering solution are just part of a series of innovations that have helped enhance the fan experience and introduce some of the most unique payment



solutions ever brought together in one national stadium. Our speaker talks us through the RFU's journey from "Cash to Contactless" and what it means for the organisation and more importantly the visitors who come to the stadium every year.

- *George Vaughan, Senior Project Manager, Rugby Football Union / Twickenham Stadium, UK*

SESSION 5: INNOVATION SHOWCASE

14.45 New Ideas in Premium Hospitality

Hospitality relies on innovation to keep the offer engaging and exciting. We've invited a collection of new thinkers to pitch their offers in a quick-fire *Dragons Den* format. Get your scorecards ready as each innovator has under seven minutes to impress!

SESSION 6: REFRESHING THE OFFER

15.00 A New Backstage Offer at the World's Busiest Music Venue

Three years of planning and design went into the refresh of The O2 arena's VIP backstage area. With 1,000+ diverse club members to impress (each paying £4,500 for first rights on tickets), AEG had to ensure a balance as it refreshed its member's lounge seven years on from opening. The end result – the £2.5m *American Express® Invites Lounge* – opened in late 2014 and showcased a complete reversal from the original design concepts. Why the big rethink? And how has the new area been performing?

- *Matt Botten, Senior Director - Premium Seating, The O2 / AEG Europe, UK*

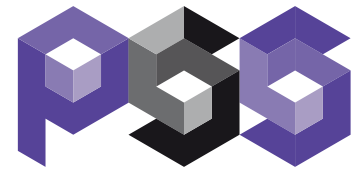
15.30 Friends Arena - Revision & Revamp in 5 Months

What happens if you let the builders take control over the design of your premium seats and the owners forget to make a comprehensive business plan? The management of Friends Arena had to sort out the implications.

Friends Arena – Sweden's national football stadium – is a retractable roof, multi-purpose stadium located north of Stockholm's city centre, which also serves as a home for local club AIK. Opened in 2012, the venue's design incorporated 92 executive suites but with little flexibility or adjacent breakout hospitality areas. Over the past year the premium offer has been redesigned to better meet the current – and future – demands of the stadium's clients as it expands its mix of football, concerts and major events.

- *Thomas Perslund, CEO, Friends Arena, Sweden*

16.00 Afternoon Coffee in *The Marketplace*



PREMIUM SEAT SEMINAR

TUESDAY 9 JUNE



ADVISORY PANEL

Our thanks goes to our 2015 Advisory Panel for their invaluable input:

- *Heath Harvey, Director, Club Wembley, UK*
- *Debbie Higgins, Head of Hospitality, Chelsea FC, UK*
- *Neil MacLaurin, Managing Director (Hospitality), Levy Restaurants, UK*
- *Vicenç Rosales, Head of Meetings & Events, FC Barcelona, Spain*
- *Sarah Woodhead, SVP - VIP Experiences, Live Nation, UK*

SESSION 7: RENEWALS & RETENTION

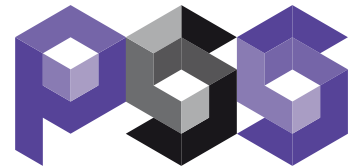
16.30 Panel Discussion: Sliding Scales and Soft Landings

To close the Seminar we offer a roundtable, open mic with key industry experts. Any questions still unanswered? Any challenges looking for an expert opinion? Here's your last chance to put across your questions to our industry leaders. Our panellists include:

- *Heath Harvey, Director, Club Wembley, UK*
- *Todd Fleming, VP & General Manager, Legends Global Sales, USA*
- *Jonathon Gregory, Director, ESP/GroupM, UK*
- *David Garth, Venue Commercial Director, FC Inter Milan, Italy*

17.30 Closing of Seminar

19.30 Networking Reception sponsored by



**PREMIUM SEAT SEMINAR
TUESDAY 9 JUNE**



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International Networking Reception

› Catch up with colleagues and make new friends at our international networking reception. Attendees of *Premium Seat Seminar 2015* will be joined by attendees from *Fan Experience Forum 2015* and *TheStadiumBusiness Summit 2015* for an International Networking Drinks Reception – sponsored by international sports design leaders HOK.

DRINKS & CANAPÉS: 19.30 onwards...
VENUE: Foyer Sedna & Terrace, Hesperia Tower





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Speaker Profiles



Matt Botten
SENIOR DIRECTOR, PREMIUM SEATING,
THE O2, UK

After selling his first concert programme at Wembley Stadium in 1987, Matt built his career within the merchandise operation at Wembley Stadium and

Wembley Arena. He moved into hospitality at Twickenham Stadium, before being recruited by AEG Europe in January 2007 as Senior Hospitality Manager, prior to The O2 opening. Matt is fully responsible for ensuring the ongoing sales, renewals and delivery for the 96 suites and 1,000 VIP Club Memberships. Leading the refurbishment project of The O2's VIP Club Lounge, driving earlier and longer renewals and developing new premium products have all contributed to The O2 being on track for its most profitable year to date.



Todd Fleming
VICE PRESIDENT AND GENERAL
MANAGER, LEGENDS GLOBAL SALES,
USA

Legends is an international sports service agency which specialises in Global Planning, Global Hospitality and

Global Sales execution. In his current role, Todd oversees the Stadio della Roma Stadium project in Rome, Italy. Stadio della Roma is the future home of Serie A giant, AS Roma. Most recently Todd oversaw the Circuit of the Americas on behalf of Legends, the first purpose built Formula One racing facility in the United States. Todd was responsible for producing over \$200m in COI for COTA via the sale of suites, PSL's, hospitality and other premium products at the Circuit.



Jonathan Gregory
DIRECTOR OF SALES, ENTERTAINMENT
SPORT PROPERTIES (E.S.P.), 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 2005. At Wembley Stadium he oversaw all commercial, sponsorship, marketing and PR elements of the stadium project, including 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 F.C in 2011. More recently he has worked for Adidas before joining E.S.P. (Entertainment Sports Properties) part of WPP/GroupM as a Director.



Jed Mettee
VP MARKETING AND COMMUNICATIONS,
SAN JOSE EARTHQUAKES, USA

Jed is in his 13th year with the San Jose Earthquakes and has been the Vice President of Marketing and Communications for the past five years.

In his current role, Jed oversees all of the club's brand and marketing campaigns, media and public relations, community outreach, broadcast contracts and the club's retail programs. Under his direction, the club underwent a rebrand in 2014, highlighted by the creation of a new logo and brand values, and the Quakes were also recognised as the 2012 Media Relations department of the year.



Hussain Naqi
SENIOR VICE PRESIDENT - FAN
ENGAGEMENT, JACKSONVILLE
JAGUARS, USA

Hussain is Senior Vice President, Fan Engagement for the Jacksonville Jaguars, and is responsible for in-

stadium business operations and market development in the UK. Last year, the Jaguars renovated EverBank Field, adding two swimming pools and the two largest video boards in the world. Hussain was responsible for the programming, activation, and content development of these new game day elements, which resulted in a number one overall fan experience ranking in the NFL. Prior to Jacksonville, Hussain was VP, Business Planning and General Counsel at MetLife Stadium. Hussain graduated from Cornell University and holds a JD/MBA from Northwestern University.



Thomas Perslund
CEO, FRIENDS ARENA, SWEDEN

Thomas 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 2billion Swedish krona.



Eric Solem
HEAD OF TICKETING, AS ROMA, ITALY

Eric is Head of Ticketing for AS Roma and will become Director of Ticket Sales and CRM for the new Stadio della Roma stadium project. As Head of Ticketing, Eric created the sales team and CRM platform for AS Roma and is involved in building and designing the technology that will run the new stadium. He has overseen a 50% growth in season ticket sales and the creation of a dedicated premium program at the recently expanded premium area at Stadio Olimpico. Eric previously worked in numerous technology roles in the UK and in Italy, including Director of CRM Sales in Europe and three years at Expedia in the UK, as head of Affiliates across EMEA.



George Vaughan
SENIOR PROJECT MANAGER, RUGBY FOOTBALL UNION, UK

During his time as Senior Project Manager, George has been involved in a number of diverse projects that have contributed to the continued enhancement of Twickenham as a world class, international venue. His recent work revolutionising the POS and payment systems at Twickenham has helped transform the customer experience, making the venue one of the largest, fully contactless enabled stadiums in Europe. He was also a member of the RFU team that travelled to Everest Base Camp in 2005 to play the world's highest ever game of rugby, in support of Spire and Show Racism The Red Card.

Notes

[A series of horizontal dotted lines for taking notes.]

Sponsors



MOBILE MEDIA CONTENT

At a range of sports stadia and cultural venues, spectator obstructions caused by pillars or safety barriers not only detract from

the fan experience, but also cause serious transparency issues during the purchasing process for both ticketing companies and venue management (fan relocation to a new construction venue). To solve this problem, Mobile Media Content (MMC) has developed Transfer3D & Ticketing3D, a first-of-its-kind 3D visual tool that enables end users to virtually sit in any seat of a venue and check the view before purchasing a ticket or buying a season pass.

www.mobilemediacontent.com



STECHERT

Seats for all over the world! Founded in 1954, Stechert's comfortable stadium and arena seats can be found in the Berlin Olympic Stadium as well as in numerous host stadiums of the Football World Cups

in Germany, South Africa and Brazil. From the body shape adapted shell seat to the foldable design-awarded heatable and cooling VIP seat, Stechert offers a complete portfolio of innovative solutions. Manufacturing at three specialised German company sites the family-run company strongly relies on its high in-house production depth. Besides seating for sports venues, Stechert supplies chairs and tables for offices and commercial areas as well as for university auditoriums and theatres.

www.stechert.de



TRIPLE JUMP TECHNOLOGIES

Triple Jump Technologies is the leading software vendor for real time revenue management, revenue assurance, operational

management and digital marketing for the sports, entertainment and hospitality industry. Our solutions enable venues to transform existing operations into online, connected and real time fan-centric venues. Triple Jump Technologies provides business management solutions, big data analytics and digital marketing solutions to enable extensive operational cost reduction and revenue creation opportunities to achieve rapid ROI through unparalleled technological innovation and superior customer support.

www.triplejumptechnologies.com



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www.verteda.com



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for a variety of product developments. BEETLE POS systems have been in use since 1993 and have withstood the test throughout the world. With our TP Application Suite we have an extensive, internationally available software portfolio for the store and back office. Reliability, longevity and economic viability are the guiding principles behind our retail technology development.

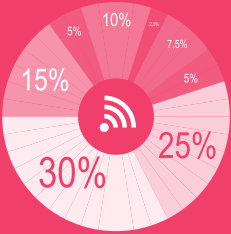
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Tuesday, 9 June 2015

PRE-SUMMIT TRACKS | VENUE: HESPERIA TOWER, BARCELONA
BY TICKET/INVITATION ONLY – CHECK AT REGISTRATION DESK



08.00 Registration and Coffee in *The Marketplace*

09.15 *Fan Experience Forum 2015*

FAN EXPERIENCE FORUM 2015

› Now in its fourth year, this is our specialist one-day meeting for stadium marketeers, engagement engineers and fan-builders. *Fan Experience Forum* explores the latest trends, winning strategies and business ideas to enhance the sports fan's matchday experience.

Turn to page 5 for the full programme.



09.30 *Premium Seat Seminar 2015*

PREMIUM SEAT SEMINAR 2015

› Also in its fourth year, *Premium Seat Seminar* is Europe's dedicated meeting for the sports sector's premium seat, suite and hospitality sector.

Aimed at executives dedicated to driving premium seat business, improving customer service and building loyalty in the highly-competitive sports hospitality market.

Turn to page 19 for the full programme.



International Networking Reception

› Catch up with colleagues and make new friends at our international networking reception. Attendees of *The Stadium Business Summit 2015* will be joined by attendees from *Fan Experience Forum 2015* and *Premium Seat Seminar 2015* for an International Networking Drinks Reception – sponsored by international sports design leaders HOK.

DRINKS & CANAPÉS: 19.30 onwards...
VENUE: Foyer Sedna & Terrace, Hesperia Tower



Wednesday, 10 June 2015

08.00 Registration and Coffee in *The Marketplace*

09.00 Welcome to *The Stadium Business Summit 2015*

SESSION 1: OPENING EXPERIENCES

Our opening session features a number of case studies, each talking about their unique experiences of bringing a new stadium to fruition, the hurdles they have overcome and their successes to date.

09.15 Levi's® Stadium: Sales Suite Success for The 49ers

At our 2013 Summit, Al Guido of the San Francisco 49ers showcased the team's sales suite for the new Levi's® Stadium. This custom-built, multi-million dollar sales facility generated more than US\$700m in pre-opening sales – effectively selling hospitality packages 'off-plan'. The US\$1.2bn stadium opened for the last NFL season and we've invited the 49ers back to recount the sales experience as it moved customers from 'promise to delivery'.

• *Chris Giles, Director of Business Operations, San Francisco 49ers, USA*

09.40 Stade Vélodrome: A New 'Cathedral of Football'

With an increased capacity of 67,000 – compared with the old stadium's 60,000 – the new Stade Vélodrome in Marseille was inaugurated in October 2014 and is now covered by an undulating canopy to protect the crowd from bad weather. The renovation work lasted for three years, during which time Olympique de Marseille still managed to play 78 matches in the stadium. This new 'Cathedral of Football' has been hailed as a great success by both the team and fans, and is looking forward to welcoming spectators for six matches at UEFA EURO 2016.

• *Vincent Bobin, Stadium Director, Olympique de Marseille, France*

10.05 Allianz Parque: Latin America's Multi-Purpose Complex

Replacing the old Palestra Italia, Allianz Parque is home to Palmeiras FC and is one of the world's ultimate multi-purpose arenas. With 43,600 covered seats (including 3,000 premium club seats), the venue is also equipped to host concerts, mega events, and corporate events, offering a service infrastructure including shops, snack bars, food stalls, a panoramic restaurant, a convention centre and parking facilities. Designed to offer an infrastructure readily adaptable to various types, the Allianz Parque can also be reconfigured as an amphitheatre with 12,000 seats, or as a venue for mega events seating up to 55,000 people. With 4,800 parking spaces nearby, the stadium also lies within easy access to Sao Paulo's metro, train and bus lines.

• *Walter Torre Jr, Owner, WTorre Properties, Brazil*

Touchdown
with the 49ers



Lessons from the
latest venues





WORLD TOUR

Monster Jam is one the most exciting forms of family entertainment, featuring four-meter tall, five-ton Monster Jam trucks. The stars of the show are the biggest performers on four wheels: the Monster Jam trucks. These amazing machines bring fans to their feet while racing and ripping up a custom-designed track full of obstacles to soar over – or smash through. Monster Jam entertains more than 4 million fans a year at 135 tour stops and more than 350 performances at the world's most premium venues around the globe.

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MONSTERJAM.COM

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KEYNOTE SPEAKER

10.30 Club Relocation: Wasps RFC

Our guest speaker will examine the challenges and opportunities that came with acquiring Ricoh Arena in Coventry and relocating Wasps from London to secure the club's long-term financial future.

- *David Armstrong, CEO, Wasps Rugby Club, UK*

11.00 Morning coffee in *The Marketplace* sponsored by

SESSION 2: DATA-DRIVEN STADIUM BUSINESS

Two data-driven presentations with a Q&A at the end:

11.30 Utilising Data to Future-proof your Business

London Irish is in a period of revitalisation and transition both on and off the field, with exciting and ambitious long term plans in development. This journey began July 2014 with the club moving to magnificent new training ground facilities – a 63-acre site at Hazelwood, London. This session will focus on the impact that data – collected by the new IT infrastructure implemented at Hazelwood – has had on various aspects of the club: from the reduction of the club's data footprint to the GPS system that tracks player movements. External and internal WiFi has meant greater speed reliability and accessibility across three of the club's pitches and enhanced customer experience at the Hazelwood Café, modern clubhouses and secondary hospitality businesses.

- *Richard Watton, Operations Manager, London Irish RFC, UK*

11.50 Rugby League: Big Data. Interesting Data. Useful Data

The battle to lure customers off their sofas and away from their large screen high-def televisions at home grows fiercer, with CRM and Big Data the weapons of choice in a sports rights holder's arsenal. Customers are ever more demanding when it comes to their leisure choices and, as a result, sports organisations are seeking a deeper understanding of their fans behaviours. This is not just through the building a database of customers but, importantly, the creation of actionable insight that can be used to drive engaging and personalised experiences as well as offering sponsors greater value from future partnerships. We examine how data analytics and actionable insight can be utilised as a central strategy to build the brand, attract sponsors and market to fans.

- *Mark Foster, Marketing & Communications Director, Rugby Football League (RFL), UK*

12.10 Q&A

KEYNOTE SPEAKER

12.30 Best Practice

Richard Peddie's entire life has been about leading with strong core values and creating enterprise value. Whether it was as president of Hostess, Pillsbury, SkyDome, NetStar or Maple Leafs Sports & Entertainment, he always delivered tremendous financial value to those companies by having a clear leadership vision and consistently practicing strong core values. Richard



WEDNESDAY 10 JUNE



Gain valuable insights



Don't miss this!



will share his ideas on using consumer products' best practices successfully in the sports & entertainment industry.

- *Richard Peddie, Former President & CEO, Maple Leaf Sports and Entertainment, Canada*



FOOD FOR THOUGHT / THOUGHT FOR FOOD

13.00 Where Next For Integration?

Oracle has taken two of the most storied brands in hospitality technology and brought them together as Oracle Hospitality. Oracle's acquisition of Micros comes as the pace of technology in stadiums and arenas continues to accelerate through an explosion of information, channels and mobility. Oracle Hospitality is harnessing these forces of change to enable venues to deliver exceptional fan experiences.

- *Don DeMarinis, Vice President - Sports and Entertainment: Foodservice Management, Oracle, USA*



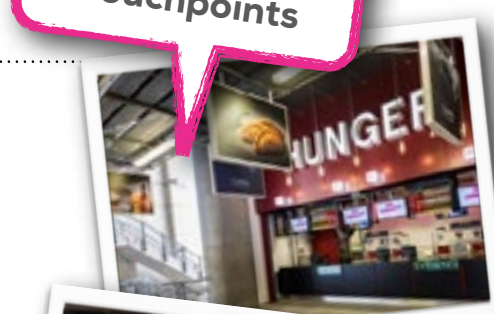
13.15 Lunch in *The Marketplace* sponsored by **ORACLE®**

GUEST SPEAKER: OUTSIDE THE BOX

14.30 Redefining Concourse Catering with Kiosk DNA

Clubs have invested significantly in premium seating and hospitality products at their stadiums – and seen impressive returns as a result. But has the stadium concourse been overlooked in this “rush to premium” and are there untapped returns in General Admission catering which should be addressed? Leading global sports and entertainment catering group Levy Restaurants has put a task force to work on this opportunity and collated its findings in a new report: Kiosk DNA. The report’s author will share key insights as we replace our ‘holes in the wall’ with theatrical, engaging and efficient three dimensional customer touchpoints.

- *Roy Westwood, Creative & Innovations Director, Levy Restaurants, UK*



SESSION 3: INNOVATIONS SHOWCASE

15.00 Scorecards at the Ready Please!

The stadium business is increasingly reliant on technological and service innovation to drive visitors, interactivity and revenues. This proven quick-fire presentation session – using 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 businesses.



16.15 Ice Cream Break in *The Marketplace* sponsored by



SESSION 4: ENTERTAINMENT DESTINATIONS

16.45 On Pitch Success - With Annual Returns

Alternative programming can be the key to filling the blank calendar dates. But how to best determine what’s right for

your venue? Feld Entertainment's Monster Jam spectacle has become a regular annual event for many stadiums around the world. As the event continues to expand globally, our speaker reflects on the show's most successful World Tour(s) yet, its expertise at protecting the pitch and the 'risk-reward' balance that must be struck between the stadium operator and guest promoter.

- **Magnus Danielsson, International Vice President, Feld Motor Sports, USA**

17.00 The Summer Stadium – Ahead Of The Game

Commerzbank Arena is a relatively old stadium, celebrating its 10th anniversary this year. However, it's certainly not resting on its laurels! Last summer management filled the stadium with an innovative 'Stadium Summer' festival of 25 events, attracting over 550,000 spectators in 100 days. Initiatives included turning the stadium into a drive-in cinema, hosting public viewings of a rock concert and the FIFA World Cup (with the final completely sold out) and hosting an eSport event. They even broke a World Record, for the highest attendance at a handball game! How will they top this in 2015?

- **Patrik Meyer, CEO, Commerzbank Arena, Germany**

17.30 Tourism Driver: Camp Nou as a Global Destination

Camp Nou's success as a tourist destination cannot be doubted. The city attracts more than 7.5m visitors each year and most of them visit Camp Nou (including events like *TheStadiumBusiness Awards!*). Camp Nou hosts the third most visited museum in Spain, the highest grossing Nike store in the world and ranks in the world's Top 100 visitor attractions. To close our first day of conference – and before we head to Camp Nou for the Awards – we'll hear how FC Barcelona continues to reinvent and update its visitor experience.

- **Enric Garcia, Head of Stadium Operations, FC Barcelona, Spain**

18.00 End of Conference Day One

AWARDS DINNER BY TICKET/INVITATION ONLY



18.30 Coaches depart from lobby to Camp Nou for *TheStadiumBusiness Awards 2015*



WEDNESDAY 10 JUNE

Fill those empty calendar dates



The Stadium Business AWARDS 2015

EXECUTIVE OF THE YEAR AWARD

- Robert J Hunter, Chief Project Development Officer, Maple Leaf Sports & Entertainment, Canada
- Denise Barrett-Baxendale, CEO Everton in the Community and Deputy CEO, Everton FC, UK
- Roy Sommerhof, VP – Stadium Operations, Baltimore Ravens, USA
- Michael Craig Enoch, GM, Mercedes-Benz Arena Shanghai, China
- Thomas Perslund, CEO, Friends Arena, Sweden
- Janet Marie Smith, Senior VP Planning & Development, LA Dodgers, USA

FAN EXPERIENCE AWARD

- Plymouth Argyle's '#ThreeTalk' (Crowd-sourced team talk), UK
- FC Union Berlin's 'Bring your Sofa', Germany
- Servette FC's 'Un Enfant, Un Cadeau', Switzerland
- AS Roma's '#RideWithUs', Italy
- NFL UK's 'Tailgate' at Wembley Stadium, UK
- Emirates Old Trafford's 'Natwest T20 Blast' UK

GUEST EVENT OF THE YEAR AWARD

- Sydney Monster Jam® at ANZ Stadium, Australia
- 2014 FIFA World Cup™ Opening Ceremony at Arena de São Paulo, Brazil
- BBC Sports Personality of the Year Awards at The SSE Hydro, Scotland
- The Winter Party Festival at the Montreal Olympic Stadium, Canada
- 2014 Commonwealth Games Opening Ceremony at Celtic Park, Scotland
- One Direction at Allianz Stadium, Australia

NEW VENUE AWARD

- Levi's Stadium, USA
- Singapore Sports Hub, Singapore
- Otkrytie Arena, Russia
- Allianz Parque, Brazil
- San Mamés Stadium, Spain
- Groupama Arena, Hungary

PREMIUM SEAT AWARD

- EverBank Field's 'Poolside Cabanas', USA
- Milwaukee Brewers' '\$1000 Timeless Ticket', USA
- Wembley Stadium's 'One-Off Butler Service', UK
- Gillette Stadium's 'Field Level Lounge', USA
- Levi's Stadium 'Premium Seating at the world's most technologically advanced stadium', USA
- Arsenal FC's 'Premium Seat Flexibility', UK

PRODUCT INNOVATION AWARD

- SunLife Stadium's 'Targeted Mobile Notifications' by Gimbal, USA
- University of Phoenix Stadium's 'NFL LED Illumination' by Ephesus Lighting, USA
- Indiana Pacer's 'End-to-End Audience Engagement' by SignalShare Live-Fi, USA
- Lancashire County Cricket Club's 'The First-Ever Cricket Bond', UK
- EverBank Field's 'World Largest Video Board Installation' by Daktronics, USA
- Avaya Stadium's 'First Cloud-Enabled MLS Sports Venue' by Avaya, USA

PROJECT OF THE YEAR AWARD

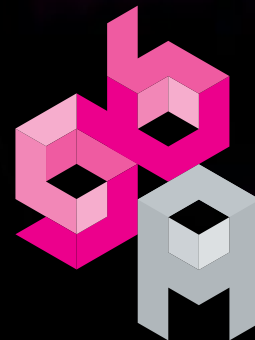
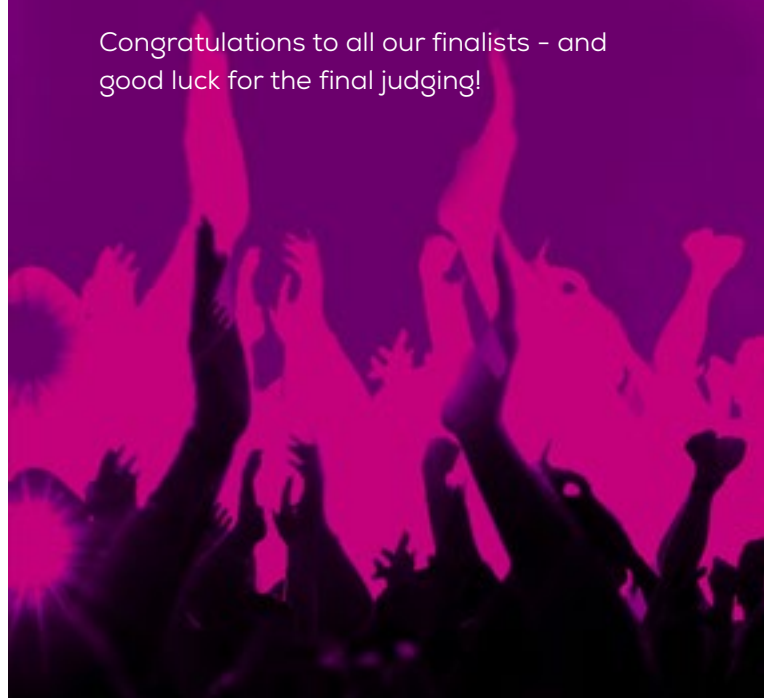
- PGE Arena Gdansk's 'FUN ARENA', Poland
- Barclaycard Arena's 'Redesign Project', UK
- Sydney Cricket Ground's 'New MA Noble, Don Bradman, Dally Messenger Stands', Australia
- Watford FC's 'New East Stand', UK
- Harlequins Rugby's 'F&B Activation Project at Twickenham Stoop Stadium', UK

THE FINALISTS

Thousands of votes and nominations from around the world were submitted during the shortlisting stages.

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

In association with...



THE JUDGES

Our thanks to the 2015 Judging Panel:

- Andrew Daniels, CEO, Adelaide Oval
- Al Guido, COO, San Francisco 49ers
- Marie Lindqvist, GM, Stockholm Globe Arenas
- Roger Maslin, MD, Wembley Stadium
- Peter McKenna, Stadium & Commercial Director, Croke Park
- Julian Jenkins, CEO, Servette FC
- Richard Peddie, Former CEO, Maple Leaf Sports & Entertainment
- Ian Nuttall, Founder, Xperiology / TheStadiumBusiness

- EverBank Field's 'Poolside Cabanas & Premium Seat Upgrades', USA
- Adelaide Oval's 'Redevelopment Project', Australia

SAFETY & SECURITY AWARD

- Croke Park Stadium's (GAA) 'Certified Safety Management', Ireland
- The TESS Group's 'Safety Training Solutions, UK
- Groupama Arena 'Setting New Safety Standards', Hungary
- Otkritie Arena's 'Safety in Numbers', Russia
- International Centre for Sport Security 'Safeguarding Russian Football', Qatar

SPORTS EVENT OF THE YEAR AWARD

- Brazil 1 - 7 Germany (World Cup 2014 Semi-Final) at Estadio Mineirão, Brazil
- J.P Morgan Tournament at Grand Central Station, USA
- Day of Handball at Commerzbank Arena, Germany
- Superbowl XLIX at University of Phoenix Stadium, USA
- Major League Baseball at Sydney Cricket Ground, Australia
- Abu Dhabi Grand Prix 2014 (Formula 1) at Yas Marina Circuit, UAE

SUSTAINABILITY AWARD

- Arena Das Dunas as a 'Sustainable FIFA World Cup TM Stadium', Brazil
- Sacramento Entertainment & Sports Centre achieving 'LEED Gold Status', USA
- Citizens Business Bank Arena making 'Ice Using Recycled Water', USA
- Tele2 Arena's 'Rooftop Solar Installation', Sweden
- Glasgow 2014 Commonwealth Games avoiding 'the Impact of a New Stadium', UK
- Getafe FC's 'Sustainability Programme', Spain

UNsung HERO AWARD

- Arturo Olive, Director, NFL en Mexico, Mexico
- Brian Burgess, Director, Brentford FC, UK
- Andreas Hinder, Head IT, Bayer 04 Leverkusen, Germany
- Martin Englund, Commercial Director, Friends Arena (Sweden Arena Management), Sweden
- Carmen Day, Director - Guest Experience, Toronto Blue Jays, Canada
- Keith Gallis, Seagulls Travel & Matchday Travel, Brighton & Hove Albion FC, UK

VENUE TECHNOLOGY AWARD

- Levi's Stadium, USA
- Sacramento Kings' '3D Halloween Court Projection', USA
- Air Canada Centre's 'New Control Room', Canada
- Chelsea FC's 'Upgrade to LED Pitch Lighting', UK
- Barclays Center's 'Next-generation Fan Experience', USA
- Paris St Germain's 'Seat map Integration', France

VENUE OF THE YEAR AWARD

- Levi's Stadium, USA
- Sydney Cricket Ground, Australia
- Wembley Stadium, UK
- Maracanã Stadium, Brazil
- Camp Nou, Spain
- Avaya Stadium, USA

INDUSTRY SUPPLIER AWARD

RISING STAR AWARD

OUTSTANDING ACHIEVEMENT AWARD

For more information visit www.stadiumbusinessawards.com

Thursday, 11 June 2015

08.30 Registration/Coffee in *The Marketplace*

09.00 Congratulations to *The Stadium Business Awards 2015* winners

SESSION 5: PROTECTING YOUR TICKET REVENUE

09.10 Secondary Market: How Cricket is Batting Ahead

New UK legislation is set to be introduced to offer more protection for consumers using secondary ticketing sites. Under the proposed new amendment to the Consumer Rights Bill, anyone selling tickets must show the row and seat number, face value of the ticket, age restrictions and the original vendor. Those who do not display this information could face a fine of up to £5,000. Lancashire County Cricket Club has been doing a lot of work to re-write its ticketing terms and conditions to make it more difficult for touts to operate. However the power of the secondary market has been significant and it has always managed to hide behind free market principles.

- *Daniel Gidney, Chief Executive, Lancashire County Cricket Club, UK*
- *Philip French, Director - Public Policy & International Relations, England & Wales Cricket Board (ECB), UK*

Tackling the Secondary Market



SESSION 6: NAMING RIGHTS & SPONSORSHIP

09.40 Columbus Crew SC – ‘Insuring’ Its Financial Future!

In early March 2015, Columbus Crew SC announced that Crew Stadium would now be called MAPFRE Stadium after a multi-million dollar naming rights partnership with MAPFRE Insurance, a global insurance leader. Crew Stadium was the first soccer-specific stadium in MLS history, opening its doors in May 1999. It underwent multi-million dollar renovations before the 2014 season, including the installation of a state-of-the-art scoreboard on the south side. The deal represents the largest partnership in Crew SC club history. Our speaker will discuss how the partnership came to fruition, the goals of each party, assets that were developed to meet the partner's needs, some obstacles that were faced during the process and an early update on the partnership.

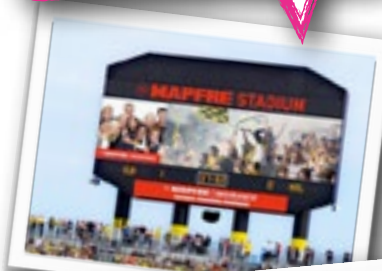
- *Chris Previte, VP - Corporate Partnerships, Columbus Crew SC, USA*

10.05 More Than A Financial Injection

Commercial partnerships with sponsors can offer not just a financial injection for the club but also strategic values, such as enhanced technology solutions, which can drive fan engagement. Whilst a number of clubs and stadia have increased revenue by selling naming rights, there are some that remain resistant to this lucrative opportunity, perhaps fearing that in doing so, they will alienate their core fans. We examine the pros and cons of stadium sponsorship and naming rights from the point of view of both sponsor and stadium.

- *Robert Jordan, SVP - Teams & Venue Services, Van Wagner Sports & Entertainment, USA*

Getting the most from partnerships



10.30 Morning Coffee in *The Marketplace*

KEYNOTE: A ROOM WITH A VIEW

11.00 Stadium + Hotel = The Perfect Partnership?

Hotels are potentially the perfect partner to a stadium operation. Its 365-24/7 operation complements the non-matchday revenue objectives, whilst also providing key support services. But, all too often, hotels are considered an afterthought or isolated undertaking with little connection to adjacent sports and entertainment facilities. Our guest speaker leads North European development for a global hotel chain with more than 3,800 owned, managed and franchised hotels in over 91 countries. Recently the group has signed a series of hotel developments alongside new and existing stadiums. At *TheStadiumBusiness Summit 2015*, the group will exclusively reveal key findings of its forthcoming research on this important topic.

- *Nick Smart, VP Development North & West Europe, Hilton Worldwide*

SESSION 7: TOURISM, LEGACY & VISITORS

11.30 PGE Arena - Fun For Everyone, Inside & Out

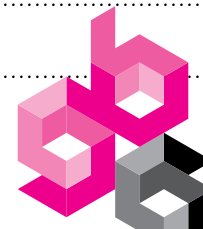
The FUN ARENA covers more than 5,000 square metres of a new zone in the PGE ARENA, offering a wide variety of games and activities for all ages. Do you think you could work out how to 'escape' from a closed room using only the objects, codes and hidden instructions contained inside? Or how about playing electronic paintball in a maze with ammunition recharge stations and medical stations where you can extend your game? Perhaps you prefer go-karts, trampolining or simulators? And for the truly adventurous, there is bungee jumping or the chance to zip-line between the stadium stands at the height of more than 30 metres. FUN ARENA is a unique opportunity to see the amber-coloured stadium from a completely different perspective.

- *Tomasz Kowalski, CEO, PGE Arena Gdansk, Poland*

12.00 'Open Camp' Barcelona – Be In The Race

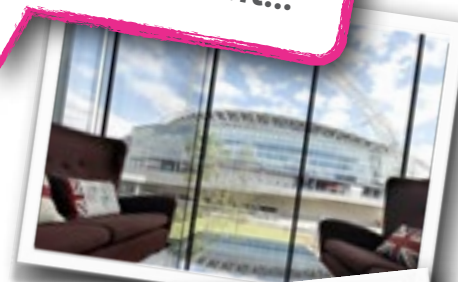
Barcelona's Estadi Olímpic de Montjuïc hosted the opening, closing and athletics competitions of the 1992 Summer Olympic Games. Since then, it has served as the home of RCD Espanyol and in 2010, the stadium hosted the 20th European Athletics Championships. In 2016, it will be reincarnated as a new theme park, dedicated entirely to sport, where you can swim without water, ski without snow and race against a virtual Usain Bolt! Simulators and other forms of interactive digital technology will give visitors the experience of being a downhill skier or top flight football player, or one of the other 56 activities on offer. And every night, there will be award ceremonies with flags, medals and podiums, with cameras filming the experience so that visitors can later re-live the moment when their dreams came true!

- *Sergi Juanos, Marketing Director, Open Camp, Spain*



THURSDAY 11 JUNE

Adding a hotel development...



Thinking beyond matchday



FOOD FOR THOUGHT / THOUGHT FOR FOOD

12.30 Rethinking Surveillance: Operations & Security

With "Big Brother" video surveillance becoming an everyday phenomenon in our lives, it is easy to mistake cameras as a commodity technology with its usual limits. In this presentation, we will show you how to leverage leading edge technology to considerably enhance the security of a stadium, provide a coverage of every seat with legal evidence quality and to design and build a solution, the elements of which are all optimised for their specific tasks. Based on the experience of more than 50 stadia worldwide, we will show best practices and pinpoint mistakes to avoid.

• *Dr. Péter Besenyei, CEO, Logipix, Hungary*



THURSDAY 11 JUNE



12.45 Lunch in *The Marketplace* sponsored by **LOGIPIX**

SESSION 8: EXCELLENCE IN OPERATIONS

14.00 MCG: A Sustainable Power House

Melbourne Cricket Club is responsible for the management of the Melbourne Cricket Ground (MCG). In 2008, the venue was listed as one of the top 200 water users in the state of Victoria. Melbourne was enduring a significant drought and as part of its Strategic Plan, it decided that it needed to focus on environmental behaviour. Since that time, the club has invested a significant amount of time and money on Environmental Initiatives. Indeed, it has been spread across the embedding of an environment management system, a water recycling plant, a "greening of the building" with an international engineering group, an energy master plan as well as taking on the management rights for Yarra Park (adjacent to the MCG). This presentation will outline the journey and the outcomes that have been made to date as well as where they intend to head next.

• *Gerard Griffin, General Manager- Venue and Event Services, Melbourne Cricket Club, Australia*

14.30 Open Mic: The Best Option for Your Stadium

Outsourcing some or all elements of stadium management and facilities has its merits. It harnesses the expertise, purchasing power and service innovation of a specialist in the sector and can offer lower operational and labour costs. However, its detractors argue that outsourcing means loss of overall managerial control, no control over product or service quality and leaves you open to any ill will or financial problems experienced by the outsourcing company. What's the best option for your stadium?

• *Rachel Lewis, COO, Vancouver Whitecaps, Canada*
 • *Robert Jordan, SVP - Teams & Venue Services, Van Wagner Sports & Entertainment, USA*



Sustainable savings...

15.00 Afternoon Coffee in *The Marketplace*

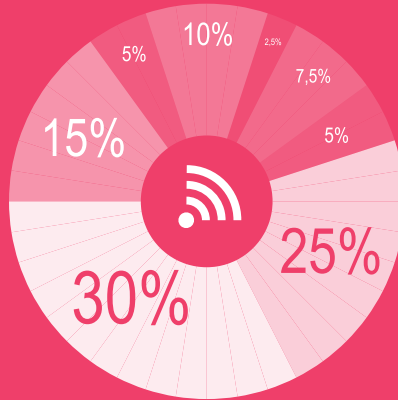


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PACIFA decision is a 6-year old European company which creates and develops innovative solutions to help venue managers in their daily work. Our goal is to allow you to improve your online visibility and grow ticketing, hospitalities and sponsors revenues.

3D Seating Chart



TOP VIEW

- Top view of your venue with and without roof.
- Free blocks to be clicked by customers.
- A unique API really easy to set up. No actions needed from your existing back/front office.



BLOCK VIEW

- An exclusive seat-by-seat choice with sponsors and partners appearance.
- Awesome fan experience with a real perspective view of the block!
- We extract seats data of a 48.000 seats stadium in less than 24h!



SEAT VIEW

- A 3D panoramic view from every seat of the venue.
- An amazing quality of details without any loading time!
- To be used and shared by your fans.

Business seats and Hospitalities



- Give the customer the possibility to enter its private boxes and to discover the 3D view from its seats on the pitch.
- Promote the VIP experience and hit the lights on quality of service!
- Configure the area at your own needs and save it in your database.

Multi-configuration venue



Use the 3D modelisation for every kind of event!
Explore the multipurpose PACIFA solution!

Multi-platform solution



It works on every device without any plug-in, even in 3G!

References

We are operating more than 50 venues in Europe! Some of our references are:

FOOTBALL

- Paris-Saint-Germain
- Olympique Marseille
- Olympique Lyonnais
- LOSC Lille

RUGBY

- Stade Français Paris
- Stade Toulousain
- FC Grenoble Rugby
- LOU Rugby

LEAGUES

- French Federation of Football
- FFBB - Basketball EURO 2015
- 24H Le Mans - Auto Race
- France Galop - Hippodroms

www.pacifa-decision.com

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SESSION 9: PROJECT SHOWCASE - A BRAVE NEW WORLD

15.30 Dublin's New RDS Arena: Rugby, Horses and Gigs

Since making the Royal Dublin Showground (RDS) its home ground in 2007, Leinster Rugby has won numerous domestic and European trophies, while receiving positive comments for its excellent matchday experience. The RDS also hosts the international Dublin Horse Show in August and open air concerts during the summer. In 2014, in partnership with Leinster Rugby, the RDS held an international competition to design a purpose-built arena with an increased capacity to 25,000; modernise the facilities while retaining its very special atmosphere and provide greater commercial opportunities within the stadium and for naming rights. With a design selected in December 2014, work is now in hand to: finalise and customise the design; secure funding from a mix of sources; and agree sponsorship deals which will allow the development to commence in September 2016.

• *Michael Duffy, Chief Executive, Royal Dublin Society, Ireland*

15.50 Renovation And Expansion: Understanding Complexity & ROI

There are vast opportunities from a stadium or arena refurbishment and we often need to find a balance between sometimes conflicting aspects. What can we do to understand the opportunities better; to increase the ROI not only economically but socially and culturally in order to support the club and venue, as well as influence the urban agenda using sports as a catalyst to wider development.

• *Alf Oschatz, Director (Head of Sports EMEA), AECOM, UK*

16.10 A Design For The Future: Suprastadio

The challenge? How to design a modern sports venue for more than 100,000 spectators which combines 'perfect views', optimum proximity to the pitch and fulfills all the FIFA technical requirements. The solution? The patented Suprastadio Grandstand System (right), which enhances the fan experience in a unique way, increases seating capacity on any given footprint and maximises yield on infrastructure investment.

• *Mathias Müller-Using, Founding Partner, Interpol +- Architecture, Germany*

• *Tim Schierwater, Creative Director, Interpol +- Architecture, Germany*

16.30 Nou Espai Barça Project Update

The Espai Barça project goes far beyond the reconstruction and remodeling of Camp Nou. In addition to increasing the capacity of the current stadium to 105,000 and completely remodeling its current structure, the project entails a new 12,000 capacity Palau Blaugrana basketball arena, a practice court, an ice rink, new pre-match and commercial areas, revamped offices, La Masia and an additional 5,000 parking spaces.

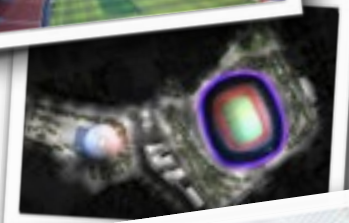
• *William T. Mannarelli, Project Manager - Nou Espai Barça, FC Barcelona, Spain*

17.00 Close of Conference/Thanks/Where Next?

THURSDAY 11 JUNE



The future of sports venue design



Speaker Profiles



David Armstrong
GROUP CEO, RICOH ARENA, UK

David joined Wasps last summer and played a leading role in the acquisition of the Ricoh Arena. Previously David was the Group CFO of Lonrho, the Pan-African conglomerate and also held senior commercial roles at Diageo, Compass Group, McArthurGlen and PepsiCo. He is also Chairman of Effingham & Leatherhead RFC and sits on the board of a number of technology based start-up businesses. David is a Fellow of the Institute of Chartered Accountants in England & Wales.



Alexander Atamanenko
COMMERCIAL DIRECTOR, FC SPARTAK MOSCOW, RUSSIA

A certified Stadium Director, and a graduate of the Academic Centre of Management, Business and Law at the International Academy of Sciences, Alexander has worked in a managerial capacity since 1997. From 2003, he fulfilled a number of major venue management projects, before being named Operations Director at Stadion Shakhtyor in February 2008; overseeing the construction of the new stadium. After the opening of the Donbass Arena – with the spectacular “Grand Show” on 29th of August 2009 – Alexander became Chief Executive Officer of Donbass Arena. In 2010, he served as Head of the Project Team during preparation for EURO 2012 and also became a member of the ESSMA (European Stadium & Safety Management Association) Board of Advisors.



Dr. Péter Besenyei
CEO, LOGIPIX, HUNGARY

An electrical engineer graduate from the Technical University of Budapest, following a research fellowship in the Institute of Microelectronics in Stuttgart, Germany while completing his PhD, Péter has dedicated his entire professional career to the research and development of electronic security devices. As the Founder and CEO of Logipix since 1996, he has built the company up from two engineers in a garage to a renowned security solution manufacturer, selling its leading edge products worldwide. Combining the creative thinking of an engineer with a genuine interest in how users are able to benefit from technical products, Péter has managed the go-to-market process of many successful products, like the STP IP based access control system, the SComplex integrated security solution and the 200 megapixel Logipix camera.



Vincent Bobin
STADIUM DIRECTOR, OLYMPIQUE DE MARSEILLE, FRANCE

Vincent has worked for Olympique de Marseille for 13 years, since September 2002. He spent six years in the business department, working as a Marketing Manager for the club and since 2008 he has been Stadium Manager. Vincent oversaw the renovation of the club stadium which lasted for three years, during which time Olympique

de Marseille still managed to play 78 matches in the stadium. Vincent is the club’s main contact for UEFA competitions (Champions League or Europa League) and is a member of the Stadium Facilities Committee of the French Football League.



Magnus Danielsson
INTERNATIONAL VICE PRESIDENT - FELD MOTOR SPORTS, SWEDEN

Magnus is the International Vice President for Feld Motor Sports, a division of Feld Entertainment - a worldwide leader in producing live family entertainment. Productions include Monster Jam®, Monster Energy Supercross, Nuclear Cowboyz®, Disney On Ice, and Marvel Universe LIVE! His responsibilities include the development of international tours and events, routing, media relations, and creating new business opportunities. Magnus’s efforts resulted in the first tours of Monster Jam in the Middle East and Australia, and the expansion of the European tour dates. Before joining Feld, he served as President of Touring Exhibitions, developing and touring ABBAWORLD around the globe. Previously, he acted as Marketing Director for Live Nation Scandinavia.



Don DeMarinis
VICE PRESIDENT - SPORTS AND ENTERTAINMENT; FOODSERVICE MANAGEMENT, ORACLE, USA

Don has excelled in a 30+ year technology career in the hospitality industry. Don started his technology career with Brolin Retail Systems, a MICROS reseller, in 1995 where he held various positions until becoming General Manager of their Indianapolis operation in 2001. MICROS acquired BRS in 2008 and named Don General Manager of the Ohio Valley Region. In 2012, Don was promoted to Vice President of the Leisure and Entertainment business unit, managing MICROS’ F&B business with major account hotels chains and S&E clients. Oracle purchased MICROS in 2014 and named Don Vice President of Sports and Entertainment, a vertically focused global business unit.



Michael Duffy
CHIEF EXECUTIVE, ROYAL DUBLIN SOCIETY (RDS), IRELAND

Prior to the RDS (Ireland’s largest event centre), Michael was Chief Executive of Bord Bia, the Irish Food Board, responsible for the development of markets for the Irish food and drinks sectors. A physics graduate, he has undertaken postgraduate programmes in management and marketing from Insead Business School, and was awarded a Doctor of Business Administration (Honoris Causa) in recognition of his contribution to the Irish Food and Drink industry. Michael is a Fellow of The Institute of Physics, The Marketing Institute and The Sales Institute.



Mark Foster
MARKETING AND COMMUNICATIONS
DIRECTOR, RUGBY FOOTBALL LEAGUE &
SUPER LEAGUE (EUROPE), UK

Mark has over 15 years experience working in commercial and marketing roles within professional sport. His previous roles include Head of Marketing for Rugby League World Cup 2013, Commercial Director at Newcastle Falcons RFC and Marketing Director at Durham CCC. He now heads up all marketing and communication activity for the sport of Rugby League that includes the First Utility Super League (which is the elite club competition for Rugby League in Europe and has its Grand Final at Old Trafford) the England RL team who will this year play against New Zealand at the Olympic Stadium, the Ladbrokes Challenge Cup with its final at Wembley Stadium through to the grassroots development of the sport including the new Sky Try programme in partnership with Sky Sports. This partnership will see 100,000 new people introduced to Rugby League each year for the next seven years.



Philip French
DIRECTOR OF PUBLIC POLICY AND
INTERNATIONAL RELATIONS, ENGLISH
CRICKET BOARD, UK

Philip is the Director of Public Policy and International Relations for the ECB and is responsible for managing key regulatory threats and external challenges. This includes protecting and enhancing the ECB's corporate profile within Government and across other key stakeholders. Previously he helped set up the Football Foundation; the UK's largest sporting charity and was a Co-Founder of Supporter Direct which took over 12 professional football clubs and helped establish 140 supporter trusts. He worked for six years managing four departments at the Barclays Premier League before being appointed the Government's sport and broadcasting adviser covering the period of the Olympics.



Enric García
VENUE REVENUE MANAGER, FC
BARCELONA, SPAIN

Enric studied Computer Engineering at the Universitat Politècnica de Catalunya. His professional background has always been linked to the innovation world of eCommerce. His previous professional stage was in the ebanking division at La Caixa. He accumulated more than 15 years of experience by managing projects as a leader in this field. For the past 5 years his work has been closely related to the sports entertainment market where he has had the opportunity to be involved with both clubs; Real Madrid, as Venue Director, and FC Barcelona. Currently, he is in charge of developing and implementing strategies for optimising and maximising revenue growth as the Venue Revenue Manager at FC Barcelona.



Gerard Griffin
GENERAL MANAGER - PROJECTS,
STRATEGY AND GOVERNANCE,
MELBOURNE CRICKET CLUB AND
MANAGER, MELBOURNE CRICKET
GROUND, AUSTRALIA

Gerard has worked at the MCC for the past ten years and has been involved in many significant projects at the MCG such as the rebuilding of half the ground, overlay works for the 2006 Commonwealth Games, the construction of the National Sports Museum, the refurbishment of the Great Southern Stand, the construction of the Water Recycling Plant and now the Digital Technology Project. Gerard's work and education background is a combination of studies in Environmental Horticulture, Sports Turf Management and Business Administration and work responsibilities in Facilities management, Construction management, Strategic Planning and Corporate Governance practices.



Daniel Gidney
CHIEF EXECUTIVE, LANCASHIRE COUNTY
CRICKET CLUB, UK

Daniel recently launched cricket's first ever bond as part of a £12m fundraising initiative for a new 150 bedroom Hilton hotel. He led the bid securing ECB Major Matches including an Ashes Test and an ICC World Cup semi-final in 2019. 2013/2014: the Club generated record ebitda of £5.5m, and secured Cricket's largest ever stadium naming rights with Emirates. Winning: MEN Business of the Year, Marketing Manchester's Business Tourism award, Visit England's Gold Award for Business Tourism and the TheStadiumBusiness award for Project of the Year. Daniel was named the 2011 Midlands and 2014 Trafford Business Person of the Year.



Chris Giles
DIRECTOR OF BUSINESS OPERATIONS,
SAN FRANCISCO 49ERS, USA

Chris joined the San Francisco 49ers during the 2012 season and was promoted to Director of Business Operations in 2013. In his role, Chris oversees strategic planning, technology & business intelligence, retail & commerce, and Levi's Stadium events. Chris joined the 49ers after managing the national sales and Football Championship for the Pac-12. Chris holds a BS from Fresno State and an MBA from UC Berkeley, where he currently teaches sports marketing during the NFL off-season.



Robert Jordan CFE
SENIOR VICE PRESIDENT, VAN WAGNER
SPORTS GROUP, USA

Robert heads the group's design management specialty, a world leader in providing sports and entertainment facility design consultation to building developers and advertisers. Robert is an expert in signage design and installation, and technology integration. Robert's experience includes managing construction and design for the New York Jets and Giants \$1.6B new home, MetLife Stadium, which opened in 2010. His team includes technology experts and project managers who have worked in every professional sports venue in the United States.



Sergi Juanos
MARKETING DIRECTOR, OPEN CAMP, SPAIN

Sergi joined the industry in 1991, with his first job in the VIP Operations Department at the Barcelona Olympic Games Organising Committee. He then spent six years at FC Barcelona in the marketing department, in charge of stadium and club premises business, including ticketing, hospitality, museum & stadium tours, food & beverage and meetings & events. Sergi has an MBA from Esade Business School in Barcelona, a Bachelor's in Tourism Management from the University of Girona and a Master's in Internet Business from ISDI Barcelona. Open Camp is the first theme park in Europe devoted to the universe of sports.



Tomasz Kowalski
PRESIDENT AND CEO, BIEG AND AGO, POLAND

Tomasz is President of the Board and CEO of two companies: BIEG 2012, Owner of Gdansk Stadium, and AGO, the operating company at PGE ARENA Gdańsk. A former Member of the International Project Management Association and Senior Member of European Law Students' Association, Tomasz has a Master's degree in Public Administration (Human Rights), from the University of Gdańsk. Recently, he has worked for the stadium's technology partner, TRIAS, as a Sales and Project Manager and as a Board Management Representative. He was responsible for building the PGE ARENA Gdańsk's ICT infrastructure and worked for Philips as National Project Manager, liaising with the EURO 2012 Polish stadiums' designers on LED screens.



RACHEL LEWIS
CHIEF OPERATING OFFICER, VANCOUVER WHITECAPS FC, CANADA

Rachel joined Vancouver Whitecaps in 2003 as Director of Event Management and Stadium Development and assumed the role of Chief Operating Officer in 2007. Prior to that, Rachel spent three years with the Air Canada Championship. She sits on the board of the Gastown Business Improvement Society, is a former Director of Sport BC and Kidsport Canada, and is a former Trustee with the BC Sports Hall of Fame and Museum. She volunteered as a member of the FIFA U-20 World Cup 2007 Steering Committee. Rachel was recognised as a recipient of the Business in Vancouver "40 Under 40" awards and was named one of "BC's 100 Women of Influence".



William Mannarelli
PROJECT DIRECTOR, NOU ESPAI BARÇA, FC BARCELONA, SPAIN

In July 2014, William decided to take on new responsibilities and moved to Barcelona, Spain to work as FC Barcelona's Director overseeing their Espai Barça Project. FCB's Espai Barça Project includes the renovation of Camp Nou (105k capacity), a new, multi-purpose Palau (10k capacity) complete with training

facility, a new Mini Stadium (6k capacity) and a mixed-use development on Les Corts Campus served by a 3.5k underground parking facility all worth €600 million. Espai Barça's completion is scheduled for late 2021. Previously William was a VP at ICON Venue Group overseeing ICON's European operations.



Patrik Meyer
MANAGING DIRECTOR, COMMERZBANK-ARENA, GERMANY

Patrik boasts a wealth of knowledge and experience within the sports management and live event sector. Having gained his degree in Business Administration, Patrik's experience within the industry includes roles such as Director for the Financial department, Ticketing and Controlling at a local concert promoter and at Koelnarena Management, Managing Director of the operation company for Commerzbank-Arena - the World Cup Stadium in Frankfurt (since the opening in 2005) and Managing Director of TSP - The Sports Promoters, a company of SPORTFIVE who specialise in event-management and event-promotion. In June 2010, Patrik was awarded "Executive of the Year" at TheStadiumBusiness Summit in Dublin. Since 2012 he is also a Senior Consultant for LUSS Lagardere Unlimited Stadium Solutions.



Alf Oschatz
HEAD OF SPORTS, EUROPE, MIDDLE EAST AND AFRICA, AECOM, UK

Alf is an Engineer and Project Manager with over 15 years experience working on stadium projects and major events, playing a decisive role in delivery at all stages of development. Alf was heavily involved in a number of high profile projects in preparation for the South Africa 2010 FIFA World Cup™. He was Lead Project Manager for the Moses Mabhida Stadium in Durban and became the Stadium Manager after completion. More recently he has been involved with Qatar 2022 and Russia 2018 FIFA World Cup. Alf also worked on the Berlin Olympic Stadium and Commerzbank-Arena for the Germany 2006 FIFA World Cup; with responsibility for project management at all development phases.



Richard Peddie
FORMER CEO, MAPLE LEAF SPORTS & ENTERTAINMENT, CANADA

Whether it was President of Pillsbury, SkyDome, NetStar or Maple Leafs Sports & Entertainment, Richard has always delivered tremendous financial value to those companies by having a clear leadership vision and consistently practicing strong core values. In 1996 Richard was named the president and CEO of the Toronto Raptors, thus fulfilling a dream he had to run a basketball team. In 1998 the Maple Leafs bought the Raptors and created Maple Leaf Sports & Entertainment with Richard as the President and CEO. From building Air Canada Centre, launching Leafs TV, Raptors TV, to bringing Major League Soccer to Canada and launching TFC; to building the \$500 Million Maple Leaf square; Richard helped grow the company from an enterprise value of \$300 Million to \$2 Billion.



Chris Previte
VICE PRESIDENT, CORPORATE
PARTNERSHIPS, COLUMBUS CREW
SC, USA

Chris has 25 years of experience as a Sports Marketing professional. He has led the Crew SC's corporate

partnerships efforts since 2010. Under Chris' leadership, the team secured its first Stadium Naming Rights partner, MAPFRE Insurance and it's 2nd jersey partnership, Barbasol. In addition, the Corporate Partnerships department has set overall revenue records each year from 2012-2015. Chris began his career with the Cleveland Indians of Major League Baseball, spending 18 years in various Ticket Sales, Promotions, Marketing and Sponsorship roles. Chris also has experience working in Sports Merchandise (BDA) and Sponsorship & Event Marketing (The Sponsorship Shop).



Nick Smart
VICE PRESIDENT - DEVELOPMENT,
NORTH AND WEST EUROPE, USA

Nick joined Hilton Worldwide in 2006 as Vice President of Development, North & West Europe. After doubling the Hilton footprint in the territory (by

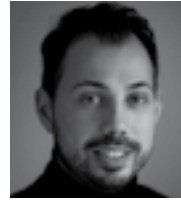
adding 70 hotels/15,000 rooms), Nick is responsible for development of all Hilton Worldwide brands in North & West Europe. Nick is focused on extending core Hilton Worldwide brands in gateway cities and airport locations, as well as introducing the company's portfolio into Europe & Africa, including luxury brands Conrad and Waldorf Astoria Hotels and Resorts, upscale Hilton Hotels & Resorts, DoubleTree by Hilton, Curio and Canopy, focused service Hilton Garden Inn and Hampton by Hilton hotels. Nick is also a former player and enthusiastic supporter of rugby (especially the London Wasps!)



Richard Watton
OPERATIONS MANAGER, LONDON IRISH
RFC, UK

Richard is London Irish's Operations Manager and worked in the project team that oversaw the completion of the club's new training facility,

Hazelwood. With a particular emphasis on the specific requirements of the athletes, coaches and support staff, Richard implemented final design changes, and a series of operating work streams to support the club's ambitions. With an architecture background, Richard has a particular interest in how to tailor new sports architecture projects to maximise athletic performance. This autumn, London Irish welcome the world's best Rugby teams to Hazelwood, as the facility is used as a team base for the 2015 Rugby World Cup.



Roy Westwood
HEAD OF INNOVATION, LEVY
RESTAURANTS, UK

Roy has spent the last 20 years working in the restaurant and hospitality industry. He's developed and managed numerous flagship sites for companies, clients and

celebrity chefs. He's held director positions in operations, senior positions in trouble shooting, brand and concept development, sales and marketing and ran his own consultancy. Roy has been a driving force in developing the Levy Restaurants creative strategy and innovation vision. He's overseen the refurbishment and development of many high profile sites, including: Tom's Kitchen and The Hydro. He is a visionary, trying to revolutionise the customer experience in large multi faceted venues. Current projects include; Twickenham Stadium, Swansea Stadium, Wimbledon, O2 Arena and more.

Addendum



Mathias Müller
USING FOUNDING PARTNER, INTERPOL+-
ARCHITECTURE, GERMANY

Mathias Müller-Using is a well renowned and successful entrepreneur. Having lived in Germany, Mexico and Chile, Müller-Using and his creative partner

Lars Rühmann founded in 1998 INTERPOL+- Studios, a multidisciplinary creative group, based in Hamburg, Germany's media and creative industry capital. As passionate football fans Clubs, Stadiums and Brands always have been an important part of their creative work. Well known examples of INTERPOL+- are the FC St. Pauli brand history, the BUNDESLIGA anniversary campaign and - last but not least - the innovative SUPRASTADIO System, which reflects the future of stadium design.



Dipl.-Ing. Tim Schierwater
HEAD OF ARCHITECTURE INTERPOL+-
ARCHITECTURE, GERMANY

Tim Schierwater, studied Architecture at the Universities of Berlin and Barcelona and heads the Architectural Division

of Berlin based Interpol+- Independent Research and Development Company GmbH since 2009. As the head of Interpol+- Architecture Schierwater has been crucial in developing innovative architectural solutions with a clear focus in the field of sports. Next to the introduction of a well bespoke fan lounge for FC St. Pauli and the Asics Olympic lounges in Helsinki and Athens, Schierwater lead the development team for the groundbreaking Suprastadio concept.



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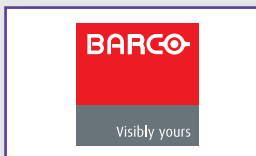


AECOM

AECOM is dedicated to creating, enhancing and sustaining the world's built, natural and social environments. We work with emerging and developed

cities around the world to create environmentally, socially and economically sustainable solutions to challenges brought about by rapid urbanisation and climate change. Our global sports team, responsible for over 100 stadia and arenas around the world and master-planners of the London 2012 and Rio 2016 Olympic Games, is a collaborative community of urban designers, engineers, economists, planners, cost consultants, project managers and architects, who use their expertise to deliver projects that regenerate and transform cities and leave a meaningful legacy.

www.aecom.com

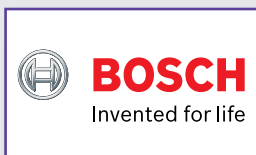


BARCO

Barco LiveDots provides large screen LED video display systems for giant screens, scoreboards, fascia, field-side perimeter and digital signage applications, as

well as creative video displays for façade dynamic video surfaces. Barco can also provide control room solutions for security and crowd control, projection systems for conference centres, press lounges and digital signage systems for digital way finding, food courts, ticket offices, loges and other public areas. In short, Barco can be the sole supplier of any visualisation system. Modern stadiums or venues nowadays require maximum fan engagement and above all, maximum profitability of the venue far beyond sport events. Barco's LED displays are known for their image quality, scaling capabilities, HD broadcast coverage, reliability, colour accuracy and user friendly operations. Existing for over 75 years and mastering this technology for over 20 years with successful installations in major stadiums and venues all over the world, including Wembley Stadium, Juventus Stadium (in partnership with Sony), Dubai Swimming Pool, Abu Dhabi Yas Marina International Circuit, Indian Jaypee International Circuit, Capetown Greenpoint Stadium and many, many others.

www.barco.com



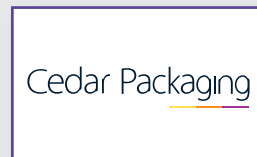
BOSCH

According to preliminary figures, roughly 290,000 associates generated sales of €48.9 billion in 2014, and applied for some 4,600 patents worldwide, with

the strategic goal to deliver innovations for connected life. Bosch offers a wide range of products and solutions to effectively manage stadiums during both normal commercial operations and large events, such as concerts and games. Its security and communication systems promote the best fan experience through safe and sound technologies. Its drive and control technology (architecture in motion) provides a complete range of hydraulic, pneumatic, electronic and mechanical solutions for movable roofs, turfs and grandstands. Its heating systems can be your partner for energy-efficient heating and hot-water solutions. Its energy and building solutions can be efficient energy services for your properties. When you choose Bosch as a supplier of products and solutions for entertainment facilities, you can be assured

cutting-edge technologies from a global provider. True to our company slogan "Invented for life," our products and solutions are designed with our customers in mind. As a leading global supplier of technology and services, Bosch understands that professionals need to be able to rely on their industry partners for technical expertise and innovative thinking.

www.boschsecurity.com



CEDAR PACKAGING

With over 20 years experience, Cedar Packaging is a world-class creative packaging company. A leading provider of custom-made ticket packaging, we manage the

whole process, from initial creative concepts and computer visuals, through to the production and then global distribution of the finished product. Whether your requirement is for a presentation box, binder, folder, wallet or promotional merchandise, our aim is to provide quality, innovative and cost-effective presentation solutions that create the wow factor.

www.cedarpackaging.com



COLOSSEO

Colosseo introduces a unique integrated solution for sports arena management systems. Offering a range of products, including multimedia management,

LED screens, video and ribbon boards, face recognition entry and monitoring systems to elevate security comfort for visitors. Colosseo enables venues to maximise marketing and entertainment. The system is operated by less personnel so achieves optimised operational costs. Colosseo provides unique game presentation features, unrivalled depth of media integration, superior interactivity on personal devices and revolutionary in-game infotainment. Colosseo can be installed in all types of venues takes control of various sports activities. Our advanced technology provides higher security and offers an amazing experience at sporting and entertainment events.

www.colosseoas.com



DAKTRONICS

From humble beginnings, Daktronics grew to become the world leader in LED digital display systems and today, sets the market standards for customised

digital display systems. During the journey, we haven't forgotten where we came from. From our CEO on down, we guarantee our employees will put you first. With offices world-wide, Daktronics has had more than 13,000 video capable installations, satisfying customers around the globe. With more than 550 engineers, we continually invest millions of dollars into researching and developing our display products. In 2014 alone, we invested \$23 million into our cutting-edge technology.

www.daktronics.com

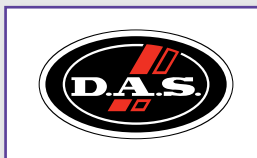


DAPLAST

Daplast is one of the leading stadium seat manufacturers in Europe. They are officially approved by the Spanish Professional Soccer League, FIBA

(International Basketball Federation) and they are a corporate member of ESSMA (European Stadium & Safety Management Association). Daplast seats have been tested and certified on strength and durability according to European Norms (EN 12727:01) for spectator seating. Some of their references include Real Madrid Stadium, FC Barcelona Stadium, Magic Box Arena (Madrid), Real Madrid Sport City, Atletico de Madrid Stadium, Amsterdam Olympic Stadium, Khalifa Al Ain Stadium (U.A.E.), Qatar Handball Association Complex, Cruz Azul Stadium (Mexico) and the National Stadium of Panama.

www.daplast.com

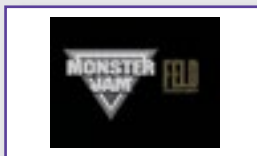


D.A.S. AUDIO

D.A.S. Audio is one of the world's leading manufacturers of loudspeaker systems, power amplification, signal processing and related components. For over

four decades, D.A.S. Audio products have been installed in many of the most prestigious stadiums and arenas worldwide. D.A.S. offers consultancies and systems integrators with a factory-backed sound system design support. Before, during and after installation, D.A.S. is there with a team of professionals that can provide an array of services ranging from product adaptation to complete venue designs when necessary. D.A.S. has regional sales and distribution centres in Miami and Singapore.

www.dasaudio.com



FELD ENTERTAINMENT - MONSTER JAM

With over 350 performances and 4 million fans a year, Monster Jam is the ultimate sports and live entertainment brand.

Mixing racing, showmanship and the ultimate fan experience into one incredible, action packed show, Monster Jam is filling some of the world's premiere stadiums. As of 2014, Monster Jam has performed in 45 different countries and we continue to win new fans all over the world! The 2015/2016 International Monster Jam tour has stops scheduled in South America, Europe, the Middle East and Asia-Pacific with more engagements being added each day!

www.monsterjam.com



FIGUERAS INTERNATIONAL SEATING

Figueras International Seating has a broad range of experience

in seating alternatives for sports and multi-purpose venues. For over eighty-four years, Figueras has installed its seats in some of the most iconic stadiums in the world. Sports stadiums are becoming increasingly multi-purpose; these new arenas demand high-performance seats, with a design that is adapted to its setting. Figueras has extensive experience in carrying out comprehensive projects worldwide and offers a complete range of seats to equip any area of a stadium, from the general stands to the presidential zone, the benches, press conference rooms, the VIP stands or any other space in the facility. Figueras also

produces special seating designed by the architects themselves thanks to its Design Centre, where your ideas become reality. The company has offices in Barcelona, Madrid and London and subsidiaries in Paris, Köln, Singapore and the United States.

www.figueras.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 through the development of a customer focused ticketing solution. Green 4 are a Microsoft Gold Partner with Microsoft Dynamics CRM at the heart of all their solutions. Their philosophy is focused on building long-term relationships with fans and customers, improving the fan experience as well as commercial revenues. The full joined-up solution from Green 4 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. 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.

www.green4solutions.com



HOK

HOK recently launched its Sports + Recreation + Entertainment practice with the acquisition of 360 Architecture. As an international leader in sports facilities design,

HOK's expertise encompasses arenas, stadiums, training facilities, recreation centres, entertainment venues and mixed-use districts. Our designs contribute to the vitality of the broader community while creating value for clients and stakeholders by generating revenue, maximising efficiencies and ensuring that developments contribute to the health of people and the environment. Through a network of 24 offices worldwide, HOK delivers design excellence and innovation to clients globally. For five consecutive years, Design Intelligence has ranked HOK as a leader in sustainable and high-performance design.

www.hok.com



INTERPOL +- ARCHITECTURE

Architecture, based in Berlin, was founded in 2008 as part of Interpol Studios to focus on the development of innovative

architectural solutions. Interpol's main focus is the field of sports architecture. Award-winning lounge concepts for the Olympic Games, presentation of Asics in Athens and Helsinki as well as a spectacular VIP stand for a Bundesliga Stadium paved the way for the development of the novel grandstand concept New Wave - Suprastadio, which was developed with the single passionate goal of enhancing the audience's experience in today's mass event arenas.

www.interpolarchitecture.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 at some of the world's most recognised sporting, leisure and culturally significant venues, including The O2 Arena, Staples Center, Barclays Center, Chelsea Football Club, Wrigley Fields, The O2 Berlin, Millennium Stadium and Tele2 Arena. Levy Restaurants creates tailor-made menu concepts, service standards and innovative designs to appeal to different customer bases. Overseeing the food and beverage outlets in venues ranging from sports stadia, concert arenas, conference & convention centres and historic houses and museums; Levy Restaurants is tasked with meeting the needs of a variety of event formats including high profile banquets, upscale corporate hospitality and comprehensive catering provisions to meet the needs of the match day crowds at iconic sporting stadia. We pride ourselves on our partnership approach and on embracing all guests with heartfelt hospitality. We recognise that we are an important element of your overall customer service delivery ensuring everything we do supports your brand and reflects your values. Our superior delivery is of course based on our people and how we treat and train them, and is backed up by proven processes and advanced analytics.

www.levyrestaurants.co.uk



LIFELIKE REPLICAS

When you visit the Manchester United Stadium Tour, you will see our model of Sir Alex Ferguson. The replica is realistic enough to be mistaken for the real person. This is

a Commercial application - it has given the club a revenue stream through fans' photos. It's a unique attraction, according to Man Utd themselves, which at times has generated well over £1,000 daily. Clubs have Stadium Tours to generate revenue on non-match days. The challenge then is how to refresh the attraction so that your visitors return time and again, which our models do. We increase your Tour revenue, and ensure Repeat Visits from fans. If you have a good Stadium Tour football and you chose the right player or manager to model, photos can generate €1m a year, maybe more with cups and key rings, as MUFC do now. Our background is award-winning from Film and TV, including: Lord of the Rings; Athens 2004 Olympics Opening Ceremony; Zinedine Zidane model for Dubai's Aspire Games; The biggest film in Bollywood history. We will be presenting busts and bronzes of Sir Alex on our stand. Now, come and have a selfie with Fergie!

www.lifelikereplicas.com



LOGIPIX

Logipix, established in 1996, is among the most innovative security solution developers and manufacturers in Europe. Our main profile is designing professional IP

based video surveillance systems. Logipix's mission is to create top-notch integrated security products and software using the latest microelectronic and IT technology available. Our products are being marketed worldwide to distributors and installers. With cameras providing resolutions of 15-20 megapixels (individual cameras) up to 200 megapixels (panoramic cameras), network video recorders capable to capture up to 1600 Mbit/s streams and a feature-rich video management system that can visualise stitched images from any number of sources, Logipix offers a unique, end-to-end solution for demanding outdoor surveillance

scenarios. More than 50 stadium operators worldwide enjoy crisp, face recognition quality images from every stadium seat reliably monitored and archived in their Logipix system, even among adverse weather and light conditions.

www.logipix.com



MOBDALA

Mobdala leads SaaS solution design in venue and presence analytics on Wi-Fi, bluetooth (beacons) and GPS. Our mission is to organise venues' information in real time to make

it accessible and meaningful - enabling our customers to create unique and customised omni-channel experiences and facilitate individual's choices by cured and tailored geo-localised marketing messages. Our solution allows our customers to improve the ROI of their infrastructure, increase customer loyalty and integrate customers' back-end systems in real time. Get to know some of our clients: Acapulco Tennis Open (Mexico), Ingram Micro (Spain), Mallorca Wi-Fi (Spain), Restaurants - Baviera, Txicolet y Mató (Spain) and more!

www.mobdala.com



MOBILE MEDIA CONTENT

At a range of sports stadia and cultural venues, spectator obstructions caused by pillars or safety barriers not only detract

from the fan experience, but also cause serious transparency issues during the purchasing process for both ticketing companies and venue management (fan relocation to a new construction venue). To solve this problem, Mobile Media Content (MMC) has developed Transfer3D & Ticketing3D, a first-of-its-kind 3D visual tool that enables end users to virtually sit in any seat of a venue and check the view before purchasing a ticket or buying a season pass.

www.mobilemediacontent.com



ORACLE

Oracle works with sports and entertainment venues around the world, providing technology solutions for venue management, including concessions, restaurant

and premium services, suite management, catering and retail. Through the acquisition of Micros, Oracle brings over 35 years of expertise in delivering robust, scalable hardware and software solutions to venues across the globe that need to cater to tens of thousands of fans during high-volume periods. This fast-paced and customer-centric environment requires technology solutions that speed up customer service, ultimately resulting in exceptional fan experiences. With our commitment to innovative mobile and cloud solutions, Oracle provides you with a platform for maximising revenues and efficiency, while delivering the optimum fan experience of the future.

www.oracle.com



PACIFA DECISION

PACIFA decision is a 6-year old European company which creates and develops innovative solutions to help Venue Managers in their daily work. We work in staff

optimisation and crowd control and are linked to ticketing, access control and CCTV. Our groundbreaking 3D technologies allow reduced operational costs while improving ticketing and hospitality revenues. We are a team of twenty individuals fully dedicated to permanently upgrading our existing tools and inventing new ones allowing to be on the cutting-edge of innovations. Our various origins and partnerships allow us to manage up to nine languages (French, English, Spanish, Portuguese, Italian, German, Slovakian, Polish and Russian) allowing us to be in direct contact with your own managing teams in order to work closely together in a friendly and collaborative way, instead of being a basic supplier.

www.pacifa-decision.com



PFEIFER

Pfeifer Cable Structures Division concentrates on building light-weight, long-span structures, based on an all ETA approved portfolio of tensile elements. Our expertise

comprises all aspects of engineering, fabrication and installation for Cable Structures. We provide assistance to architects, engineers and general contractors in all stages of designing, tendering and realising cable structures, up to delivering complete solutions. Since 1970, Stadia have been our main focus and area of excellence. Pfeifer Structures are found all over the world. With an unbeatable track record of over 1,000 projects, Pfeifer Structures wants to be your partner of choice.

www.pfeifer.us.com



PURPLE WiFi

Purple WiFi has 2,400 venues running, with approaching 2 million users and more than 12 million sessions so far. Global agreements are in place with two of the world's

biggest distributors, Ingram Micro and Westcon Comstor. We employ 40 full time staff and currently have offices in the UK, San Francisco and Shanghai with another to open soon in Singapore. Growth is being seen in all sectors, most notably in hospitality (where people have time to spend online), retail (where football tracking is essential), healthcare (offering transparency around service and communication) and entire cities moving towards the Internet of Things. Purple WiFi has also intensified its focus on the carrier market due to traction achieved to date. We've developed a service provider portal that provides a credible offload solution. Plus we are hardware agnostic. Carriers can monetise the WiFi estate through a number of different business models. We have now signed four major carrier deals which we are going to market as part of a venue WiFi package including connectivity and hardware.

www.purplewifi.net



SKIDATA

SKIDATA is an international leader in the field of access solutions and their management. Almost 10,000 SKIDATA installations worldwide in ski resorts, shopping centres,

major airports, municipalities, sports stadiums, trade shows, and amusement parks provide secure and reliable access and entry control for people and vehicles. SKIDATA places great value in providing solutions that are intuitive, easy to use, and secure. The integrated concepts of SKIDATA solutions help clients optimise performance and maximise profits. SKIDATA Group (www.skidata.com) belongs to the publicly traded Swiss Kudelski Group (www.nagra.com), a leading provider of digital security solutions.

www.skidata.com

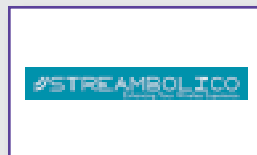


STECHERT

Seats for all over the world! Founded in 1954, Stechert's comfortable stadium and arena seats can be found in the Berlin Olympic Stadium as well as in

numerous host stadiums of the Football World Cups in Germany, South Africa and Brazil. From the body shape adapted shell seat to the foldable design-awarded heatable and cooling VIP seat, Stechert offers a complete portfolio of innovative solutions. Manufacturing at three specialised German company sites the family-run company strongly relies on its high in-house production depth. Besides seating for sports venues, Stechert supplies chairs and tables for offices and commercial areas as well as for university auditoriums and theatres.

www.stechert.de



STREAMBOLICO

Streambolico offers a comprehensive set of solutions to significantly improve wireless communication in mobile devices. From WiFi multicast to point-to-

point connections, our network coding based solutions offer you fast, reliable and scalable data delivery, even in high-density scenarios. Our products include solutions for scalable WiFi video streaming that allow you to deliver video to 10 times more users per Wifi hotspot, revolutionising the video broadcast to any mobile platform, as well as solutions for accelerating your file transfers up to four times when compared to standard solutions.

www.streambolico.com



TRIPLE JUMP TECHNOLOGIES

Triple Jump Technologies is the leading software vendor for real time revenue management, revenue assurance, operational

management and digital marketing for the sports, entertainment and hospitality industry. Our solutions enable venues to transform existing operations into online, connected and real time fan-centric venues. Triple Jump Technologies provides business management solutions, big data analytics and digital marketing solutions to enable extensive operational cost reduction and revenue creation opportunities to achieve rapid ROI through unparalleled technological innovation and superior customer support.

www.triplejumptechnology.com



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Any content, to any screen, on any network. Tripleplay has been operating for over a decade in the digital media marketplace.

Working across the globe through strategic locations and an Authorized Partner Program, Tripleplay has grown to become one of the world's leaders in the development and provision of digital signage, IPTV, VOD and mobile device streaming solutions for various sectors. Tripleplay offers complete IP digital media solutions for sport, designed to improve communications through digital signage (TripleSign), stream live match footage within a stadium (TripleTV, TripleLive) or provide playing staff with footage of those they will be competing against (TripleSport).

www.tripleplay-services.com



VAN WAGNER

Van Wagner Sports and Entertainment (VWSE), a wholly-owned subsidiary of Van Wagner LLC, is one of the pre-eminent sports marketing and media

sales organisations in the world. An acknowledged innovator in property consulting and branding solutions and a global leader in naming rights, team and venue services, high-impact visible television signage, premium ticketing, sales, technology design and integrating, and in-venue content production. VWSE assists organisations and properties in creating and selling programs and media that maximise revenue potential helping clients develop powerful customised brand campaigns. VWSE works with more than 200 professional and college teams and the top sports properties in the world.

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for a variety of product developments. BEETLE POS systems have been in use since 1993 and have withstood the test throughout the world. With our TP Application Suite we have an extensive, internationally available software portfolio for the store and back office. Reliability, longevity and economic viability are the guiding principles behind our retail technology development.

www.wincor-nixdorf.com



WIRE & 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. Wire & Sky also deliver abseils from the ArcelorMittal Orbit at the Olympic Park in London and have a multitude of high profile clients including Wembley Stadium and the Forth Rail Bridge (Network Rail). 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, abseil 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 & profitability of the attraction.

www.wireandsky.co.uk

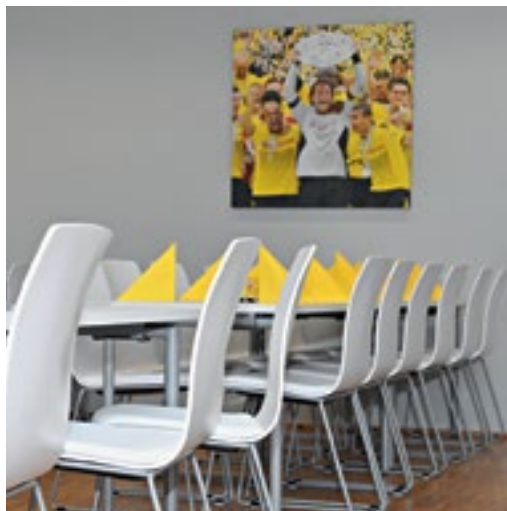


XIRRUS

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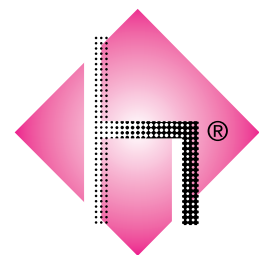
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STECHERT
G R U P P E

Thursday, 11 June 2015

08.30 Registration and Coffee in *The Marketplace*

09.00 Welcome to *VTECH15*

SESSION 1: PLATFORMS & ENGAGEMENT

In a packed one-day programme, VTECH explores the latest case study successes, showcases emerging solutions and highlights future directions in sports and entertainment venue IT infrastructure. We kick off with some of the latest headliners and go behind the scenes to see how they work.

09.10 49ers' Levi's® Stadium – Joining The Dots



Set in the heart of Silicon Valley, Levi's Stadium – home to the San Francisco 49ers – is heralded as the most high-tech stadium anywhere in the world. The stadium incorporates 250km of cabling, 1,200 WIFI access points, a backbone of 40Gb per second of scalable bandwidth, some 1,700 Bluetooth Low Energy beacons, more than 2,000 TV screens – as well as the 70 4K TVs in the suites and the two giant LED displays in each end zone. Our opening speaker will share some insights from the first season of operation – and explain how the backbone and the App are just the start for this 'smart stadium'.

• *Chris Giles, Director of Business Operations, San Francisco 49ers, USA*

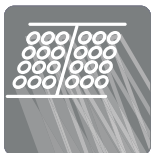
09.35 Digital Relations Strategy – German Football



Based in Hamburg leading German football club HSV is underway with a project to offer a new way for stakeholders to interact over its different channels and technologies, including: stadium wifi, digital signage and web platforms. The aim is to unify all these elements with a single customer ID (and shopping cart) where the fans can manage all; contact data, transactions and subscriptions.

• *Carlo Dannies, Head of ICT, HSV-Arena, Germany*

10.00 Utilising Your Largest Asset for Crowd Engagement



Seeing is believing! Using a combination of 3D mapping techniques and custom video content, Quince Imaging has been transforming sports courts and playing fields into immersive video environments. Our speaker will explain how these displays "wow the crowd" and keep people engaged before, during and after the main event – the sporting contest. The 3D technology employed is utterly engaging – as are the business models behind such projection mapping; from the point of view of the arena owners and operators.

• *Scott Williams, COO, Quince Imaging, USA*

10.30 Morning Coffee in *The Marketplace*

VTECH
THE VENUE TECHNOLOGY MEETING

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SESSION 2: PUTTING TECH INTO OPERATIONS

11.00

**Cash to Contactless: Twickenham's POS Makeover**

Twickenham Stadium has converted its payment infrastructure from a predominantly single channel, cash focused estate to one of the most advanced, multi-channel venues in Europe. Five hundred contactless-enabled, next generation POS and a new, dynamic, corporate-box ordering solution are just part of a series of innovations that have helped enhance the fan experience and introduce some of the most unique payment solutions ever brought together in one national stadium. Our speaker talks us through the RFU's journey from "Cash to Contactless" and what it means for the organisation and more importantly the visitors who come to the stadium every year.

• *George Vaughan, Senior Project Manager, Rugby Football Union (RFU), UK*

11.25

**A Platform for Growth: PSV's App**

Is Philips Stadium – home of PSV Eindhoven – the best-connected stadium in Europe? Quite possibly. With 31,000 connected devices (from a crowd of 35,000) during any one game, the club has focused its efforts on a new mobile App incorporating a Matchday Engagement timeline. Powered by Ziggo (the largest cable operator in the Netherlands) the club's new App is the future gateway to a range of club services – from moment-in-time marketing offers and cashless payment through to in-seat ordering (and perhaps live betting?).

• *Peter Rovers, Board Member - Marketing, Media & Commercial, PSV NV, The Netherlands*

11.50

**PSG's Online Sales: 3D Tools and Online Creativity**

Leading European football club Paris Saint-Germain has revamped its entire ticketing service over the past two years. Not only are seat maps rendered in 3D, but also with quick-loading seat views. This immersive buying experience has yielded significant returns and has now been adopted across many French football clubs. The club now even offers premium hospitality packages at the click of a mouse. It's rare for such products to be sold online but PSG has enlisted the support of specialist web optimisation to create an immersive and compelling hospitality sales experience.

• *Julien Piwowar, President, PACIFA Decision, France*

SESSION 3: PANEL DISCUSSION

12.15

Show Me The Numbers - Making The Business Case

Is there a business case for Wi-Fi? It doesn't matter how innovative technology can be, without the backing of the Finance Director no project will get off the ground. But how do you monetise and provide a clear ROI for IT infrastructure or untried and tested mobile apps? We will discuss strategies to

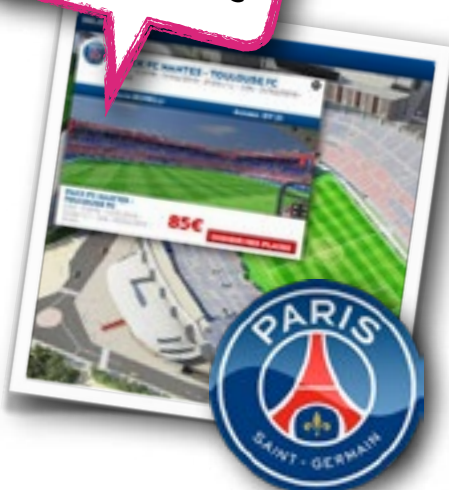
VTECH

THE VENUE TECHNOLOGY MEETING

11 JUNE 2015



Wi-fi, Apps,
3D and more



understand the value, obtain buy-in and fund new venue technologies. Our expert panellists include:

- *David Jones, Vice President IT, AEG Europe, UK*
- *Asim Pasha, CIO, Sporting KC, USA*
- *Peter Rovers, Board Member, PSV NV, The Netherlands*
- *Jim Faber, VP Technology Services, Van Wagner Sports and Entertainment, USA*



THE VENUE TECHNOLOGY MEETING

11 JUNE 2015

13.00 Lunch in *The Marketplace* sponsored by **LOGIPIX**

GUEST SPEAKER - TECH CULTURE

14.15 A Silicon Valley State of Mind

Silicon Valley is an epicentre of innovation – but it's more than disruptive technology: it's a culture and a way of thinking differently. Sports businesses that adopt a Silicon Valley State of Mind are ones that harness an entrepreneurial approach, apply lessons from design thinking and function collaboratively. Our speaker – the co-founder of Cisco Sports and Entertainment – offers insights into today's tech trends that can positively impact the business models of sport.

- *Tracy Hughes, Founder, Silicon Valley Sports Ventures, USA*



New ideas in bitesize bits...

SESSION 4: INNOVATIONS SHOWCASE

14.45 New Technology Offers

Today's sports venues rely on innovation to keep the offer engaging and exciting. We've invited a bunch of new thinkers to pitch their offers in a quickfire *pecha kucha*[†] format. Get your scorecards ready as each innovator has under seven minutes to impress.



15.30 Coffee Break in *The Marketplace*

SESSION 5: CLOSING ROUNDTABLE

16.00 Venue Technology's Place in the Organisation

As 'IT' moves to 'Digital' and marketing teams increasingly become 'content creators', we will look at the role of technology within venues and the clubs, acts and productions that use them. We will look at where 'Digital teams' should sit within the organisation and how closely they should work with commercial and marketing teams and how best the cycle of information (and ultimately customer data) can be used by the organisation as a whole. Panellists include:

- *Rob Ray, Group IT Director, The FA Group, UK*
- *Bernd Burger, Head of IT, VfB Stuttgart, Germany*
- *David Jones, Director of IT, AEG Europe, UK*
- *Andreas Hinder, CIO, Bayer 04 Leverkusen, Germany*



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16.45 Round-Up/Closing Thoughts

17.00 Close of Meeting

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Most importantly, it is about aligning our proposal to your overall vision and ensuring we are delivering exceptional food and service in an exceptional environment.

We do this not simply because it is our job, but because we take considerable pride and love everything we do, believe passionately in being the best and because we endeavour to treat each customer as an individual, winning them all 'one at a time'.

Ours is a culture, a belief in the way things should be done, a passion for excellence, for the detail, for the guest journey and every touch-point within the overall experience. It is the inherent belief that we can always strive to make things better. We challenge ourselves to achieve this by taking a more creative and innovative approach every time we embark on a new project. When developing our concepts

we pay particular attention to anticipating the needs of guests and to ensure we are interacting with them on an emotional level, stimulating their senses; what they taste, they smell, they see, hear and touch all play a very important part in the overall experience.

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Speaker Profiles



Bernd Burger
HEAD OF IT, VfB STUTTGART, GERMANY

Bernd has been in charge of information and communication technology at VfB Stuttgart and its affiliates since the summer of 2007. In 2011, he moved to the club's subsidiary - VfB Stuttgart

Arena Operation Company - in the same capacity. His area of responsibility was extended with the introduction of a new payment system, VfB Fancard. Bernd previously worked in the pharmaceutical industry and also with other Bundesliga Clubs, including Borussia Dortmund (as Head of IT). Besides from his work with VfB Stuttgart, he also acts as a Speaker at the IT Working Committee of DFL (Deutsche Fußball Liga).



Carlo Dannies
HEAD OF ICT, HAMBURGER SPORT-VEREIN, GERMANY

Carlo was born and grew up in the region of Germany called the Magdeburger Börde. After completing his studies in Economics at the University in Halle, Carlo

began working at Hamburger Sport-Verein (HSV) holding positions in various departments, including Ticketing and Business Integration. Today, Carlo is the Head of Information and Communication Technology at HSV where he is responsible for all aspects of IT at the Hamburg stadium and Sport-Verein. He has also been responsible for driving and implementing a number of IT innovation initiatives. In addition to his work at HSV, Carlo is also in the process of writing his doctoral thesis at the Martin Luther University on the topic of "Entry fees in European Professional Football."



Jim Faber
VP TECHNOLOGY SERVICES, VAN WAGNER SPORTS AND ENTERTAINMENT, USA

Jim has a background that spans design, contract administration, construction administration and electronic systems

construction. Faber brings to the design team a proven working knowledge of how each facet of the design and construction process must fit together in order to achieve a finished product which satisfies the client. Beyond integrating the work tasks within the design process, Faber possesses an in-depth understanding of how a variety of complex electronic systems interrelates to operate as one. He has many times been responsible for coordinating the design and installation of acoustics and various electronic systems within the same complex.



Chris Giles
DIRECTOR OF BUSINESS OPERATIONS, SAN FRANCISCO 49ERS, USA

Chris joined the San Francisco 49ers during the 2012 season and was promoted to Director of Business Operations in 2013. In his role, Giles

oversees strategic planning, technology & business intelligence, retail & commerce, and Levi's Stadium events. Giles joined the 49ers after managing the national sales and Football Championship for the Pac-12. Giles holds a BS from Fresno State and an MBA from UC Berkeley, where he currently teaches sports marketing during the NFL offseason.



Andreas Hinder
CIO, BAYER 04 LEVERKUSEN, GERMANY

After graduating as an engineer in communication technologies, Andreas worked for 6 years as Head of IT. Afterwards he moved to a consulting company. For 11 years, he

worked at UNITY AG as a Senior-Consultant, Manager and Partner specialising in IT transformation (technical and organisational) projects. He then moved back to the operational side and since 2010, has been responsible for information, communication and media technology at Bayer 04 Leverkusen. In this role, he has a strong impact in building the next generation of information technology systems at the BayArena - the club's home stadium. From a technological point of view, the BayArena is one of the most modern arenas in Europe.



Tracy Hughes
FOUNDER, SILICON VALLEY SPORTS VENTURES, USA

Bringing a Silicon Valley state of mind to sports, Tracy accelerates innovative technology into leagues, teams, venues, events and media. Previously, Tracy

co-founded Cisco Sports and Entertainment and led global business development. Career highlights also include the formation of Atherton Venture Partners, creation of The Sand Hill Challenge, marketing of USA Volleyball, launch of a global yacht race syndicate, and sponsorship sales for Stanford Athletics. Tracy authored Connected Sports Venues and contributed to "Money Games: Profiting from the Convergence of Sports and Entertainment". Tracy has a Human Biology degree from Stanford University, where she earned a NCAA volleyball scholarship, and she's completed graduate work at École polytechnique fédérale de Lausanne.



David Jones

VICE PRESIDENT OF IT, AEG EUROPE,
UNITED KINGDOM

David Jones is Vice President of IT, Europe, for the Anschutz Entertainment Group. He directs technology strategy, planning and delivery for some of the world's most

successful sports and entertainment venues, including The O2 in London, O2 World Berlin, O2 World Hamburg, the Ülker Sports Arena in Istanbul and the Stockholm Globe Arenas. He has an in-depth understanding of the technology that is available to venues and sports teams to both drive additional revenue from guests and sponsorship partners, and also enhance the guest experience.



Jed Mettee

VP MARKETING AND COMMUNICATIONS,
SAN JOSE EARTHQUAKES, USA

Jed is in his 13th year with the San Jose Earthquakes and has been the Vice President of Marketing and Communications for the past five years.

In his current role, Jed oversees all of the club's brand and marketing campaigns, media and public relations, community outreach, broadcast contracts and the club's retail programs. Under his direction, the club underwent a rebrand in 2014, highlighted by the creation of a new logo and brand values, and the Quakes were also recognised as the 2012 Media Relations department of the year.



Asim Pasha

CIO, SPORTING CITY KANSAS / CO-
FOUNDER AND CEO, SPORTING
INNOVATIONS, USA

Asim leads the creation of software solutions for venues, properties and brands within the international sports

community. Its FAN360 platform is a sports-specific ecosystem that is redefining how teams utilise data and technology to enhance the fan experience and grow revenues. Asim's earliest vision for Sporting Innovations began as CIO & Chief Architect for MLS team Sporting Kansas City, where he designed and was later awarded for advancements in fan experience technology at Sporting Park, which is now considered one of the most technologically-advanced stadiums in the world. Prior to this, Asim spent 13 years at Cerner Corporation developing new architectures, strategies and solutions for the healthcare industry.



Julien Piwowar

PRESIDENT, PACIFA DECISION, FRANCE

Julien is a Mechanical Engineer from the University of Technology in Troyes. After spending two years working as a Crowd Supervisor in various venues such as Stade de France and Zenith of Lille, he

spent 3 years studying a PhD in operational optimisation to improve cost-efficiency in operating multipurpose arenas. He then taught in several French Universities and was a writer in scientific magazines. He founded PACIFA decision in 2009 and became a corporate member of ESSMA in 2010. Julien is currently CEO of PACIFA decision with a team of 20+, working in more than 50 venues in Europe.



Rob Ray

GROUP IT DIRECTOR, THE FA GROUP, UK

Rob Ray has more than 25 years experience delivering leading-edge technology including leadership positions at Warner Bros, Universal Pictures and Arts Alliance Media as well as running

his own software business and music distribution platform business. Since 2010, Rob has led all aspects of Digital and Information Technology for The FA group including Wembley Stadium - the most technically advanced stadium in Europe. With 70 websites, 100,000 users and 7 million sessions per month, technology plays a very significant role in supporting The FA's key goals.



Peter Rovers

BOARD MEMBER FOR MARKETING,
MEDIA & COMMERCIAL, PSV NV, THE
NETHERLANDS

Peter is Board Member of PSV Eindhoven and Commercial Director responsible for all marketing, media and commercial

related topics. Peter began his career in FCMG with tobacco market leader, Philip Morris. Later on, he was closely involved with the introduction of paid television in the Dutch market. Peter has been with PSV for more than 3 years, after consulting for the club for several years through a sports marketing agency. Peter is an entrepreneur who's always open to innovations that can contribute to the (commercial) success of PSV.



Scott Williams

COO, QUINCE IMAGING, USA

Scott has 33 years of experience in all aspects of display systems science and engineering for critical and unique display systems including commercial, government, television and arena

productions. Scott's specialisation in display engineering has made him one of the foremost experts regarding the application of display technologies in a variety of applications. Scott is a pioneer in the use of large screen display for challenging display applications, and an active consultant to the industry for a wide variety of unique applications. He has authored engineering white papers on image viewability and in selecting imaging technologies for special events worldwide.

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www.mobdala.com



PURPLE WIFI

Purple WiFi has 2,400 venues running, with approaching 2 million users and more than 12 million sessions so far. Global agreements are in place with two of the world's

biggest distributors, Ingram Micro and Westcon Comstor. We employ 40 full time staff and currently have offices in the UK, San Francisco and Shanghai with another to open soon in Singapore. Growth is being seen in all sectors, most notably in hospitality (where people have time to spend online), retail (where footfall tracking is essential), healthcare (offering transparency around service and communication) and entire cities moving towards the Internet of Things. Purple WiFi has also intensified its focus on the carrier market due to traction achieved to date. We've developed a service provider portal that provides a credible offload solution. Plus we are hardware agnostic. Carriers can monetise the WiFi estate through a number of different business models. We have now signed four major carrier deals which we are going to market as part of a venue WiFi package including connectivity and hardware.

www.purplewifi.net



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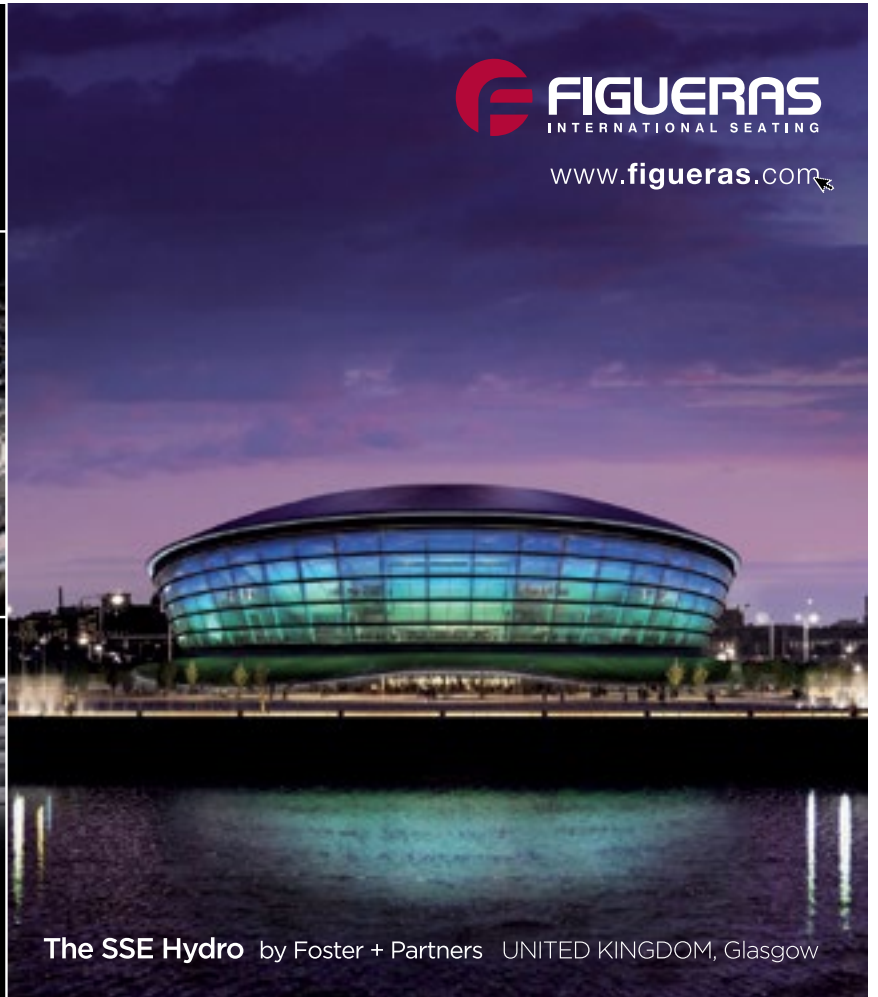
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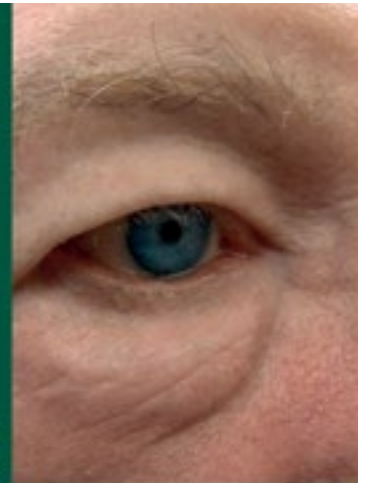
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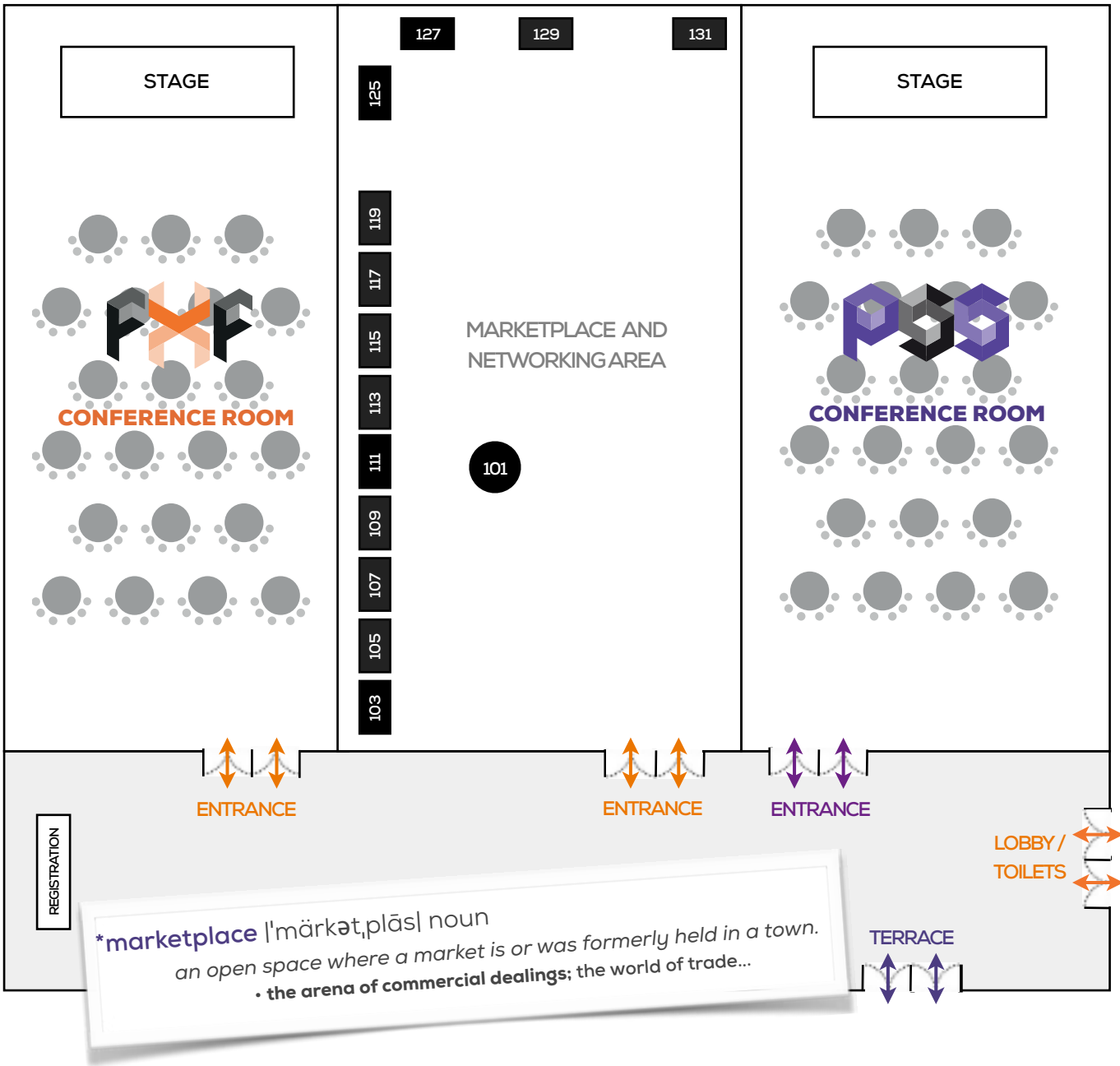
Above left
Sir Alex, MUFC training ground

Above
Sir Alex, dose up, workshop

Left
Jeff Probyn, Workshop

THE MARKETPLACE

>> 9 June / Hesperia Tower / Barcelona



***marketplace** |'märkət,pläsl| noun
 an open space where a market is or was formerly held in a town.
 • the arena of commercial dealings; the world of trade...

Correct at 28 May 2015. E&OE. This plan is subject to change without prior notice.

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