

2012 EDITION

SPORTS MANAGEMENT HANDBOOK

the essential resource for sports professionals

sportsmanagementhandbook.com

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SPORTS
MANAGEMENT

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Welcome to the Sports Management Handbook 2012

Nothing in the world unites people as powerfully or as positively as sport and few things inspire such passion and enthusiasm. We see this everywhere – from the Olympic Games to the local school sports day.

Couple this with the life-changing power of sport as exercise and you have a potent mix, which governments are increasingly turning to and harnessing in pursuit of healthier populations and, consequently, reduced healthcare costs.

Also compelling is the unity, wealth, profile and reputation which mark this extraordinary field of human endeavour.

Our aim in compiling the *Sports Management Handbook* has been to create a reference book, which celebrates best practice in the field of sports facility policy and provision on an international scale, giving insights into the core activities which drive the sector – facility design and architecture, new technology and how it impacts provision, funding, management, training and policy.

In addition, the Handbook gives easy access to key contacts and statistics from across the sector, as well as details of new product launches for specifiers.

We hope you enjoy this first edition and that you'll contact us if you'd like to be included in or contribute to subsequent editions.

The London Olympic and Paralympic Games in 2012 make a once-in-a-lifetime year of sport for the UK and we look forward to witnessing the global impact of this great celebration of sporting excellence.

Liz Terry, editor email: lizterry@leisuremedia.com twitter: [elizterry](https://twitter.com/elizterry)



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16–29 JANUARY 2012

Australian Open

Melbourne Park, Melbourne, Australia

The first of the four annual Grand Slam tennis tournaments held worldwide, followed by the French Open, US Open and Wimbledon.

www.australianopen.com

5 FEBRUARY 2012

Super Bowl XLVI

Lucas Oil Stadium, Indianapolis, USA

The 46th annual edition of the Super Bowl in American football.

www.indianapolisuperbowl.com

5–8 APRIL 2012

The Masters

Augusta National Golf Club,
Augusta, USA

This event is one of the four major championships in men's professional golf.

www.masters.com

19 MAY 2012

UEFA Champions League Final

Fußball Arena München, Munich, Germany

The UEFA Champions League comprises three qualifying rounds, a play-off round, a group stage and four knockout rounds.

www.uefa.com

27 MAY – 10 JUNE 2012

French Open

Roland-Garros Stadium, Paris, France

The second annual Grand Slam tennis tournament: one of the most physically enduring tennis events worldwide.

www.rolandgarros.com



11–17 JUNE 2012

US Open

The Olympic Club, San Francisco, USA

This major golfing event brings together 156 of the world's best golfers to compete for one prestigious trophy.

www.usopen.com

25 JUNE – 8 JULY 2012

Wimbledon

The All England Lawn Tennis Club,
Wimbledon, London, UK

Wimbledon 2012 will be the 126th time that The All England Lawn Tennis Club will have hosted the tennis championships since the first tournament in 1877.

www.wimbledon.com

30 JUNE – 2 JULY 2012

Tour de France

Parc d'Avroy, Liège, Belgium

This year's 180km cycling course will start at Parc d'Avroy, in the heart of Liège, Belgium. It will be the 99th Tour de France.

www.letour.fr

The All England Lawn Tennis Club will be hosting Wimbledon for the 126th time since the first tournament in 1877

TBC JUNE 2012

Stanley Cup Finals

(Venues TBC) USA

The Stanley Cup is the final series of post-season games of the National Hockey League, won by winning four of seven games played between the champions of the western and eastern conferences. The games are played at the respective home arenas of the two final teams competing for the championship.

www.nhl.com

TBC JUNE 2012

NBA Finals

(Venues TBC) USA

The NBA Finals is the championship series of the National Basketball Association and the conclusion of the sport's postseason each June.

<http://2012nbafinals.com>

19–22 JULY 2012

British Open Championship

Royal Lytham & St Annes Golf Club,
Lancashire, UK

An expected 250,000 spectators will head for the Lancashire coast for the duration of the Open Championship 2012. This will be the 11th time that Royal Lytham and St Annes has hosted the Open, the last time being in 2001.

www.2012opengolf.co.uk

27 JULY – 12 AUGUST 2012

Olympic Games

Venues in the Olympic Park, across
London, and at out of London venues, UK

The London 2012 Olympic Games will feature 26 sports, which break down into 39 disciplines.

www.london2012.com

9–12 AUGUST 2012

PGA Championship

The Ocean Course, Kiawah Island, USA

The PGA Championship, the annual culmination of golf's four major Championships, celebrates its 94th edition, with its first visit to South Carolina and the Ocean Course at Kiawah Island Golf Resort.

www.pga.com

30 AUGUST – 9 SEPTEMBER 2012

Paralympic Games

Venues in the Olympic Park, across
London, and at out of London venues, UK

There are 20 sports in the Paralympic programme for the London 2012 Games. Paralympic Cycling breaks down into two disciplines: Road and Track.

www.london2012.com

24 SEPTEMBER 2012

AFL Grand Final

Melbourne Cricket Ground,
Melbourne, Australia

Annual Australian Rules Football match to determine the Australian Football League premiership champions for that year.

www.afl.com.au

6 NOVEMBER 2012

Melbourne Cup

Flemington Racecourse,
Melbourne, Australia

Australia's major thoroughbred horse race. It is the most prestigious two-mile handicap and one of the richest turf races in the world.

www.melbournecup.com

14–27 JANUARY 2013

Australian Open

Melbourne Park, Melbourne, Australia

The first of the four annual Grand Slam tennis tournaments held worldwide, followed by the French Open, US Open and Wimbledon.

www.australianopen.com

3 FEBRUARY 2013

Super Bowl XLVII

Mercedes-Benz Superdome, New Orleans,
Louisiana, USA

The 47th edition of the Super Bowl and the 43rd modern era National Football League championship game will be held in New Orleans for the 10th time and for the first time since Hurricane Katrina destroyed parts of the Mercedes-Benz Superdome in 2005.

www.nolasuperbowl.com

TBC MARCH 2013

World Baseball Classic

(Venue TBC) USA

The 2013 World Baseball Classic will be an international baseball competition. The Classic has now been expanded to 28 teams, from 16. Japan won the first two World Baseball Classics, in 2006 and 2009.

www.worldbaseballclassic.com

8–14 APRIL 2013

The Masters

Augusta National Golf Club,
Augusta, USA

This event is one of the four major championships in men's professional golf.

www.masters.com

1 MAY 2013

French Open

Roland-Garros Stadium, Paris, France

The second annual Grand Slam tennis tournament, considered to be one of the most physically enduring tennis events worldwide.

www.rolandgarros.com

11–18 MAY 2013

Arafura Games

Mararra Sporting Complex, Darwin,
Northern Territory, Australia

A week-long multi-sport competition held every two years in Darwin, northern Australia. The Arafura Games are a major sporting event hosted by the Northern Territory government and targeted at developing athletes across the Asia-Pacific region and beyond.

www.arafuragames.nt.gov.au

➔ 25 MAY 2013

UEFA Champions League Final

Wembley Stadium, London, UK

The stadium's seventh European Cup Final after hosting the Final in 1963, 1968, 1971, 1978, 1992 and most recently in May 2011.

www.uefa.com

TBC JUNE 2013

Stanley Cup Finals

(Venues TBC) USA

The final series of post-season games of the National Hockey League, played at the home arenas of the two final teams.

www.nhl.com

TBC JUNE 2013

NBA Finals

(Venue TBC) USA

Championship series of the National Basketball Association and the conclusion of the sport's postseason each June.

<http://2012nbafinals.com>

13–16 JUNE 2013

US Open

Merion Golf Club, Ardmore, USA

This major golfing event brings together 156 of the world's best golfers to compete for one prestigious trophy.

www.usopen.com

24 JUNE – 7 JULY 2013

Wimbledon

The All England Lawn Tennis Club, Wimbledon, London, UK

The 127th time that the club will host the championships since launching in 1877.

www.wimbledon.comWimbledon

18–21 JULY 2013

British Open Championship

Maitlandfield House Hotel, Muirfield, Gullane, East Lothian, UK

This event is one of the four major championships of men's golf. It is played annually in July. The golf club at Muirfield is well known and is one of the oldest golf clubs in the world.

www.opengolf.com

19 JULY – 4 AUGUST 2013

World Aquatics Championship

Palau Sant Jordi, Barcelona, Spain

The 15th FINA World Championship will feature aquatic sports such as diving, swimming, open water swimming, synchronised swimming and water polo in summer 2013.

www.bcn2013.org

8–11 AUGUST 2013

PGA Championship

Oak Hill Country Club, Rochester, USA

The PGA Championship is the annual culmination of golf's four major Championships. The event celebrates its 95th edition in 2013 in New York.

www.pga.com

29 SEPTEMBER 2013

AFL Grand Final

Melbourne Cricket Ground, Melbourne, Australia

The AFL Grand Final is an annual Australian Rules Football match to determine the Australian Football League (AFL) premier-ship champions for that year. It is always held in Melbourne.

www.afl.com.au

5 NOVEMBER 2013

Melbourne Cup

Flemington Racecourse, Melbourne, Australia

Australia's thoroughbred horse race. The most prestigious two-mile handicap and one of the world's richest turf races.

www.melbournecup.com

TBC JANUARY 2014

Australian Open

Melbourne Park, Melbourne, Australia

First of the four annual Grand Slam tennis tournaments held worldwide, followed by the French Open, US Open and Wimbledon.

www.australianopen.com

2 FEBRUARY 2014

Super Bowl XLVIII

MetLife Stadium, East Rutherford, USA

The 48th annual edition of the Super Bowl in American football.

www.nfl.com

7–23 FEBRUARY 2014

XXII Olympic Winter Games

Sochi Olympic Park & Krasnaya Polyana, Russia

This will be the first time that the Russian Federation will host the Winter Olympics.

<http://sochi2014.com/en>

7–14 APRIL 2014

Masters

Augusta National Golf Club, Augusta, USA

One of the four major championships in men's professional golf.

www.masters.com

24 MAY 2014

UEFA Champions League Final

(Venue TBC) UK

The final comprises three qualifying rounds, a play-off round, a group stage and four knockout rounds. The 2014 Final will be the 59th season of the UEFA Champions League football tournament and the 22nd in the Champions League era.
www.uefa.com

12-15 JUNE 2014

US Open

Pinehurst Resort & Country Club,
Pinehurst, NC, USA

This major golfing event brings together 156 of the world's best golfers to compete for one prestigious trophy.
www.usopen.com

13 JUNE – 13 JULY 2014

FIFA World Cup

Venues throughout Brazil

This will be the 20th edition of the international association football tournament and the second time that Brazil has hosted the competition.
www.fifa.com

17-20 JULY 2014

British Open Championship

Royal Liverpool Golf Club, Liverpool, UK

This year's event will be held at the Royal Liverpool Golf Club – the second oldest seaside links course in England. It will be the 12th time that the Hoylake links has hosted golf's oldest Major, with the last event at the venue being won by Tiger Woods (USA) in 2006.
www.opengolf.com

23 JULY – 3 AUGUST 2014

Commonwealth Games

Venues throughout Glasgow, Scotland, UK

The 2014 Commonwealth Games will showcase 17 sports over 11 days. Ten of these will be core sports, while the remaining seven will be selected by the host city from a choice of 16.
www.glasgow2014.com

8-14 AUGUST 2014

US PGA Championship

Valhalla Golf Club, Louisville, USA

The Championship is an annual golf tournament conducted by the PGA of America as part of the PGA Tour. It is one of the four major championships in men's professional golf and is the golf season's final major.
www.pga.com

28 SEPTEMBER 2014

AFL Grand Final

Melbourne Cricket Ground,
Melbourne, Australia

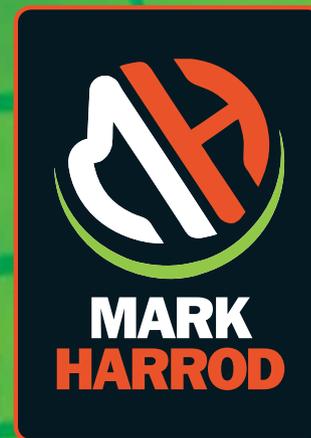
The AFL Grand Final is an annual Australian Rules Football match to determine the Australian Football League (AFL) premiership champions for that year.
www.afl.com.au

4 NOVEMBER 2014

Melbourne Cup

Flemington Racecourse,
Melbourne, Australia

Australia's major thoroughbred horse race. It is the most prestigious two-mile handicap and one of the richest turf races in the world.
www.melbourncup.com



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29 JANUARY – 1 FEBRUARY

ISPO (The Leading International Sport Business Network)

Neue Messe, Munich, Germany

ISPO Munich 2012 is a highly focused event for sporting goods and sports fashion. The show welcomes distributors, suppliers, retailers, exporters and importers from around the world. In 2011 the event attracted over 2,200 international exhibitors and more than 80,000 visitors from over 100 countries.

Tel: +49 89 949 20 610

www.ispo.com/prj

7–9 MARCH

Global Sports Forum Barcelona

Barcelona, Spain

An exchange platform attracting a wide range of personalities from the world of sport who come together and debate economic, social, political and cultural issues relating to sport.

Tel: +33 1 58 47 83 93

www.globalsportsforum.org

28–29 MARCH

Soccerex European Convention

Manchester Central, Manchester, UK

The Soccerex European Forum is a must-attend event for anyone in the football business industry. It offers the ideal setting to do business, source new contacts, catch up with existing ones, discover the latest innovations in the industry and, above all, meet your business objectives.

Tel: +44 (0)20 8742 7100

www.soccerex.com/events

8–10 MAY

Stadia Design and Technology Expo 2012

Los Angeles Convention Center, Los Angeles, CA, USA

Stadia Design and Technology Expo 2012 is North America's must-attend annual convention for anyone involved in the operation, refurbishment or new build of a sporting venue.

Tel: +44 (0)1306 743 744

www.stadiadesignandtechnology.com

15–17 MAY

Stadium Business Summit

Juventus Stadium, Turin, Italy

The definitive international stadium industry meeting brings together owners, operators, designers and suppliers for debate, knowledge sharing and networking.

Tel: +44 (0)20 8133 5226

www.stadiumbusinesssummit.com

20–25 MAY

SportAccord International Convention

Québec City Convention Center, Québec, Canada

This annual convention brings representatives from more than 100 international sports federations and organisations together with sponsors, bidding and host cities, architects, sports lawyers, broadcasters and Games' organising committees.

Tel: +41 21 612 30 70

www.sportaccordconvention.com

25–27 MAY

The bmrB Grass Roots Football Show

NEC, Birmingham, UK

The premier football show attracts top practitioners and looks at issues facing grassroots managers and coaches.

Tel: +44 (0)1244 470 114

www.grassrootsfootball.co.uk

The SportAccord International Convention brings together presidents and secretary generals of international federations





Major sports administrators were in attendance (including Lord Seb Coe: left) at the Sports Event Management Conference (ISEM) 2011.

13–15 JUNE

Stadia & Arena

Bordeaux Congress Centre,
Bordeaux, France

The exhibition for the entertainment and sports venue industry is now in its 14th year. Stadia & Arena is supported by two major trade associations: IAVM Europe and ESSMA (The European Safety and Stadium Managers Association).

Tel: +44 (0)1732 459 683

www.sam.uk.com/2012

10–11 OCTOBER

Leaders in Football

Chelsea FC, London, UK

The show focuses on relevant issues and rigorous debates, with an interactive format, to keep you abreast of the latest trends, insights and forecasts.

Tel: +44 (0)20 7042 8666

www.leadersinfootball.com

1 NOVEMBER

BISL Annual Conference

Lord's Cricket Ground, London, UK

The conference deals with major economic, political and industry-specific issues in the sport and leisure industry.

Tel: +44 (0)20 8255 3782

www.bisl.org

www.sportsmanagementhandbook.com

14–15 NOVEMBER

Sports Event Management Conference (ISEM)

Venue TBC, UK

The event presents an unrivalled learning and networking opportunity for professionals involved in the sports event management industry. It attracts 200 decision makers from Local Organising Committees and Federations.

Tel: +44 (0)1264 852 010

www.iirme.com/isem

20–22 NOVEMBER

Expo Estadio

Expo Center Norte, Blue Pavilion,
Sao Paulo, Brazil

Expo Estádio is a tradeshow and conference for the design, construction, furnishing and management of stadiums and sports venues.

Tel: +55 21 4042 8704

www.expoestadio.com.br

12–13 DECEMBER

AMSTERDAM 2012

RAI Convention Centre, Amsterdam,
the Netherlands

The event will host six expos under one roof: Sports Technology Expo, Panstadia Expo, Sports Facilities Expo, Football Development Expo, Turf & Grass Expo, and Playground & Landscape Expo.

Tel: +41 79 823 08 55

www.amsterdam2012event.com

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- readily available and quick to install
- wide range of sizes and optional fittings
- hire or purchase
- suitable for use from months to 20 years

Sustainable

- Fully insulated
- Superior energy performance
- Relocatable and recyclable

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Sir Chris Hoy Velodrome

Glasgow, UK

OPENING 2012

Facilities at the Sir Chris Hoy Velodrome will include a permanent seating capacity of 2,000 and standing capacity of 500 – increased to 4,000 for track cycling events

during the Games – a Ralph Schuermann-designed 250m cycling track and a roller sport park within the main track. Elite athlete facilities, comprising a conditioning suite, physiotherapy areas, medical rooms and seminar spaces, will also form part of the new sports development.

Details: www.glasgow2014.com

Worcester Arena

University of Worcester, UK

OPENING 2012

Worcester Arena will serve as the new home ground for the Worcester Wolves basketball team and as a venue for a wide range of sports. The 2,000-seat building will also accommodate dance and sport teaching facilities. The University of Worcester is overseeing the project, in addition to the conversion of a former fruit and vegetable market in the city to house an indoor multi-purpose arena and active leisure centre.

Details: www.worcester.ac.uk



Perth Arena

Perth, Australia

OPENING 2012

The indoor sports and entertainment venue will have a capacity of 12,000 people for sports events and 14,000 for music events. The arena will have a retractable roof and is scheduled to host its first event this July. It will be owned by VenuesWest – the Western Australian Sports Centre Trust – which already operates the Challenge Stadium and the WA Basketball Centre on behalf of the Government of Western Australia. As well as one-off sports events such as tennis tournaments, the Perth Arena will be the new home of the Perth Wildcats, who play in the country's National Basketball League.

Details: www.venueswest.wa.gov.au

Myresjöhus Arena

Växjö, Sweden

OPENING 2012

Myresjöhus Arena is being built by Swedish top flight football club Östers IF. It will be the homeground for both the club's men's and women's teams. The venue will anchor the large Arenastaden complex – a mixed-use development being constructed in the city. In addition to the football stadium, the project includes a new ice hockey arena, a floorball arena and a dedicated indoor athletics arena. The arena will have a capacity for 12,000 spectators – 10,000 seated and 2,000 standing – and will host a number of games during the UEFA Women's Euro 2013 competition, which is being held in the country.

Details: www.osterarena.se

National Indoor Sports Arena

Glasgow, UK

OPENING 2012

The National Indoor Sports Arena (NISA) is located on a 10.5-hectare (25.9-acre) site to the east of Glasgow and will host badminton events during the 2014 Commonwealth Games. The venue will feature seating for 5,000 spectators, a 200m athletics track with hydraulic bends and field event facilities. There will be three sports halls, which will be used as warm-up spaces and training and events spaces in their own right.

Details: www.glasgow.gov.uk



Barclays Center

New York, US

OPENING 2012

Part of a proposed sports, business and residential complex, the Barclays Center will soon be home to the New Jersey Nets (to be renamed Brooklyn Nets) when it opens

this September in Brooklyn, New York. The 675,000sq ft (62,700sq m) venue will be able to host 18,000 spectators for basketball games, 14,500 people for ice hockey games and 19,000 for concerts. Barclays Bank has signed a 20-year naming rights deal on the new stadium.

Details: www.barclayscenter.com

Stade Abdelkader Khalef

Tizi Ouzou, Algeria

OPENING 2012

The new multi-use sports venue in Algeria, North Africa, will be able to host football as well as other sports. It will be the new home of Jeunesse Sportive de Kabylie, regarded as one of the wealthiest and most successful football clubs on the continent. With a capacity of more than 50,000 people, it is set to be one of the largest stadiums in the region. Stade Abdelkader Khalef will replace Stade 1er Novembre, with its more limited capacity of only 20,000 spectators.

Details: www.jskabylie.org

Timsah Arena

Bursa, Turkey

OPENING 2012/13

The 44,000-capacity sports venue will host the Turkish Super Lig club Bursaspor. Timsah Arena will be designed to look like a reptile – after Bursaspor's nickname, the 'Green Crocodiles'.

Details: www.bursatimsaharena.net

Arena Pantanal

Cuiaba, Brazil

OPENING 2012

As one of the stadiums proposed for use during the FIFA World Cup in 2014, Arena Pantanal will be built to international standards with a 42,500 capacity. As part of host nation Brazil's strategy to have a 'green' World Cup, Pantanal will incorporate environmental solutions, including rain water capture and large green areas outside the arena.

Details: www.cbf.com.br

Salford Community Stadium

Salford, UK

OPENING 2012

The new community stadium at Barton-upon-Irwell will become the new home of the Salford City Reds rugby league team. It will boast an initial capacity of 12,000, before being increased to 20,000 in future years. UK-based AFL Architects, who specialise in sports developments, has designed the venue, while Drivas Jonas Deloitte has been appointed project manager. Community sports pitches will also be provided.

Details: www.salfordcitystadium.com



Debrecen Stadion

Debrecen, Hungary

OPENING 2012

The new sports venue will be used for football matches and will serve the home matches of Debreceni VSC. Debrecen Stadion will have a seating capacity for 35,000 people and will replace the current Stadion Oláh Gábor Út. On completion, it will be the second largest stadium in Hungary.

Details: www.dvsc.hu

Bata Stadium

Bata, Equatorial Guinea

OPENING 2012

The existing stadium in Bata, Equatorial Guinea, is being expanded and partly rebuilt in order to host the opening ceremony and semi-final of the 2012 Africa Cup of Nations tournament being held on 21 January. Work on the venue will see Bata Stadium's capacity increase from 22,000 to 40,000.

Details: www.guineaequatorialpress.com

Estadio La Peineta

Madrid, Spain

OPENING 2012

The Estadio de la Comunidad de Madrid in Spain will be completely redeveloped, expanded and then rebranded as a new 73,000-capacity venue called La Peineta. It will house Atletico Madrid Football Club, which has until now played its games at the capital city's Vicente Calderón Stadium. The stadium featured heavily in Madrid's bid for the 2016 Olympic Games.

Details: www.clubatleticodemadrid.com



Miami Marlins Ballpark

Miami, Florida, US

OPENING 2012

Florida Marlins, the Miami-based Major League Baseball (MLB) team, is relocating to a new 37,000-seat ballpark in Little Havana, Miami, ahead of the 2012 season. The team

will rename itself the Miami Marlins to coincide with the opening of the stadium, which has been designed by architects Populous and has cost around US\$515m (£321m, €374m). The ballpark is to incorporate a retractable roof as well as a natural playing surface.

Details: <http://miami.marlins.mlb.com>



Grand Stad Lille

Lille, France

OPENING 2012

The new €282m (£243.4m, US\$390.1m) multi-purpose, Grand Stad Lille Métropole is scheduled to open its doors in Villeneuve d'Ascq, near the French city of Lille, in July. The 50,000-seat venue will create a new home for the LOSC Lille Métropole football team, which currently plays at Stadium Nord Lille Métropole. The new stadium will also be used to host rugby matches. Meanwhile, the development will incorporate an integrated arena capable of seating around 30,000 for indoor sporting events and concerts as well as other shows. It has been designed by Bordeaux architect Pierre Ferret, who was responsible for the Clairefontaine Football Centre, also located in France. **Details:**

www.grandstade-lillemetropole.com

Kerala Cricket Association Stadium

Kochi, India

OPENING 2012

The new 50,000-capacity stadium in south India will be the new home of the Kerala Cricket Association and Kochi Tuskers Kerala. It will also have a significant indoor element and will be able to host a number of other sports, including shooting and swimming. When the venue opens in 2012, Kerala Cricket Association will no longer be the only state cricket organisation to not have its own cricket-specific stadium. Until now it has operated out of the multi-purpose Jawaharlal Nehru Stadium. **Details:**

www.keralacricketassociation.com

Swedbank Arena

Stockholm, Sweden

OPENING 2012

The SEK2.8bn (£265m, €301m, US\$428m) sports and entertainment complex – Swedbank Arena – will be located in Solna, near Stockholm. The stadium will accommodate

50,000 spectators for football matches and up to 67,500 for concerts. Owned by a partnership consisting of Peab, Fabege, the Municipality of Solna, Jernhusen and the Swedish FA, Swedbank Arena will replace Råsunda Stadium – Sweden's current national arena for football.

Details: **www.arenastaden.se**

Sochi Olympic Stadium

Sochi, Russia

OPENING 2012

The stadium will be the centre point of the Populous-designed Sochi Olympic Masterplan. A flexible design will allow rapid transformation of the 40,000-capacity Olympic stadium into a 45,000-capacity FIFA-approved football stadium, which forms a major part of the Russian World Cup Bid for 2018–2022. It will also allow the further possibility of reducing the capacity to just 25,000 for legacy use.

Details: **www.populous.com**





New Earthquakes Stadium

San Jose, California, US

OPENING 2012

The new US\$60m (£36m, €41m) soccer-specific home of the San Jose Earthquakes was designed by 360 Architecture and will hold approximately 15,000 fans, expandable to

18,000. It will be part of a mixed-use residential, retail, R&D and hotel development. The Nutrilite Training Facility, including a training field adjacent to the New Earthquakes Stadium, has already opened. San Jose Earthquakes will move in when the stadium is completed.

Details: www.sjearthquakes.com

Atletico Nacional Stadium

Medellin, Colombia

OPENING 2012

The 44,500-capacity stadium will be the new home of the Atletico Nacional football club based in the Colombian capital of Medellin and part of the Atanasio Girardot Sportspark. It was funded by a partnership between Instituto de Deportes y Recreacion Medellin (INDER), which contributed US\$14m (£8.5m, €9.8m), and COL Deporte (Columbian Sports Institute), which invested US\$3.8m (£2.3m, €2.7m) in the scheme.

Details: www.inder.gov.co



Hangzhou Sports Park Stadium complex

Hangzhou, China

OPENING 2012

The Hangzhou Sports Park, being built in eastern China, has been designed by international award-winning architects NBBJ and Capitol Development Design Inc (CCDI). The park will include an 80,000-capacity stadium, which will act as the main sporting venue of a larger, 400,000sq m (4.3 million sq ft) complex. Located along the rapidly developing Qian Tang riverfront, the complex will also include a 10,000-seat indoor arena, an aquatic centre, a convention and exhibition centre, smaller athletic facilities and an extensive retail facility. The venue will be used mainly for football matches – a growing sport in the country.

Details: <http://www.nbbj.com>

Besiktas Stadium

Istanbul, Turkey

OPENING 2012

Istanbul's Besiktas football club is preparing to move to its new home – the 42,000-capacity Inonu Stadium. The venue is estimated to cost more than US\$120m (£75.8m, €88.7m). It will take the name of the old Besiktas Stadium, which will be demolished following the move. The new stadium will allow Besiktas to concentrate more on corporate hospitality, as there will be around 200 luxury lodges – with a capacity of 6,000 people – giving full views of the playing field. The new Inonu Stadium will be designed to be 'in harmony' with the historic Bosphorus landscape.

Details: www.bjk.com.tr

Saputo Stadium

Montreal, Quebec, Canada

OPENING 2012

Saputo Stadium in Quebec will reopen in early 2012, following a complete redevelopment to increase the venue's capacity to 20,300. The expansion managed by Montreal-based Broccolini Construction will include 21 new corporate boxes and a partial roof above some of the grandstands. The stadium will be the home venue of the Montreal Impact Football Club, the Major Soccer League's 19th franchise club.

Details: www.montrealmls2012.com



Houston Dynamo Stadium

Houston, Texas, US

OPENING 2012

The Populous-designed stadium will become one of the first 'soccer-specific' Major League Soccer venues when Houston Dynamo team moves into its new purpose-

built stadium during 2012. The venue will also be used for Texas Southern University's football, concerts and boxing events. Spectators will benefit from unobstructed views from both the upper and lower tiers, with catering and toilet facilities complemented by integrated broadcast facilities.

Details: www.houstondynamo.com

Al-Mena'a Stadium

Bashra, Iraq

OPENING 2012

The 30,000-capacity football stadium in Iraq, designed by 360 Architecture, will also include extensive training facilities.

Details: www.360architects.com

State Athletics Centre

Melbourne, Victoria, Australia

OPENING 2012

The transformation of the old Lakeside Oval into a modern athletics venue at Albert Park will be completed during 2012. Work will see it being converted from a rectangular stadium into Victoria's main athletics venue. Features will include a new IAAF-approved synthetic eight-lane running track with a 10-lane, 110m straight, 50m indoor running track and FIFA-sized natural grass pitch.

Details: www.majorprojects.vic.gov.au

Rotherham United Stadium

Rotherham, UK

OPENING 2012

The new 12,000-seat stadium will provide a new home for Rotherham United Football Club (RUF). Designed by S&P Architects, the venue will be delivered on the site of the South Yorkshire town's former Guest and Chrimes foundry site, by GMI Construction. Gleeds is project managing the scheme, which will see the north and south stands boasting a polycarbonate edge to the roof to enable light to reach the pitch. The site's ground level will also be raised by 2m as part the project's flood alleviation plans.

Details: www.themillers.co.uk



Amon G Carter Stadium

Fort Worth, Texas, US

OPENING 2012

The stadium, which first opened in 1930, is undergoing the largest redevelopment in its history and will reopen as a 50,000-capacity venue following a US\$175m (£111m,

€129.5m) investment. The old venue was demolished in 2010 and the new stadium complex is scheduled to open in time for the 2012 football season. Located on the Texas Christian University (TCU) campus, Amon is the home stadium of the TCU Horned Frogs football team.

Details: gofrogs.cstv.com

St Helens Rugby Stadium

St Helens, UK

OPENING 2012

The 18,000-capacity stadium will be delivered by developer Langtree. It is anticipated that the first St Helens match will take place at the ground in late January, before a series of structured events are held to allow fans and residents to experience the stadium. Langtree appointed Barr Construction to build the venue, which has taken 14 months to complete. Arcadis UK acted as project manager on the development.

Details: www.saintsrlf.com



Cluj Arena

Cluj, Romania

OPENING 2012

The new 30,596-capacity stadium in Romania is being built by the local government. Primarily designed for football, the venue will also boast an eight-lane running track capable of hosting national and international athletics meetings. Corporate amenities at the €36m (£30.8m, US\$48.7m) venue will comprise 948 VIP boxes as well as a restaurant.

Details: www.universitateacluj.ro

Amakhosi Stadium

Krugersdorp, Gauteng, South Africa

OPENING 2012

The stadium will be the new home of South Africa's most successful football team, Kaizer Chiefs. Located roughly 40km (25 miles) from the city centre of Johannesburg, the 35,000-capacity stadium will cost an estimated R700m (£55m, US\$88m, €64m). It will be part of a large sports precinct being developed in Krugersdorp, Gauteng. The opening of Amakhosi Stadium will bring to an end a long-term nomadic existence for the Chiefs. So far, the club has played at nine different stadiums within the greater Johannesburg area. Amakhosi Stadium is the first facility it will own in its own right. The venue – also known as Bob van Reenen stadium – will form one part of a larger sporting and leisure complex, which will include cricket and rugby stadiums, as well as an as yet unnamed sports-branded hotel and a retail shopping centre.

Details: www.kaizerchiefs.com

Sammy Ofer Stadium

Haifa, Israel

OPENING 2012

A new 30,000-seat stadium under construction in Haifa, Israel, will become the home of Hapoel Haifa and Maccabi Haifa football clubs. Built at a reported cost of ILS530m (£90.7m, US\$145m, €105.1m), work started in late 2009 and the venue will replace the existing Kiryat Eliezer Stadium. The stadium is named after shipping tycoon Sammy Ofer, who provided a substantial contribution to the cost of the stadium.

Details: www.kssgroup.com



Winnipeg Stadium

Winnipeg, Manitoba, Canada

OPENING 2012

A new 33,500-seat venue currently under construction at the University of Manitoba (UM) in Winnipeg, Canada, remains on course to be completed this year. The

capacity of the stadium will be able to increase to 40,000 for major occasions such as the Grey Cup and other international events and concerts. The multi-million dollar venue will provide a new home for the Winnipeg Blue Bombers of the Canadian Football League.

Details: www.bluebombers.com

Lithuania National Stadium

Vilnius, Lithuania

OPENING 2012 (TBC)

Construction work on the Lithuania National Stadium in Vilnius has been delayed a number of times these past few years – most recently due to government spending cuts. However, it looks like the development is now back on track and a provincial opening date has been scheduled for the end of 2012. Boasting a maximum capacity of 25,000, the multi-use venue will replace the S. Darius and S. Girenas Stadium as the home of the country's football team.

Details: www.lff.lt

New Zenit Stadium

St Petersburg, Russia

OPENING 2012

The new home of Zenit St Petersburg will have a capacity of 62,000 and currently carries the quirky working name of 'Football stadium in the western part of Krestovsky Island' (roughly translated from the Russian 'Otbolnyy stadion v zapadnoy chasti Krestovskogo ostrova'). It is expected that the naming rights of the stadium will be sold when the venue opens. The seven-storey sports facility will feature a 9,840sq m (105,915sq ft) football pitch and is being built on the location of the now demolished Kirov Stadium. It was designed by Kisho Kurakowo and carries a similar 'spaceship' appearance to the Toyota Stadium in Japan, also created by the architect. It is likely that New Zenit Stadium will be one of the main theatres for the 2018 FIFA World Cup, which is being hosted by Russia.

Details: <http://en.fc-zenit.ru/stadium/new>

Plymouth Life Centre

Plymouth, UK

OPENING 2012

The opening of the new Life Centre leisure complex has been pushed back to February 2012, after the project incurred delays in late 2010. Designed by Archial, the 18,160sq m (195,480sq ft) facility will include a 10-lane, 50m swimming pool with moveable floors and submersible booms, a diving pool and a 12-court sports hall. Funding from the Amateur Swimming Association will support waterpolo in the region.

Details: www.plymouth.gov.uk



Orford Park

Warrington, UK

OPENING 2012

Orford Park will include a community sports village comprising swimming pools, a health and fitness suite and a sports hall, as well as a library, a health centre and a Diploma

Centre for 14-19-year-olds. Galliford Try has secured the main contract to deliver the scheme, which will transform around 50 acres (20.2 hectares) of a former landfill site and enhance facilities in adjacent parklands. Warrington Borough Council is leading the development. **Details:**

http://orfordproject.warrington.gov.uk

Bolton One

Bolton, UK

OPENING 2012

The new healthcare and leisure complex in Bolton will boast a 25m, eight-lane pool built to Amateur Swimming Association standards for county competitions. One third of the swimming pool's length will incorporate a moveable floor to allow for a range of uses, while a 50sq m (538sq ft) hydrotherapy pool will also be included. Eric Wright Group Civil Engineering is the developer of the new Bolton One complex, which has been built as a result of a partnership between the University of Bolton, NHS Bolton and Bolton Council.

Details: www.boltonone.com

Luton Aquatics Centre

Luton, UK

OPENING 2012

A new £26m (US\$41.1m, €30.4m) Aquatics Centre will be built at Stopsley Common, Luton, Bedfordshire. The new venue will boast a 50m, eight-lane swimming pool with a diving facility and spectator seating for 400 people, as well as a five-lane, 20m community pool with a moveable floor. A 100-station health and fitness suite and a large multi-use sports hall will also feature as part of the S&P Architects-designed sports complex, along with a group exercise and dance studio, a spinning room, a multi-use activity room and a café. Luton Borough Council is leading the project along with Luton Learning and Community Partnership (LLCP) and Surrey-based contractor Wates Construction.

Details: www.luton.gov.uk



Hengrove Leisure Centre

Bristol, UK

OPENING 2012

The leisure centre will be delivered by the local authority and Bristol Active Leisure (BAL) through a private finance initiative (PFI). It will incorporate a 10-lane, Olympic-

sized swimming pool with adjustable floor and vertical booms; a learner pool with adjustable floor; and a 150-station fitness suite. A four-court sports hall; a spa area featuring a hot tub, a sauna and a steam-room; an aerobics studio; changing facilities; a crèche and a café are also being created.

Details: www.hengrovepark.com

Bangor Pool

Bangor, Northern Ireland, UK

OPENING 2012

Glasgow-based Barr + Wray has been appointed by main contractor Farrans Construction, on behalf of North Down Borough Council, to install an Olympic-sized, 10-lane, 50m pool with two moveable floating floors and two submersible booms, a 5m-wide diving pool, and associated plant works at a new leisure complex in Bangor, County Down. The new facility will be located at Valentine Playing Fields.

Details: www.northdown.gov.uk



Blackbird Leys Leisure Centre

Oxford, UK

OPENING 2012

Hertfordshire-based construction company Willmott Dixon is building a new multi-million pound swimming pool in Blackbird Leys, near Oxford. Funded by Oxford City Council, the FaulknerBrowns Architects-designed centre will feature an eight-lane, 25m swimming pool with a floating floor. A teaching pool, spectator seating and a toddler fun pool will also be included in the new venue, which will adjoin the existing Blackbird Leys Swimming Leisure Centre.

Details: www.fusion-lifestyle.com

Victoria Leisure Centre

Nottingham, UK

OPENING 2012

The Victoria Leisure Centre is part of Nottingham City Council's wider £32m (US\$50m, €37.3m) investment in transforming local leisure provision. Facilities will include a six-lane, 25m family swimming pool with a separate children's pool and fun splash play area, along with fitness and health suites.

Details: www.nottinghamcity.gov.uk

Devonport Swimming Centre

Devonport, Tasmania, Australia

OPENING 2012

When it opens in 2012, facilities at the AU\$14m (£9m, US\$14m, €10m) Devonport Swimming Centre on the Australian island of Tasmania will include a 25m swimming pool, a rehabilitation pool, a training pool and an infants' water awareness pool, as well as a café and a restaurant.

Details: www.dcc.tas.gov.au



Brown University Aquatics

Providence, Rhode Island, US

OPENING 2012

Brown University's new Katherine Moran Coleman Aquatics Center is to incorporate a 56m swimming pool featuring moveable booms, a 3m diving pool and spectator

seating for 800 people. Construction work started on the US\$46m (£28.8m, €33.4m) project in May 2010. New facilities will also include the 10,000sq ft (930sq m) multi-use Nelson Fitness Center and the 12,000sq ft (1,115sq m) David J. Zucconi '55 Varsity Strength and Conditioning Center.

Details: www.brown.edu

Dundee swimming pool

Dundee, Scotland, UK

OPENING 2012

Dundee City Council (DCC) in Scotland is behind the plans for a new £31.5m (US\$49m, €37m) complex, which will replace the existing and ageing Olympia Leisure Centre. Construction work is due to be completed this September. Facilities will include an adaptable 50m competition pool, a wave pool, a rapid river, a dive pool, flumes and a fitness suite. A multi-storey car park is also proposed.

Details: www.dundeecc.gov.uk



Lewisham Leisure Centre

Lewisham, London, UK

OPENING 2012

Construction company Willmott Dixon has been appointed to build the Roberts Limbrick-designed leisure facility, which will occupy the site of the former Forest Hill Pools. It is scheduled to open later this year. The centre will feature a 25m main swimming pool, a 16.7m learner pool, a fitness gym, two studios and a café, as well as a community room.

Details: www.lewisham.gov.uk

Somero Swimming centre

Somero, Finland

OPENING 2012

Finnish companies YIT and Ojarannan Rakennus are building a new swimming complex for the town of Somero in south-eastern Finland. Facilities at the publicly owned, €9.3m (£7.9m, US\$12.4m) centre will include an eight-lane, 25m swimming pool and a learning pool as well as a health and fitness suite.

Details: www.somero.fi

Anniston Aquatics Center

Anniston, Alabama, US

OPENING 2012

The city council has invested US\$4.5m (£2.9m, €3.4m) in the new facility at McClellan, which is the last phase of a larger sports development strategy for the region. When Anniston Aquatics Center opens in March, it will feature an eight-lane, 50m swimming pool built to meet the requirements needed to host national events.

Details: www.ci.anniston.al.us

National Aquatic Centre

Guyana

OPENING 2012

Guyana's new National Aquatic Centre will host the Goodwill Companionships in 2012. The new facility houses an Olympic-sized, competition standard, 50m pool and a training pool, while a further 25m pool will also be included at a later date to serve the Guyana Amateur Swimming Association. The pool is one of many high-profile sports venues, such as a velodrome on the east coast of Demerara, under construction in Guyana.

Details: www.gina.gov.gy



Wakefield ONE

Wakefield, UK

OPENING 2012

Wakefield, West Yorkshire's new swimming pool and fitness complex will include a six-lane, 25m pool, a 13m x 7m learner pool, a 100-station gym and a multi-use studio. A

spectator viewing area, an executive meeting room. Changing Places facilities and a café will also form part of the complex. Willmott Dixon Construction has been chosen to build the NPS North East-designed venue, while Drivers Jonas Deloitte are the consultants.

Details: www.wakefield.gov.uk

Dorchester Leisure Centre

Dorchester, Dorset, UK

OPENING 2012

A new £8m (US\$12.5m, €9.4m) leisure complex under construction in Dorchester, Dorset, remains on course to open this spring, with the structure of the building now reaching its full height. The Leadbitter Group commenced work on the Dorchester Sports Centre in November 2010, with facilities to include a six-lane swimming pool and a 60-station gym. A dance studio and a changing village will also form part of the complex, which is the result of a partnership between Dorset County Council and West Dorset District Council (WDDC). The Thomas Hardy School is also working on the scheme, with the new building replacing an existing, ageing facility.

Details: www.dorsetforyou.com

Rochdale Leisure Centre

Rochdale, UK

OPENING 2012

Construction company Willmott Dixon is working on a new leisure centre for Rochdale, Greater Manchester. Facilities will include an eight-lane, 25m swimming pool and a 17m learner pool with a moveable floor. Additional facilities will include a four-court sports hall, thermal and fitness suites and dance studios. The project forms part of a wider £34m (US\$53m, €39.8m) investment in sport and leisure, agreed by Rochdale Borough Council in July 2007 following the launch of Link4Life, the borough-wide cultural trust. The centre is being project managed by the council's Impact Partnership.

Details: www.link4life.org



UANL Aquatics Centre

Nuevo Leon, Mexico

OPENING 2012

The new aquatics complex will be based at Mexican University Autonoma de Nuevo Leon (UANL) – the third largest Mexican university. The facility has been financed by the

state government at an estimated cost of 32m pesos (£1.6m, US\$ 2.6m, €1.8m). The centre will include an Olympic-sized, 10-lane swimming pool and a FINA-accredited diving pool with levels at 3m, 5m, 7m and 10m. The project also includes a gym and an area for restaurants.

Details: www.uanl.mx

UEL Sports Centre

Newham, London, UK

OPENING 2012

Construction company Denne – part of the Leadbitter Group – is building a £15m (US\$12.5m, €9.4m) sports complex at the University of East London's Docklands Campus in Newham, London. The new venue will include two full-size sports halls and an all-weather floodlit pitch, lecture and teaching rooms, changing rooms, aerobics studios, a health and fitness suite, a large gym as well as a main auditorium.

Details: www.uel.ac.uk



De Montfort Sports Centre

Leicester, UK

OPENING 2012

De Montfort University (DMU) in Leicester is investing in a new leisure centre designed by S&P Architects. The two-storey building, which will be open to the public, will boast a six-lane, 25m swimming pool, eight courts for sports such as basketball, badminton, netball and five-a-side football, a health club, multi-purpose studios, a climbing wall and a café.

Details: www.dmu.ac.uk

Manchester City Academy

Manchester, UK

OPENING 2014–15

Manchester City Football Club (MCFC) is building a major new youth development and first team training centre in the Openshaw West area of the city. Forming part of the club's recently announced Etihad Campus vision, the centre will feature a 7,000-seat stadium for youth matches, one half-size and 11 full-size youth development pitches, one half-size and four full-size first team pitches, in addition to sleeping accommodation.

Details: www.mcfc.co.uk/academy

York Sports Village

York, UK

OPENING 2012

A new £9m (US\$14m, €10.6m) sports complex is being built as part of a wider expansion of the University of York's Heslington East campus. The Space Architects-designed centre will feature an eight-lane, 25m swimming pool.

Details: www.york.ac.uk

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Outlook for the Global Sports Market to 2015



PricewaterhouseCoopers' updated report on the global sports market predicts that revenues will grow to US\$145.3bn by 2015. Julie Clark explains

According to a new report by PricewaterhouseCoopers (PwC), which looks at the global sports market over the next five years to 2015, global sports revenues will grow to US\$145.3bn (£93bn, €109.3bn) at an annual compound growth rate (CAGR) of 3.7 per cent. This is attributed to an improved

economy, a rebound in TV advertising, the on-going migration of sports to pay TV and the resurgence of financial services and automobile companies to sponsorship.

North America will remain the largest market throughout PwC's forecasts to 2015, followed by Europe; the Middle East and Africa (EMEA); and then the Asian market. Latin America will remain the smallest market. Growth in the sports market in the BRIC countries (Brazil, Russia, India and China) strongly outpaced the overall global market during 2006 to 2010, but during the next five years this gap will narrow.

Sporting regions

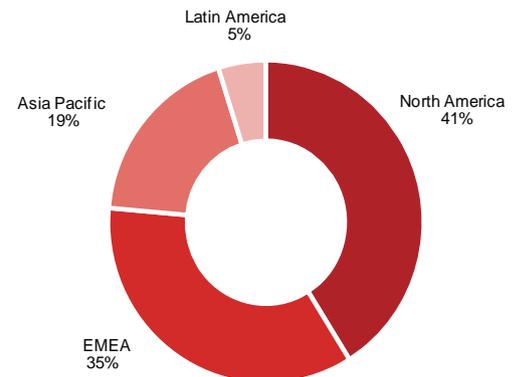
North America is still the largest market and growth rates will significantly outpace Asia Pacific and EMEA. While the balance of power is shifting to some emerging markets which are hosting mega sports events over the next few years, the growth opportunities in the traditional developed markets are far from over.

Latin America is projected to have the highest growth rate at 4.9 per cent CAGR, partly due to the nation hosting the FIFA World Cup in Brazil in 2014, followed closely by North America at 4.0 per cent CAGR.

North America is the largest market, while Latin America will remain the smallest



Global revenues split by region 2010





PICTURE © WWW.SHUTTERSTOCK.COM

The EMEA is the second largest region with US\$42.8bn (£27.4bn, €32.2bn) or 35 per cent of the total global revenues.

This region is projected to have the slowest growth rate at 2.9 per cent, which partly reflects underlying economic conditions and a reflection of the timing of major sports events, with 2010 being such a strong year in EMEA – given the FIFA World Cup and 2015 being a relatively quiet year.

EMEA shows the most fluctuation over the period, given the 2012 London Olympic and Paralympic Games and the Football European Championships in Poland and Ukraine and then in 2014, the Winter Olympics in Sochi and the Commonwealth Games in Glasgow. If the impact of these one-off events is excluded, the underlying growth rate is 4.6 per cent.

What has been clear through this era of economic uncertainty however, is that the balance of global economic power is shifting to the East and this will help maintain the internationalisation as sports seek new revenues from the growing middle classes in the emerging nations.

Continual growth

According to the report, despite the ongoing troubled economic climate,



PICTURE © WWW.SHUTTERSTOCK.COM

Gate revenues will remain the biggest component of the global sports market

the global sports industry has continued to thrive with many major sporting events proving to be more popular than ever.

The popularity of these major events is supported by the on-going improvements in broadcasting and technology, which is allowing better quality coverage than ever seen before.

At the same time, television companies, sports clubs, governing bodies and even the sports stars themselves, are embracing social media to engage with fans and deliver to them a greater intensity of loyalty experience.

The sports industry by market segments

Gate Revenues: Gate revenues will remain the biggest component of the global sports market. These account for 32.6 per cent of the total sports market (US\$44.7 bn, £28.6bn, €33.6bn in 2015). They are particularly a key source of income in the regions where live sports events are part of the local culture. However, this mature market will see the lowest growth across all segments of the sports market at just 2.5 per cent CAGR from 2011-2015. ➔

RESEARCH

➔ In EMEA, PwC expects modest growth, averaging less than 2 per cent compounded annually during the next two years, with only slightly faster increases of just over 3 per cent annually for ongoing events during 2013–15. The gate revenue market is effectively saturated for the top events and record attendances have been witnessed at major events this year in the UK.

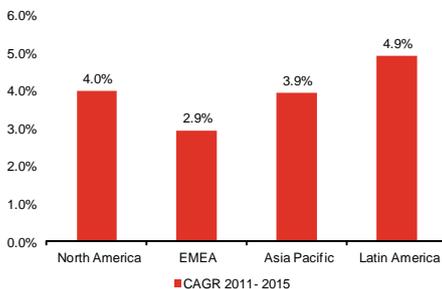
One unlikely area, which could stimulate growth is regulation. In European football, UEFA's financial fair play rules are forcing clubs to try to boost their football revenues and are providing an extra impetus for new stadia development.

Changing the format of sporting events is also something which has been tried to make events more exciting and appeal to new audiences. For example, the England Hockey Board has recently announced the launch of Rush Hockey – an indoor or outdoor four or five a side format.

Sponsorship: Accounting for 28.8 per cent of the total sports markets, sponsorship will see an average growth rate of 5.3 per cent to 2015 generating global revenues of US\$45.3bn (£29bn, €34.1bn), which are split evenly across all regions.

The structure of sponsorship deals has changed. It's no longer just about brand visibility and awareness but now

Global revenue growth by region 2011-2015



PIC: @WWW.SHUTTERSTOCK.COM/ CHEN WEI SENG

it's about gaining deeper and more emotional engagement with fans and staff – something which the new digital technologies are enabling.

Advertisers and sponsors are integrating social media into their sports involvement and through social media and smart data mining, they are able to target their messages and content so that it's relevant to each consumer segment and appropriate for each platform and delivery device.

Media Rights: Media rights is the third largest category of revenue and accounts for 24.1 per cent of the total market and is the second fastest growing sector at 3.8 per cent CAGR. Revenues from media rights will see fairly healthy growth from US\$29.2bn (£18.7bn, €21.9bn) in 2010 to US\$35.2bn (£22.5bn, €26.5bn) in 2015. However, these figures mask large

Clubs are seeing a larger proportion of merchandise transactions online

year-on-year swings which reflect the traditionally dramatic impact of major global events held in 'even' years such as the Olympics and FIFA World Cups.

Broadcasting still generates the majority of income from media rights, but engagement through different media platforms such as the Internet and mobile phones can enhance and expand the fan's experience. Smart use of social networking can add further value for both themselves and the user and many TV companies have, themselves, invested in interactive portals. This enables them to combine online TV screening with social media which complements their offering to the market.

Merchandising: Merchandising remains



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Sponsors will demand sophisticated measurement to demonstrate the returns on their investment

the smallest category of revenue accounting for 14.5 per cent of total global revenue. However, it accounts for just over a quarter of all revenue in North America. Growth in merchandising revenue is closely linked with consumer spending patterns and overall growth is similar to gate revenues at 2.6 per cent CAGR generating revenues of US\$20.1bn (£12.9bn, €15.1bn) in 2015, up from US\$17.6bn (£11.3bn, €13.2bn) in 2010.

Sports clubs are also seeing a larger proportion of their merchandise transactions moving online which allows them to engage and interact with fans who can't attend matches, including those living in other countries. This engagement helps to both monetise sports brands in those regions and markets, while also building demand for media coverage of the clubs involved.

Looking forward

With reference to what the future might hold for the sports market in a world of increasing economic and political uncertainty, we believe:

- Growth will come from the emerging sports markets in the BRIC countries and the Middle East, which will continue to offer scope for the development of new commercial opportunities – both in domestic and international sports events.
- Sponsors will demand more sophisticated measurement techniques to demonstrate the returns on their investment.
- Sports bodies and associations must, and will, introduce new regulations to control the cost base and levels of debt in their sports to leave a sustainable business model for future generations.

Broadcasting still generates the majority of income from media rights

- Sports bodies must balance the increased commercial demands of their sports with the need to maintain the integrity and unpredictability that make sporting competitions so exciting and appealing to their supporters. Across the world we're seeing ever closer convergence between the sport and entertainment industries as both sectors rise to the challenges brought by digital technologies, which are changing and shaping the way we spend our leisure time. This new digital environment is significantly contributing to the globalisation of both the industry and specific sports. ●

Julie Clark is head of PwC's UK sports practice. www.pwc.com

GLOBAL

SPORTS MARKETING

The global sports market is big business, so more global firms are tapping into UK know how and expertise to help them deliver world-class events, says Andrew Bacchus of UKTI

Sport is a national pastime in the UK – it inspires and unites. Home to some of the greatest sporting talents, the UK has built an enviable reputation in organising first-class events – from the Grand Prix and Royal Ascot to Wimbledon and FA Cup Final. And now the UK is setting a precedent for future hosts as it prepares to stage the greatest show on earth, through the cohesive planning and delivery of the 2012 Olympic and Paralympic Games.

The Games are providing a catalyst for the development of new business – inspiring UK firms to expand and internationalise or acting as a magnet for attracting and increasing foreign inward investment. And UK Trade and Investment (UKTI) has a pivotal role to play in both.

A Helping Hand

So what does UKTI do? It's the government department responsible for helping

UK firms to trade abroad and overseas business to set up or expand in the UK. Through its extensive network of international specialists at British Embassies, Consulates, High Commissions and UK-based companies, UKTI helps global sports firms and organisations to source British skills to help them plan, develop, design, construct and manage their own major sporting occasions on a national and global scale.

More specifically, UKTI's Global Sports Project team is responsible for helping UK firms take advantage of export opportunities arising from international sporting events such as the Summer and Winter Olympics, football's World Cup, the Commonwealth Games and the Asian Games.

It covers the full 'project journey' – the seven-year cycle that global events take from early bid consultancy to event delivery. It incorporates elements from almost every other sector – design, construction,



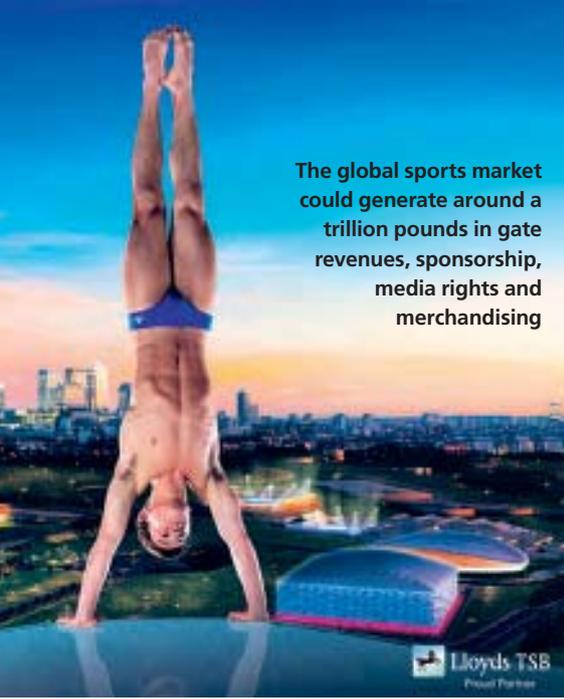
financing, security, technology and catering to legacy. And unlike other areas of UKTI's work, the focus is placed on the event as the driver, rather than the wider opportunities in the market.

Host Cities Unite

The UKTI initiative, Host2Host, for example, aims to maximise the benefits that UK businesses can derive from their experience working on the London 2012 Games. By creating links and sharing best practice with future host cities of major sports events, Host2Host seeks to ensure that UK companies are well placed to win future business home and away, as part of its 2012 Games legacy.

Certainly, a particular focus has, and will be, the opportunities that present themselves in Brazil – namely the 2014 FIFA World Cup and the Olympic and Paralympic Games in 2016. Under UKTI's Host2Host agreement with Brazil, UK firms are already developing strong business links with leading Brazilian

Through its extensive network of international specialists, UKTI helps global sports firms to source British skills and develop major sporting occasions



The global sports market could generate around a trillion pounds in gate revenues, sponsorship, media rights and merchandising

PHOTO: WWW.LONDON2012.COM

contracting and engineering companies and other key firms. Indeed, the sequence of sporting events taking place in Brazil and the UK over the next five years is unlocking a huge area of common interest in sustainable infrastructure. The London 2012 Games is set to be the greenest on record. Likewise, Brazil is committed to delivering a greener Olympics and a sustainable Games legacy.

So with the Olympics providing a platform for collaboration, one way the UK is sharing its own low carbon capabilities is through UK Know How. This initiative, developed by UKTI, brings together a series of green-related events, missions, seminars and exhibitions in Brazil focusing on the environment, construction, sports infrastructure and energy sectors.

Overseas Missions

Annually, UKTI's Global Sports Project team supports and organises more than 20 events. These include inward and outward missions, aimed at helping UK firms

CASE STUDY 1 CRYSTAL CG

Crystal CG International began as a 3D computer graphics firm in 1995 – helping architects to visualise their designs. It is now one of the largest computer graphics firms in China, producing 3D imagery, animations, web content and virtual reality across a wide range of markets including corporate, public sector, sport and media.

When Crystal began to think about its potential for growth in Europe, it was drawn to London in particular for its reputation as the region's design capital. Jason Leigh, Crystal CG business development manager, then met representatives from UKTI Beijing's trade and investment teams to research opening a London branch.

UKTI subsequently sponsored Crystal CG to visit the 2008 London Design Festival and introduced Leigh to Think London. Crystal CG opened its UK-based operation in 2007 and set about engaging new relationships, nurturing strategic alliances and bidding to become the official digital imaging services supplier for London 2012.

identify partners, promote their capability to key decision makers and influencers and learn about the opportunities to supply major sporting events. More than 400 companies – from major construction firms through to specialist SME suppliers – participate in these events regularly. With more firms developing their capability on the back of work with London 2012 and Glasgow 2014, the scope for the UK to be recognised as a world leader within the industry is significant.

During 2011/12, UKTI has planned a number of inward missions including those from France focusing on opportunities

The company has since expanded its presence in the UK and in 2010 officially launched its London-based European operation and production team – Crystal CG International. The team is well underway with its work for the 2012 Games, having already produced two broadcast-quality animations of the Olympic mascots, with more scheduled in the lead up to the Games. It has created 3D visuals of the main stadia and the Olympic Park and developed the digital imagery for the recent London 2012 ticketing campaign adverts featured on the London Underground and UK-wide billboards. The visuals and venue design imagery for the Horse Guard's Parade and Greenwich venues helped assist in the planning approval process for the Olympic sites.

The company is now recruiting UK-based talent in creative directorship, digital production and project management to support projects such as digital content for large ceremonies and events, while exploring augmented reality and stereoscopic content development.

around the 2016 European Football Championships, Russia (Sochi 2014 Winter Olympic Games) and Brazil (Rio 2016 Summer Olympic Games). Meanwhile, outward missions will take place in Brazil, Russia and South Korea for UK firms to explore opportunities linked to the Brazil 2014 FIFA World Cup, Rio 2016, Sochi 2014, Russia 2018 FIFA World Cup, the Incheon 2014 Asian Games and the Pyeongchang 2018 Winter Olympic Games.

Complementing these events is UKTI's recently launched Springboard to Success – UK Major Event Expertise, an online business directory profiling some 400 UK ➔



UKTI's Host2Host initiative is developing business links with leading firms in Brazil in preparation for future sports events

→ suppliers in the global sports events industry. The guide, www.springboard-tosuccess.co.uk, is a showcase of the UK's world-class expertise – from delivering the infrastructure to providing specialist technology. It is aimed at those overseas firms specifically seeking UK know how while helping UK firms secure more business at major events around the world.

Investment Generation

When it comes to promoting global sports projects in the UK to overseas firms, UKTI wants those looking to partner or invest here to be able to access the right resources and support, all in one place.

One way of achieving this is through CompeteFor, www.london2012.com/business, the online service accessed through the London 2012 website. It gives companies access to London 2012 Games-related opportunities and acts as a brokerage service between buyers and potential suppliers in the supply chain.

CASE STUDY 2 PKL GROUP

UK-based PKL Group is a leading niche catering facilities and equipment firm – providing infrastructure support to the foodservice market. One of PKL's core services is hiring out a wide range of portable kitchens to cater to 500 to 50,000 people at any one time.

PKL is a regular supplier to major international sporting events, including the Singapore Youth Olympic Games, Muscat Asian Beach Games and Guangzhou Asian Games. PKL designed and supplied the athletes' village kitchen and dining complexes at the Whistler and Vancouver sites at the 2010 Winter Olympic and Paralympic Games in Canada and has signed contracts to provide similar facilities for London 2012.

"When PKL won the contract for the Olympic Games in Sydney," says PKL commercial director Peter Schad, "it was the first time that anyone other than a local supplier had been used to provide temporary kitchens. For Olympic projects since, PKL has been used every time."

UKTI serves as the 'gateway' for non-UK companies registering – signposting them through the CompeteFor system and converting the interest generated into potential investment pipelines. These details are sent to UKTI teams overseas, who will contact the company to initiate investment discussions.

UKTI offers strategic, impartial advice and research. This is tailored to each company's particular needs and growth stage. To help make it easier to set up business in the UK, UKTI has introduced the investors' and entrepreneurs visa and an enhanced bespoke service – including in-depth market analysis, to potential investors.

PKL regularly uses the services of UKTI to support its efforts in international markets and is a strong advocate of the help that it can provide.

"In 1998, UKTI was instrumental in introducing the Sydney Olympic Games Organising Committee to PKL and has provided significant assistance ever since," says Schad.

"UKTI also provided PKL with a large amount of positive coverage after the Beijing Olympics and encouraged us to apply for a Queen's award for Enterprise in the International Trade category, which we successfully received in April 2009. This further enhanced our reputation in supplying overseas markets.

"UKTI keeps companies such as PKL aware of major world events, and provides relevant contacts and support with trade missions. The organisation has helped in both recognising the work that we have undertaken and also in finding ways and methods in which we can promote it."

Given that the global sports market could generate US\$1.5tn (£955bn, €1tn) in gate revenues, sponsorship, broadcast media rights and merchandising, and investment in construction for global sports events and associated infrastructure (rail, road, ports etc) estimated at US\$200bn (£128bn, €146bn) over the next decade, the opportunities are there for the taking. Sharing best practice and fusing global expertise will help to ensure that each event is bigger and better than the last. By working collectively and collaboratively, we can rise to the challenge. ●

Andrew Bachus is head of global projects at UKTI. www.ukti.gov.uk



The London 2012 Games
are boosting business
here and abroad

Take your business further, faster.

Join the **British Business Club**

As London prepares to host the greatest show on earth in 2012 – spearheading tremendous economic benefit and a lasting legacy – businesses across the world are looking to capitalise on the new opportunities and developments, by being part of the action that such a major event brings.

Launched in September 2011, the British Business Club is an exciting new resource that helps businesses to make the most of the networking activities around the London 2012 Olympic and Paralympic Games as well as other major sports events, happening now and in the future.

An online, one-stop-shop, the British Business Club provides up-to-date details of networking events, business

activity, news and potential partners around international sports events – boosting the opportunities available to UK companies to make international business connections.

In spring 2012, the British Business Club will host a partnering service to enable members worldwide to profile themselves and connect with each other online. Members can also promote their own events that might be of interest to the wider British Business Club community and will also benefit from exclusive offers, including London hotel discounts.

The British Business Club helps businesses navigate events relevant to their sector and creates an environment that supports and encourages business networking during the featured games.

Membership of the British Business Club is free to join, wherever you are based in the world. Be part of the action – register now to gain access to news, business events and alerts around major global sporting events at www.britishbusinessclub.org Twitter: @britbizclub

The British Business Club is a partnership between UKTI, London & Partners, London Business Network and BIS, on behalf of the UK-wide London 2012 Business network.

British Business Club

The sleeping giant

The recent surge of growth in tourism, driven by sports events and activities, provides a perfect opportunity for countries to market themselves as sports destinations and reap huge financial rewards. Terry Stevens of Stevens and Associates consultancy firm reports

In Barcelona 2001, the Secretary General of the United Nations World Tourism Organisation (UNWTO), together with Juan Antonio Samaranch, president of the International Olympic Committee (IOC), were joint signatories to a communiqué recognising sport and tourism as 'forces for mutual understanding'. This symbolic gesture resounded around the world like a starter's pistol, releasing what has become the fastest growing sector in the global travel and tourism industry. It can no longer be regarded as a niche sector of tourism.

Travel and tourism already generates more than US\$5.890bn (£3.659bn, €4.274bn) of economic activity, constituting almost 10 per cent of gross domestic product (GDP). By 2018, this is expected to increase to 10.5 per cent, with revenues exceeding US\$10bn (£6.2bn, €7.3bn).

Many observers regard international sports tourism as being one of the primary reasons for this growth. It is estimated that sports tourism already constitutes more than 10 per cent of the international tourism markets which, according to the World Destination Expo, is valued at US\$600bn (£373bn, €435bn) but increasing at 6 per cent per annum (UNWTO, 2011).

PROVEN GROWTH

The growth phenomenon of sports tourism over the past 10 years was predicted in the mid 1990s when sports tourism was referred to as 'the sleeping giant of tourism'. This was on the back of the arrival of the new generation of sports stadia (post Taylor Report of 1989 into the Hillsborough Disaster), the success of the 1992 Barcelona Olympics in transforming the city's tourism industry, and the global media's growing interest in the revenue potential of major sporting events.

This final statement is well illustrated by the spread of television broadcasting of the Olympic Games since 1936.

Table 1: Countries receiving TV broadcasting of the Olympics

Year	City	No. Countries
1936	Berlin	1
1956	Melbourne	1
1964	Tokyo	40
1972	Munich	98
1992	Barcelona	193
2010	Beijing	220

Source: IOC Olympic Marketing Fact File 2011.

Over the past 20 years, researchers have defined sports tourism in many different ways. A universally accepted starting point was provided by Standeven and De Knop (1999) in their book *Sports Tourism: "All forms of active and passive involvement in sporting activity, participated in casually or in an organised way for non-commercial or business/commercial reasons that necessitates travel away from home and work locality"*.

Clearly this broad definition embraces all types of participation in sports. From low-impact rural activities (such as hands-free rock climbing or fishing) or those in an urban setting (such as Parkour) to mass participation activities such as the 10,000

The London Marathon attracts sports tourists to the UK



PIC: @WWW.SHUTTERSTOCK.COM



Nou Camp in Barcelona attracted 1.4 million visitors in 2010

PIC ©WWW.SHUTTERSTOCK.COM/SPORTGRAPHIC

people who take part in the 125-mile, 11 towns cross-country skiing race in Friesland, the Netherlands, to the major city marathon events in London and New York.

The definition also includes people that travel to spectate at regular sports events. These include the estimated 6,000 Scandinavians who travel to watch Manchester United's home games, the 40,000 overnight tourists who attend race meetings at one or more of Scotland's five racecourses and the international following of one-off mega events, such as the Olympics, FIFA's World Cup, the Ryder Cup or the Tour de France. Festivals, such as the Goodwood's Festival of Speed also hold international appeal.

A third motivation for sports-related travel also exists. This is the consumers'

desire to visit sports attractions. These attractions take different forms: the iconic venues of sport (such as Wembley, Henley on Thames, Le Mans or Soldiers Field in Chicago); stadia-based museums, tours or experiences (such as the Nou Camp Experience in Barcelona that attracted 1.4 million visitors in 2010); as well as stand-alone sports museums or Halls of Fame.

CHARITIES AND CELEBRITIES

Two relatively new concepts in sports tourism include the rise of the charity mission, whereby groups, often involving sporting celebrities, undertake physical challenges, such as climbing Kilimanjaro, to raise money and develop a profile for a global charity. The second concept is the involvement of sporting celebrities in charitable sports

activities in developing countries. The Kenyan government, for example, has estimated that charity sports activities were worth more than US\$500,000 (£310,700, €362,800) to the country's economy in 2009. This was helped by the highly publicised visit by Jamaican and British Olympic athletes Usain Bolt and Colin Jackson for the official launch of the The Long Run initiative in 2009, which attracted global media coverage to the country.

Other celebrities that have helped to endorse Kenya's tourist appeal include Robert Green, the West Ham goalkeeper, who was a key figure in the African Medical and Research Foundation's Football Tournament for Peace, international tennis ace Serena Williams, F1 driver Fernando Alonso and the Brazilian soccer team. ➔



Wembley Stadium is a major sports attraction for both local and international visitors

PHOTO: SHUTTERSTOCK.COM/CHUNHAI91

Around 40 per cent of those attending football matches said that sport was a primary reason for visiting the UK, with the sport helping boost inbound numbers during quieter periods

▶ The scale and power of global media coverage, together with the considerable positive economic impact of mega sporting events, provides a seductive concoction that encourages countries and cities to scramble to bid to host these global events. The raw data of benefits are impressive: 100,000 international visitors to the Caribbean specifically to watch the 2007 Cricket World Cup; 500,000 international tourists to Portugal,

worth US\$320m (£199m, €232m) for the UEFA Euro 2004 Championships; and the 2009 British and Irish Lions Tour of South Africa brought 37,000 unique tourists to the country who generated almost 9 per cent of the country's annual GDP.

Outside of these figures for mega events, the statistics associated with sports tourism are equally impressive. For example: The Bureau of Tourism Research of Australia estimates that 6 per cent of all day trips and 5 per cent of all overnight trips made by Australians in their home country state sport as the primary motivation. This is worth more than AU\$1,850m (US\$1,910m, £1,187m, €1,386m) per annum. Forty per cent of all day trips made by Canadian citizens (according to Statistics Canada) are for sporting purposes. VisitBritain estimates that up to 20 per cent of all tourism trips in the UK by UK residents are made for some form of sport participation (from hunting and

shooting to golfing and sailing). While 50 per cent of all trips include some form of sports participation – predominantly walking, hiking, swimming and cycling.

SPORTS CAPITALS

It's no wonder that international destinations are increasingly looking to develop their sports tourism. The heady mix of celebrity appeal, links to lifestyle, use of natural and man-made assets, media coverage and the relatively high value of people who travel for sports purposes makes sports tourism a very attractive proposition.

Consequently, across the globe from Fort William/Lochaber (Scotland) and Rizhao (China) to the new sports hubs in Abu Dhabi and Doha (UAE), there is a new dynamic development in sports tourism. The opportunities are equally applicable and relevant to rural, as well as urban destinations. The competition to achieve regional, national or global

CASE STUDY 1 – LONDON 2012 AND BEYOND

London and Partners is the official promotional agency for London with its major events team charged with delivering various major events, including sport, to the city as part of the legacy of the 2012 Olympic Games (see: *London 2012 and Beyond 2011*).

This strategy builds upon the findings of research commissioned by London and Partners. The first survey undertaken by SMG/YouGov focused on public opinion about major events in international cities and what residents of London and its visitors want to see taking place in the capital in the future. The second survey, produced with IFM Sports Marketing Surveys, explored the appeal of international destinations to investors in major global events (such as brands, media, sports federations and sponsors). The results, published in April 2011, concluded that London is a world player in attracting major international events and can develop this position over the next ten years. The View of Consumers (SMG / YouGov Survey) can be summarised as:

- Major events are a significant draw to international cities: 1:3 people would travel to an international city for an event
- London is the world's favourite major events destination
- When asked what major event

awareness has driven the appetite for new sports, such as urban golf, street ball and bike polo in urban areas, and off-the-wall adrenalin sports and new types of spectator sports for rural destinations.

The development of sports tourism has also led to destinations – especially cities – to vie for sporting recognition. Cardiff, for example, has been awarded

would attract visitors to London, a World Athletics Championships was the most popular sporting event after the Olympics

- Music and cultural events are, in fact, more popular than sports.

Table 2: Which international cities would you be likely to visit for a major event? (top ten answers)

All Markets		Non UK Markets	
1. London	47%	1. London	47%
2. Barcelona	40%	2. New York	44%
3. Paris	40%	3. Paris	43%
4. Rome	39%	4. Rome	41%
5. New York	37%	5. Sydney	41%
6. Sydney	32%	6. Barcelona	38%
7. Berlin	31%	7. Berlin	35%
8. Melbourne	23%	8. Melbourne	30%
9. Rio de Janeiro	18%	9. Rio de Janeiro	23%
10. Dubai	16%	10. Dubai	16%

The *View of Business* (survey by IFM Sports Marketing Surveys) states: industry leaders rank London as the world's top destination for providing a return on investment for major events; London can generate the highest media profile; London's appeal is due to the presence of global commercial partners and the city's media platform; and most industry leaders would partner with London to create new, signature future sports events.

the 2014 European Capital of Sport by the European Capitals of Sports Association because of the connection between its facility development, major events and grassroots school and community sport.

INDUSTRY RECOGNITION

The growth of sports tourism has also spawned the emergence of dedicated



Olympic rings at St Pancras station

Table 3: Which international cities provide funding partners with an excellent return of investment? (top five answers)

All Markets		Non UK Markets	
1. London	68%	1. London	67%
2. Sydney	48%	2. Sydney	46%
3. Melbourne	47%	3. Beijing	46%
4. Dubai	45%	4. Dubai	44%
5. Beijing	44%	5. Singapore	39%

Table 4: Which one of the UK cities offers commercial partners with greatest return of investment? (top eight answers)

All Markets		Non UK Markets	
1. London	71%	1. London	87%
2. Manchester	10%	2. Manchester	7%
3. Birmingham	4%	3. Birmingham	2%
3. Glasgow	4%	3. Glasgow	2%
5. Cardiff	2%	3. Liverpool	2%
5. Edinburgh	2%	6. Cardiff	0%
5. Liverpool	2%	6. Edinburgh	0%
8. Newcastle	1%	6. Newcastle	0%

All three tables Source: London and Partners, 2011

exhibitions, industry and academic conferences and trade shows, notably:

- World Sport Destination Expo (inaugurated in South Africa 2010)
- Sports Tourism Forum (part of the World Travel Market 2010)
- Sport and Tourism Destinations Global Network for Regional Development

SPORTS TOURISM

- • **TEAMS:** Annual Sports Tourism Conference in North America
- The Commonwealth Conference on Sports Tourism (inaugurated in Malaysia 2008)
- Global Marketplace for Sports Tourism (Thailand 2011)

Alongside this, there is the inevitable growing number of sports tourism awards to which cities and destinations can aspire.

These include Sportcal's biennial *Sports Cities and Nations Guide*. The 2011 guide reviewed 150 cities in 40 countries and evaluated each city's capacity and performance at hosting major events.

In 2009, Germany topped the nations list, while Berlin was named number one in the cities listing in 2011. Meanwhile, TSN Communications' *2011 Top US Sporting Cities* cites its top five as Pittsburgh, Philadelphia, Boston, Chicago and Los Angeles. The World Travel Awards has

CASE STUDY 2 – CATALUNYA: THE RULES OF THE GAME

Catalunya Turisme has recently published detailed criteria that municipalities and rural areas have in order to meet and to be certified as a 'sports tourism destination'. Destinations are independently audited to validate if they meet these criteria, which include: a set of generic destination requirements such as appropriate tourism products, services, marketing and professionalism; general sports infrastructure provision to facilitate sporting activity; and the specific requirements for individual sports, ranging from calm and rough water canoeing to athletics, ATB and alpine running.

recently introduced a Leading Sports Destination Award for each of the Regions of the world. Sportsbusiness.com introduced the Ultimate Sports Cities Award in 2006. The 25 cities on the candidate list for 2010 included Lausanne, Glasgow, Doha and Valencia, together with Moscow, Madrid and Manchester. The winner was Singapore, with London winning the European Award.

URBAN THEMED ZONES

One of the most significant impacts of the interest in and appeal of sports tourism has been in the context of city planning, development and branding. Over the past 10 years, a growing number of cities have constructed sports facilities in specific areas or 'clusters' to create themed sports zones.

Branding this type of development as sports cities is giving the destination heightened prominence and acting as a catalyst or springboard for urban regeneration.

Examples include: Sport City, which Manchester developed as part of the city's 2002 Commonwealth

Games legacy strategy; International Sports Village, which Cardiff established as part of the ongoing regeneration of the capital's Cardiff Bay; the Aspire Zone in Doha (Qatar) – an adaptation of the original development to host the 2006 Asian Games; Disney's Wide World of Sports – a 220-acre extension of the Disney theme parks in Orlando (US), Dubai Sports City (UAE) – an assemblage of world-class venues and branded sports academies; and ESPN's Sports Zones in Chicago, Baltimore and Washington.

In practice some would argue that clustering sports within a defined urban zone is nothing new: it was, after all, the design principle of Olympia in ancient Greece and it's a concept that has shaped the design of Olympic parks in modern times. The contemporary interpretation of the sports-themed urban zones is primarily to help city branding and

positioning by directly connecting city development with sport, international sports events and international sports tourism.



Dyer and Gower, Swansea City, celebrate after being promoted to the football Premier League

PHOTO © WWW.SHUTTERSTOCK.COM/BECKY STARRS



Queenstown in New Zealand is a major adrenaline sports centre

FIG © WWW.SHUTTERSTOCK.COM/ MARTIN MAJUM

ISSUES AND OPPORTUNITIES

In the context of this explosion of interest in sports tourism, a number of key issues and opportunities have become apparent: destination planners must remember that travel for sport occurs at many different levels, with the impact being as relevant and significant for small communities as it is for larger communities. For example, 14 veteran soccer players visiting Vrsar in Croatia to play a 60-minute game of soccer resulted in 42 extra bednights, which accounted for an injection of almost £3,000 (US\$4,830, €3,500) into the local economy and unparalleled, reciprocated good will.

Increased destination awareness and the scope for repositioning and branding a destination may be more significant from the direct benefits of hosting a major event or a major league team. For example, Swansea City's elevation to the Premier League in the 2010–11 season expected to bring at least 30,000 visiting

fans, of whom 7,000 possibly overnights in the area, while five million UK residents watched TV coverage of the Swans matches and they were broadcasted to a global audience of 600 million.

The development of sports tourism must be wholly in line with the destination's tourism and sporting assets and positioning to be successful. For example, the Ryder Cup 2010 was heralded a great success for Wales but serious questions have been raised about the validity of branding and selling Wales as a golf destination because of the relative paucity of golf tourism products. Whereas, Queenstown (New Zealand) and Fort William (Scotland) have successfully positioned themselves as centres for adrenaline-fueled adventure sports.

The legacy issues of major investment in sports infrastructure is a real challenge. Uncertainty over the future use of the London 2012 Olympic Stadium and other venues is a case in point. Destinations

must secure a strategic long-term approach if these issues are not to erode the cost/benefit equation of a sustainable approach to developing sports tourism.

CONCLUSION

Sports tourism is a major driver of contemporary tourism on a global basis. More sophisticated and robust research is needed to understand its real contribution to destination development and into the motivation of consumers.

Sports is a fast moving and dynamic sector with new forms of equipment and activities being constantly created. This creates a tremendous range of opportunities for destinations with foresight to align themselves with these innovations and capture the world's attention as a sports tourism destination. ●

Professor Terry Stevens is managing director of Stevens & Associates.
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OLYMPIC STAGING

UK Sport's Esther Nicholls explains how the organisation is maximising the opportunities of the London 2012 Olympic and Paralympic Games and Glasgow 2014 Commonwealth Games through delivery of a comprehensive programme of events

Aside from its core responsibility for driving TeamGB's success in Olympic and Paralympic performance. UK Sport's other primary function is to provide strategic leadership in coordinating the bidding and staging of major international sporting events across the country and ensuring that those events are staged to a world-leading standard.

UK Sport's strategic planning process for major events takes place over a six-year cycle. Working in partnership with sporting national governing bodies (NGBs), cities and regions and home country agencies; more than 120 events of World and European status have been supported through the World Class Events Programme since 2006 and, as a result, staged on UK soil.

The main elements of these strategic plans have been driven in no small part by London winning the 2012 Olympic and Paralympics, and the subsequent need to prepare for, and fully utilise the legacy impact of, hosting the Games.





UK Sport has already progressed successful bids for the 2015 World Canoe Slalom and the 2015 World Gymnastics Championships



THE RECENT JOURNEY

In broad terms, the 2009–12 Major Events Programme was designed to build the capacity, scale, scope and ambition of those responsible for delivering major sporting events in the UK – primarily NGBs, but also partners in cities and regions across the UK. The objective at the outset was to deliver positive performance impacts for NGBs and athletes, by ensuring that we are bringing world-class events to the UK, offering home advantage to competitors, the opportunity to engage with the public and boost awareness of sports, as well as further benefits in terms of international credibility.

Another significant benefit derived from hosting major events in the run-up to 2012 has been the ability to offer ideal training and testing opportunities for technical staff, as well as the up-skilling of officials and volunteers. Almost all Olympic and Paralympic sports (41 out of 46) will have hosted at least one World or European level event in the UK in preparation for London 2012.

In addition, the team's been involved in the London 2012 Olympic test event programme, whereby all venues hosted a world-class event in the preceding year.

Around £16m (US\$25m, €18.5m) of National Lottery funding is being invested in the 2009–12 programme, which has been specifically developed to help prepare the UK for hosting the Games. This programme will not only provide British athletes with valuable experience of competing on home soil ahead of London 2012, but will also help build up a network of suitably qualified volunteers and technical officials.

As the case study on the British Triathlon demonstrates (see overleaf), the approach has been built on offering strategic, long-term partnerships and engagement with NGBs – building confidence, capability and belief, as much as developing technical expertise. This has had extremely positive results, showing how NGBs have been rising to the challenge of tackling bigger and more high-profile events.

THE NEXT STEPS

Looking forward, the mission for UK Sport's 2013–18 Major Events Programme is: 'To use London 2012 and Glasgow 2014 [The Commonwealth Games] to establish the UK as the leading host of major international sporting events'.

There are four objectives or criteria against which all major event opportunities are evaluated and prioritised. Supported major events will seek to:

- Support our high-performance goals
- Create high-profile opportunities to engage people with sport
- Use and demonstrate the legacy of London 2012 and Glasgow 2014
- Drive positive economic and social benefits for the UK

As the above shows, there are several different factors underpinning our pursuit of major (or mega) events, some of which we have already targeted, or would look to pursue in partnership with NGBs and other agencies, including the UK government, through the Department of Culture, Media and Sport (DCMS). ➔

MAJOR EVENTS

➔ The impact on performance is critical. Research commissioned by UK Sport has clearly illustrated that the opportunity to compete on home soil has definite performance benefits for our athletes. Our performance mandate is 'sustained success in Olympic and Paralympic sport'. Our major events activities will continue to reflect this.

Similarly, we recognise the massive benefits reaped from hosting events that are not performance-orientated. The economic and social benefits from hosting major sports events are widely recognised, while a well-coordinated approach to engagement and participation around events can have major impacts on recreational/grassroots participation.

The drive to recognise and harness these impacts was behind the development of eventIMPACTS, a collaborative project with other partners designed to help broaden and standardise the way the impacts of major events are measured.

INCREASING AMBITION

The aspiration to establish the UK as the leading host of major international sporting events is a challenge, but the substantial investment of time and resource into the UK as a whole over the previous period gives us real confidence for the future.

Thirty-six different towns and cities across the UK have already hosted more than 120 major international events in the 2009–12 cycle. This is a significant achievement and reflects the fact that the UK has developed a rich and broad event-hosting capacity.

In addition, UK Sport's close work with regional partners, including cities, has created a huge enthusiasm for sports events – partners are engaged and, importantly, committed (both financially and otherwise). This dedication will give International Federations confidence about their events being placed in very safe hands.

FUTURE BIDS

Successful bids have already been progressed for the 2013 World Triathlon Championships, 2015 World Canoe Slalom Championships, 2013 European Team Athletics Championships, 2015 World Gymnastics Championships, 2015 IPC European Swimming Championships and 2017 World Athletics Championships. A live bid is underway for the 2013 World Squash Championships. These bids highlight the value of utilising the facilities brought about by the London and Glasgow Games – the UK will be well equipped with an array of world-leading venues. Equally important is the unseen capital accrued. System expertise – qualified officials, volunteers, logistical support and event management – is a major strength on which to build a strong platform to showcase the world's premier sporting events. ●

Esther Nicholls is head of major events at UK Sport. www.uk sport.gov.uk

CASE STUDY – BRITISH TRIATHLON

The partnership with British Triathlon began in 2008 when, following the launch of the International Triathlon Union (ITU) World Championship Series (WCS), British Triathlon made clear its aspiration for London to become one of the worldwide iconic venues chosen to host a series race. The series is the jewel in the crown of the ITU events programme and is second only to the Olympic Games.

The decision to aim high and aspire to stage a World Championship Series event was based around the desire to provide a home stage for our athletes to perform on and to grasp the opportunity to really raise the profile of this fast-growing

sport. Delivering this level of event in London's Hyde Park has changed the perception of the sport, showcasing triathlon, British triathletes and the ability of the sport in the UK (with its partners) to deliver world-class events. There were of course benefits to performance, volunteer and official capacity, alongside inspiring participation.

It was clear that an event of this magnitude, run in central London over two days, would require strong partnerships. A tender process identified possible delivery partners and Upsolut Sport UK was appointed. In parallel, work continued with the City of London (Visit

London), The Royal Parks and UK Sport to maximise the benefit of the project.

Since the first event in 2009, year on year the benefits have been huge. The event itself has grown in size and the media profile of triathlons has increased considerably, particularly around this event. BBC TV has televised the event live and shown highlights. The general public interest has grown alongside the profile.

British triathletes made the podium in 2009 and 2010. In 2011 they also had the opportunity to race on the proposed Olympic route, with Alistair Brownlee and Helen Jenkins delivering gold medal winning performances on the day.



Behind the scenes, the team at British Triathlon has been on a huge learning curve as it incorporated delivery of this event into the work plans. The support of UK Sport has been significant in helping to share the workload, supporting the decision-making processes and transferring knowledge from other events and experiences where applicable.

Officials and volunteers have also had the opportunity to work at a major UK events, which provides vital preparation for delivery of London 2012.

Zara Hyde Peters OBE, chief executive of British Triathlon, says: "Working alongside UK Sport, British Triathlon has

greatly benefited from the integration of the British Triathlon Major Events Strategy with the UK Sport Major Event Programme, enabling the delivery of a world class stage for our athletes to perform on."

The success of British triathletes, and the event itself, has only increased its ambition and, with the support of UK Sport and our other partners, has led to the decision to bid for the 2013 Grand Final. It seemed a logical next step to aim to bring this finale event back to the UK after the Olympics. A bid was presented to the ITU in September 2011 and was successful.

UK Sport partnered with British Triathlon in 2008 to support its preparation for the International Triathlon Union (ITU) World Championship Series (WCS) in London's Hyde Park

John Muddeman, events manager for British Triathlon, adds: "Delivering the World Championship Series events has been a challenging, but rewarding journey. British Triathlon staff, officials, volunteers and our partners, who have all worked on the events with us, have really worked together to understand the challenges, raise their game, and deliver world class events. Our team and the sport is definitely stronger as a result."

FUNDING FACILITIES

Cuts in local authority expenditure, judicious bank lending and cautious corporate funding are hampering the construction of new sports facilities. Mark Walker of Oaks Consultancy advises sports providers to dedicate more time and research to the planning, conception and ongoing potential of their new builds

There has always been an aspiration among sports providers to build iconic facilities that help to define them and their sport. In times of economic success, the ability to borrow commercial money against these projects – given their high profile nature – has been the avenue of choice. Not much thought was needed regarding the outputs of these facilities – given their ability to drive commercial revenues in a willing market and gate receipts against the main attraction.

We now operate in a very different world where access to finance is proving increasingly hard to source through the

banking sector. Swingeing cuts in local authority (LA) budgets and reluctance within the corporate world to invest against uncertain returns means organisations have to think more about the nature of their builds and the messages they deliver.

In order to find a way through the maze and deliver a facility that can still please the fans and make a statement yet satisfy its commercial backers and give back to the community, we must look at each segment of the process from planning and design conception through funding to ongoing revenues once built.

Planning

Approaching a local authority has traditionally involved conversations surrounding the impact on the local area, transport solutions, green belt issues and community needs. While these issues remain, now there are new considerations – some of which present opportunities.

Local authorities are having to make hard choices about the leisure services they provide and indeed many have had to close provision where the business case does not stack up yet, the local need

remains. This presents an opportunity that may well win the day where planning is in the balance. It could be that the facility build forms part of a wider joined-up plan identified through a commissioned facility strategy, perhaps with the developer having a level of engagement, i.e. as part of a leisure trust board.

There is and will continue to be a need for LAs to outsource their leisure stock to third parties as part of a cost-saving exercise. Usually these relationships involve the preferred contractor contributing towards the overall investment. This can ease the planning process and investment concerns. However, this system must be well timed to coincide with the outsourcing process, so some investigation into the status of the LA could be beneficial.

Sport England and, to an extent, some of the larger sports governing bodies have been working hard to develop planning tools in the field to guide and inform LAs and help organisations to refine their plans. They have produced accessible resources which need to be fully incorporated into the planning phase for all new proposals.

Consideration should also be given to wider agendas outside sport, which may be socially driven like health, social inequality and deprivation, education and employment. Sports brands tend to carry



A new facility creates jobs and attracts more people to the area



PIC: IED GTS

an almost blind affinity, allowing them to deliver messages and services to groups traditionally hard to reach. Tapping into this and bringing these partners on board early in the planning process is advisable, as you may need them again later when it comes to funding.

It is also important to consider the economic impact of the build. How many new jobs and visitors to the area will it create? What is the likely increase in output as a result of the proposal and will this outweigh any potential upfront investment? What are the aspirations of the LA on the national sports stage? It can be as important as community engagement for LAs to hang their hat on a major

event that the proposal can deliver.

In conclusion, the key is to research locally. What's worked before and why? What pressures will sway an LA, and how can gaps be filled that are inevitably appearing in their provision? Do some benchmarking and ask peers for their feedback. Negotiate a win-win by understanding current and future motivations.

Funding

The route to successfully funding a build has become more complex as a result of our current economic climate, but not impossible. There will always be organisations that are able to borrow or self generate the cash they need to build,

Arsenal's home ground – Emirates Stadium (above). Once a facility carries the name of an organisation it tends to keep that brand association

but they are in the minority. Most will have to adopt a multi-funded approach, with all of the complexities this brings. There are several main sources that should be considered: bank lending; local and national state lending and grants; national state lending and grants; and commercial relationships.

Bank lending would seem to be the simplest route to success – design a facility and put together a business plan to prove that you can pay back the capital in an agreed period. Increasingly, however,

PLANNING

Sports centre useage may exceed 90 per cent at peak times and less than 10 per cent off peak, although heating, lighting and staffing is still required

organisations lack the financial stability to secure the sums required and while a bank might see the sense in capital investment, given the uplift in income it may provide, they are reluctant to be the only organisation exposed. It significantly strengthens the case if the proposal demonstrates levels of match funding to ease this exposure and shows how these funding partners can improve the business case.

When looking at local state funding or grants, we must examine other agendas that the build can address – like how the sports facility can improve the health of a local population? Clearly there are synergies here in terms of both the brand reach and the healthy lifestyle solutions on offer. There has always been a will within the health service to not only cure, but also to prevent illness through lifestyle change. Who better to deliver these messages and a home for the facilities required than the local iconic sports brand?

Lobbying the health commissioning services and getting to the bottom of how and with whom the purse strings are held is also vital. It's a long and complex road and timing is important, but well worth the work. Similarly, with regards to education, encouraging those out of work to train and develop skills, motivate themselves and take the first difficult steps on the ladder is a key consideration; who better than the brand they believe in above all others to guide them?

Education and employment go hand



PI © WWW.SHUTTERSTOCK.COM

There is a need for LAs to outsource their leisure stock to third parties as part of a cost-saving exercise

in hand and these partnerships could be influenced to support a project if connections to employment opportunities can be offered, perhaps through a business club. Offering solutions that give continuity and add distinct value will always be attractive. The same can be said for issues such as childcare, social deprivation, crime and care for the vulnerable. Although not all these groups may fit in with the ethos of the facility, planning in those that do and chasing the attached funding is worth considering.

Local cash attached to economic development has become increasing scarce with the advent of the slowdown and the new administration. There are still opportunities available to tap into this resource, but the burden of proof is much more acute.

It's always worth considering the Prudential borrowing route. The Local Government Act 2003 introduced new

freedoms and flexibilities for LAs. One of the new powers allowed LAs to borrow to invest in capital works and assets as long as the cost of that borrowing was affordable and in line with principles set out in a professional Prudential Code.

There are great variations in the stance LAs have taken on investing in high profile projects, but a clear demonstration of economic impact is needed to pursue a case and there are some notable examples of this practice related to sport.

Formation of a new Local Enterprise Partnership (LEP) from the ashes of the Regional Development Agency (RDA) network is also worth consideration. RDAs traditionally held the purse strings for European Development Funding. This stream has understandably dwindled and in some cases there's no availability, but some pockets remain and, given time, new strands will be announced. Being a part of the LEP community will keep you



The Ricoh Arena (above) is a multi-purpose venue for both national and community events as well as home to Coventry City Football Club

informed as these agendas progress.

Nationally, numerous funders – Big Lottery Fund, Sport England and Social Investment Business – have capital support programmes and will offer money in different ways and against varying outcomes. Consideration is given to how different outcomes are attached to the project. For example, can a health centre, an education centre and a community hub be delivered under one roof?

Working through the issues with local partners alongside data research will help to unlock the answers to these questions. What proportion of the space should be allocated to each function? Or can the space be multifunctional? What proportion of the overall cost can be relieved through this multi-faceted approach, and how can this be used to lobby commercial funders to support the project? How will this dilution of the project endanger the core purpose initially set out? Research is

the key to understanding what each will expect and the levels of proof needed.

Commercial naming rights for capital builds are a route that many have successfully negotiated, and once a facility carries the name of a commercial organisation it is hard to lose that brand association. One only has to think of the Ricoh, Reebok or Emirates stadiums and how these names have entered the psyche of the football or the O2 arena in the entertainment world. Being realistic with the valuation of this relationship is crucial and being able to back up claims with hard data analysis and benchmarking will help in negotiations.

There are however more subtle ways in which support for new facilities can be realised from the outset, by understanding what goods and services can be sold to potential suppliers, appreciating the value of contracts for aspects such as security, CCTV, cash handling

and stewarding, as well as the trade gained from these areas.

Most private organisations can avoid the need to tender and opportunity costs might be reinvested. Who will install and manage the utilities, IT solutions, catering and hospitality and for how long are contracts awarded? Is there sufficient revenue in the contract to release some capital funding up front? Most new facilities will have clean advertising space that can be linked to contra deals, further embedding the messages of those who become your suppliers, be those corporate social responsibility, business to business or business to consumer.

Timing is of the utmost importance when designing this type of statutory/commercial funding mix. For example, finding out that a funder has

PLANNING

Sport England has worked hard to develop planning tools to help organisations to refine their plans

an exchequer-lead spend deadline just before a large commercial deal is landed can jeopardise the whole project. Could money be placed in an Escrow account and what are the overall strategies in place to ensure that all of the funds are available when they are required?

Projects have failed owing to an inability to meet deadlines, even though all the cash required has been identified, so it's important to try and identify someone in the team who has been through the process before and can head off potential problems before they become a issue.

It may be that the quantity surveyor or architectural team has no concept of the pressures that the development team are under when submitting technical plans as part of a funding package, so having someone to span the various teams could be invaluable.

Ongoing revenues

This area is often neglected, with the focus on capital requirements taking centre stage, yet many who have invested heavily in a capital project find the burden of ongoing costs versus uncertain incomes too great and the project, however well intentioned, fails.

In addition to the usual concerns of staffing, utilities, refurbishment and other core costs that are usually fairly easy to map, sports facilities tend to suffer from dramatic peaks and troughs in their usage patterns. Consider an indoor sports centre: usage may run at in excess of 90 per cent at peak times but below

10 per cent off peak, although the facility still needs heating, lighting and staffing. This can be said of most facilities – ranging from golf courses to football stadia and swimming pools.

By utilising the funding mix discussed, a facility that is able to deliver a number of peak or mid times can be achieved. It may be that a gym has capacity from 10am until 4pm and through the addition of a free crèche service and a link to the local GP funded referral network many of these hours could also be utilised to deliver a range of health interventions.

Similarly, football has seen an upsurge in education programmes delivered at stadiums as education has become broader and more vocational. This is clearly a time at which the facilities would not be used to host corporate events or match days. Indeed, many capital funders may have the advantage of a “revenue tail” alongside capital, which can help to embed the facility over the tough initial period of operations against a wide range of social needs.

This work should be undertaken in tandem with the capital programme and it should be given equal importance to ensure success. There are a number of organisations both professional and within the state sector that are well practiced and can assist with this kind of support.



PH: @WWW.SPORTENGLAND.ORG

Future prospects

Hopefully as the economic outlook improves, more facilities will be commissioned while the lessons of the last few years will be carried forwards in their design and outputs.

The world of sport is rapidly learning that there is a place for them, not only on match days or during major championships but also as a part of the communities in which they serve.

The commercial world is no longer interested in a badging exercise when a return is difficult to identify and would rather use sport as a long-term strategy in their marketing and business planning.

National funding organisations are also beginning to see sport in a different light, as the successes achieved are becoming increasingly well documented and emulated across the country.

There is a way forward even at a time when it appears that survival is the biggest challenge – it is just a case of looking in the right places and exercising some patience along the journey. ●

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Sustainable stadia

Populous senior principal Rod Sheard explains how the key to designing sustainable stadia is by fulfilling the right mix of global and local requirements, to create iconic buildings that can become a well-used resource for local communities after the event is over

A major international sports event can offer a unique opportunity to showcase a city through its main stadium to millions of people around the world, but legacy needs to be designed into the facility plan for life after the closing ceremony. A stadium can shape a town and put a community on the map, but what's left behind should be a economically, socially and environmentally sustainable.

A strategic business plan and good design means this can be achieved through a landmark building that can also be used for a range of sporting, entertainment and

community events, such as concerts and conferences. In some circumstances, however, the stadium may not even be built as a permanent structure. It could be a partial or fully temporary structure – destined to be disassembled after the event and re-erected elsewhere – perhaps in another continent, for another major event.

2000 OLYMPIC BLUEPRINT

Populous has been involved in stadia design for events, such as the Olympic Games, for 25 years. The Sydney Stadium for the 2000 Olympic Games set the benchmark

for the modern sustainable stadium. It was the largest Olympic stadium ever built and created a powerful icon on the Sydney landscape. Known today as ANZ stadium, it seated 118,000 spectators during the Games, reduced down to 80,000 seats in legacy mode and was adapted for future use. A rectangular pitch was added to suit rugby and soccer codes and the building was opened up for concerts, exhibitions and public gatherings. The Sydney Games were the 'green games' and innovative sustainable measures were introduced – such as passive ventilation and collection of rainwater, which is now a regular feature in stadia design everywhere.

The Sydney Stadium, built for the 2000 Olympic Games, was reduced down for future use and renamed the ANZ Stadium



PICS: ©POPULOUS



The Olympic Stadium in London has been designed with seating in an elliptical bowl form so that it can be reconfigured after the Games into a smaller stadium for soccer

As members of the construction industry in the developed world, we feel particularly responsible for the environment, and as designers of major sports and entertainment buildings, we continually look for sustainable ways to approach their construction. In 2007, the Populous sustainable stadia team was formed to examine and research this issue and together with engineers Buro Happold and Faber Maunsell and construction financial managers Franklin and Andrew we looked at how we might change attitudes towards our buildings and develop a blueprint for sustainability moving forward.

The key principal is that sports stadia are huge pieces of infrastructure and when it comes to sustainable design, their use of energy is a major issue. The industry must learn to reduce the energy

use in their initial construction – the so-called 'embodied energy' and to reuse the building materials in future projects.

LESSONS LEARNED FOR 2012

The organisers of London Games began to examine these issues immediately after it won the right to stage the Olympic Games for 2012. The host city already had Wembley Stadium, so it didn't need a second national stadium and lesson has already been learned from Sydney that it can take 10 years to turn a dedicated Olympics stadium into a truly useful community resource – so legacy had to be considered early into the design process.

The debate on the future of the stadium was held at the beginning of the design process and the government established a legacy company to plan for all the Olympic venues after the Games.



A clear plan was mapped out for the main stadium by four interested parties: West Ham United Football Club, the London Borough of Newham, the operator Live Nation and the University of East London. The London Olympics demonstrates how a successful event can be blended with the long-term needs of a community and the stadium is embedded in the largest urban park built in the UK for many years.

PICS: @POPULOUS

STADIUM DESIGN

➔ At the same time that legacy was considered, so too were construction methods and materials. Everyone agreed that the London stadium should touch the earth lightly and the team began to consider how to reduce the embodied energy necessary in construction.

What emerged at the end of the design process was a watershed in stadium design: a building that is flexible, lightweight and semi temporary, yet one that still makes a statement as the landmark stadium for the grand ceremonies of the London 2012 Games and is visible across the Olympic Park from all approaches. It is designed to be reconfigured after the Games into a smaller stadium for soccer and its seating configuration, arranged in an elliptical bowl form, will provide an intimate experience, allowing spectators to be as close as possible to the action.

In my opinion, it is the most environmentally-friendly Olympic stadium ever built – using less steel than any other comparable Olympic stadium. What steel is used is lightweight; the structure of

The 2012 Olympic stadium is a watershed in stadium design – flexible, lightweight and semi temporary, and yet a landmark

Combining global and local needs together with respect for the footprint these buildings can make on our environment is a key issue to the success of each design

the upper tier west stand and roof uses just 10,000 tonnes of steel. All the public bars, food concessions and information and retail points have been designed as individual pods, grouped together in villages outside the stadium. These are temporary facilities that can be removed, simplifying the services needed inside the stadium. It also has a roof made of fabric.

A huge amount of energy goes into the building of a stadium facility land while we must look for ways to reduce it, sometimes there are not a lot of options. For example there are obviously good reasons why you design a roof with steel rather than concrete. But the options increase if it's possible to use fabric, and so we looked to fabric as a means of enclosing the London stadium.

Vertical strips of fabric that twist by ninety degrees as they approach ground level became the solution for the London roof enclosure. The twist allows an easy

flow of spectators in and out of the stands and this 'wrap' is printed on one side in a bold spectrum of colours.

The stadium will be one of the fastest buildings to transform from Olympic mode to a profitable, sustainable post Olympic venue. The construction methods and materials mean that the stadium was also built ahead of schedule. Construction began in 2008 and it was completed in March 2011. Populous' partners on this project include contractor Sir Robert McAlpine and engineers Buro Happold.

MOVING FORWARD

The lessons learned from London are now being translated into the design of the Olympic stadium for the Sochi 2014 Winter Games, which is the third Olympic stadium being designed by Populous.

Populous was selected by the State Corporation Olympstroy to design the masterplan and overlay for venues and facilities, and is joined in the design consortium by Russian contractor Engeocom, and Botta Management.

The stadium, which will be completed in 2012, will have a seat capacity of 32,000 in Olympic mode. However, its innovative design will enable it to be a suitable host for more than one major event and leave a long-term legacy.

It was also designed with the flexibility to transform and adapt to become a host venue for the Russia 2018 FIFA World Cup, by using additional temporary seating to increase the capacity to 45,000.



PIC. @POPULOUS



PIC: @POPULOUS

The main stadium for the 17th Asian Games in Incheon, South Korea, will reduce down from 70,000 seats to 30,000 in legacy mode

The seating bowl will then revert to a more compact and atmospheric environment to suit the requirements of a club soccer team with 25,000 spectator seats via a continuous lower bowl – flanked by two upper wing terraces housed within the main arches of the stadium.

The temporary and permanent designs look complete in each configuration, in recognition of the importance of integrating various formats of permanent and temporary structure and giving a consistent architectural identity so they do not appear to be 'add-ons'.

The sweeping form of the main stadium design responds to both its coastal location and mountainous backdrop to deliver a spectacular vision for the winter Olympics and a lasting sustainable legacy for Sochi.

Across the globe, another Populous building inspired by the 2012 London Olympic stadium is in Incheon, South

Korea – the main stadium for the 17th Asian Games. The stadium will hold 70,000 people for the Games in 2014 and will reduce to a single-sided grandstand for 30,000 afterwards as part of a People's Park for the local community. Populous is working on the project with local firm Heerim Architects and Planners.

According to Populous senior principal Andrew James, once again the critical issue of legacy was an early consideration.

“The stadium design is based on an asymmetrical configuration with the main corporate and management facilities located on the permanent western side – creating a more efficient design, both in terms of construction and operations. The Eastern side will be a lighter solution; the temporary modular seating structure will disappear after the Games, as the stadium reduces down to the single-sided grandstand. The building will link into the surrounding parklands; integrate

into the landscape and provide an open accessible gathering place for the people of Incheon,” says James.

SUCCESSFUL FOOTPRINTS

But whether it's Incheon, Sochi or London, the stadia will host wonderful, international sporting events, in front of live audiences of hundreds of thousands, with millions watching the events from around the world. Once the closing ceremony is over, each stadium will take on a new role as an important resource for the local community. The combination of global and local needs, together with a respect for the footprint these buildings can make on our environment, are the keys to the success of each design and the philosophy behind Populous' design for sustainable stadia. ●

Rod Sheard is senior principal at Populous and a frequent international speaker on stadia design. www.populous.com

2012 OLYMPICS – training venues legacy

New sports facilities demonstrate how the investment and effort put into the Games generate a tangible legacy, says Simon Molden of Capita Symonds

London's experience amply shows that bidding for the Olympic and Paralympic Games generates significant anticipation, excitement and tension.

Being successful – as demonstrated by the images from Trafalgar Square and elsewhere – leads to a massive outpouring of euphoria. However, the path from this point is significantly more undulating and it has been anecdotally reported that many, if not all, successful bidding cities for major global sporting events experience a “cycle of public sentiment”.



PHOTO: WWW.LONDON2012.COM

PUBLIC OPINION

The public mood rapidly turns from the initial euphoria to waning interest, apathy and then boredom and cynicism before starting to rise as the public re-engages in the final year. It then reaches full-on excitement and anticipation as the Games arrival looms large on the horizon.

For London, it can safely be said that the case has been no different. There is a stark contrast between the scenes of joy, witnessed in July 2005 and the seemingly unending negative reporting in the press over the last 18 months or so. Recent stories have focused on the supposed unfairness of the ticketing process, the war of words between West Ham United and Tottenham Hotspur over who would be the best legacy custodian of the Olympic Stadium, the associated judicial review process, as well as that constant gripe of budget over-runs.

All of these pay scant attention to the evident successes of recent months, including the completion of a number of the key

Successful bidding cities for global sporting events endure a cycle of public sentiment

sites, such as the stadium, the handball arena and the elodrome, more than a year before the start.

COMMUNITY LEGACY

On top of these issues can be laid the most commonly quoted concern of them all: will there actually be a tangible legacy for all of this effort and investment?

In London's case, there are a number of very obvious examples to which one can point to answer this; such as the regeneration of one of the most deprived areas of the capital, the creation of 500 acres of new park and a significant investment in the transport infrastructure. However, beyond this, there are also numerous specific delivery programmes that will also play a role in delivering a lasting legacy and one such example is the Games-time training venues.

It is an obligation on any host city to provide a series of training venues covering all the Olympic and Paralympic sports for athletes to use during the event.

In its submission to the International Olympic Committee (IOC) in 2005, London proposed to meet this requirement through upgrading and investing in a



PICT © ODA

The ODA and LOCOG have invested £20m in upgrading 16 facilities to the standards required for training venues at the 2012 Games

series of existing community, club and school facilities within 30 minutes of the Olympic Park, thereby leaving a legacy for local people. Somewhat surprisingly, this approach was one that had not been widely used with hosts such as Athens, which delivered bespoke new training complexes within which accessibility and usefulness to the community in the long-term was somewhat limited.

Over the past two years, the Olympic Delivery Authority (ODA) and London Organising Committee of the Olympic and Paralympic Games (LOCOG) have been through a rigorous selection process to identify 16 facilities (and six more countrywide to primarily support the football tournament) as designated athlete training venues, spread across seven London boroughs and Essex.

Games-time training venues are one example of how the investment, time and effort put into the Games generates a tangible and substantial community legacy

As a consequence of being selected, a significant level of funding has been allocated to each one to make them fit to meet their role for the Games.

Much of this investment has come from the ODA, which has ultimate responsibility for this programme. Inevitably, some of the upgrades will be temporary; however, the majority of the investment will be for permanent improvements.

The investment is wide-ranging and includes two new athletics tracks, two

new hockey pitches, upgraded sports halls and new changing facilities. Furthermore, three new facilities will be built: a new handball arena in Mayesbrook Park in Dagenham, a new badminton hall at Redbridge Sport and Leisure and a new training centre at Europa Gymnastics Club in Bexley. In total, the contribution made by the ODA and LOCOG is around £20m (€21m, US\$33m).

To put this investment into context, Sport England's open funding programme



PIC © WWW.SHUTTERSTOCK.COM/VLADIMIR WRANGEL

This investment in sport is in contrast to the decreased level of National Lottery funding

- for the country has invested around £45m (€52m, US\$73m) per year in community sport, and not all of this has been for capital projects. In this area, the Olympics and Paralympics coming to London is having a clear and positive impact on the local sporting community.

Of course, there will be some disruption to these facilities, both while the improvements are being carried out and during the Games, when they will be unavailable. However, given the decreased level of National Lottery funding over the past decade and the diversion of what funding is available to more numerous programmes, some weeks of disruption is a small price to pay.

It's difficult to envisage where this level of investment would have come from without the Olympic and Paralympic Games.

A POSITIVE EXAMPLE

Returning to the opening theme of public cynicism at the prospect of mega global sporting events, it is highly unlikely that this public opinion will never change. It is something that has been experienced by all recent host cities, with more or less justification each time. It has to be admitted that it is a rather understandable sentiment – given some of the more chaotic examples of recent years and the enormity of the task and preparatory works that are always necessary. In short, there is a feeling of “what have we let ourselves in for?”

However, all too often, people then fall into the trap of only seeing negative issues in everything event-related. The 2012 Games-time training venues are just one small example of how the investment,

time and effort put into the Olympic and Paralympic Games generates a positive, tangible and substantial community legacy, and one that will be felt for many years after the IOC circus has packed up and left town. It certainly deserves not to be forgotten.

Simon Molden, associate director of the Sport and Leisure Consultancy team at Capita Symonds, has been advising the Olympic Delivery Authority with the site selection and upgrade process since April 2009.

For more information on the project and team, please contact Simon at simon.molden@capita.co.uk or on +44 (0)7825 226 922.

A group of four people (three men and one woman) are exercising on Total Gym machines. They are all smiling and appear to be in a gym or studio setting. The man in the foreground is wearing a red shirt and black shorts, with his right arm raised. The man next to him is wearing a grey shirt and white shorts, also with his right arm raised. The man in the background is wearing a blue shirt and dark shorts, and the woman on the far right is wearing a pink top and black leggings. They are all using the same piece of equipment, which is a Total Gym machine. The background is bright and slightly blurred, suggesting an outdoor or well-lit indoor space.

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Trends towards temporary

John Barrow from global design company Populous examines the business case for flexible, reusable structures within the sports industry

In sports architecture's early days a clear distinction existed between an event's permanent and temporary venues. One was designed with the long term in mind, to be used by the host city on an ongoing basis. The other was more often than not a collection of seats, tents and cabins put up for the duration of the event and then taken down.

Over time, these lines have become blurred. Permanent buildings now have temporary facilities added, enabling venues to grow for a single event, such as the Super Bowl, or to host a series of events, like the Olympic Games.

Temporary buildings design is also developing. An increasingly sophisticated use of materials and building techniques means that temporary structures can now create a design impact in themselves.

Temporary Expansion

So what lies behind this growth in temporary architecture and what advantages can it bring? One key component is sustainability. Increasingly, cities hosting major events are nervous about the legacy that building a permanent structure for every sporting venue need can bring. Today's host cities look for balance: a carefully thought-out mix of permanent and temporary venues that allow the city to hold the event as well as a sustainable, workable legacy.

The achievement of this balance necessitates the need for a business case on a venue by venue basis.

Bristol City Stadium was designed with the flexibility to expand and retract from a 30,000 to 44,000-capacity venue, safeguarding its future

In the case of London 2012, there were three approaches: Should the venue be temporary; could existing venues be used and enhanced for the Games; or, was a permanent venue justified.

Crucially, these three options were considered within the context of the city's existing facilities. In the case of cycling, for example, the questions were simple: does the UK have a velodrome currently? No. Does it need one? And will it be used afterwards? Yes and yes, are the answers, so a permanent venue was the solution.

The velodrome aside, London is home to some spectacular historic and iconic venues. Clearly this had a major impact on the business case for permanent venues in several instances. The existence of the O2 Arena, for example, negated the need for an additional permanent 16,000-seat



PIC. © POPULOUS



games taking place during the Olympics meant that more space was required for the duration of the event – and a temporary venue was the clear solution.

In several instances we found a strong case for a hybrid approach – giving a permanent facility the capacity to expand to host a particular event, then retract to a more manageable scale thereafter.

The Aquatics Centre is a good example of this. Although the UK as a whole doesn't have a high number of swimming facilities, its fairly average popularity as a sport would indicate that a pool with a 17,000-seat capacity would not be fully utilised. Thus, a brief was established to create a permanent venue with a more sustainable long-term capacity of 2,500 seats that could be temporarily expanded to 17,000 seats, to meet the requirements of the Games.

Similarly, the Olympic Handball Arena has been given a unique field of play, where the seats in the lower bowl can completely retract – enabling community events to be hosted there after the Games.

Chris Jopson, associate principal at Populous, welcomes the flexibility of this hybrid model. "The big difference with temporary architecture today," he points out, "is that it's now factored in from the very start and integrated into the design. Rather than being squeezed in, buildings are actually designed to have areas that are specifically for temporary seating."

He cites the Bristol City Stadium as a good example. Designed in the middle of a recession – and with England's bid for the 2008 FIFA World Cup in mind – it was vital that the venue be future-proofed. The resulting structure is able to extend from a 30,000 to a 44,000 capacity and

Temporary structures such as the beach volleyball venue in central London can be installed in short time frames

back again. The lower bowl has a core capacity that doesn't change, but the upper bowl has 'missing teeth', meaning the north and south upper stands can be increased by 7,000 seats apiece. So the stadium has a distinctive aesthetic style and a flexibility that safeguards its future.

This flexibility is key when it comes to an Olympic stadium. At Sydney 2000, the main stadium capacity was designed to reduce from 110,000 to 80,000 seats. For London 2012, the stadium is designed to hold 80,000 spectators during the Games, then the legacy model is reduced to a 25,000-seat stadium that works for both football and athletics events.

TEMPORARY VENUES



ALL PHOTOS © POPULOUS

Greenwich Park (above) and Lords Cricket Ground (right) will be temporarily adjusted to host equestrian, modern pentathlon and archery

➔ New Directions

The ability to adjust capacity is just part of the story, however. Purely temporary structures bring even greater flexibility, by taking sporting events into arenas where they would not normally be considered.

As a World Heritage Site, it's impossible to get permission to build a permanent structure in Greenwich Park, London. Yet by creating a temporary venue, which the authorities are satisfied can be erected and dismantled without damaging the park, London 2012 organisers are able to hold the Olympic equestrian events in a quintessentially British place of great beauty – showcasing the best of British.

Similarly, the scheduling of the Queen's Golden Jubilee celebrations, Trooping of the Colour and Olympic beach volleyball over a six-week period at Horse Guards Parade in London could not have been considered if the 15,000-seat beach volleyball venue had not been designed as a temporary structure – due to the short time frame available.

In an increasingly competitive sporting world, host cities are looking for distinguishing factors, or defining moments.

In the same way that the image of a diver standing against the backdrop of the city is a lasting memory of the 1994 Barcelona Olympic Games, so having an Olympic event staged against the backdrop of a London skyline encapsulates the spirit of London 2012 and really puts the city on the map.

Temporary architecture also offers an opportunity to convert an existing sporting venue and use it for something else. Next summer, archers will be firing arrows across the iconic outfield at Lords Cricket Ground in St Johns Wood, London. Just three weeks later, the venue will be put back to cricket mode so the game can be played there once again.

In the US, our Denver office has been exploring the possibilities of this even further by putting ice hockey rinks in baseball stadia and a ski jump, the Big Air, in the middle of Denver city centre.

Sustainable Structures

It's clear then that flexibility is a major component in the business case for temporary architecture. Sustainability however, is also key. Temporary elements can be used and reused. Seating from the Cricket World Cup, for example, has made its way from the Caribbean islands around the world by water, a low-impact method of transport, and been used for various major events around the globe.

The organisers of Sochi, host of the Winter Games in 2014, originally proposed to build each of its six venues as permanent structures. However, Populous advised that by creating three of those venues as temporary structures, would offer a more sustainable approach and a much stronger legacy – as those arenas could then be relocated around other parts of Russia after the Games.

This in part illustrates another argument in favour of temporary architecture – financial savings. Not only are the direct building costs of temporary



Lee Valley's new White Water Centre will host the canoe slalom, while the new Hockey Centre will be relocated post-Games

venues smaller than those of permanent structures, but there is a considerable saving over the lifecycle of a building. As well as reusing or recycling every component in a temporary structure, you avoid the maintenance costs such as cleaning, heating and electricity that are associated with a permanent structure.

Design for the Future

With its flexible hybrid facilities and imaginatively located temporary venues, London 2012 is a good model. It looks likely that Rio 2016, will follow its example, thus begging the question – what opportunities are there for temporary architecture in the future?

I believe the key to future success and sustainability is in striking the right balance between a permanent core of facilities and a super-flexible complement of temporary additions.

The industry is starting to respond to design demands for these temporary additions. The materials being used now

Purely temporary structures bring greater flexibility, by taking sporting events into arenas where they would not normally be considered

are fully recyclable and design is becoming more intelligent, such as seating that folds up smaller, so more can be packed onto a lorry. This in turns leads to fewer lorries and fewer emissions. Essentially it creates a virtuous cycle of sustainability.

In the long term, the vision is to create a wide range of buildings from a standard kit of parts across the temporary event industry. This modularised system will ensure that each temporary component

fits together smoothly – making the finished design neater and more efficient and spelling the end to awkward-looking onsite fixes.

At Populous, we certainly see the future of temporary architecture as being very creative. We'll continue to explore materials in a new way, creating new potential for hosting sports and entertainment venues and strengthening the case for its use. Whether it's an Olympic venue, a World Cup stadium, or a Formula One track, the same principles apply and our aim is to incorporate these principles at the very outset of a project so that the architectural solution is fully resolved for the event, the overlay and the legacy requirements.

One thing is certain: building on its current foundations of flexibility, sustainability and the ability to create the extraordinary – temporary architecture is a discipline with an exciting future. ●

John Barrow is senior principal at Populous www.populous.com

CREATING PATHWAYS WITHIN SPORT BUSINESS

Professor Gordon Mandry and Ian McCormack, from the World Academy of Sport, offer advice on how to manage a professional career in sport

The successful management of sport, at all levels, depends upon having a blend of technical (sport-specific) expertise alongside a broad set of professional skills that are also common in many other sectors of business. To better understand career pathways in sport, we want to focus on the features that make sport a unique business to operate in, how to add value to professional skills by accessing a broader base of knowledge and by networking, and then to consider some of the emerging trends that we predict will shape the short-, medium- and long-term future of career pathways in sport.

PATHWAY TO SUCCESS

For athletes, a relatively clear pathway of career development exists, based solely on performance against peers in the same sport. There will always be a gold medal winner or a competition champion and this is the relative measure of success that each athlete aspires to. Put simply, if you want to be the best in your game then you just need to be better than everyone else, and if you are the best then this should be demonstrably easy to prove.

Similarly for coaches, whose career success depends on how successfully they support athletes, a clear and technically focused qualification and career pathway ladder is available in the majority of sports.

However, for sport administrators – and by using this term we mean the back office employees in a sport organisation, the individuals who drive the development of a sport organisation and help run it as a business at a functional or managerial role – a less obvious pathway of professional development is likely to exist. This particularly applies to some of the smaller scale organisations in sport, such as national governing bodies for non-mainstream sports and small professional clubs.

Any competent and successful administrator who has spent a few years in sport is likely to have developed a specialised, yet possibly a fairly narrowly focused and sport-specific, set of career milestones. These will be related to technical expertise (for example, around the governance and policy landscape of the sport, rules and technical specifications), a network of peers, suppliers, contractors and an understanding of your support base.

Often within sport this is all underpinned by a strong sense of personal commitment. Many join this profession because they care about what they do and are passionate about developing the sport and growing its network, often from a grassroots level. This enthusiasm for the job should be cherished – how many industries can we name where this is distinctly not the case?

On the other side of the coin, more generalist skills are required to successfully manage a sport as a business. These are the more standard professional competencies, such as marketing, managing and developing the network of stakeholders, accounting and human resources etc.

Yet we would say that these two areas of skills are insufficient to really make the most of a career pathway in sport. The skills needed to go the extra mile are indeed sport-specific yet they are surprisingly similar in almost any sport. This goes back to the heart of what makes a successful, competitive and innovative sporting organisation stand out from the others. Aside from technical skills there are implicit and often less tangible



PICTURE © WWW.SHUTTERSTOCK.COM / YURI ARCURS

Marketing, managing, accounting and human resource skills are invaluable for successfully managing a sport as a growing business

skill sets: a familiarity with the broader industry marketplace, a sharp political and cultural radar to build a vision and identify objectives, an awareness of the latest developments and innovations, the national and international context in which your sport sits – and a clear sense of how all these factors integrate to bring about the strategic goals of your sport organisation.

These are skills best learned through experience and networking, they accumulate over time through a sort of exchange of competency that can be gained through interacting with other professionals who face the same kind of problems but in other circumstances. By developing a wider network beyond a single sport, it becomes possible to understand how

others react to, and solve, problems that are contextually different from your own sport-specific environment and yet are primarily the same, just in different settings. Those looking to enter or advance in the industry now have an increasing range of routes into these networks, through conferences, sector-specific social media and through education courses.

The best courses available tend to deliberately create networking opportunities as a common thread through all learning activities – the aim is to instigate and sustain direct contact between peers long after the course wraps up.

SHARED KNOWLEDGE

Bringing this together is all about knowledge transfer, the overlay of generic

templates that are applicable to a wide range of solutions. Central to the ethos of knowledge transfer is bringing such information to life through structured and engaged learning and debate.

Knowledge management has become increasingly important across the international sport landscape in the past decade – it provides a backbone for specialised organisations to develop excellence in their own areas of speciality, as seen with current and recent organising committees of games.

This process has been made possible at a professional standard by the development of support organisations focused on mapping the essential and unique skills required to excel in sport structures, along with bringing the knowledge templates to life

CAREERS IN SPORT

→ through structured learning. The development of a broader understanding of the underlying concepts and theory is a critical step in channelling individuals to apply such knowledge and advance their contribution to the broad area of sport management.

Chris Solly, director of the World Academy of Sport, sums this up as an added value that contextual learning can bring. "Knowledge of technical skills and processes are certainly essential prerequisites to staying competitive as a manager in the sport sector. But it is the application of this knowledge through real experience, and the iterative benefits that this brings which makes the difference between adequate and exceptional performance in the long term. Combining the two and applying this back to one's own area of speciality is really the key. At the academy we don't just provide knowledge, we stress test the manager to advance their level of competence," he says.

EMERGING PERSONNEL TRENDS

We see three trends within the sport personnel market over the next decade that will influence career paths for professionals – and each of these relate back to knowledge, the changing application of knowledge and the ability to interpret such knowledge as a skilled sport manager.

Firstly we predict an emerging tendency over the next decade for an increased interchange of skill sets (and personnel)

between sport organisations and the broader support industry that constitutes the supply chain. For example large corporations across the design, construction, IT, manufacturing and professional services may strive to increase their sport and event portfolio for such related support services. Demand from these sectors for technically competent sport professionals is only likely to grow.

If you have a sport-specific career focus, a hop across to a non-sport company as your next job should not be discounted if it gives you a stronger springboard back into the sport you want to work but at a higher level with a broader skill set in the future. For the organisation you may also bring implicit knowledge and a network that can successfully fast track the way around the supply chain maze.

Conversely, those in such industry sectors with an expanding sport and event product portfolio undoubtedly benefit from executive training in sport-related structures and the application of this to their particular sector.

Secondly, over the next decade there is likely to be a noticeable increase in the interchange of personnel between individual sports and this has the potential to revolutionise the talent market for sport managers. A broader skill set, with experience gained from a wide network of sports and individuals, is much more likely to open up improved long-term career prospects. Narrow vertical career channels



in any industry may limit the opportunities for professional development and even inhibit organisations from reaching their true potential in a variety of ways.

As the professional profile of some sports matures, a more rigorous and easily compatible set of management standards will emerge and ultimately make it less problematic for senior managers to transfer between apparently unrelated sports as their careers grow. Once again we see the underlying principal of sport-specific knowledge transfer combined with competency-based management disciplines to provide a wide range of applications.

And finally, expect increased competitiveness in the sport labour market as a whole. More colleges than ever before are offering degrees in sport administration, sport marketing, sport finance and any number of related fields. Thousands of new graduates are emerging annually and for this group it will be a mix of

A broader skill set, with experience gained from a wide network of sports and individuals, is much more likely to open up improved, long-term career prospects



PHOTO: SHUTTERSTOCK.COM

An influx of new graduates equipped with a wide set of sport-specific skills will increase competitiveness in the sport labour market

excellent qualifications along with practical experience of sport that will make speedy career development more likely.

For the sport industry itself, this influx of new knowledge can only be a good thing; it drives up standards and will ultimately grow the size of the sport market by making it more professional and efficient. It really comes down to the quality of programme that is being provided and in an increasingly internationalised landscape one should interrogate the international claims of such programmes and organisations. Two such examples of note include the World

Academy of Sport based in Manchester, UK and the International Academy of Sports Science and Technology (AISTS) based in Lausanne, Switzerland.

ONE STEP AHEAD

The industry is changing at a rapid pace yet there still retains a core set of features that make it an exciting and potentially very rewarding sector to base a career.

There is no one single professional pathway to success, yet if you invest in the right skills and opportunities then this openness and flexibility can certainly be used to your advantage.

At any level our advice is to invest in up-skilling. Keep your eye on detail; stay abreast of the latest technical and professional trends in your sport but don't forget to also observe and understand trends in other professional sectors. Make the effort to keep growing and maintaining your network of professional peers and find opportunities to share knowledge and experience. Above all, enjoy working in this unique business. ●

Professor Mandry is director of academic and research for the World Academy of Sport. www.worldacademysport.org

SPORT –

the human dimension

According to Joe Bailey of Heidrick & Struggles, good people are what makes a major sporting event a real success

THE TALENT EQUATION

In 1968, US football team the Dallas Cowboys, were brutally beaten by the Cleveland Browns. Tex Schramm, general manager of the Cowboys and Tom Landry, Cowboys' head coach, were despondent. Despite having a core of high-performing players and assistant coaches, something major was amiss.

After careful evaluation, a trade was made to bring a new player named Mike Ditka into the team. Ditka personified the personal characteristics Schramm and Landry felt the team needed – a huge work ethic, mental toughness, a burning desire to be the best and a galvanising personality with exceptional interpersonal skill in building relationships with team mates. They believed Ditka could change the culture, and hence the performance of the team.

During the next eight years, the Cowboys played an unprecedented five Super Bowls, became 'America's Team' – and the rest is history. The key hire was as much about the individual's personality as their physical capability.

GLOBAL SPORT ECOSYSTEM

In today's rapidly growing and global sports industry, talent is as important off as it is on the field. And it's not just about technical skills and knowledge; there's the human factor. Never before have there been so many opportunities for people to work within the sector. New technologies, capital markets and an increasingly competitive market place have combined to create new opportunities and to assert relentless commercial pressure.

The North American and European sport sectors represent roughly more than

US\$900bn (£577bn, €673bn) in annual revenues. With the size and growth of emerging markets such as Brazil, India, China, and Russia, global total revenues are in excess of US\$1tn (£641bn, €747bn).

The Heidrick & Struggles Global Sport Leadership Advisory Group defines the 'Global Sport Ecosystem' as three clear, interconnected market segments:

- **Content providers**

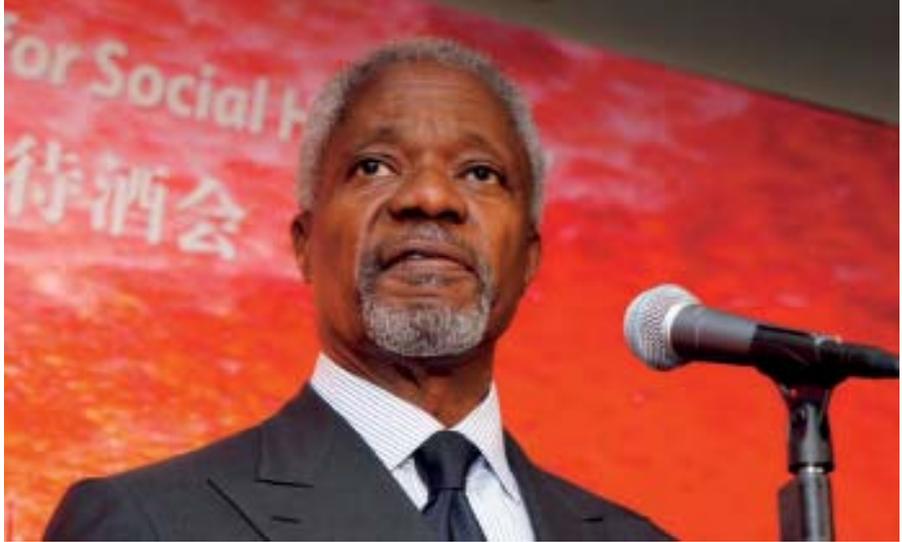
A complex web of national/international leagues, teams, associations and federations whose primary product is competition

- **Distribution channels**

A vast array of physical (stadia, arenas, tracks, events) and media (television, cable, satellite, internet, radio and print) enterprises of which the primary purpose is to act as a platform of distribution for the competition



PIG © WWW.SHUTTERSTOCK.COM/ BROCKREATIVE



PIG © WWW.SHUTTERSTOCK.COM/ STOCKLIGHT

“Sports is a global language capable of bridging social, cultural and religious divides. It can be a powerful tool for fostering understanding, tolerance and peace ... it teaches us teamwork and fair-play. It builds self-esteem and opens up new opportunities. This in turn can contribute to the well-being of whole communities and countries.”

Kofi Annan, former secretary general, United Nations

• **Goods and services**

Enormous economic clusters representing health care, hospitality and tourism, education, sporting goods manufacturers, retail, food and beverage, construction, professional services, sport agencies, technology companies, video gaming, wagering, telecoms and corporate sponsors. All support both the content providers and distribution channels through complex relationships.

A growing number of enterprises operate at the nexus of either two or all three overlapping segments. They include diversified sports and entertainment companies, private equity firms, professional leagues, joint ventures and partnerships. This business-to-consumer relationship also extends to philanthropic initiatives, humanitarian aid and international development and involves governments

in multiple ways. In other words, it's big business and requires talent in a range of disciplines akin to those required by successful multi-nationals such as General Electric, Google, Nike, L'Oreal, and Nestle – to name just a few.

MORE THAN A BUSINESS

The sport industry is often misconceived as being part of the entertainment industry. While it is true that sport is entertaining, the difference is that sport is authentic, while entertainment is scripted. The integrity of the game is vital to authenticity, the differentiator of the industry. Competitive integrity is essential to preserve the fundamental character of sporting competition.

Sport is real, serious and consequential because of the unique role it plays in human society, fulfilling necessary social

functions and delivering social benefits. To treat it as just a business is a fatal mistake. Its distinctive appeal is passion. It unites, it creates hope and happiness, it is a meritocracy. Sport needs to be handled with care.

IT'S ALL ABOUT THE EVENT

Whether it's a game, match, race, test, exhibition or tournament, the hub around which all sport revolves is the 'event'. As risk mitigation company Monitor Quest points out, the event connects the major constituencies and interests, the production and broadcast participants, the athletes and teams, the supporting personnel – coaches, trainers, doctors and advisors – and affiliated businesses and business interests, such as merchandisers, retailers, business services and sponsors. The common thread among all of these



SPORTS PERSONNEL

Mike Ditka's charismatic personality and strong team skills led the Cowboys to victory

➤ stakeholders is the importance of the people who make events successful.

As the CEO of Dolphin Enterprises, the holding company for the Miami Dolphins and Dolphin Stadium, my biggest challenge was to improve the guest experience at the stadium. To do this, I drew upon talent from an array of industries, from the Ritz Carlton to Disney to Madison Square Garden to the cruise industry and other sport institutions.

We also needed to promote the stadium as a preferred venue for everything from concerts to festivals and other types of sporting events. Individuals with marketing, sponsorship, ticket sales, property management, affinity relationships and retail experience were equally important to the success of the business. Creating this team demanded that I think outside the box, and attract talented individuals who, in addition to their particular skill sets, harboured a deep passion for creating a very special venue.

We trained every individual, from full-time managers to part-time game-day contractors, in what we called the 'Eight Ways to WOW' – the eight zones of our guest experience. The first zone spanned the moment a guest left home to the moment they arrived on the grounds. The second zone began with parking/drop-off until entering the stadium gates and so on, with the final zone being



PIG © WWW.SHUTTERSTOCK.COM/KEN DURDEN

the exit post-event. We coordinated all stakeholders in each zone – media, police security, merchandise, housekeeping, parking attendants, food and beverage, and entertainers. Each zone had a leader who coordinated strategies and tactics to make the zone operationally flawless, emotionally stimulating and memorable.

Finally, we measured our progress via post-event guest surveys and made changes as necessary. Importantly, every individual played a key role in delivering an exceptional guest experience.

TALENT MANAGEMENT INGREDIENTS

Talent management is much more than finding and keeping 'the right' people to lead a high-performance organisation. The Heidrick & Struggles Leadership Talent Cycle addresses the elements of

managing talent and integrating these into an enterprise's approach to gaining a competitive edge. The elements are:

- Identifying and attracting the right talent
- Recruiting and hiring
- On-boarding and integration
- Continuous development
- Engaging and retaining
- Managing performance
- Aligning leadership
- Managing top-level succession
- Transitioning

Businesses of every size suffer significant losses when this holistic approach is not taken. From a quantitative standpoint, consider the following:

• **Turnover cost**

Costs associated with replacing people can run between two- and ten-fold

• **Severance cost**

Severance packages can be extreme

• **Opportunity lost**

Underperforming companies post EBITDA 18 per cent lower than top-performers

• **Human relations process cost**

In today's rapidly growing and global sports industry, talent is as important off the field as it is on it



PIC © WWW.SHUTTERSTOCK.COM/ANTHONY CORREIA

Underperforming companies spend more on human resources per employee than top talent management organisations

Equally staggering are qualitative costs:

- **Disruption**

Replacing and on-boarding takes the focus away from the business, leading to missed opportunities, poor execution, lack of direction

- **Uninformed decision making**

Lost relevant knowledge to make strategic workforce decisions to achieve business goals

- **Increased business risk**

Wrong people in wrong positions affects business operations

- **Low employee satisfaction**

Lack of professional development processes, systems and tools leads to low employee morale

- **Loss of intellectual capital**

People take tacit knowledge, relationships and good will with them

- **Poor talent pipeline**

Lack of professional development and succession planning signifies the

company is not developing the next generation of leaders internally.

LEADERSHIP AND MANAGEMENT

Creating a culture that embraces an effective talent management cycle begins at the top and finding the right leaders for your organisation is paramount. The types of skills and chemistry for effective leadership vary from organisation to organisation. However, the following traits are essential for any effective leader; a deficit in any of these categories could spell trouble at some point in time:

- Huge capacity for work
- Clear vision
- Ability to communicate and persuade
- Ability to both attract and retain superior talent
- Belief that it is a privilege to serve, not a right
- Unquestioned integrity

These traits should not be confused with key management competencies such as physical assets, financial assets, human assets, marketing, productivity,

Dolphin Enterprises improved the entire guest experience at Dolphin Stadium in Miami by breaking it into eight separate zones

innovation, social commitment and the supply chain. In charge of each core operational competency, you want people who also place a high value on managing talent.

THE HUMAN EQUATION

The world of sport is driven by human emotion, the energy of the athlete, the devotion of the fan, the thrill of victory and the agony of defeat. At the end it's all about people.

The sport industry executive who understands this and manages his/her organisation with the same level of commitment that a top coach devotes to her/his athletes is heading towards great success. ●

Joe Bailey is a managing partner at US-based consultancy firm Heidrick & Struggles www.heidrick.com



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Leisure Programmes

ATP Event Experts are specialists in sports logistics and hospitality. Our many years of experience and expertise in the global sports event industry makes us the number one partner for sports event management. Our services include travel, accommodation, ground logistics, ticketing, sponsorship activation and corporate hospitality. We do this for major projects such as the Olympic Games, UEFA Champions League, England 2018 World Cup Bid and the Rugby World Cup. ATP Event Experts operate globally with event teams based in the UK, The Netherlands, France and the US. For more information, please visit atpi.com

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Background briefing

ATP Event Experts is an international travel and event agency specialising in sports logistics and entertainment. Our services include travel, accommodation, ground logistics, ticketing, sponsorship activation and corporate hospitality.

We have event teams in the UK, the Netherlands, France and the USA. We also have more than 40 travel offices around the world.

Main services

Travel accommodation, local transfers, logistics, ticketing, corporate hospitality, social programmes and excursions, events and project management.

Additional services

AV and production, communications services, sponsorship activation and Visa management.

USPs

Our many years of experience and expertise in the sports event industry all over the world make us the number one partner for sports event management. We have an extensive track record of clients and projects to prove this.



ATP Event Experts specialises in international sports logistics and entertainment events

Top projects

- Olympic Games (Nagano, Sydney, Salt Lake City, Athens, Torino, Beijing, Vancouver, London);
- FA 2018 bid team (2010);
- Wales FA (2010);
- Ajax Amsterdam (1984-2009);
- World Cup Football (1988-2010);
- European Cup Football (2000-2008);
- Volvo Ocean Race (2005-2006);
- ING New York City Marathon (since 1998);
- MajorLeague Soccer (since 2004);
- UEFA Champions League (2007-2011)
- Rugby World Cup New Zealand (2011)

Where in the world?

ATP Event Experts and its group company ATPi operate in 31 countries worldwide.

Who's who?

- PJ Mitchell, Director of Business Development;
- Jeroen de Roeber, Manager Group Sport Strategy;
- Jurrie van den Berg, General Manager of Client Services.



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THE BENCH**

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ViPR provides a progressive combination of sports conditioning exercises. With its unique design and whole-body integration (WBI) programming capabilities, ViPR integrates seamlessly into any sports training discipline across power, speed, agility, strength and conditioning.

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Purchase today and discover why professional gym chains, athletes and sports clubs nationwide, including the RFU, London Irish RFC and Cardiff Blues, all use ViPR.

WWW.VIPRFIT.COM

ViPR™ is a trademark of Fitness Professionals Ltd.

POWERED BY **fitpro**

Fitness Professionals Ltd

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Twitter: @fitpro_online

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Aimee Quinn, Business Development Manager

Background briefing

Fitness Professionals is the largest and most respected association for sports and fitness industry professionals in the world, with more than 125,000 members worldwide. Currently, FitPro is supporting more than 80 per cent of the UK sport, health and fitness industry.

Main products

ViPR is the ultimate functional, whole-body training tool, combining the programming of a traditional resistance workout together with the physical agility needed for optimal sports performance.

With more than 9,000 exercises ready to use, ViPR is everything you need to create and deliver challenging sports programmes with applications for circuit training, sport-specific exercise, reconditioning and individual one-on-one sessions.

ViPR lends itself easily to progressive drills designed to push professional athletes, while supporting rehab and prehab requirements.

Additional products

FitPro brands can be found in leading sports, health and fitness clubs

throughout the world, including Les Mills International, Outbox, Fitclub and PtontheNet – each are designed to meet the high demands and varied needs of the modern sports and fitness enthusiast.



USPs

Coaches and trainers often consider lifting sequences in training (i.e. lifting up against gravity: lunges and squats, for instance) but these are incomplete without shifting considerations. Moving across the pitch – many times against an opposing force, such as another player – is a shifting pattern.

Enter ViPR. Designed for lifting and shifting. If you are programming for the structural and neural demands of elite sports, you need the tools that deliver results – on the pitch, in the studio and on target.

Top clients

We are currently working with professional sports teams and athletes, including Karen Darke, The Rugby Football Union (RFU) and Vanessa Raw, and London Irish RFC.

Where in the world?

Fitness Professionals works with professionals in Asia, Africa, North America, South America, Europe and Australia.

Who's who?

- Aimee Quinn, Business Development Manager.



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Email: sales@gladstonemrm.com

www.gladstonemrm.com

Twitter: @gladstonemrm



Richard Grazier,
Director of Sales and
Marketing

Background briefing

Established in 1980, Gladstone Health and Leisure has moved through a number of mergers and acquisitions, each time developing more strength in depth. Now more than 30,000 users and two million members benefit from Gladstone products across the globe every day.

This extensive market experience means that we are able to give every customer access to the most advanced leisure management software available, backed up by a world-class support service.

Whatever your size, choosing Gladstone as your software partner guarantees you a robust and scalable solution.

Main products and services

Leisure management software, including membership management, electronic point of sale (EPOS), booking, resources, reporting, access, kiosks, mobile, course management, contact manager and an online customer portal.

Additional services

Custom development, project management, online and on-site training, implementation, third-party integration and card services.



Gladstone provides advanced leisure management software with a support system

USPs

Gladstone offers a full turnkey scalable solution which includes professional services and training. The size of our development and support teams are unrivalled within the industry.

Top clients

Single-site to multi-site private chains, local authorities, universities and trusts. We are the market leader within the public sector providing to more than 55 per cent of the market.

Where in the world?

Gladstone operates throughout the UK, Ireland and Australia. We have offices in Oxfordshire and Glasgow, UK and Sydney, Australia.

Who's Who?

- Scott Saklad, Managing Director;
- Richard Grazier, Director of Sales and Marketing.

MATRIX

Escape with Matrix...

No Atlas Required

Virtual Active by Matrix allows users to escape to a new destination with fully interactive video programming. Available on all 7xe series cardio products. For more information please call 0800 3896078.



For more information about Matrix Fitness Systems:
matrixfitness.co.uk | 0800 389 6078



Matrix Fitness Systems

Johnson House, Bellringer Road, Trentham Office Village, Trentham Lakes
South, Stoke on Trent, Staffordshire, ST4 8GZ, UK

Tel: +44 (0)800 389 6078 / (0)1782 644 900

Email: info@matrixfitness.co.uk

www.matrixfitness.co.uk

Twitter: @MatrixFitnessUK



Jon Johnston,
Managing Director

MATRIX

Background briefing

Matrix Fitness Systems is the commercial division of Johnson Health Tech UK Ltd; the UK subsidiary of Johnson Health Tech (JHT). JHT has been producing premium quality fitness equipment since 1975 and it is the fastest growing manufacturer of fitness equipment in the world.

Main products

Matrix supplies a complete range of premium, commercial-grade cardiovascular and strength-training equipment to facilities in all market sectors, including private health clubs, hotels, local authorities, schools and the uniformed services.

Our product range includes LIVES-TRONG Indoor Cycles by Matrix – endorsed by Lance Armstrong and the LIVESTRONG Foundation – the Krankcycle, the G7 strength series and 7 series CV range featuring touch screen TV, iPod and Nike + compatibility, plus Virtual Active interactive video entertainment programmes.

We offer comprehensive support and service with competitive warranty and maintenance contracts. Our team of trained and certified engineers also provides a nationwide installation and maintenance service.

Additional services

Our Customer Success Programme incorporates solutions and services to assist your facility with 3D CAD, finance solutions and training support. It enables us to add value to your business using our network of partners, ambassadors and experts.

USPs

Added value provision and innovation. Our success is linked to that of our customers'. We consider everything from your point of view and continually innovate our products and service solutions based on

Matrix's 7xe CV range is available with the Virtual Active by Matrix entertainment programmes



your needs and market requirements. We will work with you to help your business succeed – helping you find finance solutions to providing the best service support and facility design. We are dedicated to design innovation – in the past two years we've brought more unique concepts to the industry than any other brand.

Top projects

Hertfordshire Sports Village, Haverhill Leisure Centre, The Country Club Group, Lords Cricket Ground, Abbeycroft Leisure, Pure Gym, The Park Club, Imperial College London, Klick Fitness, Bletchley Leisure Centre, Atherstone Leisure Centre, Derby County Football Club and Elite Fitness.

Where in the world?

JHT has 16 subsidiaries: Australia, Brazil, China, France, Germany, UK, Hong Kong, Italy, Japan, Malaysia, the Netherlands, Spain, Switzerland, Taiwan, Thailand, USA and Canada.

Who's who?

- Jon Johnston, MD;
- Daniel Clayton, Vice President Global Development;
- Carole Bailey, Company Controller.

Churchill Community College
Wallsend, Newcastle Upon Tyne, UK
38.0m w x 64.6m l

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Tel: +44 (0)1283 554 120 (outside North America and UK)

Email: kdexter@norsemanstructures.com

www.norsemanstructures.com



Keith Dexter, Director and General Manager (outside North America)

Background briefing

From project concept to completion, Norseman Structures has a strong commitment to a quality product, excellent value and superior service in the design, fabrication and installation of steel framed, fabric covered buildings. Excellence in building design and a focus on safety, gives customers confidence in the strength of Norseman Structures.

Main products

Norseman Structures' clear-span buildings are an ideal building solution for all-season sports, multi-purpose facilities, tennis and football. Standard buildings are available in a variety of widths and can be built to any length. We can also custom-design buildings to meet unique facility needs. Doors, lights and insulation, heating, ventilation and air conditioning (HVAC), flooring and optional liners can also be added to most Norseman Structures' buildings.

In addition to having the tools and skills necessary to install the building, we have expertise in providing project management for complete project needs. Norseman Structures is committed to design and engineering integrity - our

buildings are designed to meet or exceed building standards and are backed by a 10- or 15-year pro rata warranty. We guarantee the best value for your building investment. "Fiercely Reliable – Since 1921".

USPs

Norseman Structures' sport and recreation buildings allow sport and play year-round, despite the unpredictability of weather. Even on cloudy days, the all-season, recreational buildings are bright, fresh and inviting.

The clear-span interior of a Norseman building gives users the flexibility to design space in an unobstructed, column-free area for flexible facility planning and team activities and the hushed sound quality inside a fabric-covered building is far superior to any traditional style of facility. Whether you need an indoor football facility, tennis courts or a multi-use sports complex, we have a sports building solution for you.



Churchill Community College in Newcastle Upon Tyne, UK

Top projects

Churchill Community College and Spratton Hall School in the UK.

Where in the world?

Distribution network in Canada, USA, Europe, Australia, New Zealand, Africa, Middle East and South America.

Who's who?

- Gerri Masciangelo, VP Sales (North America);
- Keith Dexter, Director and General Manager (outside North America).



polytan football turf - Liverpool F.C. Football Academy, UK



polytan multi purpose surface - University of Wuerzburg, GER



polytan indoor running track - Aberdeen Sports Hall, UK

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Background briefing

Polytan has been laying sports surfaces worldwide for more than 40 years. Over this period the Polytan brand has been synonymous with quality and leadership when it comes to synthetic sports surfaces.

Main services

The spectrum of services includes the supply of polyurethane raw materials, the installation of synthetic surfaces for athletics tracks, all-weather pitches, elastic layers for synthetic turfs, the supply and installation of traditional and filled synthetic turfs, lining, repairs and the cleaning of sports surfaces. Polytan produces all products in its own plant. Polyurethane raw materials and synthetic turf fibres are developed and formulated in the in-house laboratory and manufactured ready to lay in the company's own production facilities.

Additional services

Polytan is a licensee in the FIFA Quality Concept for Football Turf programme. Our football turfs can be certified to FIFA Recommended 2-Star Standard – an approved official playing surface for national and international football competitions, including the UEFA Champions League.



Polytan has installed running tracks for athletics championships worldwide

USPs

- **One-stop shop:** all polyurethane raw materials are manufactured in-house, artificial grass is manufactured in-house, installation with our own trained installation teams, complete and comprehensive range of outdoor surfaces – a full range of services.
- **Know-how:** worldwide installation experience.
- **Reliability:** more than 40 years of consistent brand quality and dedicated research, development and the production of sports surfaces.

Top clients

FC Lorient, ASNL Nancy, FC Bayern, FC Schalke 04, Bayer Leverkusen, Borussia Mönchengladbach, Borussia Dortmund, Sportschule Hennef, Teslim Balogan Stadium in Nigeria, Universiade Stadio Shenzhen in China, Stadia Brixen in Italy, Stadia Lille and Stade de Moustoir in France, and many more.

Where in the world?

Worldwide.

CHANGING TIMES?

S&P works with you to deliver inspirational environments by solving your procurement demands and establishing new models of service consolidation and partnership working



The Edge, University of Leeds



Cardiff International Pool

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www.s-parchitects.com

Twitter: @sparchitects



Keith Ashton,
Chief Executive

Background briefing

S&P are the leading designers of sports and leisure buildings in Europe. Our wide experience covers the delivery of major Olympic projects to community sports pavilions. We work in the leisure, sports and health and fitness markets – ranging from small-scale refurbishments to large asset improvement programmes.

Main services

S&P is the UK's largest architectural practice specialising in major sport, leisure and community infrastructure projects across Europe and Asia.

With more than 30 years of experience, we advise on, develop and deliver the very best solutions for our clients. We have developed a reputation for providing exceptional solutions which recognise operating requirements and maximise development profitability.

We couple good design with excellent project delivery. We focus on increasing participation in sport and the economic sustainability of the facilities we develop. Each place we create has an appropriate identity and a focus on commercial success.



S&P Architects designed The Pods in Scunthorpe, UK

Additional services

Alongside our architects, masterplanners, project managers and designers, our consulting team advises government organisations on best-practice thinking and the creation of development toolkits for successful project delivery.

Top clients

Trusts, charities, health and fitness clubs, sports operators, national and local government and national governing bodies of sport. S&P Architects has also

designed and completed projects in other diverse market sectors, including commercial, office, education, entertainment, retail, art and culture, leisure, residential, industrial, interior design and mixed use.

Where in the world?

UK, Europe and Asia.

Who's who?

- Keith Ashton, Chief Executive;
- Paul Young and Peter Simpson, Directors.

Find the perfect match

UK Trade & Investment can connect your organising committee or sporting federation to world leading UK suppliers

Fast track to the world ^{UK}



UK Trade & Investment is the Government Department that helps UK-based companies succeed in the global economy.

We also help overseas companies bring their high quality investment to the UK's dynamic economy – acknowledged as Europe's best place from which to succeed in global business.

If you are looking for UK partners, goods or services for global sports events, UK Trade & Investment can help. Its wide network of international specialists and UK-based companies will help make your project a success.

For more information, contact Jason Goddard,
Deputy Head, Global Sports Projects Team on
+44 (0)20 7215 4394 or jason.goddard@ukti.gsi.gov.uk

www.ukti.gov.uk

UK
TRADE &
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Twitter: @UKTI

LinkedIn: UK Trade & Investment



Andrew Bacchus,
Head, Global Sports
Projects Team

Background briefing

UKTI is the government department that supports UK companies to trade internationally and helps overseas businesses to set up in the UK.

The Global Sports Projects Team helps overseas event organisers to identify UK suppliers and to learn more about the UK's capability in this competitive field.

Main services

Inward and outward missions, seminars, trade events, briefings and workshops. These focus on helping UK companies identify export opportunities around global sports projects.

Additional services

UK Trade & Investment also offers strategic, impartial advice and research, which is tailored to the specific needs and growth stage of each company.

USPs

UKTI's Global Sports Projects Team offers an in-depth understanding of global sports events, how they operate, where they will be hosted in the future as well as insight into market trends. Through its global network of commercial teams in

162 locations worldwide, UKTI can help companies realise their export ambitions.

Top clients

The Global Sports Projects Team has assisted UK companies in diverse sectors, including architecture, engineering, security, catering and project management to secure work in global sports projects.

Where in the world?

The team is currently focussed on helping UK companies secure business with future host countries of major sports events. UKTI in partnership with BIS, the UK-wide London 2012 Business network, London and Partners and the London

Business Network have developed The British Business Club, a one-stop-shop where members will find up-to-date details of networking events, business opportunities, news and potential partners related to international sports events. For more information and to join, please visit: www.britishbusinessclub.org
Twitter: @britbizclub

Who's who?

- Andrew Bacchus, Head, Global Sports Projects Team;
- Jason Goddard, Deputy Head, Global Sports Projects Team;
- Andrew Whitnell, Sector Manager of Global Sports Projects Team.



**The Global Sports
Project Team
advises overseas
event organisers to
identify UK suppliers**



FIFA goes solar for 2022

Arup Associates has designed a 500-seater model stadium in Qatar powered by sustainable, environmentally-friendly technologies in preparation for hosting the 2022 FIFA World Cup. The model shows how sustainable technologies can prevent temperature and humidity reaching extreme levels within a stadium without expending vast amounts of energy cooling outdoor spaces. The stadium, which took just four months to construct, also features a revolving canopy roof.

sport-kit.net KEYWORD: **ARUP**

White Line International's kerbside athletic track

White Line Services International has launched a unique athletic track kerb, called Peerlesskerb. The white inner running track kerb is 4m long and features a 50mm x 50mm round top. It's made from stainless steel removable fixings/tubes and permanent bolts, it won't crack or fade and is IAAF-certified. Founded in 1978, White Line Services is a UK-based, family company

Aquamat's energy saving swimming pool cover

UK swimming pool cover specialist Aquamat has supplied an energy-saving pool cover to Brean Leisure Water Park's new indoor complex in Somerset, UK. Aquamat designed, manufactured and installed the 25m x 13m heat-retention pool cover. The 6mm-thick cover is made from heavy-duty closed-cell polyethylene foam. These covers are particularly suitable for use on school or commercial pools as they can save up to 60 per cent on fuel bills – due to the reduction in heat loss from the surface of the swimming pool.



sport-kit.net KEYWORDS: **AQUAMAT**



sport-kit.net KEYWORD: **BASF CONIPUR**

Recycled tennis court hits UK

Easton College in Norwich is the first facility in the UK to install the BASF Conipur TF tennis court – a surface which has been popular in European tennis clubs for the past decade. The system features 92 per cent recycled material and has been designed to respond in the same way as a traditional clay court. It offers reduced injuries, excellent sliding properties and an even ball response.

involved in the surveying and marking of both international and UK-based athletic running tracks to IAAF standards, as well as the remarking and upgrading of existing sports tracks. The company maintains sports surfaces with a lane-width high-pressure cleaning machine, it refurbishes and repairs sports surfaces, lines sports courts both inside and out and installs and repairs athletic tracks.

sport-kit.net KEYWORD: **WHITE LINE**



Crystal CG digital animation

Making the transition from vision to reality is essential in the planning and bidding stages of future sporting events. Digital animation can bridge this gap by visually capturing the atmosphere of how the event will run and bringing it to life for the audience – allowing them to experience architectural models at unique viewpoints. Our animation for the Russian Football Union's (RFU) winning technical bid for

the 2018/2022 FIFA World Cup did just that. Crystal CG directed and produced a three-minute animation showing viewers photo-realistic images depicting six of the 16 planned soccer stadia. Combining architectural expertise and commercial storytelling techniques brought the vision to life, helping the RFU to win the bid. Crystal has also provided digital animation for the Beijing and London Olympics.

sport-kit.net KEYWORD: **CRYSTAL CG**



CopriSystems' sports dome

CopriSystems has installed a 67m x 37m, four-dome interconnecting sports dome system at Culford Independent School in Bury St Edmunds, UK. The design ticks all the boxes for low maintenance, cost and longevity. It incorporates four domes, with each covering one court. The domes are interconnected beneath support beams at a height of 6m, each supported by a single vertical support post between courts. Side curtains extend the perimeter of the structure and can be opened up to give the illusion of playing in the open air.



sport-kit.net KEYWORD: **COPRISYSTEMS**



EAW sonic stadia

US-based Eastern Acoustic Works (EAW) has supplied the PA system for Galatasaray SK's new 52,650-capacity multi-purpose Turk Telekom Arena in Istanbul. The system combines 46 weather-protected MK series enclosures arranged in pairs around the perimeter of the stands to provide the venue with sonic presence. EAW systems have also been fitted in Wembley and Twickenham (London), San Siro (Milan), Estádio da Luz (Lisbon), Grasshoppers (Zürich) and Nou Camp (Barcelona).

sport-kit.net KEYWORD: **EAW**



Desso iDNA sports grass

The semi final of the FIFA U-17 World Cup between Brazil and Uruguay at Estadio Omnilife in Mexico was played on a pitch developed and produced by European grass specialist Desso Sports Systems. Desso's latest development in artificial grass, Desso iDNA, was selected for its natural playing characteristics and durability.

sport-kit.net KEYWORDS: **DESSO SPORTS**



Gen3 launches MyoTruk

Gen3 Kinematics has launched The MyoTruk – a unique piece of equipment in strength training. It provides increased muscle activation through a full-range of movement – from extreme flexion to full extension – using variable resistance technology, which is more effective, more efficient and safer to use than any conventional exercise system. Gen3 Kinematics has announced the first sale of its MyoTruk strength training system to Biarritz Rugby Club in France.

sport-kit.net KEYWORD: **GEN3**

Weider launches new ready whey drink

Weider has introduced a new ready-to-drink product to its whey amino powder range. Weider 100% Whey Amino Drink comes in a 500ml bottle in lemon-lime or orange-splash flavours. Suitable as a pre- and post-workout drink, it is said to protect the muscles from deterioration during training and support regeneration processes and muscle development after a workout. It is water based and contains no carbohydrates, sugar or fat – providing a fast source of whey protein isolate with a BCAA content of 23 per cent.



sport-kit.net KEYWORDS: **WEIDER**



sport-kit.net KEYWORD: **BLAKEDOWN**

Blakedown's third generation

Blakedown Sport and Play has completed the construction of a third-generation, 100m x 63m pitch to FIFA 2-star standards at Accrington and Rossendale College in Lancashire, UK. The pitch includes a Desso surface, similar to that used by some of Europe's top clubs, including Tottenham Hotspur, VfL Wolfsburg and Real Madrid. Blakedown is a leading provider of sport and play facilities throughout the UK.

Mark Harrod's new wheel lifts effortlessly

Mark Harrod has launched an innovative product called the Easy Lift® wheel, which lifts whole goal posts clear of the ground using a cantilever arm for easy moveability on grass as well as on synthetic surfaces. Easy Lift is made from 100mm x 110mm elliptical reinforced aluminium, which is powder-coated white, and comes complete with full international back supports

and top diagonal supports, as well as lock on nylon hooks, welded corner joints and extra strong top corner joints. Mark Harrod has more than 30 years of experience in the manufacture and supply of high-quality sports equipment direct to schools, colleges, local authorities and sports clubs. The company's products, which conform to British and European standards, include football goalposts and rugby/hockey posts.

sport-kit.net KEYWORD: **MARK HARROD**



Destination Sport goes VIP

Destination Sport has designed and booked a VIP customer programme for the 2012 London Olympic Games on behalf of a German corporate client. This included accommodation, transfers, hospitality, a stadium tour and a social programme on the weekend of the 100-metre Men's and Women's Finals at the Olympic Stadium. Celebrating its second anniversary, Destination Sport operates in 80 countries, working

with sports and travel organisers delivering their specialist destination management VIP inbound groundhandling support services. With 2012 major projects in progress: the Olympic and Paralympic Games; UEFA Champions League Final; UEFA European Football Championships; US Masters; and the Ryder Cup and World Swimming Championships – the company can offer local expertise and professional services.

sport-kit.net KEYWORD: **DESTINATION SPORT**



Lighthouse LED screen

Lighthouse Technologies and TS Sports have recently installed a Lighthouse Impact 16 LED video screen, along with 20mm pitchside and fascia displays, at Portland's renovated Jeld Wen Field, (formerly PGE Park), in Oregon, USA. Designed by Anthony James Partners, the main LED video display rises from the south side of Jeld Wen Field. The new Impact 16 LED video is suitable for both indoor and outdoor arenas and stadiums, particularly venues that face conditions involving high-intensity ambient light. The display can also run sponsor messages and game stats.



sport-kit.net KEYWORD: **LIGHTHOUSE & TS SPORTS**



Junckers' sports floor

More than 1,400sq m (15,000sq ft) of Junckers' premium sports floors will feature at the Sport Wales National Centre in Cardiff, UK. Registered as an official Olympic Training Camp for the 2012 Olympic and Paralympic Games, the national centre will accommodate various international-level sports. In consultation with several governing bodies of sport, the centre chose a high-performance, fully-sprung SylvaSport floor laid on New Era battens and installed by Moran & Sons Flooring.

sport-kit.net KEYWORD: **JUNCKERS**



HS Sports clock Bahrain

HS Sports has installed a timing system and scoreboard for the new 50m swimming pool at Shaikh Khalifa Sports City in Bahrain – home of the Bahrain Swimming Association. As the venue was not designed to have cabling built into the ground, an over-deck system was created. HS Sports will now install a system for the 25m pool.

sport-kit.net KEYWORDS: **HS SPORTS**



Electro-Voice amplify

Loudspeakers from Electro-Voice and amplifiers from Dynacord have been installed at the futuristic, indoor Max Aicher Arena in the Bavarian resort of Inzell, Germany. Parkstetten-based TRE Professionelle Audiotechnik was responsible for the installation of the site's sound reinforcement system and fitted 89 Electro-Voice Sx600 loudspeakers, powered by 12 DYNACORD DSA amplifiers. The system combines sound reinforcement with a voice alarm system in case of an emergency.

sport-kit.net KEYWORD: **ELECTRO-VOICE**

APT team up with Rapid Retail to launch RapidStile

APT Skidata and Rapid Retail have joined forces to launch RapidStile, a new, automated turnstile solution that can control the access of visitors at busy outdoor events. The self-contained unit features six pre-installed and wired turnstiles with readers to handle multiple ticket types, including RFID cards, as well as conventional barcoded and 2D barcoded tickets. Easily transportable, they are easy to install, requiring only a local mains supply or generator and can be connected to the venue's local network.



sport-kit.net KEYWORDS: **APT & RAPIDRETAIL**



sport-kit.net KEYWORD: **MCARDLE**

Sport-Tec's synthetic surface

McArdle Sport-Tec was recently selected by Professional Sportsturf Design consultants and Stoke City FC to install a synthetic turf pitch at the club's new Clayton Wood training ground in Staffordshire, UK. The 111m x 74m all-weather pitch installation featured a Desso iDNA 40 synthetic surface and took 15 weeks to complete. McArdle Sport-Tec is one of the UK's longest standing pitch and track contractors.

Action outdoor flooring installed in Krakow

Action Floor Systems provided a high-quality sports floor for a sporting event held in Krakow, Poland in June 2011. The seventh annual Nationwide Get-Together Days 'Succeed Against the Odds' event brought together Polish athletes with physical and visual disabilities. The company's portable, hard maple, NitroPanel flooring was assembled outside in the city's historic

town square and provided an excellent venue to showcase the NitroPanel system. The surface deck of MFMA grade-marked Action LL (long length) hardwood white maple features expansion ridge technology to accommodate board to board, wood expansion. The NitroPanel subfloor system features stringers of laminated veneer lumber which is stronger and straighter than common softwood lumber.

sport-kit.net KEYWORD: **ACTION FLOOR**



Neptunus gets flexi

Temporary structures specialist Neptunus has launched Flexolution – an energy-efficient, semi-permanent structure with excellent acoustic and thermal properties and an A-Rated energy performance as measured by the EU Energy Performance in Buildings Directive. Flexolution is constructed from aluminium columns and laminated wooden trusses. The walls are made from insulated sandwich panels or

insulated glass to enhance noise reduction and thermal capabilities. Every component of Flexolution can be easily dismantled and reused – reducing its overall carbon footprint. Available in 6m x 6m increments, it can be transformed into almost any shape, with the option of internal partitions and multiple levels. Internally and externally, Flexolution is indistinguishable from a permanent structure.

sport-kit.net KEYWORD: **NEPTUNUS**



Temporary arena for Dubai

Al Laith Event Services, the largest provider of event structures and infrastructure in the Middle East, built a 9,390-seat temporary arena at Dubai's Jumeirah Beach Residence to host the first leg of the 2011 Red Bull X-Fighters world tour in the UAE. Besides constructing grandstands around three sides of the arena, the project included the installation of media platforms, five camera platforms, two large format LED screen supports, 1km of police barriers, 400m of Mojo crowd barriers and 1.8km of Heras fencing.



sport-kit.net KEYWORD: **AL LAITH**



New Multipower range

Sports food company Multipower has launched a new range of products for endurance athletes. The bars, gels and powders contain innovative, high-quality ingredients including palatinose, the only low glycemic carbohydrate with prolonged energy supply, and peptopro, which significantly accelerates post-training recovery.

sport-kit.net KEYWORDS: **MULTIPOWER**



Hanovia's in the swim

Building on the success of its Photon UV systems, Hanovia's next generation SwimLine UV system has been specifically designed to treat swimming pool water. The SwimLine has been completely re-engineered to provide lower capital costs and operating costs than previous UV systems. It offers twofold protection for pool operators: water disinfection and the removal of combined chlorines. Its compact design allows it to be easily incorporated into existing water treatment systems.

sport-kit.net KEYWORD: **HANOVIA**



OpenAire in Georgia

OpenAire has designed, manufactured and installed a retractable roof enclosure to cover an Olympic-size rooftop swimming pool named Skypool at Batumi Plaza – a luxurious landmark development opening in Batumi, Republic of Georgia. Skypool's retractable enclosure opens the roof by 45 per cent – offering swimmers sunlight, fresh air, and views of the Black Sea. It features glazed gable ends (one with operable folding doors) and bi-parting roof panels that open in good weather.

sport-kit.net KEYWORD: **OPENAIRE**

Abacus floods cricket club with new lighting installation

Edgbaston's new floodlights were used for the first time when Warwickshire County Cricket Club, UK, staged its first floodlit match, against Leicestershire earlier this year. The floodlights were specially manufactured and installed by Abacus Lighting, which is also responsible for recent installations at Lords, The Oval and Trent Bridge. The cantilevered masts incorporate 320 Challenger 3

Robe lights up Minsk Arena in Belarus

Moving lights and DigitalSpots from Robe Lighting have been installed at the new Minsk Arena in the Belarus capital. It's part of a complex of buildings that includes a flagship 15,000-seat ice hockey arena – one of the largest in Europe. This is the first installation for the DigitalSpot 7000DT series in Belarus. The fixtures were specified by Robe's Belarus distributor – Art Ramos – while contractor Belcultproject supplied the products to the venue. Many bands and live artists have also played at the arena, which doubles as a concert hall.



sport-kit.net KEYWORD: **POLYTAN**

floodlights with precision reflector systems to ensure tight beam control. This reduces overspill and directs light into the ground where it is needed and, most importantly, away from the surrounding local residential area. Abacus Lighting was established more than 50 years ago and supports global customers in meeting the growing demand for technically brilliant, yet energy efficient and sustainable lighting solutions.

sport-kit.net KEYWORD: **ABACUS**



sport-kit.net KEYWORDS: **ROBE LIGHTING**

Polytan surfaces for 2012

Athletes that are due to compete in the 2012 Olympic Games will warm up on the newly refurbished Polytan track at Birmingham's Alexander Stadium. Polytan's polyurethane surfacing systems provide international-standard athletics tracks in main stadiums around the world, as well as competition-standard running tracks and indoor tracks. Large stadium tracks include certified IAAF Class 1 and 2.



Alternative building solutions

Norseman Structures' buildings allow sport and play year-round, despite unpredictable weather. Even on cloudy days, the all-season, recreational buildings are bright, fresh and inviting. The clear-span interior of a Norseman building gives clients the flexibility to design their space in an unobstructed, column-free area for flexible facility planning and team activities. Whether they need an indoor football facility, tennis

courts or a multi-use sports complex, Norseman Structures has a sports building solution. Norseman has been manufacturing and selling building enclosure systems since the 1960s and employs senior structural engineering and design staff who are responsible for the development and design of the various building series. In addition to CWB and AWS certification, Norseman has achieved CSA A660 certification.

sport-kit.net KEYWORD: **NORSEMAN**



Trocellen shock pads

New from Trocellen is its ProGame brand, a system of shock pads designed to maximise the stability and long-lasting performance of artificial turf installations. The pads offer constant performance across the whole installed area, independent of weather conditions, and meet the requirements of different systems such as sand and rubber infill. Presented on a roll, the pads are made of cross-linked polyethylene foam and are characterised by a patent pending XC and C cutting system to allow high flexibility during installation and long-lasting performance in use.



sport-kit.net KEYWORD: **TROCELLEN**



Nutrichem shake up

German drinks manufacturer Nutrichem, owners of Inkospor (Inko), has unveiled its first low-fat, ready-to-drink, protein shake, which is also the first of its product range to come in a plastic bottle. The company has, until now, only had the capacity to produce glass bottles. The new drink, X-treme Protein, is marketed as a six-pack of 500ml bottles, with the plastic bottle itself being moulded to look like a man's six-pack. The drink is low-fat and low-carb for those who want protein without calories.

sport-kit.net KEYWORD: **NUTRICHEM**



Wiener Medien is giant

LED specialists Wiener Medien Werkzeuge set up four giant video walls to enhance the spectator experience at the six-day Beach Volleyball Grand Slam in Klagenfurt, Austria, in 2011. Medien Werkzeuge has a range of global partners and can set up a range of flexible indoor and outdoor LED formats for a variety of sports and culture events.

sport-kit.net KEYWORDS: **MEDIEN**



Proludic's sports legacy

Play equipment company Proludic has launched its new Sports Legacy Zone. The 37m x 24m concept – aimed at people aged between nine and 99 years – incorporates six areas designed to promote individual sporting skills: Dynamic Structures, Cyclogym, Vertical World, Vitality Areas, Suspended World and a Multi Use Games Area (MUGA). Dynamic Structures was specifically designed for teenagers, while the MUGA accommodates a range of ball games, such as basketball and football.

sport-kit.net KEYWORD: **PROLUDIC**

Charterhouse aerates golf and sports turf

Charterhouse Turf Machinery's new 122.020 Verti-Drain offers an industry-standard solution for intensive aeration of golf and sports turf surfaces to ensure uninterrupted, year-round play. Using an adjustable parallelogram forced heave to shatter soil compaction and an increase in motion speed to enable it to dig deeper, the machine minimises surface water-logging and encourages grass growth. The machine accepts one-inch tines for increased heave and reinvigoration of large areas like fairways.



sport-kit.net KEYWORDS: **CHARTERHOUSE**



sport-kit.net KEYWORD: **MATCHSAVER**

Matchsaver saves the day

Real Madrid and Gothenburg are the latest signings for Matchsaver's new automated pitch protection system, which enables a pitch to be covered in less than 10 minutes at the press of a button. This maintains the best possible playing conditions and almost eliminates the need for match cancellation, resulting from adverse weather. It is suitable for all outdoor sporting venues, including football, rugby and cricket.

NUSSLI gets temporary in Germany

NUSSLI – a global supplier of modular stadiums – has built a temporary stadium, next to the ESPRIT Arena in Düsseldorf, Germany, for the second-division German soccer team Fortuna Düsseldorf. The team moved to the temporary stadium to play its last three home games in the season while the ESPRIT Arena was used to host the 2011 Eurovision Song Contest. The fully

operational temporary stadium was built in compliance with German Soccer Association (DFB) and German Soccer League (DFL) regulations and offered a spectator capacity for 20,000 fans – divided into seating for about 12,500 and standing room for an additional 7,500 fans. After use, the temporary NUSSLI building will be deconstructed and the material used in future projects.

sport-kit.net KEYWORD: **NUSSLI**



Gerflor floors sport venues

Increased performance and comfort are the key features of the new and improved range of Taraflex sports flooring from Gerflor. The new Taraflex Sport M Comfort and Taraflex Multi-use 6.2 cater for the needs of multi-sport and multi-use venues, while enhancements made to Taraflex Sport M Evolution and Taraflex Sport M Performance ensure comfortable and safe sports floors for all. Taraflex Sport M Comfort is a

new 12mm-thick flooring. With a P3 classification, it offers levels of force reduction of between 45 and 55 per cent and provides an excellent balance between ongoing player safety and comfort. Taraflex Multi-Use 6.2 is another new product and – with its EN 14904 compliance – is ideal for multi-use venues, such as schools. It is available in five masking designs, as well as a woodgrain effect to hide stains.

sport-kit.net KEYWORD: **GERFLOR**



Arena installs grandstand

Arena Seating has installed a permanent spectator grandstand at Somerset County Cricket Club, UK. The new tiered seating system, with improved 800mm legroom space, enhances customer comfort and viewing experience. The ability to extend the grandstand sideways or backwards means that the capacity of 800 can be increased for particular games or concerts. Bespoke glass handrails on either side of the two stands, along with the white seats, ensure that the new look of the stand complements the existing architecture of adjacent pavilions.



sport-kit.net KEYWORD: **ARENA SEATING**



Temporary tennis for Veldeman

The Tennis Club De Wehzel in Belgium has benefited from the installation of a new tennis hall, supplied by Veldeman, rendering weather-interrupted games a thing of the past. Built in the space of just two weeks, the 36m x 35m Polygon structure has a roof and upper walls made of a translucent PVC-coated fabric for glare-free comfort.

sport-kit.net KEYWORDS: **VELDEMAN**



Barenbrug wears better

Specialist grass seed breeder Barenbrug has reformulated its RTF Turf mixture to further improve the product's performance. The mixture now includes 20 per cent Barcesar, a brand new tufted tall fescue that provides all the benefits of a tall fescue but without standing shoot density and fine leaf for the species. The new cultivar also boasts excellent wear tolerance once established, while a mid-green colour ensures that Barcesar blends well with other species.

sport-kit.net KEYWORD: **BARENBRUG**

Sports Federations & Associated Members

Members of SportAccord – the organisation for Olympic and non-Olympic international sports federations, and organisers of multi-sports games and sport-related international associations



SPORTS FEDERATIONS

Aikido

International Aikido Federation (IAF)

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Air Sports

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American Football

International Federation of American Football (IFAF)

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Aquatics

Federation Internationale De Natation (FINA)

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Archery

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Athletics

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Baseball

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Basketball

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Basque Pelota

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Billiards Sports

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Bodybuilding**International Federation of Bodybuilding & Fitness (IFBB)**

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Boules Sport**Confederation Mondiale Des Sports De Boules (CMSB)**

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Boxing**Association Internationale De Boxe (AIBA)**

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Bridge**World Bridge Federation (WBF)**

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Canoe**International Canoe Federation (ICF)**

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Casting**International Casting Sport Federation (ICSF)**

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Chess**Federation Internationale Des Echecs (FIDE)**

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Cricket**International Cricket Council (ICC)**

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Curling**World Curling Federation (WCF)**

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Cycling**Union Cycliste Internationale (UCI)**

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Dance Sport**World Dance Sport Federation (WDSF)**

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Darts**World Darts Federation (WDF)**

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Dragon Boat**International Dragon Boat Federation (IDBF)**

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Fencing

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Floorball

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Flying Disc

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Football

Federation Internationale De

Football Association (FIFA)

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Go

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Gymnastics

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Handball

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Hockey

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Ice Hockey

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Life Saving**International Life Saving Federation (ILS)**

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Luge**Federation Internationale De Luge De Course (FIL)**

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Powerboating**Union Internationale Motonautique (UIM)**

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Rowing

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Rugby

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Sambo

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Savate

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Ski Mountaineering

International Ski Mountaineering Federation (ISMF)

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Skiing

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Soft Tennis

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Softball

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Sport Climbing

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Sports Fishing

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Masters Games

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International Committee of the Mediterranean Games (CIJM)

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Key personnel:

Klaus Meinel,
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Klaus Meinel

Description: IAKS is the International Association for Sports and Leisure Facilities. The association and its members comprise a global network for the design, construction, modernisation and management of sports and leisure facilities. The goal of IAKS is the creation of high-grade, functional and sustainable sports facilities worldwide, with an emphasis on international exchange and the ongoing development of quality standards. The International Association for Sports and Leisure Facilities contributes to the economic and environmentally friendly realisation of sports and leisure facility projects worldwide and thus highlights the right of citizens to demand-driven and functional sports facilities.

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Key personnel:

Chris Trickey,
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Chris Trickey

Description: SAPCA is the recognised trade association for the sports and play construction industry in the UK. Its role is to foster excellence, professionalism and continuous improvement throughout the industry to provide the high-quality facilities needed at all levels of sport, physical activity, recreation and play. SAPCA was formed by the industry in 1997 and is a non-profit-seeking organisation, funded by the industry. SAPCA has more than 240 corporate members UK-wide, all with a direct involvement in sports and play facility development. Members include contractors, manufacturers and suppliers, professional consultants and test laboratories, as well as sports governing bodies and related organisations.

International Health, Racquet and Sportsclub Association (IHRSA)

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Key personnel:

Joe Moore, president,
and CEO



Joe Moore

Description: IHRSA is the fitness industry's only global trade association – a not-for-profit organisation representing health and fitness facilities, gyms, spas, sports clubs and suppliers worldwide. Its members include more than 9,000 for-profit health and fitness facilities, and over 650 supplier companies, across 75 countries. IHRSA's mission is to grow, protect and promote the health and fitness club industry, and to provide its members with benefits that will help them to be more successful. It fulfills this mission by implementing annual health promotion initiatives, defending and promoting health club-related legislation, hosting industry events and collecting key operational data for its publications and newsletters.

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